





**UNIVERSITAS PEMBANGUNAN NASIONAL “VETERAN” YOGYAKARTA**  
**FACULTY OF SOCIAL SCIENCE AND POLITICAL SCIENCE**  
**STUDY PROGRAMME BUSINESS ADMINISTRATION S1**

**DOCUMENT CODE**  
 COURSE DESCRIPTION/  
 BUSINESS  
 ADMINISTRATION  
 S1/152220163/2023

**COURSE DESCRIPTION**

COURSE	CODE :	Course Cluster	WEIGHT (credit points)		SEMESTER	Compilation Date
Management Strategy	(152220163)	General	T = 3 (4,8 ECTS)	P = 0	6	January 23, 2023
AUTHORIZATION	Course Description Developer	Head of Cluster		Head of Study Programme		
	1. Keny Rahmawati 2. SAUPTIKA KANCANA 3. Drs. Indro Harry Mulyanto, M.Si 4. Ahmad Zaki, SAB, MAB	 Meilan Sugiarto		 Drs. Indro Herry Mulyanto, M.Sc		
Learning Outcomes (LO)	GLO-PRODI charged to Course					
	A1	Apply religious, national, <i>bela negara</i> , and professional ethics values independently and in a group setting				
	GS1	Make accurate decisions in implementing programs, supervision, and evaluation in their field of expertise through the application of logical, critical, systematic, and innovative thinking.				
	K1	Apply theories into business practices based on creativity, innovation, and the utilisation of information technology.				
	K3	Use appropriate methods for data collection, processing, and analysis, both qualitatively and quantitatively, in solving business problems.				

SS1	Evaluate the implications of a policy using analytical and systematic approaches in standardised evaluation formats.				
<b>Course Learning Outcomes (CLO)</b>					
CLO1	Students are able to explain the basic principles of managing business strategy (S1, P3)				
CLO2	Students are able to explain the stages of strategic management (P1)				
CLO3	Students are able to develop business strategies (KU1, KK1)				
<b>Final ability of each learning stage (Sub-CLO)</b>					
Sub CLO1	Students can understand the definitions, theories, and concepts of Business Policy and Strategy and their implementation processes in companies (CLO 1) ( C1, A3, P1 )				
Sub CLO2	Students can identify the company's internal and external environment (CLO 1) (C1, A2, P2)				
Sub CLO3	Students can understand the importance of the company's vision, mission, goals, strategies and policies so that they can develop company strategies (CLO 2) (C1, A2, P2)				
Sub CLO4	Students can formulate and provide alternative strategies according to the company environment (CLO 3) (C4, A3, P2)				
Sub CLO5	Students are able to develop programs and tactics from a predetermined strategy (CLO 2.3) (C4, A4, P2)				
Sub CLO6	Students are able to determine how to execute a program (CLO 2.3) (C3, A3, P2)				
Sub CLO7	Students are able to carry out strategic performance assessments through monitoring and evaluation processes (CLO 2.3) (C2, A3, P2)				
Sub CLO8	Students are able to analyze strategies and problems that occur in companies, both in large companies and small companies (CLO 2.3) (C3, A2, P2)				
<b>Correlation of GLO to Sub-CLO</b>					
GLO	A1	GS1	K1	K3	SS1

<b>Sub CLO1</b>	X			X	
<b>Sub CLO2</b>	X			X	

**Sub**

**CLO3**

X

<b>Sub CLO4</b>		X			X
<b>Sub CLO5</b>		X	X		X
<b>Sub CLO6</b>		X	X		X
<b>Sub CLO7</b>		X	X		X
<b>Sub CLO8</b>		X	X		X

**Short Description Course**

This course provides an understanding and ability to formulate business strategies, as well as assess business performance in an effort to achieve business goals

Language of instruction: Indonesian

**Material Study/Material Learning**

1. Strategic management theory and concepts
2. Formulation of strategy with the company's vision, mission and goals
3. External environment analysis
4. Internal environment analysis
5. Strategy formulation, environmental analysis and alternative strategies
6. Strategy implementation
7. Review, evaluate, and control strategy

**References**

**Main :**

1. Neil Ritson, 2019. Business strategy and strategic planning: a definition and definitive guide. London: Bookboon.

**Supporters:**

1. Barry J. Witcher, 2020. Absolute Essentials of Strategic Management. English: Routledge.
2. Steve Brown, 2020. The Innovation Ultimatum: How six strategic technologies will reshape every business in the 2020s. English: John Wiley & Sons.
3. Hasan Dincer, Serhat Yüksel, 2020. Strategic Priorities in Competitive Environments: Multidimensional Approaches for Business Success. English: Springer International Publishing; Springer.
4. Roland Geschwill, Martina Nieswandt, 2020. Lateral Management: A New Approach to Strategic Transformation in the Digital Era. English: Springer International Publishing; Springer.
5. Adyl Aliekperov, 2021. Creating Business and Corporate Strategy: An Integrated Strategic System. English: Routledge.

