



**Faculty of Business Administration
Bilkent University
Bilkent, Ankara, Turkey**

ECTS Course Descriptions

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Grading:

Bilkent University uses letter grades with pluses and minuses. Passing grades range from **A** to **D-**; **F** is failing. The numerical equivalents of the grades are:

		B+	3.30	C+	2.30	D+	1.30		
A	4.00	B	3.00	C	2.00	D	1.00	F	0.00
A-	3.70	B-	2.70	C-	1.70	D-	0.70		

Other grades used are **S** (Satisfactory), **U** (Unsatisfactory), **I** (Incomplete), **P** (in Progress), **T** (Transfer) and **W** (Withdrawal).

ECTS grading scale is the following:

A	Excellent (outstanding performance with only minor errors)
B	Very good (above the average standard but with some errors)
C	Good (generally sound work with a number of notable errors)
D	Satisfactory (fair but with significant shortcomings)
E	Sufficient (performance meets the minimum criteria)
FX	Fail (some more work required before the credit can be awarded)
F	Fail (considerable further work is required)

Comparison of ECTS and Bilkent grading scales:

Bilkent	A, A-	B+, B, B-	C+, C, C-	D+, D	D-	I	F
ECTS	A	B	C	D	E	FX	F

Code:	MAN 201
Title:	Introduction to Business
Credit:	6 ECTS
Lecturer(s)	Instructor K. Zeynep Girgin, MA Instructor Jale Gürzümar
Period:	Fall
Level:	Introductory
Teaching and Examination Methods:	Lectures, reading assignments, attendance and participation in class discussions, group term papers and oral presentations of these papers, quizzes, Internet Case projects, in-class and take-home examinations. Participation 15%; Presentation 15%; Team Projects 40, Examinations 30%.
Description:	<p>MAN 201 Introduction to Business aims to introduce Management students to the different fields of their area of study in a way that they start to learn and like it. The course emphasises main issues of management (i.e. ethics and social responsibility), globalization (e.g. international business, diversity, e-business), and gaining (and developing) some important competences students will need in their education and future jobs (e.g. verbal and oral language skills, interpersonal and teamwork skills; critical thinking, etc).</p> <p>Material to be covered includes Fundamentals of Business and Economics, Ethics and Social Responsibility of Business, Global Business, Functions and Skills of Management, Organisation, Teamwork and Communication, Production of Quality Goods and Services, Motivation, Today's Workforce and Employee-Management Relations, Human Resources Management, Marketing and Customer Service, Financial Management and Banking.</p>
Literature:	<p>Textbook: Mescon, M. H., Bovee, C. L., Thill, J. V., 2002, <u>Business Today</u>, 10th Edition, New Jersey: Prentice Hall</p> <p>Companion Web Site: http://myphilip.pearsoncmg.com</p> <p>Additional materials and readings are made available in class.</p>
Prerequisites:	
For more information:	zgirgin@bilkent.edu.tr

Code:	MAN 213
Title:	Principles of Financial Accounting
Credit:	6 ECTS
Lecturer(s)	Instructor Nazli Akman, CPA Assistant Professor S. Tulug Ok Instructor Elif Dayar
Period:	Fall
Level:	Introductory
Teaching and Examination Methods:	Lectures, problem solving, participation in class discussion, quizzes and midterm and final examinations. Examinations 80%, quizzes 10% and class participation 10%
Description:	An introductory accounting course, that covers the accounting environment, basic mechanics of record keeping and reporting of financial statement information. Specifically, the topics covered include the generally accepted accounting principles, the accounting cycle, preparation and reporting of financial statements (balance sheet, income statement, cash flow statement, and statement of shareholders' equity) together with the discussion of individual accounts that are included in those financial statements (i.e. current assets; long-term assets and accounting for depreciation; liabilities and shareholders' equity).
Literature:	Principles of Financial Accounting-Conflux of International and Turkish Accounting Standards - 2001 – Can Simga Mugan Nazli Hosal Akman - Akademi Yayin Hizmetleri A.S.
Prerequisites:	
For more information:	nakman@bilkent.edu.tr

Code:	MAN 216
Title:	Elements of Finance
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Suleyman Tulug Ok
Period:	Spring
Level:	Introductory
Teaching and Examination Methods:	Lectures, participation in class discussion, sit-in examinations, quizzes, homework. Participation 10%; Quizzes 10%; Examinations 80%
Description:	<p>MAN 216 Elements of Finance is an introductory finance course, which aims to acquaint non-business students with the main concepts of finance and provide them with a fundamental knowledge of the discipline that they might benefit from in their future professional careers.</p> <p>Material to be covered includes time value of money, risk & rates of return, asset valuation, capital budgeting and ratio analysis</p>
Literature:	Fundamentals of Financial Management – 10 th Edition, Thomson South - Western 2004 by Eugene F. Brigham & Joel F. Houston.
Prerequisites:	
For more information:	tulug@bilkent.edu.tr

Code:	MAN 256
Title:	Management Science
Credit:	6 ECTS
Lecturer(s)	Professor Erdal Erel Assistant Professor Yavuz Gunalay Visiting Professor Thomas Jefferson
Period:	Spring
Level:	Introductory
Teaching and Examination Methods:	Lectures, assignments and in-class and computer application examinations. Assignments (10%), Computer Exam (20%), closed book exams (70%)
Description:	This course is an introductory course to the concepts and methods of management science. The objective is to provide an appreciation and a sound conceptual understanding of quantitative approaches to managerial decision-making. The course is applications oriented. Model formulation, interpretation of the software output and how to use that output in decision making will be emphasized. During the course MS Excel Solver software is used to solve models generated. A Lab session is provided for the students to get familiar with the Solver plug-in software.
Literature:	Taylor, B. W., "Introduction to Management Science", 7 th Ed., Prentice Hall, 2003. Anderson, Sweeney and Williams, "Introduction to Management Science", 10 th Ed., South-West, 2004.
Prerequisites:	Introduction to linear algebra
For more information:	erel@bilkent.edu.tr gunalay@bilkent.edu.tr

Code:	MAN 262
Title:	Organizational Behavior
Credit:	6 ECTS
Lecturer(s)	Professor Umit Berkman Assistant Professor Zahide Karakitapođlu-Aygün
Period:	Fall/Spring
Level:	Introductory
Teaching and Examination Methods:	Lectures, participation in class discussion, in-class examinations, group project. Participation 15%; Examinations 55%, Group Project 30%.
Description:	The purpose of this course is to provide a basic knowledge about human behavior in organizations. Organizational behavior is the study of how individuals and groups influence the behavior within an organization. The course will introduce concepts and theories in a variety of areas including work attitudes and values; personality, perception and attribution, motivation, leadership and group dynamics. At the end of this course, students will have covered the major topics within the field of organizational behavior and should be able to understand more about how people think and behave in organizations.
Literature:	Stephen. P Robbins, Organizational Behavior. 10 th edition, Prentice-Hall, 2003.
Prerequisites:	
For more information:	zkaygun@bilkent.edu.tr

Code:	MAN 300
Title:	Business Law
Credit:	6 ECTS
Lecturer(s)	Instructor Anjariitta Rantanen, LLM
Period:	Fall
Level:	Intermediate
Teaching and Examination Methods:	There are two midterm examinations and a comprehensive final examination. In determination of grades, the first midterm (definitions/essays) counts for 20%, the second (cases) for 25%, and the final examination (essays/cases) for 30%. In addition, students will prepare a report on a specific topic of commercial law based on additional readings. The term report represents 10% of the semester grade. Continuous assessment measured through pop-up quizzes counts for 10% and positive participation for 5%.
Description:	<p>The objective of MAN 300 is to acquaint the students to the legal environment of business. After an introduction to basic legal concepts and a short overview of the Turkish legal system, the emphasis will be on law of obligations and commercial law. An ancillary aim of the course is to familiarize the students with legal analysis and terminology, with a view to accustoming them to conducting international business contract negotiations.</p> <p>Law of obligations topics include for contracts offer and acceptance, genuineness of assents (fictitious transaction, mistake, fraud, duress, inequality in contractual relationship), legality, form and representation; for tort law, conditions and amount of compensation; and for unjust enrichment conditions and amount of reimbursement. Performance and default, remedies for breach, assignment and termination are all covered.</p> <p>Commercial law part of the course starts with basic concepts of commercial undertaking, merchant, rights and duties of merchants, commercial registry, trade name, unfair competition and trademark. Consumer protection and competition law are studied in more detail. All business organizations (general partnership, limited partnership, partnership divided into shares, limited liability corporation and corporation) are covered, but the main emphasis is on publicly held corporations. The semester ends with an introduction to capital market legislation</p>
Literature:	Lecture notes
Prerequisites:	Introduction to Business
For more information:	anja@bilkent.edu.tr http://www.bilkent.edu.tr/~anja/man300

