



**Universitas Negeri Surabaya  
Faculty of Economics and Business  
Bachelor of Commerce Education Study Program**

Document Code

**SEMESTER LEARNING PLAN**

Courses	CODE	Course Family	Credit Weight	SEMESTER	Compilation Date
Strategic Management	8721103026		T=3 P=0 ECTS=4.77	5	July 19, 2024

AUTHORIZATION	SP Developer	Course Cluster Coordinator	Study Program Coordinator
	.....	.....	Dr. Tri Sudarwanto, S.Pd., MSM.

**Learning model** Project Based Learning

Program Learning Outcomes (PLO)	PLO study program that is charged to the course																																																																																																																							
PLO-10	Able to make appropriate decisions to solve problems in the educational and scientific fields of Commerce (Business and Marketing) based on information and data analysis by utilizing technology and information																																																																																																																							
Program Objectives (PO)																																																																																																																								
PO - 1	Able to study the theory and substance of strategic management appropriately.																																																																																																																							
PO - 2	Able to study strategies, formulate strategies and alternative strategies for SMEs clearly																																																																																																																							
PO - 3	Able to prepare the instruments needed to carry out strategic analysis in SMEs																																																																																																																							
PO - 4	Able to carry out mini research with UKM objects																																																																																																																							
PO - 5	Able to have a responsible, creative and innovative attitude in discussing SME case study analysis in its implementation in strategic management both individually and in group activities and discussions in class																																																																																																																							
PLO-PO Matrix																																																																																																																								
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PO Matrix at the end of each learning stage (Sub-PO)																																																																																																																								
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**Short Course Description** Discussion of the concept of strategic management and being able to implement it in the world of economic education, especially as preparation for entering the world of work as an economics teacher at a vocational school. Understanding of concepts, studies, preparation and decision making in the areas of managing an organization/business enterprise. Lectures are carried out using a system of case study analysis, presentations and discussions and reflections. Course Description Discussion about the concept of strategic management and being able to implement it in the world of economic education, especially as a provision to enter the world of work to become an economics teacher in vocational school. Understanding of concepts, study, preparation and decision making in the areas of managing an organization/business venture. Lectures are carried out using a case study analysis system, presentation and discussion as well as reflection.

References	<b>Main :</b>
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1. David Hussey. 1998. Strategic Management From theory to implementation Fourth edition. Pergamon Press
2. Thomson, Arthur. Jr. and Strickland. A. J. 2000. Strategic Management: Concep and Cases. Tenth Edition. Irwin: McGraw-Hill
3. Fred R. David. 2011. Strategic Management Concepts And Cases. Pearson Education, Inc.
4. John Pearce., Richard B. Robinson. 2005. Manajemen Strategis Edisi 10. Salemba Empat
5. Setiawan Hari Purnomo.,Zulkiflemansyah. 2008. Buku Seri Manajemen. Manajemen Strategi. FEUI

Supporters:

