



**LIST OF COURSES OFFERED TO INTERNATIONAL STUDENTS  
NON-DEGREE PROGRAM  
ODD SEMESTER, ACADEMIC YEAR 2026/2027  
Faculty of Economics and Business - Universitas Indonesia**

***Odd Semester***

**Course Name:** Functional Management 1

Degree	Master
Department/Study Program	Master of Management
Type of Class	International
Lecturer Name	
Course Structure	Lecture
Course Credits	2
Course Overview	This course is an introduction to two aspects of functional management, namely marketing management and operations management. The discussion will open with the relationship between the two aspects, and then continue with a discussion of the basic principles of marketing management and operations management.
Course Key Words	
Learning Outcome	<p>Program Objectives:</p> <ol style="list-style-type: none"> <li>1. MM-FEBUI graduates should demonstrate integrity, ethical behavior, and respect for diversity.</li> <li>2. MM-FEBUI graduates should demonstrate concerns towards the society.</li> <li>3. MM-FEBUI graduates should demonstrate effective leadership qualities.</li> <li>4. MM-FEBUI graduates should have effective communication skill within global setting.</li> <li>5. MM-FEBUI graduates should be able to conduct applied business research.</li> <li>6. MM-FEBUI graduates should exhibit entrepreneurial spirit.</li> <li>7. MM-FEBUI should demonstrate creativity and innovative thinking.</li> <li>8. MM-FEBUI graduates should be able to formulate business models using contemporary approaches.</li> </ol>



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	<p><b>Learning Goal (LG) and Learning Objective (LO):</b></p> <p>1. LG1: Ethics &amp; Social Responsibility - Students have awareness, are aware of ethics and social responsibility LO1: to be sensitive to ethical and social issues in management decisions (TLA) T1 : Distinguish between ethical and unethical behavior</p> <p>2. LG3: Oral Communication Skills – Students are able to demonstrate oral communication skills LO3: Students are able to present their business ideas properly (TLA) T1: Introduction T2: Content T3: Organization of Presentation T4: Visual Aid T5: Pace T6: Audience Engagement</p> <p>3. LG5: Critical Thinking – Students are able to demonstrate that they are critical thinkers. LO5: Students are able to argue and draw conclusion on an issue based on supportive evidence in business cases (TLA) T1: Deliver Key Ideas/ Points T2: Comparison, Evaluation and Analysis</p> <p>4. LG7: Integrated Knowledge in Business and Management Function – Students are competent in integrating various knowledge in business and management functions LO7: Understand the linkage between various concepts and applications across different functional area in business and management (ASM) T1 : analyze business problems by using an integrated approach of the four functional management aspects T2: Apply the concepts of marketing, human resource management,</p>
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		finance, and operations management		
Course Schedule	Week#	Topics	Sub Topic	Reading Materials
	1	<b>The principle roles of marketing and operations management functions</b>	a. Business and global environments b. Business ethics c. Managing business d. The interlink between marketing and operations management  <b>These topics concern about LG1, T1</b>	<b>Lecturing</b> EG Ch. 1, 2, 5, 6, 7, 11
	2.	<b>Basic principles, strategy and planning in marketing</b>	a. Basic principles b. Marketing strategy and planning	<b>Lecturing</b> SOL, Ch. 3 and 4 Case (to be announced)
	3.	<b>Consumers and competitions: Behaviots and STP</b>	a. Consumer's decision making process b. Factors affecting consumer's decision making	<b>Group Presentation</b> SOL, Ch. 6 and 7
			c. The difference between individual and business consumers d. Segmenting, targeting, and positioning  <b>Case 1 presentation LG3 will be experienced in case study presentation</b>	Case (to be announced)



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	4.	<b>Product planning and brand management</b>	<p>Product concepts:</p> <ul style="list-style-type: none"> <li>• Product type</li> <li>• Innovation and new product development</li> <li>• Product lifecycle (PLC)</li> <li>• Product identity (brand and packaging)</li> </ul> <p><b>Case 2 presentation</b> <b>LG3 will be experienced in case study presentation</b></p>	<p><b>Group Presentation</b> SOL, Ch. 8 and 9</p> <p>Case (to be announced)</p>
	5.	<b>Pricing planning and management</b>	<p>Concepts related to pricing strategy:</p> <ul style="list-style-type: none"> <li>• Pricing</li> <li>• Demand</li> <li>• Costs</li> <li>• Pricing strategy in online media</li> <li>• Law and ethical aspects</li> <li>• Psychological aspect and price elasticity</li> </ul> <p><b>Case 3 presentation</b> <b>LG3 will be experienced in case study presentation</b></p>	<p><b>Group Presentation</b> SOL, Ch. 10</p> <p>Case (to be announced)</p>



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	6.	<b>Distribution channel planning and management</b>	<p>Concepts related to distribution channel:</p> <ul style="list-style-type: none"> <li>• Distribution channel and logistics</li> <li>• Distribution channel types and functions</li> <li>• Distribution channel strategies and tactics</li> <li>• Perspective of business consumers in distribution channel practice</li> <li>• Online distribution strategy</li> </ul> <p><b>Case 4 presentation</b></p> <p><b>LG3 will be experienced in case study presentation</b></p>	<p><b>Group Presentation</b> SOL, Ch. 11 and 12</p> <p>Case (to be announced)</p>
	7.	<b>Integrated communication planning and management</b>	<p>a. Communication model</p> <p>b. Traditional Promotion Mix: Advertising, sales promotion, personal selling, event sponsorship, public relation</p> <p>c. Digital marketing communication</p> <p>d. Integrated marketing communication</p>	<p><b>Lecturing</b> SOL, Ch. 13 and 14</p>
	<b>Mid -Term Examination</b>			



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	8.	<b>Introduction to operations management and global operation strategies</b>	<p>a. Introduction to OM</p> <ul style="list-style-type: none"> <li>• Operations management definition</li> <li>• 10 decision areas in OM</li> <li>• Operations management for goods and services</li> <li>• Productivity</li> <li>• Issues and challenges in OM</li> </ul> <p>b. Global operations strategy</p> <ul style="list-style-type: none"> <li>• Global OM and supply chain management</li> <li>• Corporate strategy development and implementation</li> <li>• Competitive advantage through OM</li> <li>• Global strategy options</li> </ul>	<b>Lecturing</b> HR, Ch.1 and 2
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	9.	<b>Product and process strategies</b>	<p>a. Product strategy</p> <ul style="list-style-type: none"> <li>• Product lifecycle</li> <li>• Product development stages</li> <li>• Quality function deployment (QFD)</li> <li>• Product development continuum</li> <li>• Service design</li> <li>• Application of decision tree in product design</li> </ul> <p>b. Process strategy</p> <ul style="list-style-type: none"> <li>• Four process strategies</li> <li>• Process design and analysis</li> <li>• Technologies in process</li> <li>• Technologies in services</li> </ul> <p><b>Case 5 presentation LG3 will be experienced in case study presentation</b></p>	<p><b>Lecturing</b> HR, Ch. 5 and 7</p> <p>Case (to be announced)</p>
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	10.	<b>Capacity planning and layout strategy</b>	<p>a. Capacity planning</p> <ul style="list-style-type: none"> <li>• Design capacity and effective capacity</li> <li>• Capacity and strategy</li> <li>• Capacity considerations</li> <li>• Managing demand</li> <li>• Service-sector demand and capacity management</li> <li>• Break-even point analysis</li> </ul> <p>b. Layout strategies</p> <ul style="list-style-type: none"> <li>• Types of layout</li> <li>• Assembly line-balancing</li> </ul> <p><b>Case 6 presentation LG3 will be experienced in case study presentation</b></p>	<p><b>Group Presentation</b> HR, Ch. 7s and 9</p> <p>Case (to be announced)</p>
	11	<b>Job design and work measurement</b>	<p>a. Labor planning</p> <p>b. Job design</p> <p>c. Ergonomics and the work environment</p> <p>d. Labor standards</p> <p><b>Case 7 presentation LG3 will be experienced in case study presentation</b></p>	<p><b>Group Presentation</b> HR, Ch. 10</p> <p>Case (to be announced)</p>



