


46. STRATEGIC MANAGEMENT

		<p style="text-align: center;"><b>Sekolah Tinggi Ilmu Ekonomi YAPAN Surabaya</b> <b>Program Studi S1 Manajemen</b> <b>Bachelor Degree of Management Study Program</b></p>				<p><b>Kode Dokumen Document Code</b></p>		
<p><b>RENCANA PEMBELAJARAN SEMESTER</b> <b>Semester Lesson Plan</b></p>								
<p><b>MATA KULIAH (MK) COURSE</b></p>		<p><b>KODE CODE</b></p>	<p><b>Rumpun MK CLUSTER</b></p>		<p><b>BOBOT (sks) WEIGHT (credits)</b></p>		<p><b>SEMESTER</b></p>	<p><b>Tgl Penyusunan Compilation Date</b></p>
<p>Manajemen Strategik Strategic Management</p>			<p>Manajemen</p>		<p><b>T=3</b></p>	<p><b>P=0</b></p>	<p>7</p>	
<p><b>OTORISASI AUTHORIZATION</b></p>		<p><b>Pengembang RPS Developer</b></p>		<p><b>Koordinator RMK Coordinator</b></p>		<p><b>Ketua PRODI Head of the Study Program</b></p>		
				<p>Rohmah Kurniawati,SE.,MM Drh.Hammy Wahjuninato,MM</p>		<p>Ira Ningrum Resmawa,SE.,MM.,CMA</p>		
<p><b>Capaian Pembelajaran (CP) Program Learning Outcome (PLO)</b></p>		<p><b>CPL-PRODI yang dibebankan pada MK PLO charged in this course</b></p>						
		<p>CPL1 PLO1</p>	<p>Lulusan mampu menguasai teori bidang manajemen secara menyeluruh. Graduates are able to master the theory of management as a whole</p>					
		<p>CPL4 PLO4</p>	<p>Lulusan mampu beradaptasi terhadap konteks permasalahan bisnis yang dihadapi dengan baik. Graduates are able to adapt to dealing with business problems.</p>					
		<p>CPL7 PLO7</p>	<p>Lulusan mampu mengembangkan ide usaha dalam lingkungan bisnis global secara kreatif. Graduates are able to develop creative business ideas in a global business environment.</p>					
		<p>CPL8 PLO8</p>	<p>Lulusan mampu mengelola organisasi secara etis. Graduates are able to manage organizations ethically.</p>					
		<p><b>Capaian Pembelajaran Mata Kuliah (CPMK) Course Learning Outcome (CLO)</b></p>						
		<p>CPMK1 CLO1</p>	<p>C4. Mahasiswa mampu membandingkan secara cermat teori-teori manajemen strategik C4. Students are able to compare strategic management theories carefully.</p>					
		<p>CPMK2 CLO2</p>	<p>C4. Mahasiswa mampu memilih secara tepat keputusan strategis berdasarkan data studi kasus. C4. Students are able to make appropriate strategic decisions based on case study data.</p>					

CPMK3 CLO3	A5. Mahasiswa mampu menunjukkan karakter Iman, cerdas, mandiri, jujur, peduli dan tangguh di dalam kegiatan pembelajaran Manajemen Strategik. A5. Students are able to make appropriate religious, smart, independent, honest, caring, and resilient character in Strategic Management learning activities.
<b>Kemampuan akhir tiap tahapan belajar (Sub-CPMK) Expected ability of each learning stage (Sub-CLO)</b>	
Sub-CPMK1 Sub-CLO1	Memahami karakteristik Manajemen strategi Understand the characteristics of strategic management
Sub-CPMK2 Sub-CLO2	Environmental Scanning: Memahami lingkungan bisnis eksternal Environmental Scanning: Understanding the external business environment
Sub-CPMK3 Sub-CLO3	Environmental Scanning: Memahami lingkungan bisnis internal Environmental Scanning: Understanding the internal business environment
Sub-CPMK4 Sub-CLO4	Strategy Formulation: Memahami Visi dan Misi Strategy Formulation: Understanding the Vision and Mission
Sub-CPMK5 Sub-CLO5	Strategy Implementation: Memahami Rumusan Strategi Jangka Panjang Strategy Implementation: Understanding the Long-Term Strategy Formula
Sub-CPMK6 Sub-CLO6	Strategy Implementation: Analisis strategi dan pemilihan strategi Strategy Implementation: Strategy analysis and strategy selection
Sub-CPMK7 Sub-CLO7	Memahami faktor-faktor yang berpengaruh pada strategi Understanding the factors that influence the strategy
Sub-CPMK8 Sub-CLO8	Implementasi strategi: Manajemen dan Operasi Strategy implementation: Management and Operations
Sub-CPMK9 Sub-CLO9	Implementasi strategi: staffing dan directing Strategy implementation: staffing and directing
Sub-CPMK10 Sub-CLO10	Evaluasi Strategi Strategy Evaluation
Sub-CPMK11 Sub-CLO11	Key Strategic-management topic: Etika Bisnis, Tanggungjawab social, keberlangsungan lingkungan Key Strategic-management topic: Business Ethics, Social Responsibility, environmental sustainability
Sub-CPMK12 Sub-CLO12	Studi kasus manajemen strategi Strategic management case study
Sub-CPMK13 Sub-CLO13	Studi kasus manajemen strategi (Oral) Strategic management case study (Oral)
<b>Korelasi CPMK terhadap Sub-CPMK Correlation of CLO to Sub-CLO</b>	

