LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

Even Semester

Course Name: Managerial Economics

Degree	Master
Department/Study Program	Master of Management
Type of Class	International
Lecturer Name	
Course Structure	Lecture
Course Credits	3
Course Overview	This course aims to improve the ability of the participants to understand and use microeconomic theory and analysis tools. The focus of this course is the application of economic concepts and models to formulate business strategies and decision making. This course also provides an understanding of how market conditions affect company strategy in increasing company value and achieving other company goals. Topics raised in this course include production and cost functions, demand, pricing strategies, market structure, and competition.
Course Key Words	
Learning Outcome	**Objectives Subjects** : 1. MM-FEBUI graduates should demonstrate integrity, ethical behavior, and respect for diversity. 2. MM-FEBUI graduates should demonstrate concerns towards the society. 3. MM-FEBUI graduates should demonstrate effective leadership qualities. 4. MM-FEBUI graduates should have effective communication skill within global setting. 5. MM-FEBUI graduates should be able to conduct applied business research. 6. MM-FEBUI graduates should exhibit entrepreneurial spirit. 7. MM-FEBUI should demonstrate creativity and innovative thinking. 8. MM-FEBUI graduates should be able to formulate business models using contemporary approaches.

LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

	Learning Goals (LG) & Learning Objectives (LO): 1. LG 3: ORAL COMMUNICATION SKILLS – Students are able to demonstrate oral communication skills. LO: Students are able to present their business ideas properly; for example, to introduce their presentations in clear and interesting ways, to deliver content with a logical structure, to organize their ideas in a presentation, to use presentation techniques (body language, facial expression, appropriate voice and tone) appropriately, to develop and use of visual aids or technology , and to apply appropriate techniques to engage with the audience . 2. LG 4: WRITTEN COMMUNICATION SKILLS – Students are able to demonstrate written communication skills. LO: Students are able to convey an idea briefly, clearly, and persuasively through written communication. For instance, developing ideas logically in paragraphs and connect them with effective transitions, using appropriate language, correct spelling, and grammar, and providing supporting ideas/reasoning/details relevant to the ideas. 3. LG 5: CRITICAL THINKING – Students are able to demonstrate that they are critical thinkers. LO: Students are able to argue and draw conclusions on an issue based on supportive evidence in business cases; for example, delivering key ideas or points, comparing, analyzing and evaluating alternative choices, justifying an argument or solution with supporting evidence/relevant references , and drawing conclusions . ONLY LG 5 WILL BE ASSESSED FOR AACSB PURPOSES.
Course Schedule	

WEEK	TOPICS	Reading Materials
1	*The Essential of Managerial Economics and Market Mechanism*	*BP: Ch. 1,2*
2	*Quantitative Analysis and Consumer Behavior Theory*	*BP: Ch. 3,4*
3	*Production Process and Cost*	*BP: Ch. 5*
4	*The Organization of the firm*	*BP: Ch. 6*
5	The Nature of Industry	*BP: Ch. 7*
6	*Market Structures and SCP Approach* Group Assignment (paper) & Presentation, Case: TBD AACSB Traits: LG 3: Students will be able to apply Oral Communication Skills to develop ideas logically in paragraphs and connect them with	*BP:* *Ch. 7,* *Case* *Study*

	effective transition, to use appropriate language, correct spelling, and grammar, and to provide supporting ideas/reasoning/details	

	relevant to the ideas **(TLA Only)** LG 4: Written Communication Skill (Traits: T1, T2) **(TLA Only)** ● T1: Able to develop ideas logically in paragraphs and connect them with effective transition. ● T2: Able to use appropriate language, correct spelling, and grammar. ● T3: Able to provide supporting ideas/reasoning/details relevant to the ideas	
7	*Perfect Competition, Monopolistic and Monopoly Markets*	*BP: Ch. 8*
	Mid-Term Examination AACSB Traits: LG 5: Students will be able to apply critical thinking to summarize the key ideas and to compare, analyze, and evaluate alternative solutions.	
8	*Oligopoly Model: Strategic interaction among large firms*	*BP: Ch. 9*
9	*Game Theory: Modelling oligopolistic market*	*BP: Ch.10*
10	*Pricing Strategy*	*BP: Ch. 11*
11	*Economics of Information*	*BP: Ch. 12*
12	*Strategic Position and Sustainable Competitive Advantage*	*BP: Ch. 13*
13	*Advanced Topics in Business Strategy* Group Assignment (paper) & Presentation, Case: TBD AACSB Traits: LG 3: Students will be able to apply Oral Communication Skills to develop ideas logically in paragraphs and connect them with effective transition, to use appropriate language, correct spelling, and grammar, and to provide supporting ideas/reasoning/details relevant to the ideas **(TLA Only)** LG 4: Written Communication Skill (Traits: T1, T2) **(TLA Only)** ● T1: Able to develop ideas logically in paragraphs and connect them with effective transition. ● T2: Able to use appropriate language, correct	*BP: Ch. 13,* *Case Study*