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	12	<b>Supply Chain management and inventory management</b>	<p>a. Supply chain management</p> <ul style="list-style-type: none"> <li>• The strategic role of supply chain management</li> <li>• Sourcing strategies</li> <li>• Supply chain risks</li> <li>• Sustainable supply chain management</li> <li>• Measuring supply chain performance</li> </ul> <p>b. Inventory management for independent demand</p> <ul style="list-style-type: none"> <li>• Functions and types of inventory</li> <li>• Economic order quantity (EOQ)</li> </ul> <p>c. Inventory management for dependent demand</p> <ul style="list-style-type: none"> <li>• Material requirement planning (MRP) – BOM, gross requirement planning &amp; net requirement planning</li> <li>• Enterprise resource planning (ERP)</li> </ul> <p><b>Case 8 presentation LG3 will be experienced in case</b></p>	<p><b>Group Presentation</b> HR, Ch. 11, 12, 14</p> <p>Case (to be announced)</p>
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			<b>study presentation</b>	
	13	<b>Lean operations and quality management</b>	<ul style="list-style-type: none"> <li>a. Lean operations               <ul style="list-style-type: none"> <li>• Lean operations,</li> <li>• Lean dan just-in-time</li> <li>• Lean dan Toyota production system</li> <li>• Lean organizations</li> <li>• Lean in services</li> </ul> </li> <li>b. Quality management               <ul style="list-style-type: none"> <li>• Strategy and quality</li> <li>• Definition of quality</li> <li>• Cost of quality</li> </ul> </li> </ul>	<b>Lecturing</b> HR, Ch. 16 and 6  Case (to be announced)



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			<ul style="list-style-type: none"> <li>• Tools of TQM</li> <li>• TQM in services</li> </ul>		
	14	<b>FINAL PROJECT PRESENTATION</b>			
	<b>Final Term Examination</b>				
Textbooks, References, and Supplementary Materials (Maximum 3)	<p>Required Readings:</p> <ol style="list-style-type: none"> <li>1. Ebert, R.J., Griffin, R.J. (2024). Business Essential. 14th Ed., New Jersey: Prentice Hall, Upper Saddle. (EG)</li> <li>2. Solomon, M.R., Marshall, G.W., Stuart, E.W., Carlson, B.D., Burkhalter, J.N. (2024), Marketing: Real People Real Choices. 12th edition., New Jersey: Pearson. (SOL)</li> <li>3. Heizer, Jay., Render, Barry, &amp; Munson, Chuck. (2024). Operations Management, 14th ed., Harlow (UK): Pearson Education Ltd. (HR)</li> </ol>				
Grading Component	<b>Description</b>		<b>Percentage of Evaluation (%)</b>	<b>LG7</b>	
				<b>T1</b>	<b>T2</b>
	Participation First Half		10 %		
	Case Analysis Presentation– First Half		10%		
	Mid-Term Examination		20%	100% (parallel question)	50% (exclude parallel question)



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	Participation-Second Half	10 %		
	Case Analysis Presentation – Second Half	10 %		
	Final Term Examination	20 %		50%
	Final Project Paper and Presentation	20%		
	<b>Total</b>	<b>100 %</b>		
Other (i.e. Expectations on Classroom Conduct and Decorum etc.)	<p>This course uses the following <b>teaching-learning method</b>:</p> <ol style="list-style-type: none"> <li>1. Participant Centered Learning (PCL): Participants should actively share their ideas or opinions in the class discussion.</li> <li>2. Participants will present the analysis of case in group. A class has 5 groups, each group should present the case twice, before and after mid-term exam.</li> <li>3. The group that must present the case (will be assigned in session 1) should search 2 or 3 cases (e.g. from Harvard Business Review, Sage, etc.) that are related to sub topics that will be discussed in class, and send them to the lecturer to be reviewed.</li> <li>4. The lecturer will then choose 1 case to be discussed in class. The group must disseminate the selected case to all students, at least one week before the presentation.</li> <li>5. Each group develop case analysis in ppt format, submit the presentation material to the lecturer before class, and only the assigned group will present the material in class, other groups must be actively participating in the discussion session. The case analysis consists of:               <ol style="list-style-type: none"> <li>a. Background.</li> <li>b. Problem identification.</li> <li>c. Analysis (related to the topics discussed)</li> <li>d. Conclusion &amp; recommendation</li> <li>e. Lesson learned.</li> </ol> </li> </ol>			



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f. references

6. At the final session, each group will present their analysis of the comprehensive case (real case) for the final project and the report (word format) and presentation material (ppt format) to the lecturer one day before the presentation.
  - a. The analysis should cover marketing and operations management aspects of a real company (real case) related to the topics in syllabus.
  - b. Outline report consists of:
    - Company profile
    - Problem identification, analysis & recommendation of each function
    - Lesson learned
    - References.
  - c. Data collection from primary data will get bonus point.
  - d. The total number of pages between 10-20 pages (excluded statement of authorship, table of contents, reference, attachment).
  - e. A4 paper size, Arial 12 font, space 1.5.
  - f. Attach list of questions, photo(s) with key person(s) (e.g. online meeting screen-shoot).

**Participation:**

Individually, each student must read textbooks and other materials provided, and participate actively in teaching and learning in the form of:

1. Asking questions in accordance with the topic.
2. Preparing to answer questions.
3. Discussing issues related to the topic.

**Attendance:**

Minimum 60% of Total Lecture:

1. Only a maximum of 5 (five) times of absent for any reasons are



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	<p>allowed.</p> <p>2. Students who come 15 minutes after the class begins are considered as not present.</p>
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**Course Name:** Functional Management 2

Degree	Master
Department/Study Program	Master of Management
Type of Class	International
Lecturer Name	
Course Structure	Lecture
Course Credits	2
Course Overview	This course is an introduction to the two functional management aspects, namely financial management, and human resource management. It will start with the discussion of the business and economic systems and the interlink between financial and human resource management, and followed by discussions of the basic principles of the two functional management aspects.
Course Key Words	
Learning Outcome	<p>Program Objectives:</p> <ol style="list-style-type: none"> <li>1. MM-FEBUI graduates should demonstrate integrity, ethical behavior, and respect for diversity.</li> <li>2. MM-FEBUI graduates should demonstrate concerns towards the society.</li> <li>3. MM-FEBUI graduates should demonstrate effective leadership qualities.</li> <li>4. MM-FEBUI graduates should have effective communication skill within global setting.</li> <li>5. MM-FEBUI graduates should be able to conduct applied business research.</li> <li>6. MM-FEBUI graduates should exhibit entrepreneurial spirit.</li> <li>7. MM-FEBUI should demonstrate creativity and innovative thinking.</li> <li>8. MM-FEBUI graduates should be able to formulate business models using contemporary approaches.</li> </ol> <p><b>Learning Goal (LG) and Learning Objective (LO):</b></p> <ol style="list-style-type: none"> <li>1. LG1: Ethics &amp; Social Responsibility - Students have awareness, are aware of ethics and social responsibility</li> </ol>



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	<p>LO1: to be sensitive to ethical and social issues in management decisions (TLA) T1 : Distinguish between ethical and unethical behavior</p> <p>2. LG3: Oral Communication Skills – Students are able to demonstrate oral communication skills LO3: Students are able to present their business ideas properly (TLA) T1: Introduction T2: Content T3: Organization of Presentation T4: Visual Aid T5: Pace T6: Audience Engagement</p> <p>3. LG5: Critical Thinking – Students are able to demonstrate that they are critical thinkers. LO5: Students are able to argue and draw conclusion on an issue based on supportive evidence in business cases (TLA) T1: Deliver Key Ideas/ Points T2: Comparison, Evaluation and Analysis</p> <p>4. LG7: Integrated Knowledge in Business and Management Function – Students are competent in integrating various knowledge in business and management functions LO7: Understand the linkage between various concepts and applications across different functional area in business and management (ASM) T1 : analyze business problems by using an integrated approach of the four functional management aspects T2: Apply the concepts of marketing, human resource management, finance, and operations management</p>			
Course Schedule	<b>Week</b>	<b>Topics</b>	<b>Subtopics</b>	<b>Reading Materials</b>



