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

SEMESTER LEARNING PLAN

Courses		CODE	Course Family		Credit Weight			SEMESTER	Compilation Date
Culture and Change Management		6110103303			T=3	P=0	ECTS=6.72	2	July 17, 2024

AUTHORIZATION		SP Developer		Course Cluster Coordinator	Study Program Coordinator
		....		....	Dr. Andre Dwijanto Witjaksono, S.T., M.Si.

Learning model	Case Studies

Program Learning Outcomes (PLO)	**PLO study program which is charged to the course**	
	PLO-7	Graduates are able to manage business research in facing the dynamics of environmental change
	PLO-8	Graduates are able to master management theories in order to properly solve problems faced in organizations
	PLO-10	Graduates are able to manage organizations ethically
	Program Objectives (PO)	
	PLO-PO Matrix	

P.O	PLO-7	PLO-8	PLO-10

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

Short Course Description	The increasingly rapid changes in the business environment mean that normal organizational capacity is no longer able to keep up. Organizational changes and development must be carried out in order to create a new dynamic balance between the internal and external environment (internal and external fit) of the organization. However, the concept of balance between an organization's internal and external environments often invites debate which adds to the complexity of managing change. Organizational leaders must have in-depth knowledge of change management theory, which contains the concept of planned change, why change (driver for change), the concept of planned change, when (moment to change), what (components of organization to change), intervention design: leading and managing Change How – (Planning for change), Evaluating and Institutionalizing Organizational Development Interventions, Individual, Interpersonal and Group Process Approaches How -Overcoming Resistance to change, Restructuring Organizations How-Anticipating Impacts, How-Consolidating change, able to have the character of Faith, intelligent, independent , honest, caring and tough (Idaman Jelita) as a business person in the HR sector

References	**Main :**

1. Cummings, T.G., dan Worley, C.G. (2015). Organization Development and Change, 10th Edition. Thomson, South-Western, Mason, OH. (CW)
2. Anderson, D., dan Anderson, L.A. (2010). Beyond change management: how to achieve breakthrough results through conscious change leadership, 2nd Edition. A Wiley Imprint, San Fransisco, Pfeiffer.
3. Kotter . John P., Dan S. Cohen. 2002. The heart of change : real-life stories of how people change their organizations . Boston, Massachusetts : Arvard Business School Press Kotter. John.P. 1996. Leading Change. Amerika: Printed In the United.of Amerika
4. Ian Palmer, Richard Dunford, David A. Buchanan. 2017. Managing organizational change : a multiple perspectives approach. Third Edition. Published by McGraw-Hill Education, 2 Penn Plaza, New York, NY 10121. Copyright © 2017 by McGraw-Hill Education. All rights reserved. Printed in the United States of America

	Supporters:

Supporting lecturer	Prof. Dr. Dewie Tri Wijayati Wardoyo, M.Si. Prof. Dr. Jun Surjanti, S.E., 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	Syllabus explanation and overview of change management	1.1.1 Explain Cultural transformation 2.1.2 Explain various change management concepts.	**Criteria:** 1.Assignment Assessment Criteria: 2.Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3.Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4.Participation 5.Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10) 6.Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0) **Form of Assessment** : Participatory Activities, Practice/Performance	3 X 50	Literature Review, Presentations, Group Discussions and Assignments (case studies) Pay Attention to Lecturer Orientation		0%
2	Concept of Planned Change Why Change (Driver for Change)	1.2.1 Explaining Business Environment Change 2.2.2 Analyzing Macro Environmental Change (Digital Economy, Knowledge economy) 3.2.3 Analyzing the Micro Environment (Political, social, technological, economic, law, etc.) 4.2.4 Explaining Business Paradigm Shift 5.2.5 Explaining the 20th versus 21st Century Paradigm 6.2.6 Mention the types of organizational change	**Criteria:** 1.Assignment Assessment Criteria: 2.Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3.Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4.Participation 5.Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10) 6.Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0) **Form of Assessment** : Participatory Activities, Practice/Performance	3 X 50	Literature Review, Presentations, Group Discussions and Assignments (case studies) Pay Attention to Lecturer Orientation		0%

| 3 | Concept of Planned Change When (moment to change) | 1. 3.1 Explaining Company Lifecycle
2. 3.2 Explaining the First Curve (What happens if it is late)
3. 3.3 Explaining the Second Curve (Rebirth & Keeping momentum)
4. 3.4 Analyzing Organizational, Group and Individual Diagnoses through case #1 | **Criteria:**
1. Assignment Assessment Criteria:
2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10))
3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10))
4. Participation
5. Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10)
6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0)

Form of Assessment : Participatory Activities | 3 X 50 | Literature Review, Presentations, Group Discussions and Assignments (case studies) Pay Attention to Lecturer Orientation | | 0% |
| 4 | What (components of organization to change) | 1. 4.1 Explaining Shared Values, Strategy, Structure, System, Staff, Skill & Style (7S) 2.3 Analyzing Culture Change through caseistic studies Case #2
2. 4.2 Explaining Culture Change | **Criteria:**
1. Assignment Assessment Criteria:
2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10))
3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10))
4. Participation
5. Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10)
6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0)