Code:	MAN 302
Title:	Business Forecasting
Credit:	6 ECTS
Lecturer(s)	Professor Dilek Önkal
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, projects, forecasting studies, in-class examinations. Participation 10%; Projects and forecasting studies 15%; Examinations 75%.
Description:	The purpose of this course is to provide the concepts and principles of a variety of forecasting models. The emphasis is on the establishment of a process for effective forecasting. Specific methods and techniques presented within the context of this overall process include Smoothing Techniques, Time Series Decomposition, Regression Analysis, Univariate Box-Jenkins Methodology, and Judgmental Forecasting.
Literature:	J.E. Hanke, D.W. Wichern & A.G.Reitsch: Business Forecasting, New Jersey: Prentice Hall (7 th Edition)
Prerequisites:	
For more information:	onkal@bilkent.edu.tr

Code:	MAN 312
Title:	Managerial Accounting
Credit:	6 ECTS
Lecturer(s)	Instructor Nazli Akman, CPA Assistant Professor Suleyman Tulug Ok
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, problem solving, case studies, participation in class discussion, quizzes and midterm and final examinations. Examinations 80%, case studies-quizzes 15% and class participation 5%
Description:	The aim of the course is to introduce the students to the main issues in management accounting. Special emphasis will be put on decision making at different levels of management, and on data and reports to facilitate the decision making process. Topics covered include: cost volume profit analysis, cost behavior, costing systems, budgeting, unit cost calculations, pricing, variance analysis, responsibility accounting and performance evaluation.
Literature:	Managerial Accounting- Ray H. Garrison and Eric W. Noreen- 10 th Edition
Prerequisites:	Principles of Financial Accounting
For more information:	nakman@bilkent.edu.tr

Code:	MAN 321
Title:	Corporate Finance
Credit:	6 ECTS
Lecturer(s)	Professor Kürat Aydođan Assistant Professor Zeynep Önder Assistant Professor Aslyhan Salih Assistant Professor Aydin Yüksel
Period:	Fall/Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, problem assignments, participation in class discussions, in-class examinations, quizzes, term project Examinations 80%; Term Project 10%; Participation 5%; Quizzes 5%
Description:	MAN 321 Corporate Finance introduces the students to the world of finance, especially to the fundamental concepts of finance, such as time value of money, risk, rates of return, and financial operations of businesses, and aims to equip the students with the decision rules used in the area of financial management. The material covered includes analysis of financial statements, financial environment, determinants of interest rates, measures of risk and return, time value of money, bond, stock and preferred stock valuation, cost of capital, capital budgeting, capital structure and leverage and dividend policy.
Literature:	Brigham, Eugene F. and Joel F. Houston. Fundamentals of Financial Management, Thomson, South-Western, 10th Edition, 2004.
Prerequisites:	Introduction to Macroeconomics and Principles of Financial Accounting
For more information:	http://www.bilkent.edu.tr/~zonder/man321.htm

Code:	MAN 322
Title:	Money and Banking
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Süheyla Özyıldırım Assistant Professor Levent Akdeniz Assistant Professor Zeynep Onder
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, term-projects, in-class examinations. Term-Projects 20%; Examinations 80%.
Description:	<p>MAN 322 Money and Banking is a course to introduce a few basic economic principles about the practice of money and banking. The structure of financial markets and the foreign exchange markets, financial institution management and the role of monetary policy in the economy are emphasized.</p> <p>Material to be covered includes understanding interest rates, the behavior of interest rates, term and risk structure of interest rate, the determination of foreign exchange rates, money demand, structure of central banks, multiple deposit creation and the money supply process, aggregate demand and supply, money and inflation relation, theory of rational expectations and implications for policy, an economic analysis of financial structure, the banking firm and the management of the financial institutions, economic analysis of banking regulation.</p>
Literature:	The Economics of Money, Banking and Financial Markets, Frederic S. Mishkin, Addison-Wesley, 2004
Prerequisites:	Introduction to Microeconomics and Introduction to Statistics
For more information:	suheyla@bilkent.edu.tr

Code:	MAN 332
Title:	Marketing Strategy
Credit:	6 ECTS
Lecturer(s)	Visiting Professor Seçil Tunçalp
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussions, and case studies. Students will be given in-house marketing strategy experience by having them participate in a computer simulation game called MARKSTRAT. Exams will cover any material in the textbook and any other materials covered in lectures. Exams may include both objective type (multiple choice, true/false) and essay type questions.
Description:	Analytical integration of tools, factors, and concepts and by management in establishing marketing strategy and plans. The course focuses on the situation analysis, determination of strategic objectives and ideas, development of marketing program for the four P's, and the overall marketing plan, and the plan's execution, evaluation and control.
Literature:	Marketing Strategy and Plans by David J. Luck, O. C. Ferrell and George H. Lucas, Jr. Prentice Hall International - Third Edition
Prerequisites:	MARKSTRAT 3: The Strategic Marketing Simulation By Jean-Claude Larreche and Hubert Gatignon South-Western College Publishing
For more information:	tuncalp@bilkent.edu.tr

Code:	MAN 335
Title:	Fundamentals of Marketing
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Ozlem Sandikci Visiting Professor Secil Tuncalp
Period:	Fall
Level:	Intermediate
Teaching and Examination Methods:	Lectures, assignments, participation in class discussion, in-class examinations. Participation 20%; Individual Assignments 10%; Group Project 20%; Examinations 50%.
Description:	<p>MAN 335 Fundamentals of Marketing is an introductory level course that aims to equip the students with a foundation in marketing on which they can later build. It discusses marketing as a philosophy that guides the entire organization and enables it to build and manage profitable and long-term relationships with the customers.</p> <p>Material to be covered includes fundamentals of marketing management and strategy, understanding and managing the marketing environment, consumer and business markets, segmentation, targeting and positioning, products, services and brands, new product development, branding strategies, pricing strategies, marketing channels and supply chain, retailing and wholesaling, advertising, sales promotion and public relations, global marketplace, technology, society, ethics and marketing.</p>
Literature:	P. Kotler and G. Armstrong, Principles of Marketing, 10 th edition, Pearson Prentice Hall, 2004.
Prerequisites:	Micro and Macro Economics, Introduction to Business
For more information:	sandikci@bilkent.edu.tr

Code:	MAN 336
Title:	Marketing Management
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Ahmet Ekici
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, group and individual homework and term projects, participation in class discussion, student presentations, in-class examinations. Participation 5%; Presentation 5%; Examinations 55%; Projects 35.
Description:	MAN 336 has been specially designed to fill some of the important gaps in marketing education. Upon completing the basic introductory course, Man 335 Fundamentals of Marketing, all management students are now given the opportunity to advance their marketing knowledge into specific and "hot" topics in marketing. Over the last a few years new product development and branding have emerged as two of the most important areas of marketing practice and correspondingly of marketing education. As a result, main objective of this course is to provide students with the conceptual/theoretical background on these two issues and discuss the developments in the area of NPD and branding with some of the best practices in the business world, both locally and globally.
Literature:	Reading Package 1: Differentiation and Positioning Available at the library reserve desk Reading Package 2: New Product Development Available at the library reserve desk Reading Package 3: Branding Available at the library reserve desk
Prerequisites:	Fundamentals of Marketing
For more information:	ekici@bilkent.edu.tr

Code:	MAN 341
Title:	Production Management
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Dogan Serel Assistant Professor Emre Berk Assistant Professor Yavuz Gunalay
Period:	Fall
Level:	Intermediate
Teaching and Examination Methods:	Lectures, homework and reading assignments, participation in class discussion, written in-class examinations (3 midterm, 1 final). Assessment: Homework, Quiz, Participation 15%; Examinations 85%.
Description:	<p>MAN 341 Production Management is an introductory course in operations management and is a core course in the business curriculum. It is designed to provide students with a broad-based introduction to the long-range planning and design of production and service systems. The role operations management plays in achieving the overall goals of an organization is studied. Methods of quantitative analysis employed in production management decision making are examined.</p> <p>Topics include operations strategy, productivity analysis, product and process design, reliability models, layout, capacity and location planning, job design and work measurement, quality management, and statistical process control.</p>
Literature:	<p>Stevenson, W. J., Operations Management, 8th Ed., McGraw-Hill, 2004.</p> <p>Additional readings.</p>
Prerequisites:	Introduction to Management Science
For more information:	serel@bilkent.edu.tr eberk@bilkent.edu.tr gunalay@bilkent.edu.tr