**Lecturer**  
SAUPTIKA KANCANA and Drs. Indro Herry Mulyanto, M.Sc

**Prerequisite courses**  
Marketing Management, Business Finance, Operations Management, Basic Financial Accounting, Organization Fundamentals, Resource Management  
Man

Week-	Final ability of each learning stage (Sub-CLO)	Evaluation		Forms of Learning, Deductial Methods, Student Assigment [ Estimated Time]		Learning Materials [Library] (Topics)	Rating Weight (%)
		Indicator	Criteria & Form	offline	online (online)		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)

1	Students can understand the definitions, theories, and concepts of Business Policy and Strategy and their implementation processes in companies	1. Definition and meaning of corporate strategy 2. Stages of strategic management	K = Rubric B = Participation B = Mid Exam B = Final Exam	FL = Activity Learning Process DM = Lecture SA = Free Entry		- Definition and understanding of corporate strategy, stages of strategic management, and understanding strategic management as a whole	
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2	Students can understand the importance of the company's vision, mission, goals, strategies and policies so that they can develop company strategies	1. Able to create strategy formulation with the vision, mission and goals of the company	K = Rubric B = Participation	FL = Activity MP Learning Process = Group discussion DM = Task Gaps Information (Information-gap task)		<ul style="list-style-type: none"> <li>- company vision</li> <li>- company mission</li> <li>- Company long term goals</li> <li>- Company short term goals</li> <li>- Integrating and deriving the company's vision, mission, long term goals, short term goals</li> </ul>	
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3	Students can identify the company's internal and external environment	<p>1. Able to explain how to formulate an analysis of the company's external environment</p> <p>2. Able to understand aspects of the company's external environment</p>	<p>K = Rubric</p> <p>B = Participation</p>	<p>FL = Activity</p> <p>MP Learning</p> <p>Process = Group discussion</p> <p>DM = Task</p> <p>Gaps</p> <p>Information (Information-gap task)</p>	<p>- Analysis of the company's external environment - External aspects of the company such as: economic, social, cultural, demographic, environmental, political, government, legal, technological, and competency</p> <p>- The development of the internet and social media as a source of information today - Matrix of the company's external environment</p>	
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4	Students can understand the definitions, theories, and concepts of Business Policy and Strategy and their implementation processes in companies	1. Able to perform internal environmental analysis	K = Rubric B = Participation	FL = Activity Learning Process DM = Lecture SA = Task Gaps Information (Information-gap task)	<ul style="list-style-type: none"> <li>- Internal company analysis</li> <li>- Resource based view on strategic management - Understand basic management functions such as marketing, finance, production, research and development as well as information system management</li> <li>- Create an internal matrix</li> </ul>	
5	Students can understand the definitions, theories, and concepts of Business Policy and Strategy and their implementation processes in companies	1. Analysis of external and internal factors in strategy formulation 2. Explaining the basis for strategy formulation 3. Active strategy at the corporate, divisional, and operational levels	K = Rubric B = Participation	FL = Activity Learning Process DM = Lecture SA = Task Gaps Reasoning (Reasoning-gap task)	<ul style="list-style-type: none"> <li>- Analysis of internal and external factors - Basic strategy formulation</li> <li>- Active strategy at the corporate, divisional, and operational levels</li> </ul>	

6	Students can identify the company's internal and external environment	<p>1. Able to determine the criteria to evaluate the strategy</p> <p>2. Able to identify grand strategies</p> <p>3. Able to identify generic strategies</p> <p>4. Able to evaluate to choose a strategy that fits the needs of the company</p> <p>5. Able to create strategy matrix</p>	<p>K = Rubric</p> <p>B = Presentation</p>	<p>FL = Activity</p> <p>MP Learning</p> <p>Process = Group discussion</p> <p>DM = Task Gaps</p> <p>Information (Information-gap task)</p>		<p>- Criteria for evaluating strategy - Grand Strategies</p> <p>- Generic Strategic- Evaluation to choose the appropriate strategy</p>	
7	Students can understand the importance of the company's vision, mission, goals, strategies and policies so that they can develop company strategies	<p>1. Able to lower the strategy in company policy</p> <p>2. Develop a work implementation program</p>	<p>K = Rubric</p> <p>B = Participation</p>	<p>FL = Activity</p> <p>MP Learning</p> <p>Process = Group discussion</p> <p>SA = Task Gaps</p> <p>Information (Information-gap task)</p>		<p>- Derive strategy in company policy</p> <p>- Work implementation program</p>	
8	Mid Semester Evaluation / Mid Semester Examination						