		spelling, and grammar. T3: Able to provide supporting ideas/reasoning/details relevant to the ideas	
	14	*Market Failure dan Government Role in Economics*	*BP: Ch. 14*
	Final Examination AACSB Traits: LG 5: Students will be able to apply critical thinking to summarize the key ideas and to compare, analyze, and evaluate alternative solutions.		
Textbooks, References, and Supplementary Materials (Maximum 3)	**Required Readings:** • Baye, M.R. and Prince, J., Managerial Economics and Business Strategy, 9th ed., Irwin-McGraw Hill, 2017 (BP).		

Grading Component

Description	1st Half (Weight)	Description	2nd Half (Weights)
Individual Assignment (Quiz), Participation /Discussion (PCL)	10.0%	Individual Assignment (Quiz), Participation /Discussion (PCL)	10,0%
Individual/ Group Assignment and Presentation (LG 3 & 4, TLA)	15.0%	Individual/ Group Assignment and Presentation (LG 3 & 4, TLA)	15.0%
Mid-term Exam (LG 5)	25.0%	Final Examination (LG 5)	25.0%
Total	**50.0%**	Total	**50.0%**

Other (i.e. Expectations on Classroom Conduct and Decorum etc.)	Teaching method uses: 1. Lecturing (Participan Centered Learning) 2. Case study analysis 3. Group Discussion Participation: Individually, each student is required to participate actively in teaching and learning, in the form: 1. Ask questions in accordance with the topic. 2. Prepare theirself to answer questions. 3. Discuss issues related to the topic. To be eligible, students must read textbooks and other materials provided. Attendance: Minimum 80% of Total Lecture: 1. A maximum of 3 (three) times absent, for no reason. 2. Students who came 15 minutes after class begins are considered not present. The specific learning methods used in this subject are: **No. 1. Group Assignment and Presentation** A group of students must write the case analysis. Then, each group will deliver a presentation covering the case analysis. Each of Presenting Group will be give 30 minutes for the presentation and discussion session. **No. 2 Mid Term Examination** Covering only the sessions in the first half of the semester. AACSB Traits: The content of the mid-term exam is based on learning goal 5, which is applying critical thinking to summarize key ideas and to compare, analyze and evaluate alternative choices. **No. 3 Final Examination** Covering the sessions in the second half of the semester. AACSB Traits:

	The content of the final examination is based on learning goal 5, which is applying critical thinking to justify an argument or solution with supporting evidence/relevant references to draw conclusions. **No. 4 Students' Final Score** Students' final scores are the average of both halves of the semester. These scores are also the score of the AACSB implementation process. Student Study Effort Expected

Class Contacts:	
Lectures	20 hours
Presentation & Discussion (Q&A)	5 hours
Other Student Study Effort:	
Preparation for reading/assignment/quiz	25 hours

*** Note: Please add additional sheets for the next courses.**

LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

Course Name: Business Analytics

Degree	Master
Department/Study Program	Master of Management
Type of Class	International
Lecturer Name	
Course Structure	Lecture
Course Credits	3
Course Overview	Businesses can now collect a tremendous amount of (internal and external) data with advanced technology. However, this data offers little or even no value for businesses without analytics. Business analytics refers to how organizations can use data to gain insights and make better decisions. Business analytics is applied in operations, marketing, finance, strategic planning, and other management functions. By analyzing the data, businesses can make predictions about individuals' or markets' behavior, diagnose systems or situations, or prescribe actions for people or processes. This course will focus on understanding the fundamental concepts of analytics and analytical methods used to transform data into insights. Students will learn by analyzing case studies on organizations successfully deploying these techniques. Furthermore, students will also learn how to communicate, effectively use, and interpret analytical results to solve business problems and make better business decisions. This course emphasizes applications, concepts, and interpretation of results rather than theory or mathematical formulation. Students use a computer software package for data analysis.
Course Key Words	
Learning Outcome	**Program's Competency Goal:** 1. Students are able to integrate ethics and social responsibility in leadership and governance. 2. Students are able to analyze the required skills and knowledge in driving business to a global, long-term and sustainable mindset. 3. Students are able to formulate and present their ideas professionally through oral and written communication.

