



FACULTY OF ECONOMICS AND
BUSINESS

UAD

Anntad
Dahlan University

MANAGEMENT STUDY
PROGRAM CURRICULUM BOOK

TOPSS

ENDORSEMENT PAGE
OUTCOME-BASED EDUCATION CURRICULUM BOOK
BACHELOR PROGRAM (S1) MANAGEMENT STUDY PROGRAM

This curriculum is based on the 2020 SN DIKTI **Regulation** which provides the basis for the MBKM policy. This requires curriculum adjustments due to the MBKM programs from DIKTI which give students the freedom to participate in the program which can take 2 semesters (40 credits). **SN DIKTI** as a whole is a curriculum standard, so the implementation of OBE (*Outcomes-Based Education*) is a manifestation of the fulfillment of this standard. This curriculum has been jointly agreed upon at the Management Study Program level and the Faculty of Economics and Business, Ahmad Dahlan University starting in 2024.

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Yogyakarta, September 7, 2024

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FOREWORD

All praise is due to Allah SWT who has bestowed His grace and guidance so that the writing of the Curriculum Book of the Management Study Program, Faculty of Economics and Business, Ahmad Dahlan University can be completed properly. The curriculum of the Management Study Program is compiled based on input from stakeholders, including alumni, users, parents, practitioners and curriculum experts. The process of compiling the curriculum of the Management Study Program begins with a careful examination of the vision, mission and objectives of the Management Study Program. Furthermore, based on the results of the tracer study, a graduate profile is obtained. The next step is to compile learning outcomes and teaching materials. This book contains the vision, mission, goals, targets, graduate profiles, graduate learning outcomes, study materials and Semester Learning Plans (RPS).

We would like to thank all members of the Management Study Program Curriculum Drafting Team who have devoted all their effort and thought so that this curriculum book can be completed. We would also like to thank the Ahmad Dahlan University Academic Guarantee Agency (BPA) Team for providing guidance in preparing this curriculum book. We hope that this book can be used as a reference in implementing learning so that it is useful for improving the quality of education in the Management Study Program.

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**OUTCOME-BASED EDUCATION CURRICULUM
MANAGEMENT STUDY PROGRAM
BACHELOR PROGRAM**

1. INTRODUCTION

Changes in the expectations of the industrial world, the use of media to communicate, ease of access to information and government policies have encouraged Universitas Ahmad Dahlan (UAD) to review the current curriculum. The Study Program Curriculum Team reviewed and prepared the curriculum framework that will be implemented in 2025. The curriculum framework is prepared based on:

- a. **Regulation of SN DIKTI 2020** which provides the basis for the MBKM policy. This causes the need for curriculum adjustments because of the MBKM programs from DIKTI which give students the freedom to participate in the program which can take 2 semesters (40 credits).
- b. **SN DIKTI** which as a whole is a curriculum standard, so that the implementation of OBE (*Outcomes-Based Education*) is a manifestation of the fulfillment of this standard.
- c. One of the important things in the " **Curriculum Development Guidelines** " (DIKTI/2020) is the recommendation to include additional capabilities in the formulation of graduate learning outcomes (CPL) for each study program to welcome the industrial era 4.0, namely information literacy (data), technology literacy, and human literacy.
- d. **IKU (Key Performance Indicators)** issued by DIKTI 2021, which is used to measure the ability of higher education institutions to face the demands of future needs and expectations of the progress of higher education in Indonesia. One of the indicators related to the curriculum is the implementation of problem-based and project-based learning (*Problem-Project Based Learning*), so that this IKU will affect the assessment of the quality of higher education institutions through the accreditation process.

- e. **The world of work/industry** with demands for workers who have skills in the field of information and telecommunications technology (ICT) (*Artificial intelligence* - World Economic Forum 2020), Digital transformation creates a need for workers who understand technology and are adaptive to various needs.
- f. **The development of technology, especially ICT:** changes in all areas of life due to technological developments encourage universities to be able to develop their educational programs with wider educational accessibility and interactive simulations between learning and technology .
- g. **Current practices in the world of (higher) education include:** The OBE principle used as a measure in obtaining regional level certificates and other international accreditation or certification bodies. The development of *online learning methods* influenced by the development of ICT which offers easy access and unlimited collaboration to obtain skills/competencies either through formal educational institutions (PT), non-formal education (courses/training), or free online learning resources (YouTube).

The framework is followed up by the Management Study Program Curriculum Team by compiling a new study program curriculum document. Continued with an explanation related to the work process of forming the study program curriculum, starting from *tracer study* , evaluation of future scientific developments, analysis of the world of work, results of the 2019 curriculum evaluation, and expectations of the role of alumni in the world of work.

The evaluation and updating process of the Study Program curriculum is carried out periodically every 4-5 years. The evaluation process is carried out to assess the learning achievements that have been proven to be possessed by graduates and can adapt to developments in the era . The information used for this assessment is obtained through graduate tracing (*tracer study*) , input from various stakeholders (both internal and external), evaluation of future scientific developments, analysis of the world of work, the results of the 2019 curriculum evaluation, and adjusted to the development of science and technology and user needs. Internal stakeholders include the Muhammadiyah Association,

BPH and UAD Leadership, the Education Development Institute (LPP-UAD), Faculties, and Study Programs. External stakeholders include professional associations, students, users, parents, alumni, DIKTI or other related agencies, and practitioners. Based on the results of the evaluation, the Management Study Program curriculum team develops the CPL and updates the Management Study Program curriculum documents.

