



Universitas Negeri Surabaya
Faculty of Economics and Business
Bachelor of Management Study Program

Document Code

SEMESTER LEARNING PLAN

Courses	CODE	Course Family	Credit Weight			SEMESTER	Compilation Date
Strategic Management	6120103085	Compulsory Study Program Subjects	T=3	P=0	ECTS=4.77	7	June 8, 2023
AUTHORIZATION	SP Developer	Course Cluster Coordinator			Study Program Coordinator		
	Dr. Yessy Artanti, SE., M.Si	Dra. Hj. Anik Lestari Andjarwati, M.M.			Yuyun Isbanah, S.E., M.SM.		

Learning model	Project Based Learning
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Program Learning Outcomes (PLO)	PLO study program that is charged to the course																																																																																																					
	PLO-14	(PLO 1) Graduates are able to master management theory as a whole																																																																																																				
	Program Objectives (PO)																																																																																																					
	PO - 1	C4. Students are able to carefully examine strategic management theories																																																																																																				
	PO - 2	C5. Students are able to carefully evaluate the company's environment and strategy																																																																																																				
	PO - 3	P4. Students are able to build appropriate strategic decisions based on case study data																																																																																																				
	PO - 4	A5. Students are able to show tough, collaborative, adaptive, innovative, inclusive and entrepreneurial character in strategic management learning activities																																																																																																				
	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	The Strategic Management course is given to students in semester 7 (seven) 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 active student involvement by conducting field observations of UKMs. The three stages of Strategic Management will be applied to UKM where students make observations. The learning strategy applied in this course is project based learning, where students will make observations in groups to design and determine appropriate strategies for the UKM being observed. So the output of this course is in the form of an observation report which will be presented by each group.
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References	Main :	
		<ol style="list-style-type: none"> 1. Fred. R. David. 2017. Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition 2. John Pearce, Richard Robinson. 2014. Strategic Management. McGraw-Hill Education. 14th Edition
	Supporters:	

Supporting lecturer		Prof. Dr. Dewie Tri Wijayati Wardoyo, M.Si. Prof. Dr. Sri Setyo Iriani, S.E., M.Si. Dra. Hj. Anik Lestari Andjarwati, M.M. Dr. Yessy Artanti, S.E., M.Si. Monika Tiarawati, S.E., M.M. Khoirur Rozaq, S.E.Sy., M.M. Fandi Fatoni, S.Pd., M.SM. Zainur Rahman, S.E., M.Sc. Muhammad Husain, S.Pd., M.M. Rasyidi Faiz Akbar, S.E., M.M. Dr. Riedel Paulus Jacobis, S.E., M.M. Muhammad Rizky Ramadhan, BBus., MITHM.					
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	Understand the characteristics of strategic management	1.1. Able to understand the concept of strategic management 2.2. Able to explain Strategic Management models 3.3. Able to understand the benefits of strategic management for organizations	Criteria: 1.Participation (Total 100) 2.Absent (Weight 40) 3.Discussion (Weight 40) 4.Character (Weight 20) Form of Assessment : Participatory Activities	Reading literature and listening to students' explanations regarding 3 X 50 strategic decisions	Read literature and listen to students' explanations about strategic decisions	Material: Characteristics of strategic management Reader: Fred. R. David. 2017. <i>Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i>	0%
2	Environmental Scanning: Understanding the external business environment	1.1. Able to explain the variables that exist in the social environment. 2.2. Able to describe (C4) the influence of the industrial environment 3.3. Able to detail (C4) external strategic factors (EFAS)	Criteria: 1.General Assessment Criteria: (Total 100) 2.Participation (Weight 40) 3.Absent (Weight 40) 4.Discussion (Weight 40) 5.Character (Weight 20) 6.Character (Weight 20) Form of Assessment : Participatory Activities	Reading literature, presentations, and listening to explanations of external business environment learners 3 X 50	Reading literature, presentations, and listening to explanations of external business environment learners	Material: Environmental Scanning: Understanding the external business environment Reader: Fred. R. David. 2017. <i>Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i>	0%
3	Environmental Scanning: Understanding the internal business environment	1.Able to outline (C4) core competencies and company specificities through RBV analysis 2.Able to detect (C4) an organization's competitive advantage through value chain analysis 3.Able to describe (C4) how resources and functional capabilities are aligned with company strategy 4.Able to make (C6) internal environmental audits 5.Able to create (C6) IFAS matrix.	Criteria: 1.General Assessment Criteria: (Total 100) 2.Participation (Weight 40) 3.Absent (Weight 40) 4.Discussion (Weight 40) 5.Character (Weight 20) Form of Assessment : Participatory Activities	Reading literature, presentations, and listening to explanations from students about the internal business environment 3 X 50	Reading literature, presentations, and listening to students' explanations of the internal business environment	Material: Environmental Scanning: Understanding the internal business environment Reference: Solihin, Ismail . 2002. <i>Strategic Management. Jakarta: Erlangga.</i> Material: Environmental Scanning: Understanding the internal business environment Reader: Fred. R. David. 2017. <i>Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i>	0%

