

COURSE LISTS - Semester II (January 2019 tentative)*

SEMESTER	STUDY PROGRAM	COURSE CODE	Level	COURSE NAME	Course Type	CREDIT	SUB INTEREST	Course Brief Description
Even	BE	MK2105	Undergraduate	Multivariate Statistics (P)	Core	3	DMSN	This course introduces students to various methods in multivariate data analysis methods and provides them with some practical experience in applying the methods and interpreting the results of analysis
Even	BE	MK2203	Undergraduate	Social Entrepreneurship	Core	3	ETM	This course introduces the students how to: have a sense of empathy for the people, and introduce forms effort to draw social benefits (social benefits), which in turn can drive financial benefits. Students can also learn about social capital, mechanic solidarity, organic solidarity, stereotype, stigma, and discrimination
Even	BE	MK2204	Undergraduate	Human Resources and Organization	Core	3	PKM	
Even	BE	MK2205	Undergraduate	Business Computation and Analytics	Core	2	DMSN	This course aims to develop student ability to analyze business with spreadsheet simulation approach. As an entrepreneur, a comprehensive understanding about all business process is necessary. This course will provide students with ability to do business analysis and simulation with Microsoft Excel as a tool. By creating computational model of the business process, the relevant information can be sorted and organized, the interactions that occur between business entities can be structured and the consequences that will arise as a result of various scenarios can be analyzed
Even	BE	MK3001	Undergraduate	Business Planning and Feasibility (P)	Core	4	ETM	In this course, students should be able to plan a viable business to be conducted viewed from various aspects such as operational, financial, resources, and evaluate the products according to market needs. Students will be equipped with the knowledge to design business and guided by teachers, tutors and employers who are competent in their field
Even	BE	MK3101	Undergraduate	Business Risk Analysis	Core	3	BRF	This course comprises the theory and business risk management principles, identifying risk and their evaluation, business risks management strategy, business risk management policy, structure and organization for risk management, specific business risk management, business risk management planning and communication
Even	BE	MK4003	Undergraduate	Business Development Practice (P)	Core	4	ETM	This course provides a framework for forethought when the entrepreneur should decide the best action and strategies, so that his business grows and has competitive advantages through innovative activities
Even	BE	MK4004	Undergraduate	Entrepreneurship Mentoring 3 (P)	Core	3	ETM	This course provides mentorship to students in order to guarantee business growth and to maintain sustainability by practicing innovation in every activity
Even	BE	MK4102	Undergraduate	Business Growth Strategy	Core	3	BSM	This course purpose is to provide knowledge and application of strategic management concepts, principles, frameworks and methodologies in order to obtain more profits compared to other organizations
Even	BE	MK4103	Undergraduate	Business Research Method	Core	3	DMSN	The course will focus on the skill of designing step by step how to implement Business Research Methodology and will also practice the exercise of research skills
Even/ Odd	BE	MK2204	Undergraduate	Human Resources and Organization	Elective	3	PKM	This subject consists of human resource management and organization to achieve corporate vision and mission especially entrepreneurial companies. The materials are designed so that students are able to plan, manage and coordinate, as well as evaluate human resources.
Even/ Odd	BE	MK3011	Undergraduate	Technology Based Business	Elective	3	EM	Regarding increasingly competitive business environment such as shortened product life cycles, global competition, increased market segmentation and re-structured industry value chains, that critical need for businessman/business woman with passion for technology to understand their firm's business models and contribute to the successes of their organization. This lecture will examine how to leverage major technology advances to significantly transform a business and an industry in the marketplace. Lectures will place a special emphasis on transformations that are caused by highly complex, advanced technologies. Lectures will also explore how the kind of —holistic thinking that you would expect from good engineers might translate into a business advantage in formulating and executing market strategies and business model. Students will discuss how such transformations require that managers have a very strong —systems and technical intuition. The aim of this course is to introduce the excitement of business seeking related to technology innovations. We will cover the key choices facing anybody seeking to exploit the commercial potential of a technology based innovation — whether as an entrepreneur or acting within an existing business.
Even/ Odd	BE	MK3012	Undergraduate	Service Business	Elective	3	BSM	Introducing the concept of business services in a business activity, identify the factors that support and hinder business activity services, and provide examples of the application in the company. Business services are part of the business activities service. It includes business services, based on the basic concepts of business development services, and including strategy and operational capabilities. To develop a network of good services business and the development of international networks, and implementing the business service suppliers and small and medium enterprises
Even/ Odd	BE	MK3016	Undergraduate	Creative and Cultural Entrepreneurship	Elective	2	ETM	This course introduce students to the creative and cultural industries, one of the fastest growing, most dynamic and diverse employment sectors. This course provides a framework for understanding and managing the creative and cultural business with good ethics. Emphasis is given to understanding the external environment in the creative industries and creative organization management. This course also offers challenges to the creation of innovation in creative industries that add value to the creative industries account the external environment and the existing trend. Student can learn to understand the business environment and trends around the creative and cultural industries, creative organization learning set, how to organize copyright, how creative strategies to get into this industry
Even/ Odd	BE	MK3017	Undergraduate	Business Finance	Elective	3	BRF	Corporate Financial Management provide knowledge and practical experiences in managing corporation. Broadly speaking, Corporate Financial Management covers the knowledge on matters of risk-and-return, as well as financial liquidity and profitability of the corporation. Daily management of corporate finance through financial planning and working capital management, which includes cash management, securities, loans, and inventory. In addition, the cost of capital can also be obtained through trade credit without interest charges, or utilize accruals and bank loans or the issuance of securities. A successful Corporate Financial Management policy reflected the company's growth or external growth, both through acquisitions and mergers. In addition, an understanding of the failure of the company, from the lowest level as a liquidity problem that calls for restructuring bankruptcy, it is important to prevent the company from having problems like that.
Even/ Odd	BE	MK3019	Undergraduate	Creativity and Innovation	Elective	3	ETM	Your organization is already filled with creativity—the challenge is cultivating and harnessing its full potential. Fortunately, every organization already has a rich source of creativity readily available to it: its employees. A brilliant idea can come from anywhere so tapping into the diverse perspectives of your workforce can lead to extraordinary results. When company tries to translate creativity into innovative products, services and business solutions, it is possible because of its carefully crafted environment that fosters idea generation and implementation. Innovation is possible when individual creativity and organizational processes are successfully integrated. Innovations are not always huge changes either—sometimes the most impactful advancements are incremental improvements over time. Through this course, students learn the important connection between effective leadership and a culture designed to foster continuous creativity and innovation. During this course, learn techniques to capitalize on employees' diversity and uncover new solutions to business challenges, great and small. Creativity and Innovation is a course that gives the knowledge and skill related to creative thinking and innovation attempt. Through this course, students of Bachelor Management will learn about the available tools for creativity and how to create an innovative ideas and business model. After they learn about the theory, the students will try to create a business or product idea including its innovative business model

