



CURRICULUM DOCUMENTS

MANAGEMENT STUDY PROGRAMME

**FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITY OF JEMBER
2021**




DOCUMENT

Preparation of Higher Education Curriculum Management Study Programme

Team Leader Name : Dr. Sumani, SE., M.Sc., CRA., CMA.
NIP/NIDN : 196901142005011002
Study programme : Bachelor in Management
Faculty : Economics and Business

UNIVERSITY OF JEMBER, 2021



	UNIVERSITY OF JEMBER Jl. Kalimantan 37 Campus Tegalboto Jember Tel/Fax/url	Number:
	CURRICULUM DOCUMENTS	Revision: ... Page : ...

Process	Person responsible			Date
	Name	Position	Signature	
Formulator	Dr. Sumani, SE., M.Si	Curriculum Team Leader		October 18, 2021
Examiner	Dr. Iis Nur Asiyah, SP., MP	Secretary 2 LP3M		
Agreement	Prof. Dr. Isti Fadah, M.Si	Dean of FEB		
Determination	Prof. Slammin, M. Com. Sc., Ph.D	Vice Chancellor 1		
Control	Drs. Albert Talapesy, MA, Ph.D	Head of LP3M		



TABLE OF CONTENTS

1	12	33	54	125	196	347	398	429	5410	5511	5612
	4513	5714	6115	5816	Error! Bookmark not defined.						



FOREWORD

We thank God Almighty, because with His permission and will, the Document Curriculum for the Undergraduate Management Study Programme, Faculty of Economics and Business, University of Jember (FEB UNEJ) for the Academic Year 2021/2022 can be completed. This manuscript was completed after going through a fairly long process.

The preparation begins with a tracer study, focus group discussions (FGD) with alumni, partners, users, and other stakeholders, and participation in curriculum construction activities with curriculum experts. Furthermore, the team and all PSM FEB UNEJ lecturers with full dedication completed this curriculum draft equipped with adapted learning tools.

This 2021 curriculum manuscript has undergone changes to the CPL Study Programme content based on the results of the evaluation of the implementation of the curriculum until 2021. This curriculum manuscript has been revised according to input from external reviewers. This curriculum document also contains the Independent Campus Freedom to Learn (Merdeka Belajar Kampus Merdeka/MBKM) policy which is a new innovation for Indonesian education. We hope that this curriculum revision will be able to increase the competitiveness of Undergraduate Management FEB UNEJ graduates and contribute to the progress of the University of Jember.

The Drafting Team would like to thank those who have provided input and thoughts in the preparation of this manual. Hopefully, this book is useful for all parties.

Academic Curriculum Drafting Team
Academic Year 2021/2022



STUDY PROGRAMME IDENTITY

1	Name of College (HEI)	UNIVERSITY OF JEMBER
2	Faculty	Economics and Business
3	Department	Management
4	Study Programme	Bachelor in Management
5	Accreditation Status	A
6	Number of Students	1077
7	Number of Lecturers	56
8	Study Programme Address	Jl. Kalimantan No. 37
9	Phone	0331-337990
10	Study Programme/ HEI website	https://psmanajemen.feb.unej.ac.id/



1 Curriculum Foundation

University Value

University of Jember originated from the idea of dr. R. Achmad together with R. Th. Soengedi and RM Soerachman who aspire to establish a university in Jember. To realize these ideals on April 1, 1957, the three formed a committee which was named the Triumviraat Committee with the composition of Chairman dr. R. Ahmad; Author R. Th. Soengedi, and Treasurer RM Soerachman. Furthermore, the Triumviraat Committee on October 5, 1957 formed a foundation under the name Tawang Alun University Foundation (ratified by Notary Deed dated March 8, 1958 Number 13 in Jember). The Tawang Alun University Foundation later established a private university in Jember under the name Tawang Alun University which was later abbreviated as UNITA.

Along the way, the three figures received the full support of the then Regent of Jember, R. Soedjarwo. Based on the Decree of the Minister of PTIP Number 151 of 1964 dated November 9, 1964, regarding the establishment of the State University in Jember. The tireless efforts since 1957 finally succeeded in becoming a reality, the State University of Djember was established. At its inception in 1964, Universitas Negeri Djember, abbreviated as UNED, had five faculties, consisting of the Faculty of Law in Jember, with branches in Banyuwangi, the Faculty of Social and Political Affairs and the Faculty of Agriculture in Jember, the Faculty of Economics and the Faculty of Letters in Banyuwangi. With the first chancellor held by dr. R. Ahmad. The leadership of dr. R. Achmad continued by Lt. Col. R. Winoto (1966-1967), Lt. Col. Soedi Harjohoedojo (1967-1969), Lt. Col. Soetardjo, SH (1969-1978) and Col. Drs. HR Warsito (1978-1986).

Only since 1986, the Chancellor of the University of Jember has been held by his own academic community, namely by Prof. Dr. Simanhadi Widyaprakosa (1986-1995), Prof. Dr. Kabul Santoso, MS (1995-2003), Dr. Ir. T. Sutikto, MSc (2003-2011), Drs. Moh. Hasan, Msc Ph.D. (2012-2020) and Dr. Ir. Iwan Taruna, M.Eng. (2020 to present).

The University of Jember has the main task of organizing higher education and providing education based on the culture of the Indonesian nation in a scientific manner which includes education, research, and community service to develop capabilities and improve the quality of life and Indonesian human dignity in an effort to realize national goals.

Philosophical Foundation

The basic philosophy/philosophy in implementing education at PSM FEB UNEJ is Pancasila and the 1945 Constitution of the Republic of Indonesia (UUD 1945) as stated in Article 2 of the Law of the Republic of Indonesia Number 3 of 2003 concerning the Indonesian Education System. Pancasila can be the basis of unique character education in Indonesia, with a focus on diversity, tolerance, and



social justice. In addition, as mandated by the 1945 Constitution in Article 31 paragraph 1 which states that every citizen has the right to receive instruction, and paragraph 2, that the Government shall endeavor and organize a national teaching system, which is regulated by law.

Historical Foundation

The Undergraduate Management Study Programme was originally established under the name Corporate Economics Department on November 9, 1964 based on the Decree of the Minister of Higher Education and Science Number 151 November 9, 1964 together with the establishment of the University of Jember (UNEJ). Then based on the Decree of the Minister of Education and Culture Cq. Directorate General of Higher Education Number 44/DIKTI/KEP/1984 On July 18, 1984 regarding the establishment of a Study Programme at the University of Jember, the name of the Department of Corporate Economics changed to the Department of Management (Management Study Programme) hereinafter referred to as the **Management Study Programme** and abbreviated as **PSM (Program Studi Manajemen)** with the address: Faculty of Economics and Business University of Jember, Jalan Kalimantan 37 Tegal Campus Boto telephone (0331) 337990 Fax. (0331) 332150 Jember. Then, for the third time, PSM again got an A for the period 2017 to 2022 based on a certificate from the National Accreditation Board for Higher Education (BAN-PT) Number 1569/SK/BAN- PT/Akred/S/V/2017 dated May 23, 2017.

The PSM must improve the quality of its governance towards LAMEMBA national accreditation and international accreditation. Accreditation itself is part of QA. Curriculum documents required by LAMEMBA and international accreditation refer to the Outcome Based Education (OBE) curriculum. Even though PSM has carried out curriculum evaluation, it has not been carried out continuously and routinely. Also in the process of preparing the curriculum, it has not been based on the needs of stakeholders (especially the industrial world) and has not based on the vision & mission of faculties and universities. The current curriculum in the PSM has not fully followed the curriculum preparation process set by the Ministry of Education and Research, namely OBE-based, and not yet accommodated the implementation of the Merdeka Belajar Kampus Merdeka (MBKM) programme. This condition is the urgency of the PSM to evaluate and improve the curriculum to suit the needs of stakeholders, the vision and mission of FEB and the University of Jember and OBE. In addition, improving the OBE-based curriculum is one of the main criteria that must be met for the achievement of superior national accreditation and international accreditation.

Legal Foundation

1. Law of the Republic of Indonesia Number 14 of 2005 concerning Teachers and Lecturers (State Gazette of the Republic of Indonesia of 2005 Number 157, Supplement to the State Gazette of the Republic of Indonesia Number 4586);
2. Law of the Republic of Indonesia Number 12 of 2012 concerning Higher Education (State Gazette of the Republic of Indonesia of 2012 Number 158, Supplement to the State Gazette of the Republic of Indonesia Number 5336);



3. Presidential Regulation of the Republic of Indonesia Number 8 of 2012, concerning the Indonesian National Qualifications Framework (KKNI);
4. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 73 of 2013, concerning the Implementation of the KKNI in the Higher Education Sector;
5. Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 44 of 2015, concerning National Standards for Higher Education;
6. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 81 of 2014, concerning Diplomas, Certificates of Competence, and Professional Certificates of Higher Education;
7. Regulation of the Minister of Research, Technology, and Higher Education of the Republic of Indonesia Number 32 of 2016, concerning Accreditation of Study Programmes and Universities;
8. Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 62 of 2016 concerning the Higher Education Quality Assurance System;
9. Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 55 of 2017 concerning Teacher Education Standards;
10. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 3 of 2020 concerning National Higher Education Standards;
11. Rectors' Decree No. 10902/UN25/KP/2013 regarding guidelines for curriculum preparation at the University of Jember;
12. Rectors' Decree No. 17527/UN25/KP/2017 regarding guidelines for curriculum preparation at the University of Jember;
13. Rectors' Decree No. 12609/UN25/KP/2018 regarding Guidelines for Planning, Implementation, and Assessment of Learning in the University of Jember;
14. Rectors' Regulation No. 13532/UN25/EP/2020 concerning Freedom to Study at the University of Jember;
15. Educational Guidelines for Diploma and Bachelor Degree at the University of Jember for the Academic Year 2020/2021;
16. Guidelines for the Implementation of Independent Learning in the Merdeka Campus of the University of Jember in 2020;
17. Academic Guidelines for S-1 Faculty of Economics and Business, Universitas Jember 2019/2020;
18. SPMI Faculty of Economics and Business, University of Jember in 2019; and
19. SPMI Management Study Programme, Faculty of Economics and Business, University of Jember in 2020.

2 Vision, Mission and Educational Goals

Vision, Mission and Educational Goals of the Faculty

FEB Vision

To become a faculty that excels in the development of eco-friendly business and economics and international agro-industry.



FEB Mission

1. The realization of good faculty governance.
2. The implementation of environmentally friendly learning and agro-industry inside and outside the campus with an output-based curriculum and information technology.
3. Produce research and community service outputs that are used and recognized both nationally and internationally.
4. Availability of qualified human resources for educators and education personnel.
5. Produce graduates who are competent, creative, innovative, adaptive, and have Pancasila character.
6. The establishment of a network of cooperation with domestic and foreign stakeholders.
7. Creating a conducive academic atmosphere.

Vision, Mission and Educational Goals of the Study Programme

PSM Vision

To be an excellent and globally competitive study programme in management science with an environmental orientation and international standard.

PSM Mission

To achieve this vision, the mission of PSM FEB UNEJ is formulated as follows:

1. Conducting international standard education in management and business based on the character of Pancasila, professionalism, adaptability, and environmentally friendly.
2. Developing research groups (Kelompok Riset/KeRis) to support the environmental-oriented research in management and business
3. Organizing community service based on research results in the fields of management and business.
4. Implementing a credible, transparent and accountable study programme.

Objectives (Programme Objectives/PO)

The aim of PS Management is to produce management graduates who:

Table 1. Educational Objectives of Study Programme

No	Code	Description of Study Programme Educational Objectives
1	PO1	Excellent in management and business and have the Pancasila character based on environmental perspective
2	PO2	Adaptive to the development of science and technology in management and business.
3	PO3	Critical, creative, communicative and collaborative in decision making



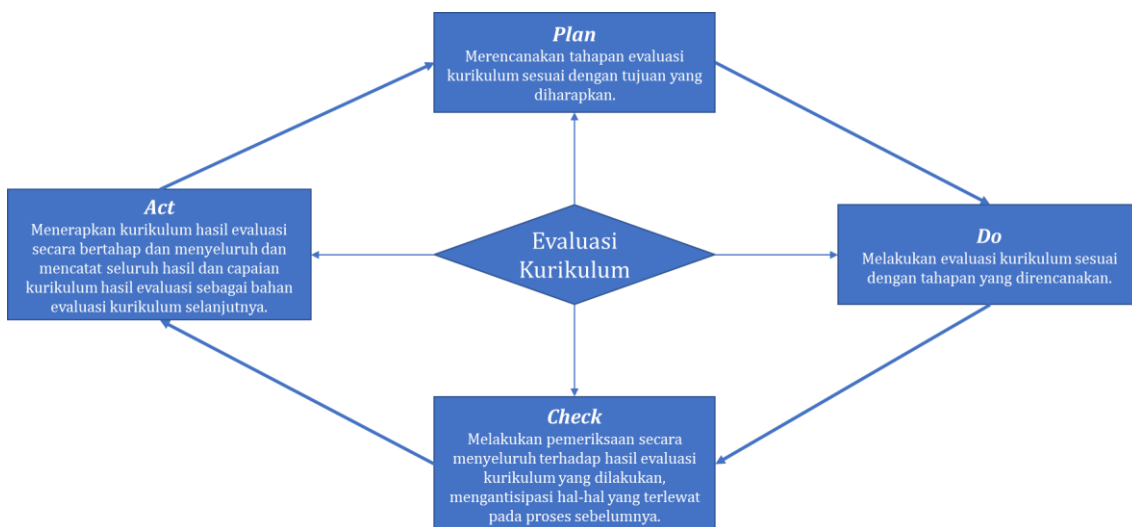
No	Code	Description of Study Programme Educational Objectives
4	PO4	Active in their long-life learning

3 Curriculum Evaluation & Tracer Study

Curriculum Evaluation

The curriculum evaluation carried out by PSM FEB UNEJ starts from analyzing and evaluating the profile of PSM graduates. The graduate profile is a role that is expected to be carried out by PSM graduates in society or the world of work. This profile is the educational outcome to be addressed. The evaluation is then continued with the formulation of Intended Learning Outcomes (ILO). Meanwhile, the learning achievement of the study programme is a complete description of the graduate profile related to what competencies a student must possess after graduating from a particular study programme at a university.

Considering that the two are interrelated, evaluation of the profile of graduates and ILO at PSM FEB UNEJ is carried out side by side periodically in the plan, do, check, act or PDCA cycle.



Graph 1. PDCA Cycle Evaluation of Curriculum

The graduate profile is the answer to the question "what kind of graduates will the study programme produce after students complete the entire series of education in the study programme". This can also be referred to as the outcomes of the learning process in study programmes. The profile formulation is recommended to write down professional roles and a series of competencies or learning outcomes that graduates must possess to carry out these roles. The formulation of the graduate profile must refer to the level 6 KKNi descriptor. The profiles of previous PSM FEB UNEJ graduates are as follows:



a. Business Manager

Graduates can pursue this career field by possessing the following skills: communication skills, accuracy in decision making, planning, organizing, and organisational direction. With these skills, graduates of the Management Study Programme, Faculty of Economics and Business, University of Jember are expected to be able to become managers in a purely profit-oriented organization.

b. Academics

This field can be chosen by graduates who want to build a career as an academic or related in providing educational services (can be as educators or education staff). If you have a career as an educator, graduates of the PSM Faculty of Economics and Business, University of Jember will be able to carry out research or research that is applied in nature.

c. Entrepreneur

This field can be chosen by graduates who want to build their own business as well as the application of creativity, thus they can provide opportunities for the community to get job opportunities in the businesses they create.

Based on the evaluation carried out, the profile of PSM FEB UNEJ graduates is considered less in accordance with the formulation of the profile of PSM graduates that should be. Therefore, as a follow-up to the evaluation, the profile of PSM FEB UNEJ graduates was then reformulated. The profile of PSM FEB UNEJ graduates from the evaluation contains characteristics that are an important part of showing the competitive advantage of PSM FEB UNEJ. In detail, the profile of the graduates of PSM FEB UNEJ as a result of the evaluation is described in Subchapter 4.1 Graduate Profile.

After getting a graduate profile, the next step is to determine

ILO or in SNPT are referred to as Graduate Competency Standards (SKL). Similar to the determination of the graduate profile, the CPL must refer to the level 6 KKNi descriptor. This is intended so that there is equality between the competencies formed and the qualifications required at each level in the IQF. That way, the match between competence and qualifications can be achieved. The ILO of PSM FEB UNEJ according to the profile of graduates from the evaluation is described in more detail in Subchapter 4.2.

The results of the curriculum evaluation activities are also in the form of reconstruction and repositioning of the composition of courses in PSM that adapt to the Vision, Mission and CPL of PSM as well as taking into account the development of science and technology and the implementation of the MBKM programme launched by the Ministry of Education, Culture, Research, and Technology. Where the curriculum structure with the new course composition will only be implemented in the 2021/2022 school year. Meanwhile, students from the batch before 2021/2022 will still use the old curriculum structure according to the Sub-chapter of the Course Distribution List.

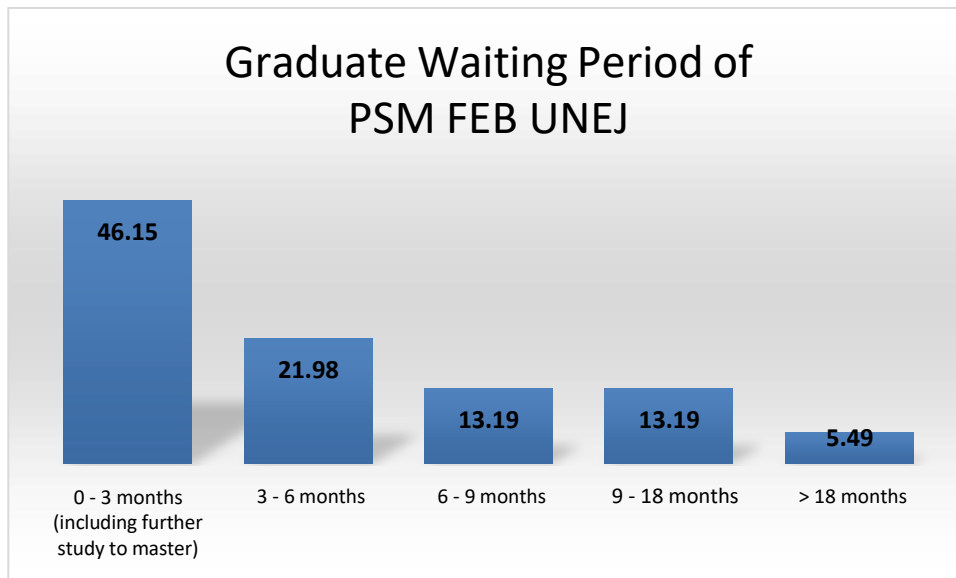
Tracer Study

The last tracer study conducted by PSM FEB UNEJ was in 2021. This tracer study reached 91 respondents who were graduates of PSM FEB UNEJ in 2016, 2017, 2018, 2019, 2020, and 2021. This tracer study collects information in the form of



matters related to work alumni as a result of learning from PSM FEB UNEJ. The information collected includes the waiting period after graduation to get the first job, current job, scope of work, and the suitability between alumni work and learning materials that alumni get at PSM FEB UNEJ.

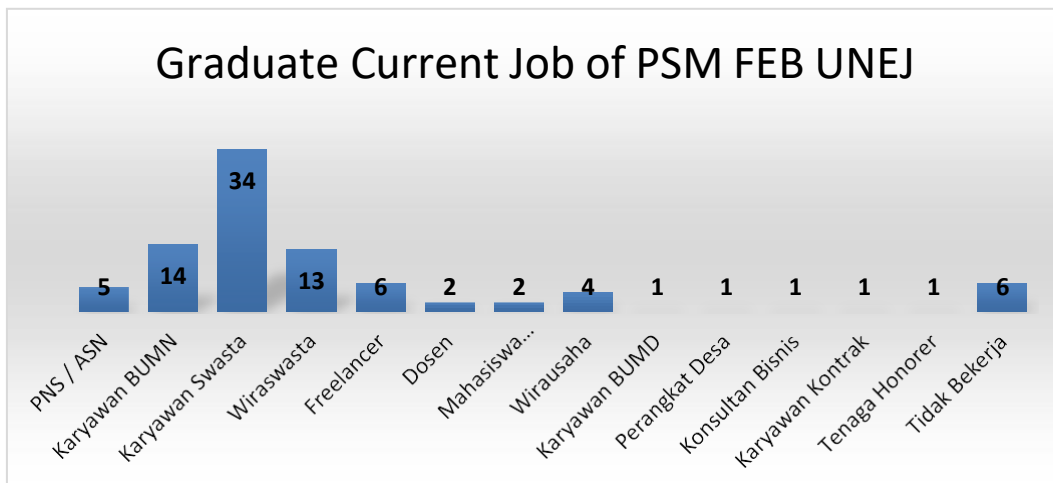
Waiting time



Graph 2. Waiting Period for Graduates of PSM FEB UNEJ

Based on Graph 2, the majority of FEB UNEJ PSM graduates have a waiting period of 0 to 3 months (46.15%).

Current job

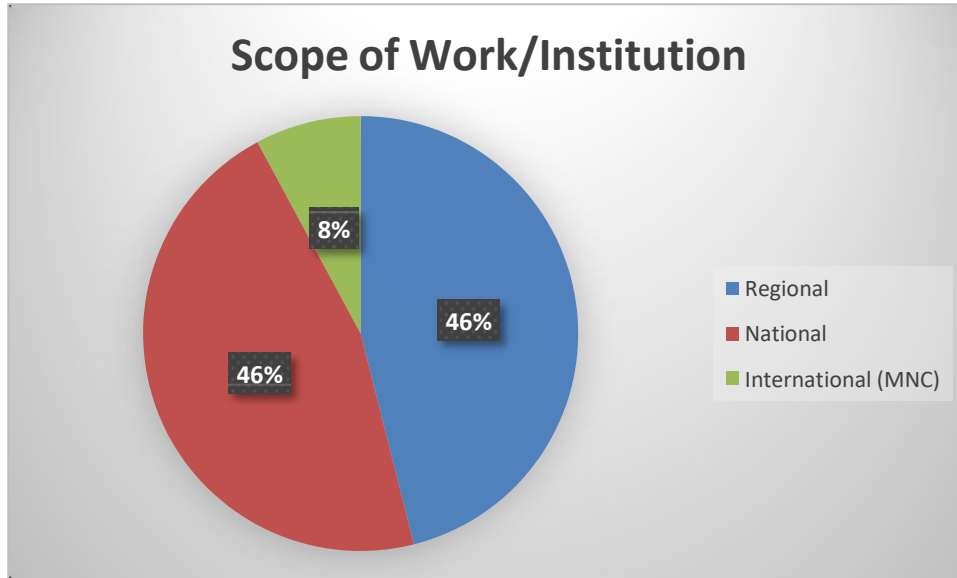


Graph 3. Current Jobs of Graduates of PSM FEB UNEJ



Based on Graph 3, it is known that the majority of PSM FEB UNEJ graduates currently work as private employees.

Scope of work/institution



Graph 4. Scope of Work/Agencies of Graduates of PSM FEB UNEJ

Based on Graph 4, it is known that the majority of FEB UNEJ PSM graduates work in agencies with local (46%) and national (46%).

Job information source

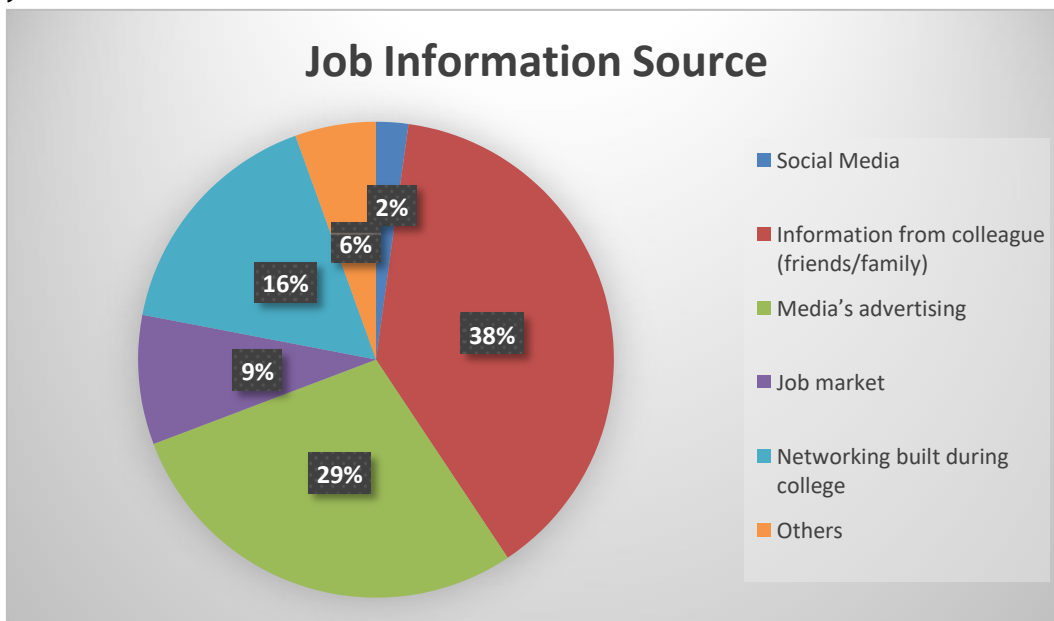
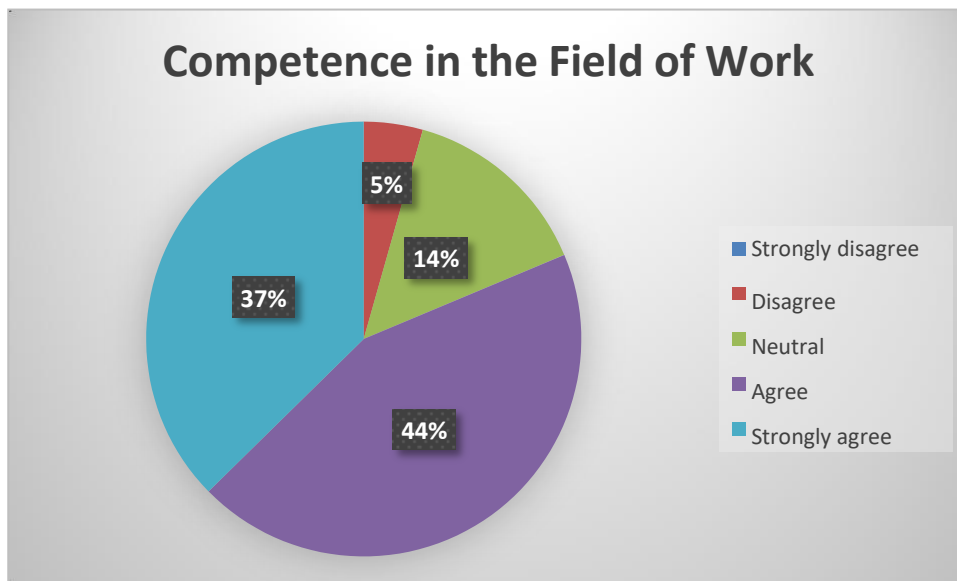




Figure 5. Sources of Job Information for PSM FEB UNEJ Graduates

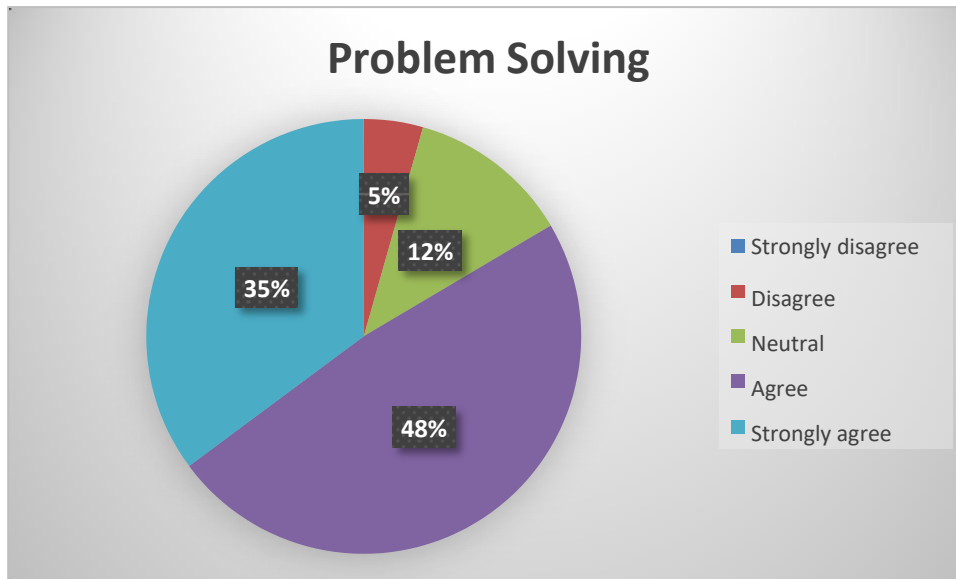
Based on Graph 5, it is known that the majority of PSM FEB UNEJ graduates get information related to their current work from information from colleagues (38%), advertisements in the media (29%), and networking built during college (16%).

The suitability of learning at PSM FEB UNEJ to the work of PSM FEB UNEJ graduates



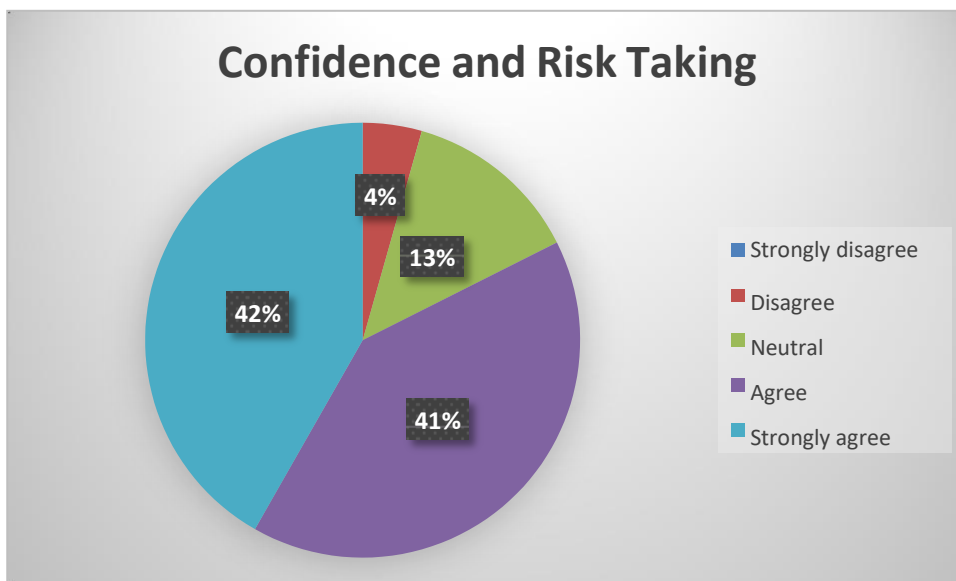
Graph 6. Suitability of Learning with Competence in the Field of Work

Based on Graph 6, it is known that the majority of graduates of PSM FEB UNEJ agree (44%) that studying at PSM FEB UNEJ helps in improving the competence of graduates in the field of work in their current team.



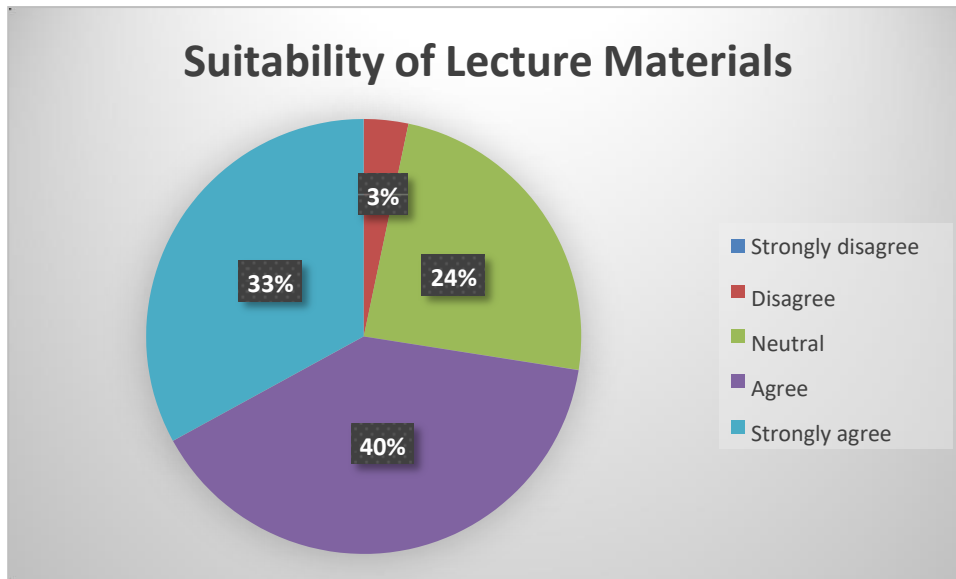
Graph 7. Suitability of Learning with Problem Solving Competencies

Based on Graph 7, it is known that the majority of FEB UNEJ PSM graduates agree (48%) that studying at FEB UNEJ PSM helps them improve their competence to face and solve problems in their work.



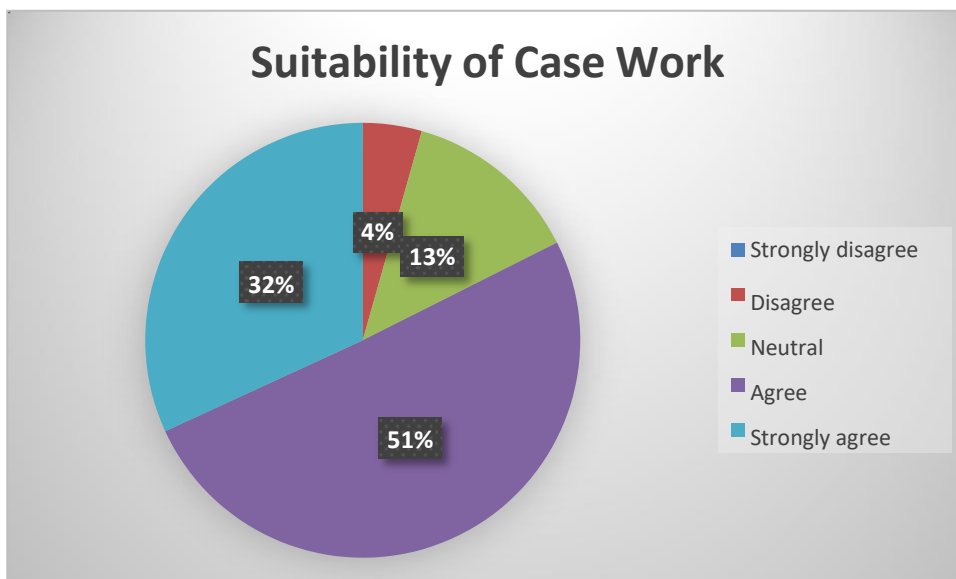
Graph 8. Suitability of Learning in Developing Confidence and Risk Taking

Based on Graph 8, it is known that the majority of FEB UNEJ PSM graduates strongly agree (42%) and agree (41%) that studying at FEB UNEJ PSM helps them to develop confidence and courage in taking risks in their current job.



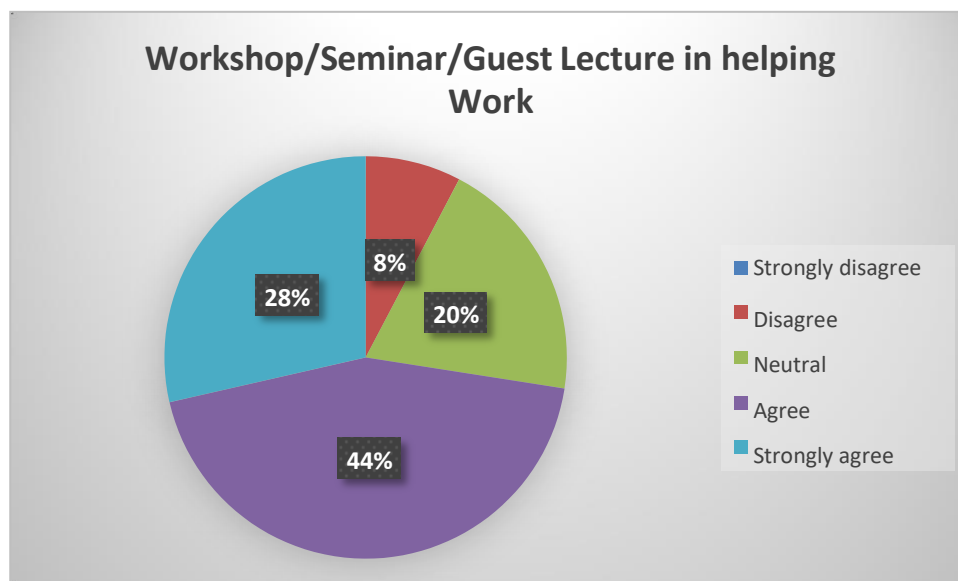
Graph 9. The Suitability of Lecture Materials in Helping Work

Based on Graph 9, it is known that the majority of FEB UNEJ PSM graduates gave a positive response regarding the suitability of the lecture material at FEB UNEJ PSM in general with their current job. This is evidenced by 40% of respondents who responded agreed, 33% of respondents gave a response strongly agree, and 24% of respondents gave a sufficient response.



Graph 10. Suitability of Case Work in Helping Work

Based on Graph 10, it is known that the majority of FEB UNEJ PSM graduates agree (51%) that learning related to case work at FEB UNEJ PSM helps them in their current work.



Graph 11. Workshops/Workshops/Seminars/Guest Lectures in Helping Work

Based on Graph 11, it is known that the majority of FEB UNEJ PSM graduates agree (44%) that the workshops/workshops/seminars/guest lectures organized by PSM FEB UNEJ help them in their current work.

Based on the description of the results of the tracer study above, it is known that the majority of PSM FEB UNEJ graduates agree that the learning process and lecture materials at PSM FEB UNEJ support them to have the competencies needed in the world of work, thus helping them in their work. Thus, it can be concluded that the operation of the old curriculum was quite successful in producing PSM FEB UNEJ graduates who have competencies that are in accordance with the demands of today's work.

4 Graduate Profile & Formulation of Intended Learning Outcomes (ILO)

Graduate Profile

The objectives of the study programme that have been set are reflected in the professional profile of the graduates produced. There are four professions/jobs that graduates of the study programme can choose from:

- PP-1 Manager
- PP-2 Junior/assistant researcher
- PP-3 Entrepreneur
- PP-4 Mentor/tutor/trainer/facilitator



Table 2. Profile of Graduates and their descriptions

No	Graduate Profile	Description of Graduate Profile
1	GP-1	Mastering functional management concepts (marketing, finance, operations/production, HR, and risk) to support the duty of manager on profit, non-profit as well as government organisation
2	GP-2	Junior/assistant researchers who master quantitative and/or qualitative research to contribute to problem solving in management and business.
3	GP-3	Entrepreneurs with characteristics of determination, creativity, innovative, and willing to take the risk for start-up businesses level and MSMEs.
4	GP-4	Mentors/tutors/trainers/facilitators who are expected to have critical thinking, creativity, communicative and collaborative characteristics, long-life learners to contribute to public service sectors.

Intended Learning Outcomes (ILO) Formulation

The intended learning outcomes (ILO) of the Management Study Programme are developed concerning the Indonesian Qualifications Framework (KKNI), which is considered level 6. The learning outcomes of the Indonesian Qualifications Framework (KKNI) for the 6th level can be described as follow:

1. Capable of applying their expertise, utilizing the science and technology in their field to solve problems, and adapting to the situation at hand.
2. Mastering the general theoretical concept of specific science and specific theoretical concept of the science deeply and are able to formulate procedural problem-solving.
3. Capable of making the right decision based on data and information analysis and are able to provide guidance to choose alternative solutions individually or in groups
4. Responsible for their works and can be given responsibility for organization achievement.