9	Students can formulate and provide alternative strategies that suit the company environment	<p>1. Strategy implementation in the operations management function</p> <p>2. Strategy implementation in the marketing management function</p> <p>3. Strategy implementation in the financial management function</p> <p>4. Strategy implementation in the information system aspect</p>	<p>K = Rubric</p> <p>B = Task case</p> <p>B = Participation</p>	<p>FL = Activity Assignment structured</p> <p>DM = case-based learning</p> <p>Discuss specific cases that are worked on collaboratively</p>		<ul style="list-style-type: none"> <li>- Strategy implementation in operations management function</li> <li>- Strategy implementation in the marketing management function</li> <li>- Strategy implementation in the financial management function</li> <li>- Implementation of strategies in the aspect of information systems</li> </ul>	
10	Students are able to determine how to execute the program	1. Determine the execution strategy appropriate	<p>K = Rubric</p> <p>B = Task case</p> <p>B = Participation</p>	<p>FL = Activity Assignment structured</p> <p>DM = case-based learning</p> <p>Discuss specific cases that are worked on collaboratively</p>		<ul style="list-style-type: none"> <li>- Determine the right execution strategy</li> </ul>	

11	Students are able to carry out strategic performance assessments through monitoring and evaluation processes	<ol style="list-style-type: none"> <li>1. Be able to explain the strategy evaluation framework</li> <li>2. Able to plan evaluation of corporate strategy</li> <li>3. Able to identify the role of the audit in the evaluation</li> </ol>	<p>K = Rubric  B = Task  case  B =  Participatio  n</p>	<p>FL = Activity  Assignment  structured  DM = case-based  learning  Discuss specific cases that are worked on collaboratively</p>	<ul style="list-style-type: none"> <li>- Be able to explain the strategy evaluation framework</li> <li>- Able to plan corporate strategy evaluation</li> <li>- Able to identify the role of the audit in the evaluation</li> </ul>	
12	Students are able to carry out strategic performance assessments through monitoring and evaluation processes	<ol style="list-style-type: none"> <li>1. Measuring company performance</li> <li>2. Constraints in measuring achievement</li> <li>3. Principle of supervision</li> <li>4. Incentive Management</li> </ol>	<p>K = Rubric  B = Task  case  B =  Participatio  n</p>	<p>FL = Activity  Assignment  structured  DM = case-based  learning  Discuss specific cases that are worked on collaboratively</p>	<ul style="list-style-type: none"> <li>- Measuring company performance</li> <li>- Constraints in measuring achievement</li> <li>- Principle of supervision</li> <li>- Incentive Management</li> </ul>	

13	Student is able analyze strategies and problems that occur in the company, both in large companies and small companies	1. Able to apply theories and strategic tools	K = Rubric B = Task case B = Participation	FL = Activity Assignment structured DM = case-based learning Discuss specific cases that are worked on collaboratively		- Able to apply theories and strategic tools	
14	Student is able analyze strategies and problems that occur in the company, both in large companies and small companies	1. Able to apply theories and strategic tools	K = Rubric B = Presentation B = Participation	FL = Activity Assignment structured DM = case-based learning Discuss specific cases that are worked on collaboratively		- Able to apply theories and strategic tools	

15	Student is able to analyze strategies and problems that occur in the company, both in large companies and small companies	1. Able to apply theories and strategic tools	K = Rubric B = Presentation	FL = Activity Assignment structured DM = case-based learning Discuss specific cases that are worked on collaboratively		- Able to apply theories and strategic tools	
16	End of Semester Evaluation / Final Semester Examination						



