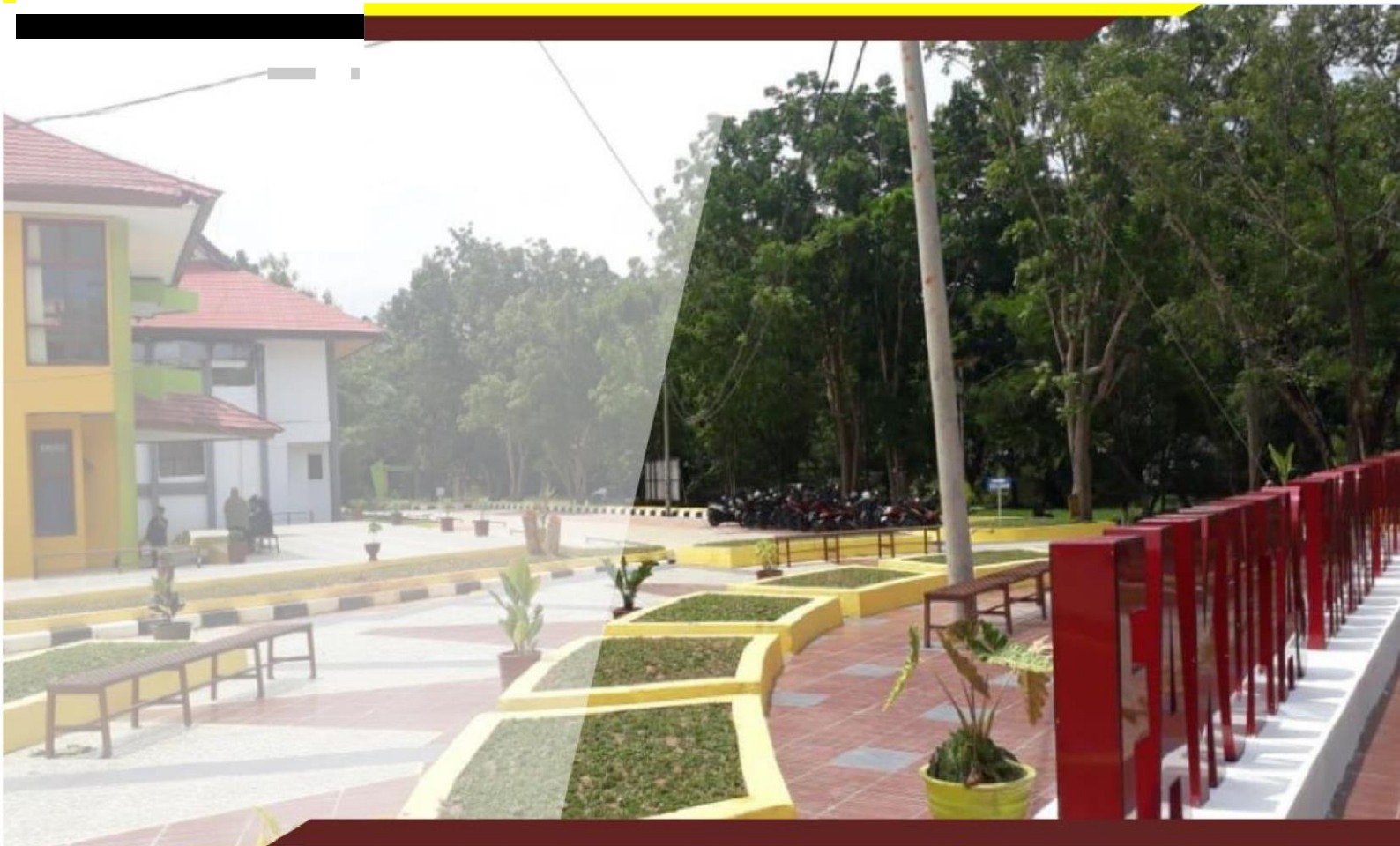


CURRICULUM DOCUMENTS

AND SEMESTER LEARNING PLAN BASED
ON MBKM AND OBE
MANAGEMENT STUDY PROGRAM



**JURUSAN/PROGRAM STUDI MANAJEMEN
FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS HALU OLEO**

2021



CURRICULUM DOCUMENTS

**Study Program : Management
Faculty : Economics and
Business
Period : 2022 - 2026**

**MINISTRY OF EDUCATION, CULTURE RESEARCH AND TECHNOLOGY HALU
OLEO UNIVERSITY
KENDARI, JULY 2021**



MINISTRY OF EDUCATION, CULTURE,
RESEARCH AND TECHNOLOGY

HALU OLEO UNIVERSITY

Green Bumi Tridharma Anduonohu Campus, Jalan H.E.A. Mokodompit
Telephone/Fax (0401) 3190006, Kendari 93232
Website www.uho.ac.id

DECISION

RECTOR OF HALU OLEO UNIVERSITY
NUMBER 44/UN29/2022
ABOUT

DETERMINATION OF THE HIGHER EDUCATION CURRICULUM IN THE MANAGEMENT
STUDY PROGRAM FACULTY OF ECONOMICS AND BUSINESS
HALU OLEO UNIVERSITY

RECTOR OF HALU OLEO UNIVERSITY,

- Weigh** : a. that Halu Oleo University as a higher education institution has the task of producing graduates who are competitive and have competence according to the field of science at their educational level;
- b. that to ensure that study program graduates have competencies equivalent to the learning outcomes formulated at the level of the Indonesian National Qualifications Framework (KKNI) and meet the National Education Standards, a curriculum document is required for each study program as a reference for implementing learning;
- c. that for implementation as intended in letters a and b above must be determined by the Rector's Decision on Determination Higher Education Curriculum in the Management Study Program, Faculty of Economics and Business, Halu Oleo
- Remember** : University; 1. Law Number 20 of 2003 concerning the National Education System (State Gazette of the Republic of Indonesia 2003 Number 78 Supplement to the State Gazette of the Republic Indonesia Number 4301);
2. Law Number 12 of 2012 concerning Higher Education (State Gazette of the Republic of Indonesia of 2011 Number 158, Supplement to State Gazette of the Republic of Indonesia Number 5336);
3. Government Regulation Number 19 of 2005 in conjunction with Number 32 of the Year 2013 Concerning National Education Standards;
4. Republic of Indonesia Government Regulation Number 4 of 2014 concerning the Implementation of Higher Education and Management. Higher Education (State Gazette of the Republic of Indonesia 2014 Number 16, Supplement to the State Gazette of the Republic of Indonesia Number 5500);
5. Decree of the President of the Republic of Indonesia Number 37 of 1981 About the Establishment of Halu Oleo University;
6. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 43 of 2012 concerning the Statutes of Halu Oleo University (State Gazette of the Republic of Indonesia of 2012 Number 660);
7. Minister of Education and Culture Regulation Number 3 of the Year 2020 concerning National Higher Education Standards;



-2-

8. Decree of the Minister of Education and Culture of the Republic of Indonesia Number 149 of 2014 concerning the Organization of Work Procedures at Halu Oleo University (State Gazette of the Republic of Indonesia of 2014 Number 1682);

9. Decree of the Minister of Education, Culture, Research and Technology Republic Indonesia Number 43258/MPK.A/KP.07.00/2021 concerning the Dismissal of the Chancellor Halu Oleo University 2017-2021 Period and Appointments of Halu Oleo University for the 2021-2025 Period;

DECIDE :

- Set** : DECISION OF THE RECTOR OF HALU OLEO UNIVERSITY CONCERNING DETERMINATION OF THE HIGHER EDUCATION CURRICULUM IN THE MANAGEMENT STUDY PROGRAM FACULTY OF ECONOMICS AND BUSINESS HALU OLEO UNIVERSITY
- FIRST** : Establishing the Higher Education Curriculum in the Economics and Business Management Study Program at Halu Oleo University.
- SECOND** : The Higher Education Curriculum as referred to in the FIRST point is contained in the Curriculum Document for the Management Study Program of the Faculty of Economics and Business which is an inseparable part of this Decree.
- THIRD** : The decision of the Rector of Halu Oleo University will come into effect on the date set with the provision that at a later date. it turns out that there is confusion in this decision will be held. repairs as needed.

Set in Kendari
On August 26, 2022

HEADMASTER

MUHAMMAD ZAMRUN F.



ENDORSEMENT SHEET

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14. Dr. Juharsah, SE, M.Si
15. Dr. Wahyuniati Hamid, S.Pd., M.Si

Known By:

Position	Study Program Coordinator,	Dean,	Chair of the Faculty Senate
Signature			
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FOREWORD

Alhamdulillahirabbil alamin, praise, and gratitude to theirat Allah subhanahu wataala for the favors and gifts given to the Curriculum Compilation Team so that the MBKM and OBE-based Curriculum Documents and Semester Learning Plans can be completed. The Higher Education Curriculum (KPT) is compiled in fulfillment of the constitutional mandate, which is adjusted to the development of current conditions. This curriculum provides opportunities for students to develop creativity, capacity, personality, needs, and independence in seeking and finding knowledge.

The curriculum preparation for the Management Study Program of the Faculty of Economics and Business, Halu Oleo University, refers to Permendikbud No. 3 of 2020 and Regulation of the Chancellor of Halu Oleo University Number 1 of 2021 concerning the Independent Campus Learning Policy at Halu Oleo University.

Thank you to the Curriculum Development Team, who worked hard and sincerely.

Kendari, October 2021
Head of Department,

Dr. Juharsah, SE, M.Si



STUDY PROGRAM IDENTITY

1	Name of College High (PT)	Halu Oleo University <input type="checkbox"/> PTN <input checked="" type="checkbox"/> PTS
2	Faculty	Economics and Business
3	Major/Department	Management
4	Study Program	Management
5	Accreditation Status	A
6	Number of Students	1564
7	Number of Lecturers	48
8	Study Program Address	JL. H.E.A Mokodompit Bumi Green Campus Tridharma Kendari
9	Telephone	-
10	Web PRODI/PT	http://feb.uho.ac.id/manajemen/



1. Curriculum Foundation

1.1 Philosophical Foundation

The curriculum development of majors/programs of study at the Faculty of Economics and Business, Universitas Halu Oleo (FEB-UHO) is based on various philosophies such as humanism, essentialism, parenialism, idealism, and social reconstructivism, with the following thoughts:

- a. Indonesian humans as God's creatures have a good divine nature; capable of to learn and practice to acquire knowledge, Skills, and forming a smart, intellectual, and independent attitude.
- b. Education builds the whole Indonesian human being who is Pancasila; devoted to God Almighty, humane, dignified, just, democratic, and upholding social values.
- c. Education equips students with the knowledge, skills, and progressive attitude in order to exist and prosper in life.
- d. Education pays attention to the characteristics and needs of students, the needs of society, advances in science and technology, and the culture of the Indonesian nation.
- e. Educators have professional competencies which include personality, social, pedagogical, and expertise competencies in accordance with their scientific fields and work professionally with the principles of worship, Ing Ngarso Sung Tuladha, Ing Madya Mangun Karsa, and Tut Wuri Handayani.
- f. An educational institution is an independent, authoritative system, dignified and full of responsibility for the intellectual life of the nation.

1.2 Sociological Foundation

The sociological foundation of the curriculum is related to the social potential of society.

1. Culture

Cultural factors are an important part of curriculum development considering the following:

- a. Basically, students are born uncultured. T h e r e f o r e , the process of education has the specific task of providing experience to students.
- b. The curriculum is a tool born of culture.
- c. Educating students to be able to integrate with their environment based on values, attitudes, knowledge, skills and general activities.
In addition, there is also specialized education, which is specific aspects of life and relates to groups that are vocational in nature.

2. Community

Curriculum development should also emphasize individual development, including linkages with society.





- a. Mentoring students develop values that available in society based on logic, aesthetics and ethics.
- b. Responding to the challenges and demands of society in giving birth to a generation that is ready to compete from the advancement of science and technology, which in turn will lead to the emergence of a new generation. is essentially a cultural product.

1.3 Historical Foundation

The curriculum of the Management Study Program, Faculty of Economics and Business, Halu Oleo University, has been reconstructed every four years. Curriculum development began after the establishment of the Management Study program in 1981 under the name of the company management Department Guidebook for Preparing KPT in the Industrial Era 4.0, to Support Merdeka Learning Merdeka Campus, Ditjen Belmawa, Dikti-Kemendikbud, 2020.

- a. Guidebook for Merdeka Belajar-Kampus Merdeka, Ditjen Belmawa, Dikti-Kemendikbud, 2020.
- b. Halu Oleo University Chancellor's Regulation Number 1 of 2021 concerning the Independent Campus Learning Policy at Halu Oleo University.

1.4 Legal Foundation

The legal basis for the preparation of the Management Study Program curriculum, Faculty of Economics and Business, Halu Oleo University, is as follows:

- b. Law of the Republic of Indonesia Number 14 Year 2005 on Teachers and Lecturers (State Gazette of the Republic of Indonesia Year 2005 Number 157, Supplement to State Gazette of the Republic of Indonesia Number 4586)
- c. Law of the Republic of Indonesia Number 12 Year 2012 on Higher Education (State Gazette of the Republic of Indonesia Year 2012 Number 158, Supplement to State Gazette of the Republic of Indonesia Number 5336)
- d. Presidential Regulation of the Republic of Indonesia Number 8 of 2012, concerning the Indonesian National Qualifications Framework (KKNI)
- e. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 73 of 2013 concerning the Implementation of KKNI in the Field of Higher Education.
- f. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 3 of 2020, concerning National Higher Education Standards
- g. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 5 of 2020 concerning Accreditation of Study Programs and Higher Education.
- h. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 7 of 2020, concerning the Establishment, Amendment, Dissolution of PTN, and Establishment, Amendment, Revocation of PTS License;
- i. Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 81 of 2014, concerning Diplomas, Certificates of Competence, and Certificates of Higher Education Professions
- j. Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia



-
- k. Guidebook for the Preparation of KPT in the Industrial Era 4.0 to Support Merdeka Learning Merdeka Campus, Ditjen Belmawa, Dikti-Kemendikbud, 2020.



- l. Merdeka Belajar Guidebook - Kampus Merdeka, Ditjen Belmawa, Dikti-Kemendikbud, 2020...
- m. Halu Oleo University Chancellor's Regulation Number 1 of 2021 concerning the Independent Campus Learning Policy at Halu Oleo University.

2. Vision, Mission, Goals, and Strategies of the Study Program

2.1 Vision of Management Study Program

The vision of the Management Study Program is a derivative of the vision of Halu Oleo University and that of the Faculty of Economics and Business. The vision of Halu Oleo University, as stated in the Decree of the Chancellor of Halu Oleo University Number:1562/SK/UN29/PR/2020 concerning the Strategic Plan of Halu Oleo University for 2020-2024 is:

To become a world-class university in the management and development of coastal, marine, and rural areas by 2045.

The vision of the Faculty of Economics and Business is based on that of the university.

To become a world-class faculty in producing human resources in economics and business in coastal, marine, and rural areas.

Based on the vision of the university and faculty, the vision of the Management Study Program is then determined as follows:

Becoming a globally reputable Management and Business Science Development Center in supporting Regional, Coastal, Marine and Rural development in 2045.

2.2 Mission of Management Study Program

Based on the medium-term UHO Vision (2020-2024), the mission carried out by UHO was determined as follows:

1. Develop national and/or international collaborative research-based education by utilizing advances in information technology so that graduates can compete and adapt to the global arena.
2. Developing excellent research oriented towards coastal, marine, and rural areas, as well as publications and intellectual property acquisition.
3. Applying the results of research and intellectual products of national and/or international standards for the welfare of institutions and society as well as the advancement of science and technology.
4. Strengthening the UHO governance system to be transparent, accountable, and credible so that it can provide excellent high-quality education services.
5. Developing student potential in the fields of spirituality, reasoning, sports, arts, culture, and entrepreneurship that supports comprehensive intelligence to build an academic atmosphere.



6. Developing a campus that is clean, beautiful, cool, safe, honest, fair, cooperative, adaptive, disciplined, creative, innovative, tolerant, and trustworthy to support the implementation of tridharma in higher education.

The mission of the Faculty of Economics and Business is as follows:

1. Organizing research-based educational services in maritime and rural economics is competitive and integrated with advances in information technology.
2. Develop and apply the results of excellent research in economics and community service oriented towards improving economic understanding and community welfare; national and international publications and acquisition of IPR.
3. Strengthening the faculty governance system oriented towards excellent service that is accountable, transparent, and reliable to guarantee the implementation of tridharma and institutional responsibility to stakeholders.
4. Developing student potential in the fields of spirituality and character, reasoning, sports, cultural arts, and entrepreneurship, which supports intelligence in the field of economics to build a faculty academic atmosphere at the national and international levels.
5. Developing a clean, beautiful, cool, and safe campus environment based on the values of honesty, fairness, mutual cooperation, adaptive, disciplined, creative, innovative, tolerant, and trustworthy to support the implementation of Tridharma of Higher Education at the faculty level.
6. Improve the quality of implementation of the quality assurance system of the Faculty of Economics and Business.

The mission of the Management Study Program was as follows.

1. Developing research-based management and business education by utilizing information technology to create globally competitive graduates.
2. Develop excellent research and publish internationally reputable management and business research results.
3. Apply and develop excellent research results for the advancement of science and technology to support the development of coastal, marine, and rural areas.
4. Carrying out community services based on applied management and business science.
5. Implement and develop a transparent, accountable, and credible management governance system.
6. Developing student potential in the fields of spirituality, reasoning, sports, arts, culture, and entrepreneurship.
7. Developing a comfortable, safe, and environmentally friendly management environment.



2.3 Objectives of Management Study Program

The objectives of the management study program were as follows:

1. Realizing national and/or international collaborative research-based education in the field of management and business by utilizing advances in information technology.
2. Producing excellent research oriented towards national and/or international publications and acquisition of intellectual property.
3. Implementing research results and intellectual products of national and/or international standards oriented towards the advancement of science and technology, as well as capacity building for coastal, marine, and rural communities.
4. Strengthen the management study program governance system, which is transparent, accountable, and credible.
5. Optimizing student potential in the fields of spirituality, reasoning, sports, arts, culture, and entrepreneurship (T5)
6. Realizing a management department environment that is clean, beautiful, cool, safe, honest, fair, mutual cooperation, adaptive, disciplined, creative, innovative, tolerant, and trustworthy (T6).

2.4 Management Study Program Strategy

To achieve the vision and mission of the study program, it is necessary to achieve the targets through the development of governance and leadership, students and alumni, human resources, curriculum, funding facilities and infrastructure, research, community services, and cooperation. The basic strategies and efforts made to achieve these goals and objectives are as follows:

1. Improve the quality of lecturers and education personnel
2. Improving Education Quality and Academic Atmosphere
3. Improving Efficiency and Effectiveness of Budget Management, Facilities and Infrastructure, and Transparency and Accountability of Financial Information Systems
4. Improving the quality and quantity of research, community services, and cooperation.

2.5 Value University

The noble values owned by Halu Oleo University are implemented in a sociocultural spirit:

1. Spiritual intelligence, namely, self-actualization through cultivating the heart/mind to grow and strengthen faith, piety, and noble character, including noble character and superior personality.
2. Intellectual intelligence, namely, self-actualization through thinking, to gain competence and independence in the development of science and technology, as well as the actualization of intellectual people who are critical, creative, innovative, and imaginative.
3. High caution, that is, being alert at all times to risks/mistakes.
4. High endurance, defined as endurance time, is the length of time a person does something of work intensity or is away from fatigue.



5. Environmental intelligence (EI) refers to the ability to care about environmental sustainability.
6. Social intelligence, which is self-actualizing through taste, increases sensitivity and appreciation of the subtlety and beauty of art and culture as well as the competence to express it. Self-actualization occurs through social interactions that (a) foster and cultivate reciprocal relationships.
(b) Democratic; (c) empathetic and sympathetic; (d) upholding human rights; (e) cheerful and confident; (f) respecting diversity in society and the state; and (g) having a nationalistic outlook with an awareness of rights and obligations as citizens.
7. To adhere to the principle means to be firm, committed, istiqamah, stable, not wishy-washy, not fickle, not like water on a taro leaf, and not unstable.
8. Leadership is the ability to create group activities to achieve organizational goals with maximum effectiveness and cooperation from individuals.

The embodiment of the eight socio-cultural spirit values is extracted in the phrase "**UHO BISA JAGAD KITA**" (**Halu Oleo University Bersih- Indah-Sejuk-Amanman, Honest-Adil-Gotong-Royong-Adaptive-Disciplined, Creative- Innovative-Tolerant-Amanah**).

3. Curriculum Evaluation and Tracer Study

3.1 Curriculum Evaluation

1. The applicable curriculum in the Management Study Program of the Faculty of Economics and Business, Halu Oleo University, is the 2018 KKNI-Based Curriculum, which was approved by the Decree of the Chancellor of Halu Oleo University (number:1354/UN29/SK/PP/2018). The 2018 Management Study Program curriculum is valid until 2022 and is reviewed at least once every four years. The curriculum evaluation aims to assess the effectiveness, efficiency, and relevance of the program and can be used as a tool in curriculum implementation (learning). The preparation of the 2021 curriculum is carried out based on the Indonesian National Qualifications Framework (KKNI) and refers to the guidelines for preparing the higher education curriculum in the industrial era 4.0 to support an independent learning-independent campus, as well as the Halu Oleo University Chancellor's Regulation No. 1 of 2021 concerning the Independent Campus Learning Policy at Halu Oleo University.
2. The challenge faced by universities in curriculum development in the Industrial 4.0 era is to produce graduates who have new literacy skills, including data literacy, technological literacy, and human literacy, based on an understanding of religious beliefs. The efforts made to face these challenges are to develop a curriculum based on the National Higher Education Standards (SN-Dikti) and to use the *outcome-based education* (OBE) approach.
3. The review was conducted based on the following aspects:
 1. Suitability of the curriculum with the vision and mission of the study program.



2. Curriculum structure.
3. Curriculum coverage.
4. Availability of curriculum maps.
5. Sequence of courses in the curriculum map.
6. The order of implementation of the courses in the curriculum was compared to that of the curriculum map.
7. Curriculum relevance.
8. Relevance of curriculum fit.
9. Curriculum credit load.
10. Curriculum integration.
11. Suitability of the educator's expertise in courses taught.
12. Curriculum flexibility.
13. Flexibility of elective courses.
14. Appropriateness of Practice.
15. Adequacy of Practice Modules.

The stages that have been carried out in evaluating the KKNi Curriculum as an Independent Campus Learning Curriculum, among others:

- a. Inviting internal and external stakeholders to the curriculum workshop, which was held on October 20, 2021:

The Stakeholders who invited the incurriculum workshop included the following:

1. Management Study Program students with active status in the 2021 academic year.
2. Management Study Program teaching staff
3. Education Personnel of the Management Study Program.

External stakeholders invited to the curriculum workshop included the following.

1. The User Party, Rachmad Basuki (General Manager of PT. Sultratuna Samudra).
2. The Government, namely H. Sulkarnain Kadir, SE, ME (Mayor of Kendari).
3. Alumni, Dr. Wa Ode Zusnita Muizu, S.E., M.Si (Head of the Management Study Program at Padjajaran University).
4. The Alliance of Indonesian Management and Business Study Programs (APSMBI), namely; Dr. Ulil Hartono, SE., M.Si (Surabaya State University) and Dr. Harjum Muharam, SE., M.E. (Diponegoro University Lecturer).

Based on the results of the *workshop*, the profile of graduates of the Management Study Program can be formulated, namely management graduates who have competencies in operational management, financial management, human resource management, marketing management, and sharia business management. Subsequently, we formulate the Graduate Learning Outcomes (LLO).

- b. Organizing courses and preparing learning tools Organizing courses from the MBKM curriculum and preparing learning tools such as Semester Learning Plans (RPS) and Learning Implementation Plans (RPP), teaching materials, and MBKM curriculum learning methods.
- c. Developing evaluation instruments, MBKM Curriculum evaluation instruments are compiled and developed by adjusting the evaluation instruments that have



been



there is, in making the MBKM evaluation instrument not only involves the Faculty Quality Assurance Unit but also the UHO LPPMP.

d. Developing the MBKM Curriculum Document for 2021.

The prepared draft curriculum is then discussed in a *focus group discussion* (FGD) on October 21, 2022, and the results of the FGD are then discussed and reviewed in the overall lecturer meeting on October 27, 2021. Based on the results of the discussion and review, the results are then formulated by the Curriculum Document Compilation Team, which is responsible for proposing approval and stipulation to the Dean. The curriculum that has been approved by the Dean and the Chairperson of the Faculty of Economics and Business Senate is submitted to the Halu Oleo University Education Quality Assurance and Development Agency (LPPMP) for evaluation, and then submitted to the Chancellor to be ratified into a new curriculum for the Study Program through a Decree as a curriculum that will be effective in the 2021/2022 academic year.

Based on the results of the curriculum evaluation, there are courses that are deleted/combined and courses that change the number of semester credit units (credits), as listed in the following table:

Table 1. List of Deleted Courses

No.	Course Code	Course Content	SKS	Description
(1)	(2)	(3)	(4)	(5)
1	BBZ62011	Cost Accounting	3	Course deleted, combined with management accounting course, in cost management course.
2	BBZ63019	Management Accounting	3	Course deleted, combined with cost accounting course, in cost management course.
3	BBZ63018	Management Sharia Business	3	Course deleted. The material in this course is covered in the Islamic economic fundamentals course, and specifically in the management specialization course. Islamic business.
4	BBZ64013	Indonesian Economy	2	Course deleted. The material in this course is included in the following sub subjects discussion in course course Introduction to Economics.
5	BBZ65031	Cooperative and Small Business Management	2	Deleted course, and included in the subject matter of the Entrepreneurship course.
6	BBZ65082	Entrepreneurship	3	The course was deleted, becoming Entrepreneurship Theory and Practice, then the number of credits became 5 credits.
7	BBZ66038	Methods Financial Management Research	3	Course deleted, combined with financial management seminar course.
8	BBZ66039	Seminar Financial Management	3	Course deleted, combined with financial management research course.
9	BBZ66044	Methods HR Management Research	3	Course deleted, combined with HR management seminar course.
10	BBZ66056	Seminar Human Resource Management	3	Course deleted, merged with HR management research course.
11	BBZ66042	Methods Marketing Management Research	3	Course deleted, combined with marketing management seminar course.



		keting Management Research		
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(1)	(2)	(3)	(4)	(5)
12	BBZ66048	Seminar Marketing Management	3	Course deleted, combined with marketing management research course.
13	BBZ66046	Methods Operations Management Research	3	Course deleted, combined with operational management seminar course.
14	BBZ66047	Sharia Leadership	3	Course deleted. The material in this course is used as a sub subject in the Leadership Management course.
15	BBZ66063	Seminar Operational Management	3	Course deleted, combined with operational management research course.
16	BBZ66069	Methods Sharia Management Research	3	Course deleted, combined with Islamic management seminar course.
17	BBZ66071	Seminar Sharia Business Management	3	Course deleted, combined with Islamic management research course.
18	BBZ67053	Analysis Financial Report	3	Course deleted. The material in this course can be used as sub subjects in the courses Financial Management, Cost Management, Financial Management II, and Business Feasibility Studies.
19	BBZ67058	Training and Human Resources Development	3	Course deleted. The material in this course can be used as sub subjects in the Human Resource Empowerment course.
20	BBZ67066	Relationship Marketing	3	Course deleted. The material in this course can be made into sub subjects in the Services Marketing Management course.
21	BBZ67068	Bank and Islamic Financial Institutions	3	This course was deleted. The material in this course is used as a sub subject in the Sharia Banking Management course.

3.2 Tracer Study

Tracer studies were used to determine the educational *outcomes* produced by management study programs, determine the contribution of management study programs to competencies in the world of work, and monitor the adaptation of graduates of the FEB-UHO Management Study Program when entering the world of work. The description of the graduate tracking system carried out by UPPS includes the following aspects.

a. Organization

The Management Study Program routinely tracks graduates and users of graduates of the FEB Management Study Program at Halu Oleo University through the Student Entrepreneurship and Career Development Unit (PK2M). The FEB-UHO Management Study Program conducts tracking studies to obtain feedback from graduates and users of FEB-UHO Management Study Program graduates, which will later be used as material for making academic and non-academic policies. Tracking of graduates is carried out centrally, namely, the Student Entrepreneurship and Career Development Unit (PK2M). The tracer team executor



is a combination of personnel from the UPT PK2M and the Study Program.



b. Methods

Target respondents in tracking alumni of the FEB UHO Management Study Program for curriculum evaluation needs were directed at all graduates in the year to be surveyed. The *tracer study* conducted for curriculum evaluation needs was for Management Study Program graduates in 2016 (TS-4), 2017 (TS-3) and 2018 (TS-2), with a total alumni or population of 703 alumni.

c. Instrument

The implementation of the *tracer study* uses a questionnaire instrument found on the website <http://tracer.uho.ac.id>. The *tracer study* questionnaire was prepared according to the needs of the UHO study programs. Apart from adopting directly from the download of the standard *tracer study* questionnaire form that has been determined by the Directorate of Student Affairs, Directorate General of Higher Education Learning and Student Affairs, including combining the results of input suggestions from the accreditation team for PT / Faculty / Department / UHO scope study programs.

d. Assessment

The number of alumni who were successfully collected was 305 (43.39 %). The number of graduate users who were successfully collected was 227, and the number of alumni assessed by the users was 227.

The waiting time for graduates of the Management Study Program to obtain their first job is listed in the following table:

Table 2: Graduate Waiting Time

No.	Year Graduated	Number of Graduates	Number of Graduates Tracked	Number of Graduates Tracked by Waiting Time to Employment		
				WT <6 month	6 ≤ WT ≤ 18 month	WT >18 month
1	2016	205	60	45	9	6
2	2017	219	62	43	11	8
3	2018	279	183	145	32	6
		NL=703	NJ=305	WT1= 233	WT2= 52	WT3= 20

Source: Alumni Tracer Study Results, 2021

Based on the results of the study, of the 305 graduates tracked, 76.39% of the graduates found employment in less than six months, while the other 23.61% were employed for more than six months.

