



**Universitas Negeri Surabaya**  
**Faculty of Social and Legal Sciences,**  
**Pancasila and Citizenship Education Undergraduate Study Program**

Document Code

**SEMESTER LEARNING PLAN**

Courses	CODE	Course Family	Credit Weight			SEMESTER	Compilation Date																																																		
Pancasila Management and Leadership Principles	8720502176	Compulsory Study Program Subjects	T=2	P=0	ECTS=3.18	4	January 4, 2023																																																		
<b>AUTHORIZATION</b>		<b>SP Developer</b>	<b>Course Cluster Coordinator</b>			<b>Study Program Coordinator</b>																																																			
		Prof. Dr. Warsono, MS; Dr. Harmanto, M.Pd	Dr. Harmanto, M.Pd			Maya Mustika Kartika Sari, S.Sos., M.IP.																																																			
<b>Learning model</b>	Case Studies																																																								
<b>Program Learning Outcomes (PLO)</b>	<b>PLO study program which is charged to the course</b>																																																								
	<b>PLO-10</b>	Able to carry out explanatory and predictive analysis and synthesis of social, political, educational and civic phenomena.																																																							
	<b>PLO-13</b>	Able to master knowledge about leadership, management and communication																																																							
	<b>Program Objectives (PO)</b>																																																								
	<b>PO - 1</b>	Have the ability to utilize ICT-based learning resources and learning media in order to search for and expand various content related to organizational management, leadership and Pancasila leadership																																																							
	<b>PLO-PO Matrix</b>																																																								
		<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="width: 15%;">P.O</td> <td style="width: 15%;">PLO-10</td> <td style="width: 15%;">PLO-13</td> <td colspan="4"></td> </tr> <tr> <td>PO-1</td> <td></td> <td></td> <td colspan="4"></td> </tr> </table>						P.O	PLO-10	PLO-13					PO-1																																										
	P.O	PLO-10	PLO-13																																																						
	PO-1																																																								
	<b>PO Matrix at the end of each learning stage (Sub-PO)</b>																																																								
	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td rowspan="2" style="width: 15%;">P.O</td> <td colspan="16" style="text-align: center;">Week</td> </tr> <tr> <td style="width: 5%;">1</td> <td style="width: 5%;">2</td> <td style="width: 5%;">3</td> <td style="width: 5%;">4</td> <td style="width: 5%;">5</td> <td style="width: 5%;">6</td> <td style="width: 5%;">7</td> <td style="width: 5%;">8</td> <td style="width: 5%;">9</td> <td style="width: 5%;">10</td> <td style="width: 5%;">11</td> <td style="width: 5%;">12</td> <td style="width: 5%;">13</td> <td style="width: 5%;">14</td> <td style="width: 5%;">15</td> <td style="width: 5%;">16</td> </tr> <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> <td></td> </tr> </table>						P.O	Week																1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	PO-1																	
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PO-1																																																									
<b>Short Course Description</b>	Review/discussion of management, leadership and organization concepts; examine the functions, flows and perspectives of management including school-based management (SBM); examines the basics of leadership, examines style, behavior, leadership orientation, leadership concepts including the concepts and practices of educational leadership.																																																								
<b>References</b>	<b>Main :</b>																																																								
	<ol style="list-style-type: none"> <li>1. 1. E. Mulyasa. 2004. Manajemen Berbasis Sekolah. Bandung: Rosda.</li> <li>2. 2. Miftah Toha. 2003. Kepemimpinan dalam Manajemen: Suatu Pendekatan Perilaku. Jakarta: PT. Raja Grafindo Persada.</li> <li>3. 3. Stepen P. Robbins. 2001. Organizational Behavior. New Jersey: Prentice-Hall. Inc</li> <li>4. 4. T. Hani Handoko. 2003. Manajemen Edisi 2. Yogyakarta: Faklutas Ekonomi UGM</li> <li>5. 5. Gini, Al and Green, M. Ronald.(2013). 10 Virtues of Outstanding Leader. Leadership &amp; Character. USA:Willey &amp; Blackwell.a John Willey &amp; Sons, Ltd.Publication</li> <li>6. 6. Terry, W. Robert.(2002). Kepemimpinan Autentik.Kenberanian untuk Bertindak. Alih bahasa: Hari Suminto.Batam Centre:Interaksara</li> <li>7. 7. Nelson, D. L. &amp; Quick, J. C.(2004). Understanding Organizational Behaviour .New York:South Western College Publication</li> <li>8. 8. Daft, L.Richard.(2007). Management. Buku 1 Edisi 6 .Jakarta: Penerbit Salemba Empat Univ Indonesia</li> </ol>																																																								
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<b>Supporting lecturer</b>	Prof. Dr. Warsono, M.S. Dr. Harmanto, S.Pd., M.Pd.																																																								
<b>Week-</b>	<b>Final abilities of each learning</b>	<b>Evaluation</b>	<b>Help Learning, Learning methods, Student Assignments, [ Estimated time]</b>			<b>Learning materials [ References ]</b>	<b>Assessment Weight (%)</b>																																																		

	stage (Sub-PO)	Indicator	Criteria & Form	Offline ( offline )	Online ( online )		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Students can explain the meaning of management, organization and leadership; Management functions and characteristics of a good organization.	1. Explain the meaning of management 2. Explain the function of management 3. Explain management theory 4. Analyze the importance of management in organizations	<b>Criteria:</b> Explain the functions of management  <b>Form of Assessment :</b> Participatory Activities, Portfolio Assessment	Lectures, questions and answers, discussions on knowledge accentuation, 2 X 50 case studies	offline	<b>Material:</b> 2. Definition of management 3. Functions of management 4. Development of management theory <b>References:</b> 1. E. Mulyasa. 2004. <i>School Based Management</i> . Bandung: Rosda.  <b>Material:</b> 2. Definition of management 3. Functions of management 4. Development of management theory <b>References:</b> 2. Miftah Toha. 2003. <i>Leadership in Management: A Behavioral Approach</i> . Jakarta: PT. Raja Grafindo Persada.  <b>Material:</b> 2. Definition of management 3. Functions of management 4. Development of management theory <b>References:</b> 6. Terry, W. Robert.(2002). <i>Authentic Leadership. Courage to Act</i> . Translation: Hari Suminto. Batam Centre: Interaksara	5%
2	Students can explain the meaning of management, organization and leadership; Management functions and characteristics of a good organization.	1. Explain the meaning of management 2. Explain the function of management 3. Explain management theory 4. Analyze the importance of management in organizations	<b>Criteria:</b> Explain the functions of management  <b>Form of Assessment :</b> Participatory Activities, Portfolio Assessment	Lectures, questions and answers, discussions on knowledge accentuation, 2 X 50 case studies		<b>Material:</b> 2. Definition of management 3. Functions of management 4. Development of management theory <b>References:</b> 1. E. Mulyasa. 2004. <i>School Based Management</i> . Bandung: Rosda.  <b>Material:</b> 2. Definition of management 3. Functions of management 4. Development of management theory <b>References:</b> 2. Miftah Toha. 2003. <i>Leadership in Management: A Behavioral Approach</i> . Jakarta: PT. Raja Grafindo Persada.  <b>Material:</b> 2. Definition of management 3. Functions of management 4. Development of management theory <b>References:</b> 6. Terry, W. Robert.(2002). <i>Authentic Leadership. Courage to Act</i> . Translation: Hari Suminto. Batam Centre: Interaksara	5%

3	Students can describe the flow and historical dimensions of management	- Classical management school, Behavioral School, Scientific Management, new historical trends, and current issues in management.	<p><b>Criteria:</b> 1. Explain the concept of leadership 2. Explain the function of leadership 3. Explain leadership styles 4. Analyze leadership styles in organizations</p> <p><b>Form of Assessment :</b> Participatory Activities</p>	Lectures, questions and answers, discussions on knowledge accentuation, 3 X 50 case studies		<p><b>Material:</b> 1. Basic concepts of leadership 2. Functions of leadership 3. Why organizations must have leadership 4. Leadership styles</p> <p><b>References:</b> 3. <i>Stepen P. Robbins. 2001. Organizational Behavior. New Jersey: Prentice Hall. Inc</i></p> <hr/> <p><b>Material:</b> 1. Basic concepts of leadership 2. Functions of leadership 3. Why organizations must have leadership 4. Leadership styles</p> <p><b>References:</b> 5. <i>Gini, Al and Green, M. Ronald.(2013). 10 Virtues of Outstanding Leaders. Leadership &amp; Character. USA:Willey &amp; Blackwell.a John Willey &amp; Sons, Ltd.Publication</i></p> <hr/> <p><b>Material:</b> 1. Basic concepts of leadership 2. Functions of leadership 3. Why organizations must have leadership 4. Leadership styles</p> <p><b>References:</b> 5. <i>Gini, Al and Green, M. Ronald.(2013). 10 Virtues of Outstanding Leaders. Leadership &amp; Character. USA:Willey &amp; Blackwell.a John Willey &amp; Sons, Ltd.Publication</i></p> <hr/> <p><b>Material:</b> 1. Basic concepts of leadership 2. Functions of leadership 3. Why organizations must have leadership 4. Leadership styles</p> <p><b>References:</b> 7. <i>Nelson, DL &amp; Quick, JC (2004). Understanding Organizational Behavior .New York:South Western College Publication</i></p>	5%
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4	Students can explain Organizational Planning and goal setting	- Goals in organizations - Criteria for effective goals - Types of Planning and performance	<p><b>Criteria:</b> 1. Explain motivation theory 2. Make a plan to provide motivation to members of the organization</p> <p><b>Form of Assessment :</b> Participatory Activities</p>	Lectures, questions and answers, discussions on knowledge accentuation, 3 X 50 case studies		<p><b>Material:</b> 1. Basic concepts of motivation 2. Various motivation theories 3. Motivation and job satisfaction 4. How to provide motivation <b>References:</b> 8. <i>Daft, L.Richard.(2007). Management. Book 1 Edition 6 .Jakarta: Publisher Salemba Empat Univ Indonesia</i></p> <p><b>Material:</b> 1. Basic concepts of motivation 2. Various motivation theories 3. Motivation and job satisfaction 4. How to provide motivation <b>References:</b> 1. <i>Avolio, J.Bruce, Walumbwa, O., Fred, Webber J. Todd.2009. Leadership: Current theories, Research, and Future Directions .The Annual</i></p> <p><b>Material:</b> 1. Basic concepts of motivation 2. Various theories of motivation 3. Motivation and job satisfaction 4. How to provide motivation <b>References:</b> 3. <i>Lee, Kong Sing, Lee On Wing, Low Ling Ee.editors.2014. Educational Policy Innovations. Leveling Up and Sustaining Educational Achievement. Singapore. Springer.</i></p> <p><b>Material:</b> 1. Basic concepts of motivation 2. Various motivation theories 3. Motivation and job satisfaction 4. How to provide motivation <b>References:</b> 4. <i>Lunenburg, C. Fred., Irby, J.Beverly.2006. The Principalship.Vision to Action .Australia:Thomson Wadsworth.</i></p>	5%
5	Students can explain the preparation of strategic management and its implementation	- Strategic planning concept - Strategic management process - Preparation of strategy implementation strategies and control	<p><b>Criteria:</b> 1. Explain the types of communication 2. Analyze communication barriers 3. Communicate effectively</p> <p><b>Form of Assessment :</b> Participatory Activities, Portfolio Assessment</p>	Discussion, Question and Answer, Case Study 3 X 50		<p><b>Material:</b> 1. Basic concepts of communication 2. Types of communication 3. Barriers to communication 4. Effective communication <b>References:</b> 5. <i>R.Griffin.2006. Business 8 th edition. New York: Prentice Hall</i></p> <p><b>Material:</b> 1. Basic concepts of communication 2. Types of communication 3. Barriers to communication 4. Effective communication <b>References:</b> 1. <i>E. Mulyasa. 2004. School Based Management. Bandung: Rosda.</i></p> <p><b>Material:</b> 1. Basic concepts of communication 2. Types of communication 3. Barriers to communication 4. Effective communication <b>References:</b> 4. <i>T. Hani Handoko. 2003. Management Edition 2. Yogyakarta: UGM Faculty of Economics</i></p>	10%