2. LEGAL BASIS

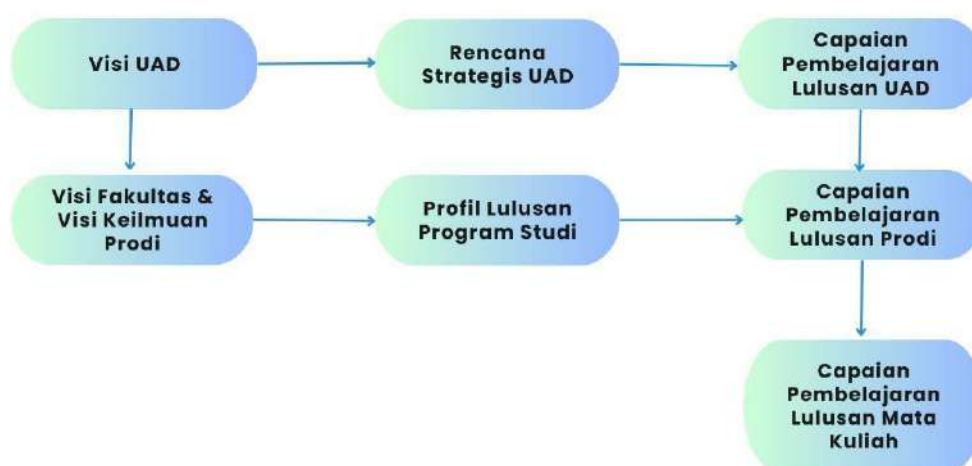
- 2.1 Law of the Republic of Indonesia Number 12 of 2012 concerning Higher Education
- 2.2 Presidential Regulation of the Republic of Indonesia Number 8 of 2012 concerning the Indonesian National Qualifications Framework
- 2.3 Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 3 of 2020 concerning National Standards for Higher Education
- 2.4 Decree of the Minister of Education and Culture of the Republic of Indonesia No. 3/M/2021 concerning Key Performance Indicators (IKU) of State Universities and Higher Education Service Institutions at the Ministry of Education and Culture
- 2.5 Regulation of the Minister of Education and Culture of the Republic of Indonesia No. 73 of 2013 concerning the Implementation of the KKNi in the Education Sector
- 2.6 Guidelines for Developing Higher Education Curriculum in the Industrial Era 4.0 to Support Independent Learning Independent Campus by the Ministry of Research and Technology Ministry of Education, Culture, Research and Technology in 2020

3. INTERNAL REFERENCE

- 3.1 STATUTES OF Ahmad Dahlan University
- 3.2 Vision, Mission, Goals and Targets (VMTS) of Ahmad Dahlan University

- 3.3 Ahmad Dahlan University Strategic Plan
- 3.4 UAD Faculty of Economics and Business Strategic Plan
- 3.5 Vision, Mission, Goals and Targets (VMTS) of the Faculty and Scientific Vision of the Study Program
- 3.6 Ahmad Dahlan University Internal Quality Assurance System (SPMI) Policy

4. TRANSLATION FLOW OF UNIVERSITY VISION INTO GRADUATES LEARNING OUTCOMES AND COURSE LEARNING OUTCOMES



Gambar 1
ALUR PENERJEMAHAN VISI UAD KE CPL DAN CPMK

5. VISION OF AHMAD DAHLAN UNIVERSITY

UAD's vision is to become a superior and innovative university, serving the interests of the nation and humanity inspired by Islamic values.

An explanation of the university's vision can be seen in table 1.

Table 1. Explanation of Ahmad Dahlan University's Vision

Keywords	Explanation
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<p>Superior</p>	<p>UAD has a determination to achieve excellence in various aspects, both operational, academic and non-academic. The meaning of the vision of excellence is as follows:</p> <p>Academic Excellence: UAD is committed to providing quality education. Including adaptive and cutting-edge curriculum, innovative teaching and supported by very adequate, relevant and conducive infrastructure for academic development.</p> <p>Research Excellence: UAD is committed to producing quality research that has good impacts both theoretically and practically in the field of EMBA. UAD encourages lecturers to produce scientific works in accredited national journals and reputable international journals.</p> <p>Unggul PkM: UAD is committed to playing an active role in community service by contributing significantly to developments in the fields of EMBA, welfare and empowerment of the community.</p> <p>Unggul AIK: UAD is committed to implementing Islamic and Muhammadiyah values in the tri dharma activities of higher education.</p> <p>Superior Human Resources: UAD has competent, professional, and highly dedicated lecturers, educational staff, and support staff.</p> <p>Superior Facilities and Infrastructure: UAD has and provides learning, research, and community service facilities and infrastructure that are very adequate, relevant, and up-to-date in supporting the tri dharma activities of higher education.</p> <p>Excellence in Cooperation and Networking: UAD builds holistic relations with various parties both nationally and internationally (Domestic and Foreign Universities, Business World and Industry World, Associations, Government Institutions, both ministries and local governments, and charitable organizations) .</p>
<p>Innovative</p>	<p>UAD is committed to becoming a Faculty that continues to innovate, adapt in implementing new ideas, technology, and creative approaches in education, research, community service and Islam and Muhammadiyah. The meaning of the innovation vision is as follows:</p> <p>Learning and Curriculum Innovation: UAD continues to strive to update learning methods and curriculum to be relevant to DUDI and global developments.</p> <p>Innovation in the Use of Cutting-Edge Technology : UAD integrates learning using cutting-edge technology , both academic and non-academic.</p> <p>Research Innovation: UAD encourages research by lecturers and students with renewable topics in accordance with the research roadmap.</p>