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<b>Courses:</b>		<b>MANAGEMENT STRATEGY</b>	
<b>Code:</b> 152220163	<b>Credit Points weight (T/P): 3</b> (4,8 ECTS) /0 <b>Semester : 6</b>	<b>Course Cluster :</b> General	<b>No:</b> <b>Date:</b>
<b>AUTHORIZATION</b>	DRAFTING TEAM	<b>Head of Cluster:</b> Meilan Sugiarto	<b>Head Study Programme :</b> Drs. Indro Herry Mulyanto, M.Sc
<b>Mg Ke</b> <b>(1)</b>	<b>CLO Sub</b> <b>(2)</b>	<b>Assessment form</b> <b>(Evaluation) (%)</b> <b>(3)</b>	<b>Weight (%)</b> <b>(4)</b>
	Sub CLO 5 Students are able to develop programs and tactics from predetermined strategies (C4, A4, P2)	Cases() task Project Task() Task () Writing test () Presentation () Participation ()	
1,4,5	Sub CLO 1 Students can understand the definitions, theories, and concepts of Business Policy and Strategy and their implementation processes in companies (C1, A3, P1)	Case Tasks (0,0,0) Project Tasks (0,0,0) Task(0,0,0) Writing Test (0,0,0) Presentation (0,0,0) Participation (1,1,1)	0 0 0 0 0 3
2,7	Sub CLO 3 Students can understand the importance of company vision, mission, goals, strategies and policies so that they can develop company strategies (C1, A2, P2)	Case Tasks (0,0) Project Tasks (0,0) Tasks (0,0) Writing Test (0,0) Presentation (0,0) Participation (1,1)	0 0 0 0 0 2
3,6	Sub CLO 2 Students can identify the company's internal environment and external environment (C1, A2, P2)	Case Tasks (0,0) Project Tasks (0,0) Tasks (0,0) Writing Test (0,0) Presentation (0,1) Participation (1,0)	0 0 0 0 1 1
<b>8</b>	<b>MIDDLE SEMESTER EVALUATION</b>	<b>WRITING TEST</b>	<b>30</b>

9	Sub CLO 4 Students can formulate and provide alternative strategies according to the company environment (C4, A3, P2)	Case Tasks (4) Project Tasks (0) Tasks (0) Writing Test (0) Presentation (0) Participation (1)	4 0 0 0 0 1
10	Sub CLO 6 Students are able to determine how to execute the program (C3, A3, P2)	Case Tasks (4) Project Tasks (0) Tasks (0) Writing Test (0) Presentation (0) Participation (1)	4 0 0 0 0 1
11,12	Sub CLO 7 Students are able to carry out strategic performance assessments through monitoring and evaluation processes (C2, A3, P2)	Case Tasks (4,4) Project Tasks (0,0) Tasks (0,0) Writing Test (0,0) Presentation (0,0) Participation (1,1)	8 0 0 0 0 2
13,14,15	Sub CLO 8 Students are able to analyze strategies and problems that occur in companies, both in large companies and small companies (C3, A2, P2)	Case Tasks (3,0,0) Project Tasks (0,0,0) Task(0,0,0) Writing Test (0,0,0) Presentation(0,4,4) Participation (1,1,0)	3 0 0 0 8 2
<b>16</b>	<b>END OF SEMESTER EVALUATION</b>	<b>WRITING TEST</b>	<b>30</b>
<b>Total Assessment Weight</b>			<b>100%</b>



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**STUDENT ASSIGNMENT PLAN To 1**

<b>Course</b>	<b>MANAGEMENT STRATEGY</b>		
<b>Course code</b>	<b>152220163</b>	<b>Credit Points : 3 (4,8 ECTS) (3-0)</b>	<b>Semester : 6</b>
<b>Lecturer</b>	SAUPTIKA KANCANA and Drs. Indro Herry Mulyanto, M.Sc		
<b>Task Form</b>	Case Based Learning		

<b>Task Title</b>	Implement the company's business strategy
<b>Sub CLO6 and Sub CLO7 and Sub CLO8</b>	<ul style="list-style-type: none"> <li>- Students are able to determine how to execute the program</li> <li>- Students are able to carry out strategic performance assessments through monitoring and evaluation processes</li> <li>- Students are able to analyze strategies and problems that occur in companies, both in large companies and small companies</li> </ul>
<b>Task Description</b>	Task reports evaluate business strategies based on cases that have been selected
<b>Garage Object</b>	Preparation of business strategy using the company's external and internal matrices
<b>Task Work Method</b>	<p>The accuracy of the company's internal and external analysis</p> <p>Accurate implementation of the company's business strategy</p>
<b>Outer Form and Format</b>	
The output is a journal article	
<b>Indicators and Rating Weights</b>	
Internal company analysis	
Company external analysis	
Implementation of the company's business strategy	
<b>Implementation Schedule</b>	
Meeting 9 - 15	
<b>Etc:</b>	

**References:**

- Neil Ritson, 2019. Business strategy and strategic planning: a definition and definitive guide. London: Bookboon.
- Barry J. Witcher, 2020. Absolute Essentials of Strategic Management. English: Routledge.
- Steve Brown, 2020. The Innovation Ultimatum: How six strategic technologies will reshape every business in the 2020s. English: John Wiley & Sons.

Yogyakarta, 23 January 2023

SAUPTIKA KANCANA	
Drs. Indro Herry Mulyanto, M.Sc	