Table 3. Learning Outcomes of Study Programme Graduates according to SN Dikti

Code ILO	Description
ILO1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland
ILO2	Students are able to conduct research according to logical and critical management and business sciences as well as to produce outputs that can be recognized nationally and internationally.
ILO3	Students are able to implement skills in maintaining and developing work networks, supervising, self-evaluating, and documenting data responsibly, independently, and honestly



ILO4	Students are able to analyse problems in the field of management and environmentally friendly business
ILO5	Students are able to interpret business problems through research according to the field of concentration in management science
ILO6	Students are able to make strategic decisions in the field of management and business based on relevant information and data.
ILO7	Students are able to analyse concepts, theories, and practices in the field of management and business to support professionalism as a manager, entrepreneur, novice researcher, and environmentally friendly tutor/mentor/trainer/facilitator

Table 4. ILO and Performance Indicator

No	ILO	Code	Performance Indicator
ATTITUDE			
1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland	1.a	Showing an attitude of responsibility, honesty, and discipline as the embodiment of piety to God Almighty
		1.b	Showing a caring attitude towards the environment and as an embodiment of the attitude of love for the homeland
SKILLS			
2	Students are able to conduct research according to logical and critical management and business sciences as well as to produce outputs that can be recognized nationally and internationally.	2.a	Identifying management and business problems
		2.b	Applying research methods to solve management and business problems
		2.c	Conducting basic research to solve management and business problems
		2.d	Determining management and business problem solving solutions



No	ILO	Code	Performance Indicator
3	Students are able to implement skills in maintaining and developing work networks, supervising, self-evaluating, and documenting data responsibly, independently, and honestly	3.a	Showing collaborative attitude in teamwork
		3.b	Demonstrating good communication skills both in verbal and in writing
COMPETENCE			
4	Students are able to analyse problems in the field of management and environmentally friendly business	4.a	Understanding the concepts and theories in management and business
		4.b	Applying the concepts and theories in management and business
		4.c	Comparing the concepts and theories in management and business to the actual phenomena
5	Students are able to interpret business problems through research according to the field of concentration in management science	5.a	Operating research instruments in marketing, finance, operations, and human resource management
		5.b	Integrating instruments to research problems in marketing management, financial management, operations management, and human resource management
		5.c	Designing research framework according to problems in marketing management, financial management, operations management, and human resource management
6	Students are able to make strategic decisions in the field of management and business based on relevant information and data.	6.a	Identifying information and data with problems
		6.b	Analysing relevant information and data
		6.c	Formulating alternative problem solving strategies
		6.d	Determining best strategy in problem solving



No	ILO	Code	Performance Indicator
KNOWLEDGE			
7	Students are able to analyse concepts, theories, and practices in the field of management and business to support professionalism as a manager, entrepreneur, novice researcher, and environmentally friendly tutor/mentor/trainer/facilitator	7.a	Describing management and business principles relevant to functional management
		7.b	Interpreting management and business principles relevant to functional management
		7.c	Linking relevant management and business principles to functional management
		7.d	Analysing functional management principles that are relevant to global economic and business issues with an environmental perspective

The following is the mapping of ILO and KKN Level 6.

OKKNI Lvl. 6	ILO of Management Study Programme						
	1	2	3	4	5	6	7
1		V	v	v	v	v	
2				v	v		V
3		V		v	v	v	
4	v		v				V

The mapping of the Programme Objectives with ILO is as follows.

PO \ ILO	1	2	3	4
1	V			v
2		v	v	v
3	V		v	
4	V		v	v
5		v	v	
6		v	v	
7			v	v

Table 5. Matrix of ILO relationship with Graduate Profile

Code ILO	ILO	Graduate Profile			
		GP-1	GP-2	GP-3	GP-4
Attitude					



Code ILO	ILO	Graduate Profile			
		GP-1	GP-2	GP-3	GP-4
ILO1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland	v	v	v	v
Skill					
ILO2	Students are able to conduct research according to logical and critical management and business sciences as well as to produce outputs that can be recognized nationally and internationally.		v		v
ILO3	Students are able to implement skills in maintaining and developing work networks, supervising, self-evaluating, and documenting data responsibly, independently, and honestly	v	v	v	v
Competence					
ILO4	Students are able to analyse problems in the field of management and environmentally friendly business	v	v	v	v
ILO5	Students are able to interpret business problems through research according to the field of concentration in management science		v		v
ILO6	Students are able to make strategic decisions in the field of management and business based on relevant information and data.	v	v	v	
Knowledge					



Code ILO	ILO	Graduate Profile			
		GP-1	GP-2	GP-3	GP-4
ILO7	Students are able to analyse concepts, theories, and practices in the field of management and business to support professionalism as a manager, entrepreneur, novice researcher, and environmentally friendly tutor/mentor/trainer/facilitator	v	v	v	v

Table 6. Matrix of Study Programme ILO & Educational Objectives

Code ILO	ILO	Programme Objectives (PO)			
		PO 1	PO 2	PO 3	PO 4
Attitude					
ILO1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland	v			v
Skill					
ILO2	Students are able to conduct research according to logical and critical management and business sciences as well as to produce outputs that can be recognized nationally and internationally.		v	v	v
ILO3	Students are able to implement skills in maintaining and developing work networks, supervising, self-evaluating, and documenting data responsibly, independently, and honestly	v		v	
Competence					
ILO4	Students are able to analyse problems in the field of management and environmentally friendly business	v		v	v



Code ILO	ILO	Programme Objectives (PO)			
		PO 1	PO 2	PO3	PO 4
IL05	Students are able to interpret business problems through research according to the field of concentration in management science		v	v	
IL06	Students are able to make strategic decisions in the field of management and business based on relevant information and data.		v	v	
Knowledge					
IL07	Students are able to analyse concepts, theories, and practices in the field of management and business to support professionalism as a manager, entrepreneur, novice researcher, and environmentally friendly tutor/mentor/trainer/facilitator			v	v

5 Characteristics of the S1 Management Study Programme at the University of Jember

In line with UNEJ's Vision and FEB's Vision and in accordance with PSM's Vision, PSM harmonizes tri-dharma activities which include teaching, research, community service and programmes by equipping graduates with analytical and critical thinking skills to find the best alternatives and solutions to solve global-local problems. PSM is unique in producing graduates who are oriented towards a "sustainable business environment". This refers to the UN's Sustainable Development Goals which is also known as the 'Global Goals' and becomes the global framework for transformative change, including in the business environment. The determination of SBE as the focus of PSM orientation has the implication that PSM seeks to form graduates who have best practices to seize opportunities and maximize credibility. To achieve this, PSM integrates the focus of SBE into its scientific dissemination process.



6 Determination of Study Materials

STUDY MATERIAL DETERMINATION

The PSM FEB UNEJ curriculum is guided by the nationally applicable curriculum, consisting of a core curriculum and an institutional curriculum. Referring to the curriculum, study materials groups are divided into 5 groups:

- a. Personality Development Course (Kuliah Pengembangan Kepribadian/MPK)
- b. Science and Skills Course (Matakuliah Keilmuan dan Keterampilan/MKK)
- c. Work Skills Course (Matakuliah Keahlian Berkarya/MKB)
- d. Work Behaviour Course (Mata Kuliah Perilaku Berkarya/MPB)
- e. Community Life Course (Mata Kuliah Berkehidupan Bermasyarakat/MBB)

Table 7. Study material groups

Code	Study Material Group	Study Material	Course Group
MPK	Personality Development Course (MPK)	National General Compulsory Courses according to Law Number 12 of 2012 Article 35 Paragraph 3: Religion, Pancasila, Citizenship Education, and Indonesian Language	University-level courses with the code UNU and MPK
MKK	Science and Skills Course (MKK)	Compulsory courses for all study programmes	Faculty-level courses with codes EKU and EKM
MKB	Work Skills Course (MKB)	Compulsory courses for management study programmes	Study programme-level courses EKM
MPB	Work Behaviour Course (MPB)	Compulsory courses for management study programmes	Study programme-level courses EKM
MBB	Community Life Course (MBB)	Compulsory courses for all study programmes	Faculty-level courses with codes EKM

DETERMINATION OF LEARNING MATERIALS

The minimum depth of material/content for the Management Study Programme refers to the APSMBI standard compulsory courses which were ratified at the APSMBI Plenary Session in Jambi on November 15, 2019 regarding the APSMBI Standard Compulsory Courses with Minutes Number 0211/A/XI/2019. The details of the minimum content standards of the undergraduate management curriculum are as follows:



Table 8. Minimum Standards for Management Curriculum

MINIMUM CONTENT STANDARDS OF MANAGEMENT CURRICULUM	
KKNi FORMULA	MINIMUM STUDY MATERIAL
KNOWLEDGE	
Mastering theoretical concepts in management and business in depth, and able to formulate solutions to relevant problems	Introduction to Management 1. Basic Concepts of Management and Development of Management Theory (BK 1) 2. Management in a Global Context (Industrial Revolution 4.0) (BK 2) 3. Planning (Planning), Organizing, Coordination and Authority, and Staffing (BK 3) 4. Motivation and Communication (BK 4) 5. Leadership, Organisational Development, Organisational Culture, and Conflict Management (BK 5) 6. Decision Making (Decision Making) and Control (BK 6)
	Financial management 1. Understanding of financial management (An overview of financial management) (BK 7) 2. Time value of money (BK 8) 3. Financial statements, cash flow and taxes (Financial statement, cash flow and taxes) (BK 9) 4. Analysis of financial statements (Analysis of financial statements) (BK 10) 5. Interest rate and Cost of capital (BK 11) 6. Capital budgeting (BK 12)
	Marketing Management 1. Basic marketing concepts (BK 13) 2. Marketing strategy and planning development (BK 14) 3. Marketing environment (BK 15) 4. Marketing research and demand forecasting (BK 16) 5. Creating customer value, satisfaction and loyalty programmes (BK 17) 6. Consumer market (BK 18) 7. Segmentation, Targeting, and Market Position (BK 19) 8. Brand equity (BK 20)
	Human Resource Management 1. The scope of HRM (BK 21) 2. HRM environment and role (BK 22) 3. Job analysis (BK 23) 4. HRM Planning (BK 24) 5. Career Training and Development (BK 25) 6. Performance Assessment (BK 26) 7. Compensation (BK 27)
	Operation management 1. Basic concepts of operations management (BK 28) 2. Product Design (Goods and Services) (BK 29)



MINIMUM CONTENT STANDARDS OF MANAGEMENT CURRICULUM	
KKNI FORMULA	MINIMUM STUDY MATERIAL
	3. Process Design (BK 30) 4. Production Planning (BK 31) 5. Location Strategy and Layout (BK 32) 6. Demand Forecasting (BK 33) 7. Job Design and Employee Management (BK 34)
Able to apply management and business concepts in organisational management.	Introduction to Management Relevant management and business application concepts in organisational management (BK 35) Financial management Financial management application concepts relevant to organisational management (BK 36) Operation management Relevant operations management application concepts in organisational management (BK 37) Marketing Management Marketing management application concepts that are relevant in organisational management (BK 38) Human Resource Management Human resource management application concepts that are relevant in organisational management (BK 39)
Mastering the basic principles of software applications, basic instruments, and standard methods of decision making in the field of management and business	Introduction to Management Data and information analysis methods, basic principles of software applications, basic instruments, as well as standard methods for making decisions needed on: <ol style="list-style-type: none"> a. Planning (Planning), Organizing, Coordination and Authority, and Staffing (BK 40) b. Motivation and Communication (BK 41) c. Leadership, Organisational Development, Organisational Culture, and Conflict Management (BK 42) d. Decision Making (Decision Making) and Control (BK 43) Financial Management Data and information analysis methods, basic principles of software applications, basic instruments, as well as standard methods for making decisions needed on: <ol style="list-style-type: none"> a. Time value of money (BK 44) b. Financial statement, cash flow and taxes (BK 45) c. Analysis of financial statements (Analysis of financial statements) (BK 46) d. Interest rate and Cost of capital (BK 47) e. Capital budgeting (BK 48)



MINIMUM CONTENT STANDARDS OF MANAGEMENT CURRICULUM	
KKNi FORMULA	MINIMUM STUDY MATERIAL
	<p>Operation Management Data and information analysis methods, basic principles of software applications, basic instruments, as well as standard methods for making decisions needed on:</p> <ol style="list-style-type: none"> a. Product Design (Goods and Services) (BK 49) b. Process Design (BK 50) c. Production Planning (BK 51) d. Location Strategy and Layout (BK 52) e. Demand Forecasting (BK 53) f. Job Design and Employee Management (BK 54) <p>Marketing Management Data and information analysis methods, basic principles of software applications, basic instruments, as well as standard methods for making decisions needed on:</p> <ol style="list-style-type: none"> a. Marketing strategy and planning development (BK 55) b. Marketing environment (BK 56) c. Marketing research and demand forecasting (BK 57) d. Creating customer value, satisfaction and loyalty programmes (BK 58) e. Consumer market (BK 59) f. Segmentation, Targeting and Market Position (BK 60) g. Brand equity (BK 61) <p>Human Resource Management Data and information analysis methods, basic principles of software applications, basic instruments, as well as standard methods for making decisions needed on:</p> <ol style="list-style-type: none"> a. Job analysis (BK 62) b. HRM Planning (BK 63) c. Career Training and Development (BK 64) d. Performance Assessment (BK 65) e. Compensation (BK 66)
SPECIAL SKILLS/COMPETENCE	
SKILLS	ACHIEVEMENT METHOD
Students are able to formulate problem solving solutions in the field of management and business through the application of relevant technology as the	Lectures, laboratory practice (computers, management, banking, and capital markets), job training, social service (KKN), completion of the final project.



MINIMUM CONTENT STANDARDS OF MANAGEMENT CURRICULUM	
KKNI FORMULA	MINIMUM STUDY MATERIAL
basis for making appropriate decisions.	
Students are able to apply knowledge in the field of management and business in social life	Job training, social service (KKN)
Students are able to manage resources within the the organization.	Lecturers, job training, social service (KKN)

Note:

BK is abbreviation of Bahan Kajian, is a term used to describe Study Materials.



Table 9. Matrix of ILO and Minimum study materials according to APSMBI

ILO code	ILO	Code	Performance Indicator	Minimum Study Materials (BK) according to APSMBI Standard Compulsory Courses																					
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Attitude																									
ILO1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland	1a	Showing an attitude of responsibility, honesty, and discipline as the embodiment of piety to God Almighty	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
		1b	Showing a caring attitude towards the environment and as an embodiment of the attitude of love for the homeland	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v
SKILLS																									
ILO2	Students are able to conduct research according to logical and critical management and business sciences as well as to produce outputs that can be recognized nationally and internationally.	2a	Identifying management and business problems			v	v	v	v			v	v	v	v		v	v	v	v	v	v			
		2b.	Applying research methods to solve management and business problems																						
		2a	Conducting basic research to solve management and business problems																						
		2b.	Determining management and businessproblem solving solutions																						
ILO3	Students are able to implement skills in maintaining and developing work networks, supervising, self-evaluating, and documenting data responsibly, independently, and honestly	3a.	Showing collaborative attitude in teamwork	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
		3b.	Demonstrating good communication skills both in verbal and in writing	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v



ILO code	ILO	Code	Performance Indicator	Minimum Study Materials (BK) according to APSMBI Standard Compulsory Courses																						
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
Competence																										
ILO4	Students are able to analyse problems in the field of management and environmentally friendly business	4a.	Understanding the concepts and theories in management and business	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v		
		4b.	Applying the concepts and theories in management and business																							
		4c.	Comparing the concepts and theories in management and business to the actual phenomena																							
ILO5	Students are able to interpret business problems through research according to the field of concentration in management science	5a.	Operating research instruments in marketing, finance, operations, and human resource management																							
		5b.	Integrating instruments to research problems in marketing management, financial management, operations management, and human resource management																							
		5c.	Designing research framework according to problems in marketing management, financial management, operations management, and human resource management																							



ILO code	ILO	Code	Performance Indicator	Minimum Study Materials (BK) according to APSMBI Standard Compulsory Courses																							
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
ILO6	Students are able to make strategic decisions in the field of management and business based on relevant information and data.	6a.	Identifying information and data with problems																								
		6b.	Analysing relevant information and data																								
		6c.	Formulating alternative problem-solving strategies																								
		6d.	Determining best strategy in problem solving																								
Knowledge ILO																											
ILO7	Students are able to analyse concepts, theories, and practices in the field of management and business to support professionalism as a manager, entrepreneur, novice researcher, and environmentally friendly tutor/mentor/trainer/facilitator	7a.	Describing management and business principles relevant to functional management	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v		
		7b.	Interpreting management and business principles relevant to functional management																								
		7c.	Linking relevant management and business principles to functional management																								
		7d.	Analysing functional management principles that are relevant to global economic and business issues with an environmental perspective																								



Continuation of Table 9.

ELO code	ELO/ ILO	Code	Performance Indicator	Minimum Study Materials (BK) according to APSMBI Standard Compulsory Courses																						
				2 3	2 4	2 5	2 6	2 7	2 8	2 9	3 0	3 1	3 2	3 3	3 4	3 5	3 6	3 7	3 8	3 9	4 0	4 1	4 2	4 3	4 4	
Attitude																										
ILO1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland	1a	Showing an attitude of responsibility, honesty, and discipline as the embodiment of piety to God Almighty	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
		1b	Showing a caring attitude towards the environment and as an embodiment of the attitude of love for the homeland	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v
Skills																										
ILO2	Students are able to conduct research according to logical and critical management and business sciences as well as to produce outputs that can be recognized nationally and internationally.	2a	Identifying management and business problems	v	v	v	v	v		v	v	v	v	v												
		2b.	Applying research methods to solve management and business problems																			v	v	v	v	v
		2a	Conducting basic research to solve management and business problems																			v	v	v	v	v
		2b.	Determining management and business problem solving solutions																			v	v	v	v	v
ILO3	Students are able to implement skills in maintaining and developing work networks, supervising, self-evaluating, and documenting data responsibly, independently, and honestly	3a.	Showing collaborative attitude in teamwork	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
		3b.	Demonstrating good communication skills both in verbal and in writing	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v



ILO code	ILO	Code	Performance Indicator	Minimum Study Materials (BK) according to APSMBI Standard Compulsory Courses																					
				2 3	2 4	2 5	2 6	2 7	2 8	2 9	3 0	3 1	3 2	3 3	3 4	3 5	3 6	3 7	3 8	3 9	4 0	4 1	4 2	4 3	4 4
Competence																									
ILO4	Students are able to analyse problems in the field of management and environmentally friendly business	4a.	Understanding the concepts and theories in management and business	v	v	v	v	v	v	v	v	v	v	v											
		4b.	Applying the concepts and theories in management and business													v	v	v	v	v					
		4c.	Comparing the concepts and theories in management and business to the actual phenomena													v	v	v	v	v					
ILO5	Students are able to interpret business problems through research according to the field of concentration in management science	5a.	Operating research instruments in marketing, finance, operations, and human resource management																	v	v	v	v	v	
		5b.	Integrating instruments to research problems in marketing management, financial management, operations management, and human resource management																		v	v	v	v	v
		5c.	Designing research framework according to problems in marketing management, financial management, operations management, and human resource management																		v	v	v	v	v
ILO6	Students are able to make strategic decisions in the field of management and business based on relevant information and data.	6a.	Identifying information and data with problems												v	v	v	v	v						
		6b.	Analysing relevant information and data													v	v	v	v	v					
		6c.	Formulating alternative problem-solving strategies																		v	v	v	v	v



ILO code	ILO	Code	Performance Indicator	Minimum Study Materials (BK) according to APSMBI Standard Compulsory Courses																								
				23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44			
		6d.	Determining best strategy in problem-solving																		v	v	v	v	v			
Knowledge ILO																												
ILO7	Students are able to analyse concepts, theories, and practices in the field of management and business to support professionalism as a manager, entrepreneur, novice researcher, and environmentally friendly tutor/mentor/trainer/facilitator	7a.	Describing management and business principles relevant to functional management	v	V	v	v	v	v	v	v	v	v	v	v													
		7b.	Interpreting management and business principles relevant to functional management														v	v	v	v	v							
		7c.	Linking relevant management and business principles to functional management														v	v	v	v	v							
		7d.	Analysing functional management principles that are relevant to global economic and business issues with an environmental perspective															v	v	v	v	v						



Continuation of Table 9.