	<p>The research is expected to produce creative and applicable solutions that can solve problems in the EMBA field both nationally and internationally.</p> <p>PkM Innovation: UAD encourages the dedication of lecturers and students with innovative empowerment programs that can improve community welfare in accordance with the dedication roadmap.</p> <p>AIK Innovation: UAD encourages innovation in the implementation of Islamic and Muhammadiyah values in the tri dharma activities of higher education.</p> <p>Excellence in Cooperation and Networking: UAD has cooperation and encourages strategic partnership networks with various parties that present relevant innovations and solutions in the EMBA field.</p>
Serve	<p>UAD is committed to contribute significantly and sustainably in the fields of EMBA and IPTEKS for the benefit of the nation and humanity. The meaning of the vision of serving the interests of the nation and humanity is as follows:</p> <ul style="list-style-type: none"> a. Contribution to National and International Development: UAD has a commitment and active role in supporting sustainable economic, social, national and human development. b. Community Service: UAD is committed and actively involved in community service such as empowerment programs, improvement programs, MSME and Cooperative training programs, partner capacity building programs both nationally and internationally. c. Education for the Interests of the Nation and People: UAD is committed that the education provided contributes to the interests of the nation and people. <p>Research for the Interests of the Nation and People: UAD is committed to ensuring that the research carried out can contribute effectively and with quality to the nation and people.</p>
Islamic Values	<p>UAD is committed to implementing the values of Al-Islam and Muhammadiyah in the activities of the tri dharma of higher education. The meaning of the vision of Islamic values is as follows:</p> <ul style="list-style-type: none"> a. Character-Based Education and AIK Values: UAD integrates and develops education and curriculum that are in accordance with AIK values in the form of institutional courses , certification, and baitul arqom. b. AIK Values-Based Research: UAD integrates research topics that are in line with AIK values.

	<p>c. Community Service Based on AIK Values: UAD integrates community service activities that are in accordance with AIK values.</p> <p>Islamic Campus Environment: UAD is committed to creating a campus environment that reflects AIK values to support the development of the spiritual values of the academic community.</p>
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6. VISION OF MANAGEMENT STUDY PROGRAM

Management study program is to become an excellent and innovative study program in the fields of management, business, and *entrepreneurship* that is internationally recognized, serving the interests of the nation and humanity, based on Islamic values. Explanation of the vision of the Management study program can be seen in table 2.

Table 2. Explanation of the Vision of the Management Study Program

Keywords	Explanation
Superior	<p>The study program has a determination to achieve excellence in various aspects, both operational, academic and non-academic. The meaning of the superior vision is as follows:</p> <ul style="list-style-type: none"> a. Academic Excellence: The study program is committed to providing quality education. Including an adaptive and up-to-date curriculum, innovative teaching and supported by very adequate, relevant and conducive infrastructure for academic development. b. Research Excellence: The study program is committed to producing quality research that has good theoretical and practical impacts in the EMBA field. The study program

	<p>encourages lecturers to produce scientific works in accredited national and reputable international journals.</p> <ul style="list-style-type: none"> c. Unggul PkM: The study program is committed to playing an active role in community service by contributing significantly to developments in the fields of EMBA, welfare and community empowerment. d. Unggul AIK: The study program is committed to implementing Islamic and Muhammadiyah values in the tri dharma activities of higher education. e. Superior Human Resources: The study program has competent, professional, and highly dedicated lecturers, educational staff, and support staff. f. Superior Facilities and Infrastructure: The study program has and provides learning, research, and community service facilities and infrastructure that are very adequate, relevant, and up-to-date in supporting the tri dharma activities of higher education. g. Excellent Cooperation and Networking: The study program builds holistic relations with various parties both nationally and internationally (domestic and foreign universities, the business world and the industrial world, associations, government institutions, both ministries and local governments, and charitable organizations) .
Innovative	<p>The study program is committed to becoming a study program that continues to innovate, adapt in implementing new ideas, technology, and creative approaches in education, research, community service, and Islam and Muhammadiyah. The meaning of the innovation vision is as follows:</p> <ul style="list-style-type: none"> a. Learning and Curriculum Innovation: The study program continues to strive to update learