



**Universitas Negeri Surabaya**  
**Fakultas Ilmu Pendidikan**  
**Program Studi S2 Manajemen Pendidikan**

Kode  
Dokumen

**RENCANA PEMBELAJARAN SEMESTER**

| MATA KULIAH (MK)                        | KODE                         | Rumpun MK | BOBOT (sks)                    |     |           | SEMESTER                         | Tgl Penyusunan   |
|---|------------------------------|-----------|--------------------------------|-----|-----------|----------------------------------|------------------|
| Manajemen Strategik Pendidikan Lanjutan | 8610402114                   |           | T=2                            | P=0 | ECTS=4.48 | 2                                | 21 Februari 2025 |
| OTORISASI                               | Pengembang RPS               |           | Koordinator RMK                |     |           | Koordinator Program Studi        |                  |
|   | Dr. Nuphanudin, S.IP., M.Pd. |           | Prof. Dr. Yatim Riyanto, M.Pd. |     |           | Dr. Amrozi Khamidi, S.Pd., M.Pd. |                  |

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| <b>Model Pembelajaran</b> | Case Study |
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|                                  |                                   |
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| <b>Capaian Pembelajaran (CP)</b> | CPL-PRODI yang dibebankan pada MK |
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|  | Capaian Pembelajaran Mata Kuliah (CPMK) |
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| <b>CPMK - 1</b>  | Memahami karakteristik manajemen strategik, memahami formulasi strategik yang terdiri dari: mengidentifikasi visi dan misi, mengidentifikasi lingkungan bisnis |
| <b>CPMK - 2</b>  | Memahami makna strategi  |
| <b>CPMK - 3</b>  | Memahami Strategic Leadership: Managing the Strategy Process   |
| <b>CPMK - 4</b>  | Memahami External Analysis: Industry Structure, Competitive Forces, and Strategic Groups   |
| <b>CPMK - 5</b>  | Memahami Internal Analysis: Resources, Capabilities, and Core Competencies   |
| <b>CPMK - 6</b>  | Memahami Shared Value and Competitive Advantage  |
| <b>CPMK - 7</b>  | Memahami Business Strategy: Differentiation, Cost Leadership, and Blue Oceans  |
| <b>CPMK - 8</b>  | Memahami Business Strategy: Innovation, Entrepreneurship, and Platforms  |
| <b>CPMK - 9</b>  | Memahami Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions  |
| <b>CPMK - 10</b> | Memahami Global Strategy: Competing Around the World   |
| <b>CPMK - 11</b> | Memahami Organizational Design: Structure, Culture, and Control  |
| <b>CPMK - 12</b> | Memahami Corporate Governance, Business Ethics, and Business Models  |

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|  | Matrik CPL - CPMK |
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|         |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
|---------|--|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|---------|
|         | <table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>CPMK</td></tr> <tr><td>CPMK-1</td></tr> <tr><td>CPMK-2</td></tr> <tr><td>CPMK-3</td></tr> <tr><td>CPMK-4</td></tr> <tr><td>CPMK-5</td></tr> <tr><td>CPMK-6</td></tr> <tr><td>CPMK-7</td></tr> <tr><td>CPMK-8</td></tr> <tr><td>CPMK-9</td></tr> <tr><td>CPMK-10</td></tr> <tr><td>CPMK-11</td></tr> <tr><td>CPMK-12</td></tr> </table> | CPMK | CPMK-1 | CPMK-2 | CPMK-3 | CPMK-4 | CPMK-5 | CPMK-6 | CPMK-7 | CPMK-8 | CPMK-9 | CPMK-10 | CPMK-11 | CPMK-12 |
| CPMK    |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-1  |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-2  |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-3  |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-4  |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-5  |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-6  |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-7  |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-8  |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-9  |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-10 |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-11 |  |      |        |        |        |        |        |        |        |        |        |         |         |         |
| CPMK-12 |  |      |        |        |        |        |        |        |        |        |        |         |         |         |