**Supporting lecturer** Novi Marlana, S.Pd., M.Si.  
Renny Dwijayanti, S.Pd., M.Pd.

Week-	Final abilities of each learning stage (Sub-PO)	Evaluation		Help Learning, Learning methods, Student Assignments, [ Estimated time]		Learning materials [ References ]	Assessment Weight (%)
		Indicator	Criteria & Form	Offline ( offline )	Online ( online )		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	describes the concept of The Nature of Strategic Management	<ol style="list-style-type: none"> <li>1.Examining the concept of strategic management</li> <li>2.Examining strategic management models</li> <li>3.Analyze the benefits of strategic management</li> </ol>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.Score &gt; 80</li> <li>2.Correctly define the meaning of strategic management and draw conclusions about the meaning of strategic management</li> <li>3.Score &gt; 65</li> <li>4.Explain the meaning of strategic management correctly</li> <li>5.Score &gt; 50</li> <li>6.Explaining the meaning of strategic management is not precise</li> <li>7.Score &lt; 50</li> <li>8.Wrong answer / no answer</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	1) reading literature, 2) discussion 3 X 50	-	<p><b>Material:</b> Concept of The Nature of Strategic Management</p> <p><b>Library:</b> <i>Thomson, Arthur. Jr. and Strickland. AJ 2000. Strategic Management: Concepts and Cases. Tenth Edition. Irwin: McGraw-Hill</i></p>	3%
2	analyze the process of preparing the company's vision and mission	<ol style="list-style-type: none"> <li>1.Describe the related vision and mission</li> <li>2.Explain the importance of vision and mission</li> <li>3.Compose many examples of writing a vision and mission</li> </ol>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.Score &gt; 80</li> <li>2.Provide examples of the company's vision and mission and analyze the suitability between the company's vision and mission correctly and draw conclusions</li> <li>3.Score &gt; 65</li> <li>4.Provide examples of the company's vision and mission and analyze the suitability between the company's vision and mission</li> <li>5.Score &gt; 50</li> <li>6.Provide examples of the company's vision and mission</li> <li>7.Score &lt; 50</li> <li>8.Wrong answer / no answer</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Discussion Case study 3 X 50	-	<p><b>Material:</b> preparation of company vision and mission</p> <p><b>Reader:</b> <i>Fred R. David. 2011. Strategic Management Concepts And Cases. Pearson Education, Inc.</i></p>	3%

3	Able to understand the external business environment	<ol style="list-style-type: none"> <li>1. Describe the variables that exist in the social environment</li> <li>2. Describe the influence of the industrial environment</li> </ol>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Score &gt; 80</li> <li>2. Analyzing the external factors of MSMEs that have been visited in the table can provide reasons for the analysis and draw conclusions from the analysis</li> <li>3. Score &gt; 65</li> <li>4. Analyze the external factors of MSMEs that have been visited in the table and be able to provide reasons for the analysis</li> <li>5. Score &gt; 50</li> <li>6. Analyze the external factors of MSMEs that have been visited in the table</li> <li>7. Score &lt; 50</li> <li>8. Wrong answer / no answer</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Discussion Case study 6 X 50	-	<p><b>Material:</b> External business environment <b>Reference:</b> <i>Fred R. David. 2011. Strategic Management Concepts And Cases. Pearson Education, Inc.</i></p>	5%
4	Able to understand the external business environment	<ol style="list-style-type: none"> <li>1. Describe the company's core competencies and specificities through RBV analysis</li> <li>2. Describe the influence of the industrial environment</li> <li>3. Assessing an organization's competitive advantage through value chain analysis</li> <li>4. Describes functional resources and capabilities tailored to company strategy</li> <li>5. Detailing internal strategic factors into the IFAS matrix</li> </ol>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Score &gt; 80</li> <li>2. Analyzing the external factors of MSMEs that have been visited in the table can provide reasons for the analysis and draw conclusions from the analysis</li> <li>3. Score &gt; 65-79</li> <li>4. Analyze the external factors of MSMEs that have been visited in the table and be able to provide reasons for the analysis</li> <li>5. Score &gt; 50-64</li> <li>6. Analyze the external factors of MSMEs that have been visited in the table</li> <li>7. Score &lt; 50</li> <li>8. Wrong answer / no answer</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Discussion Case study 6 X 50	-	<p><b>Material:</b> External business environment <b>Reference:</b> <i>Fred R. David. 2011. Strategic Management Concepts And Cases. Pearson Education, Inc.</i></p>	5%
5	Able to understand long-term strategy formulation	<ol style="list-style-type: none"> <li>1. Identify the company's long-term goals</li> <li>2. Detailing the types of strategies</li> </ol>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Score &gt; 80</li> <li>2. Provide correct descriptions and draw conclusions</li> <li>3. Score &gt; 65</li> <li>4. Provide a correct description of the company's long-term goals</li> <li>5. Score &gt; 50</li> <li>6. Provide a description of alternative strategies that are not appropriate</li> <li>7. Score &lt; 50</li> <li>8. Wrong answer / no answer</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Discussion Case study 6 X 50	-	<p><b>Material:</b> Long Term Strategy Formulation <b>References:</b> <i>David, Fred. R. 2016. Strategic Management, Translated by Alexander Sindoro, Prehallindo, Jakarta.</i></p>	5%

