5.7 Course Descriptions

5.7.1 MM Young Professional – Business Management

AY002 – ESSENTIAL OF BUSINESS MANAGEMENT (3 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to demonstrate foundational business management knowledge in the functional area strategic alignment, business planning, competitor analysis, market positioning, and financial analysis in order to respond to emerging local and global business opportunities; to collect and disseminate relevant information that ultimately affects the performance and growth of business for effective business results; to apply ethical and professional business practices in multidisciplinary environments; and to display leadership and be an effective team player.

Topics: Students with no business background or experience might project different meaning of the word business. Some think of their jobs, others think of the merchants they patronize as consumers, and still others think of profit. Business drives the economic pulse of a nation. Whether students later decide to start their own business, work for a small, family-run business, or sign on with a large international corporation, their achievements will depend on their ability to maintain the constant pace of change in today’s world. This course builds the foundation and discusses many exciting and challenging facets of business and the strategies that allow companies to compete in today’s interactive marketplace. Students will also learn skills they will need to turn ideas into action for their own career success.

GY001 – BUSINESS STATISTICS (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to apply appropriate descriptive statistics to present and summarize data into useful information; to apply appropriate statistical inference methods to solve a business problem; to conduct a thorough statistical analysis and utilize the interpretation in making business decision; to use appropriate statistical software in analysing data.

Topics: Business Statistics is the science of good decision making in the face of uncertainty and is used in many business management areas such as marketing, finance, production and operations including services improvement. The course provides knowledge and skills to interpret and use statistical techniques in a variety of business applications. The course will emphasize the relevance of statistics, encourage the students to be familiar with the software used in business world, and provide ample practice in order to understand how statistics is used in business.

GY003 – FINANCIAL ACCOUNTING FUNDAMENTAL (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to explain the functions of each financial reporting and statement in firms’ decision making; to analyze financial statements as part of decision making process; to interpret results of financial statement analysis to improve financial health of a firm.

Topics: This course introduces students to concepts of financial statements as one of some important information sources in making economic decision. The course is designed to give understanding about the important of financial statements, to give ability to read the financial statement as well as to prepare the financial statements.

GY005 – MANAGERIAL ECONOMICS (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to explain and analyze basic principles in micro and macro-economics in response to business opportunities; to apply basic
principles in economics in making managerial decisions; to apply appropriate managerial economics techniques in performing market structure analysis.

**Topics:** This course is designed to provide participants with a basic understanding of microeconomic theory that can be used to understand behavior (in markets and organizations) and to make effective managerial decisions. It is intended to provide students with economic tools and an economic analysis used in the process of managerial decision making. The course concentrates on microeconomic analysis, which deals with models of economic behavior of the consumer and the firm and will provide a basic understanding of firm and industry behavior that serves as a basis for decision making. This will be achieved by first examining the relevant theory and then looking at real world examples. This course tries to provide students with detailed knowledge of many of the decision rules of microeconomics and ways in which these can be applied in organizations. Students should gain a comprehensive knowledge of market structure as defined in microeconomics, the ability to apply this knowledge to real world situations, and the ability to use microeconomic analysis as a problem-solving tool in their organization.

**GY006 – MARKETING FUNDAMENTAL (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to identify and explain the new marketing realities in order to understand the importance of marketing concept to capture emerging local and global business opportunities; to analyze global and local marketing issues, consumer behavior and industrial development in order to keep up with environmental challenges; to explain and analyze marketing strategies as a source of sustainable competitive edge to the organizations; to explain and analyze marketing strategies as a source of competitive advantage and to win the competition; and to demonstrate effective teamwork, leadership and communication skills in marketing.

**Topics:** This course is concerned with helping managers identify, select and implement strategies that would make their organizations more competitive in the marketplace. These strategies encompass decisions such as which “products” their firm offers and chooses not to offer, by which markets it seeks to serve and not serve, which competitors it chooses to compete with and to avoid, and what level of vertical and horizontal integration it considers as optimal for all of its stakeholders. Specific ways to compete in the chosen “markets” will usually be characterized by one or more functional strategies such as product line strategy, positioning strategy, pricing strategy, segmentation strategy, manufacturing strategy, information technology strategy, and global strategy. This course also aims to provide decision makers with concepts, methods and procedures by which they can improve the quality of their strategic marketing decision-making.

**GY007 – OPERATIONS FUNDAMENTAL (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to illustrate a systematic approach and integrative thinking in designing, operating, and improving of operation system to promote organizational growth; analyze global and local market issues related to tactical operation in order to sustain profitable growth; identify how to improve efficiency and effectiveness of operation system to support a firm performance; and apply information technology to improve operations system performance.

**Topics:** Operations Management is defined as the design, operation, and improvement of the systems that create and deliver the firm’s primary products and services. Most business student will either work in the operations area of a business or with people in the operations function during their careers, thus it is vital for them to have a basic understanding of how to design, operate, and improve the operations system, and also how the operations system
interacts with another system in a firm. This course will see how different business strategies require different business processes, and how different operational capabilities allow and support different strategies to gain competitive advantage.

**GY008 – FINANCIAL FUNDAMENTAL (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to interpret and prepare financial statement and reporting using appropriate approaches; to choose appropriate financial analysis tools in a given business situation for decision-making processes; to identify and use effective applications of IT in calculating bonds, optimal portfolio selections, options and leasing; to apply principles of financial analysis to forecast future performance.

**Topics:** Financial Fundamentals deals with the maintenance and creation of economic value or wealth. It focuses on decision making with a special attention on creating wealth. In general, there are three groups of financial decisions: investment, financing, and dividend decisions. Investment decisions involve allocation of scarce resources across competing uses. Financing decisions involve raising funds to finance the investment projects. Dividend decisions involve reinvesting cash back to the business or returning cash to shareholders.

**GY010 – STRATEGIC MANAGEMENT IN BUSINESS (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to define and explain Business Management principles and processes by understanding the strategic business in micro and macro environment. Students also expected to be able to analyze situations and competitors and formulating effective and powerful strategy in order to win the competition; demonstrate an understanding of the importance of information collection, communication and dissemination among organizational functions, apply comprehensive business management approach to support strategic decision-making in local as well as global organizational scope;

**Topics:** Strategic Management in Business in Binus Business School will provide the participants with “Strategichands-on Knowledge, Skills and Behavior” Capabilities so later in real world they could manage the resources, organization, management and strategic positioning of the firm in order to gain core competence, capability and long-term competitive advantage by combining “Theory of Strategy” and “Practice of Strategy”. To accomplish this purpose, this course introduces and employs various analytical frameworks through Case Studies from International and Asian Case Studies which assist the participants to identify the sources of core competence, capability and competitive advantage from both an industry and firm perspectives. This course will focus on strategic decisions and the processes by which general managers position their business and allocate resources in the face of both uncertainty and stiffer competition.

**GY012 – INFORMATION SYSTEMS MANAGEMENT (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to examine the strategic uses of information technology; Apply information technology in developing a corporate strategy; Evaluate the use of technology in transforming the organization and creating new lines of business and new relationships with other firms; Apply appropriate technology to enhance professionalism and productivity.

**Topics:** This course provides an overview of information systems (IS) in the business world. It presents an organizational view of how information technology (IT) is manipulated or applied to create competitive advantages, manage global organizations, transform organizations, and collaborate with business partners more
effectively. Topics include electronic businesses, information technology infrastructure, databases, telecommunication systems, the strategic use of information systems, the development of information systems, the economics of IT, and security issues involved with information systems.