The suitability/relevance of expertise in the field of work of graduates of the Management Study Program is listed in the following table:



Table 3. Suitability of Graduates' Field of Work

No.	Year Graduated	Number of Graduates	Number of Graduates Tracked	Number of Graduates Tracked with Job Suitability Rate		
				Low	Medium	High
1	2016	205	60	3	20	37
2	2017	219	62	0	19	43
3	2018	279	183	0	59	124
		NL=703	NJ=305	BS1=3	BS2= 98	BS3= 204

Source: Alumni Tracer Study Results, 2021

Based on the results of the study, it is known that out of 305 tracked graduates, 66.89% of working graduates have a high fit with the field of work, 32.13% of working graduates have a medium fit with the field of work, and 0.98% of working graduates have a low fit with the field of work.

The number of user respondents who tracked graduates of the Management Study Program was 227 users, as listed in Table 3 below:

Table 4 Graduate User Respondents

No.	Year Graduated	Number of Graduates	Number of Graduate User Respondents	Number of Graduates assessed by Users
1	2016	205	52	52
2	2017	219	36	36
3	2018	279	139	139
		NL= 703	NL=227	NJ=227

Source: User Tracer Study Results, 2021

The user satisfaction levels of the graduates of the Management Study Program are listed in the following table:

Table 5 User Satisfaction Level

No.	Ability Type	User Satisfaction Level (%)			
		Very good	Good	Simply	Less
1	Ethics	83,26	16,74	0,00	0,00
2	Expertise in the field of science (main competence)	64,32	33,92	1,76	0,00
3	Foreign language skills	25,55	59,03	15,42	0,00
4	Use of information technology	66,96	31,72	1,32	0,00
5	Communication Skills	76,65	23,35	0,00	0,00
6	Teamwork	68,72	29,52	1,76	0,00
7	Self-development	74,45	24,23	1,32	0,00
Average		65,70	31,21	3,08	0,00

Source: User Tracer Study Results, 2021

Based on the results of the study, the satisfaction level of the six indicators of user satisfaction is above 50%, and only the foreign language ability indicator has a user satisfaction level below 50%, which is 25.55%.



e. Evaluation

The results of the *tracer study* show that most graduates of the Management Study Program are able to get a job in less than six months, and the suitability of graduates in the work field is also mostly high. The users of the Management Study Program graduates also showed a high level of satisfaction. The relatively good study results do not mean that the performance of the Management Study Program in producing highly competent graduates is optimal. This can be seen from the results, which show that the maximum results have not been achieved; therefore, improvement is still needed in producing competitive graduates.

f. Utilization of study results

Curriculum evaluation and *tracer studies* that have been conducted are used as the basis for evaluating curriculum performance and determining graduate profiles, as well as *learning outcomes*.

Based on the results of the curriculum evaluation, there are courses that are deleted/combined and courses that change the number of credits, as listed in Table 5.

4. Graduate Profile and Formulation of Graduate Learning Outcomes (ELOs)

4.1 Graduate Profile

The profile of graduates (*program educational objectives/PEO*) is the role that graduates can perform in certain fields of expertise or work fields after completing the education and learning process. The mechanism for preparing the profile of graduates of the Management Study Program, Faculty of Economics and Business, Halu Oleo University, is based on the following:

1. Vision and mission of the Management Study Program
2. Curriculum evaluation and *tracer study*
3. Input from internal stakeholders and external stakeholders through the activity "Workshop on Drafting the Independent Campus Learning Curriculum Based on *Outcome Base Education (OBE)*".

The results of the *tracer study* conducted by the management study program show that most respondents work as 1) employees or employees in various government, private, and BUMN agencies; 2) self-employed; and 3) research assistants. Based on considerations of the vision and mission of the study program, curriculum evaluation, and tracer study, as well as various inputs from stakeholders, we determined the *graduate* profile of the Management Study Program, Faculty of Economics and Business, Halu Oleo University, as follows:

1. *Workers in government/private institutions*
2. *Young Entrepreneur*
3. *Research assistant*



Table 6. Graduate Profile and Description

No .	Graduate Profile	Description of Graduate Profile (<i>Program Educational Objective</i>)	Competencies Produced
(1)	(2)	(3)	(4)
1	<i>Workers in government/private institutions</i>	Have ability to optimize skills technical and administrative skills in applying management concepts and theories; operations, finance, marketing, and human resources to solve work problems.	A. Operational workers - Able to design operational systems and work procedures for companies in the manufacturing and service sectors - Able to monitor and evaluate the smooth implementation of operational and work procedures - Able to manage project implementation - Able to design work procedure training - Able to monitor and evaluate work quality procedures. B. Workers in finance - Able to make financial plans. - Able to compile Budgeting - Able to analyze the level of financial health of the company/organization - Able to check company budgets and expenditures - Able to assess investment decisions - Able to analyze and manage risk. - Able to formulate company financial strategies



(1)	(2)	(3)	(4)
			<p>C. Workers in marketing</p> <ul style="list-style-type: none">- Able to analyze the dynamics of consumer behavior- Have a global mindset and good business communication skills.- Able to analyze the suitability of product design with consumer tastes- Able to analyze the suitability of product prices with company targets- Able to analyze and design product promotion programs- Able to analyze and establish product distribution channels. <p>D. Human resources worker</p> <ul style="list-style-type: none">- Able to develop human resource planning- Able to conceptualize training and human resource development- Able to analyze workload- Able to design work systems- Able to map human resource competencies- Able to design compensation policy- Able to evaluate employee performance
2	<i>Young Entrepreneur</i>	Have managerial skills, and an entrepreneurial leader in managing business potential.	<ol style="list-style-type: none">1. Ability to seize business opportunities2. Ability to develop business plans3. Ability to adapt to business changes4. Ability to make innovative business decisions5. Ability to organize and manage businesses.6. Ability to identify and manage business risks.7. Possess entrepreneurial leadership skills.



(1)	(2)	(3)	(4)
3	<i>Research assistants</i>	Have ability assist conduct research related to the field of management and business with various approaches, methods, tools, and relevant technologies.	<ol style="list-style-type: none">1. Mastering the basic concepts of both qualitative and quantitative research;2. Mastering data collection and data analysis techniques3. Produce a research report4. Able to publish research results.



4.2 Formulation of SLOs

The formulation of graduate learning *outcomes/PL* (*program learning outcomes/PLO*) is based on the Presidential Regulation of the Republic of Indonesia Number 8 of 2012 concerning the Indonesian National Qualifications Framework, and Guidelines for Preparing the Higher Education Curriculum in the Industrial Era 4.0 to Support Merdeka Belajar-Kampus Merdeka, Regulation of the Minister of Education and Culture of the Republic of Indonesia, number 73 of 2013 concerning the Implementation of the Indonesian National Qualifications Framework for Higher Education, and Regulation of the Minister of Education and Culture Number 49 of 2014 concerning National Higher Education Standards.

Article 3, paragraph 5 of the Ministry of Education and Culture of the Republic of Indonesia number 73 of 2013 states that learning outcomes are abilities obtained through the internalization of knowledge, attitudes, skills, competencies, and accumulated work experience. Paragraph 6 states that learning outcomes produced by the higher education process refer to the competency standards of higher education graduates. Furthermore, Article 10, Paragraph 4 states that each study program is required to compile a description of the minimum learning outcomes referring to the KKNI in the field of higher education according to the level.

Regulation of the Minister of Education and Culture Number 3 of 2020 concerning National Higher Education Standards article 5 paragraph 3 states that the formulation of graduate learning outcomes must refer to the description of KKNI graduate learning outcomes and be equivalent to the qualification levels in KKNI. The learning outcomes of graduates of the S1 Management Study Program refer to the KKNI Level 6. Presidential Regulation of the Republic of Indonesia Number 8 of the 2012 Indonesian National Qualifications Framework and Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 73 of 2013:

- a. Able to apply his field of expertise and utilize science and technology to solve problems and adapt to the situation at hand.
- b. Mastering the theoretical concepts of certain fields of knowledge in general, the theoretical concepts of special parts in the field of knowledge in depth, and the formulation of procedural problem solving.
- c. Able to make the right decision based on information and data analysis and to provide guidance in choosing various alternative solutions independently and in groups.

The preparation of SLOs for the Management Study Program is based on the profile of graduates of the Management Study Program, Faculty of Economics and Business, Halu Oleo University, and refers to the SLO standards set by the Alliance of Indonesian Management and Business Study Programs (APSMBI). The APSMBI standard SLOs are as follows

(https://drive.google.com/drive/folders/1WGx2h41TR7nXFqdwkKp8_yc0CBFL5PB):

1. Graduates are able to show good character (Attitude)
2. graduates able to apply theory management theory in an effective way effectively (Knowledge)
3. Graduates are able to communicate effectively (General skills)
4. Graduates are able to use information technology appropriately (General skills)





5. Graduates are able to work well for self-development (General skills)
6. Graduates are able to solve business problems appropriately (Specific skills)
7. Graduates are able to design a comprehensive business plan (Specific skills)
8. Graduates are able to conduct research properly and ethically (Specific skills)

The formulation of graduate learning outcomes is also prepared in a student-oriented manner, oriented towards the results of the learning process, and can be measured and observed. To produce graduates in accordance with the profile, study program graduates must have competencies that include attitudes, knowledge, and abilities.

The learning outcomes of the graduates of the Management Study Program, Faculty of Economics and Business, Halu Oleo University, are described below.

1. *Being able to implement professional ethics in every job (being able to implement professional ethics in every job)*
2. *Being able to master management theories comprehensively (being able to master management theories comprehensively)*
3. *Being able to implement theories in managing various types of organizations effectively (being able to implement theories in managing various types of organizations effectively)*
4. *Being able to adapt in various business problems*
5. *Being knowledgeable to develop entrepreneurial leadership skills (being able to develop entrepreneurial leadership skills)*
6. *(being able to communicate and cooperate effectively in teams with cultural diversity)*
7. *Ability to make strategic decisions based on the analysis of information and data.*
8. *Being able to perform technically, administratively, and scientifically every organizational task in the field of management.*
9. *Being able to formulate a business plan*
10. *It can conduct research in the field of management and business with various relevant approaches, methods, tools, and technologies.*

The relationship between the SLOs of the Management Study Program and the formulation of general attitudes and skills according to the Regulation of the Minister of Education and Culture



Number 3 of 2020 concerning National Higher Education Standards and APSMBI Standard SLOs are as follows:

Table 7a. Linkage of SLOs of the Attitude Element of the Management Study Program with the Formulation in the Regulation of the Minister of Education and Culture

SLO of Attitude Element in KKNi		SLOs of Attitude Element of Management Study Program (Able to implement professional ethics in every work)
S1	Pious to God Almighty and able to show a religious attitude	v
S2	Upholding human values in carrying out duties based on religion, morals, and ethics	v
S3	Contributing to improving the quality of life in society, nation, state, and advancement of civilization. based on Pancasila	v
S4	Play a role as a citizen who is proud and loves the country, has nationalism and a sense of responsibility to the state and nation.	v
S5	Respect the diversity of cultures, views, religions, and beliefs, as well as the original opinions or findings of others	v
S6	Cooperate and be sensitive social and concern for society and the environment	v
S7	Obedient law and discipline in social and state life	v
S8	Internalize values, norms, and academic ethics	v
S9	Demonstrate an attitude of responsibility for work in their field of expertise independently	v
S10	Internalizing spirit of independence, struggle, and entrepreneurship	v



Table 7b. Linkage of SLOs of General Skills Elements of the Management Study Program with the Formulation in the Regulation of the Minister of Education and Culture

SLOs of General Skills Elements in KKN I		SLOs of General Skills Element of Management Study Program				
		KU1 Able to meng implement management field theories in managing various types of organizations effectively.	KU2 Able to adapt to business problems	KU3 Able to develop entrepreneurial leadership spirit	KU4 Able to communicate and cooperate effectively in a team with diversity culture	KU5 Able to make strategic decisions based on information and data analysis
(1)		(2)	(3)	(4)	(5)	(6)
KU1	Able to apply logical, critical, systematic, and innovative thinking in the context of developing or implementing science and technology that pay attention to and apply the value of humanities in accordance with their field of expertise	v		v		
KU2	Able to show independent, quality, and measurable performance		v			v
KU3	Able to examine the implications of the development or implementation of science and technology that pay attention to and apply humanities values in accordance with their expertise based on scientific rules, procedures and ethics in order to produce solutions, ideas, designs or art criticism, compile a scientific description of the results of their studies in the form of a thesis or final project report, and upload it in the internet. college website	v	v			v

KU4	Compile a scientific description of the results of the study in above in the form of a thesis or final project report, and upload it on the college website	v				v
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(1)		(2)	(3)	(4)	(5)	(6)
KU5	Able to make appropriate decisions in the context of problem solving in their field of expertise, based on the results of information and data analysis.		v	v		v
KU6	Able to maintain and develop networks work with supervisors, colleagues, peers both inside and outside the institution;			v	v	
KU7	Able to be responsible for the achievement of group work results and to supervise and evaluate the completion of work assigned to workers under the supervision of the group. his responsibility				v	
KU8	Able to carry out a self-evaluation process of the work group under responsibility responsibilities, and able to manage learning independently		v	v		
KU9	Able to document, store, secure, and retrieve data to ensure validity and prevent plagiarism.	v				v



Table 7c. Linkage of Management Study Program SLOs with APSMBI Standard SLOs

SLOs of Attitude, Knowledge, General Skills, and Specific Skills of Management Study Program		APSMBI Standard SLOs							
		S	P	KU1	KU2	KU3	KK1	KK2	KK3
		Graduates are able to show good character	Graduates are able to apply management theory effectively	Graduates are able to communicate effectively	Graduates are able to use information technology appropriately	Graduates are able to work well for self-development	Graduates are able to solve business problems appropriately	Graduates are able to design a comprehensive business plan	Graduates are able to conduct research properly and ethically
(1)		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
S	Able to implement professional ethics in every job	v							
P	Able to master the theory of management field Comprehensive		v						
KU1	Able to implement management theories in managing various types of organizations in an effective manner. Effective				v		v		
KU2	Able to adapt to business problems			v		v			



	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
KU3	Able to develop the soul entrepreneurial leadership					v			
KU4	Able to communicate and work effectively in a team with diversity culture			v		v			
KU5	Able to make strategic decisions based on information and data analysis					v			
KK1	Able to work in technical, administrative and scientific every organizational task in the field of management						v		v
KK2	Able to formulate a business plan							v	



KK3	Able to conduct research in the field of management and business with various approaches, relevant methods, tools and technologies								v
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5. Determination of Study Materials

5.1 *Body of Knowledge* (BoK) Overview

The body of knowledge, which refers to study material, is the body of knowledge that makes core courses that must exist in a curriculum. In developing study materials, the Management Study Program of the Faculty of Economics and Business, Halu Oleo University provides opportunities for students to develop their learning interests in depth. The determination of study materials refers to the ELOs and/or use of the Study Program BoK. Study materials are used for the formation of new courses and/or for evaluating and reconstructing old or ongoing courses. The determination of study materials is a statement of the competencies needed in the work world. For convenience, it can also refer to the study material of a science adjusted to the competence of the world of work.

The Management Study Program of the Faculty of Economics and Business, Halu Oleo University provides five learning interest development options tailored to market needs, and the availability of human resources, namely: financial management, marketing management, human resource management, operational management, and sharia business management. The study materials in the Management Study Program were as follows:

Table 8. Study Materials for Management Study Program

Code	Study Material (BK)
	The Core of Management Science
BK-01	Management
BK-02	Organization Function
BK-03	Business
BK-04	Entrepreneurship
BK-05	Scientific Work
	Supporting Science and Technology
BK-06	Quantitative Methods
BK-07	Economy
BK-08	Accounting
BK-09	Law
BK-10	Language
	Complementary science and technology
BK-11	Character Development
	Science and Technology Developed
BK-12	Technology and Information
	Science and Technology Characteristics of HEIs
BK-13	Higher Education Characterization

The relationship between study materials and the profiles of graduates of the Management Study Program, Faculty of Economics and Business, Halu Oleo University, is listed in the following table:



Study Materials Based on Graduate Learning Outcomes of Study Programs

No.	Graduate Learning Outcomes (GLOs)	BK 01	BK 02	BK 03	BK 04	BK 05	BK 06	BK 07	BK 08	BK 09	BK 10	BK 11	BK 12	BK 13
S	Able to implement professional ethics in every job											v		v
P	Able to master theory management field comprehensively	v	v	v										
KU1	Able to implement management theories in managing various types of organizations effectively.	v	v	v				v	v	v				
KU2	Able to adapt in business problems				v		v							
KU3	Able to develop soul entrepreneurial leadership				v									
KU4	Able to communicate and work effectively in culturally diverse teams	v									v			
KU5	Able to make strategic decisions based on information and data analysis		v	v		v	v	v	v				v	
KK1	Technically proficient, administrative and scientific every organizational task in the field of management	v	v					v	v	v			v	
KK2	Able to formulate a business plan		v	v	v		v	v					v	
KK3	Able to conduct research in the field of management and business with various relevant approaches, methods, tools and technologies		v	v		v	v						v	



5.2 Description of Study Material

To support the predetermined learning outcomes, each graduate of the S-1 Management Study Program is required to master several sciences, technologies, and arts (science and technology), which consist of groups; Main Science and Technology / Scientific Core, Supporting Science and Technology, Complementary Science and Technology, and Characteristic Science and Technology. The depth of the study material, which refers to Bloom's taxonomy, is the basis for determining the weight of each course.

- a. Mastery of the Main Science and Technology/Scientific Core, which includes 5 (five) studies: Management, Organizational Function, Business, Entrepreneurship, and Scientific Work.
- b. Mastery of Supporting Science and Technology, which includes 5 (five) studies: Quantitative Methods, Economics, Accounting, Law, and Language.
- c. Mastery of Complementary Science and Technology, which includes Character Development studies.
- d. The mastery of science and technology developed includes the study of Technology and Information.
- e. Mastery of Higher Education Science and Technology.

Table 10: Description of Study Materials

Code	Study Material (BK)	Description of Study Material
(1)	(2)	(3)
BK-01	Management	This study material is to provide the ability to manage organizations in local, national, and global scope.
BK-02	Organization Function	This study material is to provide skills in planning, organizing, mobilizing, and supervising with regard to operational management, finance, human resources, marketing, and Islamic business.
BK-03	Business	This study material is to provide skills on the aspects that must be analyzed in business, the feasibility of establishing or developing a business, and budget management.
BK-04	Entrepreneurship	This study material is to provide the ability to innovate and be creative in creating jobs.
BK-05	Scientific Work	This study material is to provide the ability to conduct research that can be used as a basis for decision making.
BK-06	Quantitative Methods	This study material is to provide the ability to formulate quantitative models and conduct analysis with quantitative methods.



BK-07	Economy	This study material is to provide the ability to understand economic conditions both micro and macro, and analysis of economic models.
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(1)	(2)	(3)
BK-08	Accounting	This study material is to provide the ability to understand recording through accounting journals to the stage of financial statements, as well as mastering methods of managing and analyzing cost calculations.
BK-09	Law	This study material is to provide the ability to understand the principles and rules of law that underlie and regulate the conduct of business and taxation.
BK-10	Language	This study material is to provide the ability to write scientific papers and communicate.
BK-11	Character Development	This study material is to provide the ability to behave religiously and have good morals, ethics, personality, be responsible for their work independently, and be loyal to the state and nation.
BK-12	Technology and Information	This study material is to provide skills in the use of information and communication technology in carrying out organizational activities.
BK-13	Higher Education Characterization	This study material is to provide skills in maritime insight.

The relationship between the study materials and the profile of graduates of the Management Study Program is listed in the following table:

Study Materials and Graduate Profile

Code	Study Material (BK)	Graduate Profile		
		Workers in Government/Private Agencies	Young Entrepreneurs	Research Assistant
BK-01	Management	v	v	-
BK-02	Organization Function	v	v	-
BK-03	Business	v	v	-
BK-04	Entrepreneurship	v	v	-
BK-05	Scientific Work	-	-	v
BK-06	Quantitative Methods	-	-	v
BK-07	Economy	v	v	-
BK-08	Accounting	v	v	-
BK-09	Law	v	v	-
BK-10	Language	v	v	v
BK-11	Character Development	v	v	v
BK-12	Technology and Information	v	v	v



BK-13	Higher Education Characterization	v	v	v
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6. Course Formation and Determination of SKS Weight

Courses are formed based on the ELOs imposed on the course and study materials, which are in accordance with the specified ELOs. To support the learning outcomes that have been determined, each graduate of the S-1 Management Study Program is required to master several sciences, technologies, and arts (science and technology), which consist of 76 courses with 218 semester credit units (credits). The numbers of courses and credits that must be taken were 51 and 144, respectively. The distribution of these courses and credits consists of groups;

1. Mastery of the Main Science and Technology/Scientific Core, which includes 5 (five) studies: Management, Organizational Function, Business, Entrepreneurship, and Scientific Work. Thirty courses must be taken for the main science and technology/scientific core are 30 courses, which are divided into 93 credits.
2. Mastery of Supporting Science and Technology, which includes 5 (five) studies: Quantitative Methods, Economics, Accounting, Law, and Language. Eleven courses must be taken for the supporting science and technology fields are 11 courses, which are divided into 29 credits.
3. Mastery of Complementary Science and Technology, which includes Character Development studies. The courses that must be taken for the complementary science and technology field are four courses distributed over 10 credits.
4. The mastery of science and technology developed includes the study of Technology and Information. The required courses for technology, information science, and technology are three courses distributed across eight credits.
5. The mastery of Higher Education Science and Technology is imposed on two courses distributed into four credits.



Table 12: Courses Based on Study Materials

BK Code	Study Material (BK)	Course Code	Course Content	Position			
				Core	Institution	Required	Options
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
The Core of Management Science							
BK-01	Management	BBZ61006	Management	v	-	v	-
		BBZ63028	Cross-Cultural Management	v	-	v	-
		BBZ62009	Organization Theory	v	-	v	-
		BBZ62021	Organizational Behavior	v	-	v	-
BK-02	Organization Function	BBZ63015	Marketing Management	v	-	v	-
		BBZ63014	Human Resource Management	v	-	v	-
		BBZ63017	Financial Management	v	-	v	-
		BBZ63016	Operational Management	v	-	v	-
		BBZ64024	Marketing Management II	v	-	v	-
		BBZ64022	Human Resource Management II	v	-	v	-
		BBZ64023	Financial Management II	v	-	v	-
		BBZ64025	Operational Management II	v	-	v	-
		BBZ63029	Fundamentals of Islamic Economics	v	-	v	-
		BBZ66041	International Marketing Management	v	-	-	v (P.PSN)
		BBZ67067	Marketing Communication	v	-	-	v (P.PSN)
		BBZ67065	Consumer Behavior	v	-	-	v (P.PSN)
		BBZ67064	Services Marketing Management	v	-	-	v (P.PSN)
		BBZ67075	Social Media Marketing	v	-	-	v (P.PSN)
		BBZ66043	International Human Resource Management	v	-	-	v (HR)
		BBZ67077	Strategic Human Resource Management	v	-	-	v (HR)
		BBZ67054	Human Resource Planning	v	-	-	v (HR)
		BBZ67055	Human Resources Empowerment	v	-	-	v (HR)
		BBZ67057	Conflict Management	v	-	-	v (HR)
		BBZ67076	Financial Technology	v	-	-	v (P.KEU)
BBZ66040	International Financial Management	v	-	-	v (P.KEU)		
BBZ67051	Financial Behavior	v	-	-	v (P.KEU)		
BBZ67050	Investment Management	v	-	-	v (P.KEU)		
BBZ67052	Regional Financial Management	v	-	-	v (P.KEU)		
BBZ66045	International Operations Management	v	-	-	v (P.OPS)		



		BBZ67061	Strategic Operations Management	v	-	-	v (P.OPS)
		BBZ67059	Supply Chain Management	v	-	-	v (P.OPS)
		BBZ67062	Integrated Quality Management	v	-	-	v (P.OPS)
		BBZ67060	Flexibility Management	v	-	-	v (P.OPS)



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
		BBZ67070	Islamic Financial Management	v	-	-	v (P.SYA)
		BBZ67074	Zakat and Waqf Management	v	-	-	v (P.SYA)
		BBZ67072	Management in Islamic Perspective	v	-	-	v (P.SYA)
		BBZ67068	Islamic Banks and Financial Institutions	v	-	-	v (P.SYA)
		BBZ67073	Sharia Marketing Management	v	-	-	v (P.SYA)
		BBZ67049	Risk Management	v	-	v	-
		BBZ65033	Strategic Management	v	-	v	-
		BBZ66036	Banking Management	v	-	v	-
		BBZ66003	Change Management	v	-	-	v
		BBZ64026	Banks and Other Financial Institutions	v	-	v	-
		BBZ66020	Leadership	v	-	v	-
BK-03	Business	BBZ61005	Introduction to Business	v	-	v	-
		BBZ65028	Business Feasibility Study	v	-	v	-
		BBZ65029	Budgeting	v	-	v	-
BK-04	Entrepreneurship	BBZ65083	Entrepreneurship Theory and Practice	v	-	v	-
BK-05	Scientific Work	BBZ62012	Philosophy of Science	v	-	v	-
		BBZ64035	Research Methodology	v	-	v	-
		BBZ66072	Marketing Management Research and Seminar	v	-	-	v (P.PSN)
		BBZ66073	HR Management Research and Seminars	v	-	-	v (HR)
		BBZ66074	Financial Management Research and Seminar	v	-	-	v (P.KEU)
		BBZ66075	Operations Management Research and Seminar	v	-	-	v (P.OPS)
		BBZ66076	Research and Seminar on Sharia Business Management	v	-	-	v (P.SYA)
		BBZ68074	Thesis	v	-	v	-
Supporting Science and Technology							
BK-06	Quantitative Methods	BBZ62010	Economic and Business Mathematics	-	v	v	-
		BBZ63027	Economic and Business Statistics	-	v	v	-
		BBZ65030	Operations Research	-	v	v	-
BK-07	Economy	BBZ61007	Introduction to Economics	-	v	v	-
		BBZ65032	Managerial Economics	-	v	v	-
BK-08	Accounting	BBZ61004	Introduction to Accounting	-	v	v	-
		BBZ64036	Cost Management	-	v	v	-
BK-09	Law	BBZ66037	Taxation	-	v	v	-
		BBZ62008	Business Law	-	v	v	-
BK-10	Language	BBZ61077	English	-	v	v	-
		BBZ62080	Bahasa Indonesia	-	v	v	-
Complementary science and technology							
BK-11	Character Development	BBZ61075	Religious Education	-	v	v	-
		BBZ62079	Citizenship	-	v	v	-



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
		BBZ61076	Pancasila	-	v	v	-
		BBZ68083	Community Service Program (KKN)	-	v	v	-
Science and Technology Developed							
BK-12	Technology and Information	BBZ61078	Information Technology	-	v	v	-
		BBZ66070	Digital Business	-	v	v	-
		BBZ66034	Management Information System	-	v	v	-
Science and Technology Characteristics of HEIs							
BK-13	Higher Education Characterization	BBZ62081	Maritime Insight	-	v	v	-
		BBZ61002	Character Education	-	v	v	-

Description:

Number of compulsory courses =

44 Number of elective courses =

31 Number of core courses = 55

Number of institutional courses =

20

P. OPS = Elective Course for Operational Management Specialization

P. KEU = Elective Course for Financial Management Specialization

P. PSN = Elective Course for Marketing Management Specialization

P. HR = Elective Course for Human Resource Management Specialization

P. SYA = Elective Course for Sharia Business Management Specialization



Table 13. Matrix of SLOs and New Courses

No.	Course Code	Course Content	Graduate Learning Outcomes									
			S	P	KU 1	KU 2	KU 3	KU 4	KU 5	KK 1	KK 2	KK 3
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
		National Compulsory Courses (MKWN)										
1	BBZ61075	Religious Education	v									
2	BBZ61076	Pancasila	v									
3	BBZ62079	Citizenship	v									
4	BBZ62080	Bahasa Indonesia						v				
		Mandatory University Courses (MKWU)										
5	BBZ61078	Information Technology								v	v	v
6	BBZ61077	English						v				
7	BBZ68083	Community Service Program (KKN)				v	v	v				
		University Specific Courses (MKKU)										
8	BBZ61002	Character Education	v									
9	BBZ62081	Maritime Insight	v								v	
		Faculty Skills Course (MKKF)										
10	BBZ61004	Introduction to Accounting		v						v	v	
11	BBZ61007	Introduction to Economics			v							
12	BBZ62010	Economic and Business Mathematics								v	v	v
13	BBZ63027	Economic and Business Statistics							v	v	v	v
		Study Program Core Expertise Courses (MKKIPS)										
14	BBZ61005	Introduction to Business				v					v	
15	BBZ61006	Management		v	v					v		
16	BBZ62008	Business Law		v								
17	BBZ62009	Organization Theory		v	v							
18	BBZ62012	Philosophy of Science							v			v
19	BBZ62021	Organizational Behavior		v				v				
20	BBZ63014	Human Resource Management		v	v			v				
21	BBZ63015	Marketing Management		v	v			v				
22	BBZ63016	Operational Management		v	v			v				
23	BBZ63017	Financial Management		v	v			v				
24	BBZ63028	Cross-Cultural Management					v	v				
25	BBZ63029	Fundamentals of Islamic Economics		v								
26	BBZ64022	Human Resource Management II			v					v	v	v
27	BBZ64023	Financial Management II			v					v	v	v