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Even/ Odd	BE	MK3025	Undergraduate	Decision Making and Analysis	Elective	3	DMSN	This course provides insight about the importance of his decision toward a start-up company. Entrepreneurship is about choices, priorities, and one of the biggest ways that an entrepreneur can influence quality of his start-up company by improving the quality of his decision. By taking the right decision, an entrepreneur can navigate his company to be more successful, and of course lead to higher self confidence in taking action
Even	BM	MB2002	Undergraduate	Psychology and Organizational Behavior	Core	3	PKM	This course provides students with basic knowledge of psychology and organizational behavior. The course is generally directed toward self-observation and observation of people's behaviors in the workplace as means towards working well or successfully in organizations, both individually and collectively, and divided into three major parts: individual, interpersonal, and organizational levels of observation
Even	BM	MB2201	Undergraduate	Technology and Operations Management	Core	4	OPM	This course provides students with an overview of operations management. Operations include the parts of an organization that are responsible for producing the goods and services we all consume. Operations are the process by which people, capital, and materials (inputs) are combined to produce these goods and services (outputs).
Even	BM	MB2203	Undergraduate	Financial Management	Core	4	BRF	Financial management has undergone significant changes over the years. When it first introduced as a separate field of study in the early 1900s, the emphasis was on the legal aspects, such as the formation of new firms, the various types of securities issuance, and consolidations. A movement toward rigorous analysis emerged during the late 1950s. Companies have begun to use computers and models were being developed to help manage inventories, cash, accounts receivable, and fixed assets. Financial decisions within the firm came to be recognized as the critical issue in corporate finance.
Even	BM	MB3001	Undergraduate	Environmental Management System	Core	2	ETM	This course covers mainly about the sustainable development concept and its practices in business ecosystem concepts. This course provide student awareness, knowledge and skill how the concept of sustainable business implemented to become real actions, not just a theoretical issues. There are five contents will be learn during the class: 1) sustainability concept, 2) Environmental Assessment; 3) Life Cycle Assessment; 4) Design for environment (DFE); 5) Environmental Valuation
Even	BM	MB3232	Undergraduate	Anthropology of Organizations	Capstone	4	PKM	This course is intended to bring together much of the knowledge and skills and desired attitudes taught in courses in the first and second years for practical application in a small research project. In particular this option requires students to think critically about issues such as the principles of management, the structure of organizations, the role of various units (sales, marketing, customer service, etc.) within an organization, innovation and research, holistic thinking, corporate responsibility (internal and external), and business communication.
Even/ Odd	BM	MB2205	Undergraduate	Integrated Business of Asia 2	Elective	4	BSM	This course is a continuation of Integrated Business ASIA 1 course. The Integrated Business ASIA 2 is project base course that provides International Business's students with practical experience of doing business in the chosen Asian country (ies) particularly in Export and Import areas. Students will be able to develop business plan of Indonesia's SME in entering Asia market and to manage the trading house in offering business development. Students will have great experience in the export and import training, in joining the field trip, and in participating the International trading exhibition
Even/ Odd	BM	MB3233	Undergraduate	Cross-Cultural and Conflict Management	Capstone	4	PKM	Globalization is a phenomenon that makes intercultural contacts become inevitable. Therefore, the ability to adapt and interact also the ability to manage people from different culture become important. In the world of business and organizational life, cultural differences among its members may impede success and collaboration. Different communication styles and behaviors may also cause imprecise perceptions. Therefore, we need leaders and competent people who understand how to interact with people coming from different cultural backgrounds or those who have intercultural competence in the business context. This course is designed to provide the basics in cross-cultural communication & management and empower students to handle a broad array of cultural differences in increasingly complex work environments. For better or worse, globalization has facilitated the creation of a highly interrelated and interdependent world in which people from various nations and cultures must work together, often in remote teams in different time zones and geographic regions
Even/ Odd	BM	MB4011	Undergraduate	Negotiations	Elective	4	DMSN	This course provides understanding of both theory and processes of negotiation of negotiation as well as its practice. The purpose of this course is to provide the understanding of the theory and processes of negotiation as it is practiced in a variety of settings. This course is designed to complement the technical and diagnostic skills learned in other courses at SBM - ITB. A basic premise of the course is that while a manager needs analytical skills in order to develop optimal solutions, a broad array of negotiation skills is needed in order for these solutions to be accepted and implemented
Even/ Odd	BM	MB4012	Undergraduate	Conflict Resolution	Elective	3	DMSN	This course provide the students capability to develop a framework for understanding and managing conflict. The subject also aimed to answer some questions such as: Why is conflict pervasive in human communication? How do we come to constitute ourselves in opposition to others? How do disputes begin? How do we keep them going, or get out of them? How can we learn to manage our conflicts more productively. They will learn how to analyze conflict, find the solution (at least for us/our client), and of course have the ability to implement it in the real world
Even/ Odd	BM	MB4016	Undergraduate	Shopper Behavior	Elective	3	BSM	Shopper Behavior is a distinctive form of consumer behavior, involving three dimensions that influence the behavior of shoppers, i.e. shopping environment, social-cultural context, and individual role, motivation, and behavior. Shopper Behavior is one of the important aspects of marketing management because decisions involved in developing an effective marketing mix for a product or service rely thorough knowledge of the shoppers, who comprise of the target market. Understanding the behavior of shoppers can help marketers anticipate reactions to changes in the marketing mix or determine when new products are likely to be adopted. Shopper Behavior is also closely related to marketing research. A practical understanding of shopper can aid in the selection of an appropriate research methodology, question design and selection, as well as interpreting shopper responses to such questions. In this course, there will be a research project and field trip
Even/ Odd	BM	MB4018	Undergraduate	Compensation Management and Employee Performance	Elective	4	PKM	This course focuses on how students get "the know how" (conceptual) about compensation and benefit and able to use tools related to internal alignment, external competitiveness, manage employee contribution in order to attract, retain and motivate qualified employee The course will be conducted by using lecturing method for explanatory purposes and will be very much emphasized as "student-centered" activities through lectures, group/individual presentations and discussion of case exercises. During the course, legal aspects of Compensation and Benefits work will be assigned individually to students. In due time, students will present individually his/her work in front of the class. Moreover, a written report will be collected to accompany the legal aspects work presentation. Both the presentation and the written report should cover the WHAT, WHY, WHO, WHEN and HOW aspects of the legal subjects
Even/ Odd	BM	MB4019	Undergraduate	Creativity and Innovation	Elective	3	ETM	Creativity and innovation are essential for entrepreneurs to create or develop their business. This course will teach business students the concepts of creativity and innovation and how they can be implemented in their businesses. Innovation is an undisputed catalyst for business growth, yet many entrepreneurs across industries fail to create a climate that encourages innovation. This course will teach business students the concepts of creativity and innovation and how they can be implemented in their businesses
Even/ Odd	BM	MB4020	Undergraduate	Management of Technology	Elective	4	ETM	People are naturally creative. They create technologies for lifestyle betterment. Lifestyle betterment is achieved through technological innovation. Therefore, technological innovations enable competitive human development. This lecture helps students to understand the basic concepts of technology management and its role in business competition and wealth creation. Finally this course will describe some challenges on technology innovation in the developing countries. This course will take students to explain the concept and importance of Technology to develop human societies, diagnose the role of management technology and its functions, apply the principles of management technology in business, diagnose, and apply the techniques in management of technology such as : technology forecasting, technology planning, technology strategy, etc.

