



**Universitas Negeri Surabaya**  
**Faculty of Education, Master of Education**  
**Education Management Study Program**

Document Code

**SEMESTER LEARNING PLAN**

Courses	CODE	Course Family	Credit Weight			SEMESTER	Compilation Date
Strategic Management of Advanced Education	8610402114		T=2	P=0	ECTS=4.48	2	July 17, 2024
AUTHORIZATION	SP Developer	Course Cluster Coordinator	Study Program Coordinator				
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<b>Learning model</b>	<b>Case Studies</b>
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**Program Learning Outcomes (PLO)** PLO study program that is charged to the course

**PLO-5** Able to Manifest the Character "Intelligent, Religious, Noble Character, Independent, Caring, Academic Ethics and Resilient in the Field of Work, Daily Behavior in Society and State

**PLO-6** Able to develop logical, critical, systematic, creative, productive thinking through scientific research and work practices by applying an interdisciplinary or multidisciplinary approach in making decisions as proven by performance in the field of education management

**Program Objectives (PO)**

**PO - 1** Understand the characteristics of strategic management, understand strategic formulation which consists of: identifying vision and mission, identifying the business environment

**PO - 2** Understand the meaning of strategy

**PO - 3** Understanding Strategic Leadership: Managing the Strategy Process

**PO - 4** Understanding External Analysis: Industry Structure, Competitive Forces, and Strategic Groups

**PO - 5** Understanding Internal Analysis: Resources, Capabilities, and Core Competencies

**PO - 6** Understanding Shared Value and Competitive Advantage

**PO - 7** Understanding Business Strategy: Differentiation, Cost Leadership, and Blue Oceans

**PO - 8** Understanding Business Strategy: Innovation, Entrepreneurship, and Platforms

**PO - 9** Understanding Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions

**PO - 10** Understanding Global Strategy: Competing Around the World

**PO - 11** Understanding Organizational Design: Structure, Culture, and Control

**PO - 12** Understanding Corporate Governance, Business Ethics, and Business Models

**PLO-PO Matrix**

P.O	PLO-5	PLO-6
PO-1	✓	
PO-2	✓	
PO-3		✓
PO-4		✓
PO-5		✓
PO-6		✓
PO-7		✓
PO-8		✓
PO-9		✓
PO-10		✓
PO-11		✓
PO-12		✓

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



1	Understand the characteristics of strategic management, understand strategic formulation which consists of: identifying vision and mission, identifying the business environment	<ol style="list-style-type: none"> <li>1. Students are able to understand the concepts and characteristics of strategic management</li> <li>2. Students are able to identify the company's vision</li> <li>3. Students are able to identify the company's vision</li> <li>4. Identify both internal and external business environments</li> </ol>	<b>Form of Assessment :</b> Participatory Activities	Assignment to read literature and listen to students' explanations about the concepts and characteristics of strategic management Assignment to make business plans, develop a vision and mission, and identify the internal and external business environment 3 X 50		<b>Material:</b> Overview of RPS and Introduction to Students & Lecturers <b>Library:</b> <i>Sadler Phillip, (2003). Strategic Management, Second Edition. London: King 19s Lynn 2) Thompson, Strickland, (1940). Concept and cases strategic management fifth edition .Better Graphic Inc 3) Michael.J Stahl, (1991). Strategic management for decision making. New England book Components, Inc 2) KH Spencer Pickett and Jennifer M Pickett. 2005. Auditing for Managers, The Ultimate Risk Management Tool. Published by John Wiley &amp; Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex PO19 8SQ, England</i>	0%
2	Understand the characteristics of strategic management, understand strategic formulation which consists of: identifying vision and mission, identifying the business environment	Students are able to understand the concepts and characteristics of strategic management Students are able to identify the company's vision Students are able to identify the company's mission Students are able to identify the business environment both internal and external	<b>Form of Assessment :</b> Participatory Activities	Assignment to read literature and listen to students' explanations about the concepts and characteristics of strategic management Assignment to make business plans, develop a vision and mission, and identify the internal and external business environment 3 X 50		<b>Material:</b> Introduction to how to understand the characteristics of strategic management, understanding strategic formulation which consists of: identifying vision and mission, identifying the business environment <b>Readers:</b> <i>Arnoldo C. Hax and Nicolas S Majluf. 1984. Strategic Management; An Integrative Perspective. Prentice Hall, Englewood Cliffs, New Jersey</i>	0%
3	Understanding strategy formulation: identifying the business environment	<ol style="list-style-type: none"> <li>1.1. Explain the role of strategy in the efforts of educational companies/organizations to achieve competitive advantage.</li> <li>2.2. Define competitive advantage, sustainable competitive advantage, competitive weakness, and competitive parity.</li> <li>3.3. Assess the relationship between stakeholder strategy and sustainable competitive advantage.</li> <li>4.4. Conduct stakeholder impact analysis.</li> <li>5.5. Implement the Analysis, Formulation, Implementation (AFI) Strategy Framework.</li> </ol>	<b>Form of Assessment :</b> Participatory Activities, Portfolio Assessment	Compiling Bibliography Annotations 3 X 50		<b>Material:</b> Understanding the meaning of strategy <b>Literature:</b>  <b>Material:</b> Understanding the meaning of strategy <b>References:</b> <i>Thompson, Strickland, (1940). Concept and cases strategic management fifth edition .Better Graphic Inc</i>	0%

