

MASTER OF MANAGEMENT SCIENCE CURRICULUM

NO	CODE	COURSES	CREDITS	TYPE
Semester I				
1	PFE 113	Marketing Management	3	C
2	PFE 213	Financial Management	3	C
3	PFE 313	Human Resource Management and Organizational Behavior	3	C
4	PFE 413	Industrial Organization and Macro Monetary	3	C
Total Credits			12	
Semester II				
1	PFE 123	Business Research Methodology	3	C
2	PFE 223	Strategic Management	3	C
3	PFE 323	Regional Corporate Finance	3	C
4	PFE 423	International Business	3	C
Total Credits			12	
Semester III				
Marketing Management Specialization				
1	MMP 133	Consumer Behavior	3	C
2	MMP 233	Service Marketing	3	C
3	MMP 333	Integrated Marketing Communication	3	C
4	MPP 133	Place Marketing	3	E
5	MPP 233	Product Management and Pricing Policy	3	E
6	MPP 333	Contemporary Marketing	3	E
7	MPP 433	Global Marketing	3	E
Total Credits			21	
Financial Management Specialization				
1	MMK 133	Regional Financial Management	3	C
2	MMK 233	Financial Statement Analysis	3	C
3	MMK 333	Investment Management	3	C
4	MPK 133	Empirical Financial Research	3	E
5	MPK 233	International Finance	3	E
6	MPK 333	Debt Management	3	E
7	MPK 433	Regional Financial Accounting	3	E
8	MPK 533	Islamic Financial Management	3	E
Total Credits			24	
Human Resource Management Specialization				
1	MMD 133	Human Resource Management for Competitive Advantage	3	C
2	MMD 233	Strategic Leadership and Competencies	3	C

3	MMD 333	Organizational Change and Development	3	C
4	MPD 133	Global Human Resource Management	3	E
5	MPD 233	Labor Relations and Health	3	E
6	MPD 333	Human Capital Development	3	E
7	MPD 433	Behavioral Research and Human Resource	3	E
8	MPD 533	Performance Management	3	E
Total credits			24	
Semester IV				
1	PFE 146	Thesis	6	C
Total Credits			99	
Mandatory Credits			42	

REVISI VISI, MISI, DAN TUJUAN

VISION

To become a competitive Master's Program in advancing Management Science based on local potential in Southeast Asia

MISSION

1. Organizing a Master's Program in Management Science based on Management principles and local potential
2. Conducting research grounded in Management Science and local potential
3. Carrying out community service initiatives based on Management Science and local potential
4. Managing the Study Program based on the principles of Good University Governance
5. Establishing strategic partnerships with the government to enhance the careers of civil servants, as well as with industries both domestically and internationally, particularly within Southeast Asia.

OBJECTIVES

1. To produce graduates in the field of management science who possess managerial skills and are capable of developing management theories based on local potential
2. To generate high-quality research in the field of management science rooted in local potential for the advancement of science and technology
3. To deliver community service activities based on local potential to improve community welfare

4. To implement study program governance under the principles of Good University Governance
5. To establish partnerships with the government in efforts to enhance the careers of civil servants, military personnel, police officers, and state-owned enterprises, as well as with industries through knowledge-sharing and other forms of collaboration in Southeast Asia.

Course Descriptions

1. Marketing Management

This course is offered to all postgraduate students in the early semester. It serves as one of the foundational knowledge areas that every postgraduate student in management science must acquire before selecting a specialization in later semesters. The course covers: understanding the role of marketing management, analyzing marketing opportunities, understanding marketing planning and consumer and business buyer behavior, as well as the key elements of a marketing planning strategy, including market segmentation, target market, positioning, and the marketing mix.

2. Financial Management

This course focuses on the three critical decisions faced by financial managers: investment decisions (capital budgeting), financing decisions (capital structure), and working capital decisions (working capital management). Financial managers must perform accurate analyses using appropriate methods to ensure decisions align with the company's goal of maximizing its value. To achieve this, the course is divided into six parts:

1. Overview of financial management, financial statement analysis, and the concept of the time value of money.

2. Valuation methods and investment decisions.
3. Discussion of the risk-return concept.
4. Financing decisions, including dividend policies and leasing.
5. Working capital management.
6. Mergers and acquisitions.

3. Human Resource Management and Organizational Behavior

This course introduces students to understanding human resource management and its relationship with corporate strategy. Additionally, it systematically explores human behavior within organizations, and the impact of such behavior on organizational performance, job satisfaction, and organizational effectiveness.

4. Industrial Organization and Macro-Monetary

This course examines macroeconomic analysis and the theoretical approach to industrial allocation. The industrial organization focuses on demand and supply by combining these foundational approaches with real-world conditions in competitive market scenarios. The basis of industrial organization lies in microeconomic theory, emphasizing the study of market functions and their influence on company behavior to sustain their market presence. This course comprehensively discusses industries and the macro-monetary conditions that encompass them.