Code:	MAN 342
Title:	Production Planning, Scheduling and Control
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Dogan Serel Assistant Professor Emre Berk Assistant Professor Yavuz Gunalay
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, homework and reading assignments, participation in class discussion, written in-class examinations (3 midterm, 1 final). Assessment: Homework, Quiz, Participation 15%; Examinations 85%.
Description:	This core course in the business curriculum is a continuation of MAN 341 Production Management offered in the Fall term. Tactical and operational level production management decisions are explored. Topics include forecasting, aggregate planning, supply chain management, deterministic and stochastic inventory models, material requirements planning, just-in time systems for waste elimination, job shop scheduling, project management, and waiting lines/queuing.
Literature:	Stevenson, W. J., Operations Management, 8 th Ed., McGraw-Hill, 2004. Additional readings. .
Prerequisites:	Introduction to Management Science, Production Management
For more information:	serel@bilkent.edu.tr eberk@bilkent.edu.tr gunalay@bilkent.edu.tr

Code:	MAN 352
Title:	Management Information Systems
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Yavuz Gunalay
Period:	Fall
Level:	Intermediate
Teaching and Examination Methods:	Lectures, participation in class discussion, assignments, term-project (with presentation), in-class examinations. Participation 10%; Assignments 10%; Term-Project 20%; Examinations 60%.
Description:	<p>This course provides an introduction to fundamental concepts of Management Information Systems in the modern business environment. In order to increase the students' awareness on real-world problems, text's case studies are used for in class discussions. These real world problems include the role of information systems in business, the advantages of information systems, and development and management of information systems.</p> <p>Besides Information Systems (IS), students are introduced to current and future information technologies (IT) those influence the new IS designs. A good balance between technology and system concepts is tried to be established in MAN352.</p> <p>Also, students are expected to work on a small business problem, and create an information system that solves that problem. During this term project, students are encouraged to use MicroSoft Access database management software. However, they are not expected to be expert computer users. Assignments and lab demos are used to improve students' computer skills.</p>
Literature:	<p>Jessup and Valacich, Information Systems Today, Prentice Hall, 2003.</p> <p>Additional readings available at the reserve section of the library.</p>
Prerequisites:	Introductory level computer skills course.
For more information:	gunalay@bilkent.edu.tr

Code:	MAN 361
Title:	Organizational Theory
Credit:	6 ECTS
Lecturer(s)	Professor Umit Berkman Visiting Assistant Professor Fred J. Woolley
Period:	Fall
Level:	Intermediate
Teaching and Examination Methods:	Lectures, Cases, Video Cassettes; Mid-term Exam 1 (25%); Mid-term Exam 2 (25%); Final Exam (40%); Participation, Cases and Attendance (10%)
Description:	The course studies the basic concepts, theories and techniques necessary for understanding, designing and managing organizations. The course emphasizes the macro characteristics of organizations rather than the individual behavior in organizations. The emphasis is on the task of organizational units, organizational environment and structure. The key issues are how organizations work and how organizations are designed and managed in order to attain organizational effectiveness and adapt to change.
Literature:	Richard L. Daft; Organization Theory and Design, International Edition, Thomson South-Western Publishing, 2004.
Prerequisites:	Organizational Behavior
For more information:	berkman@bilkent.edu.tr fwoolley@bilkent.edu.tr

Code:	MAN 401
Title:	Managerial Economics
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Süheyla Özyıldırım Assistant Professor Levent Akdeniz
Period:	Fall
Level:	Intermediate
Teaching and Examination Methods:	Lectures, homework, in-class examinations. Homework 10%; Examinations 90%.
Description:	<p>MAN 401 Managerial Economics is designed to give students an understanding of the basic principles of microeconomics. The tools of managerial economics can be applied by managers in profit-seeking firms and in the public and non-profit sectors of the economy.</p> <p>Material to be covered includes optimization techniques, theory of consumer behavior, demand and supply analysis, estimation of demand and supply functions, product and cost analysis in the short-run and in the long-run, markets and market structure, perfect and monopolistic competition, monopoly, oligopoly and production, pricing under different market structures, game theoretic rivalry and decision making under uncertainty.</p>
Literature:	Managerial Economics, Applications, Strategy and Tactics, James R. McGuigan, R. Charles Moyer and Frederick H. deB. Harris, Thomas Learning, 2005.
Prerequisites:	
For more information:	suheyla@bilkent.edu.tr

Code:	MAN 403
Title:	International Business
Credit:	6 ECTS
Lecturer(s)	Instructor Lale Tomruk Gümüplüođlu
Period:	Fall
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion of articles, group presentations and reports, in-class examinations. Participation 10%, Presentation & Report 20%, Examinations 70%.
Description:	<p>MAN 403 centers around the setting of international business in the 21st century and its implications for firm strategies. Emphasis is on identification, analysis and resolution of managerial issues within the context of international operations.</p> <p>Material to be covered includes global business environment, national business environments (culture in business, economic systems and development), international trade and investment (trade theories, international trade, business-government trade relations, foreign direct investment, regional economic integration), international financial markets, international business management (strategies, structures, different entry modes for international operations and management of marketing, production and human resources)</p>
Literature:	<p>Wild, J.W., Wild, K.L. & Han, J.C.Y., International Business, Prentice Hall, 2003.</p> <p>Students are encouraged to use the web site offered with the textbook (www.prenhall.com/wild) which presents articles, internet resources for in-depth research on selected topics, online testing and resources for improving study and writing skills.</p> <p>Additional readings from recent journal publications are provided by the instructor to enrich in-class discussions. Students are required to spend a modest amount of time in reading these articles related with international business topics.</p>
Prerequisites:	Senior standing
For more information:	tomruk@bilkent.edu.tr

Code:	MAN 404
Title:	Investment Analysis
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Zeynep Önder
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, problem assignments, participation in class discussions, in-class examinations, quizzes, term project Examinations 65%; Term Project 20%; Participation 5%; Quizzes 10%
Description:	<p>MAN 404 Investment Analysis builds on the tools and concepts that have been introduced at the basic finance course. It aims to teach the students the foundations of asset valuation in competitive markets and the application of basic analytical tools in managing risk and return. In the process, the characteristics of financial markets and financial instruments, the statistical analysis of portfolio risk and return, and the construction of portfolios are discussed. The emphasis is given to the application of the techniques to the Istanbul Bond and Stock Exchanges.</p> <p>The material covered includes trading securities, security markets, portfolio selection problem, portfolio analysis, equilibrium factor models, fixed-income securities, bond analysis, bond portfolio management, common stocks and earnings, portfolio performance evaluation, options and futures.</p> <p>Term project involves the application of the concepts learnt in class to the assets traded in the Istanbul Bond and Stock Exchanges. The project consists of five reports. Each student will be assigned to certain stocks and bonds. Students are required to form portfolios, calculate risk and return of portfolios, drive efficient frontier, determine optimal portfolio, calculate betas of stocks and portfolios, evaluate the performance of their optimal portfolio and estimate yield curve using Turkish Treasury bills and government bonds.</p>
Literature:	Sharpe, William F., Gordon J. Alexander and Jeffery V. Bailey. 1999. Investments. Prentice-Hall, Sixth Edition.
Prerequisites:	Corporate Finance
For more information:	http://www.bilkent.edu.tr/~zonder/man404.htm