6	designing marketing strategies based on SWOT analysis	<ol style="list-style-type: none"> <li>1. Identify the company's long-term goals</li> <li>2. Detailing the types of strategies</li> </ol>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Score &gt; 80</li> <li>2. Provide a correct description of alternative MSME strategies and draw conclusions</li> <li>3. Score &gt; 65</li> <li>4. Provide a correct description of alternative MSME strategies</li> <li>5. Score &gt; 50</li> <li>6. Provide a description of alternative strategies that are not appropriate</li> <li>7. Score &lt; 50</li> <li>8. Wrong answer / no answer</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Discussion Case study 6 X 50	-	<p><b>Material:</b> Long Term Strategy Formulation <b>References:</b> <i>David, Fred. R. 2016. Strategic Management, Translated by Alexander Sindoro, Prehallindo, Jakarta.</i></p> <p><b>Material:</b> analyzing strategies and selecting strategies <b>References:</b> <i>John Pearce, Richard B. Robinson. 2005. Strategic Management 10th Edition. Salemba Four</i></p>	8%
7	designing marketing strategies based on SWOT analysis	<ol style="list-style-type: none"> <li>1. Identify the company's long-term goals</li> <li>2. Detailing the types of strategies</li> </ol>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Score &gt; 80</li> <li>2. Provide a correct description of alternative MSME strategies and draw conclusions</li> <li>3. Score &gt; 65</li> <li>4. Provide a correct description of alternative MSME strategies</li> <li>5. Score &gt; 50</li> <li>6. Provide a description of alternative strategies that are not appropriate</li> <li>7. Score &lt; 50</li> <li>8. Wrong answer / no answer</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities</p>	Discussion Case study 6 X 50	-	<p><b>Material:</b> Long Term Strategy Formulation <b>References:</b> <i>David, Fred. R. 2016. Strategic Management, Translated by Alexander Sindoro, Prehallindo, Jakarta.</i></p> <p><b>Material:</b> analyzing strategies and selecting strategies <b>References:</b> <i>John Pearce, Richard B. Robinson. 2005. Strategic Management 10th Edition. Salemba Four</i></p>	10%
8	UTS	-	<p><b>Criteria:</b> -</p> <p><b>Form of Assessment :</b> Test</p>	Test	-	<p><b>Material:</b> UTS <b>Reader:</b> <i>Setiawan Hari Purnomo., Zulkiflemansyah. 2008. Management Series Book. Strategy Management. FEUI</i></p>	20%
9	determining Cost Leadership and Differentiation strategies: Static and Dynamic Analysis	<ol style="list-style-type: none"> <li>1. Analyzing strategic alternatives with the objectives of Cost Leadership and Differentiation: Static and Dynamic Analysis</li> <li>2. Determining appropriate strategies with the aim of Cost Leadership and Differentiation: Static and Dynamic Analysis</li> </ol>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1. Score &gt; 80</li> <li>2. Provide analysis of several alternative strategies with the aim of Cost Excellence and Differentiation and can draw conclusions</li> <li>3. Score &gt; 65</li> <li>4. Providing analysis of a strategy correctly</li> <li>5. Score &gt; 50</li> <li>6. Providing inaccurate analysis</li> <li>7. Score &lt; 50</li> <li>8. Wrong answer / no answer</li> </ol>	Discussion Case study 6 X 50	-		0%