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	1.	The principal roles of financial and human resource management functions	<p>a. Business and global environments b. Business ethics c. Managing business d. The interlink between financial and human resource management e. Introduction to corporate finance</p> <p><b>These topics concern about LG1, T1</b></p>	<p>EG Ch. 1, 2, 5, 6, 7, 11</p> <p>RWJ Ch. 1</p>
	2.	Introduction to the concept of time value of money and Application of the cash flow measurement concepts	<p>Introduction to time value of money.</p> <ul style="list-style-type: none"> <li>• Determination of future value and present value</li> <li>• Find return on investment</li> <li>• Calculate how long it takes for an investment to reach a desired value</li> <li>• Determine the future and present value of investments with multiple cash flows.</li> <li>• Explain how loan payments are calculated and how to find the interest rate on a loan.</li> </ul>	RWJ Ch. 5,6



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	3.	Application of Net present Value and other investment criteria	<ul style="list-style-type: none"> <li>• Estimating net present value (NPV)</li> <li>• The payback rules and discounted payback</li> <li>• The average accounting returns</li> <li>• The internal rate of return (IRR) and problem with IRR</li> <li>• The modified internal rate of return (MIRR)</li> <li>• The profitability index</li> </ul> <p><b>Case 1 presentation</b></p> <p><b>LG3 will be experienced in case study presentation</b></p>	RWJ Ch. 9  Case (to be announced)
	4.	Application of Net present Value and other investment criteria to make investment decision	<p>Making capital investment decisions</p> <ul style="list-style-type: none"> <li>• Determine the relevant cash flows for a proposed project.</li> <li>• Pro forma financial statements and project cash flows</li> <li>• Evaluating equipment's options with different lives</li> </ul> <p><b>Case 2 presentation</b></p> <p><b>LG3 will be experienced in case study presentation</b></p>	RWJ Ch. 10  Case (to be announced)
	5.	Application of the sensitivity analysis and scenario	<ul style="list-style-type: none"> <li>• Scenario and Other What-If Analyses</li> <li>• Break-even analysis</li> <li>• Operating leverage</li> <li>• Capital rationing</li> </ul>	RWJ Ch. 11



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			<p><b>Case 3 presentation</b></p> <p><b>LG3 will be experienced in case study presentation</b></p>	Case (to be announced)
	6.	Application of the concept of risk and return	<ul style="list-style-type: none"> <li>• Return on investment</li> <li>• The variability of returns</li> <li>• Average returns</li> <li>• Portfolio returns and risks</li> </ul> <p style="background-color: yellow; text-align: center;"><b>No Case Presentation</b></p>	RWJ Ch. 12, 13
	7.	Introduction to cost of capital	<ul style="list-style-type: none"> <li>• Determine the cost of equity, cost of debt, and cost of preferred stock</li> <li>• The weighted average cost of capital</li> <li>• Review</li> </ul> <p><b>Case 4 presentation</b></p> <p><b>LG3 will be experienced in case study presentation</b></p>	<p>RWJ Ch.14</p> <p>Case (to be announced)</p>
	<p><b>Mid -Term Examination</b></p>			
	8.	Introduction to HRM & HRM Strategy and Performance	<p>Introduction to HRM:</p> <ul style="list-style-type: none"> <li>• The concept of HRM</li> <li>• Trends shaping HRM</li> <li>• Important components</li> </ul> <p>HRM Strategy and Performance:</p> <ul style="list-style-type: none"> <li>• Strategic Management Process</li> <li>• Strategic HRM</li> <li>• HPWS</li> </ul>	D Ch. 1 &3



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	9.	Job Analysis and Talent Management Process & Personnel Planning and Recruiting	<p>Job Analysis and Talent Management Process:</p> <ul style="list-style-type: none"> <li>• Talent management process</li> <li>• Basic of Job Analysis</li> <li>• Methods for collecting job analysis information</li> <li>• Using competencies model</li> </ul> <p>Personnel Planning and Recruiting</p> <ul style="list-style-type: none"> <li>• Workforce planning and forecasting</li> <li>• Important of effective recruiting</li> <li>• Internal and outside sources</li> <li>• Recruiting a more diverse workforce</li> </ul>	D Ch. 4 & 5
	10.	Employee Testing and Selection & Interviewing Candidates	<p>Employee Testing and Selection:</p> <ul style="list-style-type: none"> <li>• Important of employee selection</li> <li>• Basic of testing and selecting</li> <li>• Type of Tests</li> </ul> <p>Interviewing Candidates:</p> <ul style="list-style-type: none"> <li>• Basic types of interviews</li> <li>• Avoiding errors</li> <li>• Design and conduct an effective interview</li> </ul> <p><b>Case 5 presentation</b></p> <p><b>LG3 will be experienced in case study presentation</b></p>	D Ch. 6 & 7  Case (to be announced)



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	11	<p>Training and Development &amp; Performance Management and Appraisal</p>	<p>Training and Development:</p> <ul style="list-style-type: none"> <li>• Orienting and onboarding new employees</li> <li>• Training Process</li> <li>• Implementing Training Program</li> <li>• Implementing Management Development Program</li> <li>• Evaluating the Training Effort</li> </ul> <p>Performance Management and Appraisal:</p> <ul style="list-style-type: none"> <li>• Traditional tools for appraising performance</li> <li>• Dealing with rater error appraising problems</li> <li>• Managing appraisal interview</li> <li>• Improving Performance Management</li> </ul> <p><b>Case 6 presentation</b></p> <p><b>LG3 will be experienced in case study presentation</b></p>	<p>D Ch. 8 &amp; 9</p> <p>Case (to be announced)</p>
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	12	Managing Careers and Retention & Establishing Strategic Pay Plans	<p>Managing Careers and Retention:</p> <ul style="list-style-type: none"> <li>• Career Management</li> <li>• Managing employee turnover and retention</li> <li>• Managing Dismissals</li> </ul> <p>Establishing Strategic Pay Plans:</p> <ul style="list-style-type: none"> <li>• Basic factors in determining pay rates</li> <li>• Job evaluation methods</li> <li>• Create a market-competitive pay plan</li> <li>• Contemporary topics in compensation</li> </ul> <p><b>Case 7 presentation</b></p> <p><b>LG3 will be experienced in case study presentation</b></p>	<p>D Ch. 10 &amp; 11</p> <p>Case (to be announced)</p>
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	13	Pay for Performance and Financial Incentives & Benefits and Services	<p>Pay for Performance and Financial Incentives:</p> <ul style="list-style-type: none"> <li>• Money's roel in motivation</li> <li>• Individual employee incentive and recognition program</li> <li>• Incentives for salespeople, managers and executives</li> <li>• Team and organization-wide incentive plans</li> </ul> <p>Benefits and Services:</p> <ul style="list-style-type: none"> <li>• Pay for time not worked</li> <li>• Insurance, retirement, personal services and family-friendly benefits</li> <li>• Flexible Benefits Programs</li> </ul> <p><b>Case 8 presentation</b></p> <p><b>LG3 will be experienced in case study presentation</b></p>	<p>D Ch. 12 &amp; 13</p> <p>Case (to be announced)</p>
	14	<b>FINAL PROJECT PRESENTATION (ALL GROUPS)</b>		
	<b>Final Term Examination</b>			
Textbooks, References, and Supplementary Materials (Maximum 3)	<p><b>Required Readings:</b></p> <ol style="list-style-type: none"> <li>1. Ebert, Ronald J. &amp; Griffin, Ricky W. (2024). <i>Business Essentials</i>. 14<sup>th</sup> ed. New Jersey: Prentice Hall, Upper Saddle. (EG).</li> <li>2. Ross, Stephen A., Westerfield, Randolph W., Jordan, Bradford D. (2022). <i>Fundamentals of Corporate Finance</i>. 13<sup>rd</sup> ed. New York: McGraw-Hill Companies Inc. (RWJ).</li> </ol> <p>Dessler, G. (2020). <i>Human Resource Management</i>, 16th ed. Pearson Education Inc. (D)</p>			



