

Curriculum 2013 - 2018
School of Business and Management
Institut Teknologi Bandung

Student Exchange Program

FINANCE

- MB 4014 – Financial Audit and Control
- MB 4015 – Corporate Finance
- MB 4042 – Capital Market
- MB 4043 – Managerial Accounting
- MB 4044 – Financial Planning
- MB 4045 - Investment Management
- MB 4046 – Islamic Banking
- MB 4047 – Business Risk and Venture Capital

<MB 4014> Financial Audit & Control

Course Code: MB4014	Credit: 4 SKS	Semester: Genap / Ganjil
Syllabi	Audit is basically a process of systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria have been met	
Description	Audit is a process. Given the importance of the audit, the auditor will usually order the agency/ company to be audited to prepare the necessary documents. In certain cases sometimes audit process conducted by an independent auditing agency so that the results can be more reliable. The overall objective of the audit of financial statements is to express an opinion on whether the financial statements present fairly the client has, in all material respects, in accordance with generally accepted accounting principles, known as GAAP. To that end, the auditor should obtain sufficient material and competent evidence as a reasonable basis for our opinion	
Outcomes	<ul style="list-style-type: none"> • Students understand the principles of general auditing • Students are able to understand the audit report • Students understand how the audit process in the audit practice 	
Activities	<ul style="list-style-type: none"> • Quiz and assignment • Guest Lecturer/Field Trip 	

<MB 4015> Corporate Finance

Course Code: MB4015	Credit: 4 SKS	Semester: Genap / Ganjil
Syllabi	This course is aimed at providing knowledge and expertise in practicing financial theories for decision making and applying them in managing the company for value creation.	
Description	This course covers the knowledge on matters of risk-and-return, as well as financial liquidity and profitability of the corporation. Both subjects are keys for success in corporate management, namely so that the company is capable of growing and developing adaptively towards the company's environment. The corporate success is also determined by its ability in making strategic financial decisions, through bank loans, issuance of bonds or shares (common stock and preferred stock), as well as its tactical financing decisions.	
Outcomes	<ul style="list-style-type: none"> • Students have the skills in reading and analyzing financial statements in a comprehensive manner. • Students have the ability to use a variety of techniques in designing the company's business plan, including financial projections. • Students understand the concept of value and how to choose a profitable investment through capital budgeting decisions. • Students understand the concept of optimum capital structure and able to choose the source of financing which is flexible and low risk for the company. • Students understand the concept of risk and able to apply these concepts to minimize risk through portfolio diversification and the use of derivatives. • Students are able to apply the concept of revenue sharing in the company in the form of dividends and share buy-back. 	
Activities	Assignment	

<MB 4042> Capital Market

Course Code: MB4042	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	Capital market Course provides a balance in-depth discussion about fundamental theory and developing skill and attitude towards best practices in of capital market.	
Description	Capital market course provides an in-depth discussion of fundamental principles and practical aspects related to equity securities such as stocks, bond, mutual funds, indexes, and derivatives. This course is not only exposed the students to some important theories on capital markets but also to give first hand experiences in investing in Indonesia's capital market. The main objectives will focus on developing students' skills, knowledge and attitude toward capital market practices.	
Outcomes	<ul style="list-style-type: none"> • Students understand how the stock market operates, including the instruments used, along with the mechanisms and the laws. • Students know how to access a variety of important information related to capital market activities. • Students understand how to analyze and use information. • Students have the skills to implement a variety of methods to build and evaluate portfolios. 	
Activities	<ul style="list-style-type: none"> • Exercise, portfolio of private equity investments • Field Trip to securitas company and stock exchange in Jakarta 	

<MB 4043> Managerial Accounting

Course Code: MB4043	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	Managerial Accounting stresses accounting concepts and procedures that are relevant to preparing reports for internal users of accounting information.	
Description	<p>Managerial 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.</p> <p>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.</p> <p>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</p>	
Outcomes	<ul style="list-style-type: none"> • Identify and classify all items costs incurred in the company or organization • Calculate and analyze all kinds of the costs to provide costs information which is needed by the management to be able to make planning, control, and decision-making 	
Activities	Exercise	

<MB 4044> Financial Planning

Course Code: MB4044	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	This course provides an understanding of a broad range of financial planning process is to control the personal and family financial situation, determine the various financial goals appropriate future and plan how to achieve well.	
Description	Personal Financial Planning is the knowledge of how we organize and plan your personal financial goals or family to achieve a prosperous life. During the school year formally, we examine the knowledge of science but usually not taught personal financial planning. Whereas in the opinion of the authors knowledge this is the life skills necessary in the face of an increasingly complex life.	
Outcomes	<ul style="list-style-type: none"> • Understand the financial planning process in a comprehensive manner • Applying the financial planning framework to a variety of financial condition and various of financial goals desired in the future. • Understand the various of alternatives investment available in the market which can be used to achieve financial goals 	
Activities	Exercise	

<MB 4045> Investment Management

Course Code: MB4045	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	Investment alternatives generally need multiyears duration time and great amount of funds. Analyzing those kinds of investment alternatives must take account off money-time relationship and use the concept of equivalence in order to be able to choose the best alternative.	
Description	Engineering Economics is an analytical technique in decision-making, where there are several design alternatives technical or investment plan that is technically considered to be equal (the same requirements), and would been one of the most economical.If there is only one alternative that meets the technical requirements, it is going to be determined whether the alternative is economically feasible or not.In general, these alternatives are relatively long-term (multiyear) and its cost is relatively large, which raised the issue of the time value of money.	
Outcomes	<ol style="list-style-type: none"> 1. Develop model of investment alternative cash flow 2. Comparing investment alternatives 3. Choosing the best investment alternative 	

<MB 4046> Islamic Banking

Course Code: MB4034	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	Islamic banking is an alternative banking institutions that forbid the use of interest in their financial transaction. Islamic banking uses sale, lease and giro in their financial transaction instead of interest. Islamci banking is considering the following aspects: fairness, openness and accountable, and comply with Islamic law in their business.	
Silabus Lengkap	This course provides an understanding of the context of Islamic banking as an integral part of the concept of Islamic economic and financial system. Students will be equipped with knowledge on the basics of Islamic law from the Koran and Al Hadith and the opinions of the scholars as the background of the emergence of the Islamic banking system developed at this time.This course also provides knowledge about contracts used in Islamic banking both in terms of funding and financing in the Islamic banking operations.	

Outcomes	<ol style="list-style-type: none"> 1. Understanding the background of Islamic banking development 2. Understanding the differences between the Islamic banking system with conventional financial system 3. Understanding the basic principles of Islamic banking 4. Knowing contracts in Islamic banking 5. Knowing the latest of Islamic banking industry developments and regulations 6. Aware of the issues and challenges in the Islamic banking system development
Activities	Field Trip

<MB 4047> Business Risk and Venture Capital

Course Code: MB4047	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	This subject conducts depth explained in relation with risk within business organization by considering risk both in macro scope and in micro horizon. To manage risk, an organization needs to possess an integrated precise planning in order to risk identifying, risk measuring and risk mitigation. This scheme is called as a risk management. This course discusses about venture capital as well. The venture capital will illustrate venture capital concept itself, applied venture capital upon business corporation, the cooperation mechanism and valuation	
Description	This subject comprises of the theory and business risk management principles, identifying risk and its evaluation, business risks management strategy, business risk management policy, structure and organization for risk management, specific business risk management, business risk management planning and communication, effective communication with venture capitalists, concept and theory of venture capital, fundamentals in early investing, risk analysis in venture capital, venture capital valuation, effective business plan and venture capitalists requirement, venture capital in global world and Indonesia as well as deal, communicate and make a partnership with venture capitalists	
Outcomes	<p>After the lecturing is accomplished, students is expected to:</p> <ol style="list-style-type: none"> 1. Appreciate role and business risk function as well as venture capital to reach successfully business goals 2. Able to implement a rational approach in adopting business risks and venture capital process 3. Able to use various tools and techniques to analyze internal and external factors in order to identify, measure, manage and evaluate business risks 4. Appreciate how a decision about business risk and venture capital is created in various level of corporate management 5. Able to create and to present a proposed plan in controlling and managing business risks within a corporation 	
Activities	Assignment	

MARKETING

- MB 4016 – Shopper Behavior
- MB 4048 – Emotional Branding
- MB 4049 – Retail Management
- MB 4050 – Advertising

<MB 4016> Shopper Behavior

Course Code: MB4016	Credit: 4 SKS	Semester: Genap / Ganjil
Syllabi	In this course we will directly examine the available theory and research concerning the behavior of the shopper in order to understand its most basic principles.	
Description	Shopper Behavior is a distinctive form of consumer behavior, involving three dimensions that influencing the behavior of shopper, i.e. shopping environment, social-cultural context, and individual role, motivation, and behavior. Shopper Behavior is one of the important aspects of marketing management because decisions involved in developing an effective marketing mix for a product or service rely thorough knowledge of the shoppers, who comprise of the target market. Understanding the behavior of shopper can help marketers anticipate reactions to changes in the marketing mix or determine when new products are likely to be adopted. Shopper Behavior is also closely related to marketing research. A practical understanding of shopper can aid in the selection of an appropriate research methodology, question design and selection, as well as interpreting shopper responses to such questions.	
Outcomes	The goal of this class are : <ul style="list-style-type: none"> • To acquire a framework for analyzing Shopper behavior problem • To learn about and use Shopper behavior theories in marketing • To show how Shopper behavioral evidence can be used to evaluate alternative marketing strategies • To learn analytic tools (Experiential Exercises) that can be used to investigate Shopper behavior and guide marketing manager's decision making 	
Activities	Shopper behavior research project at the Point of Purchase (shopping), field trip	

<MB 4048> Emotional Branding

Course Code: MB4048	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	This course aims to provide knowledge and strategies regarding maintaining the brand in a new dynamic environment.	
Description	Over the past decades, it has become resoundingly clear that the world is moving from an industrially driven economy that puts the consumer in the seat of power. A New York Times article a decade ago already made it clear that “over the last fifty years the economic base has shifted from production to consumption. It has gravitated to the subjective; to the realm of psychology”.	
Luaran (Outcomes)	<ul style="list-style-type: none"> • After taking one semester, students are expected to: • Understand how the brand is closely associated with emotion. • Identify brands in the environment. • Develop their critical thinking of the changes of perception and people thoughts in the industry. • Understand the changes from Social Media to Social Branding. 	
Activities	Group Project	

<MB 4049> Retail Management

Course Code: MB4049	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	Retail is the end process from production to marketing. It is the main income producing process. In this course students will learn how retail stores evolve and reach the current state-of-the-art. This course encompasses traditional functions of management, from the investment considerations, to supply-chain,	

	marketing, customer service, technology applications and people management. However, it is discuss in the light of retail business with some fashion management touch.
Description	Although not ancient, store is an old institution creatively innovated and accepted by societies in different part of the world. The business model of a store is different compared to a production corporation, especially in term of the use of capital investment. Store become larger and larger, in size and in product diversity. The management system also developed accordingly. Some store didn't have to worry about production, but fashion store should consider trend and innovation as its impetus. By discussing fashion retail, students can learn how to manage a competitive store from fashion's long and intricate processes. Large stores or supermarkets is different for they deal with a large number of products that should be managed with the help of the newest technology. The heart of supermarkets is a category management system which is driven by customer needs and wants. Customer are there to be influenced by the store system, they have to be invited, guided, informed, satisfied and repected. Marketing, store design, customer care and the use of technology should, then, complete the course. As a closing remark, guest lecture will be invited and a discussion on the future trend should b organized.
Outcomes	<ul style="list-style-type: none"> • Identifying characteristics of financial firms involved in retailing; • Identify supply chain issues of retailing company • Evaluate the category arrangement; • Evaluate customer service strategy; • Evaluate the mix of retail corporate communications • Identify the difference between supermarket with other retailing companies; • Identify the developments of retailing world; • Provide illustration of the unique management process in retailing companies; • Presenting the work in the form of pages on the internet and posters.
Activities	Individual Assignment and Group Assignment

<MB 4050> Advertising

Course Code: MB 4050	Credit: 3 SKS	Semester: Ganjil / Genap
Syllabi	Advertising class is made to provide knowledge to the students or participants learner about current business condition that positioning the importance to perform promotion activities.	
Description	These courses will be given in the form of Advertising Theory (50%), Practical/case study advertising business that is currently happening (50%). The objectioves is to make sure that they can fully understand (theory and practice). In practice, they must select a brand (product or service) that is experiencing a decrease in sales in "market", then they were asked to find a way out with the approach of theories of "IMC" given in perkuliaan in order for the product or service can return has a good position in the eyes of consumers and in "market".	
Outcomes	This course is expected to encourage the students when they become an entrepreneur, he/she understands the meaning of existence "Advertising role in Business activities" and also know the steps/way to be taken when facing problems of public control, beat competitors and dominate "the market".	
Activities	Student Project	
Refference	Wells, William.,Moriaty, Sandra., Burnett, John (2006),"Advertising", 7 th Edition, Pearson Prentice Hall, New Jersey.	
	Duncan, Tom (2002), "IMC: using advertising and promotion to build brand", McGraw-Hill, New-York, USA	
	Duncan, Tom (2005), "Principle of Advertising & IMC", McGraw-Hill, New-York, USA	

HUMAN RESOURCES

- MB 4017 – Contemporary Human Resource Management
- MB 4018 – Compensation Management & Employee Performance
- MB 4051 – Organizational Development and Learning Organization
- MB 4052 – Strategic Change Management

<MB 4017> Contemporary Human Resource Management

Course Code: MB4017	Credit: 4 SKS	Semester: Genap / Ganjil
Syllabi	The course will be conducted by using lecturing method for explanatory purposes and will be very much emphasized as “student-centered” activities through discussion and presentation of case studies, while lecturers are taking roles as facilitators.	
Description	<p>The course will be conducted by using lecturing method for explanatory purposes and will be very much emphasized as “student-centered” activities through discussion and presentation of case studies, while lecturers are taking roles as facilitators.</p> <p>During the course, some reading materials will be assigned individually to students. Students have to submit their report on Reading Assignments of maximum two pages each, elaborate the key messages brought about including their own agreement or disagreement.</p> <p>Topics to be covered during the course are as follows:</p> <ul style="list-style-type: none"> • WHAT, WHY, HOW and WHEN we take actions by using CBHRM, SBHRM, and Talent Management. • Relationship between HR Policy&Practices to CBHRM, SBHRM, and Talent Management. • How to lead and manage the transformation from current HR Policy & Practices to CBHRM, SBHRM, and Talent Management. 	
Outcomes	<p>Providing the students with the knowledge and exercises about What is, (Why people use, How to implement, and When to implement) CBHRM, SBHRM and Talent Management.</p> <p>Allowing students to be able to apply techniques and tools related to CBHRM, SBHRM, and Talent Management in order to gain competitive advantage of an organization.</p> <p>Support the students behaviourally to show discipline, avidity and persistence</p>	
Activities	Assignment, Field Trip, company data gathering, simulation	

<MB 4018> Compensation Management

Course Code: MB4018	Credit: 4 SKS	Semester: Genap / Ganjil
Syllabi	This course focuses on how students get “the know how” (conceptual) about compensation and benefit and able to use tools related to internal alignment, external competitiveness, manage employee contribution in order to attract, retain and motivate qualified employee.	
Description	<p>The course will be conducted by using lecturing method for explanatory purposes and will be very much emphasized as “student-centered” activities through lectures, group/individual presentations and discussion of case exercises. During the course, legal aspects of Compensation and Benefits work will be assigned individually to students. In due time, students will present individually his/her work in front of the class. Moreover, a written report will be collected to accompanying the legal aspects work presentation. Both the presentation and the written report should cover the WHAT, WHY, WHO, WHEN and HOW aspects of the legal subjects. Topics to be covered during the course are as follows: The Pay Model; Strategy: The Totality of Decisions; Defining Internal Alignment; Job Analysis; Evaluating Work: Job Evaluation; Person-Based Structures; Defining Competitiveness; Designing Pay Levels, Mix, and Pay Structures; Pay For Performance; Performance Appraisals; The Benefits Determination Process; Benefit Option.</p>	
Outcomes	<p>The objective of the course is to provide the students with the following knowledge:</p> <ul style="list-style-type: none"> • Providing the students with the knowledge and exercises about Compensation and Benefits. • Allowing students use several Techniques to help executing Compensation 	

	<p>and Benefits programs.</p> <ul style="list-style-type: none"> • Introducing the students with the local context to sharpening their capability with the real situation in Indonesia. • Support the students behaviourally to show discipline, accuracy and integrity.
Activities	Case Study, Company data gathering, individual tasks, assignment, group presentation, individual project, simullation

<MB 4051> Organizational Development and Learning Organization

Course Code: MB4051	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	By means of System Approach, Organizations will always move to adjust themselves to the changes in the organizational context (internal & external), including the discipline to create a Learning Organization	
Description	Students will learn about Organizational Effectiveness, Management Tools which will be needed to conduct an Action Reserach in order to validate organizational problems and organizational imperatives to change, know design element at organizational/ groups/jobs level, know what type os interventions mostly appropriate to answer the organizational needs, and the process for leading and managing change	
Outcomes	<ul style="list-style-type: none"> • Understand the concept and understanding of Organizational Development and Learning Organisation • Being able to use tools in order to adapt the organization and make it as the Learning Organisation • Able to communicate the initial feedback on Action Research and steps in managing and leading change (change agent) 	
Activities	Individual Assignment: Mempelajari Design Organisasi satu entitas bisnis	
Reference	Jones, Gareth R., Organizational Theory, Design, and Change, Fifth Edition, Pearson International Edition, 2007	
	Cummings, Thomas G., Worley, Christopher G., Organization Development & Change, Ninth Edition, South Western, CENGAGE Laerning, 2009	
	Senge, Peter M. "The Fifth Discipline: The Art and Practice of The Learning Organization", Random House, London. 2006. (PMS)	

<MB 4052> Strategic Change Management

Course Code: MB4052	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	This module will concentrate on Strategic Management for a Business Organization and its consequences to managing change since Strategic renewing will result in the transformational change of the company, which need to be managed in order to ensure successful implementation for the new direction of the company.	
Silabus Lengkap	This module will concentrate on Strategic Management for a Business Organization and its consequences to managing change since Strategic renewing will result in the transformational change of the company, which need to be managed in order to ensure successful implementation for the new direction of the company. The course will give understanding the environment and internal organization factors that push them towards change. Students will recognize these tensions for those involved in managing organizational change and strategic management as well. Students also can identifying why they are there, how they can be managed, and the limits they create for what the	