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Even/ Odd	BM	MB4021	Undergraduate	Enterprise Resource Planning	Elective	3	OPM	This course provides students with knowledge and insight into how organizations analyze, design, implement, and improve all interconnected business processes to deliver values to their customers as efficient as possible. To achieve those goals, this course is divided into two major parts, namely Business Process Management and Enterprise Resource Planning. ERP can be seen as an integrated information system that allows a company to improve its decision-making processes. ERP are used to collect, store, analyze, and disseminate data to all related decision makers. Decision makers are able to see a large picture of the situation and come out with several alternatives of performance improvement. In addition, the company becomes able to collaborate with their upstream suppliers and downstream partners not just in transaction process but also in decisionmaking process. Supply chain management (SCM) is a field of operations management, which mostly takes the advantage of ERP. It can be seen that ERP is an enabler to realize potential promises of SCM to companies
Even/ Odd	BM	MB4023	Undergraduate	Supply Chain Management	Elective	4	OPM	Supply chain management is a systematic approach to help companies create and maintain competitive advantage. Repairs must bring the company closer to its goal to be able to make money in the present and also in the future. This course is designed to provide students the knowledge and skills to improve the supply chain
Even/ Odd	BM	MB4024	Undergraduate	New Product Development	Elective	3	ETM	This course discusses mainly three aspects of new product development and innovation management: Strategic issues of new product development, which addresses the strategic considerations of new product development, such as compatibility between business strategy and product strategy, new product strategies, portfolio management etc.; New product development process, which concentrates on the operations aspects of new product development, such as concept development and product design issues; Decision making and analysis on new product development, which introduces tools and best practices related to decision making that challenges a manager, such as decision tools and analytical methods.
Even/ Odd	BM	MB4042	Undergraduate	Capital Market	Elective	3	BRF	Capital market course provides an in-depth discussion of fundamental principles and practical aspects related to equity securities such as stocks, bond, mutual funds, indexes, and derivatives. This course is not only exposed the students to some important theories on capital markets but also to give first hand experiences in investing in Indonesia's capital market. The main objectives will focus on developing students' skills, knowledge and attitude toward capital market practices
Even/ Odd	BM	MB4043	Undergraduate	Managerial Accounting	Elective	3	BRF	Managerial Accounting stresses accounting concepts and procedures that relate to preparing reports for external users of accounting information. In comparison, Managerial Accounting stresses accounting concepts and procedures that are relevant to preparing reports for internal users of accounting information. Virtually all managers need to plan and control their operations and make a variety of decisions. Managerial Accounting provides the information needed for planning, control, and decision making. Managerial Accounting includes cost concepts and classifications, costing systems and procedures, cost allocation and ABC system, cost-volume-profit analysis, standard costs and variance analysis
Even/ Odd	BM	MB4044	Undergraduate	Financial Planning	Elective	3	BRF	This course provides an understanding of a broad range of financial planning process is to control the personal and family financial situation, determine the various financial goals appropriate future and plan how to achieve well. Personal Financial Planning is the knowledge of how we organize and plan your personal financial goals or family to achieve a prosperous life. During the school year formally, we examine the knowledge of science but usually not taught personal financial planning. Whereas in the opinion of the authors knowledge this is the life skills <u>necessary in the face of an increasingly complex life</u>
Even/ Odd	BM	MB4047	Undergraduate	Business Risk and Venture Capital	Elective	3	BRF	In a corporation or today's business world, risks occur starting from the initial business phase and it continues to evolve as long as the business is still running with other forms of risk; from the establishment of funding, investment stage and the production/services of asset utilization to generate income, sales which utilize credit and receivable, business process, people, technology and many things.
Even/ Odd	BM	MB4048	Undergraduate	Emotional Branding	Elective	3	BSM	This course aims to provide knowledge and strategies regarding maintaining the brand in a new dynamic environment. Over the past decades, it has become resoundingly clear that the world is moving from an industrially driven economy that puts the consumer in the seat of power. A New York Times article a decade ago already made it clear that "over the last fifty years the economic base has shifted from production to consumption. It has gravitated to the subjective; to the realm of psychology".
Even/ Odd	BM	MB4050	Undergraduate	Brand Management	Elective	3	BSM	The basic concept is about the brand itself. Many people are not really aware of what is brand actually. Strategic brand management is the second to introduce as it will provide a framework of thinking for brand management. Brand equity is a very basic concept in all brand management lecture. It is defined as the strength and value of a brand. Many formal definitions of brand equity will be introduced, but a practical one will be selected. Student will learn the importance of brand equity and its existence in practice. Students will elaborate their experience to identify specific circumstances where brand equity plays roles. Brand audit and research are the next thing to study. Using brand audit and research, people will be able to assess the potential of a brand and how it performs in the market in relation to its positioning. Brand positioning is really important. Correct positioning is the fundamental step for brand success. Marketing communication is a tool to grow brand. Some considerations of marketing communication design will be discussed in the class. The concepts and theories require some practice and enhancement. With regard to theory enhancement, student will introduced to some advance strategy such as brand endorsement, brand extension, co-branding, brand portfolio strategy and global branding. As for building practical skills, students will do brand management project in a group. The project will be recorded in video format
Even/ Odd	BM	MB4051	Undergraduate	Organizational Development and Learning Organization	Elective	3	PKM	By means of System Approach, Organizations will always move to adjust themselves to the changes in the organizational context (internal & external), including the discipline to create a Learning Organization. Students will learn about Organizational Effectiveness, Management Tools which will be needed to conduct an Action Reserach in order to validate organizational problems and organizational imperatives to change, know design element at organizational/ groups/jobs level, know what type of interventions mostly appropriate to answer the organizational needs, and the process for leading and managing change
Even/ Odd	BM	MB4052	Undergraduate	Strategic Change Management	Elective	3	PKM	Changing organizations is a messy as it is exhilarating, as frustrating as it is satisfying, as muddling-through and creative a process as it is a rational one. This course recognizes these tensions for those involved in managing organizational change. Rather than pretend that they do not exist, it confronts them head on, identifying why they are there, how they can be managed, and the limits they create for what the manager of organizational change can achieve. It shows how the image(s) we hold about how change should be managed, and of what we think our role should be as a manager of change, affect the way we approach change and the outcomes that we think are possible
Even/ Odd	BM	MB4053	Undergraduate	Corporate Social Responsibility	Elective	3	ETM	Corporate Social Responsibility (CSR) is needed by company for running it's activity. Student will learn knowledge about CSR and how to apply CSR in community development. Corporate has to earn financial benefit, but also need trust from local community where located around the company. It is required to apply research as the first step in order to determine community development program
Even/ Odd	BM	MB4054	Undergraduate	Quality Management	Elective	3	OPM	The challenge for business today is to produce high quality products or services. Therefore many companies take the challenge using quality as a competitive weapon. Many quality concepts have been developed, but there is no one best concept to implement for all situations. However, we need to know some of them and at least can get through the flow of problem solving in detail as an exercise for understanding quality implementation framework

