



**Universitas Negeri Surabaya  
Faculty of Economics and Business Master  
of Accounting Study Program**

Document Code

**SEMESTER LEARNING PLAN**

Courses	CODE	Course Family	Credit Weight			SEMESTER	Compilation Date
Organizational Behavior Seminar	6210102013		T=0	P=0	ECTS=0	2	July 17, 2024
<b>AUTHORIZATION</b>	<b>SP Developer</b>		<b>Course Cluster Coordinator</b>			<b>Study Program Coordinator</b>	
	Dr. Dewi Prastiwi.,SE.,Ak.,M.Si.,CA		Dr. Diananita Nuswantara.,SE.,Ak.,M.Si			Dr. Ni Nyoman Alit Triani, S.E., M.Ak.	

<b>Learning model</b>	<b>Case Studies</b>
-----------------------	---------------------

**Program Learning Outcomes (PLO)** PLO study program that is charged to the course

<b>PLO-8</b>	Able to make decisions to solve problems and develop science and technology through an inter or multidisciplinary approach
<b>PLO-10</b>	Able to solve problems in the field of management accounting through research to solve managerial problems that have implications in the economic, social and behavioral fields

**Program Objectives (PO)**

<b>PO - 1</b>	CPMK 1: Internalize academic values, norms and ethics
<b>PO - 2</b>	CPMK 2: Able to make decisions to solve problems and develop science and technology through an inter or multidisciplinary approach
<b>PO - 3</b>	CPMK 3: Able to solve problems in the field of management accounting through research to solve managerial problems that have implications in the economic, social and behavioral fields
<b>PO - 4</b>	CPMK 4: Able to develop knowledge of financial accounting, management accounting and public accounting or professional practice through research, to produce innovative and tested work
<b>PO - 5</b>	CPMK 5: Able to manage research in the business sector and communicate the results

**PLO-PO Matrix**

	P.O	PLO-8	PLO-10
	PO-1		
	PO-2		
	PO-3		
	PO-4		
	PO-5		

**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																
	PO-4																
	PO-5																

**Short Course Description** This course discusses the development of the organizational behavior theory paradigm, the main components of organizations which include organizational design and structure, technology and the relationship between organizations and the environment. Furthermore, individual characteristics in organizations, motivation, communication, leadership, conflict, stress, organizational culture, and change management are also discussed. Delivery of material is carried out by integrating theories of organizational behavior to solve organizational problems faced by managers in an effort to achieve organizational goals. Critical thinking skills and working in teams are built through problem-based learning.

**References**

**Main :**

1. Stephen P. Robbins and Timothy A. Judge. 2022. Organizational Behavior, 19th edition. Pearson Education
2. Thomas Lauer. 2021. Change Management Fundamentals and Success Factors. Springer
3. Julie Goran , Laura LaBerge, and Ramesh Srinivasan. 2017. Culture for a digital age. <https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/culture-for-a-digital-age>

**Supporters:**

1. Feiqiang Fu, Wenhui Zha and Qiwei Zhou. 2023. The Impact of Enterprise Digital Capability on Employee Job Performance: From the Perspective of Employee Learning. *Front. Psychol. Sec. Organizational Psychology* Volume 14 - 2023 | doi: 10.3389/fpsyg.2023.1077697
2. Laurie J. Barclay, Tina Kiefer, Mouna El Mansouri. 2021. Navigating the era of disruption: How emotions can prompt job crafting behaviors. *Volume61, Issue3 Special Issue: Strategic human resource management in the era of environmental disruptions* May/June 2022 <https://doi.org/10.1002/hrm.2209>. *J Knowl Econ* (2023). <https://doi.org/10.1007/s13132-023-01377-8>
3. Bora Ly. 2023. The Interplay of Digital Transformational Leadership, Organizational Agility, and Digital Transformation. *J Knowl Econ* (2023). <https://doi.org/10.1007/s13132-023-01377-8>
4. Yashuo Chen, Ranran Ning, Tong Yang, Shangjun Feng & Chunjiang Yang. 2018. Is transformational leadership always good for employee task performance? Examining curvilinear and moderated relationships. *Front. Bus. Res. China* 12, 22 (2018). <https://doi.org/10.1186/s11782-018-0044-8>
5. Taufiqur Rahman1, Ayu Amalia, Zuhdan Aziz. 2017. From Digital Literacy to Digital Intelligence A Comparative Study of Digital Literacy Frameworks. *Proceedings of the 4th International Conference on Sustainable Innovation 2020–Social, Humanity, and Education (ICoSiHESS 2020)*
6. Ellen Weber a, Marion Büttgen a, Silke Bartsch. 2020. How to take employees on the digital transformation journey: An experimental study on complementary leadership behaviors in managing organizational change. *Journal of Business Research* Volume 143, April 2022, Pages 225-238

**Supporting lecturer**  
 Prof. Dr. Eni Wuryani, S.E., M.Si., CMA.  
 Prof. Dr. Dian Anita Nuswantara, S.E., M.Si., Ak.  
 Dr. Dewi Prastiti, S.E., Ak., M.Si.  
 Dr. Rohmawati Kusumaningtyas, S.E., Ak., MSA.