	4. Students are able to organize a design thinking approach in identifying, analyzing, and solving problems creatively and collaboratively. 5. Students are able to integrate knowledge from different functional areas of management combined with adeptness in technology. **Competency Goal (CG):** Integrated Knowledge and Technology Literacy in Business and Management: Students are able to integrate knowledge from different functional areas of management combined with adeptness in technology. **Performance Target (PT):** Students are able to use business technology proficiently in their decision-making process. (ASM)
Course Schedule	(see table below)

Week	Topics	Reading Materials and Activities
1	Overview of Business Analytics • Introduction to business analytics • Examples of practical use of business analytics (analytics in various sectors of businesses –e.g., retail, sports, financial services, hospitality)	SPB1-2 JE1 CCF1 SDT1 AO4
	Data Issues & Preprocessing • Data sources and data types • Importance of data quality • Data cleaning (e.g., dealing with missing or incomplete data) • Data integration	**Case analysis***
2.	Descriptive Analytics I • What is descriptive analytics? • Nature of data, statistical modeling, and visualization • Describing and summarizing data • Dimension reduction	SPB3-4 JE2-3 CCF3 SDT2 AO5 **Lab descriptive analytics**

	3.	Descriptive Analytics II • Business intelligence and data warehousing • Descriptive data mining Clustering • What is cluster analysis? • Types of data and clustering methods	SPB15 JE10 CCF4 SDT3 AO7-8 **Lab clustering**
	4.	Predictive Analytics I • What are classification and prediction? (classifying binary outcomes, forecasting numeric value, forecasting time series data) • Classification and prediction methods • Predictive modeling process • Data mining process, methods, and algorithms • k-Nearest Neighbors (k-NN) • Naive Bayes	SPB5, SPB13 SDT4 SPB7, SPB9-10,SPB12 CCF9 **Case analysis package: KKNN** **Lab predictive analytics***
	5.	Predictive Analytics II • How to quantify the errors from making predictions (performance measures) • Model selection (e.g., how to account for such errors when making economic trade-offs) • How in-sample and out-of-sample predictions can increase the quality of predictions Social network and text analytics • Concepts and definition • Text, web, and social media analytics • Information retrieval • Text mining process and approaches	SPB19, SPB20 SDT5 **Lab text mining**

6.	Predictive Analytics III • Introduction to time series analysis and forecasting techniques	SPB16-18 JE9, JE12 CCF8, CCF11 RSHH5, RSHH13 AO9 **Lab predictive analytics***
		Guest lecture (tentative)
7.	Team projects	**Presentation** (Paper and slides submission) **Course recap & review**
MIDTERM ASSIGNMENT		
8.	Prescriptive Analytics I • What is prescriptive analytics? • Linear optimization and simulation • Linear programming models: graphical and computer methods	RSHH8 JE13 CCF12 SDT6
9.	Prescriptive Analytics II • Linear programming applications • Large-scale experimentation: A/BTesting • Practical examples of companies nowadays using A/B testing	RSHH9 JE14 CCF12 SDT6
		Lab optimization (linear)
10.	Prescriptive Analytics III • Integer optimization • Nonlinear optimization	RSHH10 JE15 CCF13-14 SDT6
11	Prescriptive Analytics IV • Decision analysis • Simulation considerations Simulation concept, modeling, and practical example	RSHH3, RSHH13 JE16 SDT6 CCF15 **Lab simulation**

	<table><tr><td>12</td><td>Big data concepts and tools Storytelling with data</td><td>SDT7 **Case analysis**</td></tr><tr><td>13</td><td>Future trends, ethics, customer privacy, and data security</td><td>SDT8 **Case analysis** **Guest lecturer (tentative)**</td></tr><tr><td>14</td><td>Team projects</td><td>**Presentation** (Paper and slides submission) **Course recap & review**</td></tr><tr><td colspan="3">FINAL ASSIGNMENT</td></tr></table>
Textbooks, References, and Supplementary Materials (Maximum 3)	**Required readings:** • Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2019). Business analytics. (Third edition). Cengage. [CCF] • Evans, J. R. (2020). Business analytics (Third edition, Global edition). Pearson. [JE] • Render, B., Stair, R. M., Hanna, M. E., & Hale, T. S. (2018). Quantitative analysis for management (Thirteenth edition, global edition). Pearson. [RSHH] • Sharda, R., Delen, D., & Turban, E. (2018). Business intelligence, ○ analytics, and data science: A managerial perspective (Fourth edition). Pearson. [SDT]
Grading Component	<table><tr><td>**Description**</td><td>**Assessment Percentage (%)**</td></tr><tr><td colspan="2">First part:</td></tr><tr><td>Participation/PCL</td><td>5%</td></tr><tr><td>Case analysis/lab homework/quiz</td><td>10%</td></tr><tr><td>Descriptive & predictive analytics project report presentation (group)</td><td>10%</td></tr><tr><td>Individual midterm assignment</td><td>25%</td></tr><tr><td colspan="2">Second part:</td></tr><tr><td>Participation/PCL</td><td>5%</td></tr><tr><td>Case analysis/lab homework/quiz</td><td>10%</td></tr></table>