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Grading Component	Description	Percentage of Evaluation (%)	LG7	
			T1	T2
	Participation First Half	10 %		
	Case Analysis Presentation– First Half	10%		
	Mid-Term Examination	20%	100% (parallel question)	50% (exclude parallel question)
	Participation-Second Half	10 %		
	Case Analysis Presentation – Second Half	10 %		
	Final Term Examination	20 %		50%
	Final Project Paper and Presentation	20%		
	<b>Total</b>	<b>100 %</b>		
	-			
Other (i.e. Expectations on Classroom Conduct and Decorum etc.)	<p>This course uses the following <b>teaching-learning method</b>:</p> <ol style="list-style-type: none"> <li>1. Participant Centered Learning (PCL): Participants should actively share their ideas or opinions in the class discussion.</li> <li>2. Participants will present the analysis of case in group. A class has 5 groups, each group should present the case twice, before and after mid-term exam.</li> <li>3. The group that must present the case (will be assigned in session 1) should search 2 or 3 cases (e.g. from Harvard Business Review, Sage, etc.) that are related to sub topics that will be discussed in class, and send them to the lecturer to be reviewed.</li> <li>4. The lecturer will then choose 1 case to be discussed in class. The group must disseminate the selected case to all students, at least one week before the presentation.</li> <li>5. Each group develop case analysis in ppt format, submit the presentation material to the lecturer before class, and only the assigned group will present the material in class, other groups must be actively participating in the</li> </ol>			



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	<p>discussion session. The case analysis consists of:</p> <ol style="list-style-type: none"><li>a. Background.</li><li>b. Problem identification.</li><li>c. Analysis (related to the topics discussed)</li><li>d. Conclusion &amp; recommendation</li><li>e. Lesson learned.</li><li>f. references</li></ol> <p>6. At the final session, each group will present their analysis of the comprehensive case (real case) for the final project and the report (word format) and presentation material (ppt format) to the lecturer one day before the presentation.</p> <ol style="list-style-type: none"><li>a. The analysis should cover marketing and operations management aspects of a real company (real case) related to the topics in syllabus.</li><li>b. Outline report consists of:<ul style="list-style-type: none"><li>• Company profile</li><li>• Problem identification, analysis &amp; recommendation of each function</li><li>• Lesson learned</li><li>• References.</li></ul></li><li>c. Data collection from primary data will get bonus point.</li><li>d. The total number of pages between 10-20 pages (excluded statement of authorship, table of contents, reference, attachment).</li><li>e. A4 paper size, Arial 12 font, space 1.5.</li><li>f. Attach list of questions, photo(s) with key person(s) (e.g. online meeting screen-shoot).</li></ol> <p><b>Participation:</b> Individually, each student must read textbooks and other materials provided, and participate actively in teaching and learning in the form of:</p> <ol style="list-style-type: none"><li>1. Asking questions in accordance with the topic.</li><li>2. Preparing to answer questions.</li><li>3. Discussing issues related to the topic.</li></ol> <p><b>Attendance:</b></p>
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Minimum 75% of Total Lecture:

1. Only a maximum 3 (three) times of absence for any reasons are allowed.
2. Students who come 15 minutes after the class begins are considered as not present.



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**Course Name:** Leadership and Organizational Behavior

Degree	Master
Department/Study Program	Master of Management
Type of Class	International
Lecturer Name	
Course Structure	Lecture
Course Credits	2
Course Overview	<p>This course is an introduction to the basic principle of organizational behavior and leadership. This two subjects are very important for managers to be able to perform effectively in their business.</p> <p>On the completion, participants of this course are expected to be able to develop an understanding about the basic concept and theories of organizational behavior, leadership functions in organizational context, identify and analyze various issues related to leadership and organizational behavior.</p>
Course Key Words	
Learning Outcome	<p>Program Objectives:</p> <ol style="list-style-type: none"> <li>1. MM-FEBUI graduates should demonstrate integrity, ethical behavior, and respect for diversity.</li> <li>2. MM-FEBUI graduates should demonstrate concerns towards the society.</li> <li>3. MM-FEBUI graduates should demonstrate effective leadership qualities.</li> <li>4. MM-FEBUI graduates should have effective communication skill within global setting.</li> <li>5. MM-FEBUI graduates should be able to conduct applied business research.</li> <li>6. MM-FEBUI graduates should exhibit entrepreneurial spirit.</li> <li>7. MM-FEBUI should demonstrate creativity and innovative thinking.</li> <li>8. MM-FEBUI graduates should be able to formulate business models using contemporary approaches.</li> </ol> <p><b>Learning Goal (LG) and Learning Objective (LO):</b></p>



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- |  |   |
|--|---|
|  | <p>1. LG 3: ORAL COMMUNICATION - Students are able to demonstrate oral communication skill (ASM)</p> <p>LO3: Students are able to present their business ideas properly (TLA)</p> <p>T1: Students are able to introduce their presentation in a clear and interesting way</p> <p>T2: Students are able to deliver content with logical structure</p> <p>T3: Students are able to organize their ideas in a presentation</p> <p>T4: Students are able to use presentation techniques (body language, facial expression, etc.) appropriately</p> <p>T5: Students are able to develop and use of visual aids or technology</p> <p>T6: Students are able to apply appropriate technique to engage with the audience</p> <p>2. LG 4: WRITTEN COMMUNICATION - Students are able to demonstrate written communication skill (TLA)</p> <p>LO2: Students are able to convey the idea briefly, clearly, and persuasively through written communication</p> <p>T1 : Students are able to develop topic/main idea/focus of the essay/report</p> <p>T2 : Students are able to organize idea logically in paragraphs and connect them with effective transition</p> <p>T3 : Students are able to use good sentence structure</p> <p>T4: Students are able to use appropriate language, correct spelling, and grammar</p> <p>T5: Students are able to provide supporting ideas/reasoning/details relevant to the idea</p> <p>T6: Students are able to use appropriate academic rules (referencing systems, etc.) and format in writing essay/report</p> <p>T7: Students are able to apply audience centered approach in their writing assignments</p> <p>3. LG5: CRITICAL THINKING – Students are able to demonstrate that they are critical thinkers (TLA)</p> <p>LO5: Students are able to argue and draw conclusion on an issue based on supportive evidence</p> <p>T1: Students are able to demonstrate to deliver key idea or point</p> <p>T2: Students are able to demonstrate evaluate, analysis and comparison alternatives choices</p> <p>T3: Students are able to demonstrate to justify an argument or solution with supporting evidence/ relevant references</p> <p>T4: Students are able to draw conclusion</p> |
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Course Schedule	Week#	Topic	Sub	Reading
		s	Topic	Materials
	1	Introduction to Leadership & Organizational Behavior	<ul style="list-style-type: none"> <li>• What is Organization &amp; Organizational Behavior</li> </ul>	KK
				Chapter 1 & 5
		The Key to Individual Differences	<ul style="list-style-type: none"> <li>• The Managerial Context: Getting Things Done with and through other People</li> <li>• Self Concept, Personality</li> <li>• Abilities &amp; Performance</li> <li>• Emotion in the workplace</li> </ul>	
	2	Values, Attitudes, Job Satisfaction, and Counter Productive Behavior	<ul style="list-style-type: none"> <li>• Personal Values, Attitudes, Job Satisfaction</li> <li>• Counterproductive Behavior</li> </ul>	KK
				Chapter 6 & 7
		Social Perception and Attribution	<ul style="list-style-type: none"> <li>• Information Processing Model of Perception</li> <li>• Stereotypes, Self Fulfilling Prophecy, Attribution</li> </ul>	Movie: Coach Carter