5. Business Research Methodology

This course discusses the mechanisms of conducting business research. It aims to equip students with adequate knowledge, understanding, and skills in selecting research topics, collecting materials, preparing analytical tools, and writing research findings in the field of management science. In addition to understanding the research

planning process, students will be introduced to data processing and analysis methods, as well as qualitative research methodologies.

6. Strategic Management

This course introduces current trends in strategic management theory and practice. It emphasizes the integration of corporate-level, business-level, and functional-level strategies. The course also explores company competitiveness, creating market value, and developing internal capabilities and resources. Students will gain an understanding of and competence in answering the what, why, when, where, and how of strategic management, alongside systematic strategic planning models and commonly used analytical tools.

7. Regional Corporate Finance

This course discusses regional autonomy and decentralization, capitalist-liberal economic systems, socialist economies, and mixed economies. It also explores developing countries that practice decentralization in political, fiscal, and administrative fields. Furthermore, the course examines the internal and external factors driving the decentralization process.

8. International Business

This course aims to help students understand business in a global (international) context. It covers challenges, opportunities, alternative strategies, and elements that need to be managed to make the best decisions in facing global competition. Additionally, the course evaluates Indonesia's readiness to engage in global business to enhance the country's economy.

9. Consumer Behavior

This course discusses the factors influencing consumer behavior and decision-making, forming the basis for determining company marketing strategies, including segmentation, targeting, positioning, and marketing mix strategies (product, pricing, distribution, and promotion). The course also introduces students to the fundamentals of collecting information through consumer behavior research.

10. Service Marketing

The dynamics of the service sector are evident in the growth of industries such as banking, insurance, aviation, telecommunications, retail, tourism, and professional services (e.g., accounting firms, consultants, and law firms). Nonprofit organizations like NGOs, government agencies, hospitals, and universities increasingly recognize the need to improve their customer orientation. Even manufacturing companies now emphasize service elements in their products to enhance competitive advantage. This course explores the unique challenges of service marketing, which differ from traditional (product-based) marketing approaches.

11. Integrated Marketing Communication

This course is designed for students concentrating in Marketing Management, focusing on one aspect of the marketing mix: marketing communication or promotion. It aims to help students understand the meaning and role of marketing communication management and develop effective marketing communication strategies to support marketing activities.

12. Place Management

This course focuses on the strategic and operational aspects of managing physical spaces, such as cities, urban centers, public spaces, tourism destinations, and commercial areas. Students will critically examine how place management contributes to economic development, social cohesion, and competitive positioning. The course integrates theories from urban studies, marketing, public administration,

and management to equip students with skills to create, manage, and enhance the value of places for multiple stakeholders, including residents, visitors, investors, and policymakers.

13. Product Management and Pricing Policies

The course is divided into three parts: product management, pricing management, and logistics management. It guides students through the stages of new product development to minimize losses from product failure and increase the success rate of marketing new products. Pricing discussions emphasize psychological factors influencing consumers' willingness to pay beyond production costs. The course also covers supply chain elements, fundamental activities, and strategies to improve overall distribution efficiency, effectiveness, and reliability to enhance customer value.

14. Contemporary Marketing

Contemporary Marketing is a course that provides students with knowledge and skills by prioritizing mastery of the main topics, namely, 1. Marketing Research Design and Methods 2. Consumer Behaviour Research 3. Industrial Marketing Research 4. Primary Data Collection Techniques 5. Questionnaire Design. 6. Sampling 7. Data processing and analysis.

15. Global Marketing

In this course, students learn about the concepts, principles, and processes of international marketing. It is expected that students will be able to identify and apply these concepts and principles at the stage of applying global marketing case studies based on Aceh's local resources.

16. Regional Financial Management

This advanced course emphasizes technical managerial aspects of regional financial management, including the use of software tools (especially spreadsheets) in tasks and lectures. Topics include regional financial analysis,

liquidity planning, program prioritization, funding source planning, performance analysis, and variance analysis. Students will learn the principles of regional financial management and apply them to analyze real financial data from local governments.

17. Financial Statement Analysis

This course focuses on analyzing financial statements from the user's perspective, particularly investors. It helps students understand accounting information and its economic impact. Students learn to link internal business transactions with external factors (e.g., politics, economics, and social issues) and their influence on financial statements. By the end of the course, students will understand accounting information's role in financial statements and its application in decision-making processes.

18. Investment Management

This course delves into applying financial theories to investment practices. Topics include portfolio optimization, asset pricing theories, and their application in solving financial problems. The course covers various financial instruments and techniques for evaluating portfolio performance.

19. Empirical Financial Research

After taking this course, students can understand and explain the research design of current topics in the field of financial management. This course emphasizes the preparation of scientific articles that are suitable for publication both in print and orally through presentations at scientific forums both nationally and internationally. In particular, this course focuses on aspects of designing research methods in detail which include: research design, identification of operational definitions of variables and their measurements, determination of research objects; design of research instruments, formulation of statistical hypotheses, and determination of

relevant data analysis techniques. Students are also directed to understand data presentation and interpretation of data processing results, research limitations, and further research opportunities.