4	Strategy Formulation: Understanding Vision and Mission	<ol style="list-style-type: none"> 1. Able to explain the characteristics of the vision and mission 2. Able to explain the importance of vision and mission 3. Able to provide examples of writing a vision and mission 	<p>Criteria:</p> <ol style="list-style-type: none"> 1. General Assessment Criteria: 2. Participation (Total 100) 3. Absent (Weight 40) 4. Discussion (Weight 40) 5. Character (Weight 20) <p>Form of Assessment : Participatory Activities</p>	Reading literature, presentations, and listening to explanations from Vision and Mission 3 X 50 students	Reading literature, presentations, and listening to students' explanations of the Vision and Mission	<p>Material: Strategy Formulation: Understanding Vision and Mission</p> <p>References: <i>Solihin, Ismail . 2002. Strategic Management. Jakarta: Erlangga.</i></p> <hr/> <p>Material: Strategy Formulation: Understanding Vision and Mission</p> <p>Reader: <i>Fred. R. David. 2017. Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p>	0%
5	Strategy Implementation: Understanding long-term strategy formulation	<ol style="list-style-type: none"> 1.1. Able to identify the company's long-term goals 2.2. Able to design a SWOT analysis 3.3. Able to explain the types of strategies 4.4. Able to explain strategic management in non-profit companies and governments 5.5. Able to explain strategic management in small companies 	<p>Criteria:</p> <ol style="list-style-type: none"> 1. Participation assessment and quiz assessment of the drill method applied: 2. Participation (Total 100) 3. Absent (Weight 40) 4. Discussion (Weight 40) 5. Character (Weight 20) <p>Form of Assessment : Participatory Activities</p>	Reading literature, presentations, and listening to students' explanations Long Term Strategy Formulation 3 X 50	Reading literature, presentations, and listening to students' explanations of long-term strategy formulation	<p>Material: Strategy Implementation: Understanding Long Term Strategy Formulation</p> <p>Reader: <i>Fred. R. David. 2017. Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p>	0%
6	Strategy Implementation: Strategy analysis and strategy selection	<ol style="list-style-type: none"> 1.1. Able to explain how to obtain and choose a strategy 2.2. Able to implement a comprehensive framework for strategy formulation 3.3. Able to explain the influence of cultural aspects on strategy 4.4. Able to explain the influence of political aspects on strategy selection 	<p>Criteria:</p> <ol style="list-style-type: none"> 1. General Assessment Criteria: 2. Participation (Total 100) 3. Absent (Weight 40) 4. Discussion (Weight 40) 5. Character (Weight 20) <p>Form of Assessment : Participatory Activities</p>	Reading literature, presentations, and listening to students' explanations about strategy analysis and strategy selection 3 X 50	Reading literature, presentations, and listening to students' explanations about strategy analysis and strategy selection	<p>Material: Strategy Implementation: Strategy analysis and strategy selection</p> <p>Reference: <i>Fred. R. David. 2017. Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p>	0%
7	Understand the factors that influence strategy	<ol style="list-style-type: none"> 1.1. Able to explain the influence of social aspects on company strategy. 2.2. Able to explain the influence of political aspects on company strategy. 	<p>Criteria:</p> <ol style="list-style-type: none"> 1. General Assessment Criteria: 2. Participation (Total 100) 3. Absent (Weight 40) 4. Discussion (Weight 40) 5. Character (Weight 20) <p>Forms of Assessment : Participatory Activities, Project Results Assessment / Product Assessment</p>	Reading literature, presentations, and listening to students' explanations about the factors that influence the 3 X 50 strategy	Reading literature, presentations, and listening to students' explanations about factors that influence strategy	<p>Material: Understanding the factors that influence strategy</p> <p>Reader: <i>Fred. R. David. 2017. Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p> <hr/> <p>Material: Understanding the factors that influence strategy.</p> <p>References: <i>John Pearce, Richard Robinson. 2014. Strategic Management. McGraw-Hill Education. 14th Edition</i></p>	0%