	<p>manager of organizational change and strategic can achieve. It shows how the image(s) we hold about how change should be managed, and of what we think our role should be as a manager of change, affect the way we approach change and the outcomes that we think are possible.</p>
Outcomes	<ul style="list-style-type: none"> • Understanding the concept of Strategic Management & Change Management (Knowledge) • Able to use variety of management tools (Context, Content, Process) in designing / formulating changes (skills) • Able to use variety of Tools to analyzes organizational alignment as a prerequisite to design a healthy organization (skills & experience through Group Assignment)
Activities	Group Assignment

MANAGEMENT AND INNOVATION TECHNOLOGY

- MB 4019 – Creativity and Innovation
- MB 4020 – Management of Technology
- MB 4021 – Enterprise Resources Planning
- MB 4053 – Corporate Social Responsibility

<MB 4019> Creativity and Innovation

Course Code: MB4019	Credit: 4 SKS	Semester: Genap / Ganjil
Syllabi	Creativity and innovation are essential for entrepreneurs to create or develop their business. This course will teach business students the concepts of creativity and innovation and how they can be implemented in their businesses.	
Description	Innovation is an undisputed catalyst for business growth, yet many entrepreneurs across industries fail to create a climate that encourages innovation. This course will teach business students the concepts of creativity and innovation and how they can be implemented in their businesses.	
Outcomes	<ol style="list-style-type: none"> 1. Able to understand the concept of creativity 2. Able to understand the concept of innovation 3. Able to apply the concepts of creativity and innovation into business 4. Proficient in business development knowledge. 	
Activities	Industrial Field Trip, Guest Lecturer	
Reference	Mihaly Csikszentmihalyi, Creativity, Edisi Pertama (Pustaka utama)	
	Harvard Business Essentials, Managing Creativity and Innovation, Edisi Pertama, Harvard Business School Publishing, 2003 (Pustaka pendukung)	
	Tim Brown, Change by Design, Edisi Pertama, HarperCollins Publishers, 2009. (Pustaka pendukung)	
	Tom Kelley, the Ten Faces of Innovation, Edisi Pertama, Doubleday, 2005 (Pustaka pendukung)	
	Alexander Osterwalder, Business Model Generation, Edisi Pertama (Pustaka Pendukung)	

<MB 4022> Management of Technology

Course Code: KB4020	Credit: 4 SKS	Semester: Ganjil / Genap
Syllabi	People are naturally creative. They create technologies for lifestyle betterment. Lifestyle betterment is achieved through technological innovation. Therefore, technological innovations enable competitive human development. This lecture helps students to understand the basic concepts of technology management and its role in business competition and wealth creation. Finally this course will describe some challenges on technology innovation in the developing countries.	
Description	This course will take students to explain the concept and importance of Technology to develop human societies, diagnose the role of management technology and its functions, apply the principles of management technology in business, diagnose, and apply the techniques in management of technology such as : technology forecasting, technology planning, technology strategy, etc	
Outcomes	After completing this course, students are expected to gain a broad understanding of the technology roles in society and how to manage technology and its function	
Activities	Tutorial, Lab Work, Individual work	
Pustaka	Ettlie, John E. 2006. Managing Innovation. (Pustaka utama)	
	Morse, L.C. and D.L. Babcock. 2006 Managing Engineering and Technology, 4e. Prentice Hall	
	Sharif, Nawaz. 2007. Book Workshop on Technological Innovation Management for Wealth Creation (Pustaka /pendukung)	

<MB 4021> Enterprise Resource Planning

Course Code: MB4021	Credit: 4 SKS	Semester: Ganjil / Genap
Syllabi	ERP can be seen as an integrated information system that allows a company to improve its decision-making processes. ERP are used to collect, store, analyze, and disseminate data to related decision makers	
Description	ERP can be seen as an integrated information system that allows a company to improve its decision-making processes. ERP are used to collect, store, analyze, and disseminate data to all related decision makers. Decision makers are able to see a large picture of the situation and come out with several alternatives of performance improvement. In addition, the company becomes able to collaborate with their upstream suppliers and downstream partners not just in transaction process but also in decision-making process. Supply chain management (SCM) is a field of operations management, which mostly takes the advantage of ERP. It can be seen that ERP is an enabler to realize potential promises of SCM to companies	
Outcomes	This course is designed to provide students with the knowledge of understanding principles underlying ERP and skills of capitalizing ERP in improving supply chains	
Activities	Praktikum	
Reference	Dhewanto dan Falahah, Enterprise Resource Planning: Menyelaraskan Teknologi Informasi dengan Strategi Bisnis, Edisi 1, Penerbit Informatika, 2007. (DF) (Pustaka utama)	
	O'Leary, D.E. (2000), Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk, Cambridge University Press, Cambridge (Pustaka pendukung)	
	Jacobs, F.R. and Whybark, D.C. (2000), Why ERP? A Primer on SAP Implementation, Irwin/McGraw-Hill, Boston. (JW) (Pustaka pendukung)	