GY015 – ENTREPRENEURSHIP AND START UP BUSINESS (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to distinguish the life purpose and values that motivated to individual achievement; to analyse traits and skills of successful entrepreneurs; to analyze the environment of business and understand how to start new business using business plan; to develop innovation in managing customers, people, partnership and financial; to building Interpersonal Business Communication skills as Entrepreneur Skills

Topics: Entrepreneurship is a course designed to coach the students on how to start and operate a new business venture which involves considerable risks and efforts with the possibility of great reward. In creating and growing the new venture, the entrepreneur assumes the responsibility and risks for its development and survival, and enjoys the corresponding rewards. The course emphasizes on changing the attitude and behavior of the students as well as giving knowledge update on all elements of the entrepreneurial process. Its covers a balance between hard-skills and soft-skills required to start, manage, and grow a successful business venture. This course is divided into two major sections. Part I – Entrepreneurship Competencies introduces ethics of entrepreneurship, entrepreneurial intelligence, intra personal skill, inter personal skill. Part II – Business Management Competencies which covers Managing Customers, Managing Cash flow, Managing People and Developing a business plan

GY017 - DESIGN THINKING (2 SCU)

Learning Outcomes: upon successful completion of this course, students are expected to be able to: Explain and apply design thinking and integrative thinking approaches in business decision-making; Design a prototype using the design thinking process; and Explain and apply effective approaches in design thinking to make innovative decision

Topics: Facing global competition, businesses around the world are trying to survive by creating innovative products or services. Design thinking is one way to initiate creativity and “out-of-the box” ideas that can be implemented in business decision making or product/service development, and has been implemented successfully by different businesses. This course aims to acknowledge the role of design thinking in successfully transform businesses and sparks innovation, and will bring students to step out of their regular and comfort zone into a more adventurous venture in business.

GY018 - DECISION MAKING SKILL (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to apply systematic approach and integrative thinking in making decisions involving multiple objectives; to formulate effective decisions that facilitate better insights and communications; to identify and analyse inherent biases, risks and uncertainties in decision-making process; and to evaluate the framing effects faced by decision-makers

Topics: This course focus on the theory and models that can be used to make optimum decisions when facing uncertainty. It will cover different business areas including production, operations, marketing, logistics and finance. At the end of the course, students will know what models to use for what situations and how to incorporate uncertainty into them using a wide range of techniques such as: decision trees, Monte Carlo simulation and stochastic optimization.
GY020 – INNOVATION & COMPETITIVE ADVANTAGE (2 SCU)

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to define and explain innovation in business management and processes in order to develop a creative novel business solution as a source of competitive advantage; demonstrate understanding of business creativity and the importance of creative thinking as the foundation of innovation; identify the sources of innovative success and failure inside corporations, and how companies can develop and sustain a capability to innovate; demonstrate the important role of innovation in the organizational and business process as important aspect of creating organizational value for sustainable organizational growth.

**Topics:** This course is designed to give you a sense of why building a rich understanding of innovation is both exciting and critical to modern managerial practice, and second, to give you a solid grounding in the tools necessary to manage it in Indonesian organizations. In particular, there is no “one best way” to manage innovation. This course also explains that Innovation is what gives life to a business in a market economy as source of sustainable competitive advantage.

GY021 – ETHICS AND SOCIAL AWARENESS (3 SCU)

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to discuss and define different theories of ethics, analyze its implication to global and local business, especially to its manager and leaders; understand analyze various approaches to CSR and Good Corporate Governance, evaluate the limit of CSR, and debate the importance of integrating ethical principles and values into business; demonstrate a deep understanding of discuss and appraise novel approaches for innovative and sustainable business.

**Topics:** Ethics and social awareness has become more and more important for business practitioners these days. It governs the ways in which businesspeople define what is right and how to do the right things. This course will help students to understand various ethical theories and approaches in business. Students will also introduce to various novel approaches in developing sustainable business.

GY993 – THESIS (6 SCU)

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to demonstrate an understanding of a holistic view of business by analyzing complexities in environmental, market, and organizational issues and recommending a comprehensive business management approach to support business decision-making; demonstrate the capability in choosing and applying proper research methodology in the development of quality research; analyze and review strategic plan, process and the implementation of actions supporting strategic decision.

**Topics:** This compulsory course emphasizes research and analysis, by offering three alternative assessment activities: individual research activity, consulting project or Business Model Creation (BMC). At the end of the course, students are expected to submit a written thesis in the form of a final: research report, consulting report or a written BMC report. The School will assign an academic supervisor to assist each individual or group of students in their thesis/final project report based on the student(s)’s own research outline proposal. To assess the students’ progress of the thesis/final project report writing, each student/group of students must present a thesis proposal in front of a panel of academics after the first few weeks. The same panel will then assess the student(s)’ final thesis presentations at the end. Further details on the thesis are included in the Thesis Guideline, provided separately. Students are also expected to spend most of their independent study time outside the class/campus. Periodically, each student is
scheduled to meet with the assigned supervisor, to discuss about their work and progress on the project and the written report. The students will receive either verbal and/or written feedback from the assigned supervisor.

YP001 – BUSINESS COMMUNICATIONS AND INTERPERSONAL SKILLS (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to demonstrate effective negotiation, presentation and interpersonal skills to respond local and global business opportunities, effective business communication to support decision makers for effective business results; apply effective business communication & team-work as well as leadership to lead the organizational growth.

Topics: Business communication is a course designed to coach the students on how to communicate effectively and improve interpersonal communication skills within the business organization. The competencies learned in this course will help the students to achieve peak performance in their career. This course also covers some practical and basic interpersonal skills and group skills such as: relationship, self-management, networking, business presentation, teamwork and negotiation.

5.7.2 MM Young Professional – Creative Marketing

MY001 – FINANCE BASICS FOR MARKETERS (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to Distinguish between management accounting and financial accounting; Explain budgeting techniques, cost behaviors, cost accounting systems and responsibility accounting; Analyze and conduct cost volume profit analysis; Apply variance analysis concepts; and Demonstrate the use and scope of management accounting in product costing, planning and control and financial and no-financial based decision making apply management accounting tools and techniques on the value chain of an organization.

Topics: Finance for Marketer introduces students to company’s internal information, such as cost control and cost analysis. Understanding cost behavior is useful for management to set up the price (pricing). Moreover, this course also teaches some managerial tools for business strategy and implementation by discussing cost analysis and profitability of an organization’s products and services, and creating values to customers.

MY002 – MANAGING CREATIVITY (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to Apply integrated marketing approach in creating marketing decision ; Apply idea generation techniques to create competitive business solutions; Describe and explain alternative approaches in making marketing decision; and Analyse the role of creativity and innovation in creating new business products, services; identify and respond to emerging local and global business opportunities, create, design, and deliver creative and innovative solutions as a source of sustainable competitive edge to the organizations, design, analyze and apply creative and innovative marketing approaches in business decision-making process, construct a decision to choose the best and unique workable creative and innovative solution from inter-disciplinary insights.

Topics: In today’s knowledge economy, companies compete for tangible assets such as knowledge, creative talents, and brand name. The course discusses topics related to nurturing, acquiring and retaining these valuable assets, such as Design Thinking, Knowledge Management, Brainstorming and Group Discussion Imperatives. Learning methods using case studies, projects on new product or services designs are adopted intensively in this course. Majority of
students attending this program will encounter opportunities to manage creativity in the form of project or emerging cases to enhance the ability of providing a practical solution in response to the local and/or global issues within the business environment. This course is designed to introduce new ways of thinking and managing the creative and innovative processes. Topics covered in this course equip the students to identify problem, select creative approaches and implement creative problem solving skills. In this course, cases and sample of various creative processes in practice are discussed extensively.

**MY003 – CONSUMER BEHAVIOR AND CUSTOMER VALUE (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to identify and respond to consumer behavior changes and issues to emerging local and global business opportunities; to identify and analyze the market and industry using consumer behavior conceptual frameworks; to design and apply comprehensive consumer behavior approach to address local and global business problems; to collect, communicate, and disseminate relevant information related to consumer behavior to the appropriate decision makers for effective business results; and to articulate and apply ethical code of conducts in relation to consumer behavior framework in daily business activities and decisions.

**Topics:** Consumer behavior and customer value are related closely as both enables marketers to see the market in a comprehensive manner, from point of view of companies and customers respectively. The course includes topics such as Value Proposition, Customer Lifestyle Segmentation, Online Buying Behavior and many other contemporary issues in management and marketing field.

