



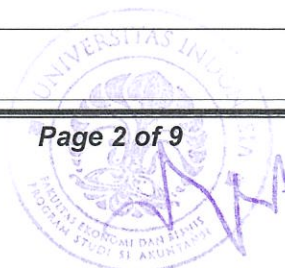
UNIVERSITAS INDONESIA  
FACULTY OF ECONOMICS AND BUSINESS  
ACCOUNTING DEPARTMENT  
STUDY PROGRAM: REGULAR S-1

**SYLLABUS**  
**Tax Management**  
**ECAU603203**  
**ODD SEMESTER 2020/2021**

Lecturer	E-mail address
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Credit Value	3
Type	Optional
Pre-requisite/ Co-requisite/ Exclusion	Taxation 2 (ECAU603105)
General Description, and learning method	<p>This subject generally discusses implementations and practical issues of provisions of the tax laws and regulations both in individual and organization levels that implement good governance and are in the corridors of the professional ethics and code of conducts, and in line with all the tax legislations in order to avoid, and if possible mitigate any tax exposure and sanctions, especially for transactions and business activities that are not/have not yet been clearly or specifically regulated, to achieve savings in tax burden, not only thorough a tax planning, but also proper administration, control, and reconciliation between tax reporting and accounting books, with the ultimate objective of increasing value of enterprise in the rapidly growing business and tight competition environments.</p> <p>The scope of the discussion includes implementation of tax obligations and administration of a business unit, analyzing new forms of business transactions by using the existing regulations and anticipated regulations to be issued under the framework of the global best practices, and understanding practical examples and requirements for a tax management system and tax procedures, including tax planning, both for domestic and cross-country transactions as follows:</p> <p>1. Equipping students with the basic concepts of: (i) tax management, (ii) tax planning, (iii) aggressive tax planning, (ii) tax evasion, (iv) tax avoidance, and (v) anti-tax avoidance measures. Students must be able to differentiate between these concepts to understand the company stakeholders' interest in a tax management.</p>

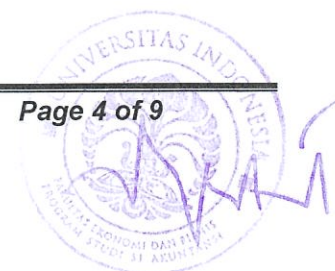
	<p>2. Students to be able to analyze and understand tax implications of a transaction or business in order to increase value of enterprise, e.g., through selection of source of company funding, strategy to obtain ascertain tax implications such as through a private ruling, and preparation before being audited by the tax authority.</p> <p>3. Students to have basic knowledge on tax planning and control of: (i) elements of income and deductions in the income tax return of Corporate Income Tax, (ii) Article 21 Withholding Income Tax and Personal Income Tax, (iii) other withholding taxes, (iv) Value-Added Tax, and (v) Sales Tax of Luxury Goods.</p>
Learning Objectives ("LO")	<p>Students are expected to be able to achieve the followings:</p> <p><b>LO1: Objectives to improve cognitive abilities</b></p> <ol style="list-style-type: none"> <li>1. understand the general principles of Indonesian tax system as a framework to analyze tax implications of various business and transactions, either conventional or new ones (T1).</li> <li>2. understand the concepts and applications of the tax management, tax planning, legal tax avoidance, aggressive tax planning, and tax evasion based on factual case studies (T2).</li> <li>3. have tax management skills for a corporate taxpayer, especially by identifying potential tax planning for different variables of transactions and business. (T3).</li> </ol> <p><b>LO2: Objectives relating to personality development (soft skills))</b></p> <ol style="list-style-type: none"> <li>1. Demonstrate critical thinking, by bridging the commercial considerations, accounting and legal perspectives that affect the tax implications.</li> <li>2. Communicate well and systematically to express opinions and analysis, both verbal communication in presentations and written communication in presentation material and reports.</li> </ol> <p><b>LO3: Objectives relating to Ethical and Social Considerations</b></p> <p>Understand ethical and social considerations and identify ethical dilemmas related to decisions in tax planning.</p>
Teaching/Learning Methodology	<p>1. Active lecturing by lecturers.</p>