	Prescriptive analytics project report and presentation (group)	10%
	Individual final assignment	25%
	Total	**100 %**

Other (i.e. Expectations on Classroom Conduct and Decorum etc.)	The specific learning methods used in this subject are: 1. Interactive lectures 2. Class discussion 3. Group presentation 4. Labs (hands-on, practical exercises) 5. Midterm assignment 6. Final assignment Estimated Student Workload

Class Contacts:	
Interactive lecturing (12 sessions, each 1.5 hours)	18 Hours
Presentation and discussion (12 sessions, each 1 hour) One session equal to 2.5 hours	12 Hours
Other student study efforts:	
Preparation for projects/assignments/quizzes	28 Hours

The instructor(s) serves as a facilitator in the learning process. Specifically, the instructor(s) are responsible for:
1. Creating learning opportunities for the students
2. Assigning readings and challenging assignments
3. Assessing students' work and stimulating participation and learning

Recommended software/applications:
- General/multipurpose: Microsoft Excel (plus add-ins/Analytic Solver), IBM SPSS, R, JMP
- Descriptive Analytics: Tableau, Power BI, IBM Cognos, Looker Google Cloud
- Predictive Analytics: Orange, KNIME, IBM SPSS Modeler
- Prescriptive Analytics: Excel QM, QM for Windows

Furthermore, this course uses the following teaching-learning method:

	1. Participant-Centered Learning (PCL): participants should actively engage in the material being taught by sharing their ideas or opinions in the class discussion. 2. Participants will present a case analysis (e.g., HBR cases) in groups. The lecturer one week would give the case before class. Each group should submit a case analysis in PowerPoint format before class. The assigned group would present the material in class, and the other groups must actively participate in the discussion session. A case with * means tentative. 3. Students are also required to complete passive learning activities such as going over definitions, rules, and concepts discussed in the textbook ahead of time so that they can have enough time during the week to work on hands-on exercises, put the concepts from the textbook into practice, and learn how to analyze and solve problems. 4. A maximum of four students (one team) must submit reports and presentation slides for analytics projects in both halves. The slides outline the application of analytical methods to the identified problems using concepts and tools discussed in the course. The project report combines descriptive and predictive for the first half and prescriptive analytics for the second half. The report should include a description of (1) the problem, (2) the data, (3) the chosen analytic techniques, and (4) the impact or overall goal of the project (what would the model be able to do?). All groups will present submitted project reports and presentation slides in a session for each half. 5. Six labs and homework (a lab with * means switchable) All homework is individual work assignments. You can discuss class exercise problems with your fellow students. However, the work you submit must be your own. You must acknowledge any help received on your assignments in your submission. You must include a comment in your submission that clearly states the names of the students, books, or online references from which you received assistance. Participation: Individually, each student should be an active participant in the learning process: 1. Reading assigned chapters and/or other materials provided.

LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

	2. Asking questions following the topic. 3. Preparing to answer questions. 4. Discussing issues related to the topic.

*** Note: Please add additional sheets for the next courses.**

LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

Course Name: Innovation and Value Creation

Degree	Master
Department/Study Program	Master of Management
Type of Class	International
Lecturer Name	
Course Structure	Lecture
Course Credits	3
Course Overview	Innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations (Oslo Manual 2005) that creates impact for society, its environment and economy. Innovation is a socially, environmentally, and economically successful introduction of a new ways (read: technology) or a new combination of existing ways (read: technologies) in transforming input into output such that creating a significant change in the value and price relationship according to the perception of the consumers and/or users (Fontana 2011). We refer to "value creation" for the outcome or impacts of innovation process in terms of environment, social, and economic performance of innovation. Innovation is instrument of entrepreneurship. Entrepreneurship is the dynamic process of creating wealth. Peter Drucker, known as "The Father of Modern Management," said entrepreneurship centers around innovation. "Entrepreneurs need to search purposefully for the sources of innovation, the changes and their symptoms that indicate opportunities for successful innovation," "... they need to know and to apply the principles of successful innovation" (Drucker 1985, 1993, 2006). Increasingly, the ability of an organization to innovate is being seen as a source of competitive and collaborative advantage. Peter Drucker throws light on the "sources of innovation" as well as the role that management and the employees have to play in fostering a culture of innovation. Drucker lists seven sources of innovation that range from the incidence of unexpected occurrences, incongruities and the role played by sustained focus on the objectives. The multifaceted nature of innovation process needs "incubation" and "ideation" of newer ways of doing things. As innovation and value creation are closely linked in business, innovation fosters cutting-edge value in products and processes, leading to financially sustainable practices