ELO code	ELO/ ILO	Code	Performance Indicator	Minimum Study Materials (BK) according to APSMBI Standard Compulsory Courses																							
				4 5	4 6	4 7	4 8	4 9	5 0	5 1	5 2	5 3	5 4	5 5	5 6	5 7	5 8	5 9	6 0	6 1	6 2	6 3	6 4	6 5	6 6		
ILO1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland	1a	Showing an attitude of responsibility, honesty, and discipline as the embodiment of piety to God Almighty	v	V	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v		
		1b	Showing a caring attitude towards the environment and as an embodiment of the attitude of love for the homeland	v	V	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
Skills																											
ILO2	Students are able to conduct research according to logical and critical management and business sciences as well as to produce outputs that can be recognized nationally and internationally.	2a	Identifying management and business problems																								
		2b.	Applying research methods to solve management and business problems	v	V	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
		2a	Conducting basic research to solve management and business problems	v	V	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
		2b.	Determining management and business problem-solving solutions	v	V	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
ILO3	Students are able to implement skills in maintaining and developing work networks, supervising, self-evaluating, and documenting data responsibly, independently, and honestly	3a.	Showing collaborative attitude in teamwork	v	V	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v		
		3b.	Demonstrating good communication skills both in verbal and in writing	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
Competence																											



ELO code	ELO/ ILO	Code	Performance Indicator	Minimum Study Materials (BK) according to APSMBI Standard Compulsory Courses																							
				4 5	4 6	4 7	4 8	4 9	5 0	5 1	5 2	5 3	5 4	5 5	5 6	5 7	5 8	5 9	6 0	6 1	6 2	6 3	6 4	6 5	6 6		
ILO4	Students are able to analyse problems in the field of management and environmentally friendly business	4a.	Understanding the concepts and theories in management and business																								
		4b.	Applying the concepts and theories in management and business																								
		4c.	Comparing the concepts and theories in management and business to the actual phenomena																								
ILO5	Students are able to interpret business problems through research according to the field of concentration in management science	5a.	Operating research instruments in marketing, finance, operations, and human resource management	v	V	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v		
		5b.	Integrating instruments to research problems in marketing management, financial management, operations management, and human resource management	v	V	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
		5c.	Designing research framework according to problems in marketing management, financial management, operations management, and human resource management	v	V	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	
ILO6	Students are able to make strategic decisions in the field of management and business based on relevant information and data.	6a.	Identifying information and data with problems																								
		6b.	Analysing relevant information and data																								



ELO code	ELO/ ILO	Code	Performance Indicator	Minimum Study Materials (BK) according to APSMBI Standard Compulsory Courses																				
				4 5	4 6	4 7	4 8	4 9	5 0	5 1	5 2	5 3	5 4	5 5	5 6	5 7	5 8	5 9	6 0	6 1	6 2	6 3	6 4	6 5
		6c.	Formulating alternative problem-solving strategies	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v
		6d.	Determining best strategy in problem-solving	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v	v
Knowledge ILO																								
ILO7	Students are able to analyze concepts, theories, and practices in the field of management and business to support professionalism as a manager, entrepreneur, novice researcher, and environmentally friendly tutor/mentor/trainer/facilitator	7a.	Describing management and business principles relevant to functional management																					
		7b.	Interpreting management and business principles relevant to functional management																					
		7c.	Linking relevant management and business principles to functional management																					
		7d.	Analysing functional management principles that are relevant to global economic and business issues with an environmental perspective																					



7 Formation of Courses and Determination of Credits

PSM FEB UNEJ is study programme that already has a curriculum that has been applied, so that in the preparation of courses it is not from scratch, but can use some of the previous curriculum that is still relevant. Curriculum changes from competency-based to KKNI and SN-Dikti-oriented is implemented by reviewing existing competencies. Some courses can be maintained by reviewing and revising the competency of the courses. Corresponding ILO can be assigned to a course to replace incompatible competencies and then developed into Course Learning Outcomes (CPMK).

No.	ILO	Subject	Study Material
1	MK: 01
2		Introduction to Management	
n
n+1	MK n+1

In the matrix above, it is shown that for a course (example: Introduction to Management), the Head of the Study Programme (KPS) of PSM together with the study programme lecturer forum, assigns tasks/burdens of several ILO items (1, 3 and 6) and determines BK1, 2, and 45 as the teaching material. In the same way, KPS, together with the study programme lecturer forum, assigns tasks/weights of several ILO items and determines study materials for other courses that can still be maintained.

According to the results of curriculum reconstruction in 2021, Table 9 and Table 10 show the ILO matrix and courses that is implemented before cohort 2021/2022 and after cohort 2021/2022

Table 10. ILO Matrix and Courses (implemented before cohort 2021/2022)

NO.	CODE	SUBJECT	credits	SEMESTER	ILO							
					1	2	3	4	5	6	7	
1	EKM1101	Economic Mathematics I	2	I			W	W				
2	EKU1101	Macroeconomics	3	I			W	W				
3	EKU1103	Introduction to Business	3	I			W	W				
4	EKU1104	Principles of Accounting I	3	I			W	W				
5	EKU1102	Microeconomics	3	I			W	W				
6	MPK9006	Civic Education	2	I	S							
7	MPK9007	Business English I	2	I	S							



NO.	CODE	SUBJECT	credits	SEMESTER	ILO							
					1	2	3	4	5	6	7	
8	EKM1153	Business English I	2	I			M	W				
Total			20									
9	EKM1202	Economic Mathematics II	2	II			W	W				
10	EKM1203	Introduction to Management	3	II		W	M	M				
11	MPK9001	Islamic Education	2	II	S							
	MPK9002	Christian Education		II	S							
	MPK9003	Catholic Education		II	S							
	MPK9004	Hinduism Education		II	S							
	MPK9005	Buddhist Education		II	S							
12	EKM1205	Business Statistics I	2	II		W	M		W	W		
13	UNU9001	Pancasila	2	II	S							
14	EKU1205	Principles of Accounting II	2	II			W	W				
15	EKU1008	Business Law	3	II				W			W	
16	EKM1220	Risk Management	3	II			W	W			M	
Total			19									
16	EKM1306	Business Statistics II	2	III		W	M		W	W		
17	EKM1318	Cost Accounting I	3	III			M	W			M	
18	EKM1310	Financial Management	3	III		W	M	M	W	W	W	
19	EKM1312	Human Resources Management	3	III		W	M	M	W	W	W	
20	EKM1384	Corporate Budgeting	3	III			M	W			W	
21	EKU1009	Marketing Management	3	III		W	M	M	W	W	W	
22	EKM1313	Cooperative Management	3	III			M			W		
23	EKU1017	Operations Management	3	III		W	M	M	W	W	W	
Total			23									
24	EKM1409	Cost Accounting II	2	IV			M	W			M	
25	EKM1411	Advanced Financial Management	3	IV		W	M	M	W	W	W	
26	EKM1413	Advanced Human Resources Management	3	IV		W	M	M	W	W	W	
27	EKM1418	Advanced Marketing Management	3	IV		W	M	M	W	W	W	
28	EKM1419	Introduction to Computer	3	IV		W	M		W	W		
29	EKM1421	Advanced Operations Management	3	IV		W	M	M	W	W	W	
30	EKM1454	Business English II	2	IV			M	W				
31	EKM1415	Business Feasibility Study	3	IV		W	M	M	M	M	M	
32	EKU1401	Job Training	1	IV			S	M		M		
Total			23									
33	EKM1583	Quantitative Methods for Business	3	V			M	M		M		
34	EKM1526	Econometrics	3	V		M	M		W	W		
35	EKM1523	Research Methodology	3	V		M	M	M	W	W		
36	EKM1524	Organisational Behaviour	3	V			M	W			W	



NO.	CODE	SUBJECT	credits	SEMESTER	ILO						
					1	2	3	4	5	6	7
37	EKM1525	Taxation	3	V			M			M	
38	EKM1514	Management Information System	3	V			S	M		M	
39	EKM1544	Managerial Economics	3	V			S	M		M	
40	EKU1013	Entrepreneurship	3	V		W	M	M	W	M	M
Total			24								
43	EKM1616	Management Accounting	3	VI			M	M	M	M	M
44	EKU1012	Indonesian Economics	3	VI				W			W
45	EKU1024	Islamic Economics		VI				W			W
46	EKM1642	Business Forecasting	3	VI		W	M	M	W	W	M
Concentration: Financial Management											
47	EKM1627	Stock Exchange and Financial Institution	3	VI		W	M	M	M	W	M
48	EKM1628	International Financial Management	3	VI		W	M	M	M	W	M
49	EKM1629	Investment Management	3	VI		W	M	M	M	W	M
50	EKM1630	Banking Management	3	VI		W	M	M	M	W	M
Concentration: Marketing Management											
51	EKM1631	International Marketing Management	3	VI		W	M	M	M	W	M
52	EKM1632	Consumer Behaviour	3	VI		W	M	M	M	W	M
53	EKM1633	Selling Management	3	VI		W	M	M	M	W	M
54	EKM1634	Services Marketing Management	3	VI		W	M	M	M	W	M
Concentration: Operations Management											
55	EKM1635	Quality Control	3	VI		W	M	M	M	W	M
56	EKM1636	Project Management	3	VI		W	M	M	M	W	M
57	EKM1637	Inventory Management	3	VI		W	M	M	M	W	M
58	EKM1638	Theory of Decision Making	3	VI		W	M	M	M	W	M
Concentration: Human Resource Management											
59	EKM1639	Human Resource Planning	3	VI		W	M	M	M	W	M
60	EKM1640	Strategic Human Resource Management	3	VI		W	M	M	M	W	M
61	EKM1641	Leadership	3	VI		W	M	M	M	W	M
62	EKU1016	Business Communication	3	VI		W	M	M	M	W	M
Total			21								
63	EKM1745	Strategic Management	3	VII		M	M	W	W	W	
Concentration: Financial Management											
64	EKM1746	Financial Management Seminar	3	VII		M		S	S	S	M
Concentration: Marketing Management											
65	EKM1747	Marketing Management Seminar	3	VII		M		S	S	S	M
Concentration: Operations Management											
66	EKM1748	Operations Management Seminar	3	VII		M		S	S	S	M



NO.	CODE	SUBJECT	credits	SEMESTER	ILO							
					1	2	3	4	5	6	7	
Concentration: Human Resource Management												
67	EKM1749	Human Resources Management Seminar	3	VII		M		S	S	S		M
Total			6									
63	EKM1854	Community Service Programme	3	VIII	M		M					
64	EKM1853	Thesis	6	VIII		S	M	S	S	S	S	
Total			9									
Total			145									

Contribution: W = Weak; M = Medium; S = Strong

Table 11. ILO Matrix and Courses (implemented from cohort 2021/2022)

NO.	CODE	SUBJECT	credits	SEMESTER	ILO							
					1	2	3	4	5	6	7	
1	EKM1101	Business Math	3	I			W	W				
2	EKU1101	Introduction to Economics	3	I			W	W				
3	EKU1103	Introduction to Business	3	I			W	W				
4	EKU1104	Business Accounting	3	I			W	W				
5	EKM1203	Introduction to Management	3	I		W	M	M				
6	MPK9006	Civic education	2	I	S							
7	MPK9007	Indonesian	2	I	S							
Total			19									
8	EKM1153	Business English	3	II			M	W				
9	MPK9001	Islamic education	2	II	S							
	MPK9002	Christian education		II	S							
	MPK9003	Catholic Education		II	S							
	MPK9004	Hinduism Education		II	S							
	MPK9005	Buddhist Education		II	S							
10	EKM1205	Business Statistics	3	II		W	M		W	W		
11	UNU9001	Pancasila	2	II	S							
12	EKM1310	Financial management	3	II		W	M	M	W	W	W	
13	EKM1312	HR Management	3	II		W	M	M	W	W	W	
14	EKU1009	Marketing Management	3	II		W	M	M	W	W	W	
15	EKU1017	Operation management	3	II		W	M	M	W	W	W	
Total			22									
16	EKM1411	Advanced Financial Management	3	III		W	M	M	W	W	W	
17	EKM1413	Advanced HR Management	3	III		W	M	M	W	W	W	
18	EKM1418	Advanced Marketing Management	3	III		W	M	M	W	W	W	
19	EKM1421	Advanced Operation Management	3	III		W	M	M	W	W	W	
20	EKM1419	Introduction to Computer	3	III		W	M		W	W		



NO.	CODE	SUBJECT	credits	SEMESTER	ILO							
					1	2	3	4	5	6	7	
21	EKM1384	Corporate Budgeting	3	III			M	W				W
22	EKM1524	Organisational behaviour	3	III			M	W				W
23	EKU1013	Entrepreneurship	3	III		W	M	M	W	M	M	
Total			24									
24	EKM1523	Research methodology	3	IV		M	M	M	W	W		
25	EKM1526	Econometrics	3	IV		M	M		W	W		
26	EKM1745	Strategy Management	3	IV		M	M	W	W	W		
Finance Concentration												
27	EKM1627	Financial Markets and Institutions	3	IV		W	M	M	M	W	M	
28	EKM1628	International Financial Management	3	IV		W	M	M	M	W	M	
29	EKM1629	Investment Management	3	IV		W	M	M	M	W	M	
30	EKM1630	Banking management	3	IV		W	M	M	M	W	M	
Marketing Concentration												
31	EKM1631	International Marketing Management	3	IV		W	M	M	M	W	M	
32	EKM1632	Consumer behaviour	3	IV		W	M	M	M	W	M	
33	EKM1633	Marketing Communication	3	IV		W	M	M	M	W	M	
34	EKM1634	Service Marketing Management	3	IV		W	M	M	M	W	M	
Operation Concentration												
35	EKM1635	Quality Management	3	IV		W	M	M	M	W	M	
36		Operation Strategy	3	IV		W	M	M	M	W	M	
37	EKM1636	Project management	3	IV		W	M	M	M	W	M	
38	EKM1637	Inventory Management	3	IV		W	M	M	M	W	M	
HR Concentration												
39	EKM1639	HR Planning	3	IV		W	M	M	M	W	M	
40	EKM1640	HR Strategy Management	3	IV		W	M	M	M	W	M	
41	EKM1641	Leadership and Innovation	3	IV		W	M	M	M	W	M	
42	EKU1016	Organisational Communication	3	IV		W	M	M	M	W	M	
Total			21									
43	EKM1638	Decision Making Theory	3	V			M				M	
44	EKM1583	Quantitative Methods for Business	3	V			M	M			M	
45	EKM1525	Taxation	3	V			M				M	
46	EKM1514	Management information System	3	V			S	M			M	
47	EKM1544	Managerial Economics	3	V			S	M			M	
48	EKM1313	Cooperation management	3	V			M				W	
49	EKU1401	Job training	2	V			S	M			M	
50		Event Management	3	V			M	M	W	W	M	
Total			23									
51	EKM1616	Management Accounting	3	VI			M	M	M	M	M	



NO.	CODE	SUBJECT	credits	SEMESTER	ILO						
					1	2	3	4	5	6	7
52	EKU1024	Agribusiness Financial Management	3	VI			M	M	M	M	M
		Agribusiness Retail Marketing		VI			M	M	M	M	M
		Agribusiness Supply Chain Management		VI			M	M	M	M	M
		Organisational Change and Development		VI			M	M	M	M	M
		Sharia Economics		VI				W			W
53	EKM1642	Business Projection Techniques	3	VI		W	M	M	W	W	M
54	EKM1220	Risk Management	3	VI			W	W			M
55	EKM1318	Cost accounting	3	VI			M	W			M
56	EKU1008	Business Law	3	VI				W			W
57	EKM1415	Business Feasibility Study	3	VI		W	M	M	M	M	M
Finance Concentration											
58	EKM1746	Financial management seminar	3	VI		M		S	S	S	M
Marketing Concentration											
59	EKM1747	Marketing Management Seminar		VI		M		S	S	S	M
Operation Concentration											
60	EKM1748	Operations Management Seminar		VI		M		S	S	S	M
HR Concentration											
61	EKM1749	HR Seminar	VI		M		S	S	S	M	
Total			24								
62		Import Export Management	3	VII			M	M	W	W	M
63	EKM1854	Community Service Programme	3	VII/VIII	M		M				
64	EKM1853	Thesis	6	VII/VIII				S	S	S	S
Total			12								
Total			145								

Contribution: W = Weak; M = Medium; S = Strong

8 Organization of study programme courses

Characteristics of the Management Study Programme Curriculum

The curriculum of the Management Study Programme, Faculty of Economics and Business and Business, University of Jember is guided by the nationally applicable curriculum, consisting of a core curriculum and an institutional curriculum. The core curriculum is a group of study materials and lessons that must be included in a study



programme formulated in a nationally applicable curriculum and as a minimum requirement that students must achieve in completing the study programme. The institutional curriculum is a number of study materials and lessons that are part of the higher education curriculum, consisting of additional knowledge groups in the core curriculum which are prepared by taking into account environmental conditions and needs as well as the characteristics of the University of Jember.

1. The Core Curriculum consists of:
 - a. Group of Personality Development Courses (**MPK**) is a group of study and lesson materials aimed at developing Indonesian people who believe in God Almighty and have noble character, have strong and independent personalities and have a sense of social and national responsibility;
 - b. Group of Scientific and Skills Courses (**MKK**) is a group of study materials and lessons aimed primarily at providing a basis for mastering certain knowledge and skills;
 - c. Group of Work Skills Courses (**MKB**) is a group of study materials and lessons that aim to produce experts with work based on the basic knowledge and skills mastered;
 - d. Group of Work Behaviour Courses (**MPB**) is a group of study materials and lessons that aim to shape the attitudes and behaviours that a person needs to work according to the level of expertise based on the basic knowledge and skills mastered;
 - e. Group of Community Life Courses (**MBB**) is a group of study materials and lessons that a person needs to be able to understand the rules of living in a society in accordance with the choice of expertise in work.
2. The institutional curriculum consists of all or part of a group of core curriculum courses, with emphasis on the following:
 - a. the MPK group that is relevant to the purpose of enriching insight, deepening the intensity of understanding and experiencing the core MPK;
 - b. relevant MKK groups to strengthen mastery and broaden knowledge of scientific competencies on the basis of competitive and comparative advantage in the administration of the study programme concerned;
 - c. relevant MKB groups to strengthen mastery and broaden knowledge of competency skills in working in the community in accordance with competitive and comparative advantages in the implementation of the study programme concerned;
 - d. relevant MPB groups to strengthen mastery and broaden insight into work behaviour in accordance with the provisions applicable in society for each study programme;
 - f. the relevant MBB groups to seek understanding and mastery of the applicable provisions in living in society, both nationally and globally that limit a person's work in accordance with his/her expertise competence.



Adjustments for the grouping of Management Study Programme courses are tabulated as follows:

Code	Study Material Group	Study Material	Course Group
MPK	Personality Development Course (MPK)	National General Compulsory Courses according to Law Number 12 of 2012 Article 35 Paragraph 3: Religion, Pancasila, Citizenship Education, and Indonesian Language	University-level courses with the code UNU and MPK
MKK	Science and Skills Course (MKK)	Compulsory courses for all study programmes	Faculty-level courses with codes EKU and EKM
MKB	Work Skills Course (MKB)	Compulsory courses for management study programmes	Study programme-level courses EKM
MPB	Work Behaviour Course (MPB)	Compulsory courses for management study programmes	Study programme-level courses EKM
MBB	Community Life Course (MBB)	Compulsory courses for all study programmes	Faculty-level courses with codes EKM

Thus, there are generally three groupings of subjects in the Management Study Programme, namely:

1. University-level courses with MPK and UNU codes (compulsory)
2. Faculty-level courses with code EKU (compulsory)
3. Study Programme courses with EKM and EKU codes (compulsory & elective)

The Management Study Programme Curriculum structure and its credits are tabulated below.