**MY004 – MARKETING OF INNOVATION (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to identify and respond to emerging local and global business opportunities; to design, analyze and apply creative and innovative marketing approaches to develop new product solution as part of business decision-making process; and to construct a decision to choose the best and unique workable innovative new product solution from inter-disciplinary insights.

**Topics:** Marketing requires innovation, and innovation requires marketing. The inter-related nature of these two concepts are discussed intensively in the course. As Peter Drucker has mentioned that there are two and only two functions of business, which are marketing and innovation, hence mastery of the two is required for all marketers. Some key topics in this course are Gap Analysis, Customer Need Assessment, and Using Technology as Leverage for Innovation.

**MY005 – BRANDING AND VALUE CREATION (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to design and apply comprehensive branding and value creation approach to address local and global business problems; to design and apply strategic branding to support the coordination of related functions within organization and to the stakeholders; to create, design, and deliver novel branding and value creation strategies as a source of sustainable competitive edge to the organizations; and to construct a decision to choose the best and unique workable branding and value creation solution from inter-disciplinary insights.

**Topics:** Value of the brand is in the eyes of the beholders. This is basic principle which many companies believe in. the course explores various issues related to Brand Management, Brand Portfolio, Brand Personality, Brand Activation and Rejuvenation. The course requires students to perform role as a Brand Manager who oversees the performance
of brand from time to time.

**MY006 – PRODUCT AND CHANNEL MANAGEMENT (2 SCU)**

Learning Outcomes: Upon successful completion of this course, students are expected to define, explain, and synthesize product and channel management principles to local and global corporate performance; to identify and analyze the market and industry using product and channel management conceptual frameworks; to design and apply comprehensive product and channel management approach to address local and global business problems; and to design, analyze and apply product and channel management strategies in business decision-making process.

Topics: For a company, it is not sufficient to rely on having good products and services only. For successful performance, they require proper efficient channel to be reached and accessible by the customers. With the proliferation of ICT, marketers have additional powerful channel to distribute its products. This course discusses topics such as E-Channel Management, Competitive Supply Chain Management, Managing Subcontractors and Suppliers, and E-Commerce in 21st Century.

**MY007 – PRICING STRATEGY AND EXECUTION (2 SCU)**

Learning Outcomes: Upon successful completion of this course, students are expected to define, explain, and synthesize pricing strategy and execution principles to local and global corporate performance; to identify and analyze the market and industry using pricing strategy conceptual frameworks; and to create, design, and deliver novel pricing strategy and execution as a source of sustainable competitive edge to the organizations.

Topics: Pricing is a part of the marketing mix. Proper pricing strategy will ensure proper revenue streams to the company as the source of sustainability. It will also insulates competitors in the market. Students taking this course will discuss topics such as Price and Pricing, Revenue Management, Pricing and Cash Flow, and Activity Based Costing.

**MY008 – CREATIVE MARKETING COMMUNICATION (2 SCU)**

Learning Outcomes: Upon successful completion of this course, students are expected to design and apply creative marketing communication to support the coordination of related functions within organization and to the stakeholders; to communicate marketing ideas effectively and persuasively in both verbal and written form; to create, design, and deliver novel marketing communication solutions as a source of sustainable competitive edge to the organizations; and to design, analyze and apply creative marketing communication approaches in business decision-making process.

Topics: In today’s digital environment, customers are empowered to express their needs and wants from companies. Communication is no longer dominated by companies. The course will discuss issues related to Interactive Communication, Communication on Social Media, Marketing Campaign, and Organizational Communication. The course will also assign students to come up with a project of launching a brand or a new product, from the grand strategy to the day-to-day execution.

**MY009 – DIGITAL MARKETING AND MULTIMEDIA (2 SCU)**

Learning Outcomes: Upon successful completion of this course, students are expected to define, explain, and synthesize digital marketing and multimedia principles to local and global corporate performance; to identify, evaluate, and incorporate the effective application of ICT in developing digital marketing and multimedia strategies to support professional business practices; to Use appropriate ICT application and digital marketing and multimedia to improve
productivity; and to collect, communicate, and disseminate relevant information related to digital and multimedia strategies to the appropriate decision makers for effective business results.

Topics: As ICT is becoming more popular, marketers are required to master the basics of technical tools and applications to support the way they communicate with the target market and consumer communities. The course highlights topics such as Website design, Managing Online Communities, Social Media and Citizen Journalism, and many other related state of the art topics in e-marketing and online market environment.

**MY011 – CREATIVE INDUSTRY SEMINAR (3 SCU)**

Learning Outcomes: Upon successful completion of this course, students are expected to identify and analyze the market and industry using marketing conceptual frameworks; to collect, communicate, and disseminate relevant marketing information to the appropriate decision makers for effective business results; to communicate marketing ideas effectively and persuasively in both verbal and written form; and to demonstrate effective team-work, leadership, and marketing skills in multi-disciplinary and multi-functional teams.

Topics: This course brings many prominent speakers and figures from creative industries. Various topics brought by these speakers will trigger students to get updated information on the latest issues in the market. The course also facilitates students to engage in interactive discussion and networking opportunity with practitioners which would be useful upon their study completion.

**5.7.3 MM Professional - Applied Finance**

**FI004 – FINANCIAL MODELING (3 SCU)**

Learning Outcomes: Upon successful completion of this course, students are expected to be able to explain characteristics of different financial analysis tools; to apply appropriate tool for analyzing financial related problems; to use spreadsheet to effectively gather financial data and create financial models; and to explain financial analysis results for business decision making.

Topics: This course will cover basic financial modeling skills using spreadsheet software, especially Microsoft Excel. From the development of templates for financial statements to the valuation of projects using Monte Carlo simulation, students will master the techniques required to create real-world finance related models through hands-on computer based exercises.

**FI005 – SPECIAL TOPICS IN FINANCE (3 SCU)**

Learning Outcomes: Upon successful completion of this course, students are expected to be able to construct and propose alternative formats of a personal financial planning using time value of money and behavioral finance concepts; to make decision to select the best investment solution/product for personal financial plan by identifying key psychological obstacles to value maximizing behavior; and to demonstrate a working and practical knowledge that would prepare students to be qualified as Certified Financial Planners.
**Graduate Program in Management (BINUS BUSINESS SCHOOL)**

**Topics:** This course addresses contemporary issues in finance area, in particular Personal Finance and Behavioral Finance. The course provides a foundation of these topics and how they work in real world situation. By the end of semester, students are expected to have a comprehensive understanding about the psychological impact of the decision makers on financial decision making. In addition, implementation of Design Thinking concept is embedded in this course.

**FI008 – FINANCIAL INSTITUTION MANAGEMENT (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to apply and compare the functions and role of each type of financial institutions, its related markets and its regulations in modern economies; to construct and propose favorable solution on finding effective financing scheme available in financial markets / institutions; to demonstrate a working knowledge as a banker and / or capital market professions in financial institutions; and to analyze the financial implications of current developments in the financial systems of the major economies in the world.

**Topics:** This course examines and compares the nature, functions, and regulatory framework of key financial institution in the dominant economies of the world. Selected topics include investment banking, venture capital, capital markets, institutional investors, corporate governance, central banking, commercial banking and regulatory oversight. It provides insights into the global nature of banking and capital market, in particular the importance of values and ethics in the Indonesian financial institutions.

**FI009 – INTERNATIONAL FINANCE (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to apply and compare various risk exposures from the international financial markets to make fine operating, financing, and investing transactions; to construct and propose alternatives of hedging, financing and investing in international finance; to define and choose the best solution in financing and investing in global market; to demonstrate a working knowledge on how Bank Treasury Dealers perform trading securities and foreign exchanges so that students can have skills to work as junior Foreign Exchanges Dealers or Treasurer in Multinational Corporation.

**Topics:** The course provides knowledge and skills for students dealing with operating, financing and investing transactions in the international financial markets. Selected topics include: exchange rate, international arbitrage exchange rate, interest rate parity, interest rate derivatives product, currency futures / option and exchange rate fluctuation exposures.