<MB 4053> Corporate Social Responsibility

Course Code: MB4053	Credit: 3 SKS	Semester: Ganjil / Genap
Syllabi	Corporate Social Responsibility (CSR) is needed by company for running it's activity. Student will learn knowledge about CSR and how to apply CSR in community development.	
Description	Corporate has to earn financial benefit, but also need trust from local community where located around the company. It is required to apply research as the first step in order to determine community development program.	
Outcomes	<ol style="list-style-type: none"> 1. Have a sense of empathy for the people 2. Gain knowledge to implement a program by understanding the needs of the community or the community conditions 	
Activities	Field study	
Reference	Rudito, B. & M. Famiola, Social Mapping, Bandung: Rekayasa Sains, 2007. (Pustaka utama)	
	Budimanta, A., Dkk., Corporate Social Responsibility: Jawaban Bagi Model Pembangunan Indonesia masa Kini, Jakarta: ICSD, 2008. (Pustaka utama)	

OPERATIONS

- MB 4022 – Operations Excellent Strategy
- MB 4023 – Supply Chain Management
- MB 4054 – Quality Management
- MB 4055 – Project Management

<MB 4022> Operations Excellence Strategy

Course Code: MB 4022	Credit: 4 SKS	Semester: Ganjil / Genap
Syllabi	An operations function or department of any company has a critical role in planning, designing, making or operating, and delivering a firm's product and/or services to its customers. Operations strategy deals with patterns of long-term strategic decisions to build and sustain a firm's competitive advantages. There are two kinds of these decisions, namely structural and infrastructural. The former determines the physical configuration of an operating systems, while the latter deals with systems and policies to implement these structural decisions.	
Description	This course introduces and exposes students with the basic concepts of building and sustaining competitive advantage through operations. In other words, we adopt the view that operations function has a strategic role for any company's future sustainability. The contents of this course are divided into two major decision categories: structural and infrastructural. Structural descions include capacity, sourcing and vertical integration, facilities, and information and process technology. Infrastructural decisions are about systems and policies, including resources allocation and capital budgeting systems, human resource systems, work planning and control systems, quality systems, measurement and reward systems, product and process development systems, and organization. It should be noted here, however, that some of these infrastructural decisions will not be covered in this course and they may be learned more comprehensively in other elective course(s).	
Outcomes	<p>After completing this course, each student is expected to have competence consists of knowledge, skills, and attitudes. Knowledge that will be built through this course are: have an understanding of the theoretical concepts of the competitiveness of the company, have an understanding of the role of operating decisions to build and maintain the competitiveness of enterprises, and have an understanding of operations management system.</p> <p>Skills that will be constructed consisting of: the ability to analyze and implement operations management system, the ability to recognize operation management problems and critical thinking, and decision-making abilities of individuals in solving managerial problems, namely the competitiveness of enterprises.</p> <p>The student are expected to have a strong commitment to the importance of the role and contribution of individual performance in organizations, particularly the individuals who are responsible for a company's operating system, and has properties and innovative initiatives to improve the operating performance of a company.</p>	

<MB 4023> Supply Chain Management

Course Code: MB 4023	Credit: 4 SKS	Semester: Ganjil / Genap
Syllabi	Supply chain management is a systematic approach to help companies create and maintain competitive advantage. Repairs must bring the company closer to its goal to be able to make money in the present and also in the future. This course is designed to provide students the knowledge and skills to improve the supply chain.	
Description	Logistics management is part of the supply chain management process. Supply chain management covers the planning and management of all activities involved in sourcing and procurement, conversion, and logistics management activities. Supply chain management is a function that integrates key business functions and business processes within and across companies	

	into a cohesive business model and high-performance. It also includes coordination and collaboration with partners, suppliers, intermediaries, third party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies.
Outcomes	After completing this course, participants are expected to be able to: 1. Develop an understanding of the difference between logistics, operations and management of the supplied chain and their role in supporting the business strategy. 2. Expand knowledge about the individual processes of the supplied chain management and their relevance within the enterprise and across the enterprise. 3. Expand knowledge about the tools and techniques that are useful in applying the concept of the supplied chain. 4. Strengthen management integrative analysis and troubleshooting capabilities.
Reference	Supply Chain Management , 3/E, by Sunil Chopra, Northwestern University and Peter Meindl, Stanford University (C&M). Publisher: Prentice Hall.