Code:	MAN 406
Title:	Business Strategy
Credit:	6 ECTS
Lecturer(s)	Instructor Lale Tomruk Gümüplüođlu
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, in-class case studies, participation in class discussion, group presentations and reports, in-class examinations. Participation 10%, Presentations & Reports 40%, Examinations 50%.
Description:	<p>A capstone course dealing with strategy decisions and their implementation and executive action. The course centers around the theme that a company achieves a sustained success if and only if its managers (1) have a timely strategic game plan for running the company and (2) implement and execute the plan with proficiency.</p> <p>Material to be covered includes industry and competitive analysis, company resources and competitive capabilities, SWOT analysis, strategies for competing in globalizing markets, business models and strategies in the internet era, strategy and competitive analysis in diversified companies, evaluating the strategy of diversified companies, strategy execution, corporate culture and leadership-keys to effective strategy execution.</p>
Literature:	<p>Thompson, A.A. & Strickland, A.J., Strategic Management: Concepts and Cases, McGraw-Hill, 2003.</p> <p>Strat-Tutor Software Package: students are encouraged to use this computerized study guide for the whole text and the cases at the web site: www.mhhe.com/thompson</p>
Prerequisites:	Senior standing
For more information:	tomruk@bilkent.edu.tr

Code:	MAN 423
Title:	Financial Modeling
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Aydin Yuksel
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, homework assignments, projects, in-class examinations Homework 20% Examinations 80%
Description:	<p>In this course, students learn how to construct and simulate financial models using spreadsheets. Microsoft Excel offers a good balance of ease-of-use, flexibility and efficiency in financial modeling, and has become the standard in the finance community.</p> <p>A risk analysis and simulation add-in for Excel, @Risk, will be used extensively to quantify and analyze risk.</p> <p>Material to be covered includes planning for retirement, capital rationing, preparing pro forma financial statements, financial analysis of leasing, portfolio selection problems, and binomial option pricing.</p>
Literature:	<p>Simon Benninga, Financial Modeling, The MIT Press, 2nd Edition, 2000.</p> <p>Additional material available online at http://www.bilkent.edu.tr/~ayuksel/man423.html</p>
Prerequisites:	Introduction to Probability and Statistics, Corporate Finance
For more information:	ayuksel@bilkent.edu.tr

Code:	MAN 424
Title:	Risk Management
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Aslıhan Altay-Salih
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, homeworks, term-project, in-class examinations. Participation and Homeworks 10%; Project 30%; Examinations 60%.
Description:	This course is designed to introduce the concept of financial risk management and the derivatives markets to senior undergraduate students. After taking this course students will possess a working knowledge of how derivative securities can be analyzed, priced and applied to investment and financial strategies. Real life applications will be emphasized. More importantly the concept of risk management and the question of why risk management is an important tool for modern financial institutions will be explored. The topics will include forwards, futures, swaps, options, hedging, and value at risk (VAR). The target student group of this elective course is students who are planning to work in treasury departments of banks, in brokerage houses as portfolio managers, researchers, strategists, and academicians.
Literature:	John C. Hull, 2002, Fundamentals of Futures and Options Markets, Fourth Edition, International Edition, Prentice-Hall Jorge Mina and, Jerry Y. Xiao, 2001, Return to RiskMetrics - the Evolution of a Standard, RiskMetrics Group, (Downloadable from www.riskmetrics.com)
Prerequisites:	Introduction to Micro and Macro Economics, Corporate Finance, Strong Quantitative Background, Consent of Instructor.
For more information:	asalih@bilkent.edu.tr

Code:	MAN 431
Title:	Marketing Research
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Ahmet Ekici
Period:	Fall
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, group and individual homework and term projects, participation in class discussion, student presentations, in-class examinations. Participation 10%; Presentation 5%; Examinations 25%; Projects 60.
Description:	<p>MAN 431 is designed to expose students to various marketing research methods that are currently being used in the industry in order to find solutions for problems that various companies are facing. More specifically, by the completion of this course, students should be able to understand the organizational value and context of information gathering in marketing, know when to collect primary and secondary data, determine the appropriate data analysis technique, and persuasively communicate/report research results.</p> <p>Material to be covered includes, marketing research process, marketing research ethics, research design, secondary data, qualitative data collection and analysis techniques (in-depth interviewing, focus group, and projective techniques), quantitative data collection and analysis techniques including measurement techniques, questionnaire design, sampling decisions, field work issues, data preparation for quantitative analysis, hypothesis testing, correlation and regression.</p>
Literature:	<p>Kumar, Day and Aaker, Essentials of Marketing Research, 2nd edition,</p> <p>Additional reading materials are available in the library reserve desk</p>
Prerequisites:	Fundamentals of Marketing and Marketing Management
For more information:	ekici@bilkent.edu.tr

Code:	MAN 432
Title:	Consumer Behavior
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Ozlem Sandikci
Period:	Fall
Level:	Advanced
Teaching and Examination Methods:	Lectures, assignments, participation in class discussion, student presentations, in-class examinations. Participation 15%; Individual Assignments 25%; Group Project 30%; Examinations 30%.
Description:	<p>MAN 432 Consumer Behavior is an advanced level course in marketing that focuses on understanding and management of consumer-marketer relationship. The course examines concepts and theories from the social sciences and uses them to understand consumers and develop, evaluate, and implement effective marketing strategies.</p> <p>Material to be covered includes consumer learning, perception and memory, motivation, persuasion and attitudes, consumer decision making, satisfaction, reference groups and consumption behavior, self concept and body image, household consumption behavior, income and social class, age subcultures, culture and consumption behavior, ethics and social responsibility in consumption behavior.</p>
Literature:	<p>M. Solomon, G. Bamossy, and S. Askegaard, Consumer Behavior: A European Perspective, Prentice Hall, 2002.</p> <p>Additional readings are listed online at www.bilkent.edu.tr/~sandikci</p>
Prerequisites:	Marketing Management
For more information:	sandikci@bilkent.edu.tr

Code:	MAN 433
Title:	International Marketing
Credit:	6 ECTS
Lecturer(s)	Visiting Professor Seçil Tunçalp
Period:	Fall/Spring
Level:	Advanced
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussions, and case studies. A semester project, to conceptually formulate a comprehensive and integrated international marketing plan, will be assigned. Exams will cover any material in the textbook and any other material covered in lectures. Exams may include both objective type (multiple choice, true/false) and essay type questions.
Description:	An application of marketing concepts and methods to the international marketplace. The students are introduced to the problems and decisions involved in marketing across national boundaries. While covering export marketing, some of the topics include the international environment, export market selection, market entry strategies, marketing mix decisions, financing and methods of payment, and the export order and physical distribution.
Literature:	International Marketing and Export Management By G. Albaum, J. Strandkov And E. Duerr Pearson Education Limited, Fourth Edition
Prerequisites:	Fundamentals of Marketing
For more information:	tuncalp@bilkent.edu.tr

Code:	MAN 434
Title:	Advertising Management
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Ozlem Sandikci
Period:	Spring
Level:	Advanced
Teaching and Examination Methods:	Lectures, assignments, participation in class discussion, student presentations, in-class examinations. Participation 20%; Individual Assignments 10%; Group Project 40%; Examinations 30%.
Description:	<p>MAN 434 Advertising Management is an advanced level course in marketing that focuses on integrated marketing communications. The course relates marketing mix elements to various aspects of communication that takes place between the companies and their customers.</p> <p>Material to be covered includes advertising and social responsibility, understanding the consumer audience, account planning and research, advertising planning and strategy, the creative side of advertising, copywriting, design and production, media planning and buying, consumer and retailer sales promotions, direct response marketing, sponsorship, public relations, global marketing communications.</p>
Literature:	<p>Wells, W., Burnett, J. and Moriarty, S., Advertising Principles and Practice, 6th Edition, Prentice Hall, 2003.</p> <p>Additional readings are listed online at www.bilkent.edu.tr/~sandikci</p>
Prerequisites:	Marketing Management
For more information:	sandikci@bilkent.edu.tr

Code:	MAN 437
Title:	Retail Management
Credit:	6 ECTS
Lecturer(s)	Visiting Professor Donald N. Thompson
Period:	Fall
Level:	Advanced
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, student presentations, a final exam. Participation 20%; Two hand-in assignments, 40%; term paper, 20%; final exam, 20%.
Description:	MAN 437, Retail Management is a senior-year course that looks at the evolution and practice of retailing in Europe, North America and Turkey, with emphasis on the evolution of Turkish retailing as accession to the European Union comes closer and direct foreign investment in this sector increases. There is emphasis on mass merchandising and the responses to it: Wal-Mart on one side, category killers, specialty retailers, entertainment-based retailing and catalogue retailing on the other.
Literature:	Barry Berman and Joel Evans, Retail Management: A Strategic Approach, 9th edition, Pearson/Prentice Hall 2004, plus extensive handout material from Harvard Business School.
Prerequisites:	Introductory Marketing course
For more information:	Thompson@bilkent.edu.tr