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Even/ Odd	BM	MB4055	Undergraduate	Project Management	Elective	3	OPM	Project management became one of the important competencies for students to know and mastered in solving real organizational problems. Many organizational problems are solved in the form of a project is a series of interrelated activities, have a clear purpose, using limited resources, have certain completion schedule, involving the stakeholders, sometimes an activity that is not repeated, and in certain circumstances relating to the uncertainty. In this course, there will be discussions and project simulation
Even/ Odd	BM	MB4056	Undergraduate	Bank Management and Financial Service	Elective	3	BRF	The purpose of this lesson is to bridge students from monetary policy understanding on macroeconomic level and finance The purpose of this lesson is to bridge students from monetary policy understanding on macroeconomic level and finance. The subject discusses banking system as part of macroeconomic monetary mechanism, how it functions to stakeholders and technically operates within the economy, as well as other financial institutions such as insurance, pension funds, and mutual funds. Contemporary issues and developments are also entailed within the scope
Even/ Odd	BM	MB4057	Undergraduate	Service Marketing	Elective	3	BSM	This course will focus on providing fundamental concepts and theories on marketing intangibles and services. The topics covered will provide a framework for building customer-focused management strategies, designing service delivery programs and formulating strategies for customer retention. Articles and case studies from services companies will be included to give practical insights
Even/ Odd	MAB	MM5006	Graduate	Business Economics	Core	3	BRF	Business Economics or Managerial Economics is concerned with the application of economic principles and methodologies to the decision making process of the business firm operating under conditions of risk and uncertainty. The course establishes important principles for business practice. Business practice is recognized and incorporated into the discipline of Managerial Economics. The course is concerned about the firm's competitive strategy, rather than simply costs and revenues. The course will put into the context of real - world business decision problems, to demonstrate methods of identifying problems and finding solutions. This course provides and covers (1) a general introduction to Managerial Economics, (2) Microeconomics Theory and its Applications and (3) Macroeconomics Theory and its Applications
Even/ Odd	MBA	MM5002	Graduate	Accounting	Core	2	BSM	Accounting is the means by which a firm's transactions are narrated to the reader, the end result which conveys the company's financial condition. Accounting has also evolved in a new and exciting direction in which the accounting standards of individual countries are at present being harmonized with International Financial Reporting Standards (IFRS). This coursework encompasses both financial and cost accounting; with the former addressed to the external user, and the latter utilized by management for decision making purposes.
Even/ Odd	MBA	MM5003	Graduate	Marketing Management	Core	3	BSM	This course provides understanding and knowledge to demonstrate an ability to identify the central marketing problems/issues which lead them to assess suitable marketing tools, propose recommendations based on a perspective that integrates both functional and relevant contextual information, and deploy these recommendations effectively, to demonstrate an ability to work effectively in a team, exhibiting behavior that reflects an understanding of the importance of individual roles and tasks, and the ability to manage conflict and compromise so that team goals are achieved
Even/ Odd	MBA	MM5004	Graduate	Operation Management	Core	3	OPM	This course provides knowledge and insight to be able to identify operations and supply chain management problems, seek opportunities for improvement, excellence, and development in a company. Student will be able to select and apply proper tools to solve these problems, and analyzing, designing and operating processes that deliver a firm's goods and services in a manner that matches customer's expectation
Even/ Odd	MBA	MM5005	Graduate	People in Organizations	Core	3	PKM	This course provide understanding on the principles of organizational behavior and able to manage effectively people in organization in line with business goals and objectives and understand the principles of organizational behavior and able to manage human capital effectively in organization
Even/ Odd	MBA	MM5007	Graduate	Financial Management	Core	3	BRF	This course provide understanding and perspectives on financial management functions, both within the corporation as well as in relation to domestic and international economies, giving illustrations on financial management practices and some policies, processes, techniques and strategies applied in financial management, developing knowledge on different kinds and characteristics of problems, and possibilities of these financial problems to come about, and enhancing the capacities for dealing with the problems through approaches and developments of reliable problem solving strategies, and enhancing skills in the planning and monitoring of financial management functions effectively, to be capable of applying the right management strategy for dealing with corporate challenges in order to maximize shareholder wealth
Even/ Odd	MBA	MM5009	Graduate	Decision Making and Negotiations	Core	3	DMSN	The essential focus of this course is to build an understanding of decision-making and negotiation processes. The course provides guidances for effective decision making that avoid common mistakes and hidden traps, allowing students to develop insights and understanding about the nature of decision-making and negotiation, through an introduction to a range of relevant ideas, issues and frameworks. This course is for Young Professional students
Even/ Odd	MBA	MM5012	Graduate	Business Strategy and Enterprise Modeling	Core	3	BSM	The course is designed to be delivered in twelve two-session-set. In every two-session- set, students are expected to understand, comprehend, and analyze strategy issues. By understanding, we expect the students to be remembering specific terminologies and principle underlying any strategic issues. Subsequently, we also expect students to demonstrate understanding of facts and ideas by organizing, comparing, translating, interpreting, describing, and stating the main strategic issues. By the end of the course, we expect students to be able to conduct analysis on strategic issues by examining and breaking information into parts by identifying motives or causes, making inference, and finding evidence to support generalization.
Even/ Odd	MBA	MM5013	Graduate	Knowledge Management	Elective	3	PKM	Knowledge is an intangible asset, yet by providing a learning environment that encourages experimentation that is measured with discipline and procedures necessary for optimizing this process it has the capacity to change the competitive position of any organization. Knowledge Management (KM) is the process of creating value from an organization's intangible assets. KM create, deploy or transform knowledge from individual brainware to organizational actions that can improve the competitive position of a company, and give it a marketplace advantage. KM is a process of sourcing, deploying and using knowledge assets for better work performance. KM is a key success factor for corporate competitiveness
Even/ Odd	MBA	MM6011	Graduate	Human Capital	Elective	3	PKM	This course was designed to equip graduates with a systematic, comprehensive and practical understanding of human resource management as a capital and add value to the organization (Human Capital). Learning outcome can be seen as the ability to analyze and solve human capital management problem - from design metrics of human resource management- from recruitment to severance. Initiative and the development of human resources to support business and organizational objectives
Even/ Odd	MBA	MM6012	Graduate	Compensation and Managing Employee Performance	Elective	3	PKM	
Even/ Odd	MBA	MM6015	Graduate	Business Leadership	Elective	3	BRF	This course is aimed to equip student an integrated , systematic, comprehensive and practical of leadership learning framework that integrate organization performance that influenced by organizational capabilities as a results of organizational culture ,business strategy and in-depth learning about the leader itself.
Even/ Odd	MBA	MM6021	Graduate	Corporate Risk Management	Elective	3	BRF	In a corporation or today's business world, risks occur starting from the initial business phase and it continues to evolve as long as the business is still running with other forms of risk; from the establishment of funding, investment stage and the production/services of asset utilization to generate income, sales which utilize credit and receivable, business process, people, technology and many things. Risks are perceived anywhere and anytime. We can not avoid nor erase the risks. If we limit risks, then we will generate low return. The higher risk, the higher return and vice versa. That is a principle of Finance. So we have to deal with risks according to our appetite and business philosophy. So as long as the company runs the business sustainable for generating the return, risk will associate with it. This subject comprises of the theory and business risk management principles, identifying risk and its evaluation, business risks nagement strategy, business risk management policy, structure and organization for risk management, specific business risk management, business risk management planning and communication