Course Clusters	Credits (SKS)	ECTS	Code
University-level courses	6	9.06	MPK
	2	3.02	UNU
Faculty-level courses	21	31.73	EKU
Compulsory courses*	98	148.09	EKM and EKU



Course Clusters	Credits (SKS)	ECTS	Code
Elective courses are distributed across four concentrations. Students are allowed to choose one concentration only with respective 15 credits of specific courses and 3 credits of general courses out of 6 credits.	18	27.19	EKM and EKU
Total	145	219.11	
Conversion for MBKM**	52	78.58	EKM and EKU

*52 credits of courses from these two groups can be made equivalent to 52 credits in MBKM program

**Students can convert up to 20 credits for each MBKM program

9 List of course distributions

Distribution of courses per semester (implemented before cohort 2021/2022)

SEMESTER I

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1.	EKM1101	Mathematics Economics I	2	MKK	
2.	EKU1101	Macroeconomics	3	MKK	
3.	EKU1103	Business Introduction	3	MKK	
4.	EKU1104	Principles of Accounting I	3	MKK	
5.	EKU1102	Microeconomics	3	MKK	
6.	MPK9006	Civic education	2	MPK	
7.	MPK9007	Indonesian	2	MPK	
8.	EKM1153	Business English I	2	MPK	
AMOUNT			20		

SEMESTER II

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1.	EKM1202	Mathematics Economics II	2	MKK	Mathematics Economics I
2.	EKM1203	Introduction to Management	3	MKK	Business Introduction



3.	MPK9001	Islamic education	2	MPK MPK	
	MPK9002	Christian education			
	MPK9003	Catholic Education			
	MPK9004	Hinduism Education			
	MPK9005	Buddhist Education			
4.	EKM1205	Business Statistics I	2	MKK	Mathematics Economics I
5.	UNU9001	Pancasila	2	MPK	
6.	EKU1205	Principles of Accounting II	2	MKK	Principles of Accounting I
7.	EKU1008	Business Law	3	MKK	
8.	EKM1220	Risk Management	3	MKB	Business Introduction
AMOUNT			19		

SEMESTER III

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1.	EKM1306	Business Statistics II	2	MKK	Business Statistics I
2.	EKM1318	Cost Accounting I	3	MKB	Principles of Accounting II
3.	EKM1310	Financial management	3	MKB	Introduction to Management
4.	EKM1312	HR Management	3	MKB	Introduction to Management
5.	EKM1384	Corporate Budgeting	3	MKB	Principles of Accounting I
6.	EKU1009	Marketing Management	3	MKB	Introduction to Management
7.	EKM1313	Cooperation management	3	MKB	
8.	EKU1017	Operation management	3	MKB	Introduction to Management
AMOUNT			23		

SEMESTER IV

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1.	EKM1409	Cost Accounting II	2	MKB	Cost Accounting I
2.	EKM1411	Advanced Finance Management	3	MPB	Financial management
3.	EKM1413	Advanced HRM	3	MPB	HR Management
5.	EKM1418	Advanced Marketing Management	3	MPB	Marketing Management
6.	EKM1419	Introduction to	3	MKK	(MBKM)



		Computer			
7.	EKM1421	Advanced Operation Management	3	MPB	Operation management
8.	EKM1454	English II	2	MPK	English I
9	EKM1415	Business Feasibility Study	3	MKB	Financial Management, Marketing management, HRM, Operation Management (MBKM)
10.	EKU1401	Job training	1	MKK	*** (MBKM)
AMOUNT			23		

SEMESTER V

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1.	EKM1583	Quantitative Methods for Business	3	MKK	Mathematics II (MBKM)
2.	EKM1526	Econometrics	3	MKK	Business Statistics II
3.	EKM1523	Research methodology	3	MKK	Business Statistics II
3.	EKM1524	Organisational behaviour	3	MKB	MBKM
5.	EKM1525	Taxation	3	MKB	Principle Accounting I (MBKM)
6.	EKM1514	Management information System	3	MKK	Intro. to Computer (MBKM)
7.	EKM1544	Managerial Economics	3	MKB	Microeconomics, Business Statistics II, (MBKM)
8.	EKU1013	Entrepreneurship	3	MKB	Introduction to Business (MBKM)
AMOUNT			24		

SEMESTER VI

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1.	EKM1616	Management Accounting	3	MKB	Cost Accounting II (MBKM)
2.	EKU1012	Indonesian economy	3	MKB	choose one (MBKM)
	EKU1024	Sharia Economics			
3.	EKM1642	Business Projection Techniques	3	MKB	Statistics II, Introduction to Computer (MBKM)

A. Concentration : Financial Management



4.	EKM1627	Financial Markets and Institutions	3	MPB	Advanced Financial Management (MBKM)
5.	EKM1628	International Finance Management	3	MPB	
6.	EKM1629	Investment Management	3	MPB	
7.	EKM1630	Banking management	3	MPB	
AMOUNT			21		

B. Concentration : Marketing Management

4.	EKM1631	International Marketing Management	3	MPB	Advanced Marketing Management (MBKM)
5.	EKM1632	Consumer behaviour	3	MPB	
6.	EKM1633	Sales Management	3	MPB	
7.	EKM1634	Service Marketing Management	3	MPB	
AMOUNT			21		

C. Concentration : Operations Management

4.	EKM1635	Quality Control	3	MPB	Advanced Operation management (MBKM)
5.	EKM1636	Project Management	3	MPB	
6.	EKM1637	Inventory Management	3	MPB	
7.	EKM1638	Decision Making Theory	3	MPB	
AMOUNT			21		

D. Concentration : Human Resource Management

4.	EKM1639	HR Planning	3	MPB	Advanced HR Management (MBKM)
5.	EKM1640	HR Strategy Management	3	MPB	
6.	EKM1641	Leadership	3	MPB	
7.	EKU1016	Business Communication	3	MPB	
AMOUNT			21		

SEMESTER VII

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1.	EKM1745	Strategy Management	3	MKB	Advanced Finance Management., Advanced Marketing Management, Advanced HRM, Advanced Operation Management. (MBKM)

A. Concentration : Financial Management



3.	EKM1746	Financial Management Seminar	3	MPB	Research Methods & Advanced Financial Management
AMOUNT			6		

B. Concentration : Marketing Management

3.	EKM1747	Marketing Management Seminar	3	MPB	Research Methods & Advanced Marketing Management.
AMOUNT			6		

C. Concentration : Operations Management

3	EKM1748	Operation Management Seminar	3	MPB	Research Methods & Advanced Operation Management.
AMOUNT			6		

D. Concentration : Human Resource Management

7.	EKM1749	Human Resource Management Seminar	3	MPB	Research Methods & Advanced HRM
AMOUNT			6		

SEMESTER VIII

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1.	EKM1854	Community Service Programme	3	MBB	*) (MBKM)
2.	EKM1853	Thesis	6	MBB	**)
AMOUNT			9		
TOTAL NUMBER			145		

Distribution of courses per semester (implemented from cohort 2021/2022)

SEMESTER I

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1	EKM1101	Business Math	3	MKK	
2	EKU1101	Introduction to Economics	3	MKK	
3	EKU1103	Business Introduction	3	MKK	
4	EKU1104	Business Accounting	3	MKK	
5	EKM1203	Introduction to Management	3		



6	MPK9006	Civic education	2	MPK	
7	MPK9007	Indonesian	2	MPK	
		AMOUNT	19		

SEMESTER II

NO	CODE	SUBJECT	credits	STATU S	PREQUISITE
1	EKM1153	Business English	3	MPK	
2	MPK9001	Islamic education	2	MPK	
	MPK9002	Christian education		MPK	
	MPK9003	Catholic Education		MPK	
	MPK9004	Hinduism Education		MPK	
	MPK9005	Buddhist Education		MPK	
3	EKM1205	Business Statistics	3	MKK	
4	UNU9001	Pancasila	2	MPK	
5	EKM1310	Financial management	3	MKB	Introduction to Management
6	EKM1312	HR Management	3	MKB	Introduction to Management
7	EKU1009	Marketing Management	3	MKB	Introduction to Management
8	EKU1017	Operation management	3	MKB	Introduction to Management
		AMOUNT	22		

SEMESTER III

NO	CODE	SUBJECT	credit s	STATU S	PREREQUISITE
1	EKM1411	Advanced Finance Management	3	MPB	Financial management*
2	EKM1413	Advanced HRM	3	MPB	HR Management*
3	EKM1418	Advanced Marketing Management	3	MPB	Marketing Management*
4	EKM1421	Advanced Operation Management	3	MPB	Operation management*
5	EKM1419	Introduction to Computer	3	MKK	
6	EKM1384	Corporate Budgeting	3	MKB	Business Accounting*
7	EKM1524	Organisational behaviour	3	MKB	MBKM
8	EKU1013	Entrepreneurship	3	MKB	
		AMOUNT	24		



SEMESTER IV

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
1	EKM1523	Research Methodology	3	MKK	Business Statistics*
2	EKM1526	Econometrics	3	MKK	Business Statistics*
3	EKM1745	Strategy Management	3	MKB	Advanced Finance Management, Advanced Marketing Management, Advanced HRM, Advanced Operation Management. (MBKM)
AMOUNT			9		

Concentration : Financial Management

4.	EKM1627	Financial Markets and Institutions	3	MPB	Advanced Financial Management
	EKM1628	International Finance Management	3	MPB	
	EKM1629	Investment Management	3	MPB	
	EKM1630	Banking management	3	MPB	
AMOUNT			12		

Concentration : Marketing Management

4.	EKM1631	International Marketing Management	3	MPB	Advanced Marketing Management
	EKM1632	Consumer behaviour	3	MPB	
	EKM1633	Marketing Communication	3	MPB	
	EKM1634	Service Marketing Management	3	MPB	
AMOUNT			12		

Concentration : Operations Management

4.	EKM1635	Quality Management	3	MPB	Operation management
		Operation Strategy	3	MPB	
	EKM1636	Project management	3	MPB	
	EKM1637	Inventory Management	3	MPB	



AMOUNT	12		
---------------	-----------	--	--

Concentration : Human Resource Management

NO	CODE	SUBJECT	credits	STATUS	PREREQUISITE
4.	EKM1639	HR Planning	3	MPB	Advanced HR Management
	EKM1640	HR Strategy Management	3	MPB	
	EKM1641	Leadership and Innovation	3	MPB	
	EKU1016	Organisational Communication	3	MPB	
AMOUNT			12		

SEMESTER V

NO	CODE	SUBJECT	credits	STATUS	DESCRIPTION
1	EKM1638	Decision Making Theory	3	MPB	
2	EKM1583	Business Quantitative Method	3	MKK	Business Mathematics*
3	EKM1525	Taxation	3	MKB	Business Accounting (MBKM)
4	EKM1514	Management information System	3	MKK	Intro. to Computer (MBKM)
5	EKM1544	Managerial Economics	3	MKB	Introduction to Economics, Business Statistics, (MBKM)
6	EKM1313	Cooperation management	3	MKB	MBKM
7	EKU1401	Job Training	2	MKK	***)
8		Event Management	3		
AMOUNT			23		

SEMESTER VI

NO	CODE	SUBJECT	credits	STATUS	DESCRIPTION
1	EKM1616	Management Accounting	3	MKB	Business Accounting (MBKM)
2		Agribusiness Financial Management	3		Choose 1 out of 5
		Agribusiness Retail Marketing			
		Agribusiness Supply Chain Management			



		Organisational Change and Development			
	EKU1024	Sharia Economics			
3	EKM1642	Business Projection Techniques	3	MKB	Business Statistics, Intro. to Computer (MBKM)
4	EKM1220	Risk Management	3	MKB	MBKM
5	EKM1318	Cost accounting	3	MKB	
6	EKU1008	Business Law	3	MKB	MBKM
7	EKM1415	Business Feasibility Study	3	MKB	Financial Management, Marketing Management, HRM, Operation Management. (MBKM)
8	EKM1746	Financial Management Seminar (Financial Concentration)	3	MPB	Research Methods & Advanced Financial Management.
	EKM1747	Marketing Management Seminar (Marketing Concentration)		MPB	Research Methods & Advanced Marketing Management.
	EKM1748	Operations Management Seminar (Operations Concentration)		MPB	Research Methods & Advanced Operation Management
	EKM1749	HRM Seminar (HR Concentration)		MPB	Advanced Research Methods & HRM
TOTAL CREDITS for Semester VI			24		

SEMESTER VII

NO	CODE	SUBJECT	credits	STATUS	DESCRIPTION
1		Import Export Management	3		MBKM
2	EKM1854	Community Service Programme	3	MBB	*) (MBKM)
3	EKM1853	Thesis	6	MBB	**)
AMOUNT			12		
TOTAL NUMBER			145		

SEMESTER VIII



NO	CODE	SUBJECT	credits	STATUS	DESCRIPTION
1.	EKM1854	Community Service Programme	3	MBB	*) (MBKM)
2.	EKM1853	Thesis	6	MBB	**)
TOTAL NUMBER			145		

Distribution of courses per subject group

Group of Personality Development Courses (University)

NO	CODE	SUBJECT	credits		
			T	P	J
1	MPK9001	Islamic education	2	-	2
	MPK9002	Christian Education	2	-	2
	MPK9003	Catholic Education	2	-	2
	MPK9004	Hinduism Education	2	-	2
	MPK9005	Buddhist Education	2	-	2
2	MPK9006	Civic education	2	-	2
3	MPK9007	Indonesian	2	-	2
4	UNU9001	Pancasila Education	2	-	2

Group of Science and Skills Courses (Faculty)

NO	CODE	SUBJECT	credits		
			T	P	J
1	EKU1101	Introduction to Economics	3	-	3
2	EKM1153	Business English	2	1	3
3	EKU1103	Business Introduction	3	-	3
4	EKU1104	Business Accounting	2	1	3
5	EKU1008	Business Law	3	-	3
6	EKU1013	Entrepreneurship	1	2	3
7	EKU1401	Job training	-	2	2

Group of Craft Skills Courses

NO	CODE	SUBJECT	credits		
			T	P	J
1.	EKM1101	Business Math	2	1	3
2.	EKM1203	Introduction to Management	2	1	3
3.	EKM1205	Business Statistics	2	1	3
4.	EKM1583	Quantitative Management for Business	2	1	3



Group of Work Skills Courses

NO	CODE	SUBJECT	credits		
			T	P	J
5.	EKM1419	Introduction to Computer	1	2	3
6.	EKM1526	Econometrics	2	1	3
7.	EKM1523	Research methodology	2	1	3
8.	EKM1318	Cost accounting	2	1	3
9.	EKM1514	Management information System	2	1	3
10.	EKM1310	Financial management	2	1	3
11.	EKM1312	HR Management	2	1	3
12.	EKM1384	Corporate Budgeting	2	1	3
13.	EKM1616	Management Accounting	2	1	3
14.	EKM1420	Risk management	3	-	3
15.	EKM1524	Organisational behaviour	3	-	3
16.	EKM1525	Taxation	2	1	3
17.	EKM1642	Business Projection Techniques	2	1	3
18.	EKM1544	Managerial Economics	2	1	3
19.	EKM1745	Strategic Management	2	1	3
20.	EKM1313	Cooperation management	2	1	3
21.	EKU1009	Marketing Management	2	1	3
22.	EKU1017	Operation management	2	1	3
23.	EKM1415	Business Feasibility Study	2	1	3

Group of Work Behaviour Courses

NO	CODE	SUBJECT	credits		
			T	P	J
1.	EKM1411	Advanced Financial Management	2	1	3
2.	EKM1413	Advanced HR Management	2	1	3
3.	EKM1418	Advanced Marketing Management	2	1	3
4.	EKM1421	Advanced Operations Management	2	1	3
5.	EKM1627	Financial Markets and Institutions	3	-	12
6.	EKM1628	International Financial Management	3	-	
7.	EKM1629	Investment Management	3	-	
8.	EKM1630	Banking management	3	-	
9.	EKM1631	International Marketing Management	3	-	
10.	EKM1632	Consumer behaviour	3	-	
11.		Marketing Communication	3	-	



Group of Work Behaviour Courses

NO	CODE	SUBJECT	credits		
			T	P	J
12.	EKM1634	Service Marketing Management	3	-	
13.	EKM1635	Quality Management	3	-	
14.	EKM1636	Project management	3	-	
15.	EKM1637	Inventory Management	3	-	
16.		Operation Strategy	3	-	
17.	EKM1639	HR Planning	3	-	
18.	EKM1640	HR Strategy Management	3	-	
19.	EKM1641	Leadership and Innovation	3	-	
20.	EKU1016	Organisational Communication	3	-	
21.		Agribusiness Financial Management	3	-	
		Agribusiness Retail Marketing	3	-	
		Agribusiness Supply Chain Management	3	-	
		Organisational Change and Development	3	-	
		Sharia Economics	3	-	
22.	EKM1746	Financial Management Seminar	2	1	3
23.	EKM1747	Marketing Management Seminar	2	1	
24.	EKM1748	Operations Management Seminar	2	1	
25.	EKM1749	HR Seminar	2	1	
26.	EKM1638	Decision Making Theory	3	-	3
27.		Event Management	3	-	3
28.		Import Export Management	3	-	3

Group of Community Life Courses

NO	CODE	SUBJECT	credits		
			T	P	J
1.	EKM1850	Community Service Programme	-	3	3
2.	EKM1853	Thesis	-	6	6

Workload based on courses group:

1. Personality Development Courses (MPK)	=	8 SKS
2. Science and Skill Courses (MKK)	=	20 SKS
3. Work Skills Courses (MKB)	=	69 SKS
4. Work Behaviour Courses (MPB)	=	39 SKS
5. Community Life Courses (MBB)	=	9 SKS
Total	=	145 SKS



10 Implementation of MBKM in Study Programme Curriculum

Curriculum improvement carried out by PSM FEB UNEJ refers to outcome-based education (OBE), namely education that is centered on learning outcomes (outcomes) not just a requirement to complete material. Based on this, the process of redesigning the PSM FEB UNEJ curriculum began with a focus group discussion (FGD) which invited stakeholders from various backgrounds as partners and users of PSM FEB UNEJ graduates.

Some of these stakeholders are:

1. Untung Mulyono, SE., President Director of Mitra Tani 27;
2. Taufik Machrus, Senior Vice President Learning Consultant BSI University PT Bank Syariah Indonesia Tbk.
3. Dhebora Krisnowati S., S.Pd., M.Pd., Head of the Jember Regency Tourism Office;
4. Maulana Malik, co-founder of Rootpixel.

The FGD with various stakeholders discussed the latest management issues, such as digital marketing, as input for PSM FEB UNEJ in redesigning the curriculum and preparing graduates according to market demand.

In addition to holding FGDs with stakeholders as partners and users of PSM FEB UNEJ graduates, the input selection process for the redesign of the PSM FEB UNEJ curriculum was also carried out with alumni and the related academic community. The academic community involved in the selection process for the input redesign of the PSM FEB UNEJ curriculum are students and education staff of PSM FEB UNEJ, as well as the secretary II of LP3M UNEJ, namely Dr. Iis Nur Asiyah, SP, MP

After these processes were carried out, PSM FEB UNEJ continued the core process of curriculum redesign and course repositioning that was adapted to input from stakeholders and the Merdeka Learning Campus Merdeka (MBKM) programme. The redesign referred to in this process involves the incorporation of several courses into compulsory study programmes. Meanwhile, repositioning in this case concerns the distribution of compulsory subjects at these points to be placed in semesters 1, 2, 3, and 4. Thus, elective courses which are equivalent to the MBKM programme are then placed in semesters 5, 6, 7, and 8.



11 Curriculum Mapping

The curriculum redesign process that has been described previously resulted in a curriculum mapping containing the flow of PSM FEB UNEJ courses as shown below:

ALUR MATA KULIAH PRODI S1 MANAJEMEN									
SMT I	SMT II	SMT III	SMT IV	SMT V	SMT VI	SMT VII	SMT VIII		
Matematika Bisnis (3)	Bahasa Inggris Bisnis (3)	Manaj. Keuangan Lanjutan (3)	Metodologi Penelitian (3)	Manajemen Strategi (3)	M K P I L I H A N / K E G I A T A N M E R D E K A B E L A J A R	Akuntansi Manajemen (3)	LAB. Agropreneuership (3) Social Agropreneuership (3) KKN (3) SKRIPSI dan Pendadaran (9)	M K P I L I H A N / K E G I A T A N M E R D E K A B E L A J A R	K K N / S K R I P S I / M K P I L I H A N / K E G I A T A N M B K M
Pengantar Ekonomi (3)	Agama (2)	M S D M Lanjutan (3)	Ekonometrika (3)	Perilaku Organisasi (3)		Perekonomian Indonesia/Ekonomi Syariah (3)			
Pengantar Bisnis (3)	Statistika Bisnis (3)	Manaj. Pemasaran Lanjutan (3)	Kuliah Kerja Lapangan (1)	Perpajakan (3)		Teknik Proyeksi Bisnis (3)			
Akutansi Bisnis (3)	Pendidikan Pancasila (2)	Manaj. Operasi Lanjutan (3)	Konsentrasi : Manajemen Keuangan (3)	Sistem Informasi Manajemen (3)		Manajemen Resiko (3)			
Pengantar Manajemen (3)	Manajemen Keuangan (3)	Dasar Keahlian Komputer (3)	Konsentrasi : Manajemen Pemasaran (3)	Ekonomi Manajerial (3)		Akuntansi Biaya (3)			
Pendidikan Kewarganegaraan (2)	Manajemen SDM (3)	Anggaran Perusahaan (3)	Konsentrasi : Manajemen Operasi (3)	Agropreneurship (3)		Hukum Bisnis (3)			
Bahasa Indonesia (2)	Manajemen Pemasaran (3)	Teori Pengambilan Keputusan (3)	Konsentrasi : Manajemen Sumber Daya Manusia (3)	Manajemen Koperasi (3)		Studi Kelayakan Bisnis (3)			
	Manajemen Operasi (3)	Metode Kuantitatif utk Bisnis (3)	Seminar Manajemen Keuangan/Pemasaran/Operasi/MSDM (3)						
19 SKS	22 SKS	24 (SKS)	22 SKS	21 SKS	21 SKS	15 SKS	9 SKS		

Figure 1. Mapping the PSM FEB UNEJ Kurikulum Curriculum



12 Learning Methods and Assessment Methods

In the learning process, lecturers who support courses at PSM FEB UNEJ apply the Student Centered Learning (SCL) method. SCL places students' roles as learning subjects. SCL allows students to learn more actively, independently, and to apply and understand learning materials according to each individual's abilities. The learning model used in the SCL is as follows:

No	Learning model	Explanation
1	<i>Problem Based Learning</i>	This learning model is characterized by the use of problems that exist in the real world to train students to think critically and skillfully solve problems, and gain knowledge about important concepts from what is learned.
2	<i>Research Based Learning</i>	Research-based learning is a learning model that is associated with activities such as analysing, synthesizing, and evaluating, and enabling students and lecturers to improve the assimilation and application of knowledge. Research-based learning is carried out under constructivism which includes four aspects: learning that builds understanding, learning through the development of prior knowledge, learning that involves the process of social interaction, and meaningful learning achieved through real-world experiences. Research is an important means to improve the quality of learning. Research components include background, procedures, implementation, research results and discussion, and publication of research results.
3	<i>Presentation</i>	The learning model adopted from the advanced organizer requires students to explain new information, strengthen, expand student thinking. Help students acquire, assimilate, retain new information, expand conceptual structures and habits of listening and thinking about information.
4	<i>Case Method</i>	<i>Case Methodis</i> a teaching method that is closely related to problem solving based on case studies. The application of the case method gives students the opportunity to draw conclusions and develop various alternative solutions.
5	<i>Project Based Learning</i>	Project-based learning is a student-centered learning model to carry out an in-depth investigation of a topic. Students constructively carry out deepening learning with a research-based approach to problems and questions that are weighty, real, and relevant.



