



UNIVERSITAS INDONESIA
FACULTY OF ECONOMICS AND BUSINESS
UNDERGRADUATE PROGRAM – ISLAMIC BUSINESS

SYLLABUS
MANAGEMENT OF ISLAMIC PHILANTHROPY ORGANIZATION
ECBI600010 / ECBI610010
ODD SEMESTER 2026/2027

LECTURERS

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Subject Code	ECBI600010 / ECBI610010
Subject's name	MANAGEMENT OF ISLAMIC PHILANTHROPY ORGANIZATION
Credit	3
Year/Semest er	III/6
Pre-requisite	None
Time	Tuesday/08.00 - 10.30
Subject class	Wajib Prodi
Module aims	This course equips students as potential future leaders with the strategic management competencies and ethical frameworks required to lead modern Islamic Philanthropy Organizations (IPOs), while fostering a lifelong philanthropic spirit (spirit of giving)

	adaptable to any career path. Students will explore the unique operational characteristics of IPOs, mastering key managerial pillars including contemporary strategic planning, financial accounting, digital fundraising, product innovation, and Shariah-compliant risk management. Beyond core operational mechanics, the course introduces cutting-edge instruments that drive institutional trust and scalability, such as fintech applications, Social Return on Investment (SROI), and Maqasid-based impact analysis. Through interactive case studies of Zakat, Waqf and philanthropic institutions in Indonesia and globally, alongside a practical innovation capstone, this module bridges the gap between
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	commercial business principles and social impact—preparing students to champion Islamic social finance as specialized IPO executives, socially responsible corporate leaders, or civic entrepreneurs.		
Subject Learning Outcomes	Upon completing the course, students will demonstrate competence in the Islamic Business Concept and its underlying theories. Specifically, they will be able to explain, analyze, and strategically apply key principles in the Management of Islamic Philanthropy (T1) while demonstrating the ethical leadership and embedded philanthropic spirit required to drive sustainable social impact in both specialized philanthropy organizations and the broader corporate sector.		
Week	Session Topic	Key Content	

1	Course Orientation & Foundations of Islamic Philanthropy	• Islamic Philanthropic Funding Sources: Zakat, infaq, sadaqah, waqf, qurban • <i>Maqasid al-shariah</i> rationale for organized giving • Philanthropy & socio-economic development • Syllabus walkthrough • Project brief and group formation	• Lecturer-led • Project Management (PM): Initiating team Source: RBA Chapter 1 AMZ AMW MR Chapter 1 and 2
2	Institutional Landscape & Regulatory Framework of OFIs in Indonesia	• History of Islamic philanthropy institutions in Indonesia; BAZNAS / LAZ / BWI ecosystem • UU No. 23/2011, UU No. 41/2004, PSAK 109 overview; brief global comparison	• Student presentation (Grp 1) + discussion • PM: stakeholder mapping / NGO shortlisting Source: AMZ AMW MR Chapter 4
3	Strategic Management for OFIs	• Vision/mission • Strategic planning process • SWOT/TOWS • Islamic strategic-management principles	• Student presentation (Grp 2) + discussion • PM: <i>Planning</i> (WBS, SMART goals, timeline) • MILESTONE: finalize project topic & programs Source: RBA Chapter 7-8 MR Chapter 10
4	Governance, Leadership & Ethics in OFIs	• Shariah governance • <i>Amanah</i> & accountability • Leadership models for mission-driven organizations • Code of ethics	Student presentation (Grp 3) + discussion Source: RBA Chapter 4-6 MR Chapter 3, 7, 11
5	Marketing, Branding & Fundraising Management	• Donor behaviour • Digital fundraising & crowdfunding • Branding/storytelling • Campaign design	• Student presentation (Grp 4) + discussion • PM: <i>Executing</i> (comms plan, task delegation) • MILESTONE: launch fundraising Source: RBA Chapter 12, 19 PU Modul 2 MR Chapter 9