		Sub-CPMK1 Sub-CLO1	Sub-CPMK1 Sub-CLO1	Sub-CPMK3 Sub-CLO3	Sub-CPMK4 Sub-CLO4	Sub-CPMK5 Sub-CLO5	Sub-CPMK6 Sub-CLO6	Sub-CPMK7 Sub-CLO7	Sub-CPMK8 Sub-CLO8	Sub-CPMK9 Sub-CLO9	Sub-CPMK10 Sub-CLO10	Sub-CPMK11 Sub-CLO11	Sub-CPMK12 Sub-CLO12	Sub-CPMK13 Sub-CLO13
	CPMK1 CLO1	√	√	√	√									
	CPMK2 CLO2				√	√	√	√	√	√	√	√	√	√
	CPMK3 CLO3								√	√				
<b>Deskripsi Singkat MK</b> <b>Brief description of the course</b>	<p>Mata Kuliah Manajemen Strategik diberikan pada mahasiswa di semester 5 (lima) untuk mempelajari dan memperdalam berbagai strategi yang diawali dengan tahap Formulasi Strategi, dilanjutkan implementasi Strategi dan diakhiri dengan tahap evaluasi Strategi. Masing-masing tahap dalam mata kuliah Manajemen Strategik ini memerlukan keterlibatan mahasiswa secara aktif dengan melakukan observasi lapangan ke UKM-UKM. Ketiga tahapan dalam Manajemen Strategik akan diterapkan pada UKM tempat mahasiswa melakukan observasi. Strategi belajar yang diterapkan pada mata kuliah ini adalah project based learning, di mana mahasiswa akan melakukan observasi secara berkelompok untuk merancang dan menentukan strategi yang tepat untuk UKM yang di observasi. Sehingga output dari mata kuliah ini berupa laporan hasil observasi yang akan dipresentasikan oleh masing-masing kelompok.</p> <p>Strategic Management courses are given to students in semester 5 (five) to study and deepen various strategies, starting with the Strategy Formulation stage, followed by Strategy implementation and ending with the Strategy evaluation stage. Each stage in this Strategic Management course requires the active involvement of students by conducting field observations to SMEs. The three stages in Strategic Management will be applied to SMEs where students make observations. The learning strategy applied to this course is project based learning, where students will make observations in groups to design and determine the right strategy for the SMEs being observed. So that the output of this course is in the form of a report on the results of observations that will be presented by each group.</p>													
<b>Bahan Kajian: Materi Pembelajaran</b> <b>Learning Materials</b>	<ol style="list-style-type: none"> <li>1. Characteristics of strategic management</li> <li>2. Environmental scanning</li> <li>3. Strategy Formulation</li> <li>4. Strategy implementation</li> <li>5. Understand the factors that influence the strategy</li> <li>6. Strategy implementation</li> <li>7. Strategy evaluation</li> <li>8. Key strategic-management topic</li> <li>9. Case study</li> </ol>													
<b>Pustaka References</b>	<b>Utama:</b> <b>Primary:</b>													

