

**ALANYA ALAADDIN KEYKUBAT UNIVERSITY**  
**INSTITUTE OF SOCIAL SCIENCES**  
**BUSINESS ADMINISTRATION (M.Sc.)**

**COURSE CONTENTS**

**I. YEAR – I. SEMESTER**

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**SOE5901 - SPECIALIZATION FIELD COURSE (8 Theoretical / 0 Credit / 8 ECTS):** Equips the student with information and experience in the field in which the advisor studies, ethical and study discipline and ability to monitor and assess current literature. Topics determined by the supervisor.

**SOE5903 - COUNSELING (0 Theoretical - 1 Practical / 0 Credit / 1 ECTS):** Determination of thesis topic, Determination of research methods and thesis preparation.

**ISL5001 – SCIENTIFIC RESEARCH METHODS AND ETHICS (3 Theoretical / 3 Credit / 6 ECTS):** Science and research relationship, steps of research in social sciences, data collection and analysing, and scientific ethics.

**ISL5003 - ADVANCED ACCOUNTING APPLICATIONS ( 3 Theoretical / 3 Credit / 5 ECTS):** Introduces the basic concepts and principles of accounting for preparing the financial statements such as income statement (financial performance) and balance sheet (financial position) and focuses on detailed understanding of accounting information system, accounting concepts, accounting principles, accounting cycle, recording of transactions, and financial statement concepts.

**ISL5005 - ADVANCED FINANCIAL MANAGEMENT ( 3 Theoretical / 3 Credit / 5 ECTS):** Examines the elements of financial management and advanced financial decisions and implementations to solve financial problems within the frames of financial management, investment decisions and financial markets.

**ISL5007 - TAX LAW ( 3 Theoretical / 3 Credit / 5 ECTS):** The definition, scope & location of tax law, the relationship of tax law with other branches of law, historical development, sources, interpretation of tax law, tax procedures, the end of the tax debt, tax offenses & penalties & their related general principles, the causes remove the tax guilt, the cases end tax penalties, income taxes, expenditure taxes, property taxes, good & services tax & their applications.

**ISL5009 - MERGERS AND ACQUISITIONS ( 3 Theoretical / 3 Credit / 5 ECTS):** Studies the overview of the major aspects of the mergers and acquisitions (M&A) industry and the theories and concepts that underpin mergers and acquisitions, and learn the skills involved in executing transactions, from a deal's inception to post-merger integration. The course helps students to understand how to create corporate value by restructuring a company or by combining businesses by reviewing different valuation methods based on strategic, ratio, and financial forecasting analysis.

**ISL5011 - SPECIALIZED ACCOUNTING PRACTICES ( 3 Theoretical / 3 Credit / 5 ECTS):** Develops knowledge and skills for accounting practices for merchandising and manufacturing businesses. Students will be exposed to specialized managerial accounting functions pertaining to corporations.

**ISL5013 - ADVANCED COST ACCOUNTING ( 3 Theoretical / 3 Credit / 5 ECTS):** Covers advanced topics under cost measurement, cost management, planning, and performance measurement.

Topics covered are modern cost accounting applications such as activity-based costing, kaizen costing, target costing and value engineering.

**ISL5015 - DERIVATIVE FINANCIAL INSTRUMENTS AND DERIVATIVES MARKET ( 3 Theoretical / 3 Credit / 5 ECTS):** Introduces the basic concepts about financial derivative instruments, derivatives markets, derivatives types and hedging, pricing and strategic management with these instruments.

**ISL5017- ACCOUNTING AND FINANCIAL REPORTING STANDARDS ( 3 Theoretical / 3 Credit / 5 ECTS):** Improves the knowledge and skills of the students about the changing accounting and financial reporting applications. International Financial Reporting Standards and relevant financial statements will be examined through the semester.

**ISL5019 - CAPITAL MARKETS LEGISLATION ( 3 Theoretical / 3 Credit / 5 ECTS):** Intended for students who desire to work in the financial markets. The course will raise knowledge, skills and qualification of the students about financial markets and help them to success on licencing examinations.

**ISL5021 - FINANCE MATHEMATICS ( 3 Theoretical / 3 Credit / 5 ECTS):** Applications of probability, random variables, Brownian motion process, interest rate, time value of Money, risk and portfolio management, pricing in futures market, Black-Scholes model.