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|  | Matrik CPMK pada Kemampuan akhir tiap tahapan belajar (Sub-CPMK) |
|--|--|

|         | <table border="1"> <tr> <th rowspan="2">CPMK</th> <th colspan="16">Minggu Ke</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th><th>11</th><th>12</th><th>13</th><th>14</th><th>15</th><th>16</th> </tr> <tr><td>CPMK-1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-2</td><td>✓</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-4</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-5</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-6</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-7</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-8</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-9</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-10</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-11</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>CPMK-12</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table> | CPMK | Minggu Ke |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | CPMK-1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-2 | ✓ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-5 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-7 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-9 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-11 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | CPMK-12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---------|---|------|-----------|---|---|---|---|---|---|----|----|----|----|----|----|----|--|--|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| CPMK    | Minggu Ke   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|         | 1   | 2    | 3         | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-1  |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-2  | ✓   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-3  |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-4  |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-5  |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-6  |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-7  |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-8  |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-9  |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-10 |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-11 |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CPMK-12 |   |      |           |   |   |   |   |   |   |    |    |    |    |    |    |    |  |  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

**Deskripsi Singkat MK** Mata kuliah ini mengkaji konsep dasar tentang pentingnya Manajemen strategik dalam organisasi publik maupun profit. Peserta kuliah diharapkan dapat menerapkan manajemen strategik pada organisasi tempat mereka berkprah nantinya. Pembelajaran dilakukan dengan penerapan pendekatan scientific, diskusi, dan penugasan.

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| Mg Ke- | Kemampuan akhir tiap tahapan belajar (Sub-CPMK) | Penilaian |                   | Bantuk Pembelajaran, Metode Pembelajaran, Penugasan Mahasiswa, [ Estimasi Waktu] |                 | Materi Pembelajaran [ Pustaka ] | Bobot Penilaian (%) |
|--------|---|-----------|-------------------|--|-----------------|---------------------------------|---------------------|
|        |   | Indikator | Kriteria & Bentuk | Luring (offline)   | Daring (online) |                                 |                     |
| (1)    | (2)   | (3)       | (4)               | (5)  | (6)             | (7)                             | (8)                 |

|   |  |   |   |  |  |   |    |
|---|--|---|---|--|--|---|----|
| 1 | Memahami karakteristik manajemen strategik, memahami formulasi strategik yang terdiri dari: mengidentifikasi visi dan misi, mengidentifikasi lingkungan bisnis | <ol style="list-style-type: none"> <li>1. Mahasiswa mampu memahami konsep dan karakteristik manajemen strategik</li> <li>2. Mahasiswa mampu mengidentifikasi visi perusahaan</li> <li>3. Mahasiswa mampu mengidentifikasi visi perusahaan</li> <li>4. Mengidentifikasi lingkungan bisnis baik internal dan eksternal</li> </ol> | <b>Bentuk Penilaian</b><br>: Aktifitas Partisipatif | Penugasan membaca literatur dan mendengarkan penjelasan pembelajar tentang konsep dan karakteristik manajemen strategik Penugasan membuat perencanaan bisnis, menyusun visi dan misi, serta mengidentifikasi lingkungan bisnis internal dan eksternal 3 X 50 |  | <b>Materi:</b><br>Overview RPS dan Perkenalan Mahasiswa & Dosen<br><b>Pustaka:</b><br><i>Sadler Phillip, (2003). Strategic Management, Second Edition. London: King 19s Lynn 2) Thompson, Strickland, (1940). Concept and cases strategic management fift edition .Better Graphic Inc 3) Michael.J Stahl, (1991). Strategic management for decision making . New England book Components, Inc 2) KH Spencer Pickett and Jennifer M Pickett. 2005. Auditing for Manager, The Ultimate Risk Management Tool. Published by John Wiley &amp; Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex PO19 8SQ, England</i> | 0% |
| 2 | Memahami karakteristik manajemen strategik, memahami formulasi strategik yang terdiri dari: mengidentifikasi visi dan misi, mengidentifikasi lingkungan bisnis | Mahasiswa mampu memahami konsep dan karakteristik manajemen strategik Mahasiswa mampu mengidentifikasi visi perusahaan Mahasiswa mampu mengidentifikasi misi perusahaan Mahasiswa mampu mengidentifikasi lingkungan bisnis baik internal dan eksternal  | <b>Bentuk Penilaian</b><br>: Aktifitas Partisipatif | Penugasan membaca literatur dan mendengarkan penjelasan pembelajar tentang konsep dan karakteristik manajemen strategik Penugasan membuat perencanaan bisnis, menyusun visi dan misi, serta mengidentifikasi lingkungan bisnis internal dan eksternal 3 X 50 |  | <b>Materi:</b><br>Pangantar bagaimana memahami karakteristik manajemen strategik, memahami formulasi strategik yang terdiri dari: mengidentifikasi visi dan misi, mengidentifikasi lingkungan bisnis<br><b>Pustaka:</b><br><i>Arnoldo C. Hax dan Nicolas S Majluf. 1984. Strategic Management; An Integrative Perspective. Prentice Hall, Englewood Cliffs, New Jersey</i>  | 0% |