28	BBZ64024	Marketing Management II			v					v	v	v
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(1)	(2)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
29	BBZ64025	Operational Management II			v					v	v	v
30	BBZ64026	Banks and Other Financial Institutions		v	v							
31	BBZ64035	Research Methodology							v	v		v
32	BBZ64036	Cost Management			v				v		v	
33	BBZ65028	Business Feasibility Study			v						v	v
34	BBZ65029	Budgeting		v					v	v		
35	BBZ65030	Operations Research			v				v	v		
36	BBZ65032	Managerial Economics			v	v			v			
37	BBZ65033	Strategic Management				v				v	v	
38	BBZ65083	Entrepreneurship Theory and Practice					v		v		v	
39	BBZ66020	Leadership					v	v				
40	BBZ66034	Management Information System		v					v			
41	BBZ66036	Banking Management		v	v							
42	BBZ66037	Taxation		v	v							
43	BBZ66070	Digital Business							v	v	v	
44	BBZ67049	Risk Management			v				v		v	
45	BBZ68074	Thesis		v					v			v
		Eye Course Elective Skills Program Study (MKKPPS)										
46	BBZ66003	Change Management				v	v					
		Specialization Financial Management										
47	BBZ66040	Management Internatio nal Finance		v	v				v			
48	BBZ66074	Financial Management Research and Seminar				v			v	v		v
49	BBZ67076	Financial Technology			v				v	v		
50	BBZ67050	Investment Management			v				v	v		
51	BBZ67051	Financial Behavior			v				v	v		
52	BBZ67052	Regional Financial Management		v						v		
		Specialization Human Resource Management										
53	BBZ66043	Management Source International Human Resources			v				v			
54	BBZ66073	HR Management Research and Seminars			v				v	v		v
55	BBZ67077	Management Source Strategic Human Resources			v				v	v		
56	BBZ67054	Planning Source Human			v					v		



		Resources										
57	BBZ67055	Human Resources Empowerment			v					v		
58	BBZ67057	Conflict Management				v			v			



(1)	(2)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
		Specialization Marketing Management										
59	BBZ66041	Management International Marketing			v				v			
60	BBZ66072	Marketing Management Research and Seminar			v				v	v		v
61	BBZ67064	Services Marketing Management			v					v	v	
62	BBZ67065	Consumer Behavior			v					v	v	
63	BBZ67067	Marketing Communication						v		v	v	
64	BBZ67075	Social Media Marketing							v	v	v	
		Specialization Operational Management										
65	BBZ66045	Management International Operations			v				v			
66	BBZ66075	Operations Management Research and Seminar			v				v	v		v
67	BBZ67061	Management Strategic Operations			v				v	v		
68	BBZ67062	Integrated Quality Management			v				v	v		
69	BBZ67059	Supply Chain Management			v				v	v		
70	BBZ67060	Flexibility Management			v				v	v		
		Specialization Sharia Business Management										
71	BBZ67074	Zakat and waqf management		v	v				v			
72	BBZ66076	Research and Seminar on Sharia Business Management			v				v	v		v
73	BBZ67072	Management in Islamic Perspective		v	v				v			
74	BBZ67068	Islamic Banks and Financial Institutions		v					v			
75	BBZ67073	Management Sharia Marketing			v				v	v		
76	BBZ67070	Islamic Financial Management			v				v	v		



List of courses, SLOs, study materials and learning materials

No.	MK Code	Course Name	SLOs that are assigned to MK	Study Material: Learning Materials	Estimated Time (Hours)		SKS Weight
					Theory	Practices	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	BBZ61075	Religious Education	S	Study Material: BK-11: Character Development Learning Materials: This course studies religious understanding of daily life. day in various scientific, technological and social life fields and underlies the development of management economics.	5,67	-	2
2	BBZ61076	Pancasila	S	Study Material: BK-11: Character Development Learning Materials: This course studies the basic concepts of Pancasila education, Pancasila in various contexts of life and how to address Pancasila as an ideology of society.	5,67	-	2
3	BBZ62079	Citizenship	S	Study Material: BK11: Character Development Learning Materials: This course studies the basic concepts of citizenship.	5,67	-	2
4	BBZ61078	Information Technology	KK1 KK2 KK3	Study Material: BK-12: Technology and Information Learning Materials: This course studies the application of information technology in the field of management, which consists of: marketing management, human resource management, finance, and operations management.	2,83	2,83	2



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
5	BBZ61077	English	KU6	Study Material: BK-10: Communication Learning Materials: This course studies various materials contained in English language rules aimed at management students to be able to communicate passively and actively in English, which includes reading comprehension, structure and grammar, listening practice).	5,67	-	2
6	BBZ62080	Bahasa Indonesia	KU4	Study Material: BK-10: Language Learning Materials: This course studies the use of Indonesian language that is good and correct and in accordance with the standard rules for using Indonesian in preparing research reports.	5,67	-	2
7	BBZ68083	Community Service	KU2 KU3 KU4	Study Material: BK-11: Character Development Learning Materials: This course studies the material that students must master before participating in activities at the KKN location.	-	11,33	4
8	BBZ61002	Character Education	S	Study Material: BK-13: College Characteristics Learning Materials: This course studies the theoretical and practical concepts of implementing character education in an effort to develop student character.	-	-	0/2



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
9	BBZ62081	Maritime Insight	S KK2	Study Material: BK-13: College Characteristics Learning Materials: This course studies aspects of maritime affairs including history, economic value, maritime socio-culture, defense and security, biological resources, maritime science and technology, threats and pollution, disasters and mitigation.	5,67	-	2
10	BBZ61004	Introduction to Accounting	P KK1 KK2	Study Material: BK-08: Accounting Learning Materials: This course studies accounting concepts and the application of concepts in companies.	5,67	2,83	3
11	BBZ61007	Introduction to Economics	KU1	Study Material: BK-07: Economy Learning Materials: This course studies the concepts of economics and its analytical tools.	8,5	-	3
12	BBZ62010	Economic and Business Mathematics	KK1 KK2 KK3	Study Material: BK-06: Quantitative Methods Learning Materials: This course studies mathematical concepts, and their application in the field of business.	8,5	-	3
13	BBZ63027	Economic and Business Statistics	KU5 KK1 KK2 KK3	Study Material: BK-06: Quantitative Methods Learning Materials: This course studies the tools of descriptive statistical analysis and inductive statistics and applies them in decision making. has something to do with management science.	2,83	5,67	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
14	BBZ61005	Introduction to Business	KU2 KK2	<p>Study Material: BK-03: Business</p> <p>Learning Materials: Subject Course This course learn the ins and outs of ins and outs company business and its application in managing the company.</p>	8,5	-	3
15	BBZ61006	Management	P KU1 KK1	<p>Study Material: BK-01: Management</p> <p>Learning Materials: This course studies management concepts and their application in organizational management.</p>	8,5	-	3
16	BBZ62008	Business Law	P	<p>Study Material: BK-09: Law</p> <p>Learning Materials: This course provides an explanation of business law and law, types of business entities and their legality. In addition, it applies and develop concepts of business law in companies and society.</p>	5,67	-	2
17	BBZ62009	Organization Theory	P KU1	<p>Study Material: BK-01: Management</p> <p>Learning Materials: This course studies the fundamental understanding of the basic concepts of organization according to structural, process, and behavioral approaches, design and structure. organization, organizational learning, organizational culture,</p>	8,5	-	3



				and organizational environment management.			
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(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
18	BBZ62012	Philosophy of Science	KU5 KK3	Study Material: BK-05: Scientific Work Learning Materials: This course studies aspects of: ontology, epistemology, axiology, which can be used as a basis for systematic thinking.	5,67	-	2
19	BBZ62	Organizational Behavior	P KU4	Study Material: BK-01: Management Learning Materials: This course studies three determinants of behavior in organizations consisting of individual behavior, group behavior and organizational systems.	8,5	-	3
20	BBZ63014	Human Resource Management	P KU1 KU4	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the theories and concepts of human resource management related to managerial and operational functions in human resource management.	8,5	-	3
21	BBZ63015	Marketing Management	P KU1 KU4	Study Material: BK-02: Organizational Functions Learning Materials: This course studies marketing concepts, and the design of marketing strategies, situation analysis, formulating relevant marketing policies, and marketing evaluation and control.	8,5	-	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
22	BBZ63016	Operational Management	P KU1 KU4	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the development, concepts, and situation analysis by using concepts and methods to solve problems related to operational management and then formulate relevant policies.	8,5	-	3
23	BBZ63017	Financial Management	P KU1 KU4	Study Material: BK-02: Organizational Functions Learning Materials: This course studies concepts and models in financial management. and its application in decision making to maximize company value.	8,5	-	3
24	BBZ63028	Cross-Cultural Management	KU4	Study Material: BK-01: Management Learning Materials: This course studies personal/managerial communication at a <i>multicultural</i> global level, as well as studying the cultural characteristics of various nations/countries to foster, improve, and manage the sensibility of cultural differences, so that it can be useful in other organizational work environments, especially if the organization is at the level of cultural diversity. multinational.	5,83	-	2
25	BBZ63029	Fundamentals of Islamic Economics	P	Study Material: BK-01: Management Learning Materials: This course studies the design of the Islamic economic system, the objectives of the Islamic economy, the sources of Islamic economic law, and other materials.	5,83	-	2



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
26	BBZ64022	Human Resource Management II	KU1 KK1 KK2 KK3	Study Material: BK-02: Organizational Functions Learning Materials: This course studies human resource management, problem identification, situation analysis, theoretical review, and problem solution recommendations, using concepts and methods to solve problems related to human resource management.	5,67	2,83	3
27	BBZ64023	Financial Management II	KU1 KK1 KK2 KK3	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the theory, concepts and analysis models related to fixed asset investment decision making, both under certain conditions and uncertainty.	5,67	2,83	3
28	BBZ64024	Marketing Management II	KU1 KK1 KK2 KK3	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the basic concepts of market driven strategies and strategic marketing processes, including strategic situation analysis, marketing strategy preparation, marketing program development, marketing strategy implementation and control as well as various relevant cases.	5,67	2,83	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
29	BBZ64025	Operations Management II	KU1 KK1 KK2 KK3	Study Material: BK-02: Organizational Functions Learning Materials: This course studies comprehensive techniques and applications regarding various activities that greatly affect productivity in the field of manufacturing and services.	5,67	2,83	3
30	BBZ64026	Banks and Other Financial Institutions	P KU1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the role of non-bank financial institutions in economic activity as well as the technical operations and management of non-bank financial institutions in general, which play an important role in the money market mechanism.	5,67	-	2
31	BBZ64035	Research Methodology	KU5 KK1 KK3	Study Material: BK-05: Scientific Work Learning Materials: This course studies research philosophy, research cycle, norms research, r e s e a r c h stages, research models, research reporting, and publication of research results, so that they can conduct good research.	5,67	2,83	3
32	BBZ64036	Cost Management	KU1 KK1 KK2	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the concepts and strategies of cost management to build a company's competitive advantage.	5,67	2,83	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
33	BBZ65028	Business Feasibility Study	KU1 KK2 KK3	Study Material: BK3: Business Learning Materials: This course studies business feasibility analysis techniques and factors considered in assessing a business project which includes technical analysis, marketing analysis, financial analysis, management analysis, legality analysis, as well as environmental and socio-political analysis all in an integrated analysis.	5,67	2,83	3
34	BBZ65029	Budgeting	P KU5 KK1	Study Material: BK-03: Business Learning Materials: This course studies the application of budgeting concepts as a planning tool and compiles a comprehensive, simple, realistic, quantitative and qualitative corporate budget, supervision in a corporate organization.	8,5	-	3
35	BBZ65030	Operations Research	KU1 KU5 KK1	Study Material: BK-06: Quantitative Methods Learning Materials: This course studies methods to address the problem of allocating resources more effectively across a wide range of economic and business activities.	5,67	2,83	3
36	BBZ65032	Managerial Economics	KU1 KU2 KU5	Study Material: BK-07: Economy Learning Materials: This course studies the application of economic principles and methodologies, economic models for use in the decision-making process within the organization.	8,5	-	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
37	BBZ65033	Strategic Management	KU2 KK1 KK2	Study Material: BK-02: Organizational Functions Learning Materials: This course studies strategic thinking patterns, including planning, implementing and monitoring/controlling to produce the right strategy in achieving goals.	5,67	2,83	3
38	BBZ65083	Entrepreneurship Theory and Practice	KU3 KU5 KK2	Study Material: BK-04: Entrepreneurship Learning Materials: This course studies the concept of entrepreneurship and enhances the skills of discovery and presentation of entrepreneurial ideas, creativity, and innovation, planning and organizing entrepreneurship, implementing and managing entrepreneurship. entrepreneurial control, and entrepreneurial monitoring and follow-up.	5,67	8,5	5
39	BBZ66020	Leadership	KU3 KU4	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the concepts and theories of leadership within the framework of organizational dynamics, leadership from the perspective of the interaction of leaders, followers and situations, and the development of leadership talents.	8,5	-	3



40	BBZ66034	Management Information System	P KU5	Study Material: BK-12: Technology and Information Learning Materials: This course studies managerial aspects related to the use and utilization of information and communication technology in business decision making at every level of management, analyzes information needs for management, and is able to explain how business companies use information technology to achieve company goals.	5,67	2,83	3
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(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
41	BBZ66036	Banking Management	KU1 KU2	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the management of banking institutions, including; the role of financial institutions, bank performance assessment, bank health, fund management, credit management, credit analysis, liquidity management and gap management.	8,5	-	3
42	BBZ66037	Taxation	KU1 KU2	Study Material: BK-08: Law Learning Materials: This course studies the concepts of taxation, functions and types, and tax calculation.	5,67	-	2
43	BBZ66070	Digital Business	KU5 KK1 KK2	Study Material: BK-12: Technology and Information Learning Materials: This course studies the application of various company cases and digital business developments, by discussing the development of digital technology, digital marketing, digital business platforms, digital companies in the social media and market place groups and their applications in business and <i>sharing economy</i> .	2,83	2,83	2
44	BBZ67049	Risk Management	KU5 KK1 KK2	Study Material: BK-02: Organizational Functions Learning Materials: This course studies risk analysis, identification and measurement of property risks, liabilities, human resources, management, organization and decision making to handle crises in the company.	8,5	-	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
45	BBZ68074	Thesis	P KU5 KK3	Study Material: BK-05: Scientific Work Learning Materials: This course guides students to understand and apply basic research concepts.	-	17,0	6
46	BBZ66003	Change Managem ent	KU2 KU3	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the importance of change management both structural and cultural changes for the better and dynamic. Learning materials are associated with the philosophy, history and basic concepts of change, seeing and believing in change, initiating change, changing corporate culture and managing expectations.	5,67	-	2
47	BBZ66040	International Financial Management	P KU1 KU5	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the international financial environment, understanding forex management and forex exchange, understanding forex risk management with financial engineering, international investment management, international capital budgeting and foreign direct investment, international cost of capital and foreign investment, international trade finance and country risk; sources and methods of international financing, international payment systems, country risk.	8,5	-	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
48	BBZ66074	Financial Management Research and Seminar	KU2 KU5 KK1 KK3	Study Material: BK-05: Scientific Work Learning Materials: This course studies the analysis and topics in financial research that distinguish it from other business research, as well as interesting topics in financial research.	2,83	5,67	3
49	BBZ67076	Financial Technology	KU1 KU5 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies financial technology trends, its impact on banking, business collaboration with FinTech startups, and regulatory frameworks related to FinTech, among others,	2,83	5,67	3
50	BBZ67050	Investment Management	KU1 KU5 KK1	Study Material: BK02: Organizational Functions Learning Materials: This course studies various concepts of understanding and investment problems in various financial assets, for investment decision making.	5,67	2,83	3
51	BBZ67051	Financial Behavior	KU1 KU5 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the merging of behavioral psychology theory with conventional finance theory to provide an explanation for why people make irrational financial decisions.	8,5	-	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
52	BBZ67052	Regional Financial Management	KU2 KU4 KK3	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the concepts of understanding and local financial management problems faced by local governments and recognizes, understands, and understands these concepts and understanding in order to analyze the problems faced and find solutions.	8,5	-	3
53	BBZ66043	International HR Management	KU1 KU5	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the trends and challenges of the global work environment in the context of the functions and activities performed by international human resource management and understands the steps to deal with international human resource problems.	8,5	-	3
54	BBZ66073	HR Management Research and Seminars	KU2 KU5 KK1 KK3	Study Material: BK-05: Scientific Work Learning Materials: This course studies various analytical tools and topics in human resource research that distinguish it from other business research, as well as interesting topics in human resource research. The purpose of this course is for students to have the ability to analyze and apply all knowledge in the field of human resources, so that they can make analysis and decisions on integrated cases.	2,83	5,67	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
55	BBZ67077	Strategic Human Resource Management	KU1 KU5 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies and examines the concept of <i>competitive advantage through people</i> .	8,5	-	3
56	BBZ67054	HR Planning	KU1 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the methods and procedures that must be understood in order to create sustainable HR planning as a foundation in building an organization.	8,5	-	3
57	BBZ67055	HR Empowerment	KU1 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the discipline of human behavior and the concept of human resource empowerment in various perspectives.	8,5	-	3
58	BBZ67057	Conflict Management	KU2 KU5	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the understanding of organizational conflict, identifying sources of conflict, and dealing with conflict into forces that help in achieving the goals of organizational progress and productivity.	8,5	-	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
59	BBZ66041	International Marketing Management	KU1 KU5	Study Material: BK-02: Organizational Functions Learning Materials: This course studies marketing concepts, and the design of international marketing strategies. It enhances students' knowledge of the strategic aspects of international marketing. In addition, it explains how to conduct a Situation Analysis and then formulate relevant international marketing policies. Furthermore, it explains how to conduct international marketing planning, evaluation and control.	8,5	-	3
60	BBZ66	Marketing Management Research and Seminar	KU2 KU5 KK1 KK3	Study Material: BK-05: Scientific Work Learning Materials: This course studies various analytical tools and topics in marketing research that distinguish it from other business research, as well as interesting topics in marketing research. on integrated cases.	2,83	5,67	3
61	BBZ67064	Services Marketing Management	KU1 KK1 KK2	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the basic concepts of service marketing, service consumer behavior, service marketing mix, service delivery system, customer satisfaction, customer retention, customer loyalty, CRM, trust, commitment and service recovery, and international service marketing.	8,5	-	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
62	BBZ67065	Consumer Behavior	KU1 KK1 KK2	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the principles of consumer behavior, factors that need to be considered to understand consumers, as reference material in the study of consumer behavior. marketing policy for business organizations.	8,5	-	3
63	BBZ66041	Marketing Communication	KU4 KK1 KK2	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the preparation of a marketing communication program plan structure based on the application of marketing concepts, principles and practices. in the organization and is able to measure evaluate the impact and communication results of a marketing communication program.	8,5	-	3
64	BBZ67075	Social Media Marketing	KU4 KK1 KK2	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the intricacies of Social Media Marketing management, also discusses various challenges faced by retail marketers in their business activities to solve various problems that retail marketers may face, as well as being able to formulate added value for consumers and retail marketers.	2,83	5,67	3



65	BBZ66045	International Operations Management	KU1 KK5	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the sources of raw materials, components, and resources. global people, including manufacturing or service facilities, or to supply global markets.	8,5	-	3
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(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
66	BBZ66075	Operations Management Research and Seminar	KU2 KU5 KK1 KK3	Study Material: BK-05: Scientific Work Learning Materials: This course studies various analytical tools and topics in operational research that distinguish it from other business research, as well as interesting topics in operational research.	2,83	5,67	3
67	BBZ67061	Strategic Operations Management	KU1 KU5 KK1	Study Material: BK-02: Strategic Operations Management Learning Materials: This course studies the relationship between various levels of strategy in manufacturing and service companies by considering the driving factors. (<i>drivers</i> and dimensions of competitive and sustainable performance for the company.	5,67	2,83	3
68	BBZ67062	Integrated Quality Management	KU1 KU5 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the basic concepts, principles, and techniques of Quality control is integrated in an organization or company management.	5,67	2,83	3
69	BBZ67059	Supply Chain Management (SCM)	KU1 KU5 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies supply chain design and management to minimize total supply chain costs while meeting various service fulfillments.	5,67	2,83	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
70	BBZ67060	Flexibility Management	KU1 KU5 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the company's resource allocation strategy to examine risk management in finance, marketing, operations, and strategies to reduce risk in order to achieve company competitiveness.	5,67	2,83	3
71	BBZ67074	Zakat and Waqf Management	P KU1 KU5	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the management of zakat and waqf.	8,5	-	3
72	BBZ66076	Research and Seminar on Sharia Business Management	KU1 KU5 KK1 KK3	Study Material: BK-05: Scientific Work Learning Materials: This course studies various analytical tools and topics in Islamic business research that distinguish it from other business research, as well as interesting topics in Islamic business research.	2,83	5,67	3
73	BBZ67072	Management in Islamic Perspective	P KU1 KU5	Study Material: BK-02: Organizational Functions Learning Materials: This course studies management in an Islamic perspective, examining the verses of the Qur'an and Hadith related to planning, organizing, staffing, directing and managing (taujih wa tanshiq), controlling (riqabah), financing (tamwil), directing and coordinating (tawjih wa tanshiq), reporting (tabligh), training (tadrib), leadership (qiyadah), human relations ('alaqah inshaniyah).	8,5	-	3



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
74	BBZ67068	Islamic Banks and Financial Institutions	P KU5	Study Material: BK-02: Organizational Functions Learning Materials: The course studies the existence of commercial banks, including Islamic banks, as well as other financial institutions, including non-bank Islamic financial institutions in modern finance and economy.	8,5	-	3
75	BBZ67073	Sharia Marketing Management	KU1 KU5 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the concept and practice of marketing that can be applied directly in Islamic financial institutions and Islamic businesses.	8,5	-	3
76	BBZ67070	Islamic Financial Management	KU1 KU5 KK1	Study Material: BK-02: Organizational Functions Learning Materials: This course studies the concepts required in taking business finance decisions, fund market structures and mechanisms in order to evaluate business finance models based on Islamic finance principles.	8,5	-	3



7. Course Structure in the Study Program Curriculum

7.1 Curriculum Matrix

Table 15: Course Structure in the Study Program Curriculum

SMT	SKS	Jlh MK	UNDERGRADUATE PROGRAM COURSE GROUPS		
			Required Courses	Optional MK	MKWN
(1)	(2)	(3)	(4)	(5)	(6)
VIII	10	2	BBZ68083 KKN (4)		
			BBZ68074 Thesis (6)		
VII	15	5	BBZ67049 Risk Management (3)	BBZ67076 Financial Technology (3)	
				BBZ67050 Investment Management (3)	
				BBZ67051 Financial Behavior (3)	
				BBZ67052 Management Regional Finance (3)	
				BBZ67077 Resource Management Strategic Man (3)	
				BBZ67054 Resource Planning Human (3)	
				BBZ67055 Resource Empowerment Human	
				BBZ67057 Conflict Management (3)	
				BBZ67059 Supply Chain Management (SCM) (3)	
				BBZ67060 Flexibility Management (3)	
				BBZ67061 Operational Management Strategic (3)	
				BBZ67062 Integrated Quality Management (3)	
				BBZ67064 Management Services Marketing (3)	
				BBZ67065 Behavior Consumer (3)	
				BBZ67067 Marketing Communication (3)	
				BBZ67075 Social Media Marketing (3)	
				BBZ67068 Banks & Financial Institutions Sharia (3)	
				BBZ67070 Management Islamic Finance (3)	
				BBZ67073 Management Sharia Marketing (3)	
				BBZ67072 Management In Islamic Perspective (3)	



(1)	(2)	(3)	(4)	(5)	(6)
VI	19	7	BBZ66020 Leadership (3)	BBZ66003 Change Management (2)	
			BBZ66034 Management Information System (3)	BBZ66074 Financial Management Research and Seminar (3)	
			BBZ66036 Banking Management (3)	BBZ66040 International Financial Management (3)	
			BBZ66037 Taxation (2)	BBZ66072 Marketing Management Research and Seminar (3)	
			BBZ66070 Digital Business (2)	BBZ66041 International Marketing Management (3)	
				BBZ66073	
				BBZ66043 International Human Resource Management (3)	
				BBZ66075 Operations Management Research and Seminar (3)	
				BBZ66045 International Operations Management (3)	
				BBZ66076 Islamic Business Management Research and Seminar (3)	
		BBZ67074 Zakat and Waqf Management (3)			
V	20	6	BBZ65028 Business Feasibility Study (3)		
			BBZ65029 Budgeting (3)		
			BBZ65030 Operations Research (3)		
			BBZ65031 Managerial Economics (3)		
			BBZ65033 Strategic Management (3)		
			BBZ65083 Entrepreneurship Theory and Practice (5)		
IV	20	7	BBZ64022 Human Resource Management II (3)		
			BBZ64023 Financial Management II (3)		
			BBZ64024 Marketing Management II (3)		
			BBZ64025 Operations Management II (3)		
			BBZ64026 Banks and Other Financial Institutions (2)		
			BBZ64035 Research Methodology (3)		



		BBZ64036 Cost Management (3)		
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(1)	(2)	(3)	(4)	(5)	(6)
III	21	7	BBZ63014 Human Resource Management (3)		
			BBZ63015 Marketing Management (3)		
			BBZ63016 Operational Management (3)		
			BBZ63017 Financial Management (3)		
			BBZ63027 Economic/Business Statistics (3)		
			BBZ63028 Cross-Cultural Management (2)		
			BBZ63029 Fundamentals of Islamic Economics (2)		
			II	19	8
BBZ62010 Economics/Business Math (3)					
BBZ62012 Philosophy of Science (2)		BBZ62080 Indonesian (2)			
BBZ62081 Maritime Insights (2)					
BBZ62009 Organization Theory (3)					
BBZ62021 Organizational Behavior (3)					
I	22	9	BBZ61004 Introduction to Accounting (3)	BBZ61001 Character Education (0)	BBZ61075 Religious Education (2)
			BBZ61005 Introduction to Business (3)	BBZ61002 Character Education (2)	
			BBZ61006 Management (3)		BBZ61076 Pancasila (2)
			BBZ61007 Introduction to Economics (3)		
			BBZ61077 English (2)		
			BBZ61078 Information Technology (2)		
			Jlh	144	51

Based on the results of the curriculum evaluation, there were several new courses, as listed in the following table:

Table 16: New courses



No.	Course Code	Course Content	Basis for Consideration	SMT	SKS
1	BBZ63028	Cross-Cultural Management	Subject Course This course required as The demands of global business development are culturally diverse.	3	2
2	BBZ63029	Fundamentals of Islamic Economics	This course is required to provide knowledge of the basic science of Islamic economics.	3	2
3	BBZ64036	Cost Management	This course is required for a manager or consultant in making decisions related to cost management.	4	3
4	BBZ65083	Entrepreneurship Theory and Practice	This course is required as a demand to provide entrepreneurial skills in global competition.	5	5
5	BBZ66070	Digital Business	Subject Course This course required as a demand for the development of the industrial revolution 4.0 and society 5.0 that affect business digitally.	6	2
6	BBZ67074	Management Zakat and Waqf	Subject course This course required in managing the potential of Zakat and Waqf.	6	3
7	BBZ67075	Social Media Marketing	This course is required as a demand for business development through social media and marketplaces.	7	3
8	BBZ67076	Financial Technology	This course is required as a demand of financial systems in the digital era used for technology & software-based financial activities or services, such as payment systems. digital, online lending, crowdfunding & peer-to-peer lending.	7	3
9	BBZ67077	Human Resource Management Strategi c Human Resource Management	This course is required as a demand for human resource competition in the era of globalization.	7	3
10	BBZ66072	Marketing Management Research and Seminar	This course is an amalgamation of marketing management research methods and management seminars. Marketing.	7	3
11	BBZ66073	Research and Seminars Resource Management	This course is an amalgamation of from HR management research methods courses and HR management seminars.	7	3
12	BBZ66074	Financial Management Research and Seminar	This course is an amalgamation of management research methods courses. finance and seminar financial management.	7	3
13	BBZ66075	Research and seminars on operational management	This course is a combination of operational management research methods and operational management seminar.	7	3



14	BBZ66076	Research and Seminar on Islamic Business Management	This course is an amalgamation of sharia business management research methods and management seminar. Islamic business.	7	3
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7.2 Curriculum Map Based on Study Program SLOs

SEMESTER	PROGRAM PEMBELAJARAN DALAM PROGRAM STUDI									JUMLAH SKS	PROGRAM MBKM			JUMLAH SKS
											DALAM PT	PT LAIN	NON PT	
VIII	KKN (4)	SKRIPSI (6)								10				
VII	Manajemen Risiko (3)	Peminatan Manajemen SDM (12)								15	MK PS LAIN (10 SKS)	PP - PT LAIN (10 SKS)	BP (16 SKS)	20
		Peminatan Manajemen Pemasaran (12)											BK/BM/BPD/PK/PI/AM (10 SKS)	
		Peminatan Manajemen Operasional (12)												
		Peminatan Manajemen Keuangan (12)												
		Peminatan Manajemen Bisnis Syariah (12)												
VI	Manajemen Perubahan (2)	Sistem Informasi Manajemen (3)	Manajemen Perbankan (3)	Perpajakan (2)	Kepemimpinan (3)	Peminatan Manajemen SDM (6)				22	MK PS LAIN (20 SKS)	PP / PT LAIN (20 SKS)	BK/BM/BPD/PK/PI/AM (20 SKS)	20
						Peminatan Manajemen Pemasaran (6)								
						Peminatan Manajemen Operasional (6)								
						Peminatan Manajemen Keuangan (6)								
						Peminatan Manajemen Bisnis Syariah (6)								
V	Studi Kelayakan Bisnis (3)	Penganggaran (3)	Riset Operasi (3)	Ekonomi Manajerial (3)	Manajemen Strategik (3)	Teori & Praktik Kewirausahaan (6)				20	MK PS LAIN (20 SKS)	PP - PT LAIN (20 SKS)	BK/BM/BPD/PK/PI/AM (20 SKS)	20
IV	Manajemen Sumber Daya Manusia II (3)	Manajemen Pemasaran II (3)	Manajemen Operasional II (3)	Manajemen Keuangan II (3)	Bank & Lembaga Keuangan Lainnya, (2)	Metodologi Penelitian (3)	Manajemen Biaya (3)			20				
III	Manajemen Sumber Daya Manusia (3)	Manajemen Pemasaran (3)	Manajemen Operasional (3)	Manajemen Keuangan (3)	Statistika Ekonomi / Bisnis (3)	Digital Bisnis (3)	Manajemen Lintas Budaya (3)			18				
II	Hukum Bisnis (2)	Teori Organisasi (3)	Matematika Ekonomi / Bisnis (3)	Filsafat Ilmu (2)	Perilaku Keorganisasian (3)	Kewarganegaraan (2)	Bahasa Indonesia (2)	Wawasan Kemaritiman (2)		19				
I	Pendidikan Karakter (0/2)	Pengantar Akuntansi (3)	Pengantar Bisnis (3)	Manajemen (3)	Pengantar Ekonomi (3)	Pendidikan Agama (2)	Pancasila (2)	Bahasa Inggris (2)	Teknologi Informasi (2)	20				