20. International Finance

Upon completing this course, students will be able to understand and explain international finance and its relevance to research in financial management and investment. This course emphasizes the preparation of dissertations or scholarly articles related to international finance, making them suitable for publication or presentation at scientific forums, both nationally and internationally. Specifically, this course focuses on macroeconomic variables in international finance, international securities, investment, and financial risks related to the global economy. The materials covered will be valuable for globally oriented businesses and especially beneficial for students preparing dissertations in financial management.

Topics include international business theories, the balance of payments, international financial markets, foreign exchange, exchange rate risk management, options and futures, and international investment management.

21. Debt Management

This course provides a comprehensive understanding of debt management principles and practices, focusing on corporate and government perspectives. Students will explore strategies for managing debt, including borrowing policies, debt instruments, risk management techniques, and legal frameworks. The course also addresses the impact of debt on financial stability and economic growth, with case studies on public debt management and corporate debt restructuring.

22. Regional Financial Accounting

This course discusses an introduction to local financial accounting, the local financial accounting cycle, preparation of local government financial

statements, and analysis of local government financial statements, under applicable government accounting standards (SAP) and regulatory developments within the scope of government. This course is designed to improve students' ability to compile the local financial accounting cycle, present local government financial reports, and analyze local government financial performance using financial ratios based on financial reports prepared based on accounting standards and regulations within the scope of government.

23. Islamic Financial Management

This mandatory course for the Sharia MSM concentration provides insights into Sharia financial management at the corporate level. It covers the theory and application of corporate finance based on Sharia principles, including Sharia financial instruments and tools like capital budgeting analysis, financial structure analysis, and corporate portfolio analysis. The course also discusses how companies manage finances and make decisions using Sharia concepts and instruments. Prerequisites include completing the "FiqhMuamalah for Finance and Banking" course.

24. Human Resource Management for Competitive Advantage

This advanced course in human resource management discusses the paradigm shift in HR management, which views employees as human capital supporting strategic processes and providing sustainable competitive advantages. Consequently, this paradigm shift introduces a managerial approach that considers employees as human capital investors and equal partners in achieving strategic goals. This course provides foundational knowledge for students specializing in Human Resources.

25. Strategic Leadership and Competencies

The essence of leadership is the ability to make others follow willingly. While every superior holds power, not all can inspire voluntary followership. This course

discusses the characteristics and challenges of leaders across various organizational contexts, the role of executives in shaping, implementing, and altering strategies, and the development of competencies in motivating people, creating productive relationships, and influencing the work environment to achieve high performance. It also considers dynamic business conditions and the need for leaders to master continuous learning capabilities.

26. Organizational Change and Development

Development and change are inevitable in the business world. To grow and thrive, every business organization needs professionals with the knowledge and technical skills to manage development and change effectively. This course introduces students to organizational development processes designed to improve company performance and create a conducive workplace. It covers intervention techniques that promote learning and change in HR processes, technostructural elements, HR management, and strategic changes. Students will also learn the knowledge and skills required to become effective organizational change agents.

27. Global HRM

This course facilitates students in explaining and analyzing global human resource management, knowledge management, international expertise networks, and international mobility. To achieve these competencies, students will study various perspectives in international human resource management, assess the contribution of the HR function within organizations, practice formative exercises weekly, analyze and solve international HRM cases, participate in discussions, and engage in Q&A sessions. The course covers the following topics: the global environment, HRM and international HRM; globalization and human resource management; organizations driving globalization; the impact of technology on global HRM; knowledge management and global expertise networks; global themes (capabilities, employer

branding, and talent management); and managing international mobility and measuring the contribution of the HR function to the organization. Student's mastery of this course will be assessed through assignments and written tests(objective).

28. Labor Relations And Health

This course provides an advanced and critical examination of the complex relationship between labor relations and occupational health and safety (OHS) in both national and global contexts. It integrates theories of industrial relations with public health and organizational behavior frameworks to address how labor-management dynamics affect employee well-being, workplace safety, and overall productivity. The course emphasizes empirical research, contemporary challenges in labor relations (e.g., globalization, precarious work, digital transformation), and evidence-based practices in promoting health and safety in labor environments.

29. Human Capital Development

This course explores the concepts, principles, and practices of developing human capital within organizations. Students will learn about the strategic role of human capital in achieving organizational goals, how to design and implement talent development programs, and how to foster a learning and performance-driven culture. The course emphasizes both theoretical frameworks and practical applications such as competency development, leadership training, career development, and succession planning.

30. Behavioral Research and Human Resource

Explain the concepts and techniques in conducting research on behavior and human resources, including the scope of HR research, types and stages of HR research, sources, measurement and data measurement techniques, instrument development, variable measurement, sampling determination, data analysis, interpretation of research results, report writing, and presentation of research findings.

Performance Management

This course provides students with a framework and concepts for performance management, focusing on performance appraisal and rewards. It covers alternative performance appraisal methods, individual and group reward systems, and the design of integrated performance appraisal and reward systems linked to business strategies. This foundational course is essential for students specializing in Human Resources.