|   |  |  |   |  |  |   |    |
|---|--|--|---|--|--|---|----|
| 3 | Memahami rumusan strategi: mengidentifikasi lingkungan bisnis  | <ol style="list-style-type: none"> <li>1.1. Menjelaskan peran strategi dalam upaya Perusahaan/organisasi pendidikan mencapai keunggulan kompetitif.</li> <li>2.2. Mendefinisikan keunggulan kompetitif, keunggulan kompetitif berkelanjutan, kelemahan kompetitif, dan paritas kompetitif.</li> <li>3.3. Menilai hubungan antara strategi pemangku kepentingan dan keunggulan kompetitif berkelanjutan.</li> <li>4.4. Melakukan analisis dampak pemangku kepentingan.</li> <li>5.5. Menerapkan Kerangka Strategi Analisis, Perumusan, Implementasi (AFI).</li> </ol>   | <b>Bentuk Penilaian</b><br>: Aktifitas Partisipasif, Penilaian Portofolio | Menyusun Anotasi Bibliografi<br>3 X 50   |  | <b>Materi:</b><br>Memahami makna strategi<br><b>Pustaka:</b><br><br><b>Materi:</b><br>Memahami makna strategi<br><b>Pustaka:</b><br><i>Thompson, Strickland, (1940). Concept and cases strategic management fifth edition .Better Graphic Inc</i>   | 0% |
| 4 | Memahami rumusan strategi: mengidentifikasi lingkungan bisnis  | <ol style="list-style-type: none"> <li>1.1. Menjelaskan peran pemimpin strategis dan apa yang mereka lakukan.</li> <li>2.2. Menguraikan bagaimana Anda bisa menjadi pemimpin strategis.</li> <li>3.3. Membandingkan dan membedakan peran pemimpin korporasi, bisnis, dan fungsional dalam perumusan dan implementasi strategi.</li> <li>4.4. Menjelaskan peran visi, misi, dan nilai-nilai dalam strategi perusahaan.</li> <li>5.5. Mengevaluasi implikasi strategis dari pernyataan visi berorientasi produk dan berorientasi pelanggan.</li> <li>6.6. Berikan alasan mengapa mendasarkan perusahaan pada nilai-nilai inti etika sangat penting untuk kesuksesan jangka panjang.</li> <li>7.7. Mengevaluasi perencanaan strategis top-down, perencanaan skenario, dan strategi sebagai kemunculan yang direncanakan, dengan mengidentifikasi pro dan kontra masing-masing.</li> <li>8.8. Menjelaskan penyebab disonansi strategis dan cara menavigasi titik perubahan strategis.</li> </ol> | <b>Bentuk Penilaian</b><br>: Aktifitas Partisipasif, Penilaian Portofolio | Penugasan membaca literatur, mendengarkan penjelasan pembelajar tentang Lingkungan bisnis, penugasan melakukan identifikasi lingkungan bisnis internal dan eksternal<br>3 X 50 |  | <b>Materi:</b><br>Memahami Strategic Leadership: Managing the Strategy Process<br><b>Pustaka:</b><br><i>Manning, Stephan, and Cristiano Richter. 2023. "Upgrading against the Odds: How Peripheral Regions Can Attract Global Lead Firms." Journal of International Business Policy 6(1): 1–23.</i> | 0% |
| 5 | Memahami rumusan strategi: mengembangkan tujuan jangka panjang, mengembangkan alternatif strategi, merumuskan alternatif strategi yang sesuai. | Mahasiswa mampu menyusun rumusan strategi jangka panjang Mahasiswa mampu menyusun formulasi strategi, menganalisis dan memilih strategi  |   | Latihan merumuskan strategi jangka panjang perusahaan Latihan menyusun strategi bisnis<br>3 X 50   |  |   | 0% |
| 6 | Memahami rumusan strategi: mengembangkan tujuan jangka panjang, mengembangkan alternatif strategi, merumuskan alternatif strategi yang sesuai. | Mahasiswa mampu menyusun rumusan strategi jangka panjang Mahasiswa mampu menyusun formulasi strategi, menganalisis dan memilih strategi  |   | Latihan merumuskan strategi jangka panjang perusahaan Latihan menyusun strategi bisnis<br>3 X 50   |  |   | 0% |