	<ol style="list-style-type: none"> <li>1. Hunger., J. David dan Wheelen, Thomas L. 2003. Manajemen Strategis. Yogyakarta : Andi</li> <li>2. David, Fred. R., 2011. Strategic Management Manajemen Strategi Konsep, Edisi 12, Jakarta: Salemba Empat</li> <li>3. Solihin, Ismail. 2012. Manajemen Strategik. Jakarta : Erlangga</li> <li>4. Robinson, Richard B &amp; Pearce, John. 1997. Manajemen Strategi Cetakan II. Bina Rupa Aksaran. Jakarta</li> </ol>				
	<table border="1" style="width: 100%;"> <tr> <td style="width: 150px;"><b>Pendukung:</b></td> <td></td> </tr> <tr> <td><b>Supplement:</b></td> <td></td> </tr> </table>	<b>Pendukung:</b>		<b>Supplement:</b>	
<b>Pendukung:</b>					
<b>Supplement:</b>					
<b>Dosen Pengampu Lecturers</b>	Rohmah Kurniawati,SE.,MM Drh.Hammy Wahjuninato,MM Achmad Sholihin, ST.,MM				
<b>Matakuliah syarat Requirements course</b>	Mahasiswa yang telah menempuh mata kuliah Pengantar Manajemen Students have taken an Introduction to Management				

Mg Ke-Week	Kemampuan akhir tiap tahapan belajar (Sub-CPMK) Expected ability of each learning stage (Sub-CLO)	Penilaian Assessment		Bentuk Pembelajaran, Metode Pembelajaran, Penugasan Mahasiswa, [Estimasi Waktu] Learning Form, Learning Methods, Student Assignment, [Estimated time]		Materi Pembelajaran [Pustaka] Learning materials [References]	Bobot Penilaian (%) rating weight
		Indikator Indicators	Kriteria & Teknik Criteria & Technic	Luring (offline)	Daring (online)		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Memahami karakteristik Manajemen strategi  Understand the characteristics of strategic management	1.9. Mampu memahami konsep manajemen strategi 1.10. Mampu menjelaskan model-model Manajemen Strategi 1.11. Mampu memahami manfaat manajemen strategi bagi organisasi  1.1. Able to understand the concept of strategic management 1.2. Able to explain Strategic Management models 1.3. Able to understand the benefits of strategic management for the organization	Kriteria: Rubrik Holistik  Criteria: Holistic Rubric  Teknik: Membaca buku mengenai konsep dasar manajemen strategi.  Technique: Read a book about the basic concepts of strategic management.		Discussion via Google Classroom Zoom Meeting Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar  Reading literature, presentations, and listening to student explanations  [PB: 1x(3x50'')] [PT+KM: (1+1)x(3x60'')]	Learning Resources: [1], [2], [3]  Media: powerpoint and LCD	

2	<p>Environmental Scanning: Memahami lingkungan bisnis eksternal</p> <p>Environmental Scanning: Understanding the external business environment</p>	<p>2.9. Mampu menjelaskan variabel-variabel yang ada pada lingkungan sosial.</p> <p>2.10. Mampu menguraikan pengaruh lingkungan industry</p> <p>2.11. Mampu merinci faktor-faktor strategis eksternal (EFAS)</p> <p>2.1. Able to explain the variables that exist in the social environment.</p> <p>2.2. Able to describe the influence of the industrial environment</p> <p>2.3. Able to detail external strategic factors (EFAS)</p>	<p>Kriteria: Rubrik Holistik</p> <p>Criteria: Holistic Rubric</p> <p>Teknik: Membaca buku mengenai konsep dasar manajemen strategi</p> <p>Technique: Read a book on the basic concepts of strategic management</p>		<p>Discussion via Google Classroom Zoom Meeting</p> <p>Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar</p> <p><b>[PB: 1x(3x50")]</b> <b>[PT+KM: (1+1)x(3x60")]</b></p>	<p>Learning Resources: [1], [2], [3]</p> <p>Media: powerpoint and LCD</p>	
3	<p>Environmental Scanning: Memahami lingkungan bisnis internal</p> <p>Environmental Scanning: Understanding the internal business environment</p>	<p>3.8. Mampu menguraikan kompetensi inti dan kekhususan perusahaan melalui analisis RBV</p> <p>3.9. Mampu mendeteksi keunggulan kompetitif organisasi melalui analisis rantai nilai</p> <p>3.10. Mampu menguraikan bagaimana sumber daya dan kapabilitas fungsional disesuaikan dengan strategi perusahaan</p> <p>3.11. Mampu membuat audit lingkungan internal</p> <p>3.12. Mampu membuat matriks IFAS.</p>	<p>Kriteria: Rubrik Holistik</p> <p>Criteria: Holistic Rubric</p> <p>Teknik: Membaca buku mengenai lingkungan bisnis eksternal</p> <p>Technique:</p>		<p>Discussion via Google Classroom Zoom Meeting</p> <p>Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar</p> <p>Reading literature, presentations, and listening to student explanations</p>	<p>Learning Resources: [1], [2], [3]</p> <p>Media: powerpoint and LCD</p>	