Code:	MAN 443
Title:	Operations Strategy
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Emre Berk
Period:	Fall/ Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, case discussions, participation in class discussion, student project involving field survey research, in-class and take-home examinations. Reading and case discussions 45%, Project 25%, Examinations 30%.
Description:	<p>MAN 443 Operations Strategy is an undergraduate elective course designed to study the content and process of the competitive impact of operational decisions. It utilizes the basic concepts developed in the core operations management courses but focuses on the long-term, strategic aspects not covered in the introductory courses.</p> <p>Material to be covered are content and process of strategy, empirical evidence on operations strategy based on field research. Topics include determinants of international and domestic competitiveness, alternative paradigms for operations strategy, a taxonomy of operations strategy, analysis of strategic profiles of firms operating in international markets such as US, Ghana, China and Turkey.</p> <p>An integral part of the course is a field study involving surveys and/or in-depth interviews of firms based and operating in Turkey.</p>
Literature:	<p>Slack N. and M. Lewis, Operations Strategy, Prentice-Hall. 2002.</p> <p>Additional readings on reserve in University Library.</p> <p>Additional course materials available online at www.bilkent.edu.tr/~eberk/MAN443.htm</p>
Prerequisites:	Introduction to operations management, and basic statistics.
For more information:	eberk@bilkent.edu.tr

Code:	MAN 451
Title:	Decision Analysis
Credit:	6 ECTS
Lecturer(s)	Professor Dilek Önkal
Period:	Fall
Level:	Advanced
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, projects, student presentations, in-class examination. Participation 15%; Projects and presentations 45%; Examination 40%.
Description:	Decision analysis aims to provide structure and guidance in thinking systematically about complex problems. Main purpose is to improve the quality of the resulting decisions. Primary questions of interest are (1) how do individuals and groups make decisions; (2) how good are these decisions; and (3) is there room for improvement, and if so, how can this improvement be achieved. Accordingly, decision analysis may be viewed as consisting of a framework and a tool kit for dealing with these questions. Main topics to be focused in this course include structuring of decisions, modeling of uncertainty and preferences, heuristics and biases in decision making, deficiencies in human judgment, and the role of feedback.
Literature:	<p>Goodwin, Paul & Wright, George: Decision Analysis for Management Judgment. Chichester : Wiley.</p> <p>ARTICLE PACKET (on reserve at Bilkent Library)</p> <p>SUGGESTED READING (on reserve at Bilkent Library):</p> <p>Clemen, Robert T. Making Hard Decisions : an Introduction to Decision Analysis. PWS-Kent Pub. Boston 1991</p> <p>Kahneman, Daniel, Slovic, Paul & Tversky, Amos (Eds.). Judgment under Uncertainty : Heuristics and Biases. Cambridge University Press Cambridge 1982</p> <p>Rios, Sixto (Ed.). Decision Theory and Decision Analysis: Trends and Challenges. Kluwer Boston 1994</p> <p>Wright, George & Goodwin, Paul (Eds.). Forecasting with Judgement. J. Wiley Chichester 1998</p>
Prerequisites:	
For more information:	onkal@bilkent.edu.tr

Code:	MAN 464
Title:	Change Management
Credit:	6 ECTS
Lecturer(s)	Visiting Assistant Professor Fred J. Woolley
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	<p>A variety of learning modes are utilized which include illustrated lectures, reading assignments, in-class exercises, student presentations, case studies, and the development of a personal journal,</p> <p>Evaluation of Learning: Participation in class & group exercises 10%; Research & Presentation Project 10%; Case Study 10%; Personal Change Journal 10%, Examinations 60%</p>
Description:	<p>The overall aim of this course is to develop an understanding of organizational change processes and the behavioral implications these have for today's managers. How to improve organizational effectiveness through planned, systematic interventions for change is the central theme throughout the course. The principles, strategies, and techniques utilized by organizations as they respond to socioeconomic, technological, ethical, and environmental influences are investigated in relation to the major theme. The major topics include analyzing the forces inducing change; alternative models for organizational change, organizational barriers to change; human behavior as it relates to change; strategies for overcoming resistance to change; and intervention techniques for effective organizational change.</p>
Literature:	Textbook to be announced.
Prerequisites:	Permission of the Instructor
For more information:	fwoolley@bilkent.edu.tr

Code:	MAN 471
Title:	Motivation and Leadership
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Zahide Karakitapođlu-Aygün
Period:	Fall
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, student presentations, in-class examinations, group project, movie analysis. Participation 10%; Presentation 5%; Examinations 55%, Group Project 25%, Movie Analysis 5%.
Description:	The main objective of this course is to introduce the basic concepts and theoretical perspectives on motivation and leadership that are useful for understanding human behavior in organizations. It offers an extensive examination of the nature of leadership and motivation in organizations with an emphasis on both theoretical and practical understanding. At the end of this course, students should have a better conceptual sense of leadership and motivation, and important insights into themselves as potential leaders and motivators.
Literature:	L. Porter, G. Bigley, & R. Steers (2003). Motivation and work behavior. McGraw-Hill 7 th ed. R. Hughes, R. Ginnett, G. Curphy (2002). Leadership: Enhancing the lessons of experience. McGraw-Hill 4 th ed. Readings (available at library & online on the web).
Prerequisites:	Organization Theory
For more information:	zkaygun@bilkent.edu.tr

Code:	MAN 474
Title:	European Union and Turkey: Trade and Policies
Credit:	6 ECTS
Lecturer(s)	Anjariitta Rantanen, LLM
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, student presentations, in-class and take-home examinations. Participation 20%; Presentation 10%; Examinations 70%.
Description:	<p>MAN 474 European Union and Turkey is a concise course in European integration, with emphasis on basis features of the EU, Turkey-EU relationship, external and internal trade law and competition law.</p> <p>Material to be covered includes history, institutional structure and characteristics of the legal system of the EU, Turkey's relationship with the EU (Ankara Agreement, Additional Protocol, full membership application in 1987, Customs Union Decision, Copenhagen Criteria, EU strategy for Turkey, Helsinki and Copenhagen Council resolutions, the most recent Progress Report, Association Partnership, National Program etc.), external trade rules (Common Customs Tariff and Common Commercial Policy), free movement of goods (prohibition on customs duties and charges having equivalent effect, prohibition on discriminatory and indirectly protective taxation, prohibition on quantitative restrictions and measures having equivalent effect) and competition law (agreements restrictive of competition, abuse of dominant position and merger regulation).</p>
Literature:	<p>Craig and de Burca: EU Law: Text, Cases and Materials, Clarendon Press, Oxford, 2003.</p> <p>Additional readings available online at www.bilkent.edu.tr/~anja/eulaw.htm</p> <p>All students should also learn to retrieve information from the EU Commission's (www.europa.eu.int), EU Delegation in Turkey's (www.deltur.cec.eu.int), and Turkey's General Secretariat for EU Affairs' (www.abgs.gov.tr) web sites.</p>
Prerequisites:	
For more information:	anja@bilkent.edu.tr

Code:	MAN 485
Title:	Real Estate Finance
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Zeynep Önder
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, problem assignments, case discussions, in-class examinations, term project Examinations 50%; Term Project 25%; Case Studies 15%; In-class participation 10%
Description:	MAN 485 Real Estate Finance covers a broad spectrum of topics on residential and commercial real estate finance and investments. There are three objectives of this course: to develop an understanding of the process by which capital investments are made in real property, including analytical capabilities, to gain familiarity with some of the institutional participants in real estate investments, and to assess some of the issues facing the real estate finance and investment community.
Literature:	Brueggeman, William B. and Jeffrey D. Fisher. 2002. Real Estate Finance and Investments. McGraw Hill/Irwin, Eleventh Edition. Cases from the following book are discussed: Poorvu, William J. Real Estate: A Case Study Approach. Regents/Prentice Hall, 1993. The following book is useful for commercial real estate analysis: Geltner, David and Norman G. Miller. Commercial Real Estate Analysis and Investments. South-Western Publishing, 2001.
Prerequisites:	Corporate Finance
For more information:	http://www.bilkent.edu.tr/~zonder/man485.htm

