			Document Code
	Universitas Negeri Surabaya **Faculty of Economics and Business,** **Doctoral Management Study Program**		

SEMESTER LEARNING PLAN

Courses	CODE	Course Family	Credit Weight			SEMESTER	Compilation Date
STRATEGIC LEADERSHIP	6100103002		**T=3**	**P=0**	**ECTS=7.56**	1	July 19, 2024

AUTHORIZATION	SP Developer	Course Cluster Coordinator	Study Program Coordinator
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Learning model	Case Studies

Program Learning Outcomes (PLO)	**PLO study program that is charged to the course**	
	PLO-1	Able to demonstrate religious, national and cultural values, as well as academic ethics in carrying out their duties
	PLO-2	Demonstrate the character of being tough, collaborative, adaptive, innovative, inclusive, lifelong learning and entrepreneurial spirit
	PLO-3	Develop logical, critical, systematic and creative thinking in carrying out specific work in their field of expertise and in accordance with work competency standards in the field concerned
	PLO-4	Develop yourself continuously and collaborate.
	PLO-6	Graduates are able to manage organizations ethically.
	PLO-7	Graduates are able to communicate effectively
	PLO-8	Graduates are able to make strategic decisions for self-development appropriately.
	Program Objectives (PO)	
	PO - 1	Graduates are able to manage organizations ethically.
	PO - 2	Graduates are able to communicate effectively
	PO - 3	Graduates are able to make strategic decisions for self-development appropriately.
	PLO-PO Matrix	

P.O	PLO-1	PLO-2	PLO-3	PLO-4	PLO-6	PLO-7	PLO-8
PO-1	✔	✔	✔	✔			
PO-2							
PO-3							

PO Matrix at the end of each learning stage (Sub-PO)

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																

Short Course Description	Strategic leadership focuses on the strategy of leading a healthy business organization based on the strategic leadership model with a strategic leadership approach that uses strategies for dealing with complexity and change with a refreshing perspective, which is oriented towards wise leadership in the 21st century (Leadership Wisdom) using learning methods Cooperative Learning (CL) and Problem Base Learning (PBL) to foster social sensitivity and high concern for society and the business environment as creations of God Almighty, based on the character of being intelligent, independent, honest, caring and tough in making strategic decisions.
References	**Main :**

1. Pearce & robinson , strategic management , formulation , implementation and control. Mc Graw Hill, 2000.
2. Michael J Stahl & David W Grigsby , Strategic manajemen for decision making ,PWS-Kent publishing Co. 1992.
3. Rheinald Kasali Ph.D. CHANGE , PT Gramedia Pustaka Utama , Jakarta, 2005

Supporters:	

1. Ronald E. Riggio, Sherylle J. Tan., 2014, Leader Interpersonal And Influenceskills (The Soft Skills of Leadership), New York and London : Routledge Taylor& Francis Group
2. 2. David L. Dotlich, James L. Noel, Norman Walker, 2004 Leadership Passages (The Personal and Professional TransitionsThat Make or Break a Leader, Hoboken: by John Wiley & Sons, Inc. Published by Jossey-BassA Wiley Imprint
3. 3. Maxwell, John C.2020. T h e L e a d e r' s G r e a t e s t R e t u r n, The United States of America : Harper Collins Leadership
4. 4. John Adair , 2010, Develop your Leadership Skills, London, Philadhelpia, New Delhi : Koganpage

Supporting lecturer	Prof. Dr. Dewie Tri Wijayati Wardoyo, M.Si. Prof. Dr. Jun Surjanti, S.E., M.Si. Prof. Dr. Pujiono, SE., Ak., 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	Describe and analyze: The Nature of Leaders and Leadership (Leader and Leadership)	1. Definition of a Leader 2. Definition of Leadership 3. Philosophy of Leadership 4. Leadership Style in the Global Era	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70- 75) 5.D = Poor (60- 65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	On line		5%
2	Describe and analyze: Leadership and Management	1. Theoretical Foundations of Leadership and Management 2. Human Resources Management 3. Differences in Characteristics of Leadership and Management 4. Relationship between Leader Roles 5. Leadership Theories According to Experts	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70- 75) 5.D = Poor (60- 65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	On line	**Material:** 1. Theoretical Foundations of Leadership and Management 2. Human Resources Management 3. Differences in Characteristics of Leadership and Management 4. Relationship between Leader Roles 5. Leadership Theories According to **Literature Experts:**	0%
3	Describe and analyze: How to Become a Leader (Being A Leader)	1. How to Become a Leader (Being A Leader) 2. Requirements for Becoming a Leadership 3. Spirit to Become a Leader 4. Leadership according to several religions 5. Success in becoming a leader	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70- 75) 5.D = Poor (60- 65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	On line	**Material:** 1. Theoretical Foundations of Leadership and Management 2. Human Resources Management 3. Differences in Characteristics of Leadership and Management 4. Relationship between Leader Roles 5. Leadership Theories According to **Literature Experts:**	0%