	<p>2. Cooperative learning in group discussions and assignments.</p> <p>3. Case-based learning to discuss mini case study.</p> <p>4. Students presentations</p> <p><i>Active and cooperative learning</i></p> <p>Lecturer is to provide comprehensive teaching materials of the cases, involving taxation, accounting, legal, and current business development. During discussion on the case study, students are expected to actively participate and recommend problem solving of the case from the tax perspective.</p> <p><i>Group Discussions</i></p> <p>Students will be divided into groups according to their number and will be assigned to analyze different factual tax cases and issues based on the conceptual framework of the tax management. Minutes of the discussion must be written in a technical paper, which may indicate source of reference and logical rationale for each given case resolution. Source reference must be written at the end of each paper. The statement of authorship must be attached to the front (after the title page). Students are required to be active to rise questions and provided answer in discussions. The lecturer will assess the participation of students in the discussion.</p> <p><i>Presence</i></p> <p>Students are expected to always attend classes and required to attend at least 80% of all 14 meetings. Those who attend less than 80% will not be allowed to sit for the final exam.</p>			
Assessment Method in Alignment with Intended Learning Outcomes		NO	Assessments	Weight
		1	Paper, presentation, and discussion	30%
		2	Mid-term exam	35%
		3	Final exam	35%
			TOTAL	100%
Reading List and References	<p><b>Tax Laws and Regulation:</b></p> <p>Prevailing tax laws and operating regulations ("UU"), such as:</p> <ol style="list-style-type: none"> <li>1. Law No. 6 Year 1983 on Taxation Procedures and General Provisions as amended several times recently by Law No. 16 Year 2009.</li> <li>2. Law No. 7 Year 1983 on Income Tax as amended several times and recently by Law No. 36 Year 2008.</li> <li>3. Law No. 8 Year 1983 on Value Added Tax of Goods and Services and Sales Tax of Luxury Goods as amended several times and recently by Law No. 42 Year 2009.</li> <li>4. Law No. 19 Year 1997 on Tax Collection by Distress Warrant as amended recently by Law No. 19 Year 2000.</li> </ol>			

	<p>5. Law No. 14 Year 2002 on Tax Court.</p> <p>6. Law No. 28 Year 2009 on Regional Tax and Retribution.</p> <p><b>Books:</b></p> <p>a) Brian J. Arnold, <i>International Tax Primer</i>, 3rd Ed., Kluwer Law International, 2016 (BJA).</p> <p>b) Darussalam and Danny Septriadi, <i>Membatasi Kekuasaan untuk Mengenakan Pajak: Tinjauan Akademis terhadap Kebijakan, Hukum, dan Administrasi Pajak di Indonesia</i>, Grasindo, 2005. (DD)</p> <p>c) Erly Suandy, <i>Perencanaan Pajak</i>, Salemba Empat, 2001. (ES)</p> <p>d) John Hutagaol, Darussalam, Danny Septriadi, <i>Kapita Selekta Perpajakan</i>, Salemba Empat, 2006. (JDD)</p> <p>e) OECD Model Tax Convention 2014.</p> <p>f) 2011 UN Model Convention.</p> <p>g) OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administration</p>
Statement of Authorship	<p><b>Plagiarism and Autoplagerism are strictly forbidden, as stated in the Decree of Faculty Ekonomi University Indonesian No 352/H2.F6.D1/HKP.02.04.SKD/2013.</b></p> <p style="text-align: center;"><b>Statement of Authorship</b></p> <p>I/We.....the undersigned declare to the best of my/our ability that the paper/assignment herewith is an authentic writing carried out by myself/ourselves. No other authors or work of other authors have been used without any reference to its sources.</p> <p>This paper/assignment has never been presented or used as paper' assignment for other courses except if I/we clearly stated otherwise.</p> <p>I/We fully understand that this assignment can be reproduced and/or communicated for the purpose of detecting plagiarism.</p> <p>Name : _____</p> <p>Student's ID Number : _____</p> <p>Signature : _____</p> <p>Course : _____</p> <p>Paper/Assignment Title: _____</p> <p>Date : _____</p> <p>Lecturer : _____</p> <p>(signed by all and every single student if its a group assignment)</p>





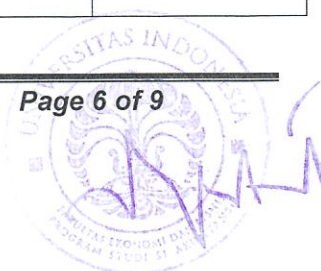
## Lecturing Schedule

Generally, lecturing will be divided into two schedules:

- a. Lecturing up to the mid-term exam will be active and cooperating learning to discuss applied tax management, by discussing tax technical matters and how accounting and legal concepts play a role in tax management, practical issues during tax audits, and other commercial considerations.
- b. After the mid-term exam, lecturing will be in group discussions and presentations, to more understand on concepts of practical implementation of the tax regulations, complications resulted from the accounting and legal concepts for tax matters, professional ethics in taxation, corridors limiting space in tax efficiency, tax credit restrictions relating to double taxation, phenomenon of global value chains, Base Erosion and Profit Shifting practices by multinational companies, and discussion of papers related to tax management, etc.