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	3	<p>Foundations of Motivation</p> <p>Communicating in the Digital Age</p>	<ul style="list-style-type: none"> <li>• Content theories of motivation</li> <li>• Process theories of motivation</li> <li>• Equity theories of motivation</li> <li>• Adams equity theories of motivation</li> <li>• Expectancy theory of motivation</li> <li>• Goal Setting &amp; Job Design</li>   <li>• Basic Dimension of Communication Process</li> <li>• Interpersonal Communication</li> <li>• Organizational Communication</li> <li>• How Digital Communication Impacting Organizational Behavior</li> </ul>	<p>KK Chapter 8 &amp; 14</p> <p>Movie: Coach Carter</p>
	4	<p>Group Dynamics</p> <p>Developing and Leading Effective Teams</p>	<ul style="list-style-type: none"> <li>• Group &amp; Social Networking</li> <li>• The Group Development Process</li> <li>• Roles &amp; Norms</li> <li>• Group Structure &amp; Compositions</li> <li>• Group Effectiveness</li>   <li>• Work Teams Effectiveness</li> <li>• Types of Teams</li> <li>• Team Building &amp; Team Leadership</li> </ul>	<p>KK Chapter 10 &amp; 11</p> <p>Movie: Coach Carter</p>



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	5	Individual & Group Decision Making  Managing Conflict & Negotiating	<ul style="list-style-type: none"> <li>• Models of Decision Making</li> <li>• Decision Making Biases</li> <li>• Dynamics of Decision Making</li> <li>• Group Decision Making</li>   <li>• Conflict: A Modern Perspective</li> <li>• Types of Conflict</li> <li>• Managing Conflict</li> <li>• Negotiation</li> </ul>	KK Chapter 12 & 13  Movie: Coach Carter
	6	Organisation Culture, Socialisation, and Mentoring  Managing Change and Stress	<ul style="list-style-type: none"> <li>• Organizational Culture : Definition &amp; Context</li> <li>• Dynamics of Organizational Culture</li> <li>• Functions &amp; Types of Culture</li> <li>• How Culture Form and Embedded</li> <li>• Leader Roles in Managing Culture</li>   <li>• The Need for Change</li> <li>• The Change Management Process</li> <li>• Organizational Development &amp; The OD Process</li> <li>• Why People Resist to Change</li> <li>• Strategies to Overcome Resistance to Change</li> <li>• Leading Organizational Change</li> </ul>	KK Chapter 3 & 18  Movie: Coach Carter



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	7	Influence, empowerment and politics	<ul style="list-style-type: none"> <li>Organizational Influence</li> </ul>	KK
		Leadership	<ul style="list-style-type: none"> <li>Tactics</li> <li>Power</li> <li>Empowerment</li> <li>Organizational Politics</li> </ul>	Chapter 15 & 16  Movie: Coach Carter
			<ul style="list-style-type: none"> <li>Leadership Defined</li> <li>Theories of Leadership</li> </ul>	
	<b>Mid-term exam</b>			
	8	Developing Leadership in Organization	<ul style="list-style-type: none"> <li>Six Leadership Passages</li> <li>From Managing Self to Managing Others</li> <li>From Managing Others to Managing Manager</li> <li>From Managing Manager to Managing Functional Manager</li> </ul>	Charan, Drotter & Noel 1-4
	9	Developing Leadership in Organization	<ul style="list-style-type: none"> <li>From Functional Manager to Business Manager</li> <li>From Business Manager to Group Manager</li> <li>From Group Manager to Enterprise Manager</li> <li>Identifying Potential Pipeline Failures</li> </ul>	Charan, Drotter & Noel 5-7, 11



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	10	Execution (Part One: Why Execution is Needed)	<ul style="list-style-type: none"> <li>• The Gap Nobody Knows</li> <li>• The Execution Difference</li> </ul>	Bossidy & Charan Part 1
	11	Execution (Part Two: The Building Blocks of Execution)	<ul style="list-style-type: none"> <li>• The Leader's 7 Essential Behavior</li> <li>• Creating the Framework for Cultural Change</li> <li>• The Job No Leader Should Delegate</li> </ul>	Bossidy & Charan Part 2
	12	Execution (Part Three: The Three Core Processes of Execution)	<ul style="list-style-type: none"> <li>• The People Process</li> <li>• The Strategy Process</li> <li>• How To Conduct a Strategy Review</li> <li>• The Operation Process</li> </ul>	Bossidy & Charan Part 3
	13	Contemporary issues in leadership	<ul style="list-style-type: none"> <li>• Digital leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Bersin (2016)</li> <li>• Nielsan &amp; Meehan (2015)</li> <li>• Handy (1995)</li> <li>• McCann &amp; Kohntopp (2019)</li> <li>5. Brett (2019) Ch.3</li> </ul>
	14	Guest Lecture :		



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	Leadership in Action (Indonesia Context)		
Textbooks, References, and Supplementary Materials (Maximum 3)	<p><b>Required Readings:</b></p> <ol style="list-style-type: none"> <li>1. Bersin, J. (2016). "Digital Leadership Is Not an Optional Part of Being a CEO". Harvard Business Review. December.</li> <li>2. Bossidy, Larry &amp; Charan, Ram (2002). Execution. Chrom Business. New York.</li> <li>3. Brett, J. (2019). Evolving Digital Leadership: How to Be a Digital Leader in Tomorrow's Disruptive World. Forest Lodge, New South Wales, Australia: Apress.</li> </ol>		
Grading Component	Description	Percentage of Evaluation (%)	
	Mid test	25%	
	Final test	25%	
	Weekly presentation before Mid-test	10%	
	Weekly presentation after Mid-test	10%	
	Class participation	10%	
	Group Mid-term paper	10%	
	Group Final-term Paper	10%	
	Total	100%	
Other (i.e. Expectations on Classroom Conduct and Decorum etc.)	<p>Theoretical concepts about leadership and organizational behavior will be studied in class, combined with various relevant real world cases discussion to provide platforms in understanding the applications of such concept and theories in organization. The participant centered learning (PCL) approach will be applied in the learning process. With this approach students will become the center of the learning process and lecturer will act as facilitator who ensures that the learning process can run smoothly and effectively.</p> <p>Students are encouraged to be active participants in the class meeting. Individually, students are strongly required to read all the materials to be discussed in class. PCL</p>		



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questions and assignment will be given by the lecturer a week before the class sessions. On the first session the class will be divided into several groups and one group will be assigned to discuss the questions as well as the assignments and then present the result in class on the following session.

**Paper Assignment Guidelines (Group Assignments):**

1. Students should identify a problem in an organization related to the chapter their group presented in the class and provide suggestions on what they can do or what contribution they could provide to solve the problem.
2. Assignments should be submitted during mid-term exam and final-term exam.
3. The Assignment should cover:
  - Introduction about the organization
  - Challenges/problems in the organization
  - Your contribution to solve the problem.
  - Conclusion

Format file: PowerPoint and not more than 20 slides. The assignments should be submitted during the midterm and final exam



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**Course Name:** Research and Statistical Methods in Business

Degree	Master
Department/Study Program	Master of Management
Type of Class	International
Lecturer Name	
Course Structure	Lecture
Course Credits	3
Course Overview	<p>This course exposes participants to research methods and applied statistics. It covers various research methods and statistical analyses. The course discusses stages in conducting research, ranging from identification of research problems, formulation of research design, conducting data gathering, processing data, analyzing data, and formulation of research conclusions. The preparation of a good research design will direct the researcher to answer research questions and achieve research objectives that are the reasons to do. Moreover, some of the research methods and purposes of each method will be discussed so that researchers can adjust the methods to research objectives and sound scientific principles.</p> <p>This course aims to make students able to understand and carry out research with a variety of methods that are proper to standards of scientific papers, either in the form of a thesis, independent study, or another research.</p>
Course Key Words	
Learning Outcome	<p>Participants of this unit are expected to obtain these competencies:</p> <ol style="list-style-type: none"> <li>1. Critically discuss the strength and weaknesses of various research designs</li> <li>2. Develop a research proposal using appropriate research designs to answer research questions related to research problem</li> <li>3. Critically discuss the strengths and weaknesses of a statistical approach and the practical implications of statistical analysis.</li> <li>4. Apply appropriate statistical analysis to business and management data to support business decision-making.</li> <li>5. Interpret and professionally communicate statistical analysis findings</li> </ol>