8	MIDDLE SEMESTER EXAMINATION (UTS)		<p>Criteria: Written UTS (weight 80) Characters 20 total 100</p> <p>Form of Assessment : Project Results Assessment / Product Assessment, Test</p>	UTS Write 3 X 50	UTS Write		30%
9	Strategy implementation: Management and Operations	<p>1.1. Able to explain the characteristics of strategy implementation, annual objectives, policies, resource allocation, structural adjustments to strategies, restructuring and reengineering</p> <p>2.2. Able to explain the relationship between performance and payment and strategy</p> <p>3. Able to explain managing resistance to change, creating strategies that support culture, focus on production/operations when implementing strategies, focus on resources</p>	<p>Criteria: 1. General Assessment Criteria: 2. Participation (Total 100) 3. Absent (weight 40) 4. Discussion (weight 40) 5. Character (Weight 20)</p> <p>Form of Assessment : Participatory Activities</p>	Read literature, presentations, and listen to student explanations about Management and Operations 3 X 50	Reading literature, presentations, and listening to student explanations about Management and Operations	<p>Material: Strategy implementation: Management and Operations</p> <p>References: <i>Solihin, Ismail. 2002. Strategic Management. Jakarta: Erlangga.</i></p> <p>Material: Strategy implementation: Management and Operations</p> <p>Reader: <i>Fred. R. David. 2017. Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p>	0%
10	Strategy implementation: staffing and directing	Produce Strategy Implementation Formulations in the Fields of Marketing, Finance/Accounting, Research & Development, and Management Information Systems.	<p>Criteria: 1. General Assessment Criteria: 2. Participation: Total 100 3. Absent (weight 40) 4. Discussion (weight 40) 5. Character (Weight 20)</p> <p>Form of Assessment : Participatory Activities</p>	Reading literature, presentations, and listening to students' explanations about staffing and directing 3 X 50	Reading literature, presentations, and listening to students' explanations about staffing and directing	<p>Material: Strategy implementation: staffing and directing</p> <p>Reader: <i>Fred. R. David. 2017. Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p>	0%
11	Strategy Evaluation	Produce Strategy Evaluation	<p>Criteria: 1. General Assessment Criteria: 2. a. Bill (Task): 3. Coverage of project visits to SMEs (weight 20) 4. Project report (Weight 40) 5. Power point (weight 20) 6. Character (weight 20). Total 100 7. b. Participation : 8. Absent (weight 40) 9. Discussion (weight 40) 10. Character (weight 20). Total 100</p> <p>Forms of Assessment : Participatory Activities, Project Results Assessment / Product Assessment</p>	Introduction to types of strategies and examples of the 3 X 50 case	Introduction to types of strategies and case examples	<p>Material: Strategy Evaluation</p> <p>Reader: <i>Fred. R. David. 2017. Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p>	10%