Keterangan	Deskripsi	Jumlah SKS
	MK Prodi Manajemen dalam UHO	42
	1. MK yang dapat dikonversi pada program lintas Prodi di UHO & di luar UHO	92
	2. MK yang dapat dikonversi pada program studi sama di luar UHO	
	3. MK yang dapat dikonversi pada program MBKM Non PT	
	MK Yang dapat disetarakan dengan program MBKM	4
	MK yang dapat diakui dan disetarakan dengan program MBKM	6
	Jumlah	144

Keterangan	Program MBKM	CPL
PP	Pertukaran Pelajar	Sesuai CPL Mata Kuliah Yang Diprogram
BP	Bidang Penelitian	P. KU1, KU5, KK3
BK	Bidang Kewirausahaan	P. KU1, KU3, KK2
BM	Bidang Magang/Praktik Industri	S. P. KU1, KU4, KK1
BPD	Bidang Proyek di Desa	S. P. KU4, KK2
PK	Proyek Kemanusiaan	S. P. KU4, KK1
PI	Proyek Independen	S. P. KU5, KK1
AM	Asisten Mengajar	S. P. KU4, KK1

Keterangan	Deskripsi MBKM
	Kuliah Lintas Prodi di UHO
	Pertukaran Pelajar (PP)
	BK/BM/BPD/PK/PI/AM

PENYETARAAN

PENGAKUAN & PENYETARAAN

TERSTRUKTUR SESUAI CPL



8 List of Course Distribution for Each Semester

Table 17a. List of Semester I Courses

No.	Course Code	Course Content	Number of credits	Prerequisite Course
1	BBZ61001	Character Education	0	-
	BBZ61002	Character Education	2	-
2	BBZ61004	Introduction to Accounting	3	-
3	BBZ61005	Introduction to Business	3	-
4	BBZ61006	Management	3	-
5	BBZ61007	Introduction to Economics	3	-
6	BBZ61075	Religious Education	2	-
7	BBZ61076	Pancasila	2	-
8	BBZ61077	English	2	-
9	BBZ61078	Information Technology	2	-
		Total	20	

Table 17b. List of Semester II Courses

No.	Course Code Lecture	Course Content	Number of credits	Prerequisite Course
1	BBZ62008	Business Law	2	BBZ61006
2	BBZ62009	Organization Theory	3	
3	BBZ62010	Economics/Business Math	3	BBZ61006 BBZ61007
4	BBZ62012	Philosophy of Science	2	-
5	BBZ62021	Organizational Theory	3	
6	BBZ62079	Citizenship	2	-
7	BBZ62080	Bahasa Indonesia	2	-
8	BBZ62081	Maritime Insight	2	-
		Total	19	

Table 17c. List of Semester III Courses

No.	Course Code	Course Content	Number of credits	Prerequisite Course
1	BBZ63014	Human Resource Management	3	BBZ61006
2	BBZ63015	Marketing Management	3	BBZ61006
3	BBZ63016	Operational Management	3	BBZ61006
4	BBZ63017	Financial Management	3	BBZ61006
5	BBZ63027	Economic/Business Statistics	3	BBZ61006 BBZ62010
6	BBZ63028	Cross-Cultural Management	2	BBZ61006
7	BBZ63029	Fundamentals of Islamic Economics	2	BBZ61075
		Total	19	



Table 17d. List of Semester IV Courses

No.	Course Code	Course Content	Number of credits	Prerequisite Course
1	BBZ64022	Human Resource Management II	3	BBZ63014
2	BBZ64023	Financial Management II	3	BBZ63017
3	BBZ64024	Marketing Management II	3	BBZ63015
4	BBZ64025	Operational Management II	3	BBZ63016
5	BBZ64026	Banks and Other Financial Institutions	2	BBZ61006
6	BBZ64035	Research Methodology	3	BBZ63027
7	BBZ64036	Cost Management	3	BBZ61006
		Total	20	

Table 17e. List of Semester V Courses

No.	Course Code	Course Content	Number of credits	Prerequisite Course
1	BBZ65028	Business Feasibility Study	3	BBZ64022 BBZ64023 BBZ64024 BBZ64025
2	BBZ65029	Budgeting	3	BBZ64036
3	BBZ65030	Operations Research	3	BBZ62010
4	BBZ65032	Managerial Economics	3	BBZ61007
5	BBZ65033	Strategic Management	3	BBZ64022 BBZ64023 BBZ64024 BBZ64025
6	BBZ65083	Entrepreneurship Theory and Practice	5	BBZ61005
		Total	20	

Table 17f. List of Semester VI Courses

No.	Course Code	Course Content	Number of credits	Prerequisite Course
(1)	(2)	(3)	(4)	(5)
1	BBZ66003	Change Management	2	BBZ61006
2	BBZ66020	Leadership	3	BBZ61006
3	BBZ66034	Management Information System	3	BBZ61006
4	BBZ66036	Banking Management	3	BBZ61005
5	BBZ66037	Taxation	2	BBZ64036
6	BBZ66070	Digital Business	2	BBZ61005 BBZ61006 BBZ61078
7	BBZ66074	Financial Management Research and Seminar	3	BBZ64023 BBZ64035
8	BBZ66040	International Financial Management	3	BBZ64023



9	BBZ66072	Marketing Management Research and Seminar	3	BBZ64024 BBZ64035
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(1)	(2)	(3)	(4)	(5)
10	BBZ66041	International Marketing Management	3	BBZ64024
11	BBZ66073	Human Resource Management Research and Seminar	3	BBZ64022 BBZ64035
12	BBZ66043	International Human Resource Management	3	BBZ64022 BBZ64035
13	BBZ66075	Operations Management Research and Seminar	3	BBZ64025 BBZ64035
14	BBZ66045	International Operations Management	3	BBZ64025
15	BBZ66076	Research and Seminar on Sharia Business Management	3	BBZ64035
16	BBZ67074	Zakat and Waqf Management	3	BBZ61006
		Total	21	

Table 17g. List of Semester VII Courses

No.	Course Code	Course Content	Number of credits	Prerequisite Course
1	BBZ67049	Risk Management	3	BBZ61005
2	BBZ67050	Investment Management	3	BBZ64023
3	BBZ67051	Financial Behavior	3	BBZ64023
4	BBZ67052	Regional Financial Management	3	BBZ64023
5	BBZ67076	Financial Technology	3	BBZ64023
6	BBZ67054	Human Resource Planning	3	BBZ64022
7	BBZ67055	Human Resources Empowerment	3	BBZ64022
8	BBZ67057	Conflict Management	3	BBZ64022
9	BBZ67077	Strategic Human Resource Management	3	BBZ64022
10	BBZ67059	Supply Chain Management (SCM)	3	BBZ64025
11	BBZ67060	Flexibility Management	3	BBZ64025
12	BBZ67061	Strategic Operations Management	3	BBZ64025
13	BBZ67062	Integrated Quality Management	3	BBZ64025
14	BBZ67068	Islamic Banks and Financial Institutions	3	BBZ64026
15	BBZ67070	Islamic Financial Management	3	BBZ64023
16	BBZ67072	Management in Islamic Perspective	3	BBZ61006
17	BBZ67073	Sharia Marketing Management	3	BBZ64024
18	BBZ67064	Services Marketing Management	3	BBZ64024
19	BBZ67065	Consumer Behavior	3	BBZ64024
20	BBZ67067	Marketing Communication	3	BBZ64024
21	BBZ67075	Social Media Marketing	3	BBZ64024
		Total	15	

Table 17h. List of courses per semester-VIII

No.	Course Code	Course Content	Number of credits	Prerequisites
1	BBZ68083	Real Work Lecture	4	Thematic KKN Passing credits = 75 credits Regular KKN Passing credits =



				100 credits
2	BBZ68074	Thesis	6	Pass All Courses (146 credits)
	Total		10	



Students of the Management Study Program, Faculty of Economics, Halu Oleo University class of 2018, 2019, and 2020 who will repeat/program courses that have been eliminated or deleted in the 2021 Curriculum, the appropriate replacement courses are determined, as listed in the following table:

Table 17i. Conversion of Deleted and/or Merged Courses

No.	MK Code	2018 Curriculum Courses	SKS	MK Code	2021 Curriculum Courses	SKS
1	BBZ62011	Cost Accounting	3	BBZ64036	Cost Management	3
2	BBZ63018	Management Sharia Business	3	BBZ63029	Fundamentals Islamic Economics	2
3	BBZ63019	Management Accounting	3	BBZ64036	Cost Management	3
4	BBZ64013	Indonesian Economy	2	BBZ66070	Digital Business	2
5	BBZ65031	Management Cooperatives and Small Businesses	2	BBZ65083	Theory and Entrepreneurship Practice	5
6	BBZ65082	Entrepreneurship	3			
7	BBZ66038	Methods Financial Management Research	3	BBZ66074	Research and Financial Management Seminar	3
8	BBZ66039	Seminar Financial Management	3	BBZ66074	Research and Financial Management Seminar	3
9	BBZ66042	Methods Marketing Management Research	3	BBZ66072	Research and Marketing Management Seminar	3
10	BBZ66044	Methods HR Management Research	3	BBZ66073	Research and HR Management Seminar	3
11	BBZ66046	Methods Operations Management Research	3	BBZ66075	Research and Operational Management Seminar	3
12	BBZ66048	Seminar Marketing Management	3	BBZ66072	Research and Marketing Management Seminar	3
13	BBZ66056	Seminar HR Management	3	BBZ66073	Research and HR Management Seminar	3
14	BBZ66063	Seminar Operational Management	3	BBZ66075	Research and Operational Management Seminar	3
15	BBZ66069	Methods Research Management Sharia Business	3	BBZ66076	Research and Management Seminar Business Sharia	3
16	BBZ66071	Seminar Sharia Business Management	3	BBZ66076	Research and Seminars Management Sharia Business	3
17	BBZ66047	Sharia Leadership	3	BBZ67074	Zakat and Waqf Management	3



18	BBZ67053	Analysis Financi al Report	3	BBZ67076	Financial Technology	3
19	BBZ67058	Training HR Development	3	BBZ67077	Management Strategi c Human Resources	3
20	BBZ67066	Relationship Marketing	3	BBZ67075	Social Media Marketing	3



9 Semester Learning Plan (SSP)

		HALU OLEO UNIVERSITY FACULTY OF ECONOMICS AND BUSINESS MANAGEMENT STUDY PROGRAM SEMESTER LEARNING PLAN				Docum ent Code
COURSE (MK)	MK Code	MK family	Weight (SKS)	Semester	Date of preparation	
Marketing Management	BBZ63015	Work Expertise Courses	3	3	2021	
AUTHORIZATION/ATTESTATION	RPS Developer Lecturer		RMK Coordinator		Head of Department	
	DEVELOPER TEAM		Prof. Dr. Hj Alida Palilati, SE, M.Si		Dr. Juharsah, SE, M.Si	
Learning Outcomes S : Attitude P : Knowledge KU : Skills General KK : Skills Special	SLO-PRODI that is charged to the MK					
	CPL1	Able to apply logical, critical, systematic, and innovative thinking in the context of developing or implementing science and technology that pays attention to and applies humanities values in accordance with their expertise.(KU1)				
	CPL2	Able to make appropriate decisions in the context of problem solving in their field of expertise based on the results of information and data analysis. (KU5)				
	CPL3	Able to design planning, organizing, managing and controlling in human resource management, marketing, operations, and finance based on scientific methods. (KK1)				
	CPL4	Mastering concepts, theories, and analytical methods in the fields of human resource management, marketing management, operations management, and financial management, and applying them in various types of organizations both business and non-business at local, national and global levels. (P1)				
	Course Learning Outcomes (CPMK)					
	CPMK-1	Mastering the concepts, principles and applications of various approaches, research methods in innovation-oriented marketing management (SLO 1).				
	CPMK-2	Able to make decisions appropriately in the context of solving marketing management problems (CPL 2).				
	CPMK-3	Able to adjust the development of updated information technology for the needs of analyzing and making marketing decisions for products and services (ELO 3).				
	CPMK-4	Able to provide alternative solutions to marketing management problems that occur in individual businesses, groups, organizations, and society (ELO 4).				
	End ability of each learning stage (Sub-CPMK)					
	Sub-CPMK1	Able to understand the changing marketing paradigm (CPMK 1)				
	Sub-CPMK2	Able to design develop marketing strategies and plans (CPMK 1; CPMK 2; CPMK 3; CPMK 4)				
Sub-CPMK3	Able to gather information and scan the environment (CPMK 1; CPMK 2; CPMK 3; CPMK 4)					
Sub-CPMK4	Able to explain and extract information from the results of marketing research to forecast demand (CPMK 1; CPMK 2; CPMK 3; CPMK 4)					
Sub-CPMK5	Able to design value creation, customer satisfaction and loyalty (CPMK 1; CPMK 2; CPMK 3; CPMK 4)					





	Sub-CPMK6	Able to, analyze and explain the consumer market (CPMK 1; CPMK 2; CPMK 3; CPMK 4)											
	Sub-CPMK7	Able to analyze and explain business markets (CPMK 1; CPMK 2; CPMK 3; CPMK 4)											
	Sub-CPMK8	Able to identify and design segments, target markets and positioning (CPMK 1; CPMK 2; CPMK 3; CPMK 4)											
	Sub-CPMK9	Able to design brand equity creation (CPMK 1; CPMK 2; CPMK 3; CPMK 4)											
	Sub-CPMK10	Able to understand brand positioning (CPMK 1; CPMK 2; CPMK 3; CPMK 4)											
	Sub-CPMK11	Able to understand the concept of <i>e-commerce</i> (CPMK 1; CPMK 2; CPMK 3; CPMK 4)											
	Sub-CPMK12	Able to design strategies to face competition (CPMK 1; CPMK 2; CPMK 3; CPMK 4)											
	Correlation of SLOs to Sub-CLOs												
		Sub CPMK1	Sub CPMK2	Sub CPMK3	Sub CPMK4	Sub CPMK5	Sub CPMK6	Sub CPMK7	Sub CPMK8	Sub CPMK9	Sub CPMK10	Sub CPMK11	Sub CPMK12
	CPL1	V				V			V	V			V
	CPL2		V			V							V
	CPL3	V	V	V				V			V	V	
	CPL4				V		V						
Brief Course Description	This course studies marketing concepts, and the design of marketing strategies, situation analysis, formulating relevant marketing policies, and marketing evaluation and control. Learning for the entire course is organized using the <i>Student Centered Learning</i> (SCL) method.												
Study Material: Learning material	<ol style="list-style-type: none"> 1. Understanding the Changing Paradigm of Marketing in the Digital Age 2. Develop a Marketing Strategy and Plan 3. Gather Information and Scan the Environment 4. Conduct Marketing Research and Forecast Demand 5. Creating Value, Customer Satisfaction and Loyalty 6. Analyzing the Consumer Market 7. Analyzing the Business Market 8. Identifying Segments and Target Markets 9. Creating Brand Equity 10. Shaping Brand Positioning 11. Concept of <i>E-Commerce</i> 12. Facing the Competition 												
Library	Main												
	PU.1	Kotler, Philips and Gary Armstrong. (2006). Principles of Marketing. 12th Edition. Volume 1. Jakarta: Erlangga											
	PU.2	Kotler, Philips and Kevin Lane Keller. (2009). Marketing Management. 13th Edition. Volume 1 & 2. Jakarta: Erlangga											
	Supporters												
	PP.1	Aaker. A david. (2013). Strategic marketing management. 8th edition. Fourth edition: Jakarta											
	PP.2	Alma Buchari.(2007).Marketing Management & Service Marketing. Alfabeta: Bandung											
	PP.3	Assauri Sofjan. (2017). Marketing management. Raja Grafindo Persaja: Jakarta											



	PP.4 PP.5 PP.6 PP.7 PP.8 PP.6 PP.10 PP.11 PP.12 PP.13. PP.14 PP.15	Babin Zikmund. (2011). Exploring marketing research. 10th edition. Fourth edition: Jakarta Donald R. Lehmann & Russel S. Winer. (2005). Analysis for Marketing Planning. Sixth Edition. Mc.Graw-Hill International Edition Fill Chris. (1999). Marketing Communications. Prentice Hall. Europe Kartajaya Hermawan. (2002). Mark Plus On Strategy. Gramedia Pustaka Utama: Jakarta Kartajaya Hermawan. (2010). Marketing concept thought journey. Jakarta: Erlangga Laksana Fajar (2008). Marketing Management. Graha Ilmu: Yogyakarta Shimp. A Terence. (2014). Integrated marketing communications. 8th edition. Fourth edition: Jakarta Sudirman Zaid & Patwayati (2021). Impact of customer experience and customer engagement on satisfaction and loyalty: A case study in Indonesia, The Journal of Asian Finance, Economics and Business. Sudirman Zaid, Alida Palilati, Rahmat Madjid, Hasanuddin Bua (2021). Impact of service recovery, customer satisfaction, and corporate image on customer loyalty, The Journal of Asian Finance, Economics, and Business. Palilati Alida, Endro Sukotjo, Salma Saleh, Murdjani Kamaluddin (2019). The role of business innovation in improving the product competitiveness of food micro industry. in Southeast Sulawesi, Indonesia, Russian Journal of Agricultural and Socio-Economic Sciences. Nursaban Rommy Suleman Sudirman Zaid, Hayat Yusuf (2020). Customer relationship marketing as the antecedents to increasing customer loyalty, International Journal of Research in Business and Social Science. Juharsah (2020). The Role of Positive Emotion in Mediating the Effect of Hedonic Value to Impulse Buying, IOSR Journal of Business and Management (IOSR-JBM).					
Lecturer	Marketing Management Course Team						
Course Requirements	Management, Introduction to Business						
Mg To	End ability of each learning stage (Sub-CPMK)	Assessment		Learning Bantuk; Learning Method; Assignment Students; [Estimated Time]		Learning Materials [Library]	Assessment Weight (%)
		Indicator	Criteria & Form	Learning Experience (Offline)	Learning Media / Online		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Able to understand marketing paradigm shift	<ol style="list-style-type: none"> 1. Accuracy in providing an explanation of why marketing is important 2. Accuracy and depth in explaining the scope and basic concepts of marketing 3. Accuracy in explaining the evolution of marketing 	Criteria: Marking Scheme <input type="checkbox"/> Quiz 1 Non-test form: <input type="checkbox"/> Summarizing lecture material	<input type="checkbox"/> Lecture: <input type="checkbox"/> Discussion, [TM: 1x(3x50")] <input checked="" type="checkbox"/> Task-1: Compile summary in paper form about the lecture material [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoology.com/course/2220257940/materials	<ol style="list-style-type: none"> 1. The importance of marketing 2. Scope of marketing 3. Core concepts in marketing 4. The new marketing reality 5. Company orientation towards the market 6. Marketing management tasks 	8



		4. Accuracy in outlining the tasks required for management successful marketing.				Literature: PU.1 Pg. 4-30 PU.2 Pg. 5-9 PP.8 pp. 7-117	
2	Sub-CPMK2; Able to design developing strategies and marketing plan.	1. Accuracy in explaining how marketing affects customer value 2. Accuracy in explaining the strategic planning process carried out at different organizational levels 3. Accuracy in explaining the scope marketing plan	Criteria: Descriptive fabric <input type="checkbox"/> Quiz 2 Non-test form: <input type="checkbox"/> Design strategy marketing <input type="checkbox"/> Compiling stage flow planning Marketing;	<input type="checkbox"/> Lecture: <input type="checkbox"/> group discussion collaborative [TM: 1x(3x50")] <input type="checkbox"/> Task-2: Case study: develop strategies and marketing plan [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials	1. Marketing and customer value 2. Corporate and divisional strategic planning, 3. Business unit strategic planning 4. Product planning Library: PUU.1 Pg. 36-60 PU.2 Pg. 24-25 PP.8 pp. 7-117	8
3	Sub-CPMK3; Able to gather information and scanning the environment	1. Accuracy in explaining the use of modern marketing information systems 2. Accuracy in filtering useful internal records 3. Accuracy in identifying the parties involved in the marketing intelligence system 4. Accuracy in finding key methods of exploring opportunities in the macro environment 5. Accuracy in observing and describing environmental development macro	Criteria: Holistic rubric Non-test form & tests: <input checked="" type="checkbox"/> Mentabulasi, classify and describe the data into information	<input type="checkbox"/> Lecture; <input type="checkbox"/> Discovery Learning, Group Discussion; [TM: 1x(3x50")] <input checked="" type="checkbox"/> Task-3: Review and classify data [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials	1. Components of a modern marketing information system 2. Internal records and marketing intelligence 3. Macro environment 4. Demographic environment 5. Other key macro environments Library: PU.1 Pg. 72-94 PU.2 Pg. 76-116 PP.8 pp. 7-117 PP.10 pp.4-33	8



4, 5	Able to explain and extract information from marketing research results to forecast demand.	<ol style="list-style-type: none"> 1. Accuracy to mention and explain the requirements of marketing research 2. Accuracy to mention and explain the requirements to measure marketing productivity 3. Accuracy to explain how marketers can assess the rate of return on marketing expenditure investments 4. Accuracy to explain the measurement and forecasting process demand accurately 	Criteria: Descriptive rubric <input type="checkbox"/> Quiz 3 Non-test form: <input type="checkbox"/> Summary of research information	<input type="checkbox"/> Lecture; <input type="checkbox"/> Discovery Learning, Discussion in groups; [TM: 2x (3x50")] • Task-4: Review journal articles to extract information from the research [PT+BM: (2+2)x(3x60")] .	eLearning: https://app.schoology.com/course/2220257940/materials	<ol style="list-style-type: none"> 1. Marketing research system and 2. Marketing research process 3. Measuring marketing productivity 4. Demand forecasting and measurement Library: PU.1 pp. 100-128 PU.2 pp. 123-137 PP. 3 pp. 335-353 PP. 4 pp. 76-110	15
6	Able to design value creation, customer satisfaction and loyalty.	<ol style="list-style-type: none"> 1. Accuracy in explaining the meaning of value, satisfaction, and customer loyalty 2. Accuracy in describing customer lifetime value and how to maximize it 3. Accuracy in describing developing strong customer relationships and sustaining them 4. Accuracy in explaining the meaning of database marketing. 5. Application in research 	Criteria: Descriptive rubric <input type="checkbox"/> Quiz 4 Non-test form: <input type="checkbox"/> Resume of lecture material	<input type="checkbox"/> Lecture; <input type="checkbox"/> Discovery Learning, [TM: 1x(3x50")] • Assignment-5: Literature study, review and summarize journal articles to explore the factors of creating customer satisfaction and loyalty [PT+BM: (1+1)x(3x60")] .	eLearning: https://app.schoology.com/course/2220257940/materials	<ol style="list-style-type: none"> 1. Build customer value, satisfaction and loyalty 2. Maximizing customer lifetime value 3. Building customer relationships 4. Customer database and marketing database Library: PU.1 Page 134-161 PU.2 Page. 123-137 PP.11 PP.12 PP.14	8



7	Sub-CLO6; Able to, analyze and explain the consumer market.	<ol style="list-style-type: none">1. Accuracy in explaining consumer characteristics affecting buying behavior2. Accuracy in explaining the main psychological processes that influence consumer response to marketing programs3. Precision explains how consumers make purchasing decisions4. Accuracy to explain how marketers analyze decision making consumers	Criteria: Holistic rubric Non-test form: <input type="checkbox"/> Summary of lecture material	<input type="checkbox"/> Lecture; <input type="checkbox"/> Discussion; [TM: 1x(3x50")] <input type="checkbox"/> Assignment-6: Literature study, to see examples of consumer markets with business markets [PT+BM: (1+1)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials	<ol style="list-style-type: none">1. Factors Affecting Consumer Behavior2. Key Psychological Processes3. Purchase Decision Process; a five-stage model4. Other Theories of Consumer Decision Making Library: PU.1 Pg. 166-195 PU.2 Pg. 156-193	8
8	Midterm Evaluation: Validate assessment results, evaluate and improve the next learning process.						



9	Able to analyze and explain business markets	<ol style="list-style-type: none"> 1. Accuracy in explaining and differentiating business markets from consumer markets 2. Accuracy in describing the buying situation faced by organizational buyers 3. Accuracy in mentioning who participates in business-to-business purchases 4. Accuracy in explaining how business buyers make decisions 5. Accuracy in explaining how companies can build relationships with business customers 6. Precision explains how institutional buyers and government bodies make purchases. 7. Application in research 	<p>Criteria: Holistic rubric</p> <p>Non-test form:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Summary of lecture material 	<ul style="list-style-type: none"> <input type="checkbox"/> Lecture; <input type="checkbox"/> Discussion; [TM: 1x(3x50")] <input type="checkbox"/> Task-7: Literature review, to look at examples of consumer markets and business markets. [PT+BM:(1+1)x(3x60")] 	<p>eLearning: https://app.schoolology.com/course/2220257940/materials</p>	<ol style="list-style-type: none"> 1. Organization purchase 2. Purchase process participants 3. Business purchase process participants 4. Process purchasing/procurement 5. Stages in the buying process 6. Manage business-to-business relationships 7. Institutional and government markets <p>Library: PU.1 Pg. 200-224 PU.2 Pg. 194-221 PP.13</p>	15
10	Able to identify and design segments, target markets and positioning.	<ol style="list-style-type: none"> 1. Accuracy in identifying and differentiating levels of market segmentation 2. Accuracy in explaining how the company can divide the market into segments 3. Accuracy in explaining how the company should choose 	<p>Criteria: Holistic rubric of presentation</p> <p>Non-test form:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Design of segment design, targeting and market positioning 	<ul style="list-style-type: none"> <input type="checkbox"/> Lecture: <input type="checkbox"/> Case study, [TM: 1x(2x50")] <input type="checkbox"/> Task-8: Case study: Segment design, targeting and market positioning of one of the creative industry sub-sectors. 	<p>eLearning: https://app.schoolology.com/course/2220257940/materials</p>	<ol style="list-style-type: none"> 1. Level of market segmentation 2. Basis for consumer market segmentation 3. Basis of business market segmentation 4. Determination of target market <p>Library: PU.1 Pg. 228-252 PU.2 Pg. 225-259 PP.13</p>	8



		the most attractive target market 4. Accuracy to mention the requirements Effective market segmentation					
11, 12	Sub-CPMK9; Able to design the creation of brand equity.	<ol style="list-style-type: none"> 1. Accuracy in explaining the definition of a brand and how brand establishment can be successful 2. Accuracy in explaining the definition of brand equity and how brand equity is built, measured, and managed, 3. Accuracy in describing decisions is important for developing a brand strategy 	Criteria: Descriptive rubric <input type="checkbox"/> Quiz 5 Non-test form: <input checked="" type="checkbox"/> Perencanaan strategy setting, building brand equity	<input type="checkbox"/> Lecture; <input type="checkbox"/> Discovery Learning, Discussion in groups; [TM: 2x (3x50")] • Task-9: Create a brand equity planning strategy [PT+BM:(2+2)x(3x60")]	<i>e-learning:</i> https://app.schoolology.com/course/2220257940/materials	<ol style="list-style-type: none"> 1. Definition of brand equity 2. Building brand equity 3. Measuring brand equity 4. Managing brand equity 5. Planning the brand strategy 6. Customer equity Library: PU.1 Pg. 258-314 PU.2 Pg. 275-277	8
12	Sub-CLO 10; Able to understand brand positioning.	<ol style="list-style-type: none"> 1. Accuracy in explaining how companies can choose and communicate effective positioning in the market. 2. Accuracy in explaining how the brand is differentiated 3. Appropriate marketing strategies at each stage of the product cycle 4. Accuracy in explaining the implications Market evolution for marketing strategy 	Criteria: Descriptive rubric <input type="checkbox"/> Quiz 5 Non-test form: <input checked="" type="checkbox"/> Perencanaan strategy setting, building brand equity	<input type="checkbox"/> Lecture; <input type="checkbox"/> Discovery Learning, Discussion in groups; [TM: 1x (3x50")] • Task-10: Create a brand equity planning strategy [PT+BM: (1+1)x(3x60")]	<i>e-learning:</i> https://app.schoolology.com/course/2220257940/materials	<ol style="list-style-type: none"> 1. Develop and communicate positioning strategy 2. Differentiation strategy 3. Product life cycle marketing strategy Library: PU.1 pp.258-314 PU.2 pp. 275-277 PP.1 p.203-218	8
13	Sub-CLO11; Able to understand the concept of <i>e-commerce</i> .	1. Accuracy in defining <i>e-commerce</i> ,	Criteria: Descriptive rubric	<input type="checkbox"/> Lecture: <input type="checkbox"/> Case study,	eLearning:	1. Definition of <i>e-commerce</i>	8