**ISL5023 - GOVERNMENT ACCOUNTING SYSTEM ( 3 Theoretical / 3 Credit / 5 ECTS):** Introduces the government accounting system that performs recording, classifying, summarizing, analyzing and evaluating functions of the incomes, expenses, assets and liabilities that are used by government to provide public services.

**ISL5025 - ANALYSIS OF FINANCIAL DATA AND FINANCIAL MODELLING ( 3 Theoretical / 3 Credit / 5 ECTS):** Introduces financial modelling approaches that are used in corporate financing, financial planning, investment valuation, portfolio selection, securities pricing and derivatives pricing. Data processing and modelling softwares like MS Excel and VBA will be used during the course.

**ISL5027 - FINANCIAL MARKETS ( 3 Theoretical / 3 Credit / 5 ECTS):** Covers basic concepts about financial markets and institutions, roles of financial markets, market participants, financial instruments, global trends and financial innovations.

**ISL5029 - STRATEGIC GLOBAL MARKETING ( 3 Theoretical / 3 Credit / 5 ECTS):** Provides a basic understanding on international marketing mix decisions and helps the students on examining sample cases, following the literature on the topic and creating research proposals.

**ISL5031 - STRATEGIC BRAND MANAGEMENT ( 3 Theoretical / 3 Credit / 5 ECTS):** Introduces brand management, customer-based brand equity, brand positioning, price and value creation, measurement of brand equity, designing and applying brand strategy. Students will be able to follow and evaluate the literature on the brand management topic.

**ISL5033 - SOCIAL MEDIA MARKETING ( 3 Theoretical / 3 Credit / 5 ECTS):** Product and brand management will be covered with operational and numerical examples in order to provide a permanent understanding on product and brand topics.

**ISL5035 - INTERNATIONAL SERVICES MARKETING ( 3 Theoretical / 3 Credit / 5 ECTS):** Provides the theoretical foundations of services marketing and teaches integrating marketing mix

elements in an international level, developing marketing strategies and creating and sustaining customer relations.

**ISL5037 - SPECIAL ISSUES ON MANAGEMENT AND ORGANIZATION (3 Theoretical / 3 Credit / 5 ECTS):** Covers family businesses, entrepreneurship, communication in businesses, decision making, delegation of authority, power and politics, organizational culture, organizational climate, learning organizations, organizational change, problems that employees face.

**ISL5039 - BUSINESS ETHICS (3 Theoretical / 3 Credit / 5 ECTS):** Covers business ethics, interactions in businesses, corporate social responsibility, ethical dilemmas in businesses, sustainable development and ecology, business ethics and Turkish culture.

**ISL5041 - LEADERSHIP (3 Theoretical / 3 Credit / 6 ECTS):** Covers the definition of leadership, leader-manager relationship, characteristics of an active leader, team leader, characteristics approach on leadership, behavioral approach, contingency approach and modern approaches.

**ISL5043 - INTERNATIONAL HUMAN RESOURCES MANAGEMENT (3 Theoretical / 3 Credit / 5 ECTS):** Introduces the importance and historical development of human resources management, job analysis, main functions of human resources management, strategic and international human resources management.

**ISL5045 - ORGANIZATIONAL PSYCHOLOGY (3 Theoretical / 3 Credit / 5 ECTS):** Covers topics like foundations of behavior, group dynamics, communication, leadership, motivation, stress, conflict management, teams in organizations, power and politics.

**ISL5047 - CONTEMPORARY THEORIES OF ORGANIZATION AND MANAGEMENT (3 Theoretical / 3 Credit / 5 ECTS):** Introduction for the Basic Concepts of Organization Theories and Principles, Agricultural Society-Industrial Society-Information Society, Foundations Of Management Thought – Classical Management and Organization Theory, Neo-Classical Management and Organization Theory, Modern Management and Organization Theory, Organizational Strategy Approach, Trading Cost Approach, Agency Theory, Resource Dependence Approach, Organizational Ecology Approach, Institutionalism Theories, Comparison of Post-Modern Organization Theories, Case Studies.

**ISL5049 - GLOBALIZATION AND MANAGEMENT (3 Theoretical / 3 Credit / 5 ECTS):** Concept of globalization, scope of multinational companies and their operations, the reasons behind the emergence of these companies, the reasons that direct them to the international markets, forces on international competition environment, business strategies, design and management of foreign direct investments, establishment, management and performance of multinational companies that invest in Turkey.