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Even/ Odd	MBA	MM6021	Graduate	Corporate Risk Management	Elective	3	BRF	In a corporation or today's business world, risks occur starting from the initial business phase and it continues to evolve as long as the business is still running with other forms of risk; from the establishment of funding, investment stage and the production/services of asset utilization to generate income, sales which utilize credit and receivable, business process, people, technology and many things. Risks are perceived anywhere and anytime. We can not avoid nor erase the risks. If we limit risks, then we will generate low return. The higher risk, the higher return and vice versa. That is a principle of Finance. So we have to deal with risks according to our appetite and business philosophy. So as long as the company runs the business sustainable for generating the return, risk will associate with it. This subject comprises of the theory and business risk management principles, identifying risk and its evaluation, business risks nagement strategy, business risk management policy, structure and organization for risk management, specific business risk management, business risk management planning and communication
Even/ Odd	MBA	MM6023	Graduate	Capital Market Analysis	Elective	3	BRF	This course explains the concept of capital market and all instruments traded in the capital market such as stocks, bonds, and derivatives. At the end of the course, students would know how to be a trader and an investor in the capital market. To be a succeed trader and/or investor in capital market; students need to know the ethics/attitudes and the skills about the trading mechanism and the investment strategy. Topics to be discussed are stock, bond, and derivatives instruments, fundamental analysis, technical analysis, and portfolio management
Even/ Odd	MBA	MM6024	Graduate	Investment Project Analysis	Elective	3	BRF	
Even/ Odd	MBA	MM6025	Graduate	Cross Cultural and Conflict Management	Elective	3	PKM	Globalization is a phenomenon that makes intercultural contacts become inevitable. Therefore, the ability to be able to adapt and interact also the ability to manage people from different culture become important. In the world of business and organizational life, cultural differences among its members may impede success and collaboration. Different communication styles and behaviors may also cause imprecise perceptions. Therefore, we need leaders and competent people who understand how to interact with people coming from different cultural backgrounds or those who have intercultural competence in the business context
Even/ Odd	MBA	MM6031	Graduate	Branding and Marketing Communication	Elective	3	BSM	Brand Management course is designed to give an understanding of branding and marketing communication within brand management structure. As shown in Figure 1, we directly examine the available key concepts to give understanding of their basic principles. First, we will introduce brand and brand equity concept. Students are expected to understand the concept of branding, which has become one of the most important aspects of business strategy. Second, students will learn how to build a strong brand by developing brand identity and brand positioning. Third, students will learn how to integrate marketing program and marketing communication into brand equity. Fourth, students will learn how to measure brand equity, followed by brand audit exercise to analyze brand performance. Fifth, students will learn how to grow brand equity through brand architecture, brand portfolio and hierarchy, and brand extension strategies. Sixth, students will learn how to manage brand over time through brand reinforcement and brand revitalization strategies. And seventh, students will learn development of branding and marketing communication on special issues, i.e. branding on Internet and luxury branding. Along the course, students are exposed to best practice cases in branding as an exercise to acquire a framework for analyzing brand management problems. Students are also challenged to utilize their brand knowledge for creating branding and marketing communication development planning on a final group project
Even/ Odd	MBA	MM6032	Graduate	Consumer Behavior	Elective	3	BSM	Consumer behavior is one of the most interesting and important aspects of marketing management. All decisions involved in developing an effective marketing mix for a product or service rely thorough knowledge of the consumers who comprise the target market. This course studies of individuals, groups, or organizations and the processes they use to select, secure, use, and dispose of products, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society. Understanding the behavior of consumer can help marketers anticipate reactions to changes in the marketing strategy or determine when new products are likely to be adopted. Consumer behavior is closely related to marketing research. A practical understanding of the consumer aid in the selection of an appropriate research methodology, question design and selection, as well as interpreting consumer responses.
Even/ Odd	MBA	MM6033	Graduate	Applied Marketing Research	Elective	3	BSM	Marketing research is the way companies obtain customer insights by gathering a systematic information and very useful for a management decision guidance Marketing research is simply an organized way of developing and providing information for decision making purposes. The quality of the information, for example its validity and reliability, depends on the care exercised in executing the various steps of the marketing research process. These steps include problem definition, research design (exploratory, descriptive and causal), data collection methods, questionnaire design and attitude measurement, sampling schemes, and data analysis. In this course emphasis will be given to both qualitative and quantitative aspects of marketing research and how they help managers in addressing substantive marketing problems.
Even/ Odd	MBA	MM6041	Graduate	Supply Chain Design	Elective	3	OPM	Global competition forces many companies to continuously seek new innovative opportunities to improve their performance. Competitiveness should be reflected in the capability of their supply chains to strive quality, variety, service, and price at the same time. Managing a supply chain is a key for managers in creating and capturing values along the supply chain ranging from procurements, production, transportation, distribution, and product returns. Each step should be ensured to add value which improve revenues or reduce total costs. However, a local optimization is no longer appropriate in improving overall performance of a supply chain. Supply chain management thus is important for managers in order to be able to identify problems, solve those problems, and implement effective solutions.
Even/ Odd	MBA	MM6042	Graduate	Corporate Performance Management	Elective	3	OPM	The Performance Support Systems subject offers students for dealing mainly in how to design performance management system contextual to certain type of company. In the aspect of design performance management systems, the students will be supported by comprehensive stages in designing integrated performance management systems consist of four stages, namely basic information, designing, implementation and updating in which in each stage there are several concepts, techniques and aspects will be explored in detail. To have broad view and advanced knowledge of performance management system, it would also be introduced experts systems in supporting performance measurement in a company. In this course will be learned 4 most popular approaches in the performance management systems namely Integrated Performance Management Systems (Wibisono, 2006), The Balanced Scorecard (1996), the Baldrige Approach (Department of Trade, USA, 1987) and the Performance Prism (Neely, et. All, 2002). It is also will be studied expert system in supporting performance management system completed with simulation software from Harvard Business School and guest lecturer in implementation PBViews in the mining company. For research aspect, students asked to compose national and international paper using some journals for references, and they only get the mark based on the paper acceptance
Even/ Odd	MBA	MM6043	Graduate	Global Project Management	Elective	3	OPM	
Even/ Odd	MBA	MM6054	Graduate	Social Entrepreneurship and Leadership	Elective	3	PKM	
Even/ Odd	MBA	MM6061	Graduate	Modelling for Business	Elective	3	DMSN	
Even	MSM	MB5202	Graduate	Management Research Design	Core	3	BRF	This course provides hands-on experience of how to conduct the literature review that can be used as a part of students' Thesis. This course mainly will be individual work, with some guided technical lecture to develop student's skill in conducting literature review. Closely working with Thesis advisor is also needed. It is started by saturating students with all relevant references related to their thesis topics, then followed by several guided lecture to summarize, and to write an analytical and critical about the references. Mapping, and finding the research gap of current state of the art literature will be the main objective of this course. At the end, students are required to submit report as the form of literature review that will be used as the part of their Thesis.