**FI015 – FINANCIAL ACCOUNTING (2 SCU)**

**Learning Outcomes:** At the successful completion of this course, students are expected to be able to understand the components of financial statements; prepare the financial statements through the accounting process; read and analyze the financial statements.

**Topics:** This course introduce to Students concepts of financial statements as one of some important information sources in making economic decision. The course is designed to give understanding about the important of financial statements, to give ability to read the financial statement as well as to prepare them.
FI017 – MANAGEMENT ACCOUNTING: STRATEGY & CONTROL (3 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to: Explain and interpret the basic knowledge and the usefulness of financial analysis tools; Apply and compare the suitable financial analysis tools used in real problems/cases; Use financial analysis to give relevant information to users effectively; and Collect, communicate, and disseminate relevant information to the appropriate decision makers for effective business results.

Topics: This course discusses cost accumulation and costing product, services, and customers as well as planning and controlling. Moreover cost accounting can be used to support for managerial decision making. By focusing on basic concepts, analyses, uses, and procedures, instead of procedures alone, it can be recognized that management accounting provides a managerial tool for business strategy and implementation.

FI018 – CORPORATE FINANCE (3 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to explain and interpret the basic knowledge of the usefulness of corporate financial management for decision making; to apply and compare tools for making major financial decisions (investing, financing, analyzing and planning); and to prepare financial analysis tools and financial planning and make appropriate decisions based on the analysis.

Topics: This course discusses the foundation of corporate finance management. It deals with how a financial executive uses all aspect of corporate financial management for maximizing stakeholder value. This course put emphasis on financial decision makings such as: investing, financing, analyzing and planning. Investing and financing decisions involve finding optimum asset allocations and how to efficiently finance the investment. Analyzing involves monitoring firm’s financial performances. Planning decisions; in this course, focuses on short term financial planning (including working capital management) to forecast the firm’s future cash flows.

FI019 – MANAGERIAL ACCOUNTING (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to explain and interpret the importance of accounting information for internal parties – primarily management – in terms of the objectives and characteristics of that information; compare and contrast managerial and financial accounting concepts; apply and distinguish a variety of type of costs and how they are used by management for daily decision making.

Topics: This course involves the development and interpretation of accounting information intended specifically to assist management in operating the business. Managers use this information in setting the company’s overall goals, evaluating the performance of departments and individual, deciding whether to introduce a new line of products, and making virtually all types of managerial decision.

FI020 – INVESTMENT MANAGEMENT (3 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to identify and explain local and global investment opportunities; to explain different financial analysis tools in investment; to apply and compare the suitable investment analysis tools used in real problems/cases; to construct and propose a systematic investment process using a top down investment approach’s activities; and to use investment analysis tools to make investment decisions as a professional investor in financial market.

Topics: Managing investment is an important skill for business students. This course provides knowledge and skills surrounding investment, it covers various investment analysis frameworks, such as macroeconomics analysis, inter-
market analysis, industrial analysis, company analysis, stock valuation and technical analysis. By the end of term, students are expected to have sufficient competency to make a thorough stock analysis.

**FI021 – BUSINESS VALUATION (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to explain and interpret basic concept of valuation; to apply and compare different appropriate approaches to valuation: Income Approaches, Discounted Cash Flow Valuation, Relative Valuation and Contingent Claim Valuation; to construct and propose variety of business valuation: stocks, firms/businesses (publicly and private), division, intangibles and real estate valuation; and to demonstrate a working knowledge as corporate financial consultant and underwriter profession in financial institution (capital market).

**Topics:** Valuation is an essential tool for corporate finance executives. This course discusses about how to do a business valuation – the valuation of stocks, businesses, intangibles and real assets. It focuses on the various methodologies, aspects and considerations on valuing businesses that are publicly traded and private – both at the corporate or divisional levels. It discusses several approaches to valuation namely: Income Approaches, Discounted Cash Flow, Relative and Contingent Claim Valuation. This course also discusses about the recent market trends, focusing on the Indonesian context that in turn will support students in investment decision making based on business valuation.

**FI022 – PROJECT FINANCING ANALYSIS (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able explain and interpret the basic knowledge and the usefulness of project financing; apply and compare the suitable project financing techniques used in real problems/cases; to use spreadsheet to give relevant information to users effectively; to demonstrate a practical knowledge as investment bankers providing consultancy to company and/or as senior financial officers working on project financing; to create and design the suitable project financing strategy and solution to practical financial issue; and to display creative thinking skills to construct and propose best alternative project financing solutions to practical financial issues

**Topics:** As the name Project Financing Analysis suggests, this course will look into the overall process and development of a project financing scheme from the early feasibility and risk assessment stage, legal venture development stage, contractual development aspects, raising capital stage, to its operational and cash return monitoring stage. Project Finance differ with a typical corporate financing principles given that the focus of the financing activities look primarily on the cash flow from a project itself, which independently stands alone from other assets beyond the project, and have a defined life span.

**FI023 – FINANCIAL RESTRUCTURING (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to explain and interpret the basic knowledge of financial restructuring analysis; to apply and compare financial tools applicable to implement a corporate restructuring used in real problems/cases; to design corporate restructuring techniques and plan with a competitive edge to enhance a company’s value; to construct and propose best alternative solution financial restructuring strategy and implementation for any company in needs; and to choose the most appropriate restructuring strategy for addressing the particular problems or challenges that the firm faces
**Topics:** This course is an overview of financial restructuring and engineering techniques specifically used for corporate restructuring transactions. When one talks about restructuring within a company it basically indicates a substantial change in the company’s financial structure, ownership, or business portfolio, with a primary objective to create value for the company. Whether the company is having financial difficulties or as a response to new competitive challenges in their respective market, financial managers will conduct fundamental, sometimes even radical, changes in the company’s operations, assets, and corporate strategy. Therefore, it is crucial for students studying finance to understand the decisional reasoning and valuation consequences for a financial, business, and organizational restructuring by corporation. The course shall include a range of topics in financial and corporate restructuring from derivatives structures to alleviate corporate risk, the restructuring equity and debt process (Leverage Buy-Out), merger and acquisition as well as spin-off, to restructuring assets of a firm.

**FI024 – STRATEGIC VALUE & RISK MANAGEMENT (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to identify and respond to emerging local and global business risk and opportunities behind it; to demonstrate a working knowledge of the financial risk management profession in the financial markets, institutions as well as individual company; to display creative thinking skills to construct and propose best alternative solutions to practical financial risk management issues to increase company value; and to construct a strategic decision to choose the best solution for practical financial issues.

**Topics:** This course introduces students to strategic value and risk management. Students will learn about the various facets of risk management including macro-environment, industry cycles, strategic, implementation linked, competitor driven, financial, operational, environmental, compliance, corporate governance and reputation risk. Through practical case studies they will be taught about how to manage these risks, lessons learnt from previous crisis and risk management tools such as hedging, cash flow management and portfolio diversification. Students will also learn about Economic Value Added and how strategic decisions by management would increase the value.

**FI025 – STRATEGIC FINANCE & CORPORATE GOVERNANCE (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to implement IT in financial issues; to estimate the cost of capital; to evaluate and recommend financial solutions of business lifecycle and corporate actions; evaluate the roles of corporate governance in value creations; and to evaluate corporate governance issues in Indonesia and recommend solutions for improvements.

**Topics:** This course is intended to tailor the resource allocation to specific situations faced by a corporation. The emphasis is on the value creation from aligning financial strategies with business strategies. The value creation is also observed from the pursuit of proper and efficient practice in the administration of a corporation through the implementation of Good Corporate Governance. The unique situations in the implementation of Corporate Governance in Indonesia are much appreciated in this course. The approach in this course is to familiarize students with real-life situations in conducting financial affairs during their tenures as a person in charge of finance function within their corporation.
5.7.4 MM Professional - Business Management

**BM007 – MANAGERIAL ECONOMICS (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to analyze the macroeconomics and microeconomics condition to respond to business opportunities; apply demand theory and the concept of elasticity of demand to managerial decisions; apply systematic approach and integrative thinking in performing cost-benefit analysis and marginal analysis; and apply appropriate managerial economics techniques in performing market analysis.