							2. <i>E-commerce model</i>	
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		<ol style="list-style-type: none"> 2. Accuracy in explaining <i>e-commerce</i> models, 3. Accuracy in explaining <i>e-commerce</i> management, and <i>e-commerce</i> challenges 	<p><input type="checkbox"/> Quiz 6</p> <p>Non-test form:</p> <p><input type="checkbox"/> Summary of lecture material</p>	<p>[TM: 1x(3x50")]</p> <p><input type="checkbox"/> Task-11: Case study: challenges and opportunities of <i>e-commerce</i> implementation in various creative industries</p> <p>[PT+BM:(1+1)x(3x60")]</p>	<p>https://app.schoolology.com/course/2220257940/materials</p>	<ol style="list-style-type: none"> 3. <i>E-commerce</i> management 4. <i>E-commerce</i> challenges <p>Library: PU.1 pp. PP.10 p.412-436</p>	
14, 15	Sub-CLO12; Able to design strategies to face competition.	<ol style="list-style-type: none"> 1. Accuracy in describing how marketers identify key competitors 2. Accuracy in formulating how to analyze competitors' strategies, objectives, strengths and weaknesses 3. Accuracy in explaining how market leaders can expand and maintain market share 4. Accuracy in formulating strategies to attack market leaders and how followers or market scrapers compete effectively 5. Application in research 	<p>Criteria:</p> <p>Holistic rubric of non-test form strategy design:</p> <p><input type="checkbox"/> Draft strategy design</p>	<p><input type="checkbox"/> Lecture;</p> <p><input type="checkbox"/> Discovery Learning, Discussion in groups;</p> <p>[TM: 2x (3x50")]</p> <p>• Task-12: Create a competitive strategy plan that is competitor and customer oriented [PT+BM: (2+2)x(3x60")].</p>	<p>eLearning:</p> <p>https://app.schoolology.com/course/2220257940/materials</p>	<ol style="list-style-type: none"> 1. Competitive strength 2. Identifying competitors 3. Analyzing competitors 4. Competitive strategy for market leaders 5. Market challenger strategy 6. Market follower strategy 7. Balancing competitor and customer orientation <p>Library: PU.1 pp. PU.2 pp. 222-342 PP.1 pp. 25-139 PP.15</p>	15
16	UAS / End of Semester Evaluation: Validate the final assessment and determine student graduation.						100



		<h1>HALU OLEO UNIVERSITY</h1> <h2>FACULTY OF ECONOMICS AND BUSINESS</h2> <h3>MANAGEMENT STUDY PROGRAM</h3> <h3>SEMESTER LEARNING PLAN</h3>				Docum ent Code
COURSE (MK)	MK Code	MK family	Weight (SKS)	Semester	Date of preparation	
Human Resource Management	BBZ63014	Work Expertise Courses	3	3	2021	
AUTHORIZATION/ATTESTATION	RPS Developer Lecturer		RMK Coordinator	Head of Department		
	DEVELOPER TEAM		Prof. Dr. Nurwati, SE, M.Si	Dr. Juharsah, SE, M.Si		
Learning Outcomes S : Attitude P : Knowledge KU : Skills General KK : Skills Special	SLO-PRODI that is charged to MK					
	CPL1	Able to apply logical, critical, systematic, and innovative thinking in the context of developing or implementing science and technology that pays attention to and applies humanities values in accordance with their expertise. (KU1)				
	CPL2	Able to make appropriate decisions in the context of problem solving in their field of expertise based on the results of information and data analysis. (KU5)				
	CPL3	Able to design planning, organizing, managing and controlling in human resource management, marketing, operations, and finance based on scientific methods. (KK1)				
	CPL4	Mastering concepts, theories, and analytical methods in the fields of human resource management, marketing management, operations management, and financial management, and applying them in various types of organizations both business and non-business at local, national and global levels. (P1)				
	Course Learning Outcomes (CPMK)					
	CPMK-1	Mastering the theoretical concepts of human resource management and applying them in various types of business and non-business organizations at local, national and global levels. (CPL 1); (CPL 4)				
	CPMK-2	Mastering leadership principles in various types of organizations. (CPL 2); (CPL 4);				
	CPMK-3	Able to maintain and develop work networks with leaders, colleagues, peers both inside and outside the institution. (CPL 2); (CPL 3)				
	CPMK-4	Able to conduct a self-evaluation process of the work group and supervise and evaluate the completion of work assigned to the work under his/her responsibility. (CPL 1); (CPL 2)				
CPMK-5	Able to plan, organize, staff, direct and control human resources in an organization.					
CPMK-6	Interpersonal skills, i.e. acting as a role model, leadership. (CPL 2); (CPL 3)					



CPMK-7	Able to apply various dimensions of professional business ethics to be able to respect each other and work together in a diverse environment. (SLO 1); (SLO 2); (SLO 4)
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End ability of each learning stage (Sub-CPMK)												
Sub-CPMK1	Able to explain the concepts and challenges of human resource management and its role as a competitive advantage for companies in a global context. (CPMK-1); (CPMK-3); (CPMK-4)											
Sub-CPMK2	Able to understand HR planning and its relationship with budget and Financial Management, HR <i>forecasting</i> . (CPMK-2); (CPMK-3); (CPMK-5)											
Sub-CPMK3	Able to explain: <i>job analysis</i> , job analysis process and job design elements, <i>assessing job analysis methods</i> , behavioral and efficiency <i>trade-offs</i> ; job analysis; <i>The Politics of Reclassification</i> and be able to make job analysis steps. (CPMK-1); (CPMK-3); (CPMK-4)											
Sub-CPMK4	Able to explain the Recruitment Process (HR attraction steps), and be able to perform HR attraction techniques. (CPMK-1); (CPMK-3); (CPMK-4)											
Sub-CPMK5	Able to explain: <i>acquiring human resources</i> , <i>equal employment opportunity</i> , <i>recruitment process</i> , <i>internal and external recruiting</i> , <i>assessing job candidates</i> . (CPMK-1); (CPMK-3); (CPMK-4)											
Sub-CPMK6	Able to explain the calculation of the amount of wages / salaries fairness and feasibility in providing compensation. (CPMK-1); (CPMK-3); (CPMK-4)											
Sub-CPMK7	Able to explain the consideration factors for providing compensation, incentives, complementary compensation, employee safety and health. (CPMK-1); (CPMK-3); (CPMK-4)											
Sub-CPMK8	Able to formulate <i>individual and organizational HR development</i> , <i>the development phase</i> , <i>the training phase</i> . (CPMK-1); (CPMK-3); (CPMK-4)											
Sub-CPMK9	Able to explain motivation theories and their application. (CPMK-1); (CPMK-3); (CPMK-4); (CPMK-6)											
Sub-CPMK10	Able to explain information and counseling, the benefits of career development the role of human resources in relation to HR performance, rewarding employees. (CPMK-1); (CPMK-3); (CPMK-4)											
Sub-CPMK11	Able to explain work performance assessment. (CPMK-1); (CPMK-3); (CPMK-4)											
Sub-CPMK12	Able to explain <i>labor relations and collective bargaining</i> , <i>labor union</i> , collective bargaining agreement. (CPMK-4); (CPMK-6); (CPMK-7)											
Correlation of SLOs to Sub-CLOs												
	Sub CPMK1	Sub CPMK2	Sub CPMK3	Sub CPMK4	Sub CPMK5	Sub CPMK6	Sub CPMK7	Sub CPMK8	Sub CPMK9	Sub CPMK10	Sub CPMK11	Sub CPMK12
CPL1	V					V		V	V		V	
CPL2	V			V	V							V
CPL3		V					V			V	V	
CPL4			V	V		V						
Brief Course Description	This course understands the theories and concepts of human resource management related to managerial and operational functions in management. human resources and be able to apply these concepts in related cases. Learning for the entire course is organized using the <i>Student Centered Learning</i> (SCL) method.											
Study Material: Learning material	<ol style="list-style-type: none"> 1. HRM Concepts and Challenges 2. Organization Design and Job Analysis 											



	3. Recruitment, Selection, Induction and Placement 4. Compensation, incentives, supplementary compensation, employee safety and health 5. HR Training and Development 6. Employee motivation 7. Career Planning and Development 8. Performance and Work Achievement Assessment 9. <i>Labor relations; Labor bargaining</i> ; Rationale for the formation of employee unions; Collective <i>bargaining</i> agreements; Worker-management relations Disciplinary Action and Grievance				
Library	Main				
	PU.1	Dessler, Gary. 2015. Human Resource Management Translation. Prenhallindo .Jakarta.			
	Supporters				
	PP.1	Bernardin, H. John. 2000. Human Resource Management: Experiential Approach, Irwin Mc.Graw-Hill			
	P P	Noe, A. Raymond; et.al. 2000. Human Resource Management, Irwin McGraw-Hill, Third Edition.			
	. 2	Mondy. 2008. Human Resource Management, 10th Edition, Prentice Hall			
	P P .	Adnan Hakim, AY Pristika (2020). The influence of organizational citizenship behavior, continuance commitment, emotional intelligence, and spirituality on performance, 17th International Symposium on Management (INSYMA 2020).			
	3	Adnan Hakim (2015). Effect of Organizational Culture, Organizational Commitment to Performance: Study in Hospital Employees District Konawe of Southeast Sulawesi, The International Journal of Engineering and Science (IJES).			
	P P	La Hatani, Azmat Karim, Muh Syarif, Sujono, Nurwati, A.S. Aidin Hudani, Nursaban Rommy, Husin (2018). The Role of Government on Business Growth and Empowerment of Micro and Small Enterprises (MSEs) in Raha City of Southeast Sulawesi, The Social Sciences.			
. 4	Samdin, Adnan Hakim, Yusuf Montundu, Enny Wahyunita, Wa Ode Lusiana (2017), Effect of Emotional Leader Intelligence on Loyalty and Performance of Employee at Office Mines of Mining and Energy Konawe District, 1st International Conference on Management, Business and Application.				
PP.5	Laode Asfahyadin, Sri Wiyati Mahrani, Murdjani Kamaluddin, Yarni Tawulo (2019), Transformational Leadership Style and Work Attitude on Employees' performance, Southeast Asian Journal of Educational Management.				
PP.6					
P P .					
7					
PP.8					
Lecturer	Lecturer of HR Management Course				
Course Requirements	Introduction to Business, Management, Organization Theory				
Mg To	End ability of each learning stage (Sub-	Assesse nt	Learning Bantuk; Method Learning; Student Assignment; [Time Estimation]	Learning Materials [Library]	Weight Assesm ent (%)



	CPMK)	Indicator	Criteria & Form	Learning Experience (Offline)	Learning Media / Online		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)



1	Able to explain the concepts and challenges of human resource management and its role as a competitive advantage for companies in the context of global.	Accuracy in explaining the concepts and challenges of human resource management and its role as a competitive advantage for companies in a global context.	Criteria: Marking Scheme Quiz 1 Non-test form: Summarize lecture material	Lecture : Discussion, [TM: 1x(3x50")] Task-1: Resume of lecture materials [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/	HRM Concepts and Challenges; Several Approaches in HRM, Objectives, Functions and Roles of HRM Library: PU.1 PP.1	8
2	Able to understand HR planning and its relationship with budgets and Financial Management, HR forecasting.	Accuracy in explaining HR planning and its relationship with budgets and Financial Management, HR forecasting	Criteria: Descriptive fabric Quiz 2 Non-test form: report assignment	Lecture: collaborative group discussion [TM: 1x(3x50")] Task-2: Resume of lecture materials [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/	HR Planning <ul style="list-style-type: none"> ▪ Definition, Purpose, and Factors of Human Resource Planning ▪ Hum an Resources ▪ Internal/external supply of labor ▪ Relationship between HR Planning and Budget ▪ HR Forecasting Library: PU.1; PP.2; PP.3	8



3	Able to explain: <i>job analysis</i> , job analysis process and job design elements, <i>assessing job analysis method</i> , behavioral and efficiency <i>trade-offs</i> ; job analysis; <i>The Politics of Reclassification</i> and be able to make job analysis steps.	Accuracy in explaining: <i>job analysis</i> , job analysis process and job design elements, <i>assessing job analysis methods</i> , behavioral and efficiency <i>trade-offs</i> ; job analysis; <i>The Politics of Reclassification</i> and can make job analysis steps. Application in research	Criteria: Holistic rubric Non-test & test forms: assignment report	Lecture; Discovery Learning, Discussion in groups; [TM: 1x (3x50")] Task-3: Plan the specifications and number of TKs using job analysis. [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	Organization Design and Job Analysis <ul style="list-style-type: none">▪ Methods, scope, and objectives of Job Analysis▪ Elements of Job Design▪ Behavioral and efficiency trade-offs▪ Job analysis process▪ Job Analysis Type	8
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						<ul style="list-style-type: none"> ▪ Nature of Position Analysis ▪ Methods of Collecting Position Analysis Information ▪ <i>Job Classification</i> <p>Library: PU.1 PP.4 PP.5</p>	
4	Sub-CLO 4; Able to explain the Recruitment Process (HR withdrawal steps), and can perform HR withdrawal techniques.	<p>Accuracy in explaining the Recruitment Process (HR withdrawal steps), and can perform HR withdrawal techniques.</p> <p>Application in research</p>	<p>Criteria: Descriptive rubric</p> <p>📄 Quiz 4</p> <p>Non-test form: report assignment</p>	<p>📄 Lecture;</p> <p>📄 Discovery Learning, Discussion in groups; [TM: 1x (3x50")]</p> <p>• Task-4: Looking for examples of recruitment stages from several state-owned companies [PT+BM: (1+1)x(3x60")]</p>	<p>eLearning: https://app.schoology.com/course/2220257940/materials</p> <p>https://meet.google.com/</p>	<p>Recruitment, Selection, Induction and Placement</p> <ul style="list-style-type: none"> • <i>Recruitment process</i> • <i>Internal and external recruiting</i> • <i>Assessing job candidates</i> • <i>Withdrawal Techniques</i> <p>Library: PU. 1 PP. 3 PP.4</p>	8
5	Able to explain: <i>acquiring human resources, equal employment opportunity, recruitment process, internal and external recruiting, assessing job candidates.</i>	<p>Accuracy in explaining: <i>acquiring human resources, equal employment opportunity, recruitment process, internal and external recruiting, assessing job candidates.</i></p>	<p>Criteria: Descriptive rubric</p> <p>📄 Quiz 5</p> <p>Non-test form: report assignment</p>	<p>📄 Lecture;</p> <p>📄 Discovery Learning, Discussion in groups; [TM: 1x (3x50")]</p> <p>• Task-5: Search for examples of recruitment stages from several private companies</p>	<p>eLearning: https://app.schoology.com/course/2220257940/materials</p> <p>https://meet.google.com/</p>	<p>Recruitment, Selection, Induction and Placement (continued)</p> <p>Library: PU. 1 PP. 3</p>	8



				[PT+BM:(1+1)x(3x60")]			
6-7	Able to explain the calculation of the amount of wages/salaries fairness and feasibility in compensation.	Accuracy in explaining the calculation of the amount of wages / salaries fairness and appropriateness in providing compensation Application in research	Criteria: Descriptive rubric • Quiz 6 Non-test form: report assignment	• Lecture; • Discovery Learning, Discussion in groups; [TM: 2x (3x50")] • Task-6: Find examples of compensation methods in state-owned companies and the private sector [PT+BM: (2+2)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	Compensation • Understanding and Factors Affecting Wages & Compensation • Functions and Objectives of Wages and Compensation • Challenges Faced In Setting Compensation • Employee Safety & Wellness Library: PU. 1 PP. 2 PP. 8	14
8	Midterm Evaluation: Validate assessment results, evaluate and improve the next learning process.						50
9	Able to explain the consideration factors for providing compensation, incentives, complementary compensation, employee safety and health.	Accuracy in explaining the consideration factors for compensation, incentives, complementary compensation, employee safety and health. Application in research	Criteria: Descriptive rubric • Quiz 7 Non-test form: report assignment	• Lecture; • Discovery Learning, Discussion in groups; [TM: 1x (3x50")] • Task-7: Find examples of HR development programs in state-owned companies and the private sector. [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	Compensation, incentives, supplementary compensation, employee safety and health Library: PU. 1 PU. 2 PP. 6	8



10	Able to formulate <i>individual and organizational</i> human resource development, <i>the</i>	Accuracy in formulating <i>individual and organizational</i> HR development,	Criteria: Descriptive rubric ☑ Quiz 8 Non-test form:	☑ Lecture; ☑ Discovery Learning, [TM: 1x(3x50")]	eLearning: https://app.schoolology.com/course/2220257940/materials	Library HR Training and Development: PU. 1	8
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	<i>development phase, the training phase.</i>	<i>the development phase, the training phase.</i> Application in research	assignment report	<p>• Task-5: Find examples of HR development programs in state-owned companies and the private sector. [PT+BM:(1+1)x(3x60")]</p>	https://meet.google.com/	PU. 2 PP. 5	
11	Able to explain motivation theories and their application.	Accuracy in explaining motivation theories and their application Application in research	<p>Criteria: Holistic rubric Non-test form: report assignment</p>	<p>• Lecture; • Discussion; [TM: 1x(3x50")] • Task-6: Make a resume of the application of motivation theory in several companies by referring to journal articles. [PT+BM:(1+1)x(3x60")]</p>	<p>eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/</p>	Employee motivation Library: PU. 1 PP.6 PP.7	8
12	Able to explain information and counseling, the benefits of career development, the role of human resources in relation to HR performance, rewarding employees.	Accuracy in explaining information and counseling, the benefits of career development, the role of human resources in relation to HR performance, rewarding employees. Application in research	<p>Criteria: Holistic rubric Non-test form: report assignment</p>	<p>• Lecture; • Discussion; [TM: 1x(3x50")] • Task-7: Search for examples of promotions and demotions in government agencies and the state-owned sector. [PT+BM:(1+1)x(3x60")]</p>	<p>eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/</p>	<p>Career Planning and Development</p> <ul style="list-style-type: none"> ▪ Definition, scope and steps related to Career, Career Planning and Career Development ▪ Information and Counseling on Career Planning and Career Development ▪ Benefits of Career Planning and Development ▪ Rewarding employees <p>Library: PU. 1; PP.6</p>	8




13	Able to explain work performance assessment.	Accuracy in explaining work performance assessment Application in research	Criteria: Holistic rubric of the presentation Non-test form: report assignment	<ul style="list-style-type: none"> ▣ Lecture: ▣ Case study, [TM: 1x(3x50")] ▣ Task-8: Formulating performance assessment instruments [PT+BM: (1+1)x(3x60")] 	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	Performance and Work Achievement Assessment <ul style="list-style-type: none"> • Meaning and Importance of Job Performance Appraisal • Objectives and things to consider in Job Performance Appraisal • Elements of Implementation in Appraisal Work Performance • Issue In Assessment Library: PU.1 PP.2 PP.5	8
14-15	Able to explain <i>labor relations and collective bargaining, labor union, collective bargaining agreement.</i>	Accuracy in explaining <i>labor relations and collective bargaining, labor union, collective bargaining agreement.</i>	Criteria: Descriptive rubric ▣ Quiz 9 Non-test form: report assignment	<ul style="list-style-type: none"> ▣ Lecture; ▣ Discovery Learning, Discussion in groups; [TM: 2x (3x50")] • Task-9: Search for labor dispute cases and the settlement process [PT+BM: (2+2)x(3x60")]. 	e-learning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	<i>Labor relations; Labor bargaining; Grounds for Consideration of the Establishment of Employee Unions; Collective Bargaining Agreements; Employee-Management Relations Disciplinary Action and Grievances</i> Library: PU.1 PP.1 PP.6 P P	14



						.8	
16	UAS / End of Semester Evaluation: Validate the final assessment and determine student graduation.						100



		<h1>HALU OLEO UNIVERSITY</h1> <h2>FACULTY OF ECONOMICS AND BUSINESS</h2> <h3>MANAGEMENT STUDY PROGRAM</h3> <h4>SEMESTER LEARNING PLAN</h4>			Document Code	
COURSE (MK)		MK Code	MK family	Weight (SKS)	Semester	Date of preparation
Financial Management		BBZ63017	Work Expertise Courses	3	3	2021
AUTHORIZATION/A TESTATION		RPS Developer Lecturer		RMK Coordinator	Head of Department	
		DEVELOPER TEAM		Prof. Buyung Sarita, SE, M.Si, Ph.D.	Dr. Juharsah, SE, M.Si	
Learning Outcomes		SLO-PRODI that is charged to MK				
S	: Attitude	CPL1	Able to apply logical, critical, systematic, and innovative thinking in the context of developing or implementing science and technology that pays attention to and applies humanities values in accordance with their expertise. (KU1)			
P	: Knowledge	CPL2	Able to make appropriate decisions in the context of problem solving in their field of expertise based on the results of information and data analysis. (KU5)			
KU	: Skills General	CPL3	Able to design planning, organizing, managing and controlling in human resource management, marketing, operations, and finance based on scientific methods. (KK1)			
KK	: Skills Special	CPL4	Mastering concepts, theories, and analytical methods in the fields of human resource management, marketing management, operations management, and financial management, and applying them in various types of organizations both business and non-business at local, national and global levels. (P1)			
		Course Learning Outcomes (CPMK)				
		CPMK-1	Able to master theoretical concepts in management science and apply them in various types of organizations both business and non-business at local, national and global levels. (CPL 1); (CPL 4)			
		CPMK-2	Able to demonstrate independent, quality, and measurable performance. (CPL 2); (CPL 3)			
		CPMK-3	Able to make appropriate decisions in the context of problem solving in their field of expertise based on the results of information and data analysis. (SLO 3)			
		CPMK-4	Able to develop and analyze a phenomenon by integrating multi-disciplines by designing research, conducting research, and solving managerial problems. (CPL 2); (CPL 3); (CPL 4)			



	CPMK-5	Able to master the preparation of investment and funding reports, which include cash and working capital requirements reports, proforma financial statements, capital budgeting reports, which are relevant for financial and investment decision making by applying financial and investment management techniques. (CPL 2); (CPL 3); (CPL 4).										
End ability of each learning stage (Sub-CPMK)												
	Sub-CPMK1	Able to explain the basic concepts of financial management. (CPMK-1); (CPMK-3); (CPMK-5)										
	Sub-CPMK2	Able to explain the time value of money. (CPMK-1); (CPMK-4); (CPMK-5)										
	Sub-CPMK3	Able to explain about financial statements. (CPMK-1); (CPMK-4); (CPMK-5)										
	Sub-CPMK4	Able to explain about financial ratio analysis. (CPMK-1); (CPMK-4); (CPMK-5)										
	Sub-CPMK5	Able to explain the concept of financial markets and institutions. (CPMK-1); (CPMK-4); (CPMK-5)										
	Sub-CPMK6	Able to explain about interest rate. (CPMK-1); (CPMK-4); (CPMK-5)										
	Sub-CPMK7	Able to explain about bond valuation. (CPMK-1); (CPMK-4); (CPMK-5)										
	Sub-CPMK8	Able to explain about rate of return and risk. (CPMK-1); (CPMK-4); (CPMK-5)										
	Sub-CPMK9	Able to explain about stock valuation. (CPMK-1); (CPMK-2); (CPMK-5)										
	Sub-CPMK10	Able to explain about the company's cost of capital. (CPMK-1); (CPMK-4); (CPMK-5)										
	Sub-CPMK11	Able to explain about corporate capital budgeting. (CPMK-1); (CPMK-2); (CPMK-3); (CPMK-5)										
Correlation of SLOs to Sub-CLOs												
		Sub CPMK1	Sub CPMK2	Sub CPMK3	Sub CPMK4	Sub CPMK5	Sub CPMK6	Sub CPMK7	Sub CPMK8	Sub CPMK9	Sub CPMK10	Sub CPMK11
	CPL1		V				V		V	V		
	CPL2	V		V	V	V					V	
	CPL3		V		V			V			V	V
	CPL4			V	V		V					V
Brief description of the course	This course studies concepts and models in financial management and their application in decision making to maximize company value. Learning for the entire course is conducted using the <i>Student Centered Learning</i> (SCL) method.											
Study Material: Learning material	<ol style="list-style-type: none"> 1. Basic Concepts of Financial Management 2. Time Value of Money 3. Financial Report 4. Financial Ratio Analysis 5. Concept of Markets and Financial Institutions 6. Interest Rate 7. Bond Valuation 8. Rate of Return and Risk 9. Stock Valuation 10. Company Cost of Capital 											



11. Corporate Capital Budgeting							
Library	Main						
	PU.1	Eugene F. Brigham and Joel F. Houston. 2013. Fundamentals of Financial Management (translation). Fourth Edition. Jakarta					
	Supporters						
	PP.1	Van Horne, James C. Wachowicz Jr, John M., 2013. Principles of Financial Management (Translation). Fourth Edition. Jakarta Atmaja,					
	PP.2	Setia Lukas. 2003. Financial Management. Andi. Yogyakarta.					
	PP.3	Zaludin, Buyung Sarita, Dedy Takdir Syaifuddin, Sujono (2021). The Role of Internal Financing in Mediating the Influence of Managerial Overconfidence on Investment Decisions; Evidence from Manufacturing of Indonesia, Journal on Management and Education Human Development.					
PP.4	Buyung Sarita, Dedy Takdir Syaifuddin, Ibnu Hajar, Rahmat Madjid (2020). Market Structure And Macroeconomic On Industry Performance Of Rural Banks In Southeast Sulawesi Province Of Indonesia, Russian Journal of Agricultural and Socio-economic Sciences.						
PP.5	Buyung Sarita (2021). The Role of Internal Financing in Mediating the Influence of Managerial Overconfidence on Investment Decisions; Evidence from Manufacturing of Indonesia, International Journal of Management and Education in Human Development.						
PP.6	Sujono, Salma Saleh, Buyung Sarita, Dedy Takdir S (2016). Role of Capital Structure in Mediating the Effect of Optimism and Fundamental Factors on Small Business Success. Australian Journal Of Basic And Applied Sciences						
Lecturer	Lecturer of Financial Management Course						
Course Requirements	Introduction to Business, Management						
Mg Ke-	End ability of each learning stage (Sub-CPMK)	Assessment		Learning Bantuk, Learning Method, Assignment, [Estimated Time]		Learning Materials [Library]	Assessment Weight (%)
		Indicator	Criteria & Form of Assessment	Learning Experience (Offline)	Learning Media / Online		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Sub-CLO - 1: Students are able to explain the Basic Concepts of Financial Management.	1.1 Accuracy in explaining the Basic Concepts of Financial Management	Criteria: <ul style="list-style-type: none"> Accuracy and mastery of material Participation in providing reviews or responses Communication/presentation skills Non-Test Form: <ul style="list-style-type: none"> Make a summary of lecture material 	1. Lecture and Discussion (TM: 1x(3x50)) 2. Assignment 1 to compile a summary of the material (BM: 1x(3X60))	eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/	1. Definition of Financial Management 2. Financial Management Objectives 3. Financial Management Decision 4. Agency Theory Library: PU. 1 PU. 2 PP. 1	6



2-3	Sub-CLO - 2: Students are able to explain	2.1 Accuracy in explaining the Time Value of Money	Criteria: <ul style="list-style-type: none">• Accuracy and mastery of material	1. Lecture and Discussion (TM: 2x(3x50))	eLearning:	1. Future Value 2. Present Value 3. Annuities	16
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	on the Time Value of Money.		<ul style="list-style-type: none"> Participation in providing reviews or responses Neatness of presentation Non-Test Form: <ul style="list-style-type: none"> Case study of time value of money calculation Quiz 1 	2. Task 2 calculate the time value of money (BM: 2x(3X60))	https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	4. Perpetuity 5. Non-annual Valuation and Discounting 6. Effective Annual Interest Rate (EAR) 7. Amortization Library: PU. 1; PU. 2; PP. 1;	
4	Sub-CLO -3: Students are able to explain about Financial Statements.	1.1 Accuracy in explaining about Financial Statements	Criteria: <ul style="list-style-type: none"> Accuracy and mastery of material Participation in providing reviews or responses Neatness of presentation Non-Test Form: <ul style="list-style-type: none"> Create a cash flow report from the company's financial statements 	1. Lecture and Discussion (TM: 1x(3x50)) 2. Task 3 create cash flow from company financial statements (BM: 1x(3X60))	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	1. Definition of financial statements 2. Types of financial statements 3. Accounting Profit 4. Cash Flow 5. Operating Cash Flow and Net Cash Flow 6. Tax in Financial Statements Library: PU. 1; PP. 1	6
5	Sub-CLO -4: Students are able to explain about Financial Ratio Analysis.	1. 1Accuracy in explaining about Financial Ratio Analysis	Criteria: <ul style="list-style-type: none"> Accuracy and mastery of material Participation in providing reviews or responses Neatness of presentation Non-Test Form: <ul style="list-style-type: none"> Calculating the financial ratios of companies listed on the IDX Quiz 2 	1. Lecture and Discussion (TM: 1x(3x50)) 2. Task 4 makes calculations of financial ratio analysis of companies listed on the IDX (BM: 1x(3X60))	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	1. Liquidity Ratio 2. Asset Management Ratio 3. Debt Management Ratio 4. Profitability Ratio 5. Market Value Ratio 6. Du Pont Equation 7. Weaknesses of ratio analysis Library: PU. 1; PU. 2; PP. 1	8



6	Sub-CLO -5: Students are able to explain about the Concept of Financial Markets and Institutions.	5. 1 Accuracy in explain about the Market Concept	Criteria: <ul style="list-style-type: none">• Accuracy and mastery of material• Participation in providing reviews or responses	<ol style="list-style-type: none">1. Lecture and Discussion (TM: 1x(3x50))2. Assignment 5 make a summary of the material (BM: 1x(3X60))	eLearning: https://app.schoolology.com/course/2220257940/materials	<ol style="list-style-type: none">1. Capital transfer process2. Types of financial markets3. Types of financial institutions4. The role of markets and financial institutions	6
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		5.2 Accuracy in explain about Financial Institutions 5.3 Application in research	<ul style="list-style-type: none"> • Neatness of presentation Non-Test Form: <ul style="list-style-type: none"> • Make a summary of the material 		https://meet.google.com/	5. Capital market 6. Capital market efficiency Library: PU. 1; PU. 2; PP. 1; P P .5	
7	Sub-CLO-6: Students are able to explain about the interest rate.	1.1 Accuracy in explain the interest rate 1.2 Application in research	Criteria: <ul style="list-style-type: none"> • Accuracy and mastery of material • Participation in providing reviews or responses • Neatness of presentation Non-Test Form: <ul style="list-style-type: none"> • Make a summary of the material 	<ol style="list-style-type: none"> 1. Lecture and Discussion (TM: 1x(3x50)) 2. Assignment 6 make a summary of the material (BM: 1x(3X60)) 	eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/	<ol style="list-style-type: none"> 1. Definition of interest rate 2. Determinants of market interest rates 3. Yield curve 4. The effect of interest rates on financial decisions Library: PU.1; PP.1; PP.2; P P . 3	6
8 Midterm Examination: Validate assessment results, evaluate and improve the next learning process.							
9-10	Sub-CLO -7: Students are able to explain about bond valuation.	7.1 Accuracy in explaining about bond valuation 7.2 Application in research	Criteria: <ul style="list-style-type: none"> • Accuracy and mastery of material • Participation in providing reviews or responses • Neatness of presentation Non-Test Form: <ul style="list-style-type: none"> • Make a summary of the material • Quiz 3 	<ol style="list-style-type: none"> 1. Lecture and Discussion (TM: 2x(3x50)) 2. Assignment 7 summarize the material (BM: 2x(3X60)) 	eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/	<ol style="list-style-type: none"> 1. Definition of bond 2. Bond type 3. Characteristics of bonds 4. Bond valuation 5. Yield to maturity Yield to Call and Current Yield 6. Four relationships in bond valuation 7. Bond risk Library: PU.1; PP.1; PP.4	16
11	Sub-CLO - 8: Students are able to explain about rate of return and risk.	8.1 Accuracy in explains the rate of return 8.2 Accuracy in explain about risk	Criteria: <ul style="list-style-type: none"> • Accuracy and mastery of material • Participation in providing reviews or responses • Neatness of presentation Non-Test Form:	<ol style="list-style-type: none"> 1. Lecture and Discussion (TM: 1x(3x50)) 2. Task 8 summarize the Framework for Change (BM: 1x(3X60)) 	eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/	<ol style="list-style-type: none"> 1. Single investment rate of return 2. Stand-alone risk 3. Portfolio rate of return 4. Portfolio risk 	6



