



Universitas Negeri Surabaya
Faculty of Education,
Doctoral Study Program in Educational Management

Document Code

SEMESTER LEARNING PLAN

Courses	CODE	Course Family	Credit Weight			SEMESTER	Compilation Date																																																																																																																					
Educational Strategic Development and Planning*	8603102931	Study Program Elective Courses	T=0	P=0	ECTS=0	2	July 17, 2024																																																																																																																					
AUTHORIZATION		SP Developer	Course Cluster Coordinator			Study Program Coordinator																																																																																																																						
		Dr. Erny . Roesminingsih, M.Si	Dr. Erny Roesminingsih, M.si			Dr. Nunuk Hariyati, S.Pd., M.Pd.																																																																																																																						
Learning model	Case Studies																																																																																																																											
Program Learning Outcomes (PLO)	PLO study program which is charged to the course																																																																																																																											
	Program Objectives (PO)																																																																																																																											
	PO - 1	CPMK 1- Able to implement educational strategic planning, and able to design strategic planning with independent, high-quality, measurable performance and avoiding plagiarism, as well as presenting it with a responsible attitude.																																																																																																																										
	PO - 2	CPMK 2- Able to make a SWOT analysis by analyzing internal and external factors of educational institutions																																																																																																																										
	PO - 3	CPMK 3- Able to understand and analyze SWOT diagrams and matrices																																																																																																																										
	PO - 4	CPMK 4- Able to understand and apply strategy making and determine relevant programs in an educational organization																																																																																																																										
	PO - 5	CPMK 5- Able to analyze the application of Strategic Formulation, implementation and evaluation of strategies creatively and innovatively in educational institutions																																																																																																																										
	PLO-PO Matrix																																																																																																																											
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PO Matrix at the end of each learning stage (Sub-PO)																																																																																																																												
	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th rowspan="2">P.O</th> <th colspan="16">Week</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> </thead> <tbody> <tr><td>PO-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>PO-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>PO-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>PO-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>PO-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> </tbody> </table>						P.O	Week																1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	PO-1																	PO-2																	PO-3																	PO-4																	PO-5																
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Short Course Description	Educational strategic planning and development courses equip students to be able to develop knowledge in the field of educational planning by abstracting strategic management concepts as well as needs analysis and strategic planning to produce careful and futuristic planning strategies.																																																																																																																											
References	Main :																																																																																																																											
	<ol style="list-style-type: none"> 1. Alfred Sarbah1, Doris Otu-Nyarko2. An Overview of the Design School of Strategic Management (Strategy Formulation as a Process of Conception) 2. Doha Saleh. Dr . SCHOOLS OF STRATEGIC THOUGHT (Prepared & Presented:) 3. Fred R. David (2011), Strategic Management CONCEPTS AND CASES by Pearson Education, Inc., Prentice Hall, New Jersey 4. Jauch, Lawrence,R dan William F. Glueck. 2008,Busines Policy and Strategic management, Mc Graw Hill. Singapore 5. Kaplan,Robert S, and David P.Norton, 2012. Using Balance Scorecard as a Stra tegic management system,Harvard Business Review,January-Pebruary 6. Tampubolon, Manahan, P., Prof, Dr. (2015) Education Plans and Finance. Penerbit Mitrawacana Media, Bogor. 7. Wheelan, L., Thomas & Hunger, David J., (2009). Strategic Management and Business Policy, 12th, Pearson Education, 																																																																																																																											
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2. Wells, Denise Lindsey. 1998. Strategic Management for Senior Leaders: A Handbook for Implementation. Virginia: Department of the Navy Total Quality Leadership Office.
3. Fidler, Brian. 2002. Strategic Management for School Development. India: Paul Chapman Publishing
4. David, Fred R & David, Forest R. 2016. Strategic Management: A Competitive Advantage Approach, Concept and Cases. Boston: Pearson.
5. Brenan, Linda L & Sisk, Faye A. 2015. Strategic Management: A Practical Guide. India: Business Expert Press

Supporting lecturer
 Prof. Dr. Maria Veronika Roesminingsih, M.Pd.
 Dr. Erny Roesminingsih, M.Si.