**Topics:** This course is designed to provide participants with a basic understanding of microeconomic theory that can be used to understand behavior (in markets and organizations) and to make effective managerial decisions. It is intended to provide students with economic tools and an economic analysis used in the process of managerial decision making. The course concentrates on microeconomic analysis, which deals with models of economic behavior of the consumer and the firm and will provide a basic understanding of firm and industry behavior that serves as a basis for decision making.

**BM009 – OPERATIONS AND SUPPLY CHAIN MANAGEMENT (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to: Demonstrate outstanding knowledge and skills of the operation and supply chain management and business in the multi disciplines and multi functions organization to set of strategies and directions to achieve the organizational competitive advantage; Analyze and evaluate various operations and supply chain management concept and tools to propose solutions in developing organizational value; Develop strategic innovation through the implementation of operation and supply chain excellence in the business process as an important aspect of creating organizational value to win the industry; and Derive and compute optimal policies/variables and performance measures such as costs/profits.

**Topics:** This course provides knowledge in designing and manufacturing a product and service and in distributing it to customers in order to provide a high-quality product or service at a reasonable cost. It also facilitates learning on how effective operations management becomes a key ingredient of success and how operations and supply chain integrates with other functions in the company. This course emphasizes processes of inter-related work activities characterized by specific inputs and value-adding tasks that produce specific outputs. This course also explores the key issues associated with the design and management of industrial Supply Chains (SC).

**BM010 – GROUP INTEGRATIVE AND EXPERIENTIAL PROJECT (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to define and prioritize key problems and apply appropriate approaches to analyze them; to collect and analyze information in appropriate business and academic manners; to create innovative solutions to certain business and management model to solve issues faced the by client firm and assess the feasibility of the business models in terms of levels of attractiveness, cost and feasibility; to communicate business and management ideas and design effectively in verbal and written form.

**Topics:** This course is designed for academicians as well as practitioners. It will give ideas, tools and concept to manage an integrative project within an organization. This course requires students to integrate the functional knowledge of the organization, as basis or foundation to develop synergy among functions involve in the project. This course will provide concept and best practice in how to make sure project and enterprise goals are aligned; that the...
organizational resources can support project communication and decision making more effectively; and how to integrate project process with other functions or processes; and overall, how to oversee projects more effectively.

**BM011 – CORPORATE AND BUSINESS STRATEGY (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to: Identify, analyze problems and apply appropriate approaches to solve complex problems based on quality research in local & global management practices; collect, communicate, and disseminate relevant information to the appropriate decision makers for effective business results; and create, design, and deliver novel solutions as a source of sustainable competitive edge to the organizations.

**Topics:** Business leaders are faced with the following challenging questions: Why do firms in different industries have different performance? Why do firms in the same industry have different performance? Why do some firms succeed and others fail? What are the sources of sustained competitive advantage of firms? These challenging questions are the main focus of Corporate and Business Strategy course. This course is normally found as the capstone course in Master of Management program and is seen as a way of integrating the functional courses such as marketing, operations, finance, human resources, and the like. This course is emphasizing the perspective of a general manager in dealing with those business decisions that determined the future directions of the firms and effective implementation of these directions. It introduces a wide range of modern strategy frameworks and methodologies in order to help students develop the skills needed to be a successful manager with responsibilities for the competitiveness and performance of firms.

**BM012 – MANAGING AND SUSTAINING PROFITABLE GROWTH (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to identify and analyse business and investment opportunities in geographic regions, markets and industries in a granular manner; to apply a set of analytical tools to identify the key steps of firm growth, survival and value creations; to demonstrate understanding on the key business architectures needed to ensure organizational growth; to create and appraise strategic innovations, new services and effective business models as the foundation of company growth strategies.

**Topics:** Many growth initiatives fail to realize their aspiration, yielding either far less growth than expected or growth that generates no profit. The simultaneous pursuit of growth and profitability is on of the most exquisite and difficult dilemmas. Both are required for creating economic value of the firm. Managing and Sustaining Profitable Growth course deals with issues in managing and sustaining profitable growth, by answering the following questions: Why is profitable growth is so elusive? What can and must be done to drive profitable growth? How to balance short and long term business needs? The course will look at both organic and inorganic growth. In particular, it centers on internal firm resources and capabilities that facilitate strategic innovation as the source of profitable growth.

**BM015 – QUANTITATIVE BUSINESS ANALYSIS (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to apply systematic steps in using certain quantitative methods; to solve business, management and financial problems using quantitative analysis; to formulate mathematical model for a certain business problem; and to compare and evaluate the effectiveness of several alternative decision models using computer software.

**Topics:** The course introduces the fundamental concept of quantitative methods to decision making in management. It is designed to equip students with a sound understanding of the basic roles of management science or operation...
research in the decision making process. It composes of the application of a wide variety of quantitative tools and techniques to the solutions of real business problems. The course also introduces the fundamental concepts of Mathematics of Finance and the application of mathematics in the financial markets. It would cover calculation of interest rates (simple, discount and compound interest), concepts of time value of money as well as annuities and perpetuities.

**BM016 – DECISION MODEL UNDER UNCERTAINTY (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to: analyze risks and create business problems solutions using the appropriate tools and techniques; apply systematic and integrative thinking in the decision making process; analyze data related to the environment to identify and evaluate potential opportunities and threats; transform data into actionable information by applying the appropriate tools and techniques, using the suitable IT or computer program.

**Topics:** This course provides an overview of the theory and models that can be used to make optimum decisions when facing uncertainty. It will cover different business areas including production, operations, marketing, logistics and finance. At the end of the course, students will know what models to use for what situations and how to incorporate uncertainty into them using a wide range of techniques such as: decision trees, Monte Carlo simulation and stochastic optimization.

**BM017 – BUSINESS COMMUNICATION AND INTERPERSONAL SKILL (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to: Demonstrate effective negotiation, presentation and interpersonal skills to respond local and global business opportunities; demonstrate effective business communication to support decision makers for effective business results; and apply effective business communication & team-work as well as leadership to lead the organizational growth.

**Topics:** Business communication is a course designed to coach the students on how to communicate effectively and improve interpersonal communication skills within the business organization. The competencies learned in this course will help the students to achieve peak performance in their career. This course also covers some practical and basic interpersonal skills and group skills such as relationship, self-management, networking, business presentation, teamwork and negotiation.

**BM018 – KNOWLEDGE AND COMPETITIVE ADVANTAGE (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to illustrate knowledge as a source of competitive advantage; to relate knowledge creation, learning capabilities, and knowledge transfer to strategy formulation and competitive advantage; to apply knowledge management in organizations to support strategy formulation; to analyze knowledge-based innovations applied in companies.

**Topics:** The only certainty in a competitive environment is uncertainty, and one sure source of lasting competitive advantage is knowledge. When markets shift, technologies proliferate, competitors multiply, and products become obsolete almost overnight, successful companies are those that consistently create new knowledge, disseminate it into new products, process, and markets. Knowledge and Competitive Advantage course is focusing on the study of knowledge and the capability to create and utilize it as source of competitive advantage. This course introduces the key issues in managing knowledge such as knowledge creation, sharing and its relationship through social capital. This course also covers knowledge as the source of continuous innovation.
BM019 – COMPETITIVE DYNAMICS AND RIVALRY (2 SCU)

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to: explain and apply theories of competitive dynamics and strategy; analyse the internal and external environment as well as competitor’s strategy using appropriate approaches; and design competitive strategy for surviving and winning competition using the appropriate techniques and approaches.

**Topics:** Competitive Dynamic and Rivalry course is the study of a series of actions (moves) and reactions (countermoves) amongst firms in an industry. In particular, this course focuses on the study of firm actions (moves) that affect competitors, competitive advantage, and performance. It covers but is not limited to the following topics: competitive action and response, analytical model and framework, market positioning and system mapping.