		8.3 Application in research	<ul style="list-style-type: none"> Make a summary of the material 			5. Relationship between rate of return and risk Library: PU. 1; PU. 2; PP. 1; P P .6	
12	Sub-CLO - 9: Students are able to explain about stock valuation.	9. 1 Accuracy in explains about stock valuation	Criteria: <ul style="list-style-type: none"> Accuracy and mastery of material Participation in providing reviews or responses Neatness of presentation Non-Test Form: <ul style="list-style-type: none"> Make a summary of the material Quiz 4 	1. Lecture and Discussion (TM: 1x(3x50)) 2. Task 9 summarize the material (BM: (1)x(3X60))	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	1. Definition of stock 2. Share type 3. Zero growth model 4. Constant growth model 5. Super normal growth model 6. Determinants of stock price Library: PU. 1; PU. 2; PP. 1; P P .4	8
13	Sub-CLO - 10: Students are able to explain about the company's cost of capital.	10.1 Accuracy in explain about the company's cost of capital 10.2 Application in research	Criteria: <ul style="list-style-type: none"> Accuracy and mastery of material Participation in providing reviews or responses Neatness of presentation Non-Test Form: <ul style="list-style-type: none"> Make a summary of the material 	1. Lecture and Discussion (TM: 1x(3x50)) 2. Assignment 10 make a summary of the material (BM: (1)x(3X60))	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	1. Definition of Cost of Capital 2. Cost of debt capital 3. Preferred share capital cost 4. Retained earnings capital charge 5. Cost of new ordinary share capitalweighted average cost of capital 6. Marginal cost of capital Library: PU. 1; PU. 2; PP. 1 PP.5	6
14-15	Sub-CLO - 11: Students able to explain about budgeting	11. 1 Accuracy in explain about	Criteria: <ul style="list-style-type: none"> Accuracy and mastery of 	1. Lecture and Discussion	eLearning: https://app.schoolology.com/course/2220257	1. Definition of capital	16



		material	(TM: 2x(3x50))	940/materials	budgeting	
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	company capital (C P M K - 1), (CPMK-2), (CPMK-4)	11.2 corporate capital budgeting Application in research	<ul style="list-style-type: none">• Participation in providing reviews or responses• Neatness of presentation Non-Test Form: <ul style="list-style-type: none">• Calculating the company's capital budgeting• Quiz 5	2. Task 11 example of Budgeting calculation (BM: 2x(3X60))	https://meet.google.com/	<ol style="list-style-type: none">2. Accounting Rate of Return (ARR) Method3. Payback Period (PP) Method4. Net Present Value (NPV) method5. Internal Rate of Return (IRR) Method6. Profitability Index (PI) Method7. Modified Internal Rate of Return (MIRR) Method8. Comparison of investment valuation methods Library: PU. 1; PU. 2; PP. 1; P P.3	
16	UAS / Final Semester Examination: Validate the final assessment and determine student graduation.						100



HALU OLEO UNIVERSITY

FACULTY OF ECONOMICS AND BUSINESS

MANAGEMENT STUDY PROGRAM

Docum
ent Code

SEMESTER LEARNING PLAN

COURSE (MK)	MK Code	MK family	Weight (SKS)	Semester	Date of preparation
Operational Management	BBZ63016	Work Expertise Courses	3	3	2021
AUTHORIZATION/A TTESTATION	RPS Developer Lecturer		RMK Coordinator		Head of Department
	DEVELOPER TEAM		Dr. La Hatani, SE, MM		Dr. Juharsah, SE, M.Si
Learning Outcomes S : Attitude P : Knowledge KU : Skills General KK : Skills Special	SLO-PRODI that is charged to the MK				
	CPL1	Able to apply logical, critical, systematic, and innovative thinking in the context of developing or implementing science and technology that pays attention to and applies humanities values in accordance with their expertise. (KU1)			
	CPL2	Able to make appropriate decisions in the context of problem solving in their field of expertise based on the results of information and data analysis. (KU5)			
	CPL3	Able to design planning, organizing, managing and controlling in human resource management, marketing, operations, and finance based on scientific methods. (KK1)			
	CPL4	Mastering concepts, theories, and analytical methods in the fields of human resource management, marketing management, operations management, and financial management, and applying them in various types of organizations both business and non-business at local, national and global levels. (P1)			
	Course Learning Outcomes (CPMK)				
	CPMK-1	Have social sensitivity and, care for the community and the environment, and show a responsible attitude towards any work assigned. (CPL1); (CPL4)			
	CPMK-2	Have knowledge of the development of the application of concepts, methods and analytical tools in operational management and management functions. operations in various types of organizations. (CPL1); (CPL3); (CPL4)			



CPMK-3	Mastering the concepts, principles and applications of various approaches, research methods in innovation-oriented operational management. (CPL1); (CPL3); (CPL4).
CPMK-4	Able to make appropriate decisions in the context of operational management problem solving. (CPL2); (CPL3); (CPL4)



	CPMK-5	Able to adapt the development of updated information technology for the needs of operational management operational analysis and decision making. (CPL2); (CPL3); (CPL4)										
	CPMK-6	Able to provide alternative solutions to operational management problems that occur in individual businesses, groups, organizations, and communities. (CPL2); (CPL4)										
	CPMK-7	Able to communicate orally and in writing, and build productive interpersonal and intrapersonal relationships. (CPL2); (CPL3); (CPL4)										
End ability of each learning stage (Sub-CPMK)												
	Sub-CPMK1	Able to understand the concept of operations and productivity. (CPMK-1); (CPMK-2)										
	Sub-CPMK2	Able to understand operations strategy in a global environment. (CPMK-2); (CPMK-3)										
	Sub-CPMK3	Able to understand project management. (CPMK-3); (CPMK-5); (CPMK-6)										
	Sub-CPMK4	Able to understand forecasting. (CPMK-3); (CPMK-5); (CPMK-6)										
	Sub-CPMK5	Able to understand the design of goods and services. (CPMK-3); (CPMK-5); (CPMK-6)										
	Sub-CPMK6	Able to understand quality management. (CPMK-3); (CPMK-5); (CPMK-6)										
	Sub-CPMK7	Able to understand process strategies. (CPMK-3); (CPMK-5); (CPMK-6)										
	Sub-CPMK8	Able to understand location strategy. (CPMK-3); (CPMK-5); (CPMK-6)										
	Sub-CPMK9	Able to understand spatial planning strategies. (CPMK-3); (CPMK-5); (CPMK-6)										
	Sub-CPMK10	Able to understand human resources, job design, and performance measurement. (CPMK-3); (CPMK-4); (CPMK-7)										
	Sub-CPMK11	Able to understand supply chain management. (CPMK-3); (CPMK-5); (CPMK-7)										
Correlation of SLOs to Sub-CLOs												
		Sub CPMK1	Sub CPMK2	Sub CPMK3	Sub CPMK4	Sub CPMK5	Sub CPMK6	Sub CPMK7	Sub CPMK8	Sub CPMK9	Sub CPMK10	Sub CPMK11
	CPL1	V					V		V	V		V
	CPL2	V			V	V						
	CPL3		V					V			V	V
	CPL4			V	V		V					
Brief description of the course	This course studies the development, concepts, and analysis of situations by using concepts and methods to solve problems related to operational management and then formulate relevant policies. Learning for the entire course is organized using the <i>Student Centered Learning (SCL)</i> method.											
Study Material: Learning material	<ol style="list-style-type: none"> 1. Operations and Productivity 2. Operations Strategy in a Global Environment 3. Project Management 4. Forecasting 5. Design of Goods and Services 6. Quality Management 7. Process Strategy 											



	8. Location Strategy 9. Spatial Strategy 10. Human Resources, Job Design, and Performance Measurement 11. Supply Chain Management						
Library	Main						
	PU.1	Heizer Jay and Barry Render. (2017). Operations management. 11th edition: Jakarta					
	Supporters						
	PP.1	Sudirman Zaid, 2020. Building Competitive Advantage In Rattan Product Industries: Exploring Problems And Solutions In Business Perspective, Ecoforum Journal.					
	PP.2	La Hatani, 2022. The Role of Innovation as Mediation from the Influences of Knowledge Sharing and Strategic Location towards Competitive Advantage in SMEs Southeast Sulawesi Province, JDM (Journal of Management Dynamics).					
PP.3	Sudirman Zaid, Halim, Dedy Takdir Syaefuddin (2018). The Innovation Of Value Chain Model Of Cacao Oil Industry To Increase The Sustainable Value Added, International Journal of Scientific and Engineering Research.						
PP.4	La Hatani (2017). Supply Chain Integration and Flexibility as a Competitive Advantage in the Southeast Sulawesi Fishery Sector, International Business Management.						
PP.5	La Hatani (2017). Integrated Supply Chain Management Practices in the Flow Information of Toyota Car Dealer in Kendari, The International Journal of Engineering and Science (IJES).						
Lecturer	Lecturer of Operational Management Course						
Course Requirements	Management, Introduction to Business						
Mg To	End ability of each learning stage (Sub-CPMK)	Assessment		Learning Bantuk; Learning Method; Assignment Students; [Estimated Time]		Learning Materials [Library]	Assesment Weight (%)
		Indicator	Criteria & Form	Learning Experience (Offline)	Learning Media / Online		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Able to understand the concept of operations and productivity	1. Accuracy in defining operations management 2. Accuracy in explaining the difference between goods and services as well as production and productivity 3. Accuracy in calculating single factor and multifactor productivity	Criteria: Marking Scheme ☑ Quiz 1 Non-test form: ☑ Summarize lecture material	☑ Lecture: ☑ Discussion, [TM: 1x(3x50")] • Task-1: Prepare a summary in the form of a paper on the lecture material [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	1. Devinition of operations management 2. Organizing to produce goods and services 3. Supply chain 4. Importance of operations management 5. Operations manager duties	8



						6. Goods and services operations	
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		<ol style="list-style-type: none"> 4. Accuracy in identifying important variables in improving productivity 5. Application in research 				<ol style="list-style-type: none"> 7. Operational management challenges 8. The ethics of social responsibility and sustainability <p>Library: PU.1; PP2</p>	
2, 3	Able to understand operating strategies in a global environment.	<ol style="list-style-type: none"> 1. Accuracy in identifying mission and strategy 2. Accuracy in identifying and explaining three strategic approaches to competitive advantage 3. Accuracy in explaining critical success factors and key competencies 4. Accuracy in explaining factors to evaluate 5. Accuracy in explaining the four strategy options 6. Application in research 	<p>Criteria: Descriptive fabric</p> <p>☑ Quiz 2</p> <p>Non-test form: ☑ resume lecture material</p>	<p>☑ Lecture: ☑ collaborative group discussion [TM: 2x(3x50"")]</p> <p>☑ Task-2: Case study: an example of implementing an operations strategy in a primarily manufacturing company [PT+BM:(2+2)x(3x60"")]</p>	<p>eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/</p>	<ol style="list-style-type: none"> 1. Global overview of operations and supply chain 2. Develop mission and strategy 3. Gaining a competitive advantage through operations 4. Issues in operations strategy 5. Strategy development and implementation 6. Core competency strategic planning 7. Global operations strategy options <p>Library: PU 1; PP 3: PP4</p>	15
4	Sub-CLO 4; Able to understand project management.	<ol style="list-style-type: none"> 1. Accuracy in explaining the use of a Gantt chart for schedule determination 2. Accuracy in explaining AOA and AON networks 3. Accuracy in explaining 	<p>Criteria: Holistic rubric</p> <p>Non-test & test forms: ☑Eye resume</p>	<p>☑ Lecture; ☑ Discovery Learning, Discussion in groups; [TM: 1x (3x50"")]</p> <p>• Task-3: determine the path critical</p>	<p>eLearning: https://app.schoology.com/course/2220257940/materials https://meet.google.com/</p>	<ol style="list-style-type: none"> 1. The importance of project management 2. Project planning 3. Determination of project schedule 	8



		forward and backward authorization for a project	lectures and assignment reports	[PT+BM:(1+1)x(3x60")]		<ol style="list-style-type: none">4. Project control5. Project control techniques: PERT and CPM6. Determining the project schedule7. Variability in activity time	
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		<ol style="list-style-type: none"> 4. Accuracy in determining the critical path 5. Calculate variance and activity times 6. Accuracy in explaining the failure factors of a project 7. Application in research 				Library: PU.1 PP.3 PP.5	
5, 6	Sub-CLO 4; Able to understand forecasting.	<ol style="list-style-type: none"> 1. Accuracy in describing the 3 time horizons and where the models are applied 2. Accuracy in explaining when to use each qualitative model 3. Accuracy in explaining the cloud method, moving average exponential smoothing and its trend 4. Accuracy in explaining the accuracy measure on forecasting 5. Accuracy in developing seasonal indices 6. Accuracy in explaining regression and correlation analysis 7. Application in research 	Criteria: Descriptive rubric ☑ Quiz 3 Non-test form: ☑ Summary of lecture material	☑ Lecture; ☑ Discovery Learning, Discussion in groups; [TM: 2x (3x50")] • Task-4: case study of forecasting example [PT+BM:(2+2)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	<ol style="list-style-type: none"> 1. Definition of forecasting 2. The importance of strategy to forecasting 3. Seven steps in a forecasting strategy 4. Forecaster approach 5. Time series forecasting 6. Associative forecasting method 7. Plan monitoring and control 8. Forecasting in the service sector Library: PU.1 PP.1 PP.3 P P . 4	15
7	Able to understand quality management.	<ol style="list-style-type: none"> 1. Accuracy in explaining the quality strategy 2. Accuracy in understanding TQM 	Criteria: Descriptive rubric ☑ Quiz 4 Non-test form:	☑ Lecture; ☑ Discovery Learning, [TM: 1x(3x50")] • Task-5: Case study	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	<ol style="list-style-type: none"> 1. Quality and strategy 2. Defining quality 3. Total quality management 4. Tools of TQM 5. The role of inspection 	8



		3. Accuracy in explaining the application of TQM in service businesses 4. Application in research	☐ Resume of lecture material	Identify companies that have successfully implemented TQM. [PT+BM:(1+1)x(3x60")]		6. TQM in services Library: PU.1 PP.3 PP.4	
8	Midterm Evaluation: Validate assessment results, evaluate and improve the next learning process.						
9	Sub-CLO6; Able to, understand Process strategy.	1. Accuracy in explaining the four forms of process strategies 2. Accuracy in explaining the steps of equipment selection 3. Accuracy in explaining process design 4. Accuracy in explaining various production technologies and process redesigns 5. Application in research	Criteria: Holistic rubric Non-test form: ☐ Summary of lecture material	☐ Lecture; ☐ Discussion; [TM: 1x(3x50")] ☐ Task-6: design a production or service process flow [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	1. Four process strategies 2. Equipment selection 3. Process analysis and design 4. Special considerations for service process design 5. Production technology 6. Technology in services 7. Process redesign Library: PU.1; PP.2; PP.4	8
10	Able to understand capacity and constraint management.	1. Accuracy in explaining capacity analysis and constraint theory 2. Accuracy in explaining break-even analysis and risk of change 3. Accuracy in explaining investment analysis 4. Application in research	Criteria: Holistic rubric Non-test form: ☐ Summary of lecture material	☐ Lecture; ☐ Discussion; [TM: 1x(3x50")] ☐ Task-7: Study analyzing examples of various impacts of risk of change [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoolology.com/course/2220257940/materials https://meet.google.com/	1. Capacity 2. Capacity analysis and constraint theory 3. Break-even analysis 4. Lower risk with gradual change 5. Applying expected value for money 6. Apply investment analysis to investments Library: PU.1; PP.5	15
11	Able to understand location strategy.	1. Accuracy in explaining the importance of location strategy and factors	Criteria: Holistic rubric of the presentation	☐ Lecture; ☐ Case study, [TM: 1x(2x50")]	eLearning:	1. Importance of location strategy	8



		<ul style="list-style-type: none"> that influence location decisions 2. Accuracy in explaining alternative site evaluation techniques 3. Accuracy in explaining the role of geographic information systems 4. Application in research 	<p>Non-test form: report</p> <p>Location decision analysis</p>	<p>Task-8: Case study: Example of location decision analysis</p>	<p>https://app.schoology.com/course/2220257940/materials</p> <p>https://meet.google.com/</p>	<ul style="list-style-type: none"> 2. Factors that influence location decisions 3. Method of evaluating location alternatives 4. Service location strategy 5. Geographic information system <p>Library: PU.1; PP.2; PP.4</p>	
12	Sub-CLO 9; Able to understand spatial strategies.	<ul style="list-style-type: none"> 1. Accuracy in explaining the importance of spatial strategies and their types 2. Accuracy in explaining process-oriented 3. Accuracy in explaining product-oriented 4. Application in research 	<p>Criteria: Descriptive rubric</p> <p>Quiz 5</p> <p>Non-test form: Report on an example of layout design process- or product-oriented space</p>	<p>Lecture;</p> <p>Discovery Learning, Discussion in groups; [TM: 1x (3x50")]</p> <p>Task-9: Make examples of spatial designs that are process or product oriented [PT+BM: (1+1)x(3x60")]</p>	<p>eLearning: https://app.schoology.com/course/2220257940/materials</p> <p>https://meet.google.com/</p>	<ul style="list-style-type: none"> 1. Importance of spatial decision strategies 2. Types of spatial planning 3. Office layout 4. Retail store layout 5. Warehouse and storage space layout 6. Fixed position layout 7. Process-oriented layout 8. Work cells 9. Repetitive and product-oriented layout <p>Library: PU.1; PP.2; PP.3</p>	8
13	Able to understand human resources, job design and performance measurement.	<ul style="list-style-type: none"> 1. Accuracy in explaining HR strategies for competitive advantage 2. Accuracy in explaining workforce planning 3. Accuracy in explaining job design and labor standards 	<p>Criteria: Descriptive rubric</p> <p>Quiz 6</p> <p>Non-test form: Summary of lecture material</p>	<p>Lecture;</p> <p>Case study, [TM: 1x(3x50")]</p> <p>Assignment-10: Case study of an example of a company that has succeeded in its HR strategy to gain a competitive advantage.</p> <p>[PT+BM:(1+1)x(3x60")]</p>	<p>eLearning: https://app.schoology.com/course/2220257940/materials</p> <p>https://meet.google.com/</p>	<ul style="list-style-type: none"> 1. HR strategy for competitive advantage 2. Workforce planning 3. Job design 4. Ergonomics and work environment 5. Analysis method 6. Workplace visuals 7. Labor standards 8. Ethics <p>Library: PU.1; PP.1; PP.5</p>	8



		4. Accuracy in explaining work ethics 5. Application in research					
14, 15	Sub-CLO11; Able to understand supply chain management.	1. Accuracy in explaining the importance of supply chain strategy 2. Accuracy in explaining the decision to make or buy 3. Accuracy in explaining the six sources of supply strategy 4. Accuracy in explaining logistics and distribution management 5. Accuracy in explaining supply chain ethics management 6. Accuracy in explaining supply chain performance measurement techniques 7. Application in research	Criteria: Holistic rubric of non-test form strategy design: ☑ Draft supply chain design	☑ Lecture; ☑ Discovery Learning, Discussion in groups; [TM: 2x (3x50")] • Task-11: Make a supply chain design plan [PT+BM:(2+2)x(3x60")]	eLearning: https://app.schoolgy.com/course/2220257940/materials https://meet.google.com/	1. Importance of supply chain strategy 2. Source issue; make or buy 3. Six-source strategy 4. Supply chain risk 5. Integrated supply chain management 6. Build an inventory base. 7. Logistics management 8. Distribution management 9. Ethical management and sustainable supply chain 10. Measuring supply chain performance Library: PU.1; PP.1; PP.5	15
16	UAS / End of Semester Evaluation: Validate the final assessment and determine student graduation.						100



		<h1>HALU OLEO UNIVERSITY</h1> <h2>FACULTY OF ECONOMICS AND BUSINESS</h2> <h3>MANAGEMENT STUDY PROGRAM</h3>			Document Code	
SEMESTER LEARNING PLAN						
COURSE (MK)	MK Code	MK family	Weight (SKS)	Semester	Date of preparation	
Management	BBZ61006	Scientific and Skills Courses	3	3	2021	
AUTHORIZATION/ ATTESTATION	RPS Developer Lecturer		RMK Coordinator		Head of Department	
	DEVELOPER TEAM		Prof. Dr. H. Samdin, SE, M.Si		Dr. Juharsah, SE, M.Si	
Learning Outcomes S : Attitude P : Knowledge KU : Skills General KK : Skills Special	SLO-PRODI that is charged to the MK					
	CPL1	Able to demonstrate independent, quality, and measurable performance. (KU2)				
	CPL2	Able to design planning, organizing, managing and controlling in human resource management, marketing, operations, and finance based on scientific methods. (KK1)				
	CPL3	Mastering concepts, theories, and analytical methods in the fields of human resource management, marketing management, operations management, and financial management, and applying them in various types of organizations both business and non-business at local, national and global levels. (P1)				
	CPL4	Master managerial concepts. (P2)				
	Course Learning Outcomes (CPMK)					
	CPMK-1	Able to implement what is obtained theoretically on campus in the surrounding environment.				
	CPMK-2	Able to make decisions with various considerations both long-term and short-term effectively and efficiently.				
	CPMK-3	Able to understand the role of motivation and leadership in organizations so as to be able to translate the information obtained effectively.				
	End ability of each learning stage (Sub-CPMK)					
	Sub-CPMK1	Able to know the basic concepts of management and why management is needed in an organization, knowing the difference between management as a science and management as an art.				
	Sub-CPMK2	Able to know the functions of managers as people who carry out management activities.				
	Sub-CPMK3	Able to know that the organizational structure formed has consequences in the process of achieving organizational goals.				
Sub-CPMK4	Able to understand in general the environment around the organization or company					
Sub-CPMK5	Able to understand the social responsibilities faced by business organizations.					



Sub-CPMK6	Able to understand and apply the basic concepts of management ethics and its relation to the social responsibility of the company.
Sub-CPMK7	Able to know and understand the basic concepts of strategic components, and how strategies are developed.
Sub-CPMK8	Able to know and understand the basic concepts of planning in organizational management.



	Sub-CPMK9	Able to know and understand the purpose of decision making related to organizational design.													
	Sub-CPMK10	Be able and understand the role of motivation and leadership in organizations.													
	Sub-CPMK11	Able to know and understand the basic concepts of supervision and control functions.													
	Sub-CPMK12	Able to understand problem-solving and decision-making procedures.													
	Sub-CPMK13	Able to know and understand the basic concepts of information management and its relation to company activities													
	Sub-CPMK14	Able to know and understand the basic concepts of management and the scope of discussion of international management.													
	Correlation of SLOs to Sub-CLOs														
		Sub CPMK1	Sub CPMK2	Sub CPMK3	Sub CPMK4	Sub CPMK5	Sub CPMK6	Sub CPMK7	Sub CPMK8	Sub CPMK9	Sub CPMK10	Sub CPMK11	Sub CPMK12	Sub CPMK13	Sub CPMK14
	CPL1	V	V			V			V			V		V	
	CPL2	V		V	V		V		V						V
	CPL3		V		V					V	V		V		
	CPL4			V	V			V		V		V		V	V
Brief description of the course	This course studies management concepts and their application in organizational management.														
Study Material: Learning material	<ol style="list-style-type: none"> 1. Basic concepts of business management 2. Managers in management activities 3. <i>Power, authority, responsibility, job design.</i> 4. Organizational culture environment 5. Social responsibility 6. Management ethics 7. Company management 8. <i>Planning, organizing & staffing</i> 9. Motivation and leadership 10. Supervision and control 11. Decision making 12. Information management 13. International management 														
Library	Main														
	PU.1	Erni and Kurniawan, (2005). Management, First Edition, Prenadamedia Group.													
	Supporters														
	PP.1	Robbin s and Marr Coulter, (2010), Management, Tenth Edition, Volume 1,													
	PP.2	Erlangga. Sri Wilujeng, (2007). Management, Graha Ilmu.													
	PP.3	Hani Hanoko, (2014). Management, 2nd Edition, BPFE-Yogyakarta.													
Lecturer	Management Course Teaching Team														



Course Requirements		-					
Mg To	End ability of each learning stage (Sub-CPMK)	Assessment		Learning Bantuk; Learning Methods; Student Assignments; [Time Estimation]		Learning Materials [Library]	Assessment Weight (%)
		Indicator	Criteria & Form	Learning Experience (Offline)	Learning Media / Online		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Sub-CLO1; Able to know the basic concepts of management and why management is needed in an organization, know the difference between management as a science and management as an organization. management as art.	1. Accuracy in describing why management is needed in organizations. 2. Accuracy in explaining the difference between management as a science and as a profession. Art.	Criteria: Marking Scheme Quiz 1 Non-test form: Summarize lecture material	Lecture: Discussion, [TM: 1x(3x50")] Assignment-1: Compile a summary in the form of a paper on the lecture material [PT+BM: (1+1)x(3x60")].	eLearning: https://app.schoology.com/course/2220257940/materials	1. Management Urgency 2. The difference between management as a science and management as an art Library: PU.1 PP. 1	7
2	Sub-CPMK2; able to know the function of managers as people who carry out management activities.	Accuracy in providing a description of the manager's function as a person who carries out management activities.	Criteria: Descriptive rubric Quiz 2 Non-test form: Identify the duties of managers.	Lecture: collaborative group discussion [TM: 1x(3x50")] Task-2: Compile the tasks of managers in organizations. [PT+BM: (1+1)x(3x60")].	eLearning: https://app.schoology.com/course/2220257940/materials	Functions of managers in organizations Library: PU.1; PP. 2; PP. 3	7
3	Able to know that the organizational structure formed has consequences in the process of achieving organizational goals.	Accuracy in providing a description of the organizational structure formed has consequences in the process of achieving organizational goals.	Criteria: Holistic rubric Non-test & test forms: Summarize lecture material	Lecture; Discovery Learning, Discussion in groups; [TM: 1x (3x50")] Task-3: Identify forms of organizational structure [PT+BM:(1+1)x(3x60")].	eLearning: https://app.schoology.com/course/2220257940/materials	Types of organizational structures Library: PU. 1 PP. 1 PP. 2 PP. 3	7



4	Sub-CPMK4; Able to understand in general the environment around the organization or company.	i. Accuracy of providing description of the environment around	Criteria: Descriptive rubric ☐ Quiz 3 Non-test form: ☐ Explaining the organizational environment	☐ Lecture; ☐ Discovery Learning, Discussion in groups; [TM: 1x (3x50")] • Task-4: Identify the internal and external environment of the organization [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoology.com/course/2220257940/materials	Types of organizational environment Library: PU.1 PP. 1 PP. 2	8
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		organization or company					
5	Able to understand the social responsibilities faced by business organizations.	Accuracy in providing a description of the social responsibilities faced by business organizations.	Criteria: Descriptive rubric Quiz 4 Non-test form: Outline the social responsibility of business organizations	Lecture; Discovery Learning, [TM: 1x(3x50")] Task-5: Identify types of organizational social responsibility [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoology.com/course/2220257940/materials	Social responsibility of business organizations Library: PU. 1 PP. 2 PP. 3	7
6	Able to understand and apply the basic concepts of management ethics and its relation to the social responsibility of the company.	ii. Accuracy in providing an explanation of the basic concepts of ethics management and link with responsibility social from Company.	Criteria: Holistic rubric Non-test form: Summary of lecture material	LectureDiscussion; [TM: 1x(3x50")] Task-6: Literature study, to see examples of consumer markets and business markets [PT+BM: (1+1)x(3x60")] .	eLearning: https://app.schoology.com/course/2220257940/materials	Organizational ethics in social responsibility Library: PU. 1 PP. 1 PP. 2	7
7	Sub-CLO 7; Able to know and understand the concept of basic concepts strategic components, and how strategies are developed.	Accuracy in providing an explanation of the basic concepts of strategic components, and how strategies are developed.	Criteria: Holistic rubric Non-test form: Summary of lecture material	LectureDiscussion; [TM: 1x(3x50")] Task-7: Literature review, to look at examples of consumer markets and business markets. [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoology.com/course/2220257940/materials	Strategizing Library: PU. 1 PP. 2 PP. 3	7



8	Midterm Evaluation: Validate assessment results, evaluate and improve the next learning process.						
9	Sub-CL08; Able to know and understand the basic concepts of	Accuracy in providing a description of the basic concepts of planning in organizational management.	Criteria: Holistic rubric Non-test form:	Lecture; Discussion; [TM: 1x(3x50")]	eLearning: https://app.schoology.com/course/2220257940/materials	Planning in organizations	7



	planning in organizational management.		☐ Summary of lecture material	☐ Task-8: Find a case example of organizational planning [PT+BM: (1+1)x(3x60")].		Library: PU.1; PP. 1 PP. 2	
10	Able to know and understand the purpose of decision making related to organizational design.	Accuracy in describing the purpose of decision-making related to organizational design.	Criteria: Holistic rubric of the presentation Non-test form: ☐ Summarize lecture material	☐ Lecture: ☐ Case study, [TM: 1x(3x50")] ☐ Task-9: Case study: Design segment, targeting and market positioning of one of the creative industry sub-sectors.	eLearning: https://app.schoology.com/course/2220257940/materials	Organization design Library: PU.1 PP. 2 PP. 3	7
11	Sub-CLO10; Able to and understand the role of motivation and leadership in organizations.	Accuracy in providing an explanation of the role of motivation and leadership in organizations	Criteria: Descriptive rubric ☐ Quiz 5 Non-test form: ☐ Summarize lecture material	☐ Lecture; ☐ Discovery Learning, Discussion in groups; [TM: 1x (3x50")] • Task-10: Identify the relationship between motivation and leadership based on research results [PT+BM:(1+1)x(3x60")]	e-learning: https://app.schoology.com/course/2220257940/materials	Leadership Library: PU.1 PP. 1 PP. 3	8
12	Able to know and understand the basic concepts of supervision and control functions.	Accuracy in providing an explanation of the basic concepts of supervision and control functions.	Criteria: Descriptive rubric ☐ Quiz 6 Non-test form: ☐ Summarize the course	☐ Lecture; ☐ Discovery Learning, Discussion in groups; [TM: 1x (3x50")] • Task-11: Find a case example of supervision and control from an organization [PT+BM:(1+1)x(3x60")]	e-learning: https://app.schoology.com/course/2220257940/materials	Organizational supervision and control Library: PU.1 PP. 3	7
13	Sub-CLO12; Able to understand the procedures for problem solving and decision making.	Accuracy in providing a description of the procedures for problem solving and decision making.	Criteria: Descriptive rubric ☐ Quiz 7 Non-test form: ☐ Summary of lecture material	☐ Lecture ☐ Case study, [TM: 1x(3x50")] ☐ Task-12: find case examples of solutions to problems in a company [PT+BM:(1+1)x(3x60")]	eLearning: https://app.schoology.com/course/2220257940/materials	Resolution and decision-making Library: PU.1 PP. 2 PP. 3	7



14	Able to know and understand the basic concepts of information management and its relation to company activities.	Accuracy in providing a description of the basic concepts of information management and its relation to company activities.	Criteria: Holistic rubric of non-test form strategy design: Course summary	Lecture; Discovery Learning, Discussion in groups; [TM: 1x (3x50'')] • Task-13: Search for examples of information management cases in corporate activities [PT+BM:(1+1)x(3x60'')]	eLearning: https://app.schoology.com/course/2220257940/materials	Information management and company activities Library: PU.1 PP. 1 PP. 2	7
15	Able to know and understand the basic concepts of management and the scope of discussion of international management.	1. Accuracy in providing a description of the basic concepts of management and the scope of discussion of international management.	Criteria: Holistic rubric of non-test form strategy design: Course summary	Lecture; Discovery Learning, Discussion in groups; [TM: 1x (3x50'')] • Task-14: Describe one example in international corporate management [PT+BM:(1+1)x(3x60'')]		International management Library: PU.1 PP. 2 PP. 3	7
16	UAS / End of Semester Evaluation: Validate the final assessment and determine student graduation.						100

Notes:

1. Learning Outcomes of Graduates of PRODI (CPL-PRODI) are the abilities possessed by each PRODI graduate, which are internalization of attitudes, mastery of knowledge, and skills according to the level of the study program obtained through the learning process.
2. The ELOs imposed on courses are some of the learning outcomes of study program graduates (ELO-PRODI) used for the formation and development of a course that consists of aspects of attitude, general skills, specific skills, and knowledge.
3. Course CP (CPMK) is an ability that is specifically described by the ELOs charged to the course and is specific to the study material or learning material for the course.
4. A course sub-CP (Sub-CPMK) is an ability that is specifically described by CPMK and can be measured or observed. This is the final ability planned at each stage of learning and is specific to the learning material of the course.
5. Indicators of ability assessment in the process and student learning outcomes are specific and measurable statements that identify the ability or performance of student learning outcomes accompanied by evidence.
6. Assessment criteria are benchmarks used as a measure of learning achievement in assessments that are based on predetermined indicators. Assessment criteria are guidelines for assessors so that the assessment is consistent and unbiased. The criteria can be quantitative or qualitative. Furthermore, the forms of assessment were tests and nontests.