Code:	MAN 477
Title:	Financial Intermediation
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Süheyla Özyıldırım
Period:	Spring
Level:	Intermediate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, student presentations, in-class and take-home examinations. Homework and Participation 15%; Term-Paper and Presentation 20%; Examinations 65%.
Description:	<p>MAN 477 Financial Intermediation is a course designed to provide the theoretical and the practical understanding of the financial intermediation especially commercial banking. The economic role of financial intermediation in producing information and monitoring of borrowers; risks faced by financial intermediary's managers and the methods through which these risks are managed; the rationale for banking regulation will be emphasized. The problem of adverse selection and moral hazard will be introduced in order to understand efficient functioning of the financial intermediaries.</p> <p>Material to be covered includes the financial services industry: depository institutions, why are financial intermediaries special?, rationale for regulation and deposit insurance system, capital regulation in contemporary banking theory: minimum capital adequacy rule and Basel accords, major risk (liquidity, interest rate risk and credit risk) in banking, and futures and commercial banking.</p>
Literature:	<p>Financial Institutions Management, A. Saunders and M. Cornett, McGraw Hill, 2004</p> <p>Contemporary Financial Intermediation, Stewart I. Greenbaum and Anjan V. Thakor, Dryden, 1995</p>
Prerequisites:	
For more information:	suheyla@bilkent.edu.tr

Code:	ECON 501
Title:	Economics I
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Levent Akdeniz
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussions, Homework assignments, in-class examinations. Participation 10%; Home work 15%; Examinations 75%.
Description:	Econ 501 is designed to introduce the theory and practice of Microeconomics for MBA students. Material to be covered includes Consumer behavior, Individual and market demand, Production, The cost of production, Profit maximization and competitive supply, The analysis of competitive markets, Market power: Monopoly and monopsony, Pricing with Market Power, Monopolistic Competition and Oligopoly, General Equilibrium and economic efficiency
Literature:	Robert S. Pindyck, Daniel L. Rubinfeld, Microeconomics, Sixth Edition Recommended Text Book: Walter Nicholson, Microeconomic Theory, Basic Principles and Extensions, Sixth Edition
Prerequisites:	
For more information:	akdeniz@bilkent.edu.tr

Code:	ECON 502
Title:	Economics II
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Levent Akdeniz
Period:	Spring
Level:	Graduate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussions, Homework assignments, in-class examinations. Participation 10%; Homework 15%; Examinations 75%.
Description:	Econ 502 is an advanced level MBA course. It is designed to enhance students understanding of issues concerning the functioning of the aggregate economy. Material to be covered includes National Income accounting, The Open Economy, Aggregate Demand, Aggregate Supply, Unemployment, Money and Inflation, Stabilization Policy, Economic Growth and accumulation, Money interest and Income.
Literature:	Rudiger Dornbusch, Stanley Fischer and Richard Startz, Macroeconomics, Seventh Edition.
Prerequisites:	
For more information:	akdeniz@bilkent.edu.tr

Code:	MAN 502
Title:	Business Ethics
Credit:	6 ECTS
Lecturer(s)	Professor Umit Berkman
Period:	Spring
Level:	Graduate
Teaching and Examination Methods:	Lectures, Cases, Student Presentations, Video Cassettes; Mid-term Exam (25%); Presentation (25%); Final Exam (40%); Participation and Attendance (10%)
Description:	The course examines issues in business ethics within the broader context of society, government and business. Within this broad context, managers and organizations face many ethical issues and dilemmas. Both descriptive and normative models of unethical and ethical decision making in business have to be studied in order to make more informed ethical decisions and ultimately build and manage organizational ethics.
Literature:	W.M. Hoffman, R.E. Frederick+ M.S.Schwartz: Business Ethics: Reading and Cases in Corporate Morality, Fourth Edition, McGraw-Hill J.Post, A.T.Lawrance and J.WeberL Business and Society, Tenth Edition, McGraw-Hill
Prerequisites:	
For more information:	berkman@bilkent.edu.tr

Code:	MAN 507
Title:	Business Law
Credit:	6 ECTS
Lecturer(s)	Instructor Anjariitta Rantanen, LLM
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	There are two midterm examinations and a comprehensive final examination. In determination of grades, the first midterm (definitions/essays) counts for 25%, the second (cases) for 25%, and the final examination (essays/cases) for 30%. In addition, students will prepare a report on a specific topic of commercial law based on additional readings and give a verbal presentation. The term report and presentation give 15% of the semester grade. Positive participation for counts for 5%.
Description:	<p>The objective of MAN 507 is to acquaint the MBA students to the legal environment of business. After an introduction to basic legal concepts and a short overview of the Turkish legal system, the emphasis will be on law of obligations and commercial law. An ancillary aim of the course is to familiarize the students with legal analysis and terminology, with a view to accustoming them to conducting international business contract negotiations.</p> <p>Law of obligations topics include for contracts offer and acceptance, genuineness of assents (fictitious transaction, mistake, fraud, duress, inequality in contractual relationship), legality, form and representation; for tort law, conditions and amount of compensation; and for unjust enrichment conditions and amount of reimbursement. Performance and default, remedies for breach, assignment and termination are all covered. Commercial law part of the course starts with basic concepts of commercial undertaking, merchant, rights and duties of merchants, commercial registry, trade name, unfair competition and trademark. Consumer protection and competition law are studied in more detail. All business organizations (general partnership, limited partnership, partnership divided into shares, limited liability corporation and corporation) are covered, but the main emphasis is on publicly held corporations. The semester ends with an introduction to capital market legislation</p>
Literature:	Lecture notes
Prerequisites:	
For more information:	anja@bilkent.edu.tr http://www.bilkent.edu.tr/~anja/man507

Code:	MAN 511
Title:	Accounting
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Suleyman Tulug Ok
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	Lectures, participation in class discussion, term project, sit-in examinations, quizzes, homework and guest speakers. Participation 15%; Term Project 15%; Homework 10%; Quizzes 10%; Examinations 50%
Description:	<p>MAN 511 Accounting is an MBA-level course which aims to familiarize the students with accounting concepts and to set the grounds for real world applications. The course is designed to provide a comprehensive coverage of the main issues of accounting for students with no prior exposure to financial accounting. The emphasis is on how to read, understand and interpret published financial statements.</p> <p>Material to be covered includes the accounting cycle, balance sheet, income statement, merchandise transactions, inventories, current & long-term assets, depreciation, marketable securities & investments, current & long-term liabilities, amortization of bond discounts & premiums, shareholders' equity, cash flow statements, financial statement analysis and inflation accounting.</p> <p>The guest speakers will be upper-level managers from the private sector with hands-on experience and they will make a presentation on the topic of the week. At the end of the presentation, students will be free to ask questions and the floor will be open to discussion and sharing of ideas.</p>
Literature:	<p>Required:</p> <p>Principles of Financial Accounting - Conflux of International and Turkish Accounting Standards, Akademi Yayın Hizmetleri A.Ş. 2001 by Can Pymga Muđan & Nazly Akman</p> <p>Cases in Financial Reporting: An Integrated Approach with an Emphasis on Earnings and Persistence – 4th Edition, Prentice Hall 2002 by D. Eric Hirst & Mary Lea McAnally</p>
Prerequisites:	
For more information:	tulug@bilkent.edu.tr

Code:	MAN 518
Title:	Risk Management
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Aslıhan Altay-Salih
Period:	Spring
Level:	Graduate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, homeworks, term-project, in-class examinations. Participation and Homeworks 10%; Project 30%; Examinations 60%.
Description:	This course is designed to introduce the concept of financial risk management and the derivatives markets to MBA students. After taking this course students will possess a working knowledge of how derivative securities can be analyzed, priced and applied to investment and financial strategies. Real life applications will be emphasized. More importantly the concept of risk management and the question of why risk management is an important tool for modern financial institutions will be explored. The topics will include forwards, futures, swaps, options, hedging, and value at risk (VAR). The target student group of this elective course is students who are planning to work in treasury departments of banks, in brokerage houses as portfolio managers, researchers, strategists, and academicians.
Literature:	Required Textbooks John C. Hull, 2003, Options Futures and Other Derivatives, Fifth Edition, International Edition, Prentice-Hall Jorge Mina and, Jerry Y. Xiao, 2001, Return to RiskMetrics - the Evolution of a Standard, RiskMetrics Group, (Downloadable from www.riskmetrics.com)
Prerequisites:	Introduction to Micro and Macro Economics, Corporate Finance, Strong Quantitative Background, Consent of Instructor
For more information:	asalih@bilkent.edu.tr