6	Financial Management & Accounting for OFIs	• Budgeting • PSAK 409 and 412 in practice • Zakat calculation basics • Waqf asset management & investment • Financial transparency	Student presentation (Grp 5) + discussion Source: RBA Chapter 17-18, 21 MR Chapter 5
7	Human Resource & Volunteer Management + Review	• Recruitment/training for mission-driven organizations • Volunteer engagement & motivation • Performance appraisal • Synthesis of Weeks 1–7	Student presentation (Grp 6) + lecturer-led review/Q&A Source: RBA Chapter 23-25 PU Modul 4 MR Chapter 6 and 7
MIDTERM EXAMINATION WEEK (UTS)			
8	Operations & Program Design for OFIs	• Beneficiaries empowerment program design • Service-delivery models • Distribution quality	Student presentation (Grp 7) + discussion Source: RBA Chapter 10 PU Modul 1 MR Chapter 8
9	Risk Management & Compliance	• Shariah risk • Financial/operational/reputational risk • Fraud prevention • Internal control	• Student presentation (Grp 8) + discussion • PM: <i>Monitoring & Controlling</i> (progress tracking) • MILESTONE: fundraising check ≥80% Source: RBA Chapter 15 PU Modul 3 MR Chapter 8
10	Performance Measurement, Transparency & Accountability	• KPIs/balanced scorecard • <i>Indeks Zakat Nasional</i> (National Zakat Index) • <i>Indeks Wakaf Nasional</i> (National Waqf Index) • Public reporting standards	Student presentation (Grp 9) + discussion Source: RBA Chapter 3, 9 MR Chapter 5 and 10
11	Impact Analysis & Program Evaluation	• Output vs. outcome vs. impact • SROI logic	• Student presentation (Grp 10) + discussion • PM: <i>Executing</i> → <i>Closing</i> (implementation, handover)

			● MILESTONE: program execution Source: RBA Chapter 16 MR Chapter 11								
12	Guest Lecture + Final Deliverable Submission	● Practitioner talk (BAZNAS/LAZ/BWI/major NGO) + Q&A	● Guest lecture ● PM: <i>Closing</i> (deliverable consolidation, lessons-learned) ● MILESTONE: submit final PPT/report								
13	Group Final Project Presentations — Batch 1	● Half of groups present & defend	● Panel presentation + Q&A + peer evaluation								
14	Group Final Project Presentations — Batch 2 + Course Synthesis	● Remaining groups present & defend; course wrap-up and values reflection	● Panel presentation + Q&A + peer evaluation + closing reflection								
Module Learning Outcomes	Objectives Subjects: 1. Hard Skill Skill to integrate all aspects of managing a philanthropic organization. 2. Soft Skills (related to personality development) <table><tr><td>a. Technical skills</td><td>e. Writing Skills</td></tr><tr><td>b. Analytical skills</td><td>f. Public Speaking</td></tr><tr><td>c. Goal setting</td><td>g. Confidence</td></tr><tr><td>d. Time Management</td><td></td></tr></table> AACSB Learning Goal (LG) and Learning Objective (LO) 1. LG: Critical Thinking - Students are able to demonstrate that they are critical thinkers a. LO: Students are able to argue and draw a conclusion on an issue based on supportive evidence (LO1) 2. LG: Students are able to demonstrate oral communication skill a. LO: Students are able to orally communicate their ideas properly (LO2) 3. LG: Students are competent in Islamic Business Concept LO: Demonstrate knowledge in theories of Islamic Business Trait 1: Able to explain knowledge in Management of Islamic Philanthropy			a. Technical skills	e. Writing Skills	b. Analytical skills	f. Public Speaking	c. Goal setting	g. Confidence	d. Time Management	
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Teaching Methods	This course employs a combination of interactive and student-centered teaching methods to support the achievement of course learning objectives. These methods include: 1. Interactive lectures — Used to deliver foundational and integrative concepts, particularly in Week 1, the Week 7 review session, and Week 12 framing session. These sessions emphasize questioning, critical thinking, and connections across course topics. 2. Student-led seminar presentations — Conducted in Weeks 2–11 to develop students’ presentation, research, and communication skills.										