7. Forms of learning: Lecture, Reception, Tutorial, Seminar or equivalent, Practice, Studio Practice, Workshop Practice, Field Practice, Research, Community Service, and other equivalent forms of learning.
8. Learning Methods: Small group discussion, role-play and simulation, discovery learning, self-directed learning, cooperative learning, collaborative learning, contextual learning, project-based learning, and other equivalent methods.
9. Learning Materials are the details or descriptions of study materials that can be presented in the form of several topics and sub-topics.
10. The assessment weight is the percentage of assessment of each sub-CPMK achievement, which is proportional to the level of difficulty of achieving the sub-CPMK, totaling 100%.
11. TM=face to face, PT=structured assignment, BM=self-study
12. [TM:2x(2 × 50 ")] read: face-to-face lecture 2 times (week) × 2 credits × 50 minutes = 200 minutes (3.33 hours);
13. [PT+BM: (2+2)x(2×60 ")] read: structured assignment 2 times (week) and self-study 2 times (week) × 2 credits × 60 minutes = 480 minutes (8 hours).



10 Learning Assessment

Assessment of the learning process in the Management Study Program, Faculty of Economics and Business, Halu Oleo University, uses rubrics, while the assessment of learning outcomes uses portfolios. Learning assessment explains the assessment mechanisms and procedures, techniques and instruments, and nature of the assessment.

1. Learning Process

The learning process in the Management Study Program, Faculty of Economics and Business, Halu Oleo University, refers to Permendikbud Number 03 of 2020 concerning National Higher Education Standards, which contains interactive, holistic, integrative, scientific, contextual, thematic, effective, collaborative, and student-centered learning principles. The learning for all courses was organized using the *student-centered learning* (SCL) method.

The learning process can be organized face-to-face (*offline*) and online (*online*). Online learning can be achieved through *synchronous*, *asynchronous*, or *blended* approaches.

2. Assessment Process

The assessment process and criteria in the Management Study Program were adjusted to the provisions enforced at Halu Oleo University, which are stipulated through academic regulations. The assessment of student study success for each course is based on the Benchmark Assessment (PAP), and the study success value for each course is the cumulative result of the assignment component, midterm exam, and final semester exam, as stated in Article 69 paragraphs 1 and 2. The final grade was based on the following benchmark (Article 68, paragraph 1):

Value Interval	Letter grade	Value by Number	Category
≥ 81	A	4	Very good
66 - 80	B	3	Good
51 - 65	C	2	Simply
36 - 50	D	1	Less
≤ 35	E	0	Very Less

3. Semester Learning Plan (SSP)

The Management Study Program Semester Learning Plan (RPS) was created for each course following the format set by Halu Oleo University.

4. Study Program Curriculum Evaluation

Curriculum evaluation is carried out on an ongoing basis following the stages of curriculum evaluation based on Continuous Quality Improvement (CQI), which includes assessment of the design process, implementation, results achieved and *outcomes* that refer to the Basic Provisions for Curriculum Development, namely:

- a. Evaluation of curriculum design is carried out through a review of all curriculum components contained in curriculum documents, Learning Plans



- Semester (RPS), completeness of learning tools, learning outcomes assessment system, quality and performance of graduates.
- b. Evaluation of curriculum implementation, viz:
 1. Student performance in learning.
 2. Lecturer performance in lectures.
 3. Lecture implementation through lecture monitoring.
 4. Utilization of supporting facilities for lecture activities.
 5. Congruence between lecture design and implementation.
 - c. Evaluation of learning outcomes is based on several studies, namely:
 1. Performance per course, i.e. based on Grade Point Average.
 2. Overall **c o u r s e** performance, i.e. based on Grade Point Average.
 3. Graduates' satisfaction in obtaining education services.
 - d. Impact evaluation, through assessment of:
 1. The waiting period for graduates to get a job.
 2. Number of graduates who continue their studies
 3. Number and performance of self-employed graduates
 4. The performance of graduates as seen from their career path and contribution to the organization.

10.1 Rubric

Rubrics for assessing learning in the Management Study Program, Faculty of Economics and Business, Halu Oleo University, can use descriptive and holistic rubrics.

1. Descriptive Rubric

Here's an example of a descriptive rubric in student assignment assessment:

Task Description		
Scale	Score	Performance Indicators
Very less	≤ 20	Tasks are disorganized and do not solve problems.
Less	21 - 40	Tasks are organized but lack problem solving.
Simply	41 - 60	Systematized tasks, solving problems, but less implementable.
Good	61 - 80	Systematic tasks, problem-solving, implementable, less innovative.
Very good	≥ 81	Systematic tasks, solving problems, being able to implemented and innovative.
Total		




2. Holistic Rubric

Here's an example of a holistic rubric in student assignment assessment:

Task Description:			
Dimensions	Criteria	Comments	Value
Originality	No originality		4
	Lack of originality		12
	Originality		16
	Highly originality		20
timeliness in answering questions	Inappropriate		4
	Less precise		12
	Exactly		16
	Very precise		20
Systematic in answering questions	Not systematic		2
	Less systematic		6
	Systematic		8
	Very systematic		10
Ability to describe/explain	Inappropriate		6
	Less precise		18
	Exactly		24
	Very precise		30
Neatness in answering questions	Not neat		2
	Less neat		6
	Neat		8
	Very neat		10
Timeliness in submitting assignments	Not collecting		0
	Inappropriate		6
	Exactly		8
	Very precise		10
Total			

Sample question sheet as part of the assessment instrument for the marketing management course:



 HALU OELO UNIVERSITY FACULTY OF ECONOMICS AND BUSINESS MANAGEMENT STUDY PROGRAM			
Course Content	Marketing Management	Code/SKS	BBZ62057
Day/Date/Hours	Tuesday, December 21st, 2021	Class	A
Lecturer	Prof. Dr. Hj Alida Palilati, SE, M.Si	Space	A.2
Exam Time	90 Minutes	TTG Lecturer	TTG Prodi
Nature of Test	Close the Book		
SUB COURSE LEARNING OUTCOMES			
Sub-CLO 2: Able to design develop marketing strategies and plans.			
About			Weight (%)
1	Explain how marketing affects customer value		10
SUB COURSE LEARNING OUTCOMES			
Sub-CLO 4: Able to explain and extract information from the results of marketing research to forecast the market.			
Request.			
About			Weight (%)
2	Give examples of phenomenon identification in marketing research		15
3	Describe the stages in marketing research		25
SUB COURSE LEARNING OUTCOMES			
Able to design value creation, customer satisfaction and loyalty.			
About			Weight (%)
4	Explain the efforts that can be made to retain customers		25
SUB COURSE LEARNING OUTCOMES			
Sub-CLO6: Able to, analyze and explain consumer markets.			
About			Weight (%)
5	Explain the stages of decision making based on the AIDA perspective		25



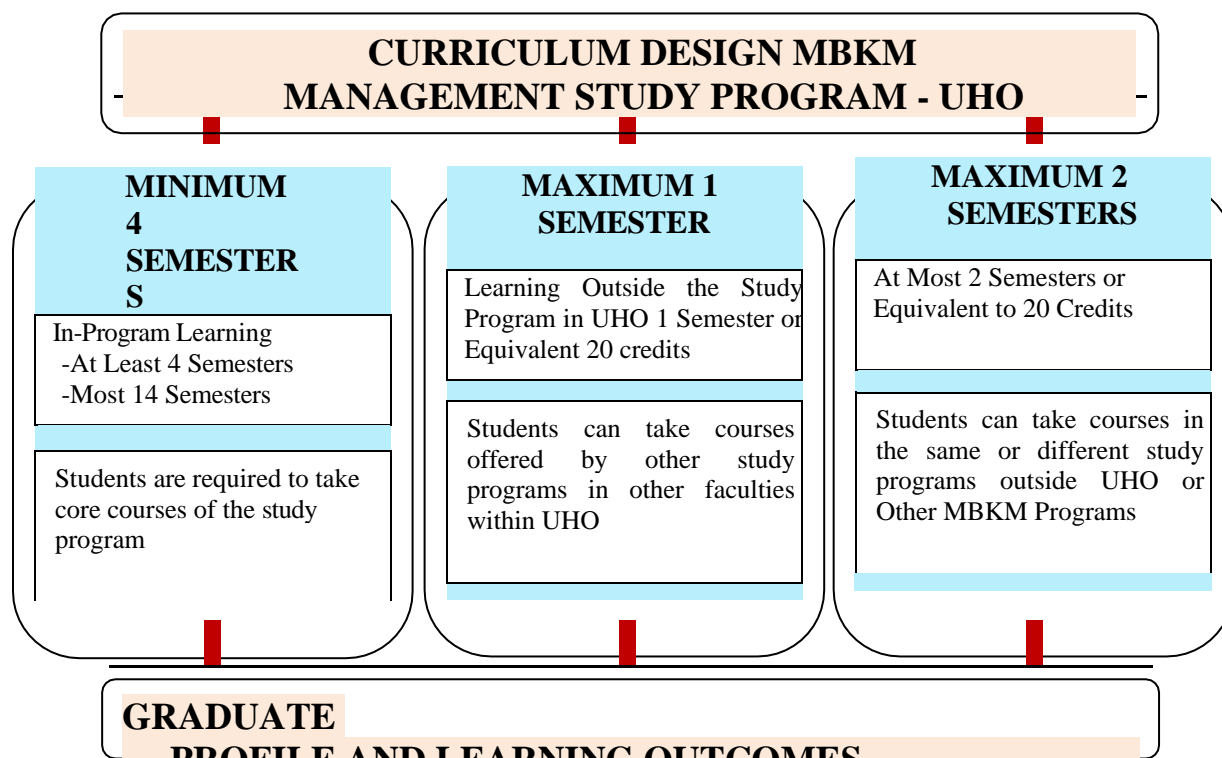
10.2 Learning Outcome Assessment Portfolio

Portfolio is an instrument or document for assessing student learning outcomes based on a collection of information on the progress of SLO achievement in one period.

Mg to	SLOs (which are imposed on MK)	CPMK (CLO)	Form of Assessment (Weight %)		Weight (%) CPMK	Student Score (0-100)	6 ((Mhs score) x (sub-weight%)*)	Achievement of ELOs in MK (%)	Description Evaluation & follow-up improvement
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	CPL-4	CPMK-3	Small Project	15	15	80	12	(Value depends SLO weight on MK - Example SLO Weight = 15%) = 15% x 12 (Column 8)	"Pass CPMK-3"

11 Implementation of Student Learning Rights Maximum 3 (Three) Semesters

The management study program gives students the right to study for three semesters outside the study program in universities and non-universities. The MBKM curriculum implementation design to fulfill student rights was developed as shown in the following figure.





11.1 Implementation Model MBKM

The form of MBKM learning activities in the Management Study Program of the Faculty of Economics and Business is guided by the 2020 Independent Learning Campus Guidebook, the Guidebook for Preparing the Higher Education Curriculum in the Industrial Era 4.0 to Support Independent Learning Campus Merdeka in 2020, and the Decree of the Chancellor of Halu Oleo University Number 1 of 2021 concerning the Independent Campus Learning Policy at Halu Oleo University. Learning activities outside the management study program that can be followed by students for a maximum of three semesters both inside and outside the university, consist of 8 (eight) forms, namely: student exchanges, internships / work practices, teaching assistance in educational units, research / research, humanitarian projects, entrepreneurial activities, independent studies / projects, and building villages / thematic real work courses.

The implementation of MBKM activities organized independently by the Halu Oleo University Management Study Program is carried out in stages, which are adjusted to the readiness of the study program in organizing the MBKM program. In addition to organizing MBKM independently by the study program, students are given the opportunity to take part in MBKM programs from national programs that have been prepared by the ministry and programs prepared by UHO which are registered on the Higher Education Database. MBKM programs from the ministry can be seen on the page <https://kampusmerdeka.kemdikbud.go.id/program>.

Based on these considerations, the MBKM curriculum of the Management Study Program, Faculty of Economics and Business, Halu Oleo University, is prepared for the entire MBKM program.

The implementation of the student exchange program is carried out outside the study program within the scope of UHO and in the same study program or in a different study program outside UHO. The implementation of lectures outside the study program within the scope of UHO, as well as lectures in the same study program and different study programs outside UHO is carried out at least in semester 5 (five), in accordance with the Decree of the Chancellor of Halu Oleo University Number 1 of 2021 concerning the Independent Campus Learning Policy at Halu Oleo University. For programs from the ministry, if the minimum participation limit is below or before semester 5 (five), adjustments will be made in course conversion. Courses that are recommended to be taken outside the study program within the scope of UHO are courses that support the competence of graduates as stated in the profile of study program graduates. Recommended courses outside the study program within the scope of UHO are listed in Table 20 below:



Table 18. List of Courses Outside the Study Program in UHO

No.	Course Content	Department/Study Program	Faculty
(1)	(2)	(3)	(4)
1	Indonesia's Socio-Cultural System	Anthropology	FIB
2	Commercial Law	Legal Science	FH
3	Consumer Protection Law		
4	International Civil and Commercial Law		
5	Corporate Law and Insolvency		
6	Labor Law		
7	Food Processing and Preservation Technology	Food Technology	Faperta
8	Quality Control, Certification and HACCP of Food Industry		
9	Packaging and Storage Technology		
10	Coffee and Cocoa Processing Technology		
11	Catering Industry Management		
12	Spices and Essential Oils Technology		
13	Food Industry Nano Technology		
14	Honey Processing Technology		
15	Fish and Seafood Processing Technology		
16	Meat and Animal Products Technology		
17	Innovation and Commercialization of Livestock Products		
18	Food Drying and Freezing Techniques		
19	Food industry Waste Technology and Management		
20	Aquatic Biotechnology	Aquatic Resource Management	FIPK
21	Fisheries Resource Management		
22	Aquatic Resource Management		
23	Coastal and Marine Management		
24	Marine Ecotourism Management		
25	Fisheries Industry Management	Fisheries Agribusiness	FIPK
26	Fisheries Institutions		
27	Fisheries Business Park Planning		
28	Tourism Area Planning	Architecture	FT
29	Building Information Modeling (BIM)		
30	Architectural Photography		
31	Coastal housing and settlement planning		
32	Digital System	Informatics Engineering	FT
33	Artificial Intelligence		
34	Data Mining (Software Engineering)		
35	Network Design and Management (Network-based Computing)		



36	Digital Image Processing (Smart Computing and Visualization)		
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(1)	(2)	(3)	(4)
37	Data Mining (Smart Computing and Visualization)		
38	E-business (Software Engineering Specialization)		
39	Construction Business Management	Civil Engineering	FT
40	Infrastructure Management		
41	Digital Logic System	Computer Science	FMIPA
42	Web Design and Programming		
43	ICT Project Management		
44	Data Mining		
45	Recognition System		
46	Knowledge-based System		
47	Digital Image Processing		
48	Capita Selektta Komunikasi	Communication Science	FISIP
49	Mass Communication		
50	Intercultural Communication		
51	Public Relations Management		
52	Visual Communication Design		
53	Communication and Culture Studies		
54	Data Mining Techniques	Statistics	FMIPA
55	Digital Image Processing		
56	Categorical Data Analysis		
57	Decision Analysis		
58	Quality Control Statistics		
59	Spatial Statistics		
60	Artificial Intelligence		
61	Stochastic Process		
62	Introduction to Structural Equation Modeling		
63	Survival Analysis		
64	Survey Analysis and Design		
65	Life Test Data Analysis		
66	Categorical Data Analysis		
67	Accounting Computers	Accounting	FEB
68	Public Sector Accounting		
69	Development Planning	IESP	FEB
70	Non Spatial Planning		

The course is to support graduate profiles related to the planning process, organizing process, implementation process, and supervision process. Students who will take courses outside the Management Study Program outside Halu Oleo University can make the above courses a reference.



The learning activities of students of the Management Study Program, Faculty of Economics and Business, Halu Oleo University are listed in the following table:

Table 19: Undergraduate / Applied Undergraduate Student Learning Activities

Undergraduate / Applied Undergraduate Student Learning Activities, 146 credits								
No	Smt-1	Smt-2	Smt-3	Smt-4	Smt-5	Smt-6	Smt-7	Smt-8
	20 credits	19 credits	19 credits	20 credits	20 credits	21 credits	15 credits	10 credits
1	4 credits MKWN1 ^{2,3,4}	4 credits MKWN1 ^{2,3,4}						
2	2 credits MKWU1 ^{2,3,4}							4 credits MKWU1 ^{1,3}
3	2 credits MKKU1 ^{2,3,4}	2 credits MKKU1 ^{2,3,4}						
4	6 credits MKKF1 ^{2,3,4}	3 credits MKKF1 ^{2,3,4}	3 credits MKKF1 ^{2,3,4}					
5	6 credits MKKIPS ¹	10 credits MKKIPS (6 CREDITS ^{1,4} SKS ^{2,3,4})	18 credits MKKIPS (12 ¹ SKS, 4 CREDITS ^{2,3,4})	20 credits MKKIPS 15 CREDITS ^{1,5} SKS ^{2,3,4})	20 credits MKKIPS (3 CREDIT S ^{1,17} SKS ^{2,3,4})	13 credits MKKIPS ^{1,2,3,4}	3 credits MKKIPS ^{1,2,3,4}	6 credits MKKIPS ^{1,3}
6						8 credits MKKPPS (2 credits ^{1,2,3,4,6} CREDIT S) ^{1,3}	12 credits MKKPPS ^{1,3}	

Description:

¹ courses programmed in the management study program

² courses can be programmed across study programs at UHO & outside UHO

³ courses can be programmed in management study programs outside UHO

⁴ courses can be converted in non-PT MBKM programs

MWKN = National Compulsory Courses

MKWU = University Compulsory Courses

MKKU = University Specialty



Courses MKKF= Faculty Specialty

Courses

MKKIPS = Core Expertise Course of Study Program

MKKPPS = Elective Expertise Course of Study Program



11.2 Required Courses in the FEB-UHO Management Study Program

The minimum number of credits for the undergraduate level is 144 credits, and 84 of them must be taken by students in the FEB-UHO Management Study Program, which are spread over several courses. Of the 51 courses that must be taken by students, there are 14 courses with a total of 42 credits that must be taken by students in the FEB-UHO Management Study Program, while other courses to fulfill the other 42 credits that must be taken in the FEB-UHO Management Study Program can be fulfilled by programming other courses contained in the FEB-UHO Management Study Program curriculum. The courses that must be taken by students in the Management Study Program are listed in the following table:

Required Courses in the Management Study Program

No.	Code	Course Code	Course Name	SKS
1	41654	BBZ61005	Introduction to Business	3
2	41675	BBZ61006	Management	3
3	40351	BBZ62009	Organization Theory	3
4	40340	BBZ62021	Organizational Behavior	3
5	41827	BBZ63014	Human Resource Management	3
6	41719	BBZ63015	Marketing Management	3
7	41653	BBZ63016	Operational Management	3
8	41674	BBZ63017	Financial Management	3
9	40578	BBZ64035	Research Methodology	3
10	43260	BBZ64022	Human Resource Management II	3
11	43261	BBZ64023	Financial Management II	3
12	43262	BBZ64024	Marketing Management II	3
13	43267	BBZ64025	Operational Management II	3
14	43645	BBZ65033	Strategic Management	3
Total				42

11.3 Courses that can be taken / converted in other study programs inside and outside UHO, and management study programs in FEB-UHO and outside UHO

The following courses are courses that can be taken / converted in other study programs inside and outside UHO, and the Management Study Program at FEB-UHO and outside UHO. Courses that can be taken / converted consist of courses in semester 1 to semester 7. Referring to the MBKM policy in the Management Study Program which starts from semester 5, then for several courses in semester 1 to semester 4 that have not been programmed or have not passed and are not compulsory courses in the program in the FEB-UHO Management Study Program, can be taken / converted in other study programs inside and outside UHO, and the Management Study Program at FEB-UHO and outside UHO.



Courses that can be taken / converted in other study programs inside and outside UHO and the Management Study Program at FEB-UHO and outside UHO

No.	Course Code	Course Name	SKS
(1)	(2)	(3)	(4)
1	BBZ61001	Character Education	0
2	BBZ61002	Character Education	2
3	BBZ61004	Introduction to Accounting	3
4	BBZ61007	Introduction to Economics	3
5	BBZ61075	Religious Education	2
6	BBZ61076	Pancasila	2
7	BBZ61077	English	2
8	BBZ61078	Information Technology	2
9	BBZ62080	Bahasa Indonesia	2
10	BBZ62008	Business Law	2
11	BBZ62079	Citizenship	2
12	BBZ62010	Economics/Business Math	3
13	BBZ62081	Maritime Insight	2
14	BBZ62012	Philosophy of Science	2
15	BBZ63027	Economic/Business Statistics	3
16	BBZ63028	Cross-Cultural Management	2
17	BBZ63029	Fundamentals of Islamic Economics	2
18	BBZ64036	Cost Management	3
19	BBZ64026	Banks and Other Financial Institutions	2
20	BBZ65028	Business Feasibility Study	3
21	BBZ65030	Operations Research	3
22	BBZ65029	Budgeting	3
23	BBZ65083	Entrepreneurship Theory and Practice	5
24	BBZ65032	Managerial Economics	3
25	BBZ66003	Change Management	2
26	BBZ66020	Leadership	3
27	BBZ66034	Management Information System	3
28	BBZ66036	Banking Management	3
28	BBZ66037	Taxation	2
30	BBZ66070	Digital Business	2
31	BBZ66074	Financial Management Research and Seminar	3
32	BBZ66040	International Financial Management	3
33	BBZ66073	Human Resource Management Research and Seminar	3
34	BBZ66043	International Human Resource Management	3
35	BBZ66072	Marketing Management Research and Seminar	3
36	BBZ66041	International Marketing Management	3
37	BBZ66075	Operations Management Research and Seminar	3



(1)	(2)	(3)	(4)
38	BBZ66045	International Operations Management	3
39	BBZ66076	Research and Seminar on Sharia Business Management	3
40	BBZ67074	Zakat and Waqf Management	3
41	BBZ67049	Risk Management	3
42	BBZ67076	Financial Technology	3
43	BBZ67050	Investment Management	3
44	BBZ67051	Financial Behavior	3
45	BBZ67052	Regional Financial Management	3
46	BBZ67077	Strategic Human Resource Management	3
47	BBZ67054	Human Resource Planning	3
48	BBZ67055	Human Resources Empowerment	3
49	BBZ67057	Conflict Management	3
50	BBZ67059	Supply Chain Management (SCM)	3
51	BBZ67060	Flexibility Management	3
52	BBZ67061	Strategic Operations Management	3
53	BBZ67062	Integrated Quality Management	3
54	BBZ67064	Services Marketing Management	3
55	BBZ67065	Consumer Behavior	3
56	BBZ67067	Marketing Communication	3
57	BBZ67075	Social Media Marketing	3
58	BBZ67068	Islamic Banks and Financial Institutions	3
59	BBZ67070	Islamic Financial Management	3
60	BBZ67072	Management in Islamic Perspective	3
61	BBZ67073	Sharia Marketing Management	3

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11.4 Learning Courses Outside the Program Study

Simulation of students of the Management Study Program of the Faculty of Economics and Business, Halu Oleo University taking / programming courses outside the FEB-UHO Management Study Program, as listed in Table 24 and table 25.