6	Students can explain the preparation of strategic management and its implementation	- Strategic planning concept - Strategic management process - Preparation of strategy implementation strategies and control	<b>Criteria:</b> 1. Explain the types of communication 2. Analyze communication barriers 3. Communicate effectively  <b>Form of Assessment :</b> Participatory Activities, Portfolio Assessment	Discussion, Question and Answer, Case Study 3 X 50		<b>Material:</b> 1. Basic concepts of communication 2. Types of communication 3. Barriers to communication 4. Effective communication <b>References:</b> 5. <i>R.Griffin.2006. Business 8 th edition. New York: Prentice Hall</i>  <b>Material:</b> 1. Basic concepts of communication 2. Types of communication 3. Barriers to communication 4. Effective communication <b>References:</b> 1. <i>E. Mulyasa. 2004. School Based Management. Bandung: Rosda.</i>  <b>Material:</b> 1. Basic concepts of communication 2. Types of communication 3. Barriers to communication 4. Effective communication <b>References:</b> 4. <i>T. Hani Handoko. 2003. Management Edition 2. Yogyakarta: UGM Faculty of Economics</i>	5%
7	Students can explain the preparation of strategic management and its implementation	- Strategic planning concept - Strategic management process - Preparation of strategy implementation strategies and control	<b>Criteria:</b> 1. Explain the types of communication 2. Analyze communication barriers 3. Communicate effectively  <b>Form of Assessment :</b> Participatory Activities, Portfolio Assessment	Discussion, Question and Answer, Case Study 3 X 50		<b>Material:</b> 1. Basic concepts of communication 2. Types of communication 3. Barriers to communication 4. Effective communication <b>References:</b> 5. <i>R.Griffin.2006. Business 8 th edition. New York: Prentice Hall</i>  <b>Material:</b> 1. Basic concepts of communication 2. Types of communication 3. Barriers to communication 4. Effective communication <b>References:</b> 1. <i>E. Mulyasa. 2004. School Based Management. Bandung: Rosda.</i>  <b>Material:</b> 1. Basic concepts of communication 2. Types of communication 3. Barriers to communication 4. Effective communication <b>References:</b> 4. <i>T. Hani Handoko. 2003. Management Edition 2. Yogyakarta: UGM Faculty of Economics</i>	10%
8	1.Sub Summative Exam 2.Visiting CPMK week 1 to week 7	Sub Summative Exam Results	<b>Criteria:</b> Attachment  <b>Form of Assessment :</b> Test	3 X 50 test			10%