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|----|--|--|--|--|--|--|----|
| 7  | Review terhadap pemahaman konsep manajemen strategi, memahami rumusan strategi   | Mahasiswa mampu memahami konsep dan karakteristik manajemen strategik Mahasiswa mampu merumuskan strategi bisnis   |  | Penugasan membaca literatur dan berdiskusi tentang konsep dan karakteristik manajemen strategik Latihan merumuskan strategi bisnis yg tepat 3 X 50   |  |  | 0% |
| 8  | UTS  |  |  | 3 X 50   |  |  | 0% |
| 9  | Memahami implementasi strategi: merumuskan implementasi strategi pada bidang manajemen dan operasi                                     | Mahasiswa mampu memahami karakteristik implementasi strategi Mahasiswa mampu menyusun tujuan tahunan, kebijakan-kebijakan dan alokasi sumber daya.   |  | Penugasan membaca literatur, mendengarkan penjelasan pembelajar tentang strategi bisnis di bidang manajemen dan operasi. 3 X 50  |  |  | 0% |
| 10 | Menghasilkan rumusan implementasi strategi pada bidang pemasaran, keuangan / akunting, penelitian & pengembangan, dan sistem informasi | Mahasiswa mampu mengamati isu-isu pemasaran saat ini Mahasiswa mampu mengidentifikasi segmentasi pasar Mahasiswa mampu menganalisis positioning produk   |  | Penugasan membaca literatur dan berdiskusi dengan kelompok tentang isu-isu pemasaran saat ini. Penugasan mengidentifikasi segmentasi pasar Latihan mengontrol positioning produk 3 X 50  |  |  | 0% |
| 11 | Memahami evaluasi strategi: menghasilkan evaluasi strategi   | Mahasiswa mampu merancang Kerangka Evaluasi Strategi Mahasiswa mampu merancang Rencana Cadangan (contingency)  |  | Penugasan membaca literatur, mendengarkan penjelasan pembelajar,memberikan studi kasus 3 X 50  |  |  | 0% |
| 12 | Memahami topik utama manajemen strategik   | Mahasiswa mampu mendiskusikan permasalahan etika dan hukum terkait dengan metode yang digunakan oleh banyak perusahaan Mahasiswa mampu memahami dan menganalisis tanggung jawab sosial perusahaan Mahasiswa mampu membandingkan dan mengevaluasi laporan keberlangsungan |  | Penugasan membaca literatur, mendengarkan penjelasan pembelajar, Diskusi dengan kelompok 3 X 50  |  |  | 0% |
| 13 | Memahami isu-isu global / internasional  | Mahasiswa mampu menjelaskan definisi tata kelola perusahaan (corporate governance) Mahasiswa mampu mendiskusikan tingkat dan praktik pendapatan pajak di seluruh dunia Mahasiswa mampu membandingkan dan membedakan budaya di Amerika Serikat dengan yang lain.          |  | Penugasan membaca literatur dan berdiskusi dengan kelompok tentang tata kelola perusahaan Penugasan membaca literatur dan berdiskusi dengan kelompok tentang tarif pajak korport secara global Penugasan membaca literatur dan berdiskusi dengan kelompok tentang budaya bisnis internasional 3 X 50 |  |  | 0% |
| 14 | Analisis kasus manajemen strategik   | Mahasiswa mampu menjelaskan metode kasus untuk konsep pembelajaran manajemen strategik Mahasiswa mampu mengidentifikasi langkah-langkah dalam mempersiapkan analisis kasus Mahasiswa mampu memberikan saran khusus untuk melakukan analisis kasus                        |  | Penugasan membaca literatur dan mendengarkan penjelasan pembelajar Penugasan diskusi kelompok 3 X 50   |  |  | 0% |
| 15 | Diskusi dan presentasi   | Mahasiswa mampu menjelaskan dan mempresentasikan materi yang telah didapat   |  | Presentasi secara lisan selama 4 menit<br>Presentasi secara lisan selama 8 menit<br>Presentasi secara lisan selama 14 menit<br>Presentasi secara lisan selama 8 menit<br>Presentasi secara lisan selama 2 menit<br>Presentasi secara lisan selama 4 menit 3 X 50                                     |  |  | 0% |
| 16 | UAS  |  |  | 3 X 50   |  |  | 0% |