4	Understanding strategy formulation: identifying the business environment	<p>1.1. Explain the role of strategic leaders and what they do.</p> <p>2.2. Outline how you can become a strategic leader.</p> <p>3.3. Compare and contrast the roles of corporate, business, and functional leaders in strategy formulation and implementation.</p> <p>4.4. Explain the role of vision, mission and values in company strategy.</p> <p>5.5. Evaluate the strategic implications of product-oriented and customer-oriented vision statements.</p> <p>6.6. Give reasons why basing a company on ethical core values is critical to long-term success.</p> <p>7.7. Evaluate top-down strategic planning, scenario planning, and strategy as planned emergence, identifying the pros and cons of each.</p> <p>8.8. Explain the causes of strategic dissonance and how to navigate strategic inflection points.</p>	<b>Form of Assessment :</b> Participatory Activities, Portfolio Assessment	Assignment to read literature, listen to students' explanations about the business environment, assignment to identify the internal and external business environment 3 X 50		<b>Material:</b> Understanding Strategic Leadership: Managing the Strategy Process <b>Reader:</b> <i>Manning, Stephan, and Cristiano Richter. 2023. "Upgrading against the Odds: How Peripheral Regions Can Attract Global Lead Firms." Journal of International Business Policy 6(1): 1–23.</i>	0%
5	Understanding strategy formulation: developing long-term goals, developing strategic alternatives, formulating appropriate strategic alternatives.	Students are able to formulate long-term strategies. Students are able to formulate strategies, analyze and choose strategies		Practice formulating a company's long-term strategy Practice formulating a 3 X 50 business strategy			0%
6	Understanding strategy formulation: developing long-term goals, developing strategic alternatives, formulating appropriate strategic alternatives.	Students are able to formulate long-term strategies. Students are able to formulate strategies, analyze and choose strategies		Practice formulating a company's long-term strategy Practice formulating a 3 X 50 business strategy			0%
7	Review of understanding the concept of strategic management, understanding strategy formulation	Students are able to understand the concepts and characteristics of strategic management. Students are able to formulate business strategies		Assignment to read literature and discuss the concepts and characteristics of strategic management. Practice formulating appropriate business strategies 3 X 50			0%
8	UTS			3 X 50			0%
9	Understanding strategy implementation: formulating strategy implementation in the areas of management and operations	Students are able to understand the characteristics of strategy implementation. Students are able to prepare annual goals, policies and resource allocation.		Assignment to read literature, listen to students' explanations about business strategies in the fields of management and operations. 3 X 50			0%

10	Produce strategy implementation formulations in the fields of marketing, finance/accounting, research & development, and information systems	Students are able to observe current marketing issues. Students are able to identify market segmentation. Students are able to analyze product positioning		Assignment to read literature and discuss with the group about current marketing issues. Assignment to identify market segmentation Exercise to control product positioning 3 X 50			0%
11	Understanding strategy evaluation: generating strategy evaluations	Students are able to design a Strategy Evaluation Framework Students are able to design a Contingency Plan		Assignment to read literature, listen to students' explanations, provide 3 X 50 case studies			0%
12	Understand the main topics of strategic management	Students are able to discuss ethical and legal issues related to the methods used by many companies Students are able to understand and analyze corporate social responsibility Students are able to compare and evaluate sustainability reports		Assignment to read literature, listen to students' explanations, discussion with groups of 3 X 50			0%
13	Understand global/international issues	Students are able to explain the definition of corporate governance. Students are able to discuss the levels and practices of tax revenues throughout the world. Students are able to compare and contrast cultures in the United States with others.		Assignment to read literature and discuss with groups about corporate governance Assignment to read literature and discuss with groups about global corporate tax rates Assignment to read literature and discuss with groups about international business culture 3 X 50			0%
14	Strategic management case analysis	Students are able to explain the case method for strategic management learning concepts Students are able to identify the steps in preparing case analysis Students are able to provide specific suggestions for conducting case analysis		Assignment to read literature and listen to students' explanations Assignment to group discussion 3 X 50			0%
15	Discussion and presentation	Students are able to explain and present the material they have obtained		Oral presentation for 4 minutes Oral presentation for 8 minutes Oral presentation for 14 minutes Oral presentation for 8 minutes Oral presentation for 2 minutes Oral presentation for 4 minutes 3 X 50			0%
16	UAS			3 X 50			0%

**Evaluation Percentage Recap: Case Study**

No	Evaluation	Percentage
		0%

## 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.