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	Able to explain the concept of organizational behavior in the digital era according to norms and ethical values	1.the accuracy of the explanation and description of the paper 2.systematic presentation	<b>Criteria:</b> 1.Accuracy of describing concepts according to the selected references 2.systematic in presentation  <b>Form of Assessment :</b> Participatory Activities, Project Results Assessment / Product Assessment		independent reading, making papers, presentations, uploading 2 x 50 video presentations	<b>Material:</b> Diversity, Equity, and Inclusion in Organizations Job Attitudes Emotions and Moods Personality and Individual Differences Perception and Individual Decision Making Motivation Concepts Motivation: From Concepts to Applications <b>Bibliography:</b> <i>Stephen P. Robbins and Timothy A. Judge. 2022. Organizational Behavior, 19th edition. Pearson Education</i>	5%
2	Able to explain the concept of organizational behavior in the digital era according to norms and ethical values	Compliance with instructions	<b>Criteria:</b> according to instructions  <b>Form of Assessment :</b> Participatory Activities, Practice/Performance	2 x 50 minutes	independent reading, making papers, presentations, uploading 2 x 50 minute video presentations	<b>Material:</b> conducive work situation in the digital era from the worker's perspective. <b>References:</b> <i>Stephen P. Robbins and Timothy A. Judge. 2022. Organizational Behavior, 19th edition. Pearson Education</i>  <b>Material:</b> HR management to create a conducive workplace for workers <b>References:</b> <i>Laurie J. Barclay, Tina Kiefer, Mouna El Mansouri. 2021. Navigating the era of disruption: How emotions can prompt job crafting behaviors. Volume61, Issue3 Special Issue: Strategic human resource management in the era of environmental disruptions</i> May/June 2022 <a href="https://doi.org/10.1002/hrm.2209">https://doi.org/10.1002/hrm.2209</a> . <i>J Knowl Econ</i> (2023). <a href="https://doi.org/...">https://doi.org/...</a>	5%
3	Able to analyze new theories in digital business development	- Explaining the thoughts of experts in the field of organizational behavior - Criticizing the ideas of experts in the field of organizational behavior for current application	<b>Criteria:</b> Criteria: Accuracy of describing and explaining the material. Non-test form: Presentation of material and assignments  <b>Form of Assessment :</b> Participatory Activities	2 x 50"	Learning Method: Problem-based learning  Media: powerpoint, video and zoommeet/ googlemeet/ google calssroom/ vi-learning/ wagroup/ other online media  Assignments: independent reading, making papers, presentations, uploading video presentations	<b>Material:</b> Leadership in the era of business digitalization <b>Reference:</b> <i>Bora Ly. 2023. The Interplay of Digital Transformational Leadership, Organizational Agility, and Digital Transformation. J Knowl Econ</i> (2023). <a href="https://doi.org/...">https://doi.org/...</a>  <b>Material:</b> transformational leadership in the era of business digitalization <b>References:</b> <i>Yashuo Chen, Ranran Ning, Tong Yang, Shangjun Feng &amp; Chunjiang Yang. 2018. Is transformational leadership always good for employee task performance? Examining curvilinear and moderated relationships. Front. Bus. Res. China</i> 12, 22 (2018). <a href="https://doi.org/...">https://doi.org/...</a>  <b>Material:</b> leader competencies in the digital era <b>References:</b> <i>Ellen Weber a, Marion Büttgen a, Silke Bartsch. 2020. How to take employees on the digital transformation journey: An experimental study on complementary leadership behaviors in managing organizational change. Journal of Business Research</i> Volume 143, April 2022, Pages 225-238	5%