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		1.1. explain strategic management 2.2. explain the strategic hierarchy 3.3. Explain the model explaining the implementation of the strategic management hierarchy	Criteria: 1.1. explain strategic management 2.2. explain the strategic hierarchy 3. explains the implementation of the strategic management hierarchy in educational organizations Form of Assessment : Participatory Activities	Lecture on strategic management concepts 100 min	Online Learning, ASynchronous: Virtual face to face via zoom meeting: Lecture on strategic management concepts	Material: Strategic management concepts References: 3. Fred R. David (2011), Strategic Management CONCEPTS AND CASES by Pearson Education, Inc., Prentice Hall, New Jersey	2%
2	understand changes and needs in science and technology and education	1.1. Analyze the development and need for science and technology in educational planning 2.2. analyze educational planning in developing schools	Criteria: 1.1. Analyze the development and need for science and technology in educational planning 2.2. Analyzing Educational Planning 3.3. Analyze examples of educational planning according to education levels and school development directions Form of Assessment : Participatory Activities, Project Results Assessment / Product Assessment	analyzing the development and need for science and technology in educational planning analyzing educational planning in developing schools 100			3%
3	Understand the approach to preparing Vision, Mission, Goals and Targets	1.1. Explain and differentiate Vision, Mission, Goals and Targets 2.2. Identify the factors determining the vision, mission, goals and objectives 3.3. Formulate the Vision, Mission, Goals and Targets	Criteria: 1.1. Define the meaning of definition and Vision, Mission, Goals and Targets 2.2. Identify Vision, Mission, Goals and Targets 3.3. Formulate the Vision, Mission, Goals and Targets Form of Assessment : Project Results Assessment / Product Assessment	Exposure, discussion related to the vision, mission and goals of educational organizations/institutions 100		Material: Concept and formulating concepts of vision, mission, goals and objectives References: 3. Fred R. David (2011), Strategic Management CONCEPTS AND CASES by Pearson Education, Inc., Prentice Hall, New Jersey	2%

4	Understand and be able to identify SWOT analysis factors	<ol style="list-style-type: none"> 1.1. Explain the definition of SWOT 2.2. Understand the use of SWOT analysis tools, activity Value Chain Analysis and portfolio analysis in strategy formulation 	<p>Criteria:</p> <ol style="list-style-type: none"> 1.1. Explain the definition of SWOT 2.2. Explain the use of SWOT analysis tools, activity Value Chain Analysis and portfolio analysis in strategy formulation 3.3. Analyze various SWOT analysis 4.4. Case studies <p>Form of Assessment : Participatory Activities</p>	100 Discussion paper presentation		<p>Material: SWOT factors and analysis</p> <p>References: 4. David, Fred R & David, Forest R. 2016. <i>Strategic Management: A Competitive Advantage Approach, Concept and Cases.</i> Boston: Pearson.</p>	3%
5	<ol style="list-style-type: none"> 1. Understand and explain Internal Environmental Analysis 2. internal environmental factors and the relationship between the organization and society 3. techniques in observing and utilizing internal environmental factors 	<ol style="list-style-type: none"> 1.1. Explain internal environmental factors and the relationship between organizations and society 2.2. Know the parties that should receive attention from top managers 3.3. Explain techniques for observing and utilizing internal environmental factors 	<p>Criteria:</p> <ol style="list-style-type: none"> 1.1. Explain the internal environmental factors and the relationship between the organization and society, the parties that must receive attention from top managers 2.2. Discuss techniques for observing and utilizing internal environmental factors. 3.3. Compile the IFAS Table <p>Form of Assessment : Participatory Activities</p>	Paper presentation Presentation and Discussion 100		<p>Material: Observation of the internal environment</p> <p>References: 7. Wheelan, L., Thomas & Hunger, David J., (2009). <i>Strategic Management and Business Policy, 12th,</i> Pearson Education,</p>	2%
6	Understand and explain External Environmental Analysis, Competitive Environmental Analysis	<ol style="list-style-type: none"> 1.1. Explain internal environmental factors and the relationship between organizations and society 2.2. Know the parties that should receive attention from top managers 3.3. Explain techniques for observing and utilizing factors 4.4. Internal environment for compiling the EFAS table 	<p>Criteria:</p> <ol style="list-style-type: none"> 1.1. Identify various internal environmental factors and relationships between organizations 2.2. Analyze various internal environmental factors and relationships between organizations <p>Form of Assessment : Participatory Activities</p>	Presentation and discussion 100 min		<p>Material: External Observation</p> <p>Bibliography: 3. Fred R. David (2011), <i>Strategic Management CONCEPTS AND CASES</i> by Pearson Education, Inc., Prentice Hall, New Jersey</p> <hr/> <p>Material: External environmental analysis and Efas</p> <p>References: 4. David, Fred R & David, Forest R. 2016. <i>Strategic Management: A Competitive Advantage Approach, Concept and Cases.</i> Boston: Pearson.</p>	3%