		<p>3.1. Able to describe the company's core competencies and specificities through RBV analysis</p> <p>3.2. Able to detect organizational competitive advantage through value chain analysis</p> <p>3.3. Able to describe how functional resources and capabilities are aligned with company strategy</p> <p>3.4. Able to make internal environmental audit</p> <p>3.5. Able to create IFAS matrix.</p>	<p>Reading books on the external business environment</p>		<p><b>[PB: 1x(3x50")]</b>  <b>[PT+KM: (1+1)x(3x60")]</b></p>		
<b>4</b>	<p>Strategy Formulation: Memahami Visi dan Misi</p> <p>Strategy Formulation: Understanding the Vision and Mission</p>	<p>4.12. Mampu menjelaskan karakteristik visi dan misi</p> <p>4.13. Mampu menguraikan pentingnya visi dan misi</p> <p>4.14. Mampu memberikan contoh penulisan visi dan misi</p> <p>a. Able to explain the characteristics of the vision and mission</p> <p>b. Able to describe the importance of vision and mission</p> <p>c. Able to provide examples of writing vision and mission</p>	<p>Kriteria: Rubrik Holistik</p> <p>Criteria: Holistic Rubric</p> <p>Teknik: Membaca buku mengenai karakteristik visi dan misi</p> <p>Technique: Reading books on the characteristics of the vision and mission</p>		<p>Discussion via Google Classroom Zoom Meeting</p> <p>Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar</p> <p>Reading literature, presentations, and listening to student explanations</p> <p><b>[PB: 1x(3x50")]</b>  <b>[PT+KM: (1+1)x(3x60")]</b></p>	<p>Learning Resources: [1], [2], [3]</p> <p>Media: powerpoint and LCD</p>	

5	<p>Strategy Implementation: Memahami Rumusan Strategi Jangka Panjang</p> <p>Strategy Implementation: Understanding the Long-Term Strategy Formula</p>	<p>5.7. Mampu mengidentifikasi tujuan jangka panjang perusahaan</p> <p>5.8. Mampu merancang analisis SWOT</p> <p>5.9. Mampu menjelaskan jenis-jenis strategi</p> <p>5.10. Mampu menjelaskan manajemen strategi pada perusahaan nirlaba dan pemerintah</p> <p>5.11. Mampu menjelaskan manajemen strategi pada perusahaan kecil</p> <p>5.1. Able to identify the company's long-term goals</p> <p>5.2. Able to design SWOT analysis</p> <p>5.3. Able to explain the types of strategies</p> <p>5.4. Able to explain strategic management in not-for-profit and government companies</p> <p>5.5. Able to explain strategic management in small companies</p>	<p>Kriteria: Rubrik Holistik</p> <p>Criteria: Holistic Rubric</p> <p>Teknik: Membaca buku mengenai Perumusan strategi jangka panjang</p> <p>Technique: Reading a book about the formulation of a long-term strategy</p>		<p>Discussion via Google Classroom Zoom Meeting</p> <p>Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar</p> <p>Reading literature, presentations, and listening to student explanations</p> <p><b>[PB: 1x(3x50")]</b> <b>[PT+KM: (1+1)x(3x60")]</b></p>	<p>Learning Resources: [1], [2], [3]</p> <p>Media: powerpoint and LCD</p>	
6	<p>Strategy Implementation: Analisis strategi dan pemilihan strategi</p> <p>Strategy Implementation: Strategy analysis and strategy selection</p>	<p>6.8. Mampu menjelaskan cara memperoleh dan memilih strategi</p> <p>6.9. Mampu mengimplementasikan kerangka komprehensif formulasi strategi</p> <p>6.10. Mampu menjelaskan pengaruh aspek budaya pada strategi</p> <p>6.11. Mampu menjelaskan pengaruh aspek politik pada pemilihan strategi</p> <p>6.1. Able to explain how to obtain and choose strategies</p> <p>6.2. Able to implement a comprehensive framework of strategy formulation</p>	<p>Kriteria: Rubrik Holistik</p> <p>Criteria: Holistic Rubric</p> <p>Teknik: Membaca buku mengenai Perumusan strategi jangka panjang</p> <p>Technique:</p>		<p>Discussion via Google Classroom Zoom Meeting</p> <p>Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar</p> <p>Reading literature, presentations, and listening to student explanations</p>	<p>Learning Resources: [1], [2], [3]</p> <p>Media: powerpoint and LCD</p>	