No .	Learning model	Explanation
6	<i>Field Study</i>	Field study is a learning model with learning activities in the form of visits to places outside the classroom which are carried out as part of all academic activities, especially in order to achieve learning objectives.
7	<i>Blended Learning</i>	<i>Blended learning</i> is a learning method that combines e-learning and multimedia technologies, such as video streaming and virtual classes, with traditional forms of classroom training. Blended learning is more simply referred to as learning that combines online learning with face-to-face (face-to-face learning).



13 Assessment Sheet Format

a. End of Semester Grades (SISTER)



KEMENTERIAN PENDIDIKAN DAN KEBUDAYAAN RI
UNIVERSITAS JEMBER

DAFTAR NILAI AKHIR SEMESTER

Thn. Akademik :
Fak/ Proq.Studi :
Matakuliah :
Dosen :

No	NIM	Mahasiswa	Nilai					Nilai Akhir	Nilai Huruf	Kehadiran
			TUGAS	QUIZ	LAIN	MID	UAS			
1			0.20	0.10	0.10	0.30	0.30			
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										
18										
19										
20										

: 40

Catatan
Total Mahasiswa 0
- Nilai A 0
- Nilai AB 0
- Nilai B 0
- Nilai BC 0
- Nilai C 0
- Nilai CD 0
- Nilai D 0
- Nilai DE 0
- Nilai E 0

Jember,
Dosen Pembina Matakuliah



b. Format of Proposal Seminar Exam Scores according to the Minutes of Thesis Proposal Seminar Examination (SIMFEB)

MINUTES OF THE SCRIPTURE SEMINAR EXAM

On the day/date :
O'clock :
The place :
Thesis Proposal Seminar Examination has been carried out
Title :
Student name :
NM :
Study programme:
With result : 1. approved
2. approved with improvements
3. not approved or repeated

No	Name	Status	Score)			Score	Signature
			Substance (50%)	Writing (30%)	Attitude (20%)		
1							
2							
3							
4							
Average Score							

Knowing/Agreeing
Coordinator of S-1 Management Study Programme
Curriculum Document -59



c. Recapitulation of Final Exam Scores of the Thesis (SIMFEB)

THESIS FINAL EXAM SCORE RECAPITULATION

No. /UN25.1.4/KR/MGT/2022

No.							Final score	PROCEN	
1	Proposal Seminar Exam Score (weight 10%)								
2	Score from the Examiner Team (weight 35%)								
	Name	Position	Value Components and Value Weights				Score		Signature
			1	2	3	4			
			20%	40%	10%	30%			
		Chairman							
		Secretary							
		Member							
			Average score of the Examiner						
3	Score from the Advisory Team (weight 55%)								
	Name	Position	Value Components and Value Weights				Score		Signature
			1	2	3	4			
			20%	40%	10%	30%			
		DPU							
		DPA							
			The average value of the Advisory Team						
4	Final Score (in numbers)								
	Final Score (in letters)								

*1 = Mastery of thesis material, 2 = methodology and quality of research, 3 = quality of writing, 4 = enlightenment test

*1 = mentoring process, 2 = implementation of research activities, 3 = honesty and sincerity, 4 = independence and discipline



14 Assessment Rubric

POWER POINT ASSESSMENT RUBRIC

Course/Code :
 Task Title :
 Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Compatibility with material	Unsuitable(0-20%)	Conformity (>20-40%)	Conformity (>40-60%)	Conformity (>60-80%)	Conformity (>80-100%)	
2	Contents of the slide	The slides contain long descriptions and unclear information	The slide contains short points, information is not clear	The slides contain long descriptions, clear information,	The slide contains short points, clear information	The slides contain short points, clear and up to date information	
3	Illustration	Does not include images/illustrations	Include pictures/illustrations but they don't fit	Include appropriate images/illustrations	Include an appropriate and interesting picture/illustration	Include appropriate, interesting and informative pictures/illustrations	
4	Ease of reading	Unreadable text	Partially legible writing	The writing is clearly legible from the front row	The writing is clearly legible from the front row to the middle	The writing is clearly legible from the last row	
5	Slide Design	Not interesting and not according to the	Not interesting according to the	Interesting but not according to the	Interesting and in accordance with	Interesting, in accordance with	
		theme of the material	theme of the material	theme of the material	the theme of the	the theme of the	



					material	material, and unique		
							Score	
							Value = (score/ max score) x 100	



POSTER ASSESSMENT RUBBRIC/ MIND MAP

Course/Code :

Task Title :

Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Contents (title, author's identity, components and sub-components)	Not meet all criteria	Only one criterion fulfilled	Only two criteria fulfilled	Only 3 criteria criteria fulfilled	Meet all criteria	
2	Graphics and Writing (Paper size, font used, use of illustrations, and no typing errors)	Does not meet all criteria.	Meets 1 criteria	Meets 2 criteria	Meets 3 criteria	Meets all criteria	
3	Language	The language used is not easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, but standard	The language used is easy to understand, straightforward, But not standard	The language used is easy to understand, straightforward, and raw	



4	Collection Time	Late >3 day of time that determined	3 late day of time that determined	late 2 day of time that determined	1 late day of time which determined	according to time which determined		
							Score	
							Value = (score/ max score) x 100	



PRESENTATION ASSESSMENT RUBRIC (ORAL COMMUNICATION)

Course/Code :

Task Title :

Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Mastery of the material presented	Not Mastering the Material(0-20%)	Mastering Material(>20-40%)	Mastery of Materials (>40-60%)	Mastery of Materials (>60-80%)	Mastering the Material (>80-100%)	
2	Contents of the slide	Presentation material is presented in an uncoordinated and incomplete way	The presentation material is presented in a disorganized but complete manner	Presentation material is presented in a coherent but incomplete manner	Presentation material is presented in a coherent and complete manner	The presentation material is presented in a coherent, complete, and attractive manner	
3	Language use	The language used is not easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, but standard	The language used is easy to understand, straightforward, but not standard	The language used is easy to understand, straightforward, and standard	



4	Accuracy of intonation and clarity of articulation	Voice does not reach all participants, articulation/pronunciation is not clear, intonation is not right	Voice reaches all participants, articulation/pronunciation is not clear, intonation is not right	Voice reaches all participants, articulation/pronunciation is not clear, correct intonation	Voice reaches all participants, clear articulation/pronunciation, inappropriate intonation	Voice reaches all participants, clear articulation/pronunciation, precise intonation		
5	Ability to use presentation media	Unable to use media properly	Able to use media properly, but unskilled and inappropriate	Able to use media properly, appropriate but not skilled	Able to use media properly, skillfully, but not appropriate	Able to use media correctly, skillfully, in accordance		
6	Ability to defend and respond to questions or objections	Unable to respond to questions	Able to defend and respond to questions/rebuttals correctly, not fast, and not up-to-date	Able to defend and respond to questions/rebuttals correctly, quickly, but not up-to-date	Able to defend and respond to questions / objections correctly, not fast, but up-to-date	Able to defend and respond to questions/rebuttals correctly, quickly, and up-to-date		
							Score	
							Value = (score/ max score) x 100	



ASSESSMENT RUBRIC (WRITTEN COMMUNICATION)

Course/Code :
Task Title :
Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Introduction	Not Systematic, there is only 1 preliminary component.	Systematic, there are only 2 preliminary and incoherent components.	Systematic, background, problem formulation and purpose of writing are not coherent	Systematic, there are only 2 components of the introduction and coherence.	Systematic, background, problem formulation and coherent writing goals.	
2	Discussion	Incomplete, not deep, and not up-to-date	Complete, not deep, and not up-to-date	Complete, not deep, and up-to-date	Complete, in-depth, and not up-to-date	Complete, in-depth, and up-to-date	
3	Conclusion	Does not answer the problem statement	Answering the problem statement incorrectly	Answer the problem formulation correctly, not briefly, and not clearly	Answer the problem formulation correctly, briefly, and not clearly	Answer the problem formulation correctly, briefly, and clearly	



4	Bibliography	The number of citations and references does not match, References > last 10 years for books as much as > 20% and last 5 years for scientific articles as much as < 80%, do not use the appropriate format	The number of citations and references is appropriate, References > last 10 years for books > 20% and last 5 years for scientific articles as much as < 80%, not using the appropriate format	The number of citations and references is appropriate, References > last 10 years for books as much as > 20% and last 5 years for scientific articles as much as < 80%, using the appropriate format	The number of citations and references is appropriate, references last 10 years for books as much as 20 and last 5 years for scientific articles as much as 80%, do not use the appropriate format	The number of citations and references is appropriate, references last 10 years for books as much as 20 and last 5 years for scientific articles as much as 80%, using the appropriate format	
5	Collection Time	>3 days late from the specified time	3 days late from the specified time	2 days late from the specified time	1 day late from the specified time	In accordance with the specified time	
6	Systematic papers (complete paper: cover, foreword, table of contents, introduction (background, problem formulation and objectives) discussion, conclusion and bibliography.	There are >3 missing components.	There are 3 components missing.	Systematic. There are 2 components that do not exist.	Systematic. There is 1 component that does not exist.	Systematic. There are all components	



7	Language	The language used is not easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, but standard	The language used is easy to understand, straightforward, but not standard	The language used is easy to understand, straightforward, and standard		
8	Graphics and Writing (paper size, typeface used, use of illustrations, and no typing errors)	Does not meet all criteria	Meets 1 criteria	Meets 2 criteria	Meets 3 criteria	Meets all criteria		
							Score	
							Value = (score/ max score) x 100	



REPORT ASSESSMENT RUBRIC (WRITTEN COMMUNICATION)

Course/Code :
Task Title :
Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Introduction	Not Systematic, there is only 1 preliminary component.	Systematic, there are only 2 preliminary and incoherent components.	Systematic, background, problem formulation and purpose of writing are not coherent	Systematic, there are only 2 components of the introduction and coherence.	Systematic, background, problem formulation and coherent writing goals.	
2	Method	Method not suitable	The method is in accordance with the problem formulation, there is no reference, it is not equipped with a flow chart	The method is in accordance with the formulation of the problem, there are no references, equipped with a flow chart	The method is in accordance with the problem formulation, there is a reference, it is not equipped with a flow chart	The method is in accordance with the problem formulation, there is a reference, equipped with a flow chart	



3	Results and analysis of observational data (complete, precise, and informative)	Incomplete results and data analysis and inappropriate methods	The results and analysis of observational data are complete but the analytical method is not appropriate	The results and analysis of observational data are not complete, but the analysis method is correct	The results and analysis of observational data are complete (there are results and analysis), correct (the analytical method used is precise and accurate), but not informative (data visualization is correct)	Results and analysis of observational data are complete (there are results and analysis), precise (analysis methods used are precise and accurate), and informative (data visualization is correct)	
4	Discussion	Incomplete, not deep, and not up-to-date	Complete, not deep, and not up-to-date	Complete, not deep, and up-to-date	Complete, in-depth, and not up-to-date	Complete, in-depth, and up-to-date	
5	Conclusion	Does not answer the problem statement	Answering the problem statement incorrectly	Answer the problem formulation correctly, not briefly, and not clearly	Answer the problem formulation correctly, briefly, and not clearly	Answer the problem formulation correctly, briefly, and clearly	



6	Bibliography	The number of citations and references does not match, References > last 10 years for books as much as > 20% and last 5 years for scientific articles as much as < 80%, do not use the appropriate format	The number of citations and references is appropriate, References > last 10 years for books > 20% and last 5 years for scientific articles as much as < 80%, not using the appropriate format	The number of citations and references is appropriate, References > last 10 years for books as much as > 20% and last 5 years for scientific articles as much as < 80%, using the appropriate format	The number of citations and references is appropriate, references last 10 years for books as much as 20 and last 5 years for scientific articles as much as 80%, do not use the appropriate format	The number of citations and references is appropriate, references last 10 years for books as much as 20 and last 5 years for scientific articles as much as 80%, using the appropriate format	
7	Systematic papers (complete paper: cover, foreword, table of contents, introduction (background, problem formulation and objectives) discussion, conclusion and bibliography.	There are >3 missing components.	There are 3 components missing.	Systematic. There are 2 components that do not exist.	Systematic. There is 1 component that does not exist.	Systematic. There are all components	



8	Language	The language used is not easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, but standard	The language used is easy to understand, straightforward, but not standard	The language used is easy to understand, straightforward, and standard		
9	Graphics and Writing (paper size, typeface used, use of illustrations, and no typing errors)	Does not meet all criteria	Meets 1 criteria	Meets 2 criteria	Meets 3 criteria	Meets all criteria		
10	Collection Time	>3 days late from the specified time	3 days late from the specified time	2 days late from the specified time	1 day late from the specified time	In accordance with the specified time		
							Score	
							Value = (score/ max score) x 100	



CASE STUDY ASSESSMENT RUBRIC

Course/Code :

Task Title :

Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Formulating the Problem	The formulation of the problem is not correct	The suitability of the problem formulation with the case correctly (according to the grid), but not specific, non-standard sentences, and there is no novelty.	The suitability of the problem formulation with the case correctly (according to the grid), specific, and standard sentences, but there is no novelty.	The suitability of the problem formulation with the case correctly (according to the grid), is specific, there is novelty, but the sentence is not standard.	The suitability of the problem formulation with the case correctly (according to the grid), specific, novelty, and standard sentence structure	



2	Discussion of the problem formulation	There is no relevance between the problem and the discussion	Discussion and formulation of relevant problems include the accuracy of theoretical analysis but there are no core & supporting references	Discussion and formulation of relevant problems include the accuracy of the analysis of the theory used, there are core & supporting references, in-depth discussion but no novelty of discussion, but the sentence structure is not standard	The discussion and formulation of relevant problems include the accuracy of the analysis of the theory used, there are core & supporting references, depth & novelty of the discussion, but the sentence structure is not standard	Discussion and formulation of relevant problems include the accuracy of the analysis of the theory used, there are core & supporting references, depth & novelty of the discussion, and standard sentence structure.	
3	Solution (effective, applicable, minimal risk, and logical)	Irrelevant solution	Meets 1 component	Meets 2 components	Meets 3 components	Meets all components	
4	Conclusion	Does not answer the problem statement	Answering the problem statement incorrectly	Answer the problem formulation correctly, not briefly, and not clearly	Answer the problem formulation correctly, briefly, and not clearly	Answer the problem formulation correctly, briefly, and clearly	



5	Participation in groups (active, disciplined, responsible, cooperative)	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria criteria are met	Meets all criteria		
							Score	
							Value = (score/ max score) x 100	



ASSESSMENT RUBRIC DISCUSSION (ORAL COMMUNICATION)

Course/Code :

Task Title :

Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Attitude in expressing opinions (polite, not forcing opinions, respecting the opinions of others, not interrupting the conversation)	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria criteria are met	Meets all criteria	
2	Attitude in expressing opinions (polite, not forcing opinions, respecting the opinions of others, not interrupting the conversation)	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria criteria are met	Meets all criteria	



3	Scope of question material (relevant, HOTS, realistic, and to the point)	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria criteria are met	Meets all criteria		
4	Ability to answer questions (relevant, systematic, scientific, and to the point)	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria criteria are met	Meets all criteria		
							Score	
							Value = (score/ max score) x 100	



ATTITUDE ASSESSMENT RUBRIC

Course/Code :
Task Title :
Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
HONEST							
1	Do not cheat during exams, always include referenced library sources (no plagiarism), make independent assignments, admit mistakes	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria are met	Meets all criteria	
DISCIPLINE							
2	Arrive on time, obey the agreed rules, do/collect assignments on time, be consistent (orderly) at work	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria are met	Meets all criteria	




RESPONSIBILITY								
3	Doing individual tasks well, doing tasks assigned from the group, showing self-dedication (thoughts, feelings, energy, costs, time) for the success of the task, accepting the risk of what is being done	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria are met	Meets all criteria		
							Score	
							Value = (score/ max score) x 100	



15 Example of a Learning Media Document

Learning Tool Document, documented individually for all MK

A. Lecture Contract

	UNIVERSITY OF JEMBER FACULTY OF ECONOMICS AND BUSINESS MANAGEMENT S1 STUDY PROGRAMME		DOCUMENT CODE FORM PP-03
	LECTURE CONTRACT		
SUBJECT	Name	Introduction to Management	
	Code	EKM 1203	
	Credit	3 credits	
	Semester	1	
COURSE SUPPORTERS			
Prof. Dr. Isti Fadah, SE., M.Sc., CRA. Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA			
COURSE DESCRIPTION			
Provide understanding and knowledge as well as understanding in managing the organization, from planning, organizing, coordinating, motivating, leadership and supervising as well as dealing with conflicts within the organization and the use of management information systems.			
ILO of the study programme that was charged to the Constitutional Court			
1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland		
4	Able to analyze problems in the field of management and environmentally sound business		
COURSE LEARNING OUTCOMES (CPMK)			
1.a	Show attitude of responsibility, honesty, and discipline as the embodiment of piety to God Almighty		
1.b	Show caring attitude towards the environment and as an embodiment of the attitude of love for the homeland		
4.a	Understand concepts and theories in the field of management and business		
4.b	Apply concepts and theories in the field of management and business		
4.c	Compare concepts and theories in the field of management and business with field phenomena		
SUB COURSE LEARNING ACHIEVEMENTS (Sub-CPMK)			
1	Demonstrate an attitude of responsibility, honesty, and discipline through collecting assignments according to the schedule, actively contributing to group assignments, and upholding academic integrity.		
2	Demonstrate a caring attitude towards the environment through sustainability-oriented discussions and assignments.		
3	Understanding and knowledge as well as understanding in managing organizations, from planning, organizing, coordinating, motivating, leadership and monitoring as well as dealing with conflicts in organizations and the use of management information systems through contextual learning and discussion.		