<MB 4054> Quality Management

Course Code: MB 4054	Credit: 3 SKS	Semester: Genap / Ganjil
Syllabi	This course provides students with knowledge, skill, and attitude towards concept, tools and how to implement quality management as one of strategy to achieve competitive advantage.	
Description	This course consists of three parts: (i) different perspectives on quality (ii) several approaches of quality management systems such as ISO 9000, TQM, MBNQA and Six sigma, and (iii) a variety of tools that can be used for continuous improvement according to DMAIC approach. Parts I and II emphasis more on knowledge, while section III provides student with skill how to use different tools for improvement. In addition, how to think and act according to a process-based approach will be delivered throughout the semester. It is expected that after completing this course students are able to understand the perspective of organization on the quality and to implement quality management systems contextually.	
Outcomes	Skills: Ability to analyze, design, and apply the concepts and tools in quality management, has the ability to adapt with the context of business issues Knowledge: Have an understanding of the quality management concepts, has an understanding of the quality management system Attitude: Have a strong commitment to individual and team performance, especially in the implementation of quality management system	
Activities	Field trip and Guest Lecturer	
Reference	Montgomery, D.C., Introduction to Statistical Quality Control, 6th Ed., John Wiley & sons (2009) [Pustaka Utama] Pyzdek, T., The Six Sigma Handbook, McGraw-Hill, (2003) [Pustaka Utama]	

<MB 4057> Project Management

Course Code: MB 4057	Credit: 3 SKS	Semester: Ganjil / Genap
Syllabi	Project management became one of the important competencies for students to know and mastered in solving real organizational problems.	
Description	Many organizational problems are solved in the form of a project is a series of interrelated activities, have a clear purpose, using limited resources, have	

	certain completion schedule, involving the stakeholders, sometimes an activity that is not repeated, and in certain circumstances relating to the uncertainty.
Outcomes	Able to understand, apply or make decisions by using the concept of problem identification, the outline of the proposed solution, defining project, drafting network, scheduling, budgeting, and project control.
Activities	Group discussion, project simulation
Reference	<ol style="list-style-type: none"> 1. Meredith, Jack R. and Mantel, Samuel J. Jr. (2003), Project Management: A Managerial Approach , Wiley, Hoboken, New York. 2. Cleland, David I. and Ireland, Lewis R. (2002), Project Management: Strategic Design and Implementation, 4th Ed., McGraw-Hill, London.

DECISION MAKING & NEGOTIATION

- MB 4011 – Negotiation
- MB 4012 – Conflict Resolution
- MB 4013 – Multivariate Statistics
- MB 4041 – Modelling and Simulation for Decision Analysis

<MB 4011> Negotiation

Course Code: MB 4011	Credit: 4 SKS	Semester: Ganjil (I)
Syllabi	This course provides understanding of both theory and processes of negotiation of negotiation as well as its practice	
Description	The purpose of this course is to provide the understanding of the theory and processes of negotiation as it is practiced in a variety of settings. This course is designed to complement the technical and diagnostic skills learned in other courses at SBM - ITB. A basic premise of the course is that while a manager needs analytical skills in order to develop optimal solutions, a broad array of negotiation skills is needed in order for these solutions to be accepted and implemented.	
Outcomes	After following this course, students are expected to have these: 1. Ability to negotiate and tactics 2. Ability to practice the tools and the real problem	
Activities	Praktikum, individual project	
Reference	Lewicki, R. J., Bruce Barry and David. M. Saunders. Negotiation. 6 th ed. Boston, MA: McGraw-Hill, 2010. (Lewicki 2010). 2 versions available: English & Bahasa Indonesia (Pustaka Utama)	
	Dawson, Roger. The Secret of Power Negotiator. 2001. 2 versions available: English & Bahasa Indonesia. (Dawson 2001) (Pustaka Pendukung)	
	Fisher, R., W. Ury, and B. Patton. Getting to Yes. 2nd ed. New York: Penguin Books, 1991. W. Ury. Getting Past No. New York: Bantam Books, 1991. 2 versions available: English & Bahasa Indonesia (Fisher & Ury) (Pustaka Pendukung)	