	and high-value customer offerings. Value creation involves a multifaceted strategy that goes beyond financial aspects, including stakeholder relationships, efficiency, and distinctiveness. Through innovation process, organizations create social, environment and economic value. The purpose of this course is to describe, understand, enact, and simulate systematically the process of innovation and value creation through business model innovation.
Course Key Words	
Learning Outcome	**Objectives** • MM-FEBUI graduates should demonstrate integrity, ethical behavior, and respect fordiversity. • MM-FEBUI graduates should demonstrate concerns towards the society. • MM-FEBUI graduates should demonstrate effective leadership qualities. • MM-FEBUI graduates should have effective communication skill within global setting. • MM-FEBUI graduates should be able to conduct applied business research. • MM-FEBUI graduates should exhibit entrepreneurial spirit. • MM-FEBUI graduates should demonstrate creativity and innovative thinking skills. • MM-FEBUI graduates should be able to formulate business model innovations.

LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

Course Schedule

Topic and Indicative Sessions

Weekly Session and Topic		**Presentation**	**References**
I	**Introduction to Innovation, Value Creation, and Entrepreneurship** 1. Definition of Innovation, Value Creation 2. Definition of Entrepreneurship, Corporate Entrepreneurship 3. Strategic Entrepreneurship Approach 4. Description of Syllabus and Assignment	Active Lecturing (AL) Question & Answer (Discussion) *Facilitate Discussion and Understanding of Different Definitions of Innovation and Entrepreneurship for Value Creation* Detail Team Assignment	Search and consult the indicative reading list and references below and search for enrichment. **IHS (Article)** **VTG-Chapter 1** **OAP-Introduction** DPF HPS KHD KRY PMP ZYF (Intro.) LRK-1-2 AAF-1 AAF-9 Open Source
II	**Reasons to Innovate: Mission, Vision, Objectives, Strategies** 5. Corporate Start-Up and Innovation Portfolio 6. Corporate Entrepreneurship 7. Business Model Innovation	Question & Answer (Discussion) Detail Team Assignment Casework Scenario Presentation Description on Casework Approach Example of SWOT Questionnaire Analysis	Search and consult the indicative reading list and references below and Search for Enrichment. IHS VTG 2-3 OAP-1 (pp. 1-13;14-46) CCM1, CCM2 MRG AAF-9 LRK-3-4 Open Source

LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

	AACSB Traits: LG 1: Ethics and Social Responsibility (Traits: T1 TLA only). T1: Able to distinguish between ethical and unethical behavior. *LG 3:* Oral Communication Skill (Traits: T1, T2, T3 TLA only). *T1:* Able to introduce their presentation in a clear and *T2:* Able to deliver content with a logical structure. *T3:* Able to organize their ideas in a presentation.		*Consider applying the Questionnaire pp.217-223 in the First Business Model Evaluation.* CCM1, CCM2
III-IV	**Innovation Process** 8. Innovation Framework & Accountancy 9. Innovation Process andDesign Thinking 10. Innovation Performance *AACSB Traits:* • *LG 4: Written Communication Skills (Traits: T1 TLA only).* • *T1: Able to develop idea logically in paragraphs and connect them with effective transition.*	-Active Lecturing (AL) & Discussion on Topic 8-9-10 -Team Presentation @10-15 minutes: Presenting results of SWOT Analysis of Current Business Model before Presenting the New Initiative. -Plan in terms of Innovation Accountancy to generate A NEW BUSINESS MODEL (A NEW BUSINESS MODEL INITIATIVE) Presentation of Casework of Design Thinking Applied by Team to Generate a New Business Model. Presenting plan of DT activities to generate New Business Model Initiative.	Search and consult the indicative reading list and references below and Search for Enrichment. VTG-4 VTG-5 VTG 6-7-8-9 OAP (pp.1-13;14-46) (pp.154-186-...) AAF-4 TBW LRK-7 Open Source
Each Team in Week 5-6 will have presented the result of innovation process. What "new" product or "newly developed" product in the form of "new or newly developed" business model does the Team propose based on opportunity analysis and business model evaluation?			