	3. Structured case discussions — Conducted throughout Weeks 2–11 using varied discussion techniques to encourage active participation, critical analysis, and individual accountability. 4. Project-based learning — Implemented throughout the semester, with the NGO collaboration serving as the applied foundation of the course. Students apply course concepts to an authentic organizational context and progressively develop project deliverables. 5. Embedded project-management workshops — Conducted at key stages of the semester to introduce project-management skills when students need to apply them to their project. 6. Guest lecture/practitioner dialogue — Conducted in Week 12 to connect course concepts with current practices and challenges in the sector. 7. Peer learning and self-/peer-assessment — Incorporated into the final project and Weeks 13–14 to develop students’ evaluative judgment, reflection, and accountability while ensuring a fairer distribution of credit for group work. <u>Participation</u> Active participation is an essential component of this course. Students are expected to contribute meaningfully to class activities, discussions, presentations, and project work. Participation includes: 1. Asking relevant and substantive questions related to the topic under discussion. 2. Responding thoughtfully to questions posed during class. 3. Contributing to structured case discussions and other collaborative learning activities. 4. Contributing actively and responsibly to group projects and milestone activities. 5. Providing constructive feedback during peer-learning and peer-assessment activities. <u>Attendance</u> Regular attendance is required to support continuity in learning, group collaboration, and project-based activities. 1. A minimum attendance of 80% is required for the semester. 2. A maximum of three absences is permitted during the semester. 3. Students arriving more than 15 minutes late will be marked as absent. 4. Because several course activities involve group discussions, presentations, project workshops, and consultations, students are expected to attend and participate actively in scheduled sessions.																																		
Assessment Method	<table><tr><th rowspan="2">Marking Components</th><th rowspan="2">Percentage (%)</th><th colspan="2">Intended learning outcomes to be assessed</th></tr><tr><th>LO1</th><th>T1</th></tr><tr><td>Weekly presentation & case discussion</td><td>10%</td><td>√</td><td></td></tr><tr><td>Project process & milestones</td><td>10%</td><td>√</td><td></td></tr><tr><td>Final Group Project (report/PPT + presentation + self-&-peer review)</td><td>30%</td><td>√</td><td></td></tr><tr><td>Final Group Project Poster</td><td>15%</td><td>√</td><td></td></tr><tr><td>Project Management Certificate</td><td>15%</td><td>√</td><td></td></tr><tr><td>Mid term Exam</td><td>20%</td><td></td><td>100%</td></tr><tr><td>Total</td><td>100%</td><td></td><td></td></tr></table>	Marking Components	Percentage (%)	Intended learning outcomes to be assessed		LO1	T1	Weekly presentation & case discussion	10%	√		Project process & milestones	10%	√		Final Group Project (report/PPT + presentation + self-&-peer review)	30%	√		Final Group Project Poster	15%	√		Project Management Certificate	15%	√		Mid term Exam	20%		100%	Total	100%		
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Detail of Learning Methods	The learning method used in this subject: 1. Class Discussion 2. Experiential Learning 3. Group Inquiry 4. College 5. Case Study 6. Group Projects																	
Student Learning Expectation	<table><tr><td colspan="2">Class Intensity:</td><td></td></tr><tr><td>Lecturing</td><td></td><td>25 hours</td></tr><tr><td>Presentation</td><td></td><td>5 hours</td></tr><tr><td colspan="2">Other Learning :</td><td></td></tr><tr><td>Project and Exam preparation</td><td></td><td>28 hours</td></tr></table>			Class Intensity:			Lecturing		25 hours	Presentation		5 hours	Other Learning :			Project and Exam preparation		28 hours
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Reading List and References	<u>Main References:</u> 1. Renz, D. O., Brown, W. A., & Andersson, F. O. (2024). The Jossey-Bass Handbook of Nonprofit Leadership and Management (5th ed.). Jossey-Bass. (RBA) – Can be accessed via Vitalsource 2. Philanthropy University. Fundamentals of Project Management. https://courses.philanthropyu.org/courses/course-v1:PhilanthropyU+ProjectManagement_101+103.14_20200729_ondemand/about (PU) 3. Nurhayati, S., Siswantoro,D., Rahman, T., Sasongko, C. (2019). Akuntansi dan Manaiemen																	