4	Applying the concept and theory of environmental influence on management, evolution of management theory, strategic planning, problem solving and decision making, division of labor and organisational structure, coordination and span of management, delegation of authority, centralization and decentralization, motivation, leadership, conflict dynamics in organizations, roles and control techniques in management, management information systems through problem-based assignments.
5	Comparing the concepts and theories of environmental influence on management, evolution of management theory, strategic planning, problem solving and decision making, division of labor and organisational structure, coordination and span of management, delegation of authority, centralization and decentralization, motivation, leadership, conflict dynamics in organizations, roles and control techniques in management, management information systems through case studies and presentations.
LEARNING MATERIALS	
<ol style="list-style-type: none"> 1. Environmental Influence on Management 2. Management theory evolution 3. Strategic planning 4. Problem solving and decision making 5. Division of labor and organisational structure 6. Management Coordination and Span 7. Delegation of authority 8. Centralization and decentralization 9. Motivation 10. Leadership 11. The dynamics of conflict in the Organization 12. The role and techniques of control in management 13. Management information System 	
MAIN LIBRARY	
Reference Book Indonesian and Foreign Language Textbooks for the last three years	
SUPPORTING LIBRARY	
Outcomes of research and related PkM for three years final <ol style="list-style-type: none"> 1. Gusti Ayu Wulandari, Ika Barokah Suryaningsih, Roshinta Meta Abriana. <i>Co-Shopper, Mall Environment, Situational Factors Effects On Shopping Experience To Encourage Consumers Shopping Motivation</i>. 2021. https://jurnaljam.ub.ac.id/index.php/jam/article/view/2071/1625 2. Ika Barokah Suryaningsih, Gusti Ayu Wulandari, Kristian Suhartadi Widi Nugraha, Cempaka Paramita, Queen Islam Brilliant Yuri. 2020. <i>Digital Marketing Tools or e-WOM Effect? Tourist Motivation in Enjoying the Blue Fire of Ijen Crater Ecotourism</i>. https://journals.aserspublishing.eu/jemt/article/view/5198 3. Other journal articles relevant to the last three years 	
PRE-REQUIREMENTS (If any)	
-	



DUTY																																																												
1	Discussion through MFIs																																																											
2	Management introduction review and presentation																																																											
3	Management theory evolution																																																											
4	Develop a concept map/management theory																																																											
5	Compile articles																																																											
ASSESSMENT CRITERIA																																																												
	<table border="1"> <thead> <tr> <th rowspan="2">Components/Assessment Method</th> <th rowspan="2">Percentage (%)</th> <th colspan="5">CPMK</th> <th rowspan="2">Media</th> </tr> <tr> <th>1.a</th> <th>1.b</th> <th>4.a</th> <th>4.b</th> <th>4.c</th> </tr> </thead> <tbody> <tr> <td>Task: Discussion through MFI</td> <td>5</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> <td></td> <td>MFI 1_Introduction</td> </tr> <tr> <td>Assignment: Management introduction review and presentation</td> <td>25</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>RTM 1_Review Management Concept/Theory according to the topic of the meeting and presentation</td> </tr> <tr> <td>Task: Evolution of management theory</td> <td>5</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> <td></td> <td>MFI 2_Evolution of Management Theory</td> </tr> <tr> <td>Task: Develop a concept map/management theory</td> <td>20</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> <td><input type="checkbox"/></td> <td></td> <td>RTM 2_Developing a concept map/management theory according to the topic of the meeting</td> </tr> <tr> <td>Task: Compile articles</td> <td>45</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>RTM 3_Composing articles</td> </tr> </tbody> </table>	Components/Assessment Method	Percentage (%)	CPMK					Media	1.a	1.b	4.a	4.b	4.c	Task: Discussion through MFI	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			MFI 1_Introduction	Assignment: Management introduction review and presentation	25	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	RTM 1_Review Management Concept/Theory according to the topic of the meeting and presentation	Task: Evolution of management theory	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			MFI 2_Evolution of Management Theory	Task: Develop a concept map/management theory	20	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		RTM 2_Developing a concept map/management theory according to the topic of the meeting	Task: Compile articles	45	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	RTM 3_Composing articles						
Components/Assessment Method	Percentage (%)			CPMK						Media																																																		
		1.a	1.b	4.a	4.b	4.c																																																						
Task: Discussion through MFI	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			MFI 1_Introduction																																																					
Assignment: Management introduction review and presentation	25	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	RTM 1_Review Management Concept/Theory according to the topic of the meeting and presentation																																																					
Task: Evolution of management theory	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			MFI 2_Evolution of Management Theory																																																					
Task: Develop a concept map/management theory	20	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		RTM 2_Developing a concept map/management theory according to the topic of the meeting																																																					
Task: Compile articles	45	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	RTM 3_Composing articles																																																					
STUDY RULES AND ETHICS																																																												
1	Arrive on time, maximum delay tolerance is 10 minutes																																																											
2	During the online lecture, the video is activated at least at the beginning, middle, and end of the lecture																																																											
3	If you are unable to attend due to illness, network problems, or other matters that can be accounted for, you must immediately inform the course supervisor or through the class coordinator during lecture hours.																																																											
4	Class coordinator appointed by mutual agreement																																																											
5	Sentence similarity tolerance in assignments is a maximum of 25%, if it exceeds the set limit, the value is automatically 0																																																											
6	Remedies will be given to students who meet the minimum attendance requirements. Remedies are made no later than 1 week before the assessment																																																											




period ends			
COURSE SCHEDULE			
Week	Day and Hour	Study Material	Supporting lecturer
1		1. Syllabus and study contract 2. Introduction to management pengantar	Prof. Dr. Isti Fadah, SE., M.Sc., CRA.
2		Environmental Influence on Management	Prof. Dr. Isti Fadah, SE., M.Sc., CRA.
3		Management theory evolution	Prof. Dr. Isti Fadah, SE., M.Sc., CRA.
4		Strategic planning	Prof. Dr. Isti Fadah, SE., M.Sc., CRA.
5		Problem solving and decision making	Prof. Dr. Isti Fadah, SE., M.Sc., CRA.
6		Division of labor and organisational structure	Prof. Dr. Isti Fadah, SE., M.Sc., CRA.
7, 8		Management Coordination and Span	Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA
9		Delegation of authority	Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA
10		Centralization and decentralization	Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA
11		Motivation	Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA
12		Leadership	Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA
13, 14, 15		1. The dynamics of conflict in the Organization 2. The role and techniques of control in management	Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA



		3. Management information System	
--	--	----------------------------------	--

Jember,	
Lecturer Supervisor/Course Coordinator	Student Representative
Prof. Dr. Isti Fadah, SE., M.Sc., CRA. NIP 196610201990022001 NIM
Knowing, Study Programme Coordinator	
Dr. Sumani, S.E., M.Sc., CRA. NIP. 196901142005011002	

B. Syllabus

	UNIVERSITY OF JEMBER FACULTY OF ECONOMICS AND BUSINESS MANAGEMENT S1 STUDY PROGRAMME	DOCUMENT CODE F1.03.04
SYLLABUS		
SUBJECT	Name	Introduction to Management
	Code	EKM 1203
	Credit	3 credits
	Semester	1
COURSE DESCRIPTION		
Provide understanding and knowledge as well as understanding in managing the organization, from planning, organizing, coordinating, motivating, leadership and supervising as well as dealing with conflicts within the organization and the use of management information systems.		
ILO of the study programme that was charged to the Constitutional Court		
1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland	
4	Able to analyze problems in the field of management and environmentally sound business	
COURSE LEARNING OUTCOMES (CPMK)		
1.a	Show attitude of responsibility, honesty, and discipline as the embodiment of piety to God Almighty	
1.b	Show caring attitude towards the environment and as an embodiment of the attitude of love for the homeland	



4.a	Understand concepts and theories in the field of management and business
4.b	Apply concepts and theories in the field of management and business
4.c	Compare concepts and theories in the field of management and business with field phenomena
SUB COURSE LEARNING ACHIEVEMENTS (Sub-CPMK)	
1	Demonstrate an attitude of responsibility, honesty, and discipline through collecting assignments according to the schedule, actively contributing to group assignments, and upholding academic integrity.
2	Demonstrate a caring attitude towards the environment through sustainability-oriented discussions and assignments.
3	Understanding and knowledge as well as understanding in managing organizations, from planning, organizing, coordinating, motivating, leadership and monitoring as well as dealing with conflicts in organizations and the use of management information systems through contextual learning and discussion.
4	Applying the concept and theory of environmental influence on management, evolution of management theory, strategic planning, problem solving and decision making, division of labor and organisational structure, coordination and span of management, delegation of authority, centralization and decentralization, motivation, leadership, conflict dynamics in organizations, roles and control techniques in management, management information systems through problem-based assignments.
5	Comparing the concepts and theories of environmental influence on management, evolution of management theory, strategic planning, problem solving and decision making, division of labor and organisational structure, coordination and span of management, delegation of authority, centralization and decentralization, motivation, leadership, conflict dynamics in organizations, roles and control techniques in management, management information systems through case studies and presentations.
LEARNING MATERIALS	
<ul style="list-style-type: none"> 14. Environmental Influence on Management 15. Management theory evolution 16. Strategic planning 17. Problem solving and decision making 18. Division of labor and organisational structure 19. Management Coordination and Span 20. Delegation of authority 21. Centralization and decentralization 22. Motivation 23. Leadership 24. The dynamics of conflict in the Organization 25. The role and techniques of control in management 26. Management information System 	
MAIN LIBRARY (last 5 years)	
Reference Book	



Textbooks in Indonesian and foreign languages for the last three years


SUPPORTING LIBRARY

Outcomes of research and related PkM for three yearsfinal

1. Gusti Ayu Wulandari, Ika Barokah Suryaningsih, Roshinta Meta Abriana. *Co-Shopper, Mall Environment, Situational Factors Effects On Shopping Experience To Encourage Consumers Shopping Motivation*. 2021. <https://jurnaljam.ub.ac.id/index.php/jam/article/view/2071/1625>
2. Ika Barokah Suryaningsih, Gusti Ayu Wulandari, Kristian Suhartadi Widi Nugraha, Cempaka Paramita, Queen Islam Brilliant Yuri. 2020. *Digital Marketing Tools or e-WOM Effect? Tourist Motivation in Enjoying the Blue Fire of Ijen Crater Ecotourism*. <https://journals.aserspublishing.eu/jemt/article/view/5198>
3. Other relevant journal articles.



C. Semester Learning Plan (RPS)

		UNIVERSITY OF JEMBER FACULTY OF ECONOMICS AND BUSINESS MANAGEMENT S1 STUDY PROGRAMME				DOCUMENT CODE Form PP-2
SEMESTER LEARNING PLAN (RPS)						
COURSES (MK)	CODE	MK Clump	WEIGHT (credit)		SEMESTER	DATE OF ARRANGEMENT
Introduction to Management	EKM 1203	Management Science	Face To Face (F)= 3	Practicum(P)=0	1	August 4, 2021
AUTHORIZATION AUTHORIZATION	RPS DEVELOPMENT LECTURER		RMK COORDINATOR		KOPRODI	
	Prof. Dr. Isti Fadah, SE., M.Sc., CRA. Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA., QIA.		Prof. Dr. Isti Fadah, SE., M.Sc., CRA.		Dr. Sumani, SE., M.Sc., CRA	
Learning Outcomes (CP)	ILO - Study programmes charged to MK					
	ILO-1	Students are able to show a strong personality based on the values of Pancasila which are shown by believing in God, having social care, and love for the homeland				
	ILO-4	Able to analyze problems in the field of management and environmentally sound business				
	Subject Learning Outcomes (CPMK)					
	CPMK-1.a	Show attitude of responsibility, honesty, and discipline as the embodiment of piety to God Almighty				
	CPMK-1.b	Show caring attitude towards the environment and as an embodiment of the attitude of love for the homeland				
	CPMK-4.a	Understand concepts and theories in the field of management and business				
	CPMK-4.b	Apply concepts and theories in the field of management and business				
	CPMK-4.c	Compare concepts and theories in the field of management and business with field phenomena				
	ILO	CPMK	Sub-CPMK			



	ILO-1	CPMK-1.a	1. Demonstrate an attitude of responsibility, honesty, and discipline through collecting assignments according to the schedule, actively contributing to group assignments, and upholding academic integrity.
		CPMK-1.b	2. Demonstrate a caring attitude towards the environment through sustainability-oriented discussions and assignments.
	ILO-4	CPMK-4.a	3. Understanding and knowledge as well as understanding in managing organizations, from planning, organizing, coordinating, motivating, leadership and monitoring as well as dealing with conflicts in organizations and the use of management information systems through contextual learning and discussion.
		CPMK-4.b	4. Applying the concept and theory of environmental influence on management, evolution of management theory, strategic planning, problem solving and decision making, division of labor and organisational structure, coordination and span of management, delegation of authority, centralization and decentralization, motivation, leadership, conflict dynamics in organizations, roles and control techniques in management, management information systems through problem-based assignments.
		CPMK-4.c	5. Comparing the concepts and theories of environmental influence on management, evolution of management theory, strategic planning, problem solving and decision making, division of labor and organisational structure, coordination and span of management, delegation of authority, centralization and decentralization, motivation, leadership, conflict dynamics in organizations, roles and control techniques in management, management information systems through case studies and presentations.
Short Course Description	Provide understanding and knowledge as well as understanding in managing the organization, from planning, organizing, coordinating, motivating, leadership and supervising as well as dealing with conflicts within the organization and the use of management information systems.		
Learning materials/ Subject	<ol style="list-style-type: none"> 1. Environmental Influence on Management 2. Management theory evolution 3. Strategic planning 4. Problem solving and decision making 5. Division of labor and organisational structure 6. Management Coordination and Span 7. Delegation of authority 8. Centralization and decentralization 9. Motivation 10. Leadership 11. The dynamics of conflict in the Organization 12. The role and techniques of control in management 13. Management information System 		



Assessment Methods and Links to CPMK	Components/Assessment Method	Percentage (%)	CPMK				Media	
			1.a	1.b	4.a	4.b		4.c
	Task: Discussion through MFI	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		MFI 1_Introduction	
	Assignment: Management introduction review and presentation	25	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	RTM 1_Review Management Concept/Theory according to the topic of the meeting and presentation
	Task: Evolution of management theory	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			MFI 2_Evolution of Management Theory
	Task: Develop a concept map/management theory	20	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		RTM 2_Developing a concept map/management theory according to the topic of the meeting
	Task: Compile articles	45	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	RTM 3_Composing articles
Main Library	Reference Book Textbooks in Indonesian and Foreign Languages for the last three years							
Support Libraries	Outcomes of research and related PkM for three years final 1. Gusti Ayu Wulandari, Ika Barokah Suryaningsih, Roshinta Meta Abriana. <i>Co-Shopper, Mall Environment, Situational Factors Effects On Shopping Experience To Encourage Consumers Shopping Motivation</i> .2021. https://jurnaljam.ub.ac.id/index.php/jam/article/view/2071/1625 2. Ika Barokah Suryaningsih, Gusti Ayu Wulandari, Kristian Suhartadi Widi Nugraha, Cempaka Paramita, Queen Islam Brilliant Yuri. 2020. <i>Digital Marketing Tools or e-WOM Effect? Tourist Motivation in Enjoying the Blue Fire of Ijen Crater Ecotourism</i> . https://journals.aserspublishing.eu/jemt/article/view/5198 3. Other relevant journal articles.							
Learning Media	<i>Software</i>			<i>Hardware</i>				
	MS. Office Zoom Google Meet Related websites E-book			Laptop				
Team Teaching	1. Prof. Dr. Isti Fadah, SE., M.Sc., CRA.							



		2. Dr. Ika Barokah Suryaningsih, SE., MM., CRA., CMA., CPIA., QIA.					
Prerequisite Course		-					
CPMK	Sub CPMK (as expected final ability)	Evaluation			Learning Aids; Learning methods; Assignment; [Estimated time]		Learning materials [References]
		Indicator	Component	Weight (%)	Offline	Online	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1st week							
CPMK-4.a	Explain the syllabus and course contract. Sub-CPMK 3	Understanding of understanding, knowledge, and basic understanding related to organisational management.	MFI 1: Introduction	5	[MFI 1]: Answering questions in MFI 1 [PT+BM:(1+1) x (2 x 60')]	<ul style="list-style-type: none"> Virtual interaction Discussion [1x(2x50')]	Learning Media 1
2nd week							
CPMK-4.b	Sub-CPMK 4	Understanding and application of the concept and theory of Environmental Influence on Management	<ul style="list-style-type: none"> Participation in discussion forums RTM 1: Review of Management Concepts/Theories according to the topic of meetings and presentations 	5	[RTM 1]: Doing tasks in RTM 1 [PT+BM:(1+1) x (2 x 60')]	<ul style="list-style-type: none"> Virtual interaction Discussion [1x(2x50')]	1 and 5
3rd week							
CPMK-4.b	Sub-CPMK 4	Understanding and application of concepts and theories The evolution of management	<ul style="list-style-type: none"> Participation in discussion forums MFI 2: 	5	[MFI 2]: Answering questions in MFI 2	<ul style="list-style-type: none"> Virtual interaction Discussion [1x(2x50')]	5



		theory	Management theory evolution		[PT+BM:(1+1) x (2 x 60')]		
4th week							
CPMK-4.a	Sub-CPMK 3	Understanding, applying, and comparing strategic planning concepts and theories	<ul style="list-style-type: none"> • Participation in discussion forums • RTM 1: Review management concepts/theories according to the topic of meetings and presentations • Participation in groups • RTM 2: Develop a concept map/management theory according to the topic of the meeting 	5	[RTM 1]: Doing tasks in RTM 1 [RTM 2]: Doing tasks in RTM 2 [PT+BM:(1+1) x (2 x 60')]	<ul style="list-style-type: none"> • Virtual interaction • Discussion [1x(2x50')]	4
CPMK-4.b	Sub-CPMK 4						
CPMK-4.c	Sub-CPMK 5						
5th week							
CPMK-4.a	Sub-CPMK 3	Understanding, applying, and comparing concepts and theories Problem solving and decision making	<ul style="list-style-type: none"> • Participation in discussion forums • RTM 1: Review 	5	[RTM 1]: Doing tasks in RTM 1 [RTM 2]:	<ul style="list-style-type: none"> • Virtual interaction • Discussion [1x(2x50')]	3
CPMK-4.b	Sub-CPMK 4						



CPMK-4.c	Sub-CPMK 5		<p>management concepts/theories according to the topic of meetings and presentations</p> <ul style="list-style-type: none"> • Participation in groups • RTM 2: Develop a concept map/manage ment theory according to the topic of the meeting 		<p>Doing tasks in RTM 2</p> <p>[PT+BM:(1+1) x (2 x 60')]</p>		
6th week							
CPMK-4.a	Sub-CPMK 3	Understanding, applying, and comparing concepts and theories Division of labor and organisational structure	<ul style="list-style-type: none"> • Participation in discussion forums • RTM 1: Review management concepts/theories according to the topic of meetings and presentations • Participation in groups 	5	<p>[RTM 1]: Doing tasks in RTM 1</p>	<ul style="list-style-type: none"> • Virtual interaction • Discussion <p>[1x(2x50')]</p>	1 and 5
CPMK-4.b	Sub-CPMK 4				<p>[RTM 2]: Doing tasks in RTM 2</p>		
CPMK-4.c	Sub-CPMK 5				<p>[PT+BM:(1+1) x (2 x 60')]</p>		



			<ul style="list-style-type: none"> RTM 2: Develop a concept map/management theory according to the topic of the meeting 				
Week 7 & 8							
CPMK-4.a	Sub-CPMK 3	Understanding, applying, and comparing the concepts and theories of Coordination and Span Management	<ul style="list-style-type: none"> Participation in discussion forums RTM 1: Review management concepts/theories according to the topic of meetings and presentations Participation in groups RTM 2: Develop a concept map/management theory according to the topic of the meeting 	5	[RTM 1]: Doing tasks in RTM 1 [RTM 2]: Doing tasks in RTM 2 [PT+BM:(1+1) x (2 x 60')]	<ul style="list-style-type: none"> Virtual interaction Discussion [1x(2x50')]	5
CPMK-4.b	Sub-CPMK 4						
CPMK-4.c	Sub-CPMK 5						
9th week							



CPMK-4.a	Sub-CPMK 3	Understanding, applying, and comparing concepts and theories Delegation of authority	<ul style="list-style-type: none"> • Participation in discussion forums • RTM 1: Review management concepts/theories according to the topic of meetings and presentations • Participation in groups • RTM 2: Develop a concept map/management theory according to the topic of the meeting 	5	[RTM 1]: Doing tasks in RTM 1 [RTM 2]: Doing tasks in RTM 2 [PT+BM:(1+1) x (2 x 60')]	<ul style="list-style-type: none"> • Virtual interaction • Discussion [1x(2x50')]	2
CPMK-4.b	Sub-CPMK 4						
CPMK-4.c	Sub-CPMK 5						
10th week							
CPMK-4.a	Sub-CPMK 3	Understanding, applying, and comparing concepts and theories Centralization and decentralization	<ul style="list-style-type: none"> • Participation in discussion forums • RTM 1: Review management concepts/theories according to 	5	[RTM 1]: Doing tasks in RTM 1 [RTM 2]: Doing tasks in RTM 2 [PT+BM:(1+1) x (2 x 60')]	<ul style="list-style-type: none"> • Virtual interaction • Discussion [1x(2x50')]	1
CPMK-4.b	Sub-CPMK 4						
CPMK-4.c	Sub-CPMK 5						



			<p>the topic of meetings and presentations</p> <ul style="list-style-type: none"> • Participation in groups • RTM 2: Develop a concept map/management theory according to the topic of the meeting 				
11th week							
CPMK-4.a	Sub-CPMK 3	Understanding, applying, and comparing the concepts and theories of Motivation	<ul style="list-style-type: none"> • Participation in discussion forums • RTM 1: Review management concepts/theories according to the topic of meetings and presentations • Participation in groups • RTM 2: Develop a concept map/management 	5	<p>[RTM 1]: Doing tasks in RTM 1</p> <p>[RTM 2]: Doing tasks in RTM 2</p> <p>[PT+BM:(1+1) x (2 x 60')]</p>	<ul style="list-style-type: none"> • Virtual interaction • Discussion <p>[1x(2x50')]</p>	3
CPMK-4.b	Sub-CPMK 4						
CPMK-4.c	Sub-CPMK 5						



			ment theory according to the topic of the meeting				
12th week							
CPMK-4.a	Sub-CPMK 3	Understanding, applying, and comparing Leadership concepts and theories	<ul style="list-style-type: none"> • Participation in discussion forums • RTM 1: Review management concepts/theories according to the topic of meetings and presentations • Participation in groups • RTM 2: Develop a concept map/management theory according to the topic of the meeting 	5	[RTM 1]: Doing tasks in RTM 1 [RTM 2]: Doing tasks in RTM 2 [PT+BM:(1+1) x (2 x 60')]	<ul style="list-style-type: none"> • Virtual interaction • Discussion [1x(2x50')]	1
CPMK-4.b	Sub-CPMK 4						
CPMK-4.c	Sub-CPMK 5						
Week 13-15							



CPMK-4.a	Sub-CPMK 3	1. Understanding, applying, and comparing concepts and theories of Conflict Dynamics in Organizations	RTM 3: Compile articles	45	[RTM 3]: Doing RTM 3 [PT+BM:(1+1) x(2 x 60')]	<ul style="list-style-type: none"> • Virtual interaction • Discussion • Consultation [1x(2x50')]	6
CPMK-4.b	Sub-CPMK 4	2. Understanding, applying, and comparing concepts and theories The role and techniques of control in management					
CPMK-4.c	Sub-CPMK 5	3. Understanding, applying, and comparing the concepts and theories of Management Information Systems					

Notes:


1. **Learning Outcomes of Graduates of Study Programme (ILO-PRODI)** is the ability possessed by every graduate of the study programme which is the internalization of attitudes, mastery of knowledge and skills in accordance with the level of study programme obtained through the learning process.
2. **ILO charged to the course** are some of the learning outcomes of study programme graduates (ILO-PRODI) which are used for the formation/development of a course consisting of aspects of attitude, general skills, special skills and knowledge.
3. **CP Course (CPMK)** is the ability that is described specifically from the ILO that is charged to the course, and is specific to the study material or learning material for the course.