		6.3. Able to explain the influence of cultural aspects on strategy 6.4. Able to explain the influence of political aspects on strategy selection	Reading a book about the formulation of a long-term strategy		[PB: 1x(3x50")] [PT+KM: [PB: 1x(3x50")]		
7	Memahami faktor-faktor yang berpengaruh pada strategi  Understanding the factors that influence the strategy	7.11.Mampu menjelaskan pengaruh aspek social pada strategi perusahaan 7.12.Mampu menjelaskan pengaruh aspek politik pada strategi perusahaan  7.1. Able to explain the influence of social aspects on company strategy 7.2. Able to explain the influence of political aspects on company strategy	Kriteria: Rubrik Holistik  Criteria: Holistic Rubric  Teknik: Membaca buku mengenai Perumusan strategi jangka panjang  Technique: Reading a book about the formulation of a long-term strategy		Discussion via Google Classroom Zoom Meeting  Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar  Reading literature, presentations, and listening to student explanations  [PB: 1x(3x50")] [PT+KM: (1+1)x(3x60")]	Learning Resources: [1], [2], [3]  Media: powerpoint and LCD	
8	<b>Evaluasi Tengah Semester / Ujian Tengah Semester Midterm Exam</b>						
9	Implementasi strategi: Manajemen dan Operasi  Strategy implementation: Management and Operations	9.11. Mampu menjelaskan Karakteristik Implementasi Strategi, tujuan tahunan, kebijakan, alokasi sumber daya, penyesuaian struktur dengan sterategy, restrukturisasi, dan reengineering 9.12. Mampu menjelaskan hubungan kinerja dan pembayaran dengan strategi	Kriteria: Rubrik Holistik  Criteria: Holistic Rubric  Teknik:		Discussion via Google Classroom Zoom Meeting  Membaca literatur, presentasi, dan	Learning Resources: [1], [2], [3]  Media:	

		<p>9.13.Mampu menjelaskan pengelolaan resistensi perubahan, Menciptakan Strategi yang Mendukung Kultur, Fokus Bidang Produksi/Operasi ketika Implementasi Strategi, Fokus Sumber Daya Manusia ketika Implementasi Strategi</p> <p>9.1. Able to explain the Characteristics of Strategy Implementation, annual objectives, policies, allocation of resources, adjustment of the structure with strategy, restructuring, and reengineering</p> <p>9.2. Able to explain the relationship between performance and pay with strategy</p> <p>9.3. Able to explain the management of change resistance, Creating a Strategy that Supports Culture, Focusing on Production/Operations when Implementing Strategy, Focusing on Human Resources when Implementing Strategy</p>	<p>Membaca buku mengenai Implementasi strategi tingkat manajemen dan operasi</p> <p>Metode drill penyusunan rencana anggaran suatu perusahaan</p> <p>Technique: Reading a book on the implementation of the strategy and operations management level</p> <p>Drill method for preparing a company's budget plan</p>		<p>mendengarkan penjelasan pembelajar</p> <p>Reading literature, presentations, and listening to student explanations</p> <p><b>[PB: 1x(3x50")]</b> <b>[PT+KM: (1+1)x(3x60")]</b></p>	<p>powerpoint and LCD</p>	
<b>10</b>	<p>Implementasi strategi: staffing dan directing</p> <p>Strategy implementation: staffing and directing</p>	<p>10.7.Menghasilkan Rumusan Implementasi Strategi pada Bidang Pemasaran, Keuangan/Akunting, Penelitian &amp; Pengembangan, dan Sistem Informasi Manajemen.</p> <p>10.1.Produce Formulation of Strategy Implementation in the Fields of</p>	<p>Kriteria: Rubrik Holistik</p> <p>Criteria: Holistic Rubric</p> <p>Teknik:</p>		<p>Discussion via Google Classroom Zoom Meeting</p> <p>Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar</p>	<p>Learning Resources: [1], [2], [3]</p> <p>Media: powerpoint and LCD</p>	