7	Understand and explain SWOT Diagrams and Matrices	<p>1.1. Understand the preparation of SWOT diagrams using SWOT analysis tools, searching for priority scales and portfolio analysis in strategy formulation</p> <p>2.2. Able to compile and create SWOT diagrams using SWOT analysis tools, search for priority scales and portfolio analysis in strategy formulation</p>	<p>Criteria:</p> <p>1.1. Explain the preparation of SWOT diagrams using SWOT analysis tools, searching for priority scales and portfolio analysis in strategy formulation</p> <p>2.2. Practice preparing SWOT diagrams using SWOT analysis tools, searching for priority scales and portfolio analysis in strategy formulation</p> <p>Form of Assessment : Participatory Activities</p>	Paper presentation and discussion 100 min		<p>Material: SWOT Practice References: 5. Brennan, Linda L & Sisk, Faye A. 2015. <i>Strategic Management: A Practical Guide.</i> India: Business Expert Press</p> <hr/> <p>Material: Environmental analysis Bibliography: 7. Wheelan, L., Thomas & Hunger, David J., (2009). <i>Strategic Management and Business Policy</i>, 12th, Pearson Education,</p> <hr/> <p>Material: Ifas and Efas in Organizations References: 3. Fred R. David (2011), <i>Strategic Management CONCEPTS AND CASES</i> by Pearson Education, Inc., Prentice Hall, New Jersey</p>	2%
8	UTS	Able to do 70% of the test	<p>Criteria: Do test questions according to the test rubric</p> <p>Form of Assessment : Test</p>	Take the 100 min test			20%
9	<p>1.Understand models, approaches, Strategy Variations</p> <p>2.1. Understand the general strategy matrix</p>	<p>1.1. Understand general strategy matrix factors</p> <p>2.2. Explain the importance of observing external & internal factors in strategy variations</p> <p>3.3. Understand how to choose the right, effective and efficient strategy</p>	<p>Criteria:</p> <p>1.1. Define and explain general strategy matrix factors</p> <p>2.2. Discuss general strategy matrix factors</p> <p>3.3. Discussion of general strategy matrix cases</p> <p>Form of Assessment : Participatory Activities, Portfolio Assessment</p>	Discussion 100		<p>Material: General Strategy References: 3. Fred R. David (2011), <i>Strategic Management CONCEPTS AND CASES</i> by Pearson Education, Inc., Prentice Hall, New Jersey</p>	2%
10	<p>1.Understanding Strategy Making, Business Unit/Educational Institution Level</p> <p>2.Business unit strategy</p>	<p>1.1. Understand and explain several alternative strategies for Business Units</p> <p>2.2. Able to explain the criteria for evaluating strategies</p> <p>3.3. Able to explain how to choose the optimal strategy</p> <p>4.4. Able to explain how to translate strategy into policy.</p>	<p>Criteria:</p> <p>1.Analyzing: case study 1. Premises of the Design School</p> <p>2.Analyzing: case study 2. 2. The Planning School</p> <p>Form of Assessment : Portfolio Assessment</p>	presentation and discussion 100 min		<p>Material: School strategies References: 3. Fidler, Brian. 2002. <i>Strategic Management for School Development.</i> India: Paul Chapman Publishing</p> <hr/> <p>Material: alternative strategies and strategies References: 3. Fred R. David (2011), <i>Strategic Management CONCEPTS AND CASES</i> by Pearson Education, Inc., Prentice Hall, New Jersey</p>	7%