	Zakat. Penerbit Salemba Empat. (AMZ) 4. Dewi, MR, Listiana, L, et al . (2019). Akuntansi dan Manajemen Wakaf. Penerbit Salemba Empat. (AMW) 5. Rahman, M. (2014). <u>Your money matters: The Islamic approach to business, money, and work (1st ed.). International Islamic Publishing House.</u> (MR)
Presentation and Case Discussion	1. Group formation and presentation rotation Students will be divided into groups of 3–4 members. Each group will take turns presenting across the 10 seminar sessions. Each presentation should cover three components: • the assigned MOFI topic; • the group's final project progress. Groups that are not presenting are still required to prepare their own slides covering max 10 concise slides of the assigned MOFI topic and project progress.

2. **Presentation format and slide design**

Presentations must be concise, well-structured, and properly referenced, with an emphasis on analysis rather than excessive text. Each slide should contain no more than 50 words. Students are expected to use concise points, visual elements, tables, or diagrams where appropriate rather than presenting dense blocks of text.

Students should also critically evaluate AI-generated content, as AI-generated materials may be overly wordy, insufficiently contextualized or humanized, and may contain sources that are unreliable or difficult to trace. All references must therefore be credible, relevant, and traceable.

3. **Weekly submission**

Each group, represented by **one designated member**, must submit its PPT materials through

EMAS3

(<https://emas3.ui.ac.id/>) no later than **H-1 at 8:00 PM** before the scheduled presentation.

4. Presentation delivery and engagement

Each group will have a maximum of **30 minutes** for its presentation.

Presenters are expected to:

- demonstrate a strong understanding and mastery of the material;
- present in their own words rather than simply reading from the slides;
- avoid using gadgets (e.g., mobile phones or tablets) during the presentation and Q&A session;
- communicate confidently and professionally; and
- actively engage the audience

	through questions, discussion, or other appropriate interactive techniques. 5. Peer assessment Peer assessment will be conducted to evaluate both individual and group contributions to presentations, discussions, and project activities. Peer assessment will be considered as part of the evaluation of students' participation and contribution to group work.
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Final Group Project (Paper and Presentation)	Assignment purpose • Students are able to apply various knowledge related to the management of Islamic philanthropic organizations • Students are able to think critically • Students are able to demonstrate interpersonal skills Scope of assignment • Ethics • Strategic management, finance, human resources, marketing, operations, and risk management • Performance measurement • Accountability • Impact analysis Assignment outcome The group project PPT (to be submitted in the 12th session); group presentations (to be conducted at the 13th and 14th sessions); self- & peer-review Case object In groups of 4–6, select a registered NGO from a reliable crowdfunding platform. Contact them early to
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	collaborate on your MOFI final project (briefing provided in class). <i>Milestones & Progress (Weeks 3–14)</i> • Week 3: Finalize project topic & programs. • Week 5: Launch fundraising. • Week 9: Fundraising progress check (≥80% target). • Week 11: Execute program with NGO. • Week 12: Submit final PPT/report. • Weeks 13–14: Group presentations. Tips: • Align your intentions to benefit others for the sake of Allah Ta’ala, striving to be the best you can be. • Choose an NGO whose work aligns with the interests of
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	your group members. ● Beware: You may face challenges while working on this MOFI task. However, with a strong intention and passion for the cause, these two factors can be key to staying motivated and successfully completing what you set out to do.
Plagiarism	Plagiarism is the intentional or unintentional use of another person's words, ideas, data, or work without proper attribution. It includes copying from other students, books, journals, websites, or other sources, as well as self-plagiarism (reusing one's own previously submitted work without permission or disclosure). This applies to presentations, milestones, final