4	Describe and analyze: Leadership Mastery	1. Leadership Mastery 2. Four Aspects of Leadership Mastery 3. Today's Leadership Needs 4. Abilities that leaders must have 5. Teamwork 6. Effective Leaders 7. Inspirational Leadership	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	On line	**Material:** 1. Theoretical Foundations of Leadership and Management 2. Human Resources Management 3. Differences in Characteristics of Leadership and Management 4. Relationship between Leader Roles 5. Leadership Theories According to **Literature Experts:**	5%
5	Describe and analyze: Leadership Influence, Power and Conflict Management (Leadership Influence, Power, and Conflict Management)	1. Conflict Management 2. Power Management 3. Conflict management	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	On line	**Material:** 1. Theoretical Foundations of Leadership and Management 2. Human Resources Management 3. Differences in Characteristics of Leadership and Management 4. Relationship between Leader Roles 5. Leadership Theories According to **Literature Experts:**	5%
6	Describe and analyze: Strategic Leadership	1. Strategic Leadership 2. Strategic Management Process 3. Strategic management considerations 4. Competencies that a Leader Needs to Have 5. Effect of CEO Succession and Top Management Team Composition on Strategy 6. Creating a Balance of Organizational Control	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	On line	**Material:** 1. Theoretical Foundations of Leadership and Management 2. Human Resources Management 3. Differences in Characteristics of Leadership and Management 4. Relationship between Leader Roles 5. Leadership Theories According to **Literature Experts:**	5%

7	Understand Describe and analyze: What is Global Leadership	Global Leadership • Part I : Issues in Leadership and Governance • The Phenomenon of Leadership • The Uncertain Place of Leadership in Higher Education • Motifs in Leadership • A Case Study in Leadership • Toward a Phenomenology of Relational Leadership • Learning Leadership • The Context for the Discipline of Strategic Leadership	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	On line		**Material:** 1. Theoretical Foundations of Leadership and Management 2. Human Resources Management 3. Differences in Characteristics of Leadership and Management 4. Relationship between Leader Roles 5. Leadership Theories According to **Literature Experts:**	15%
8		Materials 1-7	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Offline	on line			20%
9	Describe and analyze: Ambiguity and Possibilities in Leadership in Higher Education		**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Participatory Activities, Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	on line			0%
10	Describe and analyze 21st Century Leadership Issues	1. 21st Century Leadership Issues 2. General description of 21st Century society 3. 21st Century Leadership Issues and Challenges 4. Description of 21st Century Leadership According to Experts 5. Criteria for 21st Century Leaders	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	on line			0%

11	Analyzing: 1. Strategic and Leadership Theory; 2. 2. Strategic Leadership Value	1. Integrating Leadership and the Strategy Process 2. Levels of Strategy 3. Strategic Initiatives and Imperatives 4. Strategic Goals 5. Actions 1. Strategic Thinking and Academic Quality 2. Strategic Leadership and Powerful Learning 3. Admissions: Brands or Stories? 4. The Students Experience 5. Strategy and Facilities 6. Strategy and Financial Resources 7. Fund-raising	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	on line		0%
12	Analyzing: Strategic Theory and Leadership	1. Communication about Strategy 2. Strategy and Culture : Norms, Stories, Rituals, and Ceremonies 3. Authority : Leadership, Management, and Control systems 4. Strategy and Accreditation 5. Strategic Assessment 6. Strategic Program Reviews 7. The Governing Board and	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	on line		0%
13	Analyzing Relational Leadership for Strategic Sustainability.	1. Conflict and Change: The Limits and Possibilities of Strategic Leadership 2. Strategic Leadership and Structural Conflict 3. The Strategic Resolution of Structural Conflict in Colleges and Universities 4. Adversarial Limits to Strategic Leadership 5. Strategic Leadership and Change 6. The Nature of Strategic Change Embedded Leadership	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	on line		0%
14	Analyzing Leadership as Tools for Strategic Management	1. Recapitulation 2. The Discipline of Strategic Leadership 3. The Process of Strategic Leadership 4. The dialectics of Leadership 5. The Strategic Integration of Leadership	**Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60) **Form of Assessment** : Project Results Assessment / Product Assessment	Cooperative Learning (CL and Problem Based Learning (PBL)	on line		0%

| 15 | Analyzing Strategic Management of Ethical Behavior | 1. Issues In Leadership and Governance 2. Preparing for Strategic Leadership 3. The Limits and Possibilities of Strategic Leadership | **Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60)

 Form of Assessment : Project Results Assessment / Product Assessment | Cooperative Learning (CL and Problem Based Learning (PBL) | on line | | 15% |
| 16 | | | **Criteria:** 1.Assignments, participation, UTS and UAS 2.A = Very Good (85-100) 3.B = Good (80- 85) 4.C = Fairly Good (70-75) 5.D = Poor (60-65) 6.E = Not Good (< 60)

 Form of Assessment : Project Results Assessment / Product Assessment | Writing test | | | 30% |

Evaluation Percentage Recap: Case Study

No	Evaluation	Percentage
1.	Project Results Assessment / Product Assessment	100%
		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.