11	Understand Strategy making, Corporate Level	<p>1.1. Able to explain several alternative strategies at the corporate level</p> <p>2.2. Able to explain the criteria for evaluating strategies</p> <p>3.3. Able to explain how to choose the optimal strategy</p> <p>4.4. Able to explain how to translate strategy into policy</p>	<p>Criteria: Analyzing: case study 1. The Positioning School 2. The Environment School</p> <p>Form of Assessment : Portfolio Assessment</p>	discussion and problem solving in case studies 100 min		<p>Material: School Strategy Library: 1. Alfred Sarbah1, Doris Otu-Nyarko2. An Overview of the Design School of Strategic Management (Strategy Formulation as a Process of Conception)</p> <hr/> <p>Material: Balance scorecard as a strategy References: 5. Kaplan, Robert S, and David P. Norton, 2012. Using Balance Scorecard as a strategic management system, Harvard Business Review, January-February</p>	5%
12	Competitive analysis and strategy implementation.	<p>1.1. Understand the parties who are competitors, the things that must be done, and how to implement competitive strategies</p> <p>2.2. Able to explain competitive strategies in the company's product life cycle</p> <p>3.3. Able to explain strategic alternatives in several situations faced by the company</p>	<p>Criteria: Analyzing Case Study: The Cognitive School The Learning School</p> <p>Form of Assessment : Participatory Activities</p>	Study, simulation and discussion 100		<p>Material: School strategies References: 2. Doha Saleh. Dr. SCHOOLS OF STRATEGIC THOUGHTS (Prepared & Presented:)</p> <hr/> <p>Material: Strategy Bibliography: 3. Fred R. David (2011), Strategic Management CONCEPTS AND CASES by Pearson Education, Inc., Prentice Hall, New Jersey</p>	3%
13	Understanding Strategic Control	<p>1.1. Understand Strategy Measurement</p> <p>2.2. Understand external internal factor reviews</p> <p>3. Understand aspects of strategic control</p>	<p>Criteria: Analyzing Case Studies: 1. The Power School 2. The Cultural School</p> <p>Form of Assessment : Participatory Activities</p>	discussions and presentations 100		<p>Material: Practical Guide in India References: 5. Brenan, Linda L & Sisk, Faye A. 2015. Strategic Management: A Practical Guide. India: Business Expert Press</p> <hr/> <p>Material: Strategic management for school development References: 3. Fidler, Brian. 2002. Strategic Management for School Development. India: Paul Chapman Publishing</p>	5%

14	Analyzing the application of Strategic Formulation in educational institutions	<ol style="list-style-type: none"> 1.1. Evaluate the company's Vision and Mission. 2.2. Determine effective and efficient company goals and objectives 3.3. Able to make a SWOT Analysis 4.4. Able to make Strategy Map Diagrams 5.5. Able to create a Grand Strategy. 6.6. Able to create a company strategy for competitive competition 	<p>Criteria: Analyzing Case Studies: 1. The Entrepreneurial School 2. The Configuration School</p> <p>Form of Assessment : Participatory Activities</p>	Practice creating educational planning designs 100		<p>Material: Balance scorecard as a strategic management system</p> <p>References: 5. Kaplan, Robert S, and David P. Norton, 2012. <i>Using Balance Scorecard as a strategic management system</i>, Harvard Business Review, January-February</p> <hr/> <p>Material: Implemented Strategic Management</p> <p>References: 4. Jauch, Lawrence, R and William F. Glueck. 2008, <i>Business Policy and Strategic Management</i>, Mc Graw Hill. Singapore</p>	5%
15		<ol style="list-style-type: none"> 1.1. Understand Portfolio Analysis. 2.2. Determine programs and policies 3.3. Analyze and determine program measurements 4.4. Evaluate program achievements 5.5. Reviewing Resources Developing corrective actions 	<p>Criteria: Analyzing Case Study: 1. Bottom-Up Chance 2. Top-Down Transformation</p> <p>Form of Assessment : Participatory Activities</p>	presentation of 100 papers		<p>Material: Design School of Strategic Management</p> <p>References: 1. Alfred Sarbah1, Doris Otu-Nyarko2. <i>An Overview of the Design School of Strategic Management (Strategy Formulation as a Process of Conception)</i></p> <hr/> <p>Material: School strategies</p> <p>References: 2. Doha Saleh. Dr. <i>SCHOOLS OF STRATEGIC THOUGHTS (Prepared & Presented:)</i></p> <hr/> <p>Material: Strategic management concepts and practices</p> <p>References: 3. Fred R. David (2011), <i>Strategic Management CONCEPTS AND CASES</i> by Pearson Education, Inc., Prentice Hall, New Jersey</p> <hr/> <p>Material: policy and strategic management</p> <p>References: 4. Jauch, Lawrence, R and William F. Glueck. 2008, <i>Business Policy and Strategic Management</i>, Mc Graw Hill. Singapore</p> <hr/> <p>Material: Balance scorecard as a strategic management</p>	6%