<MB 4012> Conflict Resolution

Course Code: MB 4012	Credit: 4 SKS	Semester: Ganjil (I)
Syllabi	This course provide the students capability to develop a framework for understanding and managing conflict.	
Description	This course provide the students capability to develop a framework for understanding and managing conflict. The subject also aimed to answer some questions such as: Why is conflict pervasive in human communication? How do we come to constitute ourselves in opposition to others? How to disputes begin? How do we keep them going, or get out of them? How can we learn to manage our conflicts more productively? They will learn how to analyze conflict, find the solution (at least for us/our client), and of course have the ability to implement it in the real world	
Outcomes	After this course, students can be able to: - Explain game theory, negotiation and conflict analysis concepts to analyzing confrontation problems - Identify the elements of conflict and hypothesize the process that brings the situation to collaboration. - Identify and explain the evaluation process of a conflict problem. - Explain how to used confrontation analysis software and how to analyze the results of experiment. - Apply and analyze a conflict problem from real world.	
Activities	Praktikum, individual project	
Reference	Howard, N., Confrontation Analysis: How to Win Operations Other than War, CCRP Publication Series, 1999. (Pustaka Utama)	
	MacCain, R., Game Theory: A Non-Technical Introduction to the Analysis of Strategy. South-Western College, 2003 (Pustaka Pendukung)	
	Bryant, J.W., The Six Dilemmas of Collaboration: Inter-organizational Relationships as Drama, John Wiley & Sons, 2003 (Pustaka Pendukung)	
	Confrontation Manager Software and Guidance (Pustaka Pendukung)	
	Adam Brandenburger and Barry Nalebuff: Co-opetition ,Doubleday, 1996	

(Pustaka Pendukung)
Avinash Dixit and Barry Nalebuff : Thinking Strategically, Norton, 1991 (Pustaka Pendukung)
Fisher, Ury : Getting to Yes (Pustaka Pendukung)
Bazerman , Margaret: Negotiating Rationally, New York, 1993 (Pustaka Pendukung)
Avinash Dixit, Skeath and Heiley Jr.. Games of Strategy, 2005 (Pustaka Pendukung)
Liping Fang, Interactive Decision Making: the Graph Model for Conflict Resolution (Pustaka Pendukung)

<MB 4013> Multivariate Statistics

Course Code: MB 4013	Credit: 4 SKS	Semester: Ganjil (I)
Syllabi	This course introduces the students to various methods in multivariate data analysis methods and provides them with some practical experience in applying the methods and interpreting the results of analysis.	
Description	This course introduces the students to various methods in multivariate data analysis methods and provide them with some practical experience in applying the methods and interpreting the results of analysis.. The statistical software (including SPSS) package will be used throughout the course. This course covers basic statistical data analysis with an emphasis on multivariate data analysis for business, marketing research, consumer behavior, finance and related disciplines. The course emphasizes the design of a multivariate research project, the choice of a multivariate method, the testing of the fundamental assumptions underlying various multivariate methods, the validation of a multivariate analysis, the important issues involved in evaluating the quality of a multivariate data analysis and interpretation of the results.	
Outcomes	<ul style="list-style-type: none"> • Students understand the application of the basic concept of statistics multivariate to solve business and management problems • Students are able to make effective decisions in selecting appropriate statistical techniques to perform the data analysis. • Students are able to analyze using statistical software • Students are able to interpret results of multivariate statistical analysis and communicate the solutions of business issues and management which is obtained from the analysis result. 	
Activities	Tutorial, praktikum, case study	
Reference	J.F. Hair, R.E. Anderson, R.L. Tatham and William Black (2005) Multivariate Data Analysis. 6th Edition. Prentice-Hall: N.J. (ISBN: 0138948585). (Pustaka utama)	
	Aczel, Amir D. (1999) Complete Business Statistics. Boston: Irwin McGraw-Hill. (ISBN: 0072893028). (Pustaka pendukung)	
	Campbell, S. (1999) Statistics You Can't Trust: A Friendly Guide to Clear Thinking About Statistics in Everyday Life. Parker, CO: Think Twice Publishing. (Pustaka pendukung)	
	Zikmund, W. G. (2003) Business Research Methods (7th ed.). Cincinnati, OH: South-Western College Publishing. (Pustaka pendukung)	

<MB 4041> Modeling and Simulation in Management

Course Code: MB 4041	Credit: 3 SKS	Semester: Ganjil (I) & Genap (II)
Syllabi	This course aims to develop student's ability to construct business models and simulations in order to; support manajemen function such as finance, marketing, operation and project management	
Description	To make a decision, comprehensive understanding of the business processes, complete and organized information and data, and understanding of the impacts of any course of actions are needed. This course develops student's ability to build models using Microsoft Excel as a tool. By creating a model of the business processes, the relevant information can be sorted and organized, the interactions that occur between business entities can be structured and the consequences that will arise as a result of various scenarios can be analyzed. With the ability to create a model in the future, the students are expected to be able to make robust and accountable decisions	
Outcomes	Students understand the process of making business models to obtain a systemic overview of the business process and able to make model analysis in order to make decisions	
Activities	Praktikum, Individual Project	
Reference	John F. Barlow, Excel Models for Business and Operations Management, John Wiley & Sons, 2005 (Pustaka Utama)	
	Goodwin, P., G. Wrigth, Decision Analysis for Management Judgment, 2, John Wiley & Sons, 1998 (Pustaka pendukung)	
	Gilbert, N., Agent-based Models, 2, Sage Publications, 2008 (Pustaka pendukung)	