**ISL5051 - BUSINESS LAW (3 Theoretical / 3 Credit / 5 ECTS):** Basic concepts of business law, employee, employer, labor contracts, employee and employer liabilities, working times, termination of contract.

**ISL5053 – SPECIAL TOPICS ON HUMAN RESOURCES MANAGEMENT (3 Theoretical / 3 Credit / 5 ECTS):** Analyzing the factors causing changes in HRM, explaining HRM processes, understanding changing organizations, their members and candidates, adding information and skills about methodologies to increase performance.

## I. YEAR – II. SEMESTER

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**SOE5902 - SPECIALIZATION FIELD COURSE (8 Theoretical / 0 Credit / 8 ECTS):** Equips the student with information and experience in the field in which the advisor studies, ethical and study discipline and ability to monitor and assess current literature. Topics determined by the supervisor.

**SOE5904 - COUNSELING (0 Theoretical - 1 Practical / 0 Credit / 1 ECTS):** Determination of thesis topic, Determination of research methods and thesis preparation.

**ISL5002 - SEMINAR (0 Theoretical 2 Practical / 0 Credit / 5 ECTS):** Öğrencilerin ilgi alanlarına göre araştıracakları konuları seçmek, araştırmayı aşama aşama planlamak ve yürütmek, araştırma sonuçlarını sunmaktır.

**ISL5004 - FINANCIAL REPORTING STANDARDS FOR LARGE AND MEDIUM SIZED ENTERPRISES (BOBİ FRS) ( 3 Theoretical / 3 Credit / 5 ECTS):** Financial Reporting Standards For Large And Medium Sized Enterprises (BOBİ FRS) will be reviewed in detail. There will be realistic, relevant and comparable financial statement applications in accordance with the purpose of the standard.

**ISL5006 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT ( 3 Theoretical / 3 Credit / 5 ECTS):** Introduces the investment theory, express the important factors on investment decisions, explain portfolio management in detail from both theoretical and operational aspects and examines investment alternatives in Turkey.

**ISL5008 - FINANCIAL STATEMENTS ANALYSIS ( 3 Theoretical / 3 Credit / 5 ECTS):** Develops financial statement examining, calculating, evaluating, reporting and analysing skills of the participants.

**ISL5010 - OPERATIONAL AUDIT AND INTERNAL AUDIT ( 3 Theoretical / 3 Credit / 5 ECTS):** Evaluating the sufficiency and efficiency of companies' internal controls systems, including its corporate governance and accounting processes, examining and developing risk assesment methods, installing effective, efficient and economic performance measurement processes, offering improvements on company's operational activities.

**ISL5012 - BEHAVIORAL FINANCE ( 3 Theoretical / 3 Credit / 5 ECTS):** Introduces the behavioral finance approach that is developed as an alternative to efficient market hypothesis. Discusses the effects of sociocultural values and personality factor, learning, perception and attitude concepts, risk perception, tolerance to the uncertainty and emotional intelligence on investment decision process.

**ISL5014 - ADVANCED MANAGERIAL ACCOUNTING ( 3 Theoretical / 3 Credit / 5 ECTS):** Management function starts with planning and ends with control. Managers need information for planning, control and decision making processes. This course provides relevant information about managerial accounting elements like volume-profit analysis, fixed and variable costs, contribution type income statement, budgets and standard costs.

**ISL5016 - TAX LAW APPLICATIONS ( 3 Theoretical / 3 Credit / 5 ECTS):** Examines the Turkish tax system in terms of the taxes taken out of income, wealth or spendings and tax object, taxpayer, taxable event, exemptions and exceptions, deduction time and place and time of payment.

**ISL5018 - AUDITING PRACTICES ( 3 Theoretical / 3 Credit / 5 ECTS):** Covers importance of auditing, planning of an audit, audit evidence, auditing technique, auditing of different accounts and transactions, preparation of audit report and case studies about auditing.