Form of Assessment : Participatory Activities | 3 X 50 | Literature Review, Presentations, Group Discussions and Assignments (case studies) Pay Attention to Lecturer Orientation | | 0% |

| 5 | Intervention Design: Leading and Managing Change Case #3 | 5.1 Able to analyze Intervention design: Leading and Managing Change Through Casuistics Case #3 | **Criteria:**
1. Assignment Assessment Criteria:
2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10))
3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10))
4. Participation
5. Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10)
6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0) | 3 X 50 | Literature Review, Presentations, Group Discussions and Assignments (case studies) Pay Attention to Lecturer Orientation | | 0% |
| 6 | How 13 (Planning for change) | 1. 6.1 Analyzing Set of guiding principles
2. 6.2 Analyzing Assessing objectives
3. 6.3 Identifying gaps & culture assessment
4. 6.4 Develop a Road map for change
5. 6.5 Analyzing the leadership approach to change through case #4 | **Criteria:**
1. Assignment Assessment Criteria:
2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10))
3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10))
4. Participation
5. Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10)
6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0)

Form of Assessment : Participatory Activities | 3 X 50 | Literature Review, Presentations, Group Discussions and Assignments (case studies) Pay Attention to Lecturer Orientation | | 0% |

7	Evaluating and Institutionalizing Organizational Development Interventions Case #5	1.7.1 Evaluating Organizational Development Interventions through casuistry 2.7.2 Institutionalizing Organizational Development Interventions through casuistry	**Criteria:** 1.Assignment Assessment Criteria: 2.Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3.Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4.Participation 5.Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10) 6.Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0) **Form of Assessment** : Participatory Activities	3 X 50	Literature Review, Presentations, Group Discussions and Assignments (case studies) Pay Attention to Lecturer Orientation		0%
8	UTS		**Form of Assessment** : Test	Written Test 3 X 50	On line		0%
9	Individual, Interpersonal and Group Process Approaches Case #6	9.1 Analyzing Individual, Interpersonal and Group Process Approaches through casuistic studies	**Criteria:** 1.Assignment Assessment Criteria: 2.Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3.Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4.Participation 5.Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10) 6.Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0)	Literature Review, Presentations, Group Discussions and Assignments (case studies) Observing Lecturer Orientation 3 X 50			0%

No	Topic	Sub-material	Criteria	Learning Method			%
10	How -Overcoming Resistance to change	1. Explaining Types of Resistance to change (rational, emotional & personal) 2. Explaining Organizational Resistance (structural inertia, group inertia) 3. Explaining Involving people (Creating guiding coalition) 4. Explaining Co-creating Empowering & assigning responsibility 5. Explains Creating a sense of progress 6. Describe Culture change through training & developing people 7. Analyzing Organizational Process Approaches 8. Case #7	**Criteria:** 1. Assignment Assessment Criteria: 2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4. Participation 5. Attendance (60); Asking (10); Opinionated (10); Consultative (10); Creative (10) 6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0) **Form of Assessment** : Participatory Activities	Literature Review, Presentations, Group Discussions and Assignments (case studies) Observing Lecturer Orientation 3 X 50			0%
11	Restructuring the Organization Case #8	11.1 Analyzing Organizational restructuring through casuisitics Case #8	**Criteria:** 1. Assignment Assessment Criteria: 2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4. Participation 5. Attendance (60); Asking (10); Opinionated (10); Consultative (10); Creative (10) 6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0) **Form of Assessment** : Participatory Activities	Literature Review, Presentations, Group Discussions and Assignments (case studies) Observing Lecturer Orientation 3 X 50			0%

12	Human dynamics from rejection to commitment Case #9	12.1 Analyzing cases Human dynamics from rejection to commitment through caseistics	**Criteria:** 1. Assignment Assessment Criteria: 2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4. Participation 5. Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10) 6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0) **Form of Assessment** : Participatory Activities	Literature Review, Presentations, Group Discussions and Assignments (case studies) Observing Lecturer Orientation 3 X 50			0%
13	Building organizational change capabilities Case #10	13.1 Analyzing organizational change capabilities through case #10	**Criteria:** 1. Assignment Assessment Criteria: 2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4. Participation 5. Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10) 6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0) **Form of Assessment** : Participatory Activities	Building organizational change capabilities Case #10 3 X 50			0%

No								
14	How-Anticipating Impacts	14.1 Explain what may go wrong & how to prepare for it. (Communication, 14.2 Explaining Implementation, Delay Commitment, Mis-alignment of 7S) 14.3 Analyzing Organizational Transformation Case #11	**Criteria:** 1. Assignment Assessment Criteria: 2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4. Participation 5. Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10) 6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0)) **Form of Assessment** : Participatory Activities	Literature Review, Presentations, Group Discussions and Assignments (case studies) Observing Lecturer Orientation 3 X 50				0%
15	individualHow - Consolidating change	15.1 Explain Measuring the Impacts, Re-assessing objectives, Re-aligning priorities, Re-viewing culture 15.2 Explain Learning Organization 15.3 Analyze Future directions of OD	**Criteria:** 1. Assignment Assessment Criteria: 2. Papers and PPT: (1) Appropriate Topic (2) Original Assignment (3) Creativity (Very Good (60); Good (40); Fairly Good (20); Not Good (10)) 3. Discussion: (1) Presentation of the paper (2) Argumentation (3) Comprehensiveness (Very Good (40); Good (30); Fair (20); Not Good (10)) 4. Participation 5. Attendance (60);Asking (10); Opinionated (10);Consultative (10);Creative (10) 6. Composition: UTS UAS ASSIGNMENT PARTICIPATION: 80% Character: 20% (Very Good (20); Good (15); Fairly Good (10); Not Good (0)) **Form of Assessment** : Participatory Activities	Literature Review, Presentations, Group Discussions and Assignments (case studies) Observing Lecturer Orientation 3 X 50				0%
16	UAS			3 X 50	Writing test			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.