10	determining Cost Leadership and Differentiation strategies: Static and Dynamic Analysis	<p>1.Analyzing strategic alternatives with the objectives of Cost Leadership and Differentiation: Static and Dynamic Analysis</p> <p>2.Determining appropriate strategies with the aim of Cost Leadership and Differentiation: Static and Dynamic Analysis</p>	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.Score &gt; 80</li> <li>2.Provide analysis of several alternative strategies with the aim of Cost Excellence and Differentiation and can draw conclusions</li> <li>3.Score &gt; 65</li> <li>4.Providing analysis of a strategy correctly</li> <li>5.Score &gt; 50</li> <li>6.Providing inaccurate analysis</li> <li>7.Score &lt; 50</li> <li>8.Wrong answer / no answer</li> </ol> <p><b>Form of Assessment :</b> Participatory Activities, Practice/Performance</p>	Discussion Case study 6 X 50			0%
11	prepare a defined evaluation and control strategy plan	Designing a strategy evaluation design plan	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.Score &gt; 80</li> <li>2.Create strategy evaluation designs in chart form and be able to provide correct and precise explanations</li> <li>3.Score &gt; 65</li> <li>4.Create a strategy evaluation design without any flow charts or images</li> <li>5.Score &gt; 50</li> <li>6.Providing an inappropriate evaluation design</li> <li>7.Score &lt; 50</li> <li>8.Wrong answer / no answer</li> </ol>	Discussion Case study 3 X 50			0%
12	analyze and describe the company's social responsibility based on the strategy being implemented	Analyzing social challenges in determining strategy Determining corporate social responsibility actions based on the strategy being implemented	<p><b>Criteria:</b></p> <ol style="list-style-type: none"> <li>1.Score &gt; 80</li> <li>2.analyze the social challenges that will be faced by the company in determining a strategy correctly and provide conclusions</li> <li>3.Score &gt; 65</li> <li>4.analyze the social challenges that will be faced by the company in determining a strategy correctly</li> <li>5.Score &gt; 50</li> <li>6.analyzing the social challenges that the company will face is not appropriate</li> <li>7.Score &lt; 50</li> <li>8.Wrong answer / no answer</li> </ol>	6 X 50 case study			0%
13							0%

14	Develop alternative competitive strategies for the company in facing global competition	Providing strategic designs in facing global challenges	<b>Criteria:</b> 1.Score > 80 2.create a strategy design that should be implemented by the company in facing free competition (AEC) correctly and provide explanations and draw conclusions 3.Score > 65 4.create a strategy design that should be implemented by the company in facing free competition (AEC) correctly 5.Score > 50 6.making a strategy design that should be implemented by the company is not appropriate 7.Score < 50 8.Wrong answer / no answer	Presentation Discussion Project based learning (drawing) Questions and answers 6 X 50			0%
15							0%
16							0%

#### Evaluation Percentage Recap: Project Based Learning

No	Evaluation	Percentage
1.	Participatory Activities	39%
2.	Test	20%
		59%

#### Notes

- Learning Outcomes of Study Program Graduates (PLO - Study Program)** are the abilities possessed by each Study Program graduate which are the internalization of attitudes, mastery of knowledge and skills according to the level of their study program obtained through the learning process.
- The PLO imposed on courses** are several learning outcomes of study program graduates (CPL-Study Program) which are used for the formation/development of a course consisting of aspects of attitude, general skills, special skills and knowledge.
- Program Objectives (PO)** are abilities that are specifically described from the PLO assigned to a course, and are specific to the study material or learning materials for that course.
- Subject Sub-PO (Sub-PO)** is a capability that is specifically described from the PO that can be measured or observed and is the final ability that is planned at each learning stage, and is specific to the learning material of the course.
- Indicators for assessing** 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.
- Assessment Criteria** are benchmarks used as a measure or measure of learning achievement in assessments based on predetermined indicators. Assessment criteria are guidelines for assessors so that assessments are consistent and unbiased. Criteria can be quantitative or qualitative.
- Forms of assessment:** test and non-test.
- 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.
- 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.
- Learning materials** are details or descriptions of study materials which can be presented in the form of several main points and sub-topics.
- The assessment weight** is the percentage of assessment of each sub-PO achievement whose size is proportional to the level of difficulty of achieving that sub-PO, and the total is 100%.
- TM=Face to face, PT=Structured assignments, BM=Independent study.