4. **Sub-CP Course (Sub-CPMK)** is the ability that is described specifically from the CPMK that can be measured or observed and is the final ability that is planned at each stage of learning, and is specific to the learning material of the course.
5. **Rating indicators** ability in the process and student learning outcomes is a specific and measurable statement that identifies the ability or performance of student learning outcomes accompanied by evidence.
6. **Rating Criteria** is a benchmark that is used as a measure or benchmark for learning achievement in an assessment based on predetermined indicators. Assessment criteria are guidelines for raters so that the assessment is consistent and unbiased. Criteria can be either quantitative or qualitative.
7. **Assessment form:** test and non-test.
8. **Learning form:** 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 the study material that can be presented in the form of several main points and sub-topics.
11. **Rating weight** is the percentage of assessment of each achievement of the sub-CPMK which is proportional to the level of difficulty of achieving the sub-CPMK, and the total is 100%.
12. TM=Face-to-Face, PT=Structured assignments, BM=Independent learning.



5. Student Worksheet 1 (LKM 1)

	UNIVERSITY OF JEMBER FACULTY OF ECONOMICS AND BUSINESS MANAGEMENT S1 STUDY PROGRAMME	DOCUMENT CODE FORM PP-05
STUDENT WORKSHEET		
Lecturer of Courses	: Prof. Dr. Isti Fadah, SE., M.Sc., CRA. Dr. Ika Barokah Suryaningsih, SE., MM., CRA., CMA., CPIA., QIA.	
Subject	: Introduction	
Learning model	: Contextual learning and discussion	
STUDENT IDENTITY		
Name/NIM/Class		
Ke . meeting		
Date and time		
DISSCUSSION MATERIAL		
<ol style="list-style-type: none">1. What is your definition of 'management'?2. What do you know about management and organization? Why is management important in an organization?3. What do you know about management functions? Mention these functions along with the definition of each function that you know?4. What do you know about the operational function of the business management of an organization?		
DISCUSSION RESULTS		
<i>Write your answer in this section!</i>		



LKM 1 - DISCUSSION ASSESSMENT RUBRIC (ORAL COMMUNICATION)

Course Name/Code : Introduction to Management / EKM 1203


Task Title : Introduction

Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Ability to answer questions (relevant, systematic, scientific, and to the point)	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria are met	Meets all criteria	
2	Attitude in expressing opinions (polite, not forcing opinions, respecting the opinions of others, not interrupting the conversation)	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria are met	Meets all criteria	
						Score	
						Value = (score/ max score) x 100	



6. Student Worksheet 2 (LKM 2)

	UNIVERSITY OF JEMBER FACULTY OF ECONOMICS AND BUSINESS MANAGEMENT S1 STUDY PROGRAMME	DOCUMENT CODE FORM PP-05
STUDENT WORKSHEET		
Lecturer of Courses	: Prof. Dr. Isti Fadah, SE., M.Sc., CRA. Dr. Ika Barokah Suryaningsih, SE., MM., CRA., CMA., CPIA, QIA.	
Subject	: The evolution of management theory	
Learning model	: Assignment-based problems (problem-based)	
STUDENT IDENTITY		
Name/NIM/Class		
Ke . meeting		
Date and time		
DISCUSSION MATERIAL		
Mention and briefly explain the important contributions and limitations of the management theories that have been described! (minimum 3)		
DISCUSSION RESULTS		
<i>Write your answer in this section!</i>		



MFI 2 - DISCUSSION ASSESSMENT RUBRIC (ORAL COMMUNICATION)

Course Name/Code : Introduction to Management / EKM 1203


Task Title : The Evolution of Management Theory

Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Ability to answer questions (relevant, systematic, scientific, and to the point)	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria are met	Meets all criteria	
2	Attitude in expressing opinions (polite, not forcing opinions, respecting the opinions of others, not interrupting the conversation)	Does not meet all criteria	Only one criterion is met	Only two criteria are met	Only 3 criteria are met	Meets all criteria	
						Score	
						Value = (score/ max score) x 100	



Student Assignment Plan 1 (RTM 1)

		UNIVERSITY OF JEMBER FACULTY OF ECONOMICS AND BUSINESS MANAGEMENT S1 STUDY PROGRAMME			DOCUMENT CODE F1.03.06	
STUDENT TASK PLAN						
SUBJECT		Introduction to Management				
CODE		EKM1203	credit s	3	SEMESTER	1
SUPPORTING LECTURER		Prof. Dr. Isti Fadah, SE., M.Sc., CRA. Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA., QIA.				
TASK FORMS						
Discussions, case studies and presentations						
TASK TITLE						
Review of Management Concepts/Theories according to the topic of meetings and presentations						
SUB COURSE LEARNING ACHIEVEMENTS						
Apply and compare the concepts and theories of environmental influence on management, evolution of management theory, strategic planning, problem solving and decision making, division of labor and organisational structure, coordination and span of management, delegation of authority, centralization and decentralization, motivation, leadership through problem-based assignments (problem-based), case studies, and presentations.						
TASK DESCRIPTION						
Tasks are carried out in groups.						
TASK WORKING METHODS						
<ol style="list-style-type: none"> 1. Divide students in the class into 10 groups; 2. Make a material presentation plan; 3. Agree on the scope of the components of the aspects presented; and 4. Compile the results of the review in the form of outlines or papers and group presentation materials. 						
EXTERNAL FORMAT AND FORMAT						
Object of work: concepts and theories about management (topics 1-10) Outcome form: outline or contains reviews, power points, and group presentations						
INDICATORS, CRITERIA AND WEIGHT OF ASSESSMENT						
<ol style="list-style-type: none"> 1. Presentation (10%) <ol style="list-style-type: none"> a. Material mastery b. Presentation systematic c. Language Usage d. Accuracy of intonation and clarity of articulation e. Ability to use presentation media f. Ability to defend and respond to questions or objections 2. Power Point (5%) <ol style="list-style-type: none"> a. Compatibility with material b. Contents of the slide c. Illustration 						



- d. Ease of reading
 - e. Slide Design
3. Outline/paper (10%)
- a. Systematic introduction
 - b. Complete, in-depth, and up-to-date discussion
 - c. Conclusions answer the problem formulation correctly, briefly, and concisely
 - d. Appropriate number of references and citations
 - e. Collection Time
 - f. Systematic paper, there are all components
 - g. The language used is easy to understand, straightforward, and standard
 - h. Graphics and writing meet the criteria

IMPLEMENTATION SCHEDULE

Group division: First meeting

Implementation: Second, fourth – twelfth meeting

ETC

The weight of this assignment is 25% of the 100% assessment of this course

REFERENCES

1. Textbooks in Indonesian and foreign languages for the last three years
2. Journals and other relevant reference materials.



RTM 1 - PRESENTATION ASSESSMENT RUBRIC (ORAL COMMUNICATION)

Name of Course/Code : Introduction to Management / EKM 1203
 Task Title : Management Concept/Theory Review according to the topic of the meeting and presentation
 Group :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Material mastery presented	Does not master the material (0-20%)	Over matter >20-40%	Over matter >40-60%	Over matter >60-80%	Over matter >80-100%	
2	Systematic presentation	Presentation material is presented in an uncoordinated and incomplete way	The presentation material is presented in a disorganized but complete manner	Presentation material is presented in a coherent but incomplete manner	Presentation material is presented in a coherent and complete manner	The presentation material is presented in a coherent, complete, and attractive manner	
3	Language use	The language used is not easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, but standard	The language used is easy to understand, straightforward, But not standard	The language used is easy to understand, straightforward, and raw	
4	Accuracy of intonation and clarity of articulation	Voice does not reach all participants, articulation/pronunciation is not clear, intonation is not right	Voice reaches all participants, articulation/pronunciation is not clear, intonation is not right	Voice reaches all participants, articulation/pronunciation is not clear, proper intonation,	Voice reaches all participants, clear articulation/pronunciation, inappropriate intonation	Voice reaches all participants, clear articulation/pronunciation, precise intonation	
5	Ability using presentation media	Unable to use media properly	Able to use media properly, but unskilled and inappropriate	Able to use media properly, appropriate but not skilled	Able to use media properly, skillfully, but not appropriate	Able to use the media correctly, skillfully, appropriately	



6	Ability defend and respond question or rebuttal	Unable to respond to questions	Able to defend and respond questions/rebuttals correctly, not fast, and not up-to-date	Able to defend and respond questions/rebuttals correctly, quickly, but not up-to-date	Able to defend and respond questions/rebuttals correctly, not fast, but up-to-date	Able to defend and respond questions/rebuttals correctly, quickly, and up-to-date	
Score							
Value = (score/ max score) x 100							



RTM 1 - POWER POINT ASSESSMENT RUBRIC

Name of Course/Code : Introduction to Management / EKM 1203
 Task Title : Management Concept/Theory Review according to the topic of the meeting and presentation
 Group :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Compatibility with material	Unsuitable (0-20%)	Conformity (>20-40%)	Conformity (>40-60%)	Conformity (>60-80%)	Conformity (>80-100%)	
2	Contents of the slide	The slides contain long descriptions and unclear information	The slide contains short points, information is not clear	The slides contain long descriptions, clear information,	The slide contains short points, clear information	The slides contain short points, clear and up to date information	
3	Illustration	Does not include images/illustrations	Include pictures/illustrations but they don't fit	Include appropriate images/illustrations	Include an appropriate and interesting picture/illustration	Include appropriate, interesting and informative pictures/illustrations	
4	Ease of reading	Unreadable text	Partially legible writing	The writing is clearly legible from the front row	The writing is clearly legible from the front row to the middle	The writing is clearly legible from the last row	
5	Slide Design	Not interesting and not according to the theme of the material	Not interesting according to the theme of the material	Interesting but not according to the theme of the material	Interesting and in accordance with the theme of the material	Interesting, in accordance with the theme of the material, and unique	
Score							
Value = (score/ max score) x 100							



RTM 1 - PAPER ASSESSMENT RUBBRIC (WRITTEN COMMUNICATION)

Name of Course/Code : Introduction to Management / EKM 1203
 Task Title : Management Concept/Theory Review according to the topic of the meeting and presentation
 Group :


No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Introduction	Not Systematic, there is only 1 preliminary component.	Systematic, there are only 2 preliminary and incoherent components.	Systematic, background, problem formulation and purpose of writing are not coherent	Systematic, there are only 2 components of the introduction and coherence.	Systematic, background, problem formulation and coherent writing goals.	
2	Discussion	Incomplete, not deep, and not up-to-date	Complete, not deep, and not up-to-date	Complete, not deep, and up-to-date	Complete, in-depth, and not up-to-date	Complete, in-depth, and up-to-date	
3	Conclusion	Does not answer the problem statement	Answering the problem statement incorrectly	Answer the problem formulation correctly, not briefly, and not clearly	Answer the problem formulation correctly, briefly, and not clearly	Answer the problem formulation correctly, briefly, and clearly	
4	Bibliography	The number of citations and references does not match, References > last 10 years for books as much as > 20% and last 5 years for scientific articles as much as < 80%, do not use the appropriate format	The number of citations and references is appropriate, References > last 10 years for books > 20% and last 5 years for scientific articles as much as < 80%, not using the appropriate format	The number of citations and references is appropriate, References > last 10 years for books as much as > 20% and last 5 years for scientific articles as much as < 80%, using the appropriate format	The number of citations and references is appropriate, references last 10 years for books as much as 20 and last 5 years for scientific articles as much as 80%, do not use the appropriate format	The number of citations and references is appropriate, references last 10 years for books as much as 20 and last 5 years for scientific articles as much as 80%, using the appropriate format	
5	Collection Time	>3 days late from the specified time	3 days late from the specified time	2 days late from the specified time	1 day late from the specified time	In accordance with the specified time	



6	Systematic papers (complete paper: cover, foreword, table of contents, introduction (background, problem formulation and objectives) discussion, conclusion and bibliography)	There are > 3 missing components.	There are 3 components missing.	Systematic. There are 2 components that do not exist.	Systematic. There is 1 component that does not exist.	Systematic. There are all components	
7	Language	The language used is not easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward, but standard	The language used is easy to understand, straightforward, but not standard	The language used is easy to understand, straightforward, and standard	
8	Graphics and Writing (paper size, typeface used, use of illustrations, and no typing errors)	Does not meet all criteria	Meets 1 criteria	Meets 2 criteria	Meets 3 criteria	Meets all criteria	
Score							
Value = (score/ max score) x 100							



7. Student Assignment Plan 2 (RTM 2)

	UNIVERSITY OF JEMBER FACULTY OF ECONOMICS AND BUSINESS MANAGEMENT S1 STUDY PROGRAMME	DOCUMENT CODE F1.03.06			
STUDENT TASK PLAN					
SUBJECT	Introduction to Management				
CODE	EKM1203	credits	3	SEMESTER	1
SUPPORTING LECTURER	Prof. Dr. Isti Fadah, SE., M.Sc., CRA. Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA, QIA.				
TASK FORMS					
Problem-based assignments					
TASK TITLE					
Develop a concept map/management theory according to the topic of the meeting					
SUB COURSE LEARNING ACHIEVEMENTS					
Applying the concept and theory of environmental influence on management, evolution of management theory, strategic planning, problem solving and decision making, division of labor and organisational structure, coordination and span of management, delegation of authority, centralization and decentralization, motivation, leadership, conflict dynamics in organizations, roles and control techniques in management, management information systems through problem-based assignments.					
TASK DESCRIPTION					
Tasks are carried out individually.					
TASK WORKING METHODS					
<ol style="list-style-type: none"> 1. Agree on the form of the collected outputs; 2. Agree on a schedule for collecting assignments; and 3. Develop a concept map/management theory according to the topic of the meeting. 					
EXTERNAL FORMAT AND FORMAT					
Working object: concept map/management theory (topics 1-10) Outer form: mind map					
INDICATORS, CRITERIA AND WEIGHT OF ASSESSMENT					
Content (5%) <ol style="list-style-type: none"> a. Contents b. Graphics and writing meet the criteria c. The language used is easy to understand, straightforward, and standard d. Collection Time 					
IMPLEMENTATION SCHEDULE					
Implementation: Third meeting					
ETC					
The weight of this assignment is 5% of the 100% assessment of this course					
REFERENCES					
1. Indonesian and foreign language textbooks for the last three years					



2. Journals and other relevant reference materials.



RTM 2 - MIND MAP ASSESSMENT RUBRIC

Course Name/Code : Introduction to Management / EKM 1203

Task Title : Prepare a concept map/management theory according to the topic of the meeting

Student Name/NIM :

No	Assessment Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Contents (title, author's identity, components and sub-components)	Not meet all criteria	Only one criterion fulfilled	Only two criteria fulfilled	Only 3 criteria criteria fulfilled	Meet all criteria	
2	Graphics and Writing (Paper size, font used, use of illustrations, and no typing errors)	Does not meet all criteria.	Meets 1 criteria	Meets 2 criteria	Meets 3 criteria	Meets all criteria	
3	Language	The language used is not easy to understand , not straightforward, and not standard	The language used is easy to understand , not straightforward, and not standard	The language used is easy to understand , not straightforward, but standard	The language used is easy to understand , straightforward, But not standard	The language used is easy to understand , straightforward, and raw	
4	Collection Time	Late >3 day of time that determined	3 late day of time that determined	late 2 day of time that determined	1 late day of time which determined	according to time which determined	
Score							
Value = (score/ max score) x 100							

Student Assignment Plan 3 (RTM 3)

	UNIVERSITY OF JEMBER FACULTY OF ECONOMICS AND BUSINESS	DOCUMENT CODE F1.03.06
---	---	-----------------------------------



MANAGEMENT S1 STUDY PROGRAMME					
STUDENT TASK PLAN					
SUBJECT	Introduction to Management				
CODE	EKM1203	credits	3	SEMESTER	1
SUPPORTING LECTURER	Prof. Dr. Isti Fadah, SE., M.Sc., CRA. Dr. Ika Barokah Suryaningsih., SE., MM., CRA., CMA., CPIA, QIA.				
TASK FORMS					
Problem-based assignments					
TASK TITLE					
Develop a concept map/management theory according to the topic of the meeting					
SUB COURSE LEARNING ACHIEVEMENTS					
Understand, apply, and compare concepts and theories of conflict dynamics in organizations, roles and control techniques in management, management information systems through contextual learning, discussions, problem-based assignments, case studies, and presentations.					
TASK DESCRIPTION					
Tasks are carried out individually.					
TASK WORKING METHODS					
<ol style="list-style-type: none"> 1. Divide the topic of discussion for each student; 2. Agree on the scope of the component aspects that must be displayed; 3. Make schedule and consultation plan; and 4. Compile articles. 					
EXTERNAL FORMAT AND FORMAT					
The object of work: The dynamics of conflict in the organization, the role and techniques of control in management, and management information systems Outer form: Article					
INDICATORS, CRITERIA AND WEIGHT OF ASSESSMENT					
Content (45%) <ol style="list-style-type: none"> a. Systematic introduction b. Complete, in-depth, and up-to-date discussion c. Conclusions answer the problem formulation correctly, briefly, and concisely d. Appropriate number of references and citations e. Collection Time f. Systematic paper, there are all components g. The language used is easy to understand, straightforward, and standard h. Graphics and writing meet the criteria 					
IMPLEMENTATION SCHEDULE					
Implementation: The thirteenth – fifteenth meeting					
ETC					
The weight of the assessment of this assignment is 45% of the 100% assessment of this course					
REFERENCES					
<ol style="list-style-type: none"> 1. Indonesian and foreign language textbooks for the last three years 2. Journals and other relevant reference materials for the last three years. 					



RTM 3 - ARTICLE ASSESSMENT RUBBRIC (WRITTEN COMMUNICATION)

Course Name/Code : Introduction to Management / EKM 1203

Task Title : Compile articles

Student Name/NIM :

No	Aspect	Score and Criteria					Score
		1	2	3	4	5	
1	Introduction	Not Systematic, there is only 1 preliminary component.	Systematic, there are only 2 preliminary and incoherent components.	Systematic, background, problem formulation and purpose of writing are not coherent	Systematic, there are only 2 components of the introduction and coherence.	Systematic, background, problem formulation and coherent writing goals.	
2	Discussion	Incomplete, not deep, and not up-to-date	Complete, not deep, and not up-to-date	Complete, not deep, and up-to-date	Complete, in-depth, and not up-to-date	Complete, in-depth, and up-to-date	
3	Conclusion	Does not answer the problem statement	Answering the problem statement incorrectly	Answer the problem formulation correctly, not briefly, and not clearly	Answer the problem formulation correctly, briefly, and not clearly	Answer the problem formulation correctly, briefly, and clearly	
4	Bibliography	The number of citations and references does not match, References > last 10 years for books as much as > 20% and last 5 years for scientific articles as much as < 80%, do not use the appropriate format	The number of citations and references is appropriate, References > last 10 years for books > 20% and last 5 years for scientific articles as much as < 80%, not using the appropriate format	The number of citations and references is appropriate, References > last 10 years for books as much as > 20% and last 5 years for scientific articles as much as < 80%, using the appropriate format	The number of citations and references is appropriate, references last 10 years for books as much as 20 and last 5 years for scientific articles as much as 80%, do not use the appropriate format	The number of citations and references is appropriate, references last 10 years for books as much as 20 and last 5 years for scientific articles as much as 80%, using the appropriate format	
5	Collection Time	>3 days late from the specified time	3 days late from the specified time	2 days late from the specified time	1 day late from the specified time	In accordance with the specified time	



6	Systematic papers (complete paper: cover, foreword, table of contents, introduction (background , problem formulation and objectives) discussion, conclusion and bibliography .	There are >3 missing components.	There are 3 components missing.	Systematic. There are 2 components that do not exist.	Systematic. There is 1 component that does not exist.	Systematic. There are all components	
7	Language	The language used is not easy to understand, not straightforward, and not standard	The language used is easy to understand, not straightforward , and not standard	The language used is easy to understand, not straightforward, but standard	The language used is easy to understand, straightforward , but not standard	The language used is easy to understand, straightforward, and standard	
8	Graphics and Writing (paper size, typeface used, use of illustrations, and no typing errors)	Does not meet all criteria	Meets 1 criteria	Meets 2 criteria	Meets 3 criteria	Meets all criteria	
Score							
Value = (score/ max score) x 100							