		Marketing, Finance/Accounting, Research & Development, and Management Information Systems.	Membaca buku mengenai implementasi strategi staffing dan directing  Technique: Reading a book on the implementation of staffing and directing strategy		Reading literature, presentations, and listening to student explanations  [PB: 1x(3x50")] [PT+KM: (1+1)x(3x60")]		
11	Evaluasi Strategi  Strategy Evaluation	11.6.Menghasilkan evaluasai strategi  11.1.Generate strategy evaluation	Kriteria: Rubrik Holistik  Criteria: Holistic Rubric  Teknik: Membaca buku Evaluasi Strategi  Technique: Reading Strategy Evaluation book		Discussion via Google Classroom Zoom Meeting  Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar  Reading literature, presentations, and listening to student explanations  [PB: 1x(3x50")] [PT+KM: (1+1)x(3x60")]	Learning Resources: [1], [2], [3]  Media: powerpoint and LCD	
12	Key Strategic-managment topic: Etika	12.9.Mampu memahami Organisasi multinasional	Kriteria: Rubrik Holistik		Discussion via Google Classroom	Learning Resources:	

	<p>Bisnis, Tanggungjawab social, keberlangsungan lingkungan</p> <p>Key Strategic-management topic: Business Ethics, Social Responsibility, environmental sustainability</p>	<p>12.10. Mampu memahami Kelebihan dan kelemahan operasi internasional</p> <p>12.11. Mampu memahami Tantangan global</p> <p>12.12. Mampu memahami Tariff pajak perusahaan global</p> <p>12.1. Able to understand multinational organization</p> <p>12.2. Able to understand the advantages and disadvantages of international operations</p> <p>12.3. Able to understand global challenges</p> <p>12.4. Able to understand global corporate tax rates</p>	<p>Criteria: Holistic Rubric</p> <p>Teknik: Membaca buku Evaluasi Strategi</p> <p>Technique: Reading Strategy Evaluation book</p>	<p>Zoom Meeting</p> <p>Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar</p> <p>Reading literature, presentations, and listening to student explanations</p> <p><b>[PB: 1x(3x50")]</b> <b>[PT+KM: (1+1)x(3x60")]</b></p>	<p>[1], [2], [3]</p> <p>Media: powerpoint and LCD</p>	
<b>13-14</b>	<p>Studi kasus manajemen strategi</p> <p>Strategic management case study</p>	<p>13.1. Studi kasus manajemen strategi</p> <p>14.1. Studi kasus manajemen strategi</p> <p>13.1. Strategic management case study</p> <p>14.1. Strategic management case study</p>	<p>Kriteria: Rubrik Holistik</p> <p>Criteria: Holistic Rubric</p> <p>Teknik: Mendengarkan presentasi kelompok tentang studi kasus manajemen</p> <p>Technique: Listen to group presentations on</p>	<p>Diskusi melalui Google Classroom Zoom Meeting</p> <p>Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar</p> <p>Reading literature, presentations, and listening to student explanations</p> <p><b>[PB: 2x(3x50")]</b> <b>[PT+KM: (2+2)x(3x60")]</b></p>	<p>Learning Resources: [1], [2], [3]</p> <p>Media: powerpoint and LCD</p>	

			management case studies				
15	Studi kasus manajemen strategi (Oral)  Strategic management case study (Oral)	15.1.Strategic management case study (Oral)	Kriteria: Rubrik Holistik  Criteria: Holistic Rubric  Teknik: Mendengarkan presentasi kelompok tentang studi kasus manajemen  Technique: Listen to group presentations on management case studies		Diskusi melalui Google Classroom Zoom Meeting  Membaca literatur, presentasi, dan mendengarkan penjelasan pembelajar  Reading literature, presentations, and listening to student explanations  [PB: 1x(3x50'')] [PT+KM: (1+1)x(3x60'')]	Learning Resources: [1], [2], [3]  Media: Powerpoint and LCD	
16	<b>Evaluasi Akhir Semester / Ujian Akhir Semester Final Semester Examination</b>						