12	Key Strategic-management topics: Business Ethics, Social Responsibility, Environmental Sustainability	<ol style="list-style-type: none"> 1.1. Able to understand multinational organizations 2.2. Able to understand the strengths and weaknesses of international operations 3.3. Able to understand global challenges 4.4. Able to understand global corporate tax rates 	<p>Criteria:</p> <ol style="list-style-type: none"> 1.General Assessment Criteria: 2.Participation : 3.Absent (weight 40) 4.Discussion (weight 40) 5.Character (weight 20). Total 100 <p>Form of Assessment : Participatory Activities</p>	Reading literature, presentations, and listening to students' explanations about Business Ethics, Social Responsibility, environmental sustainability 3 X 50	Reading literature, presentations, and listening to students' explanations about Business Ethics, social responsibility, environmental sustainability	<p>Material: Strategic-management topic: Business Ethics, Social Responsibility, Environmental Sustainability References: Solihin, Ismail . 2002. <i>Strategic Management</i>. Jakarta: Erlangga.</p> <hr/> <p>Material: Strategic-management topic: Business Ethics, Social Responsibility, Environmental Sustainability Reader: Fred. R. David. 2017. <i>Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p>	0%
13	Key Strategic-management topic: Global/International Issues	Strategic management case study	<p>Criteria:</p> <ol style="list-style-type: none"> 1.General Assessment Criteria: 2.a. Bill (Task): 3.Coverage of UKM visits (weight 20) 4.Project report (Weight 40) 5.power point (weight 20) 6.Character (weight 20).. Total 100 7.b. Participation : 8.Absent (weight 40) 9.Discussion (weight 40) 10.Character (weight20).. Total 100 <p>Forms of Assessment : Participatory Activities, Project Results Assessment / Product Assessment</p>	Listen to a group presentation about a 3 X 50 management case study	Listen to a group presentation on a management case study	<p>Material: Case Study Reference: Fred. R. David. 2017. <i>Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p> <hr/> <p>Material: Case Study Bibliography: John Pearce, Richard Robinson. 2014. <i>Strategic Management</i>. McGraw-Hill Education. 14th Edition</p>	10%
14	Presenting the results of the Strategic Management case study analysis	Strategic management case study	<p>Criteria:</p> <ol style="list-style-type: none"> 1. a. Bill (Task): 2.1. Coverage of project visits to SMEs (weight 20) 3.2 Project reports (Weight 40) 4.3. Power point (weight 20) 5.4. Character (weight 20). Total 100 6.b. Participation : 7.1. Absent (weight 40) 8.2. Discussion (weight 40) 9.3. Character (weight 20). Total 100 <p>Forms of Assessment : Participatory Activities, Project Results Assessment / Product Assessment</p>	Listen to a group presentation about a 3 X 50 management case study	Listen to a group presentation on a management case study	<p>Material: Case Study Reference: Fred. R. David. 2017. <i>Strategic Management: Concepts and Cases—A Competitive Advantage Approach, 16th Edition</i></p> <hr/> <p>Material: Case Study Bibliography: John Pearce, Richard Robinson. 2014. <i>Strategic Management</i>. McGraw-Hill Education. 14th Edition</p>	10%

15	Presenting the results of the Strategic Management case study analysis	Strategic management case study	Criteria: 1.a. Bills (Tasks): Total 100 2. Coverage of project visits to SMEs (Weight 20) 3. Project report (Weight 40) 4. Power point presentation (weight 20) 5. Character (weight 20). 6.b. Participation: Total 100 7. Absent (weight 40) 8. Discussion (weight 40) 9. Character (weight 20) Forms of Assessment : Participatory Activities, Project Results Assessment / Product Assessment	Listen to a group presentation about a 3 X 50 management case study	Listen to a group presentation on a management case study	Material: Case Study Reference: Fred. R. David. 2017. <i>Strategic Management: Concepts and Cases—A Competitive Advantage Approach</i> , 16th Edition Material: Case Study Bibliography: John Pearce, Richard Robinson. 2014. <i>Strategic Management</i> . McGraw-Hill Education. 14th Edition	10%
16	FINAL SEMESTER EXAMINATION (UAS)		Criteria: 1. Written final exam (weight 80) 2. Character (Weight 20) Form of Assessment : Project Results Assessment / Product Assessment, Test	3 X 50			30%

Evaluation Percentage Recap: Project Based Learning

No	Evaluation	Percentage
1.	Participatory Activities	20%
2.	Project Results Assessment / Product Assessment	50%
3.	Test	30%
		100%

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.