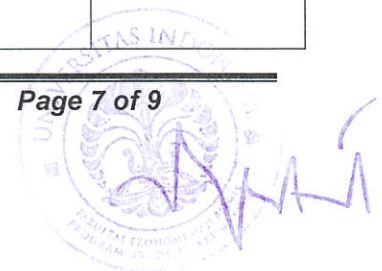
Session	Main/Subtopic	Reference
<p>1</p> <p><i>Active Lecturing</i></p> <p>T1, T2, LO2, LO3</p>	<ol style="list-style-type: none"> <li>1. The general explanations of syllabus, refreshments of Taxation 1 and Taxation 2, such as provisions on tax payment, reporting, documentation, tax audits, resolution avenues of tax disputes in the Tax Court and the Supreme Court, both for central taxes and regional taxes, and tax sanctions.</li> <li>2. Review on the general principles of Indonesian tax system: worldwide income tax regime vs. territorial income tax regime, Tax Subject vs. Taxpayer, WPDN vs. WPLN, Subjective Tax vs. Objective Tax, Accrual vs. Realization, Deductible-Taxable vs. Non-Deductible-non-taxable, self-paid vs. tax withholding, net amount after-tax vs. gross amount before tax, substance vs. formality requirements, self-assessment vs. official assessment, tax dispute and resolution.</li> <li>3. Examples of problems and their solutions of topics in points 1 and 2, so that the students can understand and distinguish between:               <ol style="list-style-type: none"> <li>a. Tax management and tax planning.</li> <li>b. Defensive tax planning vs. aggressive tax planning.</li> <li>c. Tax avoidance vs tax evasion.</li> <li>d. Anti-tax avoidance measures.</li> </ol> <p>Tax management including design in accounting records and standards, contract drafting, information and administration systems, company systems and procedures, staffing and job description, built-in-control systems for tax obligations, understanding of the organization of tax-related organizations, formal and material regulations in law taxation and its application, the tax system in Indonesia.</p> </li> </ol>	Materials from Taxation 1 and Taxation 2, UU, JDD (Articles 13, 17), ES
2	<ol style="list-style-type: none"> <li>1. Forms of business entity commonly used and their tax implications:</li> </ol>	UU, JDD (Articles 2, 15),

Session	Main/Subtopic	Reference
<i>Active Lecturing</i> T1, T3, LO2	<ul style="list-style-type: none"> <li>a. Limited liability company.</li> <li>b. Limited Partnership (CV),</li> <li>c. Alliance, association, firm, and partnership.</li> </ul> <p>2. Understanding the Good Corporate Governance (GCG), and Tax System &amp; Procedures in Indonesia along with their impacts to a company's tax management, discussing several aspects that need to be considered in tax management, such as:</p> <ul style="list-style-type: none"> <li>a. Tax function in a company</li> <li>b. Regulatory principles in implementing tax obligations.</li> <li>c. Types of taxes, central and local taxes, NPWP and NPWPD, calculation, deposit and payment, and reporting.</li> <li>d. Transactions with foreign parties and business abroad with or without a Permanent Establishment in Indonesia.</li> <li>e. Introduction to tax risk management in the job description of a company's tax department.</li> </ul>	BJA (Ch. 1), ES
3 <i>Cooperative Learning</i>	<p>Continued from the Item 2 e above, determining job function to monitor tax liability (tax payable date and due date to assess potential efficiency in implementing tax obligation), and understand:</p> <ul style="list-style-type: none"> <li>a. Information in the forms of assets, liabilities, and equity, and revenues, costs and expenses as basis for preparing Annual Corporate Income Tax Return.</li> <li>b. Role of the tax division in transaction activities, the system and procedure in terms of: <ul style="list-style-type: none"> <li>1. Purchases (summary of vendors, type of procurements, type of withholding taxes)</li> <li>2. Salary and remuneration for employees, and service fee for individual service provider (domestic/onshore &amp; offshore)</li> <li>3. Sales and sales returns.</li> <li>4. Receipt of payments.</li> <li>5. Payment of expenses and cash back to customer related to sales.</li> </ul> </li> <li>c. Assistance and cooperation with other accounting function in determining tax objects and tax reporting and payments.</li> </ul>	UU, ES.
4 <i>Active Lecturing</i>	1. Bookkeeping and Tax Reporting (related to the self-assessment system) vs tax audit, management in in handling a tax audit.	UU