4	<p>1.Able to explain the concept of organizational behavior in the digital era according to norms and ethical values</p> <p>2.Able to analyze individual behavior in organizational transformation</p> <p>3.Able to analyze new theories in digital business development</p>	<p>1.conformity with the timeline</p> <p>2. achievement of the number of participants</p> <p>3.participant evaluation</p>	<p><b>Criteria:</b></p> <p>1.on time according to the timeline</p> <p>2.Minimum of 50 participants</p> <p>3.average good criteria</p> <p><b>Form of Assessment :</b> Practice / Performance</p>		<p>organizing webinars, being a resource person, speaking in public, conveying ideas</p> <p>2x50</p>	<p><b>Material:</b> all chapters</p> <p><b>Bibliography:</b> <i>Stephen P. Robbins and Timothy A. Judge. 2022. Organizational Behavior, 19th edition. Pearson Education</i></p>	5%
5	<p>Able to build a model of good worker characteristics in companies in the digital era</p>	<p>- Explain expert thoughts regarding systematic training in building positive organizational behavior - Develop effective training models for transformative organizations</p>	<p><b>Criteria:</b> according to instructions</p> <p><b>Form of Assessment :</b> Participatory Activities, Practice/Performance</p>		2 x 50	<p><b>Material:</b> effective individual behavior for transformational organizations</p> <p><b>References:</b> <i>Stephen P. Robbins and Timothy A. Judge. 2022. Organizational Behavior, 19th edition. Pearson Education</i></p> <hr/> <p><b>Material:</b> individual competence in the digital era</p> <p><b>Readers:</b> <i>Taufiqur Rahman1, Ayu Amalia, Zuhdan Aziz. 2017. From Digital Literacy to Digital Intelligence A Comparative Study of Digital Literacy Frameworks. Proceedings of the 4th International Conference on Sustainable Innovation 2020–Social, Humanity, and Education (ICoSIHESS 2020)</i></p>	5%
6	<p>Able to identify effective organizational culture in the era of business digitalization</p>	<p>Compliance with instructions</p>	<p><b>Criteria:</b> according to instructions</p> <p><b>Form of Assessment :</b> Participatory Activities, Practice/Performance</p>		2 x 50 minutes	<p><b>Material:</b> organizational culture</p> <p><b>Bibliography:</b> <i>Stephen P. Robbins and Timothy A. Judge. 2022. Organizational Behavior, 19th edition. Pearson Education</i></p> <hr/> <p><b>Material:</b> organizational culture in the digital era</p> <p><b>Readers:</b> <i>Julie Goran, Laura LaBerge, and Ramesh Srinivasan. 2017. Culture for a digital age. <a href="https://www.mckinsey.com/...">https://www.mckinsey.com/...</a></i></p>	5%
7	<p>Able to design an effective change management model for organizations in the digital era</p>	<p>Compliance with instructions</p>	<p><b>Criteria:</b> according to instructions</p> <p><b>Form of Assessment :</b> Participatory Activities, Practice/Performance</p>		2 x 50	<p><b>Material:</b> change management</p> <p><b>Reader:</b> <i>Thomas Lauer. 2021. Change Management Fundamentals and Success Factors. Springer</i></p> <hr/> <p><b>Material:</b> leadership in a changing era</p> <p><b>Reader:</b> <i>Bora Ly. 2023. The Interplay of Digital Transformational Leadership, Organizational Agility, and Digital Transformation. J Knowl Econ (2023). <a href="https://doi.org/...">https://doi.org/...</a></i></p>	5%
8	<p>1.Able to explain the concept of organizational behavior in the digital era according to norms and ethical values</p> <p>2.Able to analyze individual behavior in organizational transformation</p> <p>3.Able to analyze new theories in digital business development</p> <p>4.Able to identify effective organizational culture in the era of business digitalization</p>	<p>Compliance with instructions</p>	<p><b>Criteria:</b> according to instructions</p>				0%

9	Able to explain values, attitudes and job satisfaction in the organization	- Able to explain the concept of values in organizations - Able to explain the concept of values and norms - Able to explain ethics and morals - Able to explain the concept of attitude - Able to explain the concept of job satisfaction - Able to explain the factors of job satisfaction	<b>Criteria:</b> Criteria: Accuracy of describing and explaining the material. Non-test form: Presentation of material and assignments  <b>Form of Assessment :</b> Participatory Activities		Learning Method: Problem-based learning  Media: powerpoint, video and zoommeet/ googlemeet/ google calssroom/ vi-learning/ wagroup/ other online media  Assignments: independent reading, making papers, presentations, uploading 2 x 50" video presentations	<b>Material:</b> Values, attitudes and job satisfaction in organizations <b>References:</b>	5%
10	Able to explain the role of motivation in organizations	- Able to explain the concept of motivation - Able to explain motivation theories - Able to explain the factors that influence motivation	<b>Criteria:</b> Accuracy of describing and explaining the material. Non-test form: Presentation of material and assignments  <b>Form of Assessment :</b> Participatory Activities		Learning Method: Problem-based learning  Media: powerpoint, video and zoommeet/ googlemeet/ google calssroom/ vi-learning/ wagroup/ other online media  Assignments: independent reading, making papers, presentations, uploading 2 x 50" video presentations	<b>Material:</b> the role of motivation in organizations <b>References:</b>	0%
11	.Able to analyze individual behavior in organizational transformation						0%
12	Able to analyze new theories in digital business development						0%
13	Able to identify effective organizational culture in the era of business digitalization						0%
14	Able to explain values, attitudes and job satisfaction in the organization						0%
15	Able to explain the role of motivation in organizations						0%
16	UAS						0%

#### Evaluation Percentage Recap: Case Study

No	Evaluation	Percentage
1.	Participatory Activities	22.5%
2.	Project Results Assessment / Product Assessment	2.5%
3.	Practice / Performance	15%
		40%

#### 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** abilities in the process and student learning outcomes are specific and measurable statements that identify the abilities 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.

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.