G0013 – BUSINESS ETHICS (2 SCU)

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to: identify and explain various theories of ethics and common business ethics issues in both local and international contexts; explain and analyze the framework, implementation, mapping, and challenges of Corporate Social Responsibility (CSR) in Indonesia; explain basic elements of good corporate governance (GCG) and analyze its implementations, impacts, and challenges in Indonesia; and explain the roles of ethics and social responsibility in overall company’s business and decision making.

**Topics:** This course introduces contemporary issues of ethics, morality and social responsibility that face the business community in Indonesia as well as abroad. From the point of view in business ethics, the course confronts a number of moral and legal issues that arise on both a domestic and international scale and are carried on as major ingredients of the violation of good corporate governance principles. Using both local and international case studies enrich student understanding of corporate social responsibility and good corporate governance.

G0994 – THESIS - Part 1 (0 SCU)

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to analyze the market and industry using latest business management conceptual frameworks; demonstrate an understanding of a holistic view of business management; display effective verbal and written communication skills.

**Topics:** This compulsory course emphasizes research and analysis, by offering three alternative assessment activities: an Academic research, a Consulting project or a Business Model Creation (BMC) project. The first stage of this process will decide on a topic and the School will assign an academic supervisor to assist each individual or group of students in their thesis/final project report based on the student(s)’s own thesis outline proposal. To assess the students’ progress of the thesis/final project report writing, at the end each student/group of students must present a thesis proposal (chapter one to three) in front of a panel of academics at the end of this term. Students are also expected to spend most of their independent study time outside the class/campus. Periodically, each student is scheduled to meet with the assigned supervisor, to discuss about their work and progress on the project and the written report. The students will receive either verbal and/or written feedback from the assigned supervisor.

G0995 – THESIS (6 SCU)

**Learning Outcomes:** Upon succesful completion of this course, students are expected to be able to analyze the market and industry using latest business management conceptual frameworks; demonstrate the ability to apply comprehensive approaches in business decision-making process; articulate critical and creative problem-solving skills.
in understanding contemporary and complex business management issues and practices in competitive business settings; display effective verbal and written communication skills.

**Topics:** This compulsory course emphasizes research and analysis, by offering three alternative assessment activities: an academic research, consulting project or a Business Model Creation (BMC) project. Final stage of this thesis writing process, students must submit the final version of written thesis for examination. BINUS BUSINESS SCHOOL will assign a chairperson and examiners for the thesis defense, which will be the same as proposal defense panel. Further details on the thesis are included in the Thesis Guideline, provided separately.

**MK006 – MARKETING MANAGEMENT (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to identify and respond to emerging local and global business opportunities; to define, explain, and synthesize marketing management principles to local and global corporate performance; to identify and analyze market and industry using the latest marketing management conceptual frameworks; to design and apply comprehensive marketing management approach to address local and global business problems; and to demonstrate effective team-work, leadership, marketing management skills in multi-disciplinary and multi-functional teams.

**Topics:** The purpose of this course is to develop knowledge and skills in the managerial aspects of marketing. The course provides an understanding of marketing as the basis for general management decision-making and as a framework for analyzing business situations. It aims to expose students to the basic concepts, tools and techniques in marketing and provide them the opportunity to apply these in problem solving and decision making in the area of marketing.

**MK008 – NEW PRODUCT DEVELOPMENT (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to apply new product development principles and analyze their relations to corporate performance; articulate critical and creative problem-solving skills in understanding contemporary and complex new product development process in competitive marketing settings; demonstrate an understanding of new product development roles in contributing an immediate business performance.

**Topics:** This course is designed to provide students with basic understanding of new product management and development. Drawing from industry's best practices, students would be exposed to various applications of the new product development concepts in the business world. The course is to equip students with ability to analyze new product problems using both the point of view of consumers and companies, so that students would be able to give unique approach and sensitivities to attacking the problems and providing creative and innovative solutions to achieve and maintain companies' competitive advantage and sustainable growth.

**MK011 – MARKETING RESEARCH (3 SCU)**

**Learning Outcomes:** Upon successful completion of the course, students are expected to be able to apply marketing research and analyse its relation to corporate performance; articulate critical and creative problem-solving skills in understanding contemporary and complex marketing research issues and practices in competitive marketing settings; demonstrate the ability to apply comprehensive marketing research approaches in business decision-making process.
Topics: This course will provide students with techniques to conduct applied market research to provide information to support marketing decision aims to achieve company’s sustainable growth. Specifically, this course offers students to deal with the technical aspects of market research in a manner that allows them to apply research procedures to real applications in a pragmatic, step-by-step, "here's how to do it" fashion, taking into account the fast changing business environment.

MK012 – STRATEGIC BRAND MANAGEMENT (2 SCU)
Learning Outcomes: Upon successful completion of the course, students are expected to be able to analyze the market and industry using latest strategic brand management frameworks; apply strategic brand management in competitive landscape within local and international context; demonstrate an understanding of strategic brand management in contributing an immediate business performance.

Topics: At the end of the eighties organizations discovered the value of brands. Many organizations were bought much more expensively than their real value, just to get hold of some of the successful brands. Since the awareness of the value brands has grown, Brand Management is almost worthed to be regarded as a separate discipline within marketing. Buying, building and divesting brands need serious investments and a strategic approach. To formulate this strategy, we need a deep understanding of the role brands play in peoples’ life and the economics in branding.

MK013 – INTEGRATED MARKETING COMMUNICATION (3 SCU)
Learning Outcomes: Upon successful completion of the course, students are expected to be able to analyze the market and industry using latest Integrated Marketing Communication conceptual frameworks; demonstrate an understanding of a holistic view of marketing; demonstrate an understanding of integrated marketing communication roles in contributing an immediate business performance.

Topics: This course provides students with an in-depth study of integrating marketing communications, emphasizing the 360-degree innovative brand communications. It links advertising and brand activation with sales promotion, Internet marketing, direct marketing, public relations and personal selling through all possible contacts with the target audience. Emphasis will be placed on strategic planning to effectively use these promotional tools to communicate with customers and meet marketing. Current Integrated Marketing Communication theories and practices will be emphasized.

MK016 – STRATEGIC BUSINESS MANAGEMENT (3 SCU)
Learning Outcomes: Upon successful completion of the course students are expected to be able to demonstrate the ability to apply strategic business management in business decision-making process; apply strategic business management in competitive landscape within local and international context; demonstrate an understanding of marketing roles in contributing an immediate business performance; display effective leadership and strategic business management skills in working environment.

Topics: This course provides students with strategic knowledge and skills so that later in the real world they could manage the resources, organization, management and strategic positioning of the firm to gain core competence and long-term competitive advantage by combining “Theory of Strategy” and “Practice of Strategy”. This course emphasizes the perspective of a general manager in dealing with those business decisions that determined the future directions of firms and effective implementation of these directions. It introduces a wide variety of modern strategy frameworks and methodologies in order to help participants develop the skills needed to be a successful manager with responsibilities for the performance of firms.
MK018 – INTERNET MARKETING STRATEGY (2 SCU)

Learning Outcomes: Upon successful completion of the course, students are expected to be able to demonstrate the ability to apply comprehensive internet marketing strategy in business decision-making process; apply internet marketing strategy in competitive landscape within local and international; demonstrate an understanding of internet marketing roles in contributing an immediate business performance.

Topics: This course provides students knowledge and skills on how internet channels can be elaborated into marketing activities such as how to do basic Internet collaboration on marketing research, data mining profiling, etc. Students will learn the actual cases of using Internet as the integrating point to create effective campaign and marketing using the latest technology trends that will take the advantages of Internet 2.0 spirit.

MK020 – CONSUMER BEHAVIOR (2 SCU)

Learning Outcomes: Upon successful completion of the course, students are expected to be able to analyze the market and industry using consumer behavior frameworks; demonstrate the ability to apply comprehensive consumer behavior approaches in business decision-making process; demonstrate an understanding of consumer roles in contributing an immediate business performance.