**Catatan:**

1. Capaian Pembelajaran PRODI (CPL-PRODI) adalah kemampuan yang dimiliki oleh setiap lulusan PRODI yang merupakan internalisasi dari sikap, penguasaan pengetahuan, dan keterampilan sesuai dengan jenjang prodinya yang diperoleh melalui proses pembelajaran.
2. CPL yang dibebankan pada mata kuliah adalah beberapa capaian pembelajaran lulusan program studi (CPL-PRODI) yang digunakan untuk pembentukan/ pengembangan sebuah mata kuliah yang terdiri dari aspek sikap, keterampilan umum, keterampilan khusus, dan pengetahuan.
3. CP Mata Kuliah (CPMK) adalah kemampuan yang dijabarkan secara spesifik dari CPL yang dibebankan pada mata kuliah, dan bersifat spesifik terhadap bahan kajian atau materi pembelajaran mata kuliah tersebut.
4. Sub-CP Mata Kuliah (Sub-CPMK) adalah kemampuan yang dijabarkan secara spesifik terhadap materi pembelajaran mata kuliah tersebut.

5. Indikator penilaian kemampuan dalam proses maupun hasil belajar mahasiswa adalah pernyataan spesifik dan terukur yang mengidentifikasi kemampuan atau kinerja hasil belajar mahasiswa yang disertai bukti-bukti.
6. Kriteria Penilaian adalah patokan yang digunakan sebagai ukuran atau tolak ukur ketercapaian pembelajaran dalam penilaian berdasarkan indikator-indikator yang telah ditetapkan. Kriteria penilaian merupakan pedoman bagi penilai agar penilaian konsisten dan tidak bias. Kriteria dapat berupa kuantitatif dan kualitatif.
7. Teknik penilaian: tes dan non-tes.
8. Bentuk pembelajaran: Kuliah, Responsi, Tutorial, Seminar atau yang setara, Praktikum, Praktik Studio, Praktik Bengkel, Praktik Lapangan, Penelitian, Pengabdian kepada Masyarakat, dan/atau bentuk pembelajaran lain yang setara.
9. Metode pembelajaran: Small Group Discussion, Role-play & simulation, discovery learning, self-directed learning, cooperative learning, collaborative learning, contextual learning, project-based learning, dan metode lainnya yang setara.
10. Materi pembelajaran adalah rincian atau uraian dari bahan kajian yang dapat disajikan dalam bentuk beberapa pokok dan sub-pokok bahasan.
11. Bobot penilaian adalah prosentase penilaian terhadap setiap pencapaian sub-CPMK yang besarnya proposional dengan tingkat kesulitan pencapaian sub-CPMK tersebut dan totalnya 100%.
12. PB=Proses Belajar, PT=Penugasan Terstruktur, KM=Kegiatan Mandiri.

**Notes:**

1. Learning Outcomes of Study Programs (CPL-PRODI) are abilities possessed by each graduate of the Study Program which are the internalization of attitudes, assignment of knowledge, and skills according to the level of study programs obtained through the learning process.
2. The CPL that is charged to the course is a number of learning outcomes for graduates of the study program (CPL-PRODI) which are used for the formation/development of a course consisting of aspects of attitudes, general skills, special skills, and knowledge.
3. Course CP (CPMK) is the ability that is specifically described from the CPL that is charged to the course, and is specific to the study material or learning material for the course.
4. Subject Sub-CP (Sub-CPMK) is the ability that is described specifically for the learning material of the course.
5. Indicators of the assessment of ability in the process and student learning outcomes are specific and measurable statements that identify the ability or performance of student learning outcomes accompanied by evidence.
6. Assessment Criteria are benchmarks used as measures or benchmarks for learning achievement in assessment based on predetermined indicators. The assessment criteria are guidelines for assessors so that the assessment is consistent and unbiased. Criteria can be both quantitative and qualitative.
7. Assessment techniques: test and non-test.
8. Forms of learning: Lecture, Response, Tutorial, Seminar or equivalent, Practicum, Studio Practice, Workshop Practice, Field Practice, Research, Community Service, and/or other equivalent forms of learning.
9. Learning methods: Small Group Discussion, Role-play & simulation, discovery learning, self-directed learning, cooperative learning, collaborative learning, contextual learning, project-based learning, and other equivalent methods.
10. Learning materials are details or descriptions of study materials that can be presented in the form of several main points and sub-topics.

11. The weight of the assessment is the percentage of assessment of each achievement of the sub-CPMK which is proportional to the level of difficulty of achieving the sub-CPMK and the total is 100%.
12. PB=Learning Process, PT=Structured Assignments, KM=Independent Activities