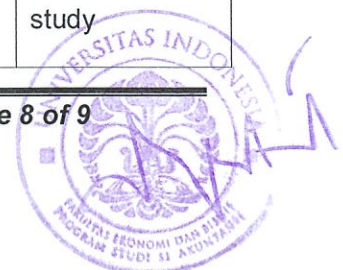




Session	Main/Subtopic	Reference
	2. Reconciliation of costs and expenses with objects of withholding taxes reported in monthly withholding tax returns.  3. Reconciliation of revenue reported in income tax return and deliveries subjected to VAT and LST	
5  <i>Cooperative Learning</i>	Tax planning for Foreign Direct Investment:  1. Representative Office. What activities and how its tax obligations are generally carried out, and impact of its status as a non-tax resident.  2. PT PMA as an Indonesian subsidiary company.  3. Joint operation: a. Administrative - only for temporary cooperation, considered as not a tax subject. b. Forming a PT new legal entity as joint venture.	UU
6  <i>Cooperative Learning</i>	Tax management for specifically regulated business activities, both by the government and agreements between parties: determination of tax imposition base (including accounting aspects for transactions recording), accounting for assets and depreciation/amortization in accordance with the contracts and others  1. Article 4 (2) final income tax 2. Drafting a contract with a third party (e.g., vendors, customers and other taxpayer), and their impact on tax-related calculations and bookkeeping. 3. Import arrangement, importers vs indenter 4. Build-Operate-Transfer (BOT).	UU
7  <i>Cooperative Learning</i>	Introduction to International Taxation for tax management purposes:  1. Changes in production base from local to overseas,  2. Economic considerations, such as comparative and competitive advantages, BEPS considerations, profit shifting  3. State's efforts to deal with tax avoidance: <ul style="list-style-type: none"> <li>▪ Anti-tax avoidance rules in the Income Tax Law</li> <li>▪ Transfer pricing rules</li> <li>▪ Tax avoidance provision in Tax Treaties (P3B)</li> <li>▪ Tax credit restrictions</li> <li>▪ Scrutiny on transfer pricing and tax haven countries.</li> <li>▪ Basic arrangements in matters related to party transactions.</li> </ul>	UU



Session	Main/Subtopic	Reference
	3. Ethics and other aspects of tax management: learning based organization, tacit knowledge, etc.	
<b>Mid-term Exam</b>		
8 Student presentation	Group 1 presents a mini case study on tax management or tax behavior.  Group 2 becomes challenger against Group 1.	Paper and Tax court/ Supreme Court verdicts Regulations related to the mini case study
9. Student presentation	Group 2 presents a mini case study on tax management or tax behavior.  Group 3 becomes challenger against Group 2.	Paper and Tax court/ Supreme Court verdicts Regulations related to the mini case study
10 Student presentation	Group 3 presents a mini case study on tax management or tax behavior.  Group 4 becomes challenger against Group 3.	Paper and Tax court/ Supreme Court verdicts Regulations related to the mini case study
11 Student presentation	Group 4 presents a mini case study on tax management or tax behavior.  Group 5 becomes challenger against Group 4.	Paper and Tax court/ Supreme Court verdicts Regulations related to the mini case study
12 Student presentation	Group 5 presents a mini case study on tax management or tax behavior.  Group 1 becomes challenger against Group 5.	Paper and Tax court/ Supreme Court verdicts Regulations related to the mini case study





Session	Main/Subtopic	Reference
13 Student presentation	Wrap up and review of the five presentations based on the conceptual framework of tax management	
14 <i>Active Lecturing</i>	Comprehensive review on the lecturing sessions the entire paper and court decisions that have been discussed by 5 groups of students. Exam preparation.	
<b>Final Exam</b>		