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	to non-specialists within a business.			
	6. Make critical judgments on business cases and provide suggestions and advice to the business based on their statistical analysis & findings.			
Course Schedule	<b>Week #</b>	<b>Topics and Activities</b>	<b>Reading Materials</b>	<b>Additional Reading</b>
	1	<p>Introduction to Research Methods, Research Process, Research Proposal, and Research Ethics</p> <ul style="list-style-type: none"> <li>• Thinking like a researcher: <ul style="list-style-type: none"> <li>- The language of research</li> <li>- The Scientific method</li> </ul> </li> <li>• Overview of research process</li> <li>• All about research ethics: what it is, why it is needed and how it should be delivered</li> </ul> <p>CITI Training (Certificate should be uploaded through EMAS2 at the latest in midterm).</p> <p><b>(Lecture)</b></p>	S Ch. 1-3	SB Ch. 1-3



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	2	<p>The research process and Introduction to Research Designs</p> <ul style="list-style-type: none"><li>• The research processes</li><li>• Clarifying the research questions through secondary data and exploration</li><li>• Overview of research design</li></ul> <p>Proposal research review</p> <ul style="list-style-type: none"><li>• Background</li><li>• Research questions/objectives</li><li>• Proposed research methods</li><li>• Proposed data analysis</li></ul> <p>Timeline</p> <p><i>(Lecture, PCL/assignment)</i></p>	S Ch. 4	SB Ch. 4-6
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	3	<p>Qualitative Research Designs1:</p> <ul style="list-style-type: none"> <li>• Qualitative research overview</li> <li>• Qualitative research process</li> <li>• Qualitative research methodologies</li> <li>• Combining qualitative methodologies</li> <li>• Merging qualitative and quantitative methodologies</li> </ul> <p><i>(Lecture, exercise browsing for qualitative papers, PCL/assignment)</i></p>	S Ch. 6	<p>SB Ch. 7 MHS Ch.3-4</p> <p>NBD20 KSS14</p>
	4	<p>Qualitative Research Designs2:</p> <p>Observation studies</p> <ul style="list-style-type: none"> <li>• Evaluation of observationmethod</li> <li>• What to observe?</li> <li>• The observer-participant relationship</li> <li>• Conducting an observation study</li> <li>• Unobtrusive measures</li> </ul>	S Ch. 7	<p>SB Ch. 8, 16 MHS Ch.5-9</p> <p>LJB17</p>
		<ul style="list-style-type: none"> <li>• Selecting the best qualitative design for aresearch problem</li> </ul> <p><i>(Lecture, PCL/assignment)</i></p>		



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	5	<p>Quantitative Research Designs: Sampling, Experiments &amp; Survey.</p> <p>Sampling:</p> <ul style="list-style-type: none"> <li>• Steps in sampling design</li> <li>• Overview of sampling techniques (probability and non-probability sampling)</li> </ul> <p>Experiments:</p> <ul style="list-style-type: none"> <li>• What is experimentation and its advantages/disadvantages?</li> <li>• Steps in conducting an experiment.</li> <li>• How to establish validity in experimentation</li> <li>• Experimental research designs</li> <li>• Selecting the most appropriate experimental design for a research problem</li> </ul> <p>Survey/communication approach:</p> <ul style="list-style-type: none"> <li>• Choosing a communication method</li> <li>• Errors in communication approach</li> <li>• Types of surveys/ communication approach: self-administered, telephone, personal interview</li> <li>• Selecting optimal survey method</li> </ul>	S Ch. 5, 8, 9	SB Ch. 9, 10, 13 MAL Ch. 19  MFGG20 FL16
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		<p><i>(Lecture, exercise browsing for quantitative papers, optional PCL/assignment)</i></p>		
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	6	<p>Measurement, Measurement Scales &amp; Questionnaires, and Instruments</p> <ul style="list-style-type: none"> <li>• What is measurement and types of measurement scales</li> <li>• Sources of error in measurement</li> <li>• Characteristics of good measurements</li> <li>• Issues in selecting a measurement scale</li> <li>• Several types of scales in research</li> <li>• Three phases/steps in designing questionnaire and instruments</li> </ul> <p><i>(Lecture, PCL/assignment)</i></p>	S Ch. 10- 12	SB Ch. 11- 12  HL07
	7	<p>Mixed method</p> <ul style="list-style-type: none"> <li>• Components of mixed methods procedures</li> <li>• Types of mixed methods designs</li> <li>• A procedure for embedding core designs into complex designs</li> <li>• Factors important in choosing a mixed methods design</li> </ul> <p><i>(Guest lecture: parallel via Zoom)</i></p>	CC Ch. 10	VBB DWA18
MIDTERM: Individual Qualitative Research Design, Quiz, CITI Test result collection				



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	8	<p>Statistical Inference:</p> <ul style="list-style-type: none"> <li>Confidence Interval Estimation</li> <li>Testing Hypothesis: Mean, Two Difference Mean, Proportion, and Two Difference Proportions</li> </ul> <p>Pitching research matters:  <a href="https://bond.edu.au/microcredential/pitching-research-matters">https://bond.edu.au/microcredential/pitching-research-matters</a>            (Certificate should be uploaded through EMAS2 at the latest in Week 14).</p> <p><b><i>(Lecture, PCL/assignment)</i></b></p>	LSS Ch. 8-9	LMW Ch. 9-10  WW19
	9	<ul style="list-style-type: none"> <li>Experimental design: t-test, ANOVA GLM</li> <li>Analysis of Variance: One-Way and Two-Way Variance</li> </ul> <p><b><i>(Lecture, PCL/assignment)</i></b></p>	LSS Ch. 10-11	LMW Ch. 11-12 HABB Ch14
	10	<p>Correlational design:</p> <ul style="list-style-type: none"> <li>Regression: Single, Multiple, Linear, Test of Slope, Test F, R Square, and Adjusted R Square.</li> </ul> <p><b><i>(Lecture, PCL/assignment)</i></b></p>	LSS Ch. 13	LMW Ch. 13  KP06 RTT20



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	11	<ul style="list-style-type: none"> <li>Multiple linear regression with dummy variable, outlier test, and forecasting.\</li> <li>Multicollinearity analysis, heteroscedasticity analysis, and serial autocorrelation</li> </ul> <p><b><i>(Lecture, PCL/assignment)</i></b></p>	HABB Ch 4	LSS Ch. 14-15 LMW Ch. 14  YMB18
	12	Multivariate: <ul style="list-style-type: none"> <li>Cluster, and Exploratory Factor Analysis</li> </ul> <p><b><i>(Lecture, PCL/assignment)</i></b></p>	HABB Ch. 3 & 8	LSS Ch. 11 RBS18 CAR
	13	Chi-Square & Non-Parametric Statistics: <ul style="list-style-type: none"> <li>SignTest, Runs Test, Mann Whitney U Test, Kruskal Wallis Test, Rank Correlation Test, and Kolmogorov Smirnov Test</li> </ul> <p><b><i>(Lecture, PCL/assignment)</i></b></p>	LSS Ch. 12  (MS Excel Add-ins)	LMW Ch. 15 & 16
	14	SEM: <ul style="list-style-type: none"> <li>CB &amp; PLS</li> </ul> <p><b><i>(Guest lecture: parallel via Zoom)</i></b></p>	HABB Ch. 11-13	JWD HEN JI14
<b>FINAL: Individual Quantitative Research Proposal</b>				