**ISL5020 - TURKISH INDEPENDENT AUDITING STANDARDS ( 3 Theoretical / 3 Credit / 5 ECTS):** Auditing function, accounting profession, work ethic in independent auditing, generally accepted auditing standards, auditing purposes, auditing process, materiality and risk in auditing process, audit reports, fraudulent financial reporting and responsibilities of auditors, audit evidences and procedures, working papers, internal control system, auditing of cash system, auditing of receivables, auditing of inventory, auditing of fixed assets, auditing of long term liabilities, auditing of equity, auditing of income statement and case analysis.

**ISL5022 - CORPORATE GOVERNANCE ( 3 Theoretical / 3 Credit / 5 ECTS):** The social, political and economical scope of corporate social responsibility concept, the principles of CSR, sustainability, ethic, CSR and corporate behavior, agency theory and corporate governance, performance valuation and reporting for a company, CSR on non-profit organizations, globalization and regulations, CSR and strategy, CSR and leadership, CSR and financial performance relationship

**ISL5024- INTERNATIONAL FINANCING ( 3 Theoretical / 3 Credit / 5 ECTS):** Global Financial System, International Money System, Foreign Exchange Market, International Parity Conditions, Foreign Exchange Instruments, Currency Risk and Hedging

**ISL5026 - COMPANY AND REAL ESTATE VALUATION ( 3 Theoretical / 3 Credit / 5 ECTS):** Introduces company and real estate valuation concept and valuation standards, elements of real estate valuation, company valuation and their area of use.

**ISL5028 - CONSUMER BEHAVIOR ( 3 Theoretical / 3 Credit / 5 ECTS):** Explains the socio-cultural, psychologic and economic factors that determines the consumer behavior. Evaluate the interests, likes, needs and desires of the consumers that change according to their characteristics. Links other disciplines with the consumer behavior.

**ISL5030 - MARKETING RESEARCH ( 3 Theoretical / 3 Credit / 5 ECTS):** Covers the importance of marketing research, defining the marketing problems, developing hypothesis and research models, types and sources of data, collecting data, sampling and measuring, deciding the research methodologies for analyzing the collected data.

**ISL5032 - INTEGRATED MARKETING COMMUNICATION ( 3 Theoretical / 3 Credit / 5 ECTS):** Explains the importance of advertising management and integrated marketing communication and introduces the developments on these areas by remarking the basic concepts on advertising industry and advertising management topic. Covers “Advertising”, “Advertising Industry”, “Integrated Marketing Communication” concepts, characteristics of advertisements, the importance of advertising industry and the reasons of its recent growth, classification of advertisements, advertising strategies and policies, advertising mixes for different companies, new approaches on advertising management.

**ISL5034 - RELATIONSHIP MARKETING ( 3 Theoretical / 3 Credit / 5 ECTS):** Explains the role of Customer Relations Management on the planning, applying and controlling processes for effective relationship marketing. Calculating the customer lifetime value, area of use on CRM applications, explaining the role of CRM on customer acquisition, customer development and customer loyalty, defining the critical success factors for CRM applications, examining existing and developing technologies about CRM applications.

**ISL5036 – BUSINESS POLICY AND STRATEGIC MANAGEMENT (3 Theoretical / 3 Credit / 5 ECTS):** Basic Concepts of Strategic Management: Strategy, Mission, Vision, Values, Objectives; Strategic Management Process; Strategic Objective, Thought and Intention; Strategic Vision, Defining Objectives, Forming Strategy; Strategic Analysis; Industry and Corporation Analysis; Evaluation of Corporate Resources; Cores Competences; Developing Strategic Plans and Selection of Standards; Strategic and Competitive Advantages; Basic, Work, Functional, Corporate, International Strategies; Strategies for Competitive Global Markets; New Business Models and Strategy; Specific Industries and Relevant Strategies; Strategy and Competitive Advantages for Differentiated Companies; Creating Core Competencies; Organizing Work Efforts; Organization Management; Corporate Culture and Leadership

**ISL5038 - ENTREPRENEURSHIP AND PROJECT MANAGEMENT ( 3 Theoretical / 3 Credit / 5 ECTS):** Defining entrepreneurship, causes of its importance; project management; entrepreneurship schools and types of entrepreneurship; difference between individual and corporate entrepreneurship; elements of entrepreneurship and their characteristics; entrepreneurial environment; new business ideas and factors that affect entrepreneurship decisions; problems that Turkish entrepreneurs face; basic dynamics of intrapreneurship on creating competitive advantage; work ethic and social responsibility; innovation and creativity on entrepreneurship; researching for new business opportunities and creating the business idea; creating the business and business plan: basic concepts, scope and content; preparing business plan: transforming the idea into a plan; writing the business plan, evaluating and decision of establishing; importance of financing and marketing plans.