COURSE LISTS - Semester II (January 2019 tentative)*

SEMESTER	STUDY PROGRAM	COURSE CODE	Level	COURSE NAME	Course Type	CREDIT	SUB INTEREST	Course Brief Description
Even	MSM	MB5203	Graduate	Advanced Corporate Finance	Core	3	BRF	This course extends corporate finance concepts introduced in previous unit to advance the understanding of corporate financial decision-making. Topics include cost of capital, capital budgeting, market efficiency, dividend policy, mergers and acquisitions, and corporate governance
Even	MSM	MB5205	Graduate	Fixed Income	Core	3	BRF	This course is designed to provide students with basic principles of fixed income and analysis. Fixed income securities are the largest assets traded by institutional investors, such as banks, pension funds or mutual funds. Also, corporate bond is a significant part of companies' sources of capital in developed financial markets. Finally, comprehensive understanding of changes in the interest rates, how to model them, and how they may affect the bond value is crucial for a good fixed income risk management
Even	MSM	MB5206	Graduate	Time Series Analysis	Core	3	BRF	This course is a mixture of theory and practical applications of time series methods. Time Series Analysis concepts that will be covered are AR, MA, ARIMA, ARCH, GARCH, VAR and VECM model. Those models are covered most of methods being used in practice. Students are expected to work in applied problems in Finance and using statistical EViews software, proprietary software specialized for time series analysis.
Even	MSM	MB5207	Graduate	Advanced Statistics	Core	3	DMSN	The course begins with a brief presentation of multivariate techniques and other statistical analysis methods. Applied statistics is designed to help students effectively apply, interpret, and evaluate different advanced statistical techniques.
Even	MSM	MB6013	Graduate	Knowledge Management and Learning Organizations	Elective	3	PKM	Knowledge is fast becoming the most importance assets in an organization can retain as it has the capacity to ensure corporate longevity and success sustainability by encouraging flexible and adaptable organization that rapidly implement product and/or service improvement in anticipation of marketplace change. Knowledge is an intangible asset, yet by providing a learning environment that encourages experimentation that is measured with discipline and procedures necessary for optimizing this process it has the capacity to change the competitive position of any organization. Many CEO's will agree that their most competitive advantage is their "brain-ware" or their "human capital". Knowledge Management (KM) is the process of creating value from an organization's intangible assets. KM create, deploy or transform knowledge from individual brain ware to organizational actions that can improve the competitive position of a company, and give it a marketplace advantage. KM is a process of sourcing, deploying and using knowledge assets for better work performance. KM is a key success factor for corporate competitiveness. Knowledge workers motivated to learn coupled with a positive attitude, and spirit to share and improve his/her knowledge, are seeds to develop Knowledge-based Organization. Change Management is the transformation vehicle that encourages open experimentation and support trust and a learning culture as learning organization foundation; and change people habit and attitude, to become knowledge workers. People are the agents of change in any organization, and a strategy is nothing more than an empty vision until successfully implemented by people. The success of change process depends on communication, share knowledge, and the capacity to implement the innovative ideas. Knowledge for understanding and reasoning, and the utilization of change management skills become the building blocks of successful value creation and implementation.
Even	MSM	MB6016	Graduate	Organizational Behaviour	Elective	3	PKM	Readings assigned for a scheduled class period should be carefully read and studied prior to class. Reading assigned material before it is discussed in class will help you effectively participate in class/group discussion. Reviewing the material one more time after discussion helps retention and makes studying for exams easier. An analysis of human work behavior at the individual, interpersonal, team and organizational levels. Emphasis is on the development of interpersonal competencies to allow individuals to effectively work as managers or professionals in the rapidly changing, team-oriented, culturally diverse and technologically integrated global climate facing modern organizations. Includes topics such as personality and attitudes, perception and attribution, motivation, communication, work stress, group and team dynamics, leadership, decision making, ethics, job and organization design, conflict management, organizational culture and politics, and organizational change. Varied classroom approaches include lectures, cases, team projects, presentations and other experiential training techniques