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Textbooks, References, and Supplementary Materials (Maximum 3)	<b>Required Readings:</b> <ul style="list-style-type: none"> <li>• Schindler, Pamela S. (2022). Business Research Methods. 14th Edition. New York, N.Y.: McGraw- Hill/Irwin. (S)</li> <li>• Creswell, J. W., &amp; Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications. (CC).</li> <li>• Hair, J. F., Black, W. C., Babin, B. J., &amp; Anderson, R. E. (2014). Multivariate data analysis. 7th Edition. Pearson. (HABB).</li> <li>• Levine, David M., David F. Stephan, and Kathryn A. Szabat. (2017). Statistics for Managers Using Microsoft Excel. 8th Edition. Pearson. (LSS)</li> </ul>			
Grading Component	Description	Percentage of Evaluation (%)	LO1*	LO2*
	Before Mid:			
	PCL + Assignment	15		
	Quiz (midterm replacement)	15		
	<b>Midterm assignment:</b>	20	100%	
	<b>Individual <u>Qualitative</u> Research Design</b>			
	Max: 5 pages (excluding references and appendices)			
	After Mid:			
	PCL + Assignment	15		
	<b>Final assignment:</b>			100%
	<b>Individual <u>Quantitative</u> Research Proposal.</b>	35		
	Max: 10 pages (excluding references and appendices)			



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	<b>Total</b>	<b>100</b>												
Other (i.e. Expectations on Classroom Conduct and Decorum etc.)	<p>The specific learning methods used every session on this subject are:</p> <ol style="list-style-type: none"> <li>1. Class discussion/participation-centered learning (PCL) + assignment               <ol style="list-style-type: none"> <li>a. Objective: Understand and present key takeaways from the additional reading materials through group collaboration.</li> <li>b. Suggested Steps:                   <ol style="list-style-type: none"> <li>i. Form Groups: 4-5 members per group.</li> <li>ii. Review Materials: Read and discuss assigned articles and additional reading.</li> <li>iii. Discuss &amp; Analyze: Explore key concepts, analyze them, and discover the key takeaways.</li> <li>iv. Assignment: Prepare a report or presentation summarizing key takeaways and applications of the concepts.</li> <li>v. Present: Each group will first comment on the previous group's presentation, then proceed to present their own content.</li> </ol> </li> </ol> </li> <li>2. Lecture</li> </ol> <p>Student Study Effort Expected</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: left;"><b>Class Contacts:</b></th> </tr> </thead> <tbody> <tr> <td style="width: 80%;">Quiz, PCL + Assignment</td> <td style="text-align: right;">6 Hours</td> </tr> <tr> <td>Lecture</td> <td style="text-align: right;">35 Hours</td> </tr> <tr> <th colspan="2" style="text-align: left;"><b>Other student study effort:</b></th> </tr> <tr> <td>Preparation for project/assignment/tests</td> <td style="text-align: right;">40 Hours</td> </tr> </tbody> </table>				<b>Class Contacts:</b>		Quiz, PCL + Assignment	6 Hours	Lecture	35 Hours	<b>Other student study effort:</b>		Preparation for project/assignment/tests	40 Hours
<b>Class Contacts:</b>														
Quiz, PCL + Assignment	6 Hours													
Lecture	35 Hours													
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Preparation for project/assignment/tests	40 Hours													



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**Course Name:** Ethics and Corporate Governance

Degree	Master
Department/Study Program	Master of Management
Type of Class	International
Lecturer Name	
Course Structure	Lecture
Course Credits	2
Course Overview	This course is intended to instil understanding and encourage students to analyze business ethical conducts and good corporate governance practices. This course initially fosters a better understanding of the basic theories on ethics and business ethics and various conceptualizations of good corporate governance. Business ethics theories will cover topics on philosophical foundations of morality and ethics, the relations of ethics with justice and fairness, ethical behaviors, corporate and business ethics, including workplace ethics and organization functional ethics, and codes of conduct. Thereafter, students are led to discuss the theoretical development of Good Corporate Governance theories, including the implications thereof. Discussions on how businesses can counter bribery and corruption through a case study will be conducted to heighten students' awareness of their future roles to better the business community's roles in society.
Course Key Words	
Learning Outcome	<p>Upon completion of the subject, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Explain analytically ethical problems and unethical behaviours in management.</li> <li>2. Conceptually define actions to be taken to counter unethical conduct.</li> <li>3. Define ethical actions to be taken to solve societal problems in general.</li> <li>4. Able to analyze corporate governance practices and recommend improvement in corporate governance practices.</li> </ol> <p><b>AACSB Learning Goal (LG) and Learning Objective (LO)</b></p> <ol style="list-style-type: none"> <li>1. LG: Critical Thinking - Students can demonstrate that they are critical thinkers</li> </ol>



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	<p>LO: Students can argue and conclude an issue based on supportive evidence in business cases (LO1)</p> <p>1. LG: Ethics &amp; Social Responsibility - Students have awareness are aware of ethics and social responsibility LO: to be sensitive to ethical and social issues in management decisions (LO2)</p> <p>2. LG: Global Awareness -Students demonstrate awareness of the global societal environment LO: Students can identify the central problems of global issues in business cases (LO3)</p> <p>3. LG: Communication Skills-: LO1: Students can present their business ideas properly LO2: Students can convey the idea briefly, clearly, and persuasively through written communication</p>				
Course Schedule	Week #	Topic and Sub-Topic	Reading Materials	Methods	Activities
	1	Introduction to Ethics: Basic Theories on Ethics: (1) Relativism in Ethics (2) Ethical Dilemma (3) Overcoming Ethical Dilemma Defining Business Ethics: (1) Defining Business Ethics Stakeholders. (2) Ethical Crises (3) History of Business Ethics (4) Solving Ethical Dilemma (5) Justifications of Unethical	<ul style="list-style-type: none"> <li>• AWG Ch. 1&amp; 2</li> <li>• Think Critically</li> </ul>	Lecture and Discussion	1) The lecturer explains the content of the syllabus, learning objectives, and contract on the learning process, and explains the first



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		Behaviors.			session's course content. 2) Students Define Their Class' Codes of Ethics for the Course.
	2	<p>Organizational Ethics:</p> <p>(1) Ethical Challenges in various Organizational functions.</p> <p>(2) Ethics for Human Resources Management.</p> <p>(3) Ethics in Finance.</p> <p>(4) Conflict of Interest.</p> <p>(5) Blowing the whistle</p> <p>(6) Preventing Corruption.</p>	<ul style="list-style-type: none"> <li>• AWG Ch.3 &amp; 7</li> <li>• PUGKI Prinsip 4</li> <li>• Case: Code of Ethics, Corporate Culture, WBS, Anti-Corruption program at PT BRI Tbk</li> </ul>	Group Presentation and Case Discussion	Presentation and Discussion using mini case according to the topic discussed; Lecturer facilitates and concludes the students' discussion



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	3	Ethics & Technology Ethics & Globalization	<ul style="list-style-type: none"> <li>• AWG. Ch. 8 &amp; 9</li> <li>• SJ Ch. 3</li> <li>• Thinking Critically</li> <li>• Case: The use of AI at PT GOTO</li> </ul>	Group Presentation and Case Discussion	Presentation and Discussion using mini case according to the topic discussed; Lecturer facilitates and concludes the students' discussion
	4	Corporate Social Responsibility & Sustainability (1) Management Concerns and Care. (2) Factors influencing the growth of CSR. (3) Sustainability, ESG: Triple Bottom Line Concept.	<ul style="list-style-type: none"> <li>• AWG. Ch. 4</li> <li>• SJ Ch. 9 &amp; 10</li> <li>• G20/OECD CG Principles 4</li> <li>• UFSURS Ch. 5</li> <li>• PUGKI Prinsip 8</li> <li>• KPMG (2017)</li> <li>• Aturan terkait di Indonesia</li> <li>• Case: PT Pertamina (Persero) Tbk</li> </ul>	Group Presentation and Case	Presentation and Discussion using mini
				Discussion	The case according to the topic discussed;
				Lecturer facilitates and draw conclusions	
				from the students' discussion	
5	Overview of Corporate	<ul style="list-style-type: none"> <li>• AWG. Ch. 5</li> </ul>	Group	Presentation and	