	submissions, and examinations. Students must properly acknowledge all sources using APA 7th edition. The course emphasizes academic integrity and demonstrated understanding, rather than relying solely on similarity-checking software. Students may be asked to explain, defend, or provide evidence of their work and its sources. In accordance with the rules of conduct and student ethics code stated in the FEB UI Guidelines, students are prohibited from committing plagiarism and will be subject to sanctions: • First offense: the relevant paper/assessment receives a zero (0), up to a maximum grade of F. • Second offense: the related course receives an F. • Third offense: the
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	student may be dismissed from FEB UI. For group work, all members are responsible for the academic integrity of the submission, subject to determination of individual responsibility where appropriate.
AI Usage Policy	AI is recognized as a legitimate professional and learning tool. This course does not prohibit its use but expects students to use AI responsibly, critically, transparently, and ethically. Students may use AI for appropriate learning and academic purposes, such as brainstorming, information or literature searches, translation, language improvement, drafting, data analysis, visualization, or coding, provided that they critically review, verify, and appropriately revise the output. Students must not submit AI-generated content without

	meaningful review and personal contribution, use AI to fabricate data, sources, or other information, use AI covertly during live Q&A or examinations, or present AI-assisted work as entirely their own without disclosure. AI use must be disclosed in the Statement of Authorship accompanying relevant submissions. Students should indicate the AI tool(s) used, their purpose, and confirm that the output was critically reviewed and that they take responsibility for the accuracy and integrity of the final work. The course emphasizes accountability and demonstrated understanding rather than AI detection. Students may therefore be asked to explain, defend, or demonstrate their submitted work and provide relevant evidence of their work process.
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	AI-generated information should be evaluated critically, particularly where it may not adequately reflect Islamic knowledge, Islamic ethical principles, local regulations, cultural or institutional contexts. Developing the ability to identify and address these limitations is an integral part of the course learning process. Undisclosed or inappropriate use of AI, including fabrication or misrepresentation of AI-generated work as one's own, will be treated as an academic-integrity matter in accordance with the FEB UI's applicable policies.
Statement of Authorship	For the task of making a paper/paper, it must include a Statement of Authorship on the front of the assignment/report/presentation that is submitted. <u>STATEMENT OF AUTHORSHIP AND AI USE DECLARATION</u>

Assignment/Report/
Presentation Title:

“ _____

_____”

Course:
Management of
Islamic Philanthropy
Organizations
(MOFI)

We, the
undersigned,
declare that this
assignment/report/
presentation is our
own work and has
been prepared in
accordance with the
academic integrity
requirements of this
course. We declare
that:

1. This work
has not
been
submitted,
in whole or
in part, for
credit in
another
course,
except
where
explicitly
stated.
2. All sources
of
information,
data, and
ideas that
are not our
own are

	properly acknowledg ed and cited in accordance with APA 7th edition. 3. Any use of AI tools in preparing this work is disclosed below. We remain fully responsible for the accuracy, integrity, and final content of the work submitted. 4. We understand that submitting fabricated information or sources, concealing substantial AI use, or presenting AI-generate d work as our own may constitute an academic-in tegrity violation under the
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course
Plagiarism
and AI
Usage
Policies.

AI USE STATEMENT

**Did you use any AI
tools in preparing
this assignment?**

☐ No

☐ Yes

If **yes**, please
complete:

AI tool(s) used	Pu

Examples of
purposes:
brainstorming,
literature search,
translation,
language/grammar
improvement,
drafting, data
analysis/visualizatio
n, or other
assistance.

**We confirm that we
critically reviewed
the AI-generated
output, verified
relevant
information, and
take full
responsibility for
the final work
submitted.**

	nt ID	Individual co
	Date: _____ (signed by every single student in the group)	