Topics: This course is designed to provide students with basic understanding of consumer behavior. Drawing from rich research in psychology and marketing as science, students would be exposed to various applications of the concepts in the business world. The course is to equip students with ability to analyze business problems using both the point of view of consumers and companies, so that students would be able to give unique approach and sensitivities to attacking the problems and providing creative and rich solutions.

MK021 – SALES MANAGEMENT (2 SCU)

Learning Outcomes: Upon successful completion of the course, students are expected to be able to apply comprehensive sales management approaches in business decisions; demonstrate an understanding of sales function in contributing an immediate business performance; display effective verbal and written communication skills.

Topics: This course covers sales and distribution management. The sales management will be divided in two parts, the selling skill and the sales force management. The sales or selling skill is important not only for sales or marketing manager, but for ALL managers, since one of the managers' jobs in the company is presenting or selling ideas to either bosses or team members. As for entrepreneurs, selling skill is ultimately important, since they would have to start selling their ideas to get funding and to start their selling activities.

In sales management, students will be exposed to the concept and strategy development for sales force, and also how to form a sales force, covering different selling targets: direct selling (to consumer), direct marketing, wholesale & retail selling & B to B type of selling. Distribution management is an important part of the strategy.

MK022 – RELATIONSHIP MARKETING (2 SCU)

Learning Outcomes: Upon successful completion of the course, students are expected to be able to demonstrate the ability to apply comprehensive relationship marketing approaches in business decision-making process; demonstrate an understanding of a holistic view of marketing; demonstrate an understanding of relationship marketing roles in contributing an immediate business performance.

Topics: The course explores strategies of properly aligning the relationships between all the key stakeholders in an organization in working toward increased performance and profitability of the organization to achieve its sustainable

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growth. It teaches students to implement the innovative relationship marketing program in four phases: strategic analysis, planning, implementation and control; utilize databases to gather individual information and create targeted messages; create specific campaigns that are relevant to different segments of consumers; measure marketing campaign results with ROI Calculation models and develop practices that will continuously improve ROI.

**MK023 – INTERNATIONAL MARKETING (2 SCU)**

**Learning Outcomes:** Upon successful completion of the course, students are expected to be able to apply international marketing strategy in competitive landscape within local and international context; display effective verbal and written communication skills in international context; display effective team-work skills in global multi-disciplinary and multi-functional teams.

**Topics:** This course provides students an understanding of global marketing environment, concepts, tools, and theory. The perspective of the course is managerial; i.e. the ability to identify opportunity, resolve problems, and implement solutions and programs. The students will be introduced to several concepts used in International Marketing, relating these to managerial decisions throughout the world. The course explores skills involving cultural awareness, the assessment of political risk, tapping reliable sources of global information especially through the internet, going through the intricacies of tariff and non-tariff barriers, and developing global marketing strategies. It will focus on a number of useful concepts and frameworks that are used in global market analysis and strategy development.

**MK024 – CONTEMPORARY ISSUES IN MARKETING (2 SCU)**

**Learning Outcomes:** Upon successful completion of the course, students are expected to be able to apply strategic marketing skills in competitive landscape within local and international context; articulate critical and creative problem-solving skills in understanding contemporary and complex marketing issues and practices in competitive marketing settings; demonstrate an understanding of contemporary marketing issues in contributing an immediate business performance.

**Topics:** The course explores and evaluates the theoretical and practical application of a range of contemporary issues in marketing. The course draws upon the combination of research and popular articles to give the students knowledge of the important developments in various areas of marketing thought and practice. Debate and critical evaluations of these issues will be encouraged throughout the class sessions.

**Other courses**

Courses described in this section are those exclusively defined and delivered for the MM Professional Business Management program, and may be shared with other MM Programmes. Other courses not described here are shared with other MM programmes. These are as follows:

**Shared courses delivered and managed by the School of Accounting and Finance:**

- FI018: Corporate Finance (3 SCU)
- FI019: Managerial Accounting (2 SCU)
- Finance streaming for term 4 (determined by School of Accounting and Finance)
Shared courses delivered and managed by the School of Marketing:
- MK006: Marketing Management (3 SCU)
- Marketing streaming courses for term 4 (determined by School of Marketing)

5.7.5 MM Executive

G5002 – BUSINESS ETHICS (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to define various theories of ethics, and recognize, analyze and appraise common business ethics issues in several contexts, domestically and internationally; define good corporate governance theory, describe and construct hard structures and soft structures of corporate governance, and its alignment for the business ethics; define corporate social responsibility (CSR), understand the driving force behind it and the key components of a successful CSR initiatives, and distinguish between the instrumental and social contract approaches to corporate governance; analyze cultural influences and understand the role of ethics and social responsibility in overall company’s businesses, finance, operations, planning, and strategy; apply and construct good corporate governance, lead and build an integrity organization.

Topics: This course provides an awareness of the dual importance of compliance and integrity within a wider business environment, since transparency and accountability are becoming more and more necessary. To earn a social or legal contract, such as the permission to be in business, the study of implementation of Indonesian law and international conventions will be assessed in this course.

G5015 – MANAGING ORGANIZATIONAL CHANGE (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to familiarize the student with the fundamental interventions to organizational processes and their contexts in order to form rationale for growth decision-making; use the knowledge, tools and skills to produce new ideas related to business growth through practical knowledge of organizational development and change management initiatives.

Topics: This course emphasizes the importance of change and why it is needed. It deals also with how planned change to organizations can bring forward organizational improvement and effectiveness, by providing organization-wide change strategies through various approaches and their integration. The course will also provide students and managers with tools to make growth-oriented business decisions in order to response to changing business environment.

G5019 – ACCOUNTING INFORMATION FOR MANAGEMENT PLANNING AND CONTROL (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to demonstrate a general understanding of the various cost management accounting concepts; apply, analyze and manage the business using activity based costing and activity based management concepts; formulate a business profit plan (budget) and analyze results, including the application of flexible budgets; apply, analyze and manage the business using various mgt acct concepts such as standard costing, responsibility acc., and transfer pricing; apply and analyze decision using relevant cost and benefits concepts; demonstrate an understanding and the ability to apply and analyze Capital Expenditure decisions.
**Topics:** This course provides a basic understanding of financial and managerial accounting and how they are used by management or professionals in undertaking their daily business responsibilities. The first part of the course is focused on a better understanding of financial accounting functions. Meanwhile, the second part of the course will focus on the managerial accounting to make integrative business decisions and make corrective decisions when necessary.

**G5020 – THE ECONOMICS OF COMPETITION (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to analyse the impact of micro and macro economic policies to business; evaluate the roles of government in serving the community; assess consumers’ and producers’ behaviors; create strategies to overcome resources deterioration; assess opportunities to create economic activities in order to be able to sustain in global competition.

**Topics:** This course is designed to explore and discuss human behavior from the economic point of view, the behavior of which then leads to way of allocating resources and the products to the community. With an understanding of economic concepts and their implementation in the business environment, students will improve their ability to solve business problems under many economic conditions in private and public sectors, as well as on the local and global scales.

**G5021 – MANAGERIAL DATA ANALYSIS (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to analyse the role of managerial data analysis in business decision making; apply quantitative tools in different contexts to create growth-oriented decisions; apply managerial data analysis and its related processes to justify and support decisions.

**Topics:** This course reinforces that the important part of leadership and management consists of defining and solving many types of problems. The best decisions are those that are made based on fact and require the use of data. In this class, the overall objective will be to improve your ability to model situations and analyze data to make intelligent, fact-based decisions.

**G5023 – CORPORATE FINANCE & VALUATION (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to use finance problem solving skills for management and investors for growth decision-making; comprehend finance and valuation issues and solutions on the global and local levels; utilize finance and valuation tools and skills necessary for an effective innovation and to produce habits for innovation ideas related to business growth.