V-VI	11. Presentation of Casework: Business Model Innovation (Draft Version) 12. Discussion and Feedback *AACSB Traits:* *LG 5:* Critical Thinking *T1: Able to deliver key ideas. T2: Able to compare, analyze, and evaluate alternative choices.*	- Active Lecturing & Discussion. - Presentation of Casework of A New Business Model: 15-20 minutes. *Lecturer as Facilitator can adapt the time allocated so that each team can share their progress.*	Search and consult the indicative reading list and references below and Search for Enrichment. OAP - ALL RELEVANT CHAPTERS VTG-6-7-8-9-10 LRK-5, 6, 7, 12
VII	13. Final Presentation of Casework: Business Model Innovation. 14. Discussion & Feedback *AACSB Traits:* *LG 5:* Critical Thinking *T1: Able to deliver key ideas.* *T2: Able to compare, analyze, and evaluate alternatives choices.*		Search and consult the indicative reading list and references below and Search for Enrichment. OAP VTG ALL RELEVANT CHAPTERS LRK-5, 6, 7, 12
• MID-TERM EXAM (INDIVIDUAL WORK) • PAPER SUBMISSION: BUSINESS MODEL INNOVATION (PROPOSAL OF A NEW BUSINESS MODEL OR A NEWLY DEVELOPED BUSINESS MODEL) (THE PAPER IS THE UPDATED/REVISED VERSION FROM THE ONE PRESENTED IN SESSION VII) AACSB Traits: LG 6: Design Thinking (Traits T1 and T2 Assessment) T1: Able to identify problems. T2: Able to create alternative solutions.			
VIII	Introduction of Sessions VIII - XIV Description, and Discussion of Topic 14-17: 15. Feedback for Enrichment on Business Model Innovation Paper (Mid-Term Paper). 16. Assignment of "New or Newly Developed Business Model assessment and validation" and Prototyping 17. Organization Design for Innovation (Example: Galbraith Star Model) 18. "Business Plan" Assignment in Part 2 of the Semester		Search and consult the indicative reading list and references below and Search for Enrichment. OAP VTG IHS

	IX - X	**19. Presentation of Business Model Validation and Prototyping;** **20. Business Plan Introduction and Drafting** Each team has reviewed the new Business Model using Evaluation Questionnaire presented in OAP's *Business Model Generation*. Results of Questionnaire must be presented in Session IX or X. To support the feasibility of the product in a new business model, prepare a prototype of the product (goods or services). Students are to find ways to prepare and show the prototype creatively. *AACSB Traits:* • *LG 3: Oral Communication (Traits: T4,T5, T6 TLA Only).* • T4: Able to use presentation techniques (body language, facial expression, appropriatevoice, and tone). • T5: Able to develop and use of visual aids or technology. • T6: Able to apply appropriate technique to engage with the audience.	AL & Discussion. Team Presentation 10-15-30 minutes. Team Presentation: Casework of Results of Business Model Assessment (Session IX) Casework of Business Plan Draft (Session X)	Search and consult the indicative reading list and references below and Search for Enrichment. OAP-1-2-3 OAP-4 Questionnaire of Business Model Evaluation OAP pp.217-223. OAP-5 TBJ, LRK-8
	XI - XII	**21. Presentation of Progress Report: Draft of Business Plan** **22. Feedback and Discussion** *AACSB Traits:* • *LG 4:* Written Communication Skills (Traits: T2, T3, TLA only). • *T2:* Able to use appropriate language, correct spelling, and grammar. • T3: Able to provide supporting ideas/reasoning/details relevant to the idea.	AL, Overview and Discussion on Topic 21-22 Team Presentation 15-30 minutes Casework of Business Plan (to Implement the Business Model)	Search and consult the indicative reading list and references below and Search for Enrichment. OAP VTG DGC TBJ LRK-9

	XIII XIV	**23. Final Presentation: Business Plan in Session XIII and XIV** **24. Feedback and Discussion in Session XIII and XIV** **25. Concluding Remarks in Session XIV** *Lecturer(s) will organize the structure of the final business plan presentation, and external reviewers may be invited to provide additional feedback and evaluation.* **AACSB Traits:** *LG 5:* Critical Thinking (Traits: T2 TLA only). *T2:* Able to compare, analyze, and evaluate alternatives choices.	Each Team presents the Final Business Plan and respond to Colleagues' and Reviewer's Comments for Discussion. Team 1 Team 2 Team 3 Team 4	OAP **Outline of Business Plan: p.269 OAP** Apply all relevant references.
	FINAL-TERM EXAM: SUBMISSION OF FINAL PAPER: BUSINESS PLAN **AACSB Traits:** **LG 6: Design Thinking (Traits T3 and T4 Assessment).** **T3: Able to create prototype of the solutions.** **T4: Able to assess the solutions.**			
	Tentative Event: Innovation Festival & Competition			
Textbooks, References, and Supplementary Materials (Maximum 3)	**Required readings:** • **Ireland, R.D., Hitt, M.A., Sirmon, D.G. 2003. A Model of Strategic Entrepreneurship: The Construct and Its Dimensions. Journal of Management, December 29(6), 963-989. (IHS)** • **Viki, T., Toma D., Gons, E. 2019. The Corporate Startup. Elex MediaKomputindo. (VTG)** • **Osterwalder, A., Pigneur, Y. 2019. Business Model Generation. ElexMedia Komputindo. (OAP)**			

LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

<table>
<tr><td>Grading Component</td><td>

<table>
<tr><th>Description</th><th>1st Half (Weight)</th><th>Description</th><th>2nd Half (Weight)</th></tr>
<tr><td>Participation & Presentation (Individual)</td><td>10%</td><td>Participation & Presentation (Individual)</td><td>20%</td></tr>
<tr><td>Casework:Business Model Report</td><td>20%</td><td>Final-Term Paper Business Plan Report</td><td>30%</td></tr>
<tr><td>Mid-Term Exam (Individual)</td><td>20%</td><td>No Final-Term Exam</td><td>-</td></tr>
<tr><td>Total</td><td>50%</td><td>Total</td><td>50%</td></tr>
</table>

<table>
<tr><th rowspan="2">Detail Description</th><th rowspan="2">Percentage of Evaluation (%)</th><th colspan="2">LG5</th><th colspan="2">LG5</th></tr>
<tr><th>T1</th><th>T2</th><th>T3</th><th>T4</th></tr>
<tr><td>Individual Participation & Presentation</td><td>10%</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Business Model Report Submission</td><td>20%</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Individual Mid-term Exam</td><td>20%</td><td>100%</td><td>100%</td><td></td><td></td></tr>
<tr><td>Individual Participation & Presentation</td><td>20%</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Business Plan Report Submission</td><td>30%</td><td></td><td></td><td>100%</td><td>100%</td></tr>
<tr><td>Total</td><td>100 %</td><td></td><td></td><td></td><td></td></tr>
</table>

</td></tr>
<tr><td>Other (i.e. Expectations on Classroom Conduct and Decorum etc.)</td><td>Class Contacts Adapted Synchronous & Asynchronous Interaction:
1. Lectures/Active Lecturing: Offline and Online Activities
2. Presentation & Discussion
3. Writing Report: Preparation for Presentation and Paper (Weekly Assignment)
4. Other Activities (to be adjusted).</td></tr>
</table>

*** Note: Please add additional sheets for the next courses.**

LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

Course Name: Corporate Finance

Degree	Master
Department/Study Program	Master of Management
Type of Class	International
Lecturer Name	
Course Structure	Lecture
Course Credits	3
Course Overview	The objective of this course is to give students an understanding and working knowledge of the major decisions faced by corporate financial managers. In general, the course will emphasize three major areas: investment and capital budgeting, financing and capital structure and working capital management
Course Key Words	
Learning Outcome	**Objectives Subjects:** • MM-FEBUI graduates should demonstrate integrity, ethical behavior, and respect for diversity. • MM-FEBUI graduates should demonstrate concerns towards the society. • MM-FEBUI graduates should demonstrate effective leadership qualities. • MM-FEBUI graduates should have effective communication skill within global setting. • MM-FEBUI graduates should be able to conduct applied business research. • MM-FEBUI graduates should exhibit entrepreneurial spirit. • MM-FEBUI should demonstrate creativity and innovative thinking. • MM-FEBUI graduates should be able to formulate business models using contemporary approaches. **AACSB Learning Goal (LG) and Learning Objective (LO) (ASM):** LG: Critical Thinking – Students are able to demonstrate that they are critical thinkers. LO: Students are able to argue and draw conclusion on an issue based on supportive evidence in business cases. • Traits: Deliver Key Ideas/Points (T1); Comparison, Evaluation and

UNIVERSITAS INDONESIA

Veritas, Probitas, Iustitia

LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS
NON-DEGREE PROGRAM
EVEN SEMESTER, ACADEMIC YEAR 2025/2026
Faculty of Economics and Business - Universitas Indonesia