Even	MSM	MB6021	Graduate	Performance Management	Elective	3	OPM	Jargon 'you can't manage what you can't measure' has been long time used as reference among executives of companies in responding global business competition. However, a lot of companies are currently still lack of capabilities in designing a performance management system contextually to their condition at current competition. Most of them tried to adopt various performance management frameworks such as the Balanced Scorecard (Harvard), The Performance Prism (Cambridge), the Malcolm Baldrige National Quality Award (Department of Trade-USA), the Key Performance Indicator Manual (Department of Industry - Australia), the ISO-series, the Six Sigma, and many others without fully understanding of the essence of those frameworks and just making adoption of other success company to theirs. As consequence those frameworks are not applicable in their companies and just put in the drawer of executives' desk after hiring consultants with high cost. The Performance Management is designed to equip students with concepts and techniques to design performance management system contextual to the company's needs. The Performance Management subject offers students for dealing mainly in how to design performance management system contextual to certain type of company. In the aspect of design performance management systems, the students will be supported by comprehensive stages in designing integrated performance management systems consist of four stages, namely basic information, designing, implementation and updating in which in each stage there are several concepts, techniques and aspects will be explored in detail. To have broad view and advanced knowledge of performance management system, it would also be introduced experts systems in supporting performance measurement in a company
Even	MSM	MB6022	Graduate	Supply Chain Management and Procurement	Elective	3	OPM	The subject's objective is to help participants understand concepts, frameworks, tools, and techniques of supply chain systems that can be used to identify existing problems, think about how to design, manage, and improve supply chain systems, and construct a plan of action that will result in real operating improvements that directly affect the overall performance of a supply chain. This course is designed for students who consider working in sales-marketing, supply chain, logistics management departments of companies in different industries as well as who consider working in logistics service providers.
Even	MSM	MB6023	Graduate	Advanced Operation Strategy	Elective	3	OPM	Operations Strategy subject offers scholars with knowledge concerning the reconciliation between market requirements and internal resources and processes, sustainable competitive advantage, and risks. In particular, scholars will be exposed with four major decision areas in operations strategy, namely capacity, supply network, process technology, and development and organization. The framework and subjects of this course are mainly based upon Beckman and Rosenfield's book entitled Operations Strategy: Competing in the 21st Century published by McGraw-Hill in 2008. Topics that will be discussed in this course include: Business Strategy Context for Operations Strategy, Vertical Integration, Process Technology, Capacity Strategy, Facilities Strategy and Globalization, Sourcing, Business Process-Focused Strategies and Organizational Design, Coordinating the Supply Chain, Information Technology, Cross-Cutting Capabilities: Lean Operations, Quality, and Flexibility, Strategy Development and Practice
Even	MSM	MB6032	Graduate	Branding Science	Elective	3	BSM	Brand is a strategic asset for companies. It has a power to influence consumer's decision making and leverage companies' position in the market. Loyal customers unite around a brand and create powers to protect companies and brand from harsh competition. Therefore, brand management becomes very important in companies. Brand managers are pursuing creative and effective ways of managing brand in today's situation. They have to ensure that their brands have appropriate differentiation and continuously capture a special position in consumers' mind. Brand research is a necessary activity to come up with creative and effective ideas about brand management. This is a never-ending activity, but also a time consuming and costly activity. Not to mention the risk of getting unexpected results. Therefore, we need to develop required skills for conducting brand research and at the same time inspiring the practitioners by revealing empirical evidences that characterize their branding situation and the effectiveness of particular branding decision within that situation. This course is designed to help students at graduate level, learning about branding science and how to conduct appropriate research for particular branding issue. Students will learn about basic brand management, brand research, research progress in some branding topics and later they will develop their research skill by conducting empirical research in branding.