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	<p>Governance:</p> <p>(1) Efforts to establish Corporate Governance.</p> <p>(2) Governance Methodology,</p> <p>(3) Compliance or Justifications.</p> <p>(4) Effective Corporate Governance.</p> <p>(5) OECD CG Principles (2016), benefits of CG.</p>	<ul style="list-style-type: none"> <li>• SJ Ch. 4</li> <li>• UFSURS Ch. 1</li> <li>• CAM Ch. 2, 3</li> <li>• OECD, Principle 1</li> <li>• PUGKI Bab 1 &amp; 2</li> <li>• Aturan terkait di Indonesia</li> <li>• Case: PT Bank Mandiri Tbk</li> </ul>	<p>Presentation and Case</p> <p>Discussion</p>	<p>Discussion using mini</p> <p>The case according to the topic discussed;</p> <p>Lecturer facilitates and draw conclusions from the students' discussion</p>
	Mid-term exam			
6	<p>Agency theory, OECD Principle, Benefit of CG</p> <p>The rights and equitable treatment of shareholders and key ownership functions:</p> <ul style="list-style-type: none"> <li>• Shareholders Activism</li> <li>• Family-owned firms</li> </ul>	<ul style="list-style-type: none"> <li>• UFSURS Ch. 2, 3</li> <li>• OECD, Principle 2</li> <li>• PUGKI Prinsip 7</li> <li>• Aturan terkait di Indonesia</li> <li>• Claessens et al. (2000)</li> <li>• Case:</li> </ul>	<p>Group Presentation and Case Discussion</p>	<p>Presentation and Discussion using mini case according to the topic discussed; Lecturer facilitates and concludes the students' discussion</p>



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		Indofood, Acquisition (2020)		
	7 Institutional investors, stock markets and other intermediaries	<ul style="list-style-type: none"> <li>• UFSURS Ch. 4</li> <li>• OECD Principle 3</li> <li>• UK Stewardship Code</li> <li>• Aturan terkait di Indonesia</li> <li>• Case: Asabri</li> </ul>	Group Presentation and Case Discussion	Presentation and Discussion using mini case according to the topic discussed; Lecturer facilitates and concludes the students' discussion
	8 Disclosure and Transparency, Overview Internal control Risk management Role of external and internal auditors	<ul style="list-style-type: none"> <li>• UFSURS Ch. 6, 7</li> <li>• OECD, Principle 5</li> <li>• PUGKI Prinsip 5 &amp; 6</li> <li>• Aturan terkait di Indonesia</li> <li>• Case: Garuda Indonesia (2018)</li> </ul>	Group Presentation and Case Discussion	Presentation and Discussion using mini case according to the topic discussed; Lecturer facilitates and concludes the students' discussion



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	9	The responsibilities of the board of directors and Board structure	<ul style="list-style-type: none"> <li>• UFSURS Ch. 8</li> <li>• OECD, Principle 6</li> <li>• PUGKI Prinsip 1 &amp; 3</li> <li>• Aturan terkait di Indonesia</li> <li>• Case: Tiga Pilar (2020)</li> </ul>	Group Presentation and Case Discussion	Presentation and Discussion using Mini Case according to the topic discussed; the Lecturer facilitates and concludes the students' discussion.
	10	The board of Directors' performance, nomination, and remuneration	<ul style="list-style-type: none"> <li>• UFSURS Ch. 9</li> <li>• OECD, Principle 6</li> <li>• PUGKI Prinsip 2</li> <li>• Aturan terkait di Indonesia</li> <li>• Case: Garuda Indonesia (2019)</li> </ul>	Group Presentation and Case Discussion	Presentation and Discussion using Mini Case according to the topic discussed; Lecturer facilitates and concludes Students' discussion.
	Final Examination				
Textbooks, References, and Supplementary Materials (Maximum 3)	<p><b>Required Readings:</b></p> <ul style="list-style-type: none"> <li>• Ghillyer, Andrew. W. (2104), Business Ethics Now, 4th edition, McGraw- Hill (AWG).</li> <li>• KNKG (2021), Pedoman Umum Governansi Korporat Indonesia (PUGKI)</li> <li>• KPMG (2017), Sustainability guide for boards.</li> <li>• Simpson, Justin, and John Taylor (2013). Corporate Governance, Ethics and CSR, Kogan Page (SJ).</li> <li>• Utama, S., Fitryani, Siregar, S. V., Rahadian, Y., Utama, C.A., Simanjuntak, J.</li> </ul>				



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	(2022). Tata Kelola Korporat di Indonesia: Teori, Prinsip, dan Praktik, Penerbit Salemba Empat (UFSURS).							
Grading Component	Types of Activities	Instrument	Grade Weight (%)	LO1*	LO2*	LO3*	LO4*	
	PCL (5% per half semester)	Evaluation Sheet	10	V	V	V	V	
	Paper and Presentation of Case Study (20% per half semester)	Evaluation Sheet	40	V	V	V	V	
	Midterm Examination	Examination Questions	25	60%	30%	10%	0%	
	Final Examination	Examination Questions	25	60%	30%	10%	0%	
	<b>Total</b>		<b>100</b>					
	Other (i.e. Expectations on Classroom Conduct and Decorum etc.)	The 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 the lecturer. The problems and cases are taken from the textbook and other sources. Several sessions use <b>small group discussions</b> .						
		The specific learning methods used in this subject are:						
		1. Lecturing						
		2. Group Discussion						
		In almost all of the sessions, students will participate in group discussions. The discussion is designed to raise their curiosity as well as to solve some assigned problems.						
		Students are divided into groupings consisting of approximately 3-4 members (depending on the total number of students in the class) to study the assigned topics from the chapter under discussion. The group will then						



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assign one of its members to present a short presentation of the group's understanding and knowledge about the topic discussed by the group. The allocated time for the presentation is circa 10 minutes. The presentation then leads to class discussion including the lecturer's review at the end of each session.

Final Paper Description

Competence / Sub Competence	Learning Object	Parameters	Methods to complete assignment	Time Frame and Dead Line	Description of Output Expected from Assigned Task.
Able to assess business conducts as ethical or unethical	News and Articles from Magazines or Newspapers / Media that covers question-able business conducts.	3 Cases of Questionable Business Conducts that are being debated and discussed in various media.	During the first session student will be divided into groups, consisting of 4-5 students. Each group will collect data on 3 cases of questionable	Final paper is to be submit- ted during Session 9 of the Course. Selected papers will be the basis for final discussion during session 10	<ul style="list-style-type: none"> <li>The assigned paper must contain a report from the students that analyzes and discusses questionable business conduct.</li> <li>The assigned paper must also compare principles of ethics and business ethics as</li> </ul>



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				various perspectives		defined in the textbook (ideal or theoretical perspective ) and actual empirical data.
				aired		
				from various		
				stakeholders		
						<ul style="list-style-type: none"> <li>• The students must also be able to analyze and evaluate the factors influencing the decision for said questionable business conduct.</li> <li>• The students must be able to indicate what ethical conduct should be taken</li> </ul>



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								instead.
<p>Grading Criteria Final Paper</p> <ol style="list-style-type: none"> <li>a. Able to describe the questionable business conduct in detail, including the ethical dilemmas in line with the terminology as conceptually defined.</li> <li>b. Able to correctly explain the gaps found in comparing what is being acted in solving ethical dilemmas and the ideal theoretical conceptualization of the correct ethical decision.</li> <li>c. Able to provide suggestions on how the organization in question could improve the effectiveness in conducting business ethically.</li> <li>d. Able to correctly follow the standard principles and guidance for writing academic papers as indicated in the Guidelines for Writing Final Assignment, approved by the University, as per Universitas Indonesia President Decree Number 628/SK/R/UI/2008 dated June 16, 2008. The paper must be written on A4 size paper, using</li> </ol>								



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	Times New Roman 12 Font, 1-1.5 space, and must also include at least five (5) references, including two (2) books and two (2) academic journals, and to include Statement of Authorship. The paper must be bundled neatly.	
	<b>Student Study Effort Expected</b>	
	<b>Class Contacts:</b>	
	Lectures	25 Hours
	Tutor	0 Hours
	Collaborative Learning	40 Hours
	Presentation	.5 Hours
	<b>Other student study efforts:</b>	
Preparation for project/assignment/tests	80 Hours	