<table>
<tr><td>Course Schedule</td><td>
<table>
<tr><th>Session</th><th>Topics</th><th>Materials</th></tr>
<tr><td>I</td><td>Introduction and Overview</td><td>Syllabus
RWJ Ch.1</td></tr>
<tr><td>II</td><td>Time Value of Money</td><td>RWJ Ch. 4</td></tr>
<tr><td>III</td><td>Risk and Return</td><td>RWJ Ch. 10, 11, 12</td></tr>
<tr><td>IV</td><td>Valuing Bond</td><td>RWJ Ch.8</td></tr>
<tr><td>V</td><td>Valuing Stock</td><td>RWJ Ch.9</td></tr>
<tr><td>VI</td><td>Capital Structure and the Cost of Capital</td><td>RWJ Ch. 16, 17</td></tr>
<tr><td>VII</td><td>Risk, Cost of Capital, and Valuation</td><td>RWJ Ch.13</td></tr>
<tr><td colspan="3">MID-EXAM</td></tr>
<tr><td>VIII</td><td>Capital Budgeting 1: Net Present Value and Other investment rules</td><td>RWJ Ch.5</td></tr>
<tr><td>IX</td><td>Capital Budgeting 2:
1. Making Capital Investment Decisions
2. Risk Analysis, Real Options and Capital Budgeting</td><td>RWJ Ch.6
RWJ Ch.7</td></tr>
<tr><td>X</td><td>Dividend Policy</td><td>RWJ Ch. 19</td></tr>
<tr><td>XI</td><td>Short-term Financing: Credit and Inventory management</td><td>RWJ Ch. 28</td></tr>
<tr><td>XII</td><td>Corporate restructuring, Financial Distress</td><td>RWJ Ch.30</td></tr>
<tr><td>XIII*</td><td>Sustainable finance</td><td>Guest Lecture
Students must submit summary from the lecture in Week 14.
3-5 pages
*The date: to be confirmed</td></tr>
<tr><td>XIV</td><td>Case study: Special topic</td><td>Topic to be confirmed</td></tr>
<tr><td colspan="3">FINAL EXAM</td></tr>
</table>
</td></tr>
<tr><td>Textbooks,
References,</td><td>Required Readings:
Ross, S. A., R. W. Westerfield, J. Jaffe, dan B. D. Jordan. Corporate Finance,</td></tr>
</table>

and Supplementary Materials (Maximum 3)	**13th edition. McGraw-Hill Irwin, 2021. (RWJ)** **Additional Supplements:** **Brigham, E. F. dan M. C. Ehrhardt, Financial Management: Theory and Practice, 11th edition, South-Western, 2005.** **Brealey, R. A., S. C. Myers, dan F. Allen, Corporate Finance, 8th edition, McGraw-Hill Irwin, 2006.** **Mathematics for Finance, Business and Economics 1st Edition. Author: Irénée Dondjio, Wouter Krasser,**
Grading Component	(see table below)
Other (i.e. Expectations on Classroom Conduct and Decorum etc.)	**Students Study Effort Experted** (see table below)

Grading Component:

Description	Percentage of Evaluation (%)	T1	T2
Class Participation	10		
Home Work &Assignment	20		
Quiz	10		
Mid Semester Exam	30		
Final Semester Exam	30	100%	100%
Total	**100 %**		

* Lecturers are not allowed to give additional assignments to improve the mid-term and final exam grades.

* Students who are eligible to take a make-up exam must meet the requirements stipulated in the Dean's Decree Number: SK-1177/UN2.F6.D/HKP.02.04/2023.

* Mid-term and Final Exams are held offline, students are only allowed to bring cheat sheet maximum of 1-sheet of A4 or F4 paper (submitted to the lecturer on the 7th and 14th sessions to be stamped by the academic secretariat).

Students Study Effort Experted

Class Contacts:	
Lectures	25 Hours
Tutor	18 Hours
Collaborative Learning	5 Hours
Presentation	5 Hours
Other student study effort:	
Preparation for project/assignment/tests	28 Hours

	The specific learning methods used in this subject are: 1. Class Discussion 2. Group Inquiry 3. Lecture 4. Discussion of Case / Case Studies 5. Learning Cooperation (collaborative learning) 6. Project Group Teaching method uses active lecturing and class discussions, in which students achieve the study objectives by discussing and completing related problems or cases under the guidance of lecturer. The problems and cases are taken from the textbook and other sources. There are several sessions that collaborative learning, and case study. **Participation:** Individually, each student is required to participate actively in teaching and learning, in the form: 1. Ask questions in accordance with the topic. 2. Prepare yourself to answer questions. 3. Discuss issues related to the topic. To be eligible, students must read textbooks and other materials provided. **Attendance:** Minimum 80% of Total Lecture: 1. A maximum of 3 (three) times absent, for no reason. 2. Students who came 15 minutes after class begins is considered not present. **Exam:** The achievement of both traits are assessed in final exam. The assessment will be based on variation of 2 problems or two traits in one problem in the exam.

*** Note: Please add additional sheets for the next courses.**