Table 22. Flow 1 Course Offering/Programming for Students Participating in the MBKM Program

No	First semester	Second semester	Third Semester	Fourth Semester	Semester V*)	VI Semester*)	VII semester*)	8th semester
1	BBZ61002: Educator-a Character (0/2)	BBZ62008:Law Business (2)	BBZ63014: HR Management (3)	BBZ64022: HR Management II (3)	BBZ63029 : Basics Islamic Economics (2)	BBZ62079: To citizenship (2)	Eye Lecture Specialization (12)	BBZ68083 KKN (4)
2	BBZ61004: Introduction Accounting (3)	BBZ62010 Math Economics/Business (3)	BBZ63015 Management Marketing (3)	BBZ64023 Management Finance II (3)	BBZ65028 Feasibility Study Business (3)	BBZ62080 Bahasa Indonesia (2)		BBZ68074 Thesis (6)
3	BBZ61005 Introduction to Business (3)	BBZ62012 Philosophy of Science (2)	BBZ63016 Management Operational (3)	BBZ64024 Management Marketing II (3)	BBZ65029: Budgeting (3)	BBZ62081 Insights Maritime (2)		
4	BBZ61006 Management (3)	BBZ64026 Banks & Institutions Finance. Others (2)	BBZ63017 Management Finance (3)	BBZ64025 Management Operational II (3)	BBZ65032: Economy Managerial (3)	BBZ66003 Management Change (2)		
5	BBZ61007 Introduction to Economics (3)	BBZ66036: Management Banking (3)	BBZ63027 Statistics Economics/Business (3)	BBZ64035 Methodology Research (3)	BBZ65033 Strategic Management (3)	BBZ66034 Information System Management (3)		
6	BBZ61075: Pen-Religious Education (2)	BBZ66037 Taxation (2)	BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)	BBZ67049: Manaje-Risk (3)	BBZ66070 Digital Business (2)		
7	BBZ61076 Pancasila (2)	BBZ62009: Theory Organization (3)	BBZ63028 : Management Cross-Culture (2)	BBZ64 : Manaje Cost (3)	BBZ65083: Theory and Practice Entrepreneurship (5)	Course Content Specialization (6) ^{2a)}		
8	BBZ61077 English (2)	BBZ62021:Behavior Organization (3)						



9	BBZ61078: Techno-Information Logic (2)							
Jlh	20 CREDITS	20 CREDITS	20 CREDITS	21 CREDITS	22 CREDITS	19 CREDITS	12 CREDITS	10 CREDITS

*) Implementation of MBKM Program



Table 25. Flow 2 Course Offering/Programming for Students Participating in the MBKM Program

No.	First semester	Second semester	Third semester	Fourth Semester	Semester V*)	Semester VI*)	VII semester*)	8th semester
1	BBZ61002: Pendi Character Education (0/2)	BBZ62008 Business Law (2)	BBZ63014: HR Management (3)	BBZ64022: HR Management II (3)	BBZ65028 Feasibility Study Business (3)	BBZ66070 Digital Business (2)	BBZ65029:Pen violation (3)	BBZ68083 KKN (4)
2	BBZ61004 Introduction to Accounting (3)	BBZ62010 Economics/Business Math (3)	BBZ63015 Marketing Management (3)	BBZ64023 Financial Management II (3)	BBZ65033 Strategic Management (3)	BBZ62079: To-citizenship (2)	BBZ65032 Managerial Economics (3)	BBZ68074 Thesis (6)
3	BBZ61005 Introduction to Business (3)	BBZ62012 Philosophy of Science (2)	BBZ63016 Management Operational (3)	BBZ64024 Management Marketing II (3)	Course Content Specialization (12)	BBZ62080 Language Indonesia (2)	BBZ65083: Theory and Practice Entrepreneurship (5)	
4	BBZ61006 Management (3)	BBZ64026 Banks & Institutions Finance. Others (2)	BBZ63017 Management Finance (3)	BBZ64025 Management Operational II (3)		BBZ62081 Insights Maritime (2)	BBZ67049 Management Risk (3)	
5	BBZ61007 Introduction Economics (3)	BBZ66036 Management Banking (3)	BBZ63027 Statistics Economics/Business (3)	BBZ64035 Methodology Research (3)		BBZ64036 Management Cost (3)	BBZ63029 : Basics Islamic Economics (2)	
6	BBZ61075: Pen-Religious Education (2)	BBZ66037 Taxation (2)	BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)		BBZ66003 Management Change (2)		
7	BBZ61076 Pancasila (2)	BBZ62009: Theory Organization (3)	BBZ63028: Management Cross-Culture (2)			BBZ66034 DRIVER'S LICENSE (3)		
8	BBZ61077	BBZ62021:Behavior				Course Content		



	English (2)	Organization (3)				Specialization (6)		
9	BBZ61078: Technology Information (2)							
Total	20 CREDITS	20 CREDITS	20 CREDITS	18 CREDITS	18 CREDITS	22 CREDITS	16 CREDITS	10 CREDITS

*) Implementation of MBKM Program



Halu Oleo University provides an opportunity to adjust course offerings (programming) to fulfill credits in participating in the MBKM Program, if there are semester differences from courses that will be programmed at other universities in the student exchange program, or course adjustments with MBKM programs other than student exchanges that are in accordance with the course SLOs.

1. Example for student exchange program

One of the students in semester VI will program the Financial Behavior course at the Destination College. The course is offered in even semester (semester 6), while in the FEB- UHO Management Study Program it is offered in odd semester (semester 7), so the student can still program the Financial Behavior course at the destination university, and the Study Program will open a schedule (roster) for the course in even semester (semester 6).

2. Example for programs other than student exchange

One of the students in semester VI will take the KKNT program. The course that is in accordance with the SLO of the course is the Financial Behavior course, while the course is offered in the odd semester (semester 7). The student can still program the Financial Behavior course, and the Study Program will open the schedule (roster) of the course to be converted to KKNT activities in even semester (semester 6).

11.5 Courses Offered for Students Inbound

The Management Study Program provides opportunities for students from outside the management study program within and outside Halu Oleo University, or from management study programs outside Halu Oleo University to bid for courses in the Management Study Program. The number of courses offered is 36 courses, as listed in the following table:

Table 24: Courses Offered to Inbound Students

No.	Course Code	Course Content	SKS
(1)	(2)	(3)	(4)
1	BBZ63028	Cross-Cultural Management	2
2	BBZ65028	Business Feasibility Study	3
3	BBZ65030	Operations Research	3
4	BBZ65033	Strategic Management	3
5	BBZ65083	Entrepreneurship Theory and Practice	5
6	BBZ66003	Change Management	2
7	BBZ66074	Financial Management Research and Seminar	3
8	BBZ66040	International Financial Management	3
9	BBZ66072	Marketing Management Research and Seminar	3
10	BBZ66041	International Marketing Management	3
11	BBZ66073	Human Resource Management Research and Seminar	3



(1)	(2)	(3)	(4)
12	BBZ66043	International Human Resource Management	3
13	BBZ66075	Operations Management Research and Seminar	3
14	BBZ66045	International Operations Management	3
15	BBZ66076	Research and Seminar on Sharia Business Management	3
16	BBZ67074	Zakat and Waqf Management	3
17	BBZ67050	Investment Management	3
18	BBZ67051	Financial Behavior	3
19	BBZ67052	Regional Financial Management	3
20	BBZ67076	Financial Technology	3
21	BBZ67054	Human Resource Planning	3
22	BBZ67055	Human Resources Empowerment	3
23	BBZ67057	Conflict Management	3
24	BBZ67077	Strategic Human Resource Management	3
25	BBZ67059	Supply Chain Management (SCM)	3
26	BBZ67060	Flexibility Management	3
27	BBZ67061	Strategic Operations Management	3
28	BBZ67062	Integrated Quality Management	3
29	BBZ67068	Islamic Banks and Financial Institutions	3
30	BBZ67070	Islamic Financial Management	3
31	BBZ67072	Management in Islamic Perspective	3
32	BBZ67073	Sharia Marketing Management	3
33	BBZ67064	Services Marketing Management	3
34	BBZ67065	Consumer Behavior	3
35	BBZ67067	Marketing Communication	3
36	BBZ67075	Social Media Marketing	3



11.6 Forms of Learning Activities Outside Higher Education

Table 25: Courses that can be converted in the Non-university MBKM program

No.	Form of Learning Activities	Can be Implemented with SKS Weight		Convertible Odd Semester Courses	Even Semester Courses That Can Be Converted
		Regular	MBKM		
(1)	(2)	(3)	(4)	(5)	(6)
1	Internship/Practice Work	20	≤20	BBZ61002 Character Education (0/2)	BBZ66003 Change Management (2)
				BBZ65028 Business Feasibility Study (3)	BBZ66034 Management Information System (3)
				BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)
				BBZ65029 Budgeting (3)	BBZ66037 Taxation (2)
				BBZ65083 Entrepreneurship Theory and Practice (5)	BBZ66070 Digital Business (2)
				BBZ65032 Managerial Economics (3)	BBZ66036 Banking Management (3)
				BBZ67049 Risk Management (3)	BBZ66074 Financial Management Research and Seminar (3)
				BBZ67076 Financial Technology (3)	BBZ66040 International Financial Management (3)
				BBZ67050 Investment Management (3)	BBZ66072 Marketing Management Research and Seminar (3)
				BBZ67051 Financial Behavior (3)	BBZ66041 International Marketing Management (3)
				BBZ67052 Regional Financial Management (3)	BBZ66073 Human Resource Management Research and Seminar (3)
				BBZ67077 Strategic Human Resource Management (3)	BBZ66043 International Human Resource Management (3)
				BBZ67054 Human Resource Planning (3)	BBZ66075 Operations Management Research and Seminar (3)
				BBZ67055 Human Resources Empowerment (3)	BBZ66045 International Operations Management (3)
				BBZ67057 Conflict Management (3)	BBZ666Research and Seminar on Sharia Business Management (3)
				BBZ67059 Supply Chain Management/SCM (3)	BBZ67074 Zakat and Waqf Management (3)
				BBZ67060 Flexibility Management (3)	BBZ68083 KKN (4)*
				BBZ67061 Strategic Operations Management (3)	
				BBZ67062 Integrated Quality Management (3)	
				BBZ67064 Services Marketing Management (3)	
				BBZ67065 Consumer Behavior (3)	
				BBZ67067 Marketing Communication (3)	
				BBZ67075 Social Media Marketing (3)	



(1)	(2)	(3)	(4)	(5)	(6)
				BBZ67068 Islamic Banks and Financial Institutions (3)	
				BBZ67070 Sharia Financial Management (3)	
				BBZ67072 Management in Islamic Perspective (3)	
				BBZ67073 Sharia Marketing Management (3)	
				BBZ68083 KKN (4)*	
2	KKN/KKNT	20	≤20	BBZ61002 Character Education (0/2)	BBZ66003 Change Management (2)
				BBZ65028 Business Feasibility Study (3)	BBZ66034 Management Information System (3)
				BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)
				BBZ65029 Budgeting (3)	BBZ66037 Taxation (2)
				BBZ65083 Entrepreneurship Theory and Practice (5)	BBZ66036 Banking Management (3)
				BBZ65032 Managerial Economics (3)	BBZ66070 Digital Business (2)
				BBZ67049 Risk Management (3)	BBZ66074 Financial Management Research and Seminar (3)
				BBZ67076 Financial Technology (3)	BBZ66040 International Financial Management (3)
				BBZ67050 Investment Management (3)	BBZ66072 Marketing Management Research and Seminar (3)
				BBZ67051 Financial Behavior (3)	BBZ66041 International Marketing Management (3)
				BBZ67052 Regional Financial Management (3)	BBZ66073 Human Resource Management Research and Seminar (3)
				BBZ67077 Strategic Human Resource Management (3)	BBZ66043 International Human Resource Management (3)
				BBZ67054 Human Resource Planning (3)	BBZ66075 Operations Management Research and Seminar (3)
				BBZ67055 Human Resources Empowerment (3)	BBZ66045 International Operations Management (3)
				BBZ67057 Conflict Management (3)	BBZ66076 Islamic Business Management Research and Seminar (3)
				BBZ67059 Supply Chain Management/SCM (3)	BBZ67074 Zakat and Waqf Management (3)
				BBZ67060 Flexibility Management (3)	BBZ68083 KKN (4)*
				BBZ67061 Strategic Operations Management (3)	
				BBZ67062 Integrated Quality Management (3)	
				BBZ67064 Services Marketing Management (3)	
				BBZ67065 Consumer Behavior (3)	
				BBZ67067 Marketing Communication (3)	
				BBZ67075 Social Media Marketing (3)	



(1)	(2)	(3)	(4)	(5)	(6)
				BBZ67068 Islamic Banks and Financial Institutions (3)	
				BBZ67070 Islamic Financial Management (3)	
				BBZ67072 Management in Islamic Perspective (3)	
				BBZ67073 Sharia Marketing Management (3)	
				BBZ68083 KKN (4)*	
3	Entrepreneurship	20	≤20	BBZ61002 Character Education (0/2)	BBZ66003 Change Management (2)
				BBZ65028 Business Feasibility Study (3)	BBZ66034 Management Information System (3)
				BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)
				BBZ65029 Budgeting (3)	BBZ66037 Taxation (2)
				BBZ65083 Entrepreneurship Theory and Practice (5)	BBZ66070 Digital Business (2)
				BBZ65032 Managerial Economics (3)	BBZ66036 Banking Management (3)
				BBZ67049 Risk Management (3)	BBZ66074 Financial Management Research and Seminar (3)
				BBZ67076 Financial Technology (3)	BBZ66040 International Financial Management (3)
				BBZ67050 Investment Management (3)	BBZ66072 Marketing Management Research and Seminar (3)
				BBZ67051 Financial Behavior (3)	BBZ66041 International Marketing Management (3)
				BBZ67052 Regional Financial Management (3)	BBZ66073 Human Resource Management Research and Seminar (3)
				BBZ67077 Strategic Human Resource Management (3)	BBZ66043 International Human Resource Management (3)
				BBZ67054 Human Resource Planning (3)	BBZ66075 Operations Management Research and Seminar (3)
				BBZ67055 Human Resources Empowerment (3)	BBZ66045 International Operations Management (3)
				BBZ67057 Conflict Management (3)	BBZ66076 Islamic Business Management Research and Seminar (3)
				BBZ67059 Supply Chain Management/SCM (3)	BBZ67074 Zakat and Waqf Management (3)
				BBZ67060 Flexibility Management (3)	BBZ68083 KKN (4)*
				BBZ67061 Strategic Operations Management (3)	
				BBZ67062 Integrated Quality Management (3)	
				BBZ67064 Services Marketing Management (3)	
				BBZ67065 Consumer Behavior (3)	
				BBZ67067 Marketing Communication (3)	
				BBZ67075 Social Media Marketing (3)	



(1)	(2)	(3)	(4)	(5)	(6)
				BBZ67068 Islamic Banks and Financial Institutions (3)	
				BBZ67070 Sharia Financial Management (3)	
				BBZ67072 Management in Islamic Perspective (3)	
				BBZ67073 Sharia Marketing Management (3)	
				BBZ68083 KKN (4)*	
4	Assistant teaching in Education Unit (AMSP)	20	≤20	BBZ61002 Character Education (0/2)	BBZ66003 Change Management (2)
				BBZ65028 Business Feasibility Study (3)	BBZ66034 Management Information System (3)
				BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)
				BBZ65029 Budgeting (3)	BBZ66037 Taxation (2)
				BBZ65083 Entrepreneurship Theory and Practice (5)	BBZ66036 Banking Management (3)
				BBZ65032 Managerial Economics (3)	BBZ66070 Digital Business (2)
				BBZ67049 Risk Management (3)	BBZ66074 Financial Management Research and Seminar (3)
				BBZ67076 Financial Technology (3)	BBZ66040 International Financial Management (3)
				BBZ67050 Investment Management (3)	BBZ66072 Marketing Management Research and Seminar (3)
				BBZ67051 Financial Behavior (3)	BBZ66041 International Marketing Management (3)
				BBZ67052 Regional Financial Management (3)	BBZ66073 Human Resource Management Research and Seminar (3)
				BBZ67077 Strategic Human Resource Management (3)	BBZ66043 International Human Resource Management (3)
				BBZ67054 Human Resource Planning (3)	BBZ66075 Operations Management Research and Seminar (3)
				BBZ67055 Human Resources Empowerment (3)	BBZ66045 International Operations Management (3)
				BBZ67057 Conflict Management (3)	BBZ66076 Islamic Business Management Research and Seminar (3)
				BBZ67059 Supply Chain Management/SCM (3)	BBZ67074 Zakat and Waqf Management (3)
				BBZ67060 Flexibility Management (3)	BBZ68083 KKN (4)*
				BBZ67061 Strategic Operations Management (3)	
				BBZ67062 Integrated Quality Management (3)	
				BBZ67064 Services Marketing Management (3)	
				BBZ67065 Consumer Behavior (3)	
				BBZ67067 Marketing Communication (3)	
				BBZ67075 Social Media Marketing (3)	





(1)	(2)	(3)	(4)	(5)	(6)
				BBZ67070 Sharia Financial Management (3)	
				BBZ67072 Management in Islamic Perspective (3)	
				BBZ67073 Sharia Marketing Management (3)	
				BBZ68083 KKN (4)*	
5	Research	20	≤20	BBZ61002 Character Education (0/2)	BBZ66003 Change Management (2)
				BBZ65028 Business Feasibility Study (3)	BBZ66034 Management Information System (3)
				BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)
				BBZ65029 Budgeting (3)	BBZ66037 Taxation (2)
				BBZ65083 Entrepreneurship Theory and Practice (5)	BBZ66036 Banking Management (3)
				BBZ65032 Managerial Economics (3)	BBZ66070 Digital Business (2)
				BBZ67049 Risk Management (3)	BBZ66074 Financial Management Research and Seminar (3)
				BBZ67076 Financial Technology (3)	BBZ66040 International Financial Management (3)
				BBZ67050 Investment Management (3)	BBZ66072 Marketing Management Research and Seminar (3)
				BBZ67051 Financial Behavior (3)	BBZ66041 International Marketing Management (3)
				BBZ67052 Regional Financial Management (3)	BBZ66073 Human Resource Management Research and Seminar (3)
				BBZ67077 Strategic Human Resource Management (3)	BBZ66043 International Human Resource Management (3)
				BBZ67054 Human Resource Planning (3)	BBZ66075 Operations Management Research and Seminar (3)
				BBZ67055 Human Resources Empowerment (3)	BBZ66045 International Operations Management (3)
				BBZ67057 Conflict Management (3)	BBZ66076 Islamic Business Management Research and Seminar (3)
				BBZ67059 Supply Chain Management/SCM (3)	BBZ67074 Zakat and Waqf Management (3)
				BBZ67060 Flexibility Management (3)	BBZ68074 Thesis**
				BBZ67061 Strategic Operations Management (3)	
				BBZ67062 Integrated Quality Management (3)	
				BBZ67064 Services Marketing Management (3)	
				BBZ67065 Consumer Behavior (3)	
				BBZ67067 Marketing Communication (3)	
				BBZ67075 Social Media Marketing (3)	
				BBZ67068 Islamic Banks and Financial Institutions (3)	
				BBZ67072 Management in Islamic Perspective (3)	



(1)	(2)	(3)	(4)	(5)	(6)
				BBZ67073 Sharia Marketing Management (3)	
				BBZ67070 Sharia Financial Management (3)	
				BBZ68074 Thesis**	
6	Independent Study/Project	20	≤20	BBZ61002 Character Education (0/2)	BBZ66003 Change Management (2)
				BBZ65028 Business Feasibility Study (3)	BBZ66034 Management Information System (3)
				BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)
				BBZ65029 Budgeting (3)	BBZ66037 Taxation (2)
				BBZ65083 Entrepreneurship Theory and Practice (5)	BBZ66036 Banking Management (3)
				BBZ65032 Managerial Economics (3)	BBZ66070 Digital Business (2)
				BBZ67049 Risk Management (3)	BBZ66074 Financial Management Research and Seminar (3)
				BBZ67076 Financial Technology (3)	BBZ66040 International Financial Management (3)
				BBZ67050 Investment Management (3)	BBZ66072 Marketing Management Research and Seminar (3)
				BBZ67051 Financial Behavior (3)	BBZ66041 International Marketing Management (3)
				BBZ67052 Regional Financial Management (3)	BBZ66073 Human Resource Management Research and Seminar (3)
				BBZ67077 Strategic Human Resource Management (3)	BBZ66043 International Human Resource Management (3)
				BBZ67054 Human Resource Planning (3)	BBZ66075 Operations Management Research and Seminar (3)
				BBZ67055 Human Resources Empowerment (3)	BBZ66045 International Operations Management (3)
				BBZ67057 Conflict Management (3)	BBZ66076 Islamic Business Management Research and Seminar (3)
				BBZ67059 Supply Chain Management/SCM (3)	BBZ67074 Zakat and Waqf Management (3)
				BBZ67060 Flexibility Management (3)	BBZ68083 KKN (4)*
				BBZ67061 Strategic Operations Management (3)	
				BBZ67062 Integrated Quality Management (3)	
				BBZ67064 Services Marketing Management (3)	
				BBZ67065 Consumer Behavior (3)	
				BBZ67067 Marketing Communication (3)	
				BBZ67075 Social Media Marketing (3)	
				BBZ67068 Islamic Banks and Financial Institutions (3)	
				BBZ67070 Sharia Financial Management (3)	
				BBZ67072 Management in Islamic Perspective (3)	



			BBZ67073 Sharia Marketing Management (3)	
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(1)	(2)	(3)	(4)	(5)	(6)
7	Humanitarian project	20	≤20	BBZ68083 KKN (4)*	
				BBZ61002 Character Education (0/2)	BBZ66003 Change Management (2)
				BBZ65028 Business Feasibility Study (3)	BBZ66034 Management Information System (3)
				BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)
				BBZ65029 Budgeting (3)	BBZ66037 Taxation (2)
				BBZ65083 Entrepreneurship Theory and Practice (5)	BBZ66070 Digital Business (2)
				BBZ65032 Managerial Economics (3)	BBZ66036 Banking Management (3)
				BBZ67049 Risk Management (3)	BBZ66074 Financial Management Research and Seminar (3)
				BBZ67076 Financial Technology (3)	BBZ66040 International Financial Management (3)
				BBZ67050 Investment Management (3)	BBZ66072 Marketing Management Research and Seminar (3)
				BBZ67051 Financial Behavior (3)	BBZ66041 International Marketing Management (3)
				BBZ67052 Regional Financial Management (3)	BBZ66073 Human Resource Management Research and Seminar (3)
				BBZ67077 Strategic Human Resource Management (3)	BBZ66043 International Human Resource Management (3)
				BBZ67054 Human Resource Planning (3)	BBZ66075 Operations Management Research and Seminar (3)
				BBZ67055 Human Resources Empowerment (3)	BBZ66045 International Operations Management (3)
				BBZ67057 Conflict Management (3)	BBZ66076 Islamic Business Management Research and Seminar (3)
				BBZ67059 Supply Chain Management/SCM (3)	BBZ67074 Zakat and Waqf Management (3)
				BBZ67060 Flexibility Management (3)	BBZ68083 KKN (4)*
				BBZ67061 Strategic Operations Management (3)	
				BBZ67062 Integrated Quality Management (3)	
				BBZ67064 Services Marketing Management (3)	
				BBZ67065 Consumer Behavior (3)	
				BBZ67067 Marketing Communication (3)	
				BBZ67075 Social Media Marketing (3)	
				BBZ67068 Islamic Banks and Financial Institutions (3)	
				BBZ67070 Sharia Financial Management (3)	
				BBZ67072 Management in Islamic Perspective (3)	
				BBZ67073 Sharia Marketing Management (3)	
				BBZ68083 KKN (4)*	



(1)	(2)	(3)	(4)	(5)	(6)
8	Student Exchange	20	≤20	BBZ61002 Character Education (0/2)	BBZ66003 Change Management (2)
				BBZ65028 Business Feasibility Study (3)	BBZ66034 Management Information System (3)
				BBZ65030 Operations Research (3)	BBZ66020 Leadership (3)
				BBZ65029 Budgeting (3)	BBZ66037 Taxation (2)
				BBZ65083 Entrepreneurship Theory and Practice (5)	BBZ66070 Digital Business (2)
				BBZ65032 Managerial Economics (3)	BBZ66036 Banking Management (3)
				BBZ67049 Risk Management (3)	BBZ66074 Financial Management Research and Seminar (3)
				BBZ67076 Financial Technology (3)	BBZ66040 International Financial Management (3)
				BBZ67050 Investment Management (3)	BBZ66072 Marketing Management Research and Seminar (3)
				BBZ67051 Financial Behavior (3)	BBZ66041 International Marketing Management (3)
				BBZ67052 Regional Financial Management (3)	BBZ66073 Human Resource Management Research and Seminar (3)
				BBZ67077 Strategic Human Resource Management (3)	BBZ66043 International Human Resource Management (3)
				BBZ67054 Human Resource Planning (3)	BBZ66075 Operations Management Research and Seminar (3)
				BBZ67055 Human Resources Empowerment (3)	BBZ66045 International Operations Management (3)
				BBZ67057 Conflict Management (3)	BBZ66076 Islamic Business Management Research and Seminar (3)
				BBZ67059 Supply Chain Management/SCM (3)	BBZ67074 Zakat and Waqf Management (3)
				BBZ67060 Flexibility Management (3)	
				BBZ67061 Strategic Operations Management (3)	
				BBZ67062 Integrated Quality Management (3)	
				BBZ67064 Services Marketing Management (3)	
				BBZ67065 Consumer Behavior (3)	
				BBZ67067 Marketing Communication (3)	
				BBZ67075 Social Media Marketing (3)	
				BBZ67068 Islamic Banks and Financial Institutions (3)	
				BBZ67070 Islamic Financial Management (3)	
				BBZ67072 Management in Islamic Perspective (3)	
				BBZ67073 Sharia Marketing Management (3)	

*) can be converted if it meets the requirements for the number of credits passed to program Thematic KKN / Regular KKN.

**) can be converted if you have met the requirements for the number of credits passed to program Thesis



11.7 Quality Assurance Implementation MBKM

Quality assurance of three-semester study rights outside the study program in the Merdeka Belajar - Kampus Merdeka (MBKM) policy, among others:

1. Quality of participants' competencies.
 - a. Producing Bachelor of Management graduates who have expertise in operations, finance, human resources, marketing, and sharia business.
 - b. Producing Bachelor of Management graduates who have information and communication technology skills
 - c. Producing Bachelor of Management graduates who have moral and ethical integrity.
2. Quality of implementation.
 - a. The study program has an MBKM Curriculum Document which is structured from vision, mission, goals and strategies, formulation of ELOs, curriculum matrices / maps, distribution of courses per semester which shows that there are 3 semesters which are the rights of independent learning students.
 - b. Courses equipped with learning instruments (RPS and assessment).
 - c. Lecturers have academic competence and teaching competence as well as expertise competence according to their field of knowledge. The study program determines the academic supervisor or MBKM assistant lecturer for each student and controls the academic guidance process every semester. The study program determines the lecture schedule and carries out the control process, the attendance of lecturers and students is at least 80%.
3. Quality of internal and external mentoring process
4. The study program ensures that academic guidance and MBKM mentoring run as they should, establishing Academic Guidelines / Forms of Learning Activities. In these guidelines, the obligations and rights that must be carried out by students, accompanying lecturers and partners of MBKM are written.
5. Quality of facilities and markets for implementation.
6. The study program must be supported by adequate and good quality educational facilities and infrastructure (lecture rooms, courtrooms, practicum rooms, administrative rooms, lecturer rooms), online learning systems, library collections that are adequate in number and relevance to their fields of knowledge and public facilities (mosques, bathrooms, water and electricity).
7. Quality of reporting and presentation of results.
8. The study program determines the reporting format for MBKM activities which includes activities that have been carried out at partners and have been approved by the accompanying lecturer. Furthermore, students present the results of MBKM activities in front of the examining team.
9. Quality of assessment.



10. The study program organizes an assessment of the learning process and results as well as MBKM activities. Assessment principles include assessment techniques and instruments, mechanisms, procedures, implementation, reporting and student graduation. Portfolio assessment of student achievement progress can be well documented.

12 Management and Implementation Mechanism Curriculum

The management of curriculum implementation and learning refers to the management standards contained in articles 38-39 of Permenristekdikti No. 44 of 2016. The learning system is built based on planning that is relevant to the objectives, learning domains and their hierarchy. Learning is carried out using various strategies and techniques that challenge, encourage students to think critically, explore, create and experiment by utilizing various sources. The implementation of learning has a mechanism to periodically monitor, review and improve lecture activities (attendance of lecturers and students), preparation of lecture materials, and assessment of learning outcomes.

The mechanism for preparing lecture materials is:

1. The head of the department forms a group of science fields to compile lecture materials.
2. The field of science group examines scientific developments based on the demands of the labor market.
3. Search for relevant and up-to-date literature as the basis for the preparation of Semester Learning Plans, Course Contracts, and Evaluation Grids.
4. The learning and evaluation methods used are adjusted to the development of technology, the basic abilities of students, and the time required, as well as the support of the Rector's policy.

Lecture monitoring is carried out through three activities, namely monitoring lecturer attendance, monitoring student attendance, and monitoring course materials which can be described as follows:

1. Monitoring lecturer attendance

The attendance of lecturers in lecture activities is monitored through the completion of attendance at each lecture. The attendance is evaluated every day by the academic department. The attendance of lecturers is signed by the student representative. Lecturer attendance is evaluated regularly every semester. The number of lecturers' attendance will determine the results of lecturer performance evaluation.

In accordance with the rules at Halu Oleo University, face-to-face lectures are held 16 times a meeting and are an obligation for lecturers teaching courses to carry them out. The lecturer's attendance rate is monitored based on the recapitulation of lecture minutes which are evaluated at the end of the semester. Evaluations carried out in meetings of lecturers in the Management Study Program environment will be a topic of discussion and then used as a record for the lecturer concerned.



2. Monitoring student attendance

Student attendance in lecture activities is monitored through the completion of attendance at each lecture in each semester. The attendance is evaluated every day by the academic department. The results of the evaluation of student attendance are used to determine student participation in the midterm and final exams. The minimum attendance requirement for students to be able to take the midterm and final semester exams is 80% of the number of face-to-face meetings.

3. Monitoring of course materials

Monitoring of course materials is carried out at the beginning, middle, and end of the semester. At the beginning of the semester, lecturers are required to submit a Semester Learning Plan (RPS), mid-semester the manager monitors the development of the learning process based on the agreed RPS, while at the end of the semester the manager evaluates the implementation of the learning process comprehensively for each course taught by lecturers. Monitoring carried out by students uses instruments to assess the competence of lecturers who teach courses, which include: 1) mastery of material, 2) ease of understanding, and 3) relevance of lecture material to labor market needs.

13 Cover

Merdeka Belajar - Merdeka Campus, is a policy of the Minister of Education and Culture, which aims to encourage students to master various sciences that are useful for entering the world of work. Learning in the Merdeka Campus is expected to provide challenges and opportunities for the development of creativity, capacity, personality, and student needs, as well as develop independence in seeking and finding knowledge through the realities and dynamics of the field such as ability requirements, real problems, social interaction, collaboration, self-management, performance demands, targets and achievements. The implementation of Merdeka Belajar - Merdeka Campus, is expected to produce superior, pious, civilized, knowledgeable, professional and competitive Indonesian people, and contribute positively to the welfare of the nation's life.

Based on the core curriculum design supported by relevant local content courses, it will be able to strengthen the expected competencies and can provide opportunities for students to develop their potential optimally. Thus, students can develop their potential and career as scientists and researchers or as reliable consultants in the field of management. In addition, graduates of the Management Study Program in each study program can continue their studies to a higher level of education.

In an effort to improve the competitiveness of graduates, UHO's policy starting in 2013 is to implement a curriculum that is in accordance with the KKNI level. If the KKNI curriculum is implemented properly, it is expected that it will produce graduates who have the ability and skills in their respective fields of science.



optimal and can compete globally with the same graduates from other universities. With the application of a curriculum that is compiled in an integrated manner and in accordance with competencies, it is hoped that graduates will have high flexibility with the world of work, can improve their abilities through further study to the master's level, can develop skills independently, be utilized by *stakeholders*, and can be transferred to others through both formal and informal institutions. So, the curriculum that is applied can equip students to develop their careers professionally so that they can be applied in society and can be useful for the development of their knowledge.