#### Rekap Persentase Evaluasi : Case Study

| No | Evaluasi | Persentase |
|----|----------|------------|
|----|----------|------------|

**Catatan**

1. **Capaian Pembelajaran Lulusan Prodi (CPL - Prodi)** adalah kemampuan yang dimiliki oleh setiap lulusan prodi yang merupakan internalisasi dari sikap, penguasaan pengetahuan dan ketrampilan sesuai dengan jenjang studinya 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, ketrampilan umum, ketrampilan 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-CPMK Mata kuliah (Sub-CPMK)** adalah kemampuan yang dijabarkan secara spesifik dari CPMK yang dapat diukur atau diamati dan merupakan kemampuan akhir yang direncanakan pada tiap tahap pembelajaran, dan bersifat 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. **Kreteria Penilaian** adalah patokan yang digunakan sebagai ukuran atau tolok ukur ketercapaian pembelajaran dalam penilaian berdasarkan indikator-indikator yang telah ditetapkan. Kreteria penilaian merupakan pedoman bagi penilai agar penilaian konsisten dan tidak bias. Kreteria dapat berupa kuantitatif ataupun kualitatif.
7. **Bentuk 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 yg setara.
10. **Materi Pembelajaran** adalah rincian atau uraian dari bahan kajian yg dapat disajikan dalam bentuk beberapa pokok dan sub-pokok bahasan.
11. **Bobot penilaian** adalah prosentasi penilaian terhadap setiap pencapaian sub-CPMK yang besarnya proposional dengan tingkat kesulitan pencapaian sub-CPMK tsb., dan totalnya 100%.
12. TM=Tatap Muka, PT=Penugasan terstruktur, BM=Belajar mandiri.