COURSE LISTS - Semester II (January 2019 tentative)*

SEMESTER	STUDY PROGRAM	COURSE CODE	Level	COURSE NAME	Course Type	CREDIT	SUB INTEREST	Course Brief Description
Even	MSM	MB6033	Graduate	Service Marketing	Elective	3	BSM	The importance of services cannot be overemphasized. Services account for about 50% of GDP in more economically advanced countries. About 20–30% of world trade is accounted for by services. In the U.S., for example, over 70% of the labor force works in services. This course seeks to provide an understanding of the unique marketing issues related to service industries (e.g., insurance, consulting, entertainment, freight, airlines). The growing role of services in the global economy will be discussed and key differences between products and services will be outlined. The "service star" serves a framework to describe, analyze, and design service business models. Important dimensions of the service star are, among others: process and outcome dimensions of services, a priori and post hoc segmentation of service customers and the trend toward 1:1 marketing, customer roles in services, globalization of services, positioning of services, people in the service process, services operations and its link to services marketing, the service profit model, use of technology and the Internet in services, partnerships and networks. The marketing mix for services is structured as a triangle encompassing: external marketing, internal marketing, interactive marketing. Combining the three sides of this triangle requires a service culture and challenges the globalization of a service company differently than a product company. Therefore, particular attention will be placed on the international dimension of services marketing. Class meetings will consist of case analyses and lectures/discussions.
Even	MSM	MB6034	Graduate	Consumer Behavior Analysis	Elective	3	BSM	Consumer behavior is one of the most interesting and important aspects of marketing management. All decisions involved in developing an effective marketing mix for a product or service rely through knowledge of the consumers who comprise the target market. Understanding the behavior of consumer can help marketers anticipate reactions to changes in the marketing mix or determine when new products are likely to be adopted. Application of behavior science theory and research to the consumption behavior of individuals in society: 1. Examines the consumer decision process and the effect on consumer decision making of external environmental influences (culture, subculture, social class, reference groups, family, and personal influences) and of internal psychological influences (personality and lifestyle, learning, motives, perception, and beliefs and attitudes). 2. Understanding current theoretical and methodological approaches to various aspects of consumer behavior, as well as advancing this knowledge by developing testable hypotheses and theoretical perspectives that build on the current knowledge base
Even	MSM	MB6035	Graduate	Commercialization Technology	Elective	3	BSM	This course discuss about technology and important considerations in commercializing technology. The course has several main focus: • Important considerations in technology commercialization: Technology Commercialization, Resources and Commercialization, Innovation , Technology Adoption, Dominant Design and Technological Standard , Technological Change , Timing of innovation • How to protect the invention in order to increase regime of appropriability: Copyright, trademark, and trade secret, Patent • How to exploit company's technology: Licensing, Outsourcing , Strategic Alliance
Even	MSM	MB6041	Graduate	Entrepreneurship Studies	Elective	3	ETM	This course will discuss the implication of entrepreneurship contextual toward research, which has been done. Students will analyze the entrepreneurship environment, development of broadens entrepreneurship research, discuss problems that probably emerge when researching entrepreneurship, and future entrepreneurship research domain. The course will also guide students toward other entrepreneurship related field of researches such as: economic, finance, management, strategic, and social studies
Even	MSM	MB6043	Graduate	Product Development Management	Elective	3	ETM	This course discusses mainly three aspects of new product development and innovation management: Strategic issues of new product development, which addresses the strategic considerations of new product development, such as compatibility between business strategy and product strategy, new product strategies, portfolio management etc.; New product development process, which concentrates on the operations aspects of new product development, such as concept development and product design issues; Decision making and analysis on new product development, which introduces tools and best practices related to decision making that challenges a manager, such as decision tools and analytical methods.
Even	MSM	MB6046	Graduate	Family Business	Elective	3	ETM	The ability of family business for the regeneration and revitalization is essential to grow or to continue to the next generation. Family-controlled businesses are characterized by challenges that threaten their sustainability. Distinct core competencies that can result in unique competitive advantages. The challenges are primarily the result of issues presented by the interaction of family, management, and ownership; particularly where the family wishes to perpetuate its influence and/or control from generation to generation.
Even	MSM	MB6051	Graduate	Service Science	Elective	3	ETM	Service science is a new, interdisciplinary field that combines management science, social science, business, computer and engineering which is needed for individuals and organizations. The goal of service science is to develop a productivity, quality and innovation in service sector for application in business, academic and government. In order to learn service science, we need to understand in holistic view and systemic about service from a variety of different perspectives, a different mindset (logic, i.e., service and good dominant logic), why is important and interesting to study the nature of service science, definition and a theory also the concept of service value and value co-creation of service. Furthermore we need a method (tools) for analyzing, modeling and optimizing in a systematic and systemic about service. Modeling may be used for modeling a service and how to increase and create service innovation. This course covers several aspects of service science including service systems, modeling, and innovation.
Even	MSM	MB6053	Graduate	System Modelling for Policy Development	Elective	3	DMSN	The students will learn the important of system thinking and how to use it to structure their problem. As explained on previous part, by thinking systemic we will learn that the consequences of our policy will return to us. Good solution in present time might be problem in the future. We will know that we are a part of bigger system in all aspects of our life. Every system components are connected and influenced (directly or indirectly). So we shouldn't think partially. System thinking focuses on organization of things/parts and how this organization produces emergent properties. Why should we learn system thinking? Consider this simple case, you don't reach your selling target and then choose to cut the price. The customers will give response to your decision and decide to buy your product. Do you think this chosen policy will solve your problem? In actual interactive world, your policy will be responded not just by your customers, but also by your competitors. If you choose to cut the price then it may be followed by profit increasing, but only in short term. So when the competitors react and cut the price then your selling target will return to initial condition but with lower profit. Our longer term profit may only be generated by thinking systemic (wholly, not partially). This course will provide the students ability to think systemic (that we are influenced and interconnected each other), and simulate the best strategy that may give the most desirable output.
Even	MSM	MB6055	Graduate	Conflict and Resolution Analysis	Elective	3	DMSN	

Key (Study Program)

BM	Bachelor in Management
BE	Bachelor in Entrepreneurship
MBA	Master in Business Administration
MSM	Master in Management Science

Key (Sub Interest)

OPM	Operation and Performance Management
PKM	People and Knowledge Management
BSM	Business Strategy Management
ETM	Entrepreneurship and Technology Management
BRF	Business Risk and Finance
DMSN	Decision Making and Strategis Negotiation

Note for Exchange Student

- Undergraduate Students are not allowed to take Master courses
- Elective Course is subject to availability of required minimum participant, and open at regular semester. In case of less participant registered, the course may be closed. Some electives may also be open during short semester

Semester Period

ODD SEMESTER = Semester I (Mid August - Beg December)
EVEN SEMESTER = Semester II (Mid January - Beg May)
SHORT SEMESTER = End May - Mid July