Code:	MAN 522
Title:	Corporate Finance
Credit:	6 ECTS
Lecturer(s)	Professor Kursat Aydogan
Period:	Spring
Level:	Graduate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, term project, homework assignments, in-class examinations. Homework and participation 15%; Term project 15%; Examinations 70%.
Description:	<p>The primary objective of this course is to teach the underlying theoretical basis for the decision rules used in financial management and to equip MBA students with an adequate knowledge of the basic finance theory.</p> <p>Material to be covered includes bond and stock valuation, option valuation, risk and rate of return, portfolio theory, asset pricing, efficient market theory, capital budgeting, capital structure decision, dividend policy.</p>
Literature:	<p>Brealey, Richard A., and Stewart C. Myers, Principles of Corporate Finance, McGraw-Hill, Seventh edition, 2003.</p> <p>Brooks, LeRoy D., Fingame Online 3.00 Participant's Manual, McGraw-Hill, 2000</p>
Prerequisites:	
For more information:	aydogan@bilkent.edu.tr

Code:	MAN 524
Title:	Investment Analysis
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Aydin Yuksel
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	Lectures, homework assignments, term project, in-class examinations. Homework 15% Term-project 25% Examinations 60%
Description:	The primary objective of this course is to equip the students with the basic understanding of why people invest and how they make their investment decisions. To this end, foundations of portfolio theory, capital market theory, and valuation of securities will be elaborated. We will have a brief introduction to derivative securities as well. Computer applications will be emphasized throughout the course. This elective course targets MBA students who are planning a career in banks, brokerage houses or regulatory bodies as portfolio managers, investment analysts or strategists.
Literature:	Robert A. Haugen, Modern Investment Theory, Prentice Hall, Fifth edition 2001. Additional material available online at http://www.bilkent.edu.tr/~ayuksel/man524.html
Prerequisites:	Corporate Finance
For more information:	ayuksel@bilkent.edu.tr

Code:	MAN 535
Title:	Special Topics In Marketing: Retail Management
Credit:	6 ECTS
Lecturer(s)	Visiting Professor Donald N. Thompson
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	Lectures, reading assignments, emphasized participation in class discussion, student presentations of case solutions, a take-home final examination. Participation 20%; Two hand-in assignments, 40%; term paper, 20%; final exam, 20%.
Description:	MAN 437, Retail Management is a graduate level seminar (10 students) that gives students exposure to how retail channels of distribution operate, with the intention not that they will work in retail, but that they will work in enterprises that distribute products and services to final consumers through retail channels. The course looks at the evolution and practice of retailing in Europe, North America and Turkey, with emphasis on the evolution of Turkish retailing as accession to the European Union comes closer and direct foreign investment in this sector increases.
Literature:	Barry Berman and Joel Evans, Retail Management: A Strategic Approach, 9th edition, Pearson/Prentice Hall 2004, plus extensive case and background material from Harvard Business School and Stanford Business School.
Prerequisites:	First-year MBA marketing course.
For more information:	Thompson@bilkent.edu.tr

Code:	MAN 542
Title:	Production and Operations Management
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Emre Berk
Period:	Spring
Level:	Graduate
Teaching and Examination Methods:	Lectures, reading assignments, case discussions, homeworks, participation in class discussion, examinations. Class participation and readings 35% Examinations 65%.
Description:	<p>MAN 542 is an introductory MBA level course designed to examine the nature and content of methods of quantitative analysis employed in production/operations management decision making, to introduce analytical tools in operations management problems encountered in practice.</p> <p>Upon successful completion of the course, the students are expected (i) to be aware of current thoughts in operations management, (ii) to be able to identify an existing operations management problem, (iii) to draw upon existing body of knowledge in that area, and (iv) to play a leader role in generating solutions and implementing them in practice.</p> <p>Material to be covered include strategic impact of operations management, global trends in operations management, product and service design, design of production and work systems (capacity and technology management, process selection, location, layout and work design), total quality management, supply chain management (forecasting and inventory management), scheduling, queuing theory, and project management.</p>
Literature:	<p>Russell, R. S. and B. W. Taylor, III, <u>Production and Operations Management</u>, Prentice-Hall. 2003.</p> <p>Womack, J.P., D.T. Jones and D. Roos, <u>The Machine that Changed the World – The Story of Lean Production</u>, Harper-Perennial, 1991.</p> <p>Crichton, M., <u>Airframe</u>, Ballantine Books, 1996.</p> <p>Additional readings on reserve in University Library.</p> <p>Additional course materials available online at www.bilkent.edu.tr/~eberk/MAN542.htm</p>
Prerequisites:	Knowledge of basic statistics and management science.
For more information:	eberk@bilkent.edu.tr

Code:	MAN 543
Title:	Manufacturing Strategy
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Emre Berk
Period:	Fall/Spring
Level:	Graduate
Teaching and Examination Methods:	Lectures, reading assignments, case discussions, participation in class discussion, student project involving field survey research, in-class and take-home examinations. Reading and case discussions 45%, Project 25%, Examinations 30%.
Description:	<p>MAN 543 Manufacturing Strategy is a graduate elective course designed to study the content and process of the competitive impact of operational decisions. It utilizes the basic concepts developed in the core operations management courses but focuses on the long-term, strategic aspects not covered in the introductory courses. Emphasis is mostly on the findings in the scientific literature.</p> <p>Material to be covered are content and process of strategy, empirical evidence on operations strategy based on field research. Topics include determinants of international and domestic competitiveness, alternative paradigms for operations strategy, a taxonomy of operations strategy, analysis of strategic profiles of firms. The course material consists heavily of theoretical readings and empirical studies.</p>
Literature:	Slack N. and M. Lewis, <u>Operations Strategy</u> , Prentice-Hall. 2002. Additional readings on reserve in University Library. Additional course materials available online at www.bilkent.edu.tr/~eberk/MAN543.htm
Prerequisites:	Introduction to operations management, and basic statistics.
For more information:	eberk@bilkent.edu.tr

Code:	MAN 545
Title:	Service Operations Management
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Dogan Serel
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	Lectures, homework and reading assignments, participation in class discussion, case analysis and presentation, term project, written in-class examinations (1 midterm, 1 final). Assessment: Case analysis and presentations 20%;Term project 20%; Participation, Homework 30%; Examinations 30%.
Description:	<p>MAN 545 Service Operations Management is an MBA elective course, which is designed to develop an understanding of management of service industries. In that respect, the role of services in an economy and the distinctive characteristics of service operations are discussed.</p> <p>The topics covered include strategic service concept, service-profit chain, new service development, profitably utilizing service capacity, enhancing the quality of services, and managing the challenges associated with building e-businesses. Topics in capacity management include revenue management, queuing models, and simulation.</p>
Literature:	<p>Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 4th Ed., Irwin/McGraw-Hill, 2003.</p> <p>Course Packet of cases and readings.</p>
Prerequisites:	
For more information:	serel@bilkent.edu.tr

Code:	MAN 548
Title:	Total Quality Management
Credit:	6 ECTS
Lecturer(s)	Visiting Professor Thomas R. Jefferson
Period:	Spring
Level:	Graduate
Teaching and Examination Methods:	Lectures, readings, assignments, cases, discussion, project, in-class examinations. Participation 10%; Cases 10%; Assignments 10%; Project 20%; Examinations 50%.
Description:	<p>MAN 548, Total Quality Management, provides the philosophy, framework and tools for quality in modern organizations.</p> <p>Topics covered include: understanding quality in products, services and organizations; total quality philosophies; frameworks for quality management; customer focused quality; quality in human resources, leadership, and strategic planning; process management: performance measurement; the Six Sigma quality strategy; tools and techniques for quality design, control and improvement; achieving and sustaining total quality organizations.</p>
Literature:	Evans & Lindsay, The Management and Control of Quality, 6 th Ed., Thompson South-Western, Mason, Ohio 2005
Prerequisites:	Consent of instructor
For more information:	jeffers@bilkent.edu.tr