9	Students can explain the basic approach to leadership	- Behavioral theory-based approach Contingency theory-based approach	<b>Criteria:</b> Attachment  <b>Form of Assessment :</b> Participatory Activities	Lectures, questions and answers, discussions on knowledge accentuation, 3 X 50 case studies		<b>Material:</b> 4. Organizational structure 5. Organizational design 6. Case study of organizational structure and design <b>References:</b> 1. Avolio, J. Bruce, Walumbwa, O., Fred, Webber J. Todd. 2009. <i>Leadership: Current theories, Research, and Future Directions .The Annual</i> <hr/> <b>Material:</b> 4. Organizational structure 5. Organizational design 6. Case study of organizational structure and design <b>References:</b> 5. R.Griffin.2006. <i>Business 8 th edition. New York: Prentice Hall</i> <hr/> <b>Material:</b> 4. Organizational structure 5. Organizational design 6. Case study of organizational structure and design <b>References:</b> 2. Bush, Tony. 2007. <i>Educational Leadership and Management. theory, policy, and practice. South African Journal of education.copyright@EASA vol.27(3)391-406</i>	5%
10	Analyze and be able to carry out negotiations within the organization		<b>Criteria:</b> Negotiation simulation  <b>Form of Assessment :</b> Participatory Activities	Lectures, questions and answers, discussions on knowledge accentuation, 3 X 50 case studies		<b>Material:</b> 1. Basic concepts of negotiation 2. Negotiation factors 3. Negotiation strategies 4. 3rd party in negotiations 5. Relationships between groups <b>References:</b> 8. Daft, L.Richard.(2007). <i>Management. Book 1 Edition 6 .Jakarta: Publisher Salemba Empat Univ Indonesia</i> <hr/> <b>Material:</b> 1. Basic concepts of negotiation 2. Negotiation factors 3. Negotiation strategies 4. 3rd party in negotiations 5. Relations between groups <b>References:</b> 2. Bush, Tony. 2007. <i>Educational Leadership and Management. theory, policy, and practice. South African Journal of education.copyright@EASA vol.27(3)391-406</i> <hr/> <b>Material:</b> 1. Basic concepts of negotiation 2. Negotiation factors 3. Negotiation strategies 4. 3rd parties in negotiations 5. Relations between groups <b>References:</b> 4. Lunenburg, C. Fred., Irby, J.Beverly.2006. <i>The Principalship.Vision to Action .Australia:Thomson Wadsworth.</i>	5%
11	Students can analyze Transformational and Transactional leadership theories	- Understanding and basic concepts of Transformational Leadership Theory. Understanding and basic concepts of Transactional Leadership Theory	<b>Criteria:</b> 1.Attachment 2.10  <b>Form of Assessment :</b> Participatory Activities	Lectures, questions and answers, discussions on knowledge accentuation, 3 X 50 case studies			5%

12	Students can analyze Transformational and Transactional leadership theories	- Understanding and basic concepts of Transformational Leadership Theory. Understanding and basic concepts of Transactional Leadership Theory	<b>Criteria:</b> 1.Attachment 2.10  <b>Form of Assessment :</b> Participatory Activities	Lectures, questions and answers, discussions on knowledge accentuation, 3 X 50 case studies			5%
13	Students can analyze Transformational and Transactional leadership theories	- Understanding and basic concepts of Transformational Leadership Theory. Understanding and basic concepts of Transactional Leadership Theory	<b>Criteria:</b> 1.Attachment 2.10  <b>Form of Assessment :</b> Participatory Activities	Lectures, questions and answers, discussions on knowledge accentuation, 3 X 50 case studies			5%
14	Students can analyze Transformational and Transactional leadership theories	- Understanding and basic concepts of Transformational Leadership Theory. Understanding and basic concepts of Transactional Leadership Theory	<b>Criteria:</b> 1.Attachment 2.10  <b>Form of Assessment :</b> Participatory Activities	Lectures, questions and answers, discussions on knowledge accentuation, 3 X 50 case studies			5%
15	Students can analyze Transformational and Transactional leadership theories	- Understanding and basic concepts of Transformational Leadership Theory. Understanding and basic concepts of Transactional Leadership Theory	<b>Criteria:</b> 1.Attachment 2.5  <b>Form of Assessment :</b> Participatory Activities	Lectures, questions and answers, discussions on knowledge accentuation, 3 X 50 case studies			5%
16			<b>Form of Assessment :</b> Test				10%

#### Evaluation Percentage Recap: Case Study

No	Evaluation	Percentage
1.	Participatory Activities	62.5%
2.	Portfolio Assessment	17.5%
3.	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.**