						<p>system</p> <p>References: 5. Kaplan, Robert S, and David P. Norton, 2012. <i>Using Balance Scorecard as a strategic management system</i>, Harvard Business Review, January-February</p> <p>Material: Strategic management and policy</p> <p>References: 7. Wheelan, L., Thomas & Hunger, David J., (2009). <i>Strategic Management and Business Policy</i>, 12th, Pearson Education,</p> <p>Material: Essentials of Strategic Management</p> <p>References: 1. Hill, Charles WL & Jones, Gareth. 2011. <i>Essentials of Strategic Management</i>. 3rd. Edition. United States: CENGAGE Learning.</p> <p>Material: Strategic management for leaders</p> <p>References: 2. Wells, Denise Lindsey. 1998. <i>Strategic Management for Senior Leaders: A Handbook for Implementation</i>. Virginia: Department of the Navy Total Quality Leadership Office.</p> <p>Material: Strategy management for schools</p> <p>References: 3. Fidler, Brian. 2002. <i>Strategic Management for School Development</i>. India: Paul Chapman Publishing</p>	
16		<ol style="list-style-type: none"> 1.1. Understand Portfolio Analysis. 2.2. Determine programs and policies 3.3. Analyze and determine program measurements 4.4. Evaluate program achievements 5.5. Reviewing Resources Developing 	<p>Criteria: Analyzing Case Study: 1. Bottom-Up Chance 2. Top-Down Transformation</p> <p>Form of Assessment : Participatory Activities</p>	presentation of 100 papers		<p>Material: Design School of Strategic Management</p> <p>References: 1. Alfred Sarbah1, Doris Otu-Nyarko2. <i>An Overview of the Design School of Strategic Management (Strategy Formulation as a Process of Conception)</i></p>	30%

corrective
actions

Material:
School
strategies
References: 2.
*Doha Saleh. Dr.
SCHOOLS OF
STRATEGIC
THOUGHTS
(Prepared &
Presented:)*

Material:
Strategic
management
concepts and
practices
References: 3.
*Fred R. David
(2011),
Strategic
Management
CONCEPTS
AND CASES by
Pearson
Education, Inc.,
Prentice Hall,
New Jersey*

Material: policy
and strategic
management
References: 4.
*Jauch,
Lawrence, R
and William F.
Glueck. 2008,
Business Policy
and Strategic
Management,
Mc Graw Hill.
Singapore*

Material:
Balance
scorecard as a
strategic
management
system
References: 5.
*Kaplan, Robert
S, and David P.
Norton, 2012.
Using Balance
Scorecard as a
strategic
management
system,
Harvard
Business
Review,
January-
February*

Material:
Strategic
management
and policy
References: 7.
*Wheelan, L.,
Thomas &
Hunger, David
J., (2009).
Strategic
Management
and Business
Policy, 12th,
Pearson
Education,*

Material:
Essentials of
Strategic
Management
References: 1.
*Hill, Charles
WL & Jones,
Gareth. 2011.
Essentials of
Strategic
Management.
3rd. Edition.
United States:
CENGAGE
Learning.*

Material:
Strategic
management
for leaders
References: 2.

						<p>Wells, Denise Lindsey. 1998. <i>Strategic Management for Senior Leaders: A Handbook for Implementation</i>. Virginia: Department of the Navy Total Quality Leadership Office.</p> <p>Material: Strategy management for schools</p> <p>References: 3. Fidler, Brian. 2002. <i>Strategic Management for School Development</i>. India: Paul Chapman Publishing</p>
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Evaluation Percentage Recap: Case Study

No	Evaluation	Percentage
1.	Participatory Activities	63.5%
2.	Project Results Assessment / Product Assessment	3.5%
3.	Portfolio Assessment	13%
4.	Test	20%
		100%

Notes

- 1. 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.
- 2. 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.
- 3. 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.
- 4. 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.
- 5. 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.
- 6. 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.
- 7. Forms of assessment:** 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 which can be presented in the form of several main points and sub-topics.
- 11. 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%.
- 12. TM=Face to face, PT=Structured assignments, BM=Independent study.**