**Topics:** This course provides the concepts on corporate finance, valuation, and financial decision-making. A sound financial decision ensures maintenance and creation of economic value or wealth. In general, finance executives are involved in three areas of decision making: investment, financing, and operations. As a course for executives, however, this course emphasizes more growth focused decisions based on investment and financing.

**G5025 – HIGH PERFORMANCE LEADERSHIP & NEGOTIATION STRATEGIES (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to understand the fundamental concepts and various models of leadership to create growth-oriented decisions based on appropriate contexts; use negotiation strategies and tools necessary for effective innovation, leadership, and production of
growth-focused ideas; comprehend the business leadership and negotiation styles and employ the appropriate leadership or negotiation style based on the given, business situation.

**Topics:** This course focuses on the practices that leaders use to transform values into actions, visions into realities, obstacles into innovations and risk into rewards. It also emphasizes various leadership models to develop people in order to deliver results and be able to apply it on their daily activities.

**G5026 – DECISION MODEL UNDER UNCERTAINTY (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to explain given decision models and their functions in order to integrate them with the contexts to create growth-focused decisions; use decision making knowledge, tools and skills to deal with uncertainty in various business environments.

**Topics:** This course provides a basic understanding of models to deal with uncertainty using a wide range of techniques such as: decision trees, optimization, Monte Carlo simulation, etc., while emphasizing business growth. It will cover different business areas including production & operations, marketing, negotiations, and also finance.

**G5027 – INNOVATION AND KNOWLEDGE ECONOMY (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to comprehend concepts and theories innovation and knowledge economy for business application; use innovation and knowledge economy to formulate growth-oriented business decisions based on rationale that integrate business functions and contexts; utilize innovative tools and knowledge economy skills necessary and innovative habits in order to continuously produce new ideas related to business growth.

**Topics:** This course covers how innovation becoming a daily business in an organization. Moreover, the course also covers high level of knowledge economy concept in current domestic and foreign issues. Innovation will be elaborated from the perspectives of strategy, process, organization, and technology in order to instill leadership habits. The idea of knowledge economy elaborates the relationship of knowledge and innovation and their abilities to impact growth.

**G5030 – STRATEGIES FOR GROWTH AND VALUE CREATION (3 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to propose a solid solution for current regional and global business issues through growth-oriented innovative ideas based on strategies of growth and value creation; create growth-oriented business decisions based on rationale that integrate business functions of strategy and contexts for growth and value creation; understand typical business issues and solutions of various industries by creating growth and value in business; implement the tools and skills necessary for an effective innovation and possess habits which allow them to continuously produce new ideas related to business growth and value creation.

**Topics:** This course discusses issues in managing growth of the organization as a whole, both organic and inorganic growth. In this course, students will also use role playing as General Manager or Chief Executive Officer to assess how they are able to deal organizational growth, survival, and value creation.

**G5031 – INNOVATIVE LEADERS SYSTEM THINKING (2 SCU)**

**Learning Outcomes:** Upon successful completion of this course, students are expected to be able to incorporate lateral thinking techniques that utilizes numerous ideas and how they can be integrated and implemented; utilize structural thinking to focus on the selection of the best idea and being able to implement it successfully.
Topics: This course provides knowledge, skills and attitude required for practicing both lateral and structural thinking. Lateral thinking focuses on generating as many ideas as possible while structural thinking focuses on selecting the best ideas and implementing them. The course will provide students with practical tools necessary to apply these thinking effectively and also real life cases of prominent business leaders to adopt the attitude for possessing these two thinking. Both lateral and structural thinking will be used in the remaining of this program.

G5032 – INTEGRATED MARKETING DECISION MAKING (2 SCU)
Learning Outcomes: Upon successful completion of this course, students are expected to be able to use the functions of integrated marketing decision making involved when creating growth-focused decisions; comprehend the knowledge of typical marketing issues and solutions and their related industries; utilize marketing and integration tools and skills necessary for effective innovation and display habits which allow them to continuously produce new ideas related to business growth.
Topics: This course delineates that integrated marketing decision making is the process of winning top management support, particularly for integration of the market into decisions across the organization. This process is vital because most managers need the legitimacy and organization protection of top management sponsorship before they can invest time and other resources in cross-functional developments.

G5033 – ENTREPRENEURSHIP FOR GROWTH (2 SCU)
Learning Outcomes: Upon successful completion of this course, students are expected to be able to create a growth-oriented business decisions using concepts of entrepreneurial management based within the economic, political, and legal contexts; understand the entrepreneur roles, ethics, and strategies used for business growth; use entrepreneurial management knowledge in typical business issues and solutions of various industries.
Topics: This course is designed to coach the students on how to start and operate a new business venture which involves considerable risks and efforts with the possibility of great reward. It combines a practical, step-by-step approach with theoretical foundation to form a basic framework for understanding the business leadership process. It also focuses on the ability to create added value from the implementation of innovation and habits to steer that creativity to result in business growth.

G5034 – STRATEGY AND EXECUTION (3 SCU)
Learning Outcomes: Upon successful completion of this course, students are expected to be able to identify and evaluate strategic management process and organization capability for strategy execution within local and global business settings; develop a mastery of a body of analytical tools, models, and approaches from various industries to a certain business; design and deliver novel solutions in corporate strategy as a source of sustainable competitive edge to the organizations.
Topics: Strategy Execution course is about Strategy in action. Whereas crafting strategy is largely a market driven activity, implementing or executing strategy is primarily an operation driven activity revolving around the management of people and business process. Strategy Execution depends on doing a good job of working with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy supportive manner, and instilling a discipline of getting things done. The course focuses on ways to close the gap between strategy formulation and execution, between expectations and results. The best strategy is not enough unless a whole series of supporting moves puts that plan into effect.
G5035 – OPERATIONS AND SUPPLY CHAIN MANAGEMENT (3 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to illustrate prevalent topic of operations as the creation of value along the supply chain; analyze the implications of a company’s strategic design (e.g. cost leadership) to particular operating decisions in order to sustain profitable growth; evaluate current business processes and create innovative solutions; apply information technology to improve operations and organization internal capability; plan operations improvement or innovation projects.

Topics: This course focuses on the systematic direction and control of the processes that transform inputs into finished goods or services and how to move materials and services to and from the transformation processes of the firm. The course deals with the management of “processes,” it applies to both for-profit and non-profit organizations, to both service and manufacturing organizations, and to virtually any functional area or industry.

G5098 – FIELD BASED LEARNING (3 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to propose a solid solution for current regional and global business issues through growth-oriented innovative ideas through practical application and decision-making; demonstrate the capability to create growth-oriented business decisions based on rationale that integrate business functions of strategy and executions and contexts; implement the knowledge, tools and skills necessary for an effective innovation and possess habits which allow them to continuously produce new ideas related to business growth in real-world situations.

Topics: This is the capstone writing assessment and presentation for the Magister Manajemen degree. This compulsory course emphasizes research and analysis, by offering two alternative assessment activities: individual research activity and group field project (GFP). At the end of the course, students are expected to submit a written thesis or a written final project report of their GFP. The School will assign an academic supervisor to assist each individual or group of students in their thesis/final project report based on the student(s)’s own research outline proposal.

5.7.6 MM Dual Degree

BM001 – MANAGING INNOVATION AND ORGANIZATIONAL KNOWLEDGE (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to: Apply and evaluate the innovation in business management principles and processes incorporating ICT; to design and apply Information Management System to develop novel solutions using Innovation as a business strategy; to apply innovation in the organizational and business process as important aspect of creating organizational value to win the industry competition.

Topics: This course is designed to help students to understand the importance of innovation and its implementation in business. Innovation is a major driver of success throughout many industries and managing it is of strategic importance. Students will learn types of innovation, processes involved in managing it, and how companies can develop organizations to sustain it.

BM002 – ECONOMICS FOR BUSINESS (2 SCU)

Learning Outcomes: Upon successful completion of this course, students are expected to be able to: Analyze and review the trend in micro and macro economic; Analyze and visualize, critical evaluation on current contemporary