Code:	MAN 555
Title:	Probability and Statistics
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Emre Berk
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	Lectures, homework, participation in class discussion, in-class examinations. Homework and class participation 15%, Examinations 85%.
Description:	<p>MAN 555 is an introductory MBA level course designed to introduce and familiarize the students with the basic concepts of probability and statistics that would enhance a manager's ability to make good decisions. The primary objective of the course is to equip MBA students with the probabilistic and statistical concepts and tools needed in other courses in their curriculum and in their managerial careers in analyzing data form diverse sources.</p> <p>A successful completion of the course would help the students to be able to effectively perform two important activities: (i) understand and use the results of statistical analysis in their work, and (ii) play the leadership role in a statistical study if given responsibility for the actual data collection and/or analysis.</p> <p>Material to be covered in the course are descriptive statistics, basic probability, random variables, random sampling, confidence intervals, hypothesis testing, correlation and testing, simple and multiple regression, ANOVA, Non-parametrics, and essentials of forecasting.</p> <p>An integral part of the course is use of a statistical analysis software.</p>
Literature:	Siegel, A. F., <i>Practical Business Statistics</i> , McGraw-Hill. 2003. Additional course materials available online at www.bilkent.edu.tr/~eberk/MAN555.htm
Prerequisites:	Basic calculus.
For more information:	eberk@bilkent.edu.tr

Code:	MAN 557
Title:	Decision Science
Credit:	6 ECTS
Lecturer(s)	Professor Erdal Erel
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	Lectures, homeworks, reading assignments, participation in class discussion, and in-class examinations. Homeworks 20%; Examinations 80%.
Description:	<p>This course is an introductory course to the concepts and methods of management science. The objective of management science is to solve the decision-making problems that confront managers by developing mathematical models of those problems. The objective of this course is to provide an appreciation and a sound conceptual understanding of model construction, interpretation of the software output and how to use that output in decision making. Specifically, we will study how to distill a complex business problem into a model, how to use spreadsheets efficiently and effectively to build models. The course is applications oriented and minimal mathematical background is required.</p> <p>The software that will be used is the Microsoft Excel for Windows with the add-ins Solver, GLP (Graphic Visualization Program), TreePlan, and Crystal Ball. The CD-ROM attached to the textbook contains the GLP, Treeplan, and the Crystal Ball along with the data files for various examples and problems, additional text chapters, and enrichment topics.</p>
Literature:	Moore JH, Weatherford LR, Eppen GD, Gould FJ, and Schmidt CP, <u>Decision Modeling with Microsoft Excel</u> , 6th edition, Prentice Hall, Inc., 2001.
Prerequisites:	
For more information:	erel@bilkent.edu.tr

Code:	MAN 558
Title:	Management Information Systems
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Yavuz Gunalay
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	Lectures and invited speakers from the industry are essentials of this course. Student assessment is done with respect to class participation (10%), assignments (10%), term-project, with presentation (20%), and in class examinations(60%).
Description:	<p>This course provides an introduction to fundamental concepts of Management Information Systems in the modern business environment. In order to increase the students' awareness on real-world problems, text's case studies are used for in class discussions. These real world problems include the role of information systems in business, the advantages of information systems, and development and management of information systems.</p> <p>Besides Information Systems (IS), students are introduced to current and future information technologies (IT) those influence the new IS designs. A good balance between technology and system concepts is tried to be established in MAN558.</p> <p>Students are expected to prepare a term-paper on one of the major web-based IS application or leading edge IT application. Besides this term-paper assignment students are also asked to design a small Transaction Processing System, using a database management software, e.g., MicroSoft Access database management software. During this assignment, lab demos and other written documents are used to help them in preparation of their project.</p>
Literature:	<p>O'Brien, J., Management Information Systems, 6th Edition, McGraw-Hill, 2004.</p> <p>Additional readings available at the reserve section of the library.</p>
Prerequisites:	None
For more information:	gunalay@bilkent.edu.tr

Code:	MAN 561
Title:	Human Behavior in Organizations
Credit:	6 ECTS
Lecturer(s)	Professor Umit Berkman
Period:	Fall
Level:	Graduate
Teaching and Examination Methods:	Lectures, Cases, Student Presentations; Mid-term Exam (30%); Presentation (20%); Final Exam (40%); Participation and Attendance (10%)
Description:	Since managers achieve organizational goals through and with the efforts of others, and since organizations are basically social entities, management is mainly a people-oriented process. In order to be successful, managers must not only understand why people behave the way they do in organizations both as individuals and in groups, but they must also be able to apply their understanding in the practical, complex dynamics of the workplace.
Literature:	Stephen P. Robbins: Organizational Behavior, Tenth Edition, Prentice Hall.
Prerequisites:	
For more information:	berkman@bilkent.edu.tr

Code:	MAN 564
Title:	Change Management
Credit:	6 ECTS
Lecturer(s)	Visiting Assistant Professor Fred J. Woolley
Period:	Spring
Level:	Graduate
Teaching and Examination Methods:	<p>A variety of learning modes are utilized which include illustrated lectures, reading assignments, in-class exercises, student presentations, case studies, and the development of a personal journal,</p> <p>Evaluation of Learning: Participation in class & group exercises 10%; Research & Presentation Project 10%; Case Study 10%; Personal Change Journal 10%, Examinations 60%</p>
Description:	<p>The overall aim of this course is to develop an understanding of organizational change processes and the behavioral implications these have for today's managers. How to improve organizational effectiveness through planned, systematic interventions for change is the central theme throughout the course. The principles, strategies, and techniques utilized by organizations as they respond to socioeconomic, technological, ethical, and environmental influences are investigated in relation to the major theme. The major topics include analyzing the forces inducing change; alternative models for organizational change, organizational barriers to change; human behavior as it relates to change; strategies for overcoming resistance to change; and intervention techniques for effective organizational change.</p>
Literature:	Textbook to be announced.
Prerequisites:	Permission of the Instructor
For more information:	fwoolley@bilkent.edu.tr

Code:	MAN 572
Title:	European Community (Union) Law
Credit:	6 ECTS
Lecturer(s)	Instructor Anjariitta Rantanen, LL.M
Period:	Spring
Level:	Graduate
Teaching and Examination Methods:	Lectures, reading assignments, participation in class discussion, student presentations, in-class and take-home examinations. Participation 20%; Presentation 10%; Examinations 70%.
Description:	<p>MAN 572 European Community Law is a concise course in European integration, with emphasis on basic features of the EU, Turkey-EU relationship, external and internal trade law and competition law.</p> <p>Material to be covered includes history, institutional structure and characteristics of the legal system of the EU, Turkey's relationship with the EU (Ankara Agreement, Additional Protocol, full membership application in 1987, Customs Union Decision, Copenhagen Criteria, EU strategy for Turkey, Helsinki and Copenhagen Council resolutions, the most recent Progress Report, Association Partnership, National Program etc.), external trade rules (Common Customs Tariff and Common Commercial Policy), free movement of goods (prohibition on customs duties and charges having equivalent effect, prohibition on discriminatory and indirectly protective taxation, prohibition on quantitative restrictions and measures having equivalent effect) and competition law (agreements restrictive of competition, abuse of dominant position and merger regulation).</p>
Literature:	<p>Craig and de Burca: EU Law: Text, Cases and Materials, Clarendon Press, Oxford, 2003.</p> <p>Additional readings available online at www.bilkent.edu.tr/~anja/eulaw.htm</p> <p>All students should also learn to retrieve information from the EU Commission's (www.europa.eu.int), EU Delegation in Turkey's (www.deltur.cec.eu.int), and Turkey's General Secretariat for EU Affairs' (www.abgs.gov.tr) web sites.</p>
Prerequisites:	
For more information:	anja@bilkent.edu.tr

Code:	MAN 583
Title:	Financial Modeling and Applications
Credit:	6 ECTS
Lecturer(s)	Assistant Professor Aydin Yuksel
Period:	Spring
Level:	Graduate
Teaching and Examination Methods:	Lectures, homework assignments, projects, in-class examinations Homework 20% Projects 10% Examinations 70%
Description:	<p>In this course, students learn how to construct and simulate financial models using spreadsheets. Microsoft Excel offers a good balance of ease-of-use, flexibility and efficiency in financial modeling, and has become the standard in the finance community. A reasonable level of efficiency, however, requires rather good knowledge in the Visual Basic for Applications (VBA) programming language. That being the case, the course will include a brief introduction to VBA and Excel's custom form design tools.</p> <p>Material to be covered includes planning for retirement, capital rationing, pro forma financial statements, financial analysis of leasing, portfolio selection problems, and binomial option pricing.</p>
Literature:	<p>Simon Benninga, Financial Modeling, The MIT Press, 2nd Edition, 2000.</p> <p>Additional material available online at http://www.bilkent.edu.tr/~ayuksel/man583.html</p>
Prerequisites:	Corporate Finance
For more information:	ayuksel@bilkent.edu.tr