**ISL5040 - INNOVATION MANAGEMENT (3 Theoretical / 3 Credit / 5 ECTS):** Covers innovation and innovation management, innovative applications, types of innovation, sources of innovation, innovative thinking methods, innovation process, managing innovation, innovative culture, developing innovative capabilities of businesses, case studies on innovation management.

**ISL5042 - INTERNATIONAL BUSINESS MANAGEMENT (3 Theoretical / 3 Credit / 5 ECTS):** Explains the importance of international business management, organizational structure and organizational culture on international companies, management approaches on international companies and modern management techniques.

**ISL5044 – CROSS CULTURAL MANAGEMENT (3 Theoretical / 3 Credit / 5 ECTS):** Problematic of globalization and managing different cultures; culture and cultural relativity; organizational behavior on different cultures and HRM applications; developing management in different cultures.

**ISL5046 – LABOR AND SOCIAL SECURITY LAW PRACTICES (3 Theoretical / 3 Credit / 5 ECTS):** Covers individual labor law. Explains the basic concepts of labor law and examines the mutual rights of both employee and the employer.

**ISL5048 – MULTIPLE CRITERIA DECISION MAKING METHODS (3 Theoretical / 3 Credit / 5 ECTS):** Decision making and decision types, Decision models, quantitative and qualitative models, inventory (inventory models), transportation problems, linear programming, examples of the establishment of linear programming model, graphical solution technique of linear programming model, linear programming simplex method; standard and canonical forms, simplex method, types of simplex method applications; distortion unlimited solutions, optimal solution with option, lack of suitable solution, Sensitivity analysis of linear programming, Queuing theory, Simulation, Markov technique, Game theory, PERT Analysis, CPM Analysis, Analytic Hierarchy Process, TOPSIS, VIKOR, PROMETHEE, MOORA, Data Envelopment Analysis, DEMATEL, COPRAS, Grey Relational Analysis, Fuzzy Logic.



**ISL5050 – CHANGE MANAGEMENT AND ORGANIZATION DEVELOPMENT (3 Theoretical / 3 Credit / 5 ECTS):** Explains the importance of emotion and concern management during organizational changes and how they can be used to improve the efficiency of an organization. Strategies for organizational change and transformation, planning and executing the organizational change, growth of an organization, mergers and acquisitions, performance management, quality management.

**ISL5052 – MANAGEMENT IN TURKEY (3 Theoretical / 3 Credit / 5 ECTS):** Understanding the social dependency of organizational and administrative phenomena, understanding Turkey context, learning management practices in Turkey, understanding organizational and administrative phenomena in line with historical, economic, political and institutional changes.

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## **II. YEAR – I. SEMESTER**

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**SOE6901 - SPECIALIZATION FIELD COURSE (8 Theoretical / 0 Credit / 8 ECTS):** Equips the student with information and experience in the field in which the advisor studies, ethical and study discipline and ability to monitor and assess current literature. Topics determined by the supervisor.

**SOE6903 - COUNSELING (0 Theoretical - 1 Practical / 0 Credit / 1 ECTS):** Determination of thesis topic, Determination of research methods and thesis preparation.

**SOE6905 - THESIS (0 Theoretical - 0 Uygulama / 0 Credit / 21 ECTS):** Ability to interpret, develop and practice professionally their knowledge in management and thesis field.

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## **II. YEAR – II. SEMESTER**

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**SOE6902 - SPECIALIZATION FIELD COURSE (8 Theoretical / 0 Credit / 8 ECTS):** Equips the student with information and experience in the field in which the advisor studies, ethical and study discipline and ability to monitor and assess current literature. Topics determined by the supervisor.

**SOE6904 - COUNSELING (0 Theoretical - 1 Practical / 0 Credit / 1 ECTS):** Determination of thesis topic, Determination of research methods and thesis preparation.

**SOE6906 - THESIS (0 Theoretical - 0 Uygulama / 0 Credit / 21 ECTS):** Ability to interpret, develop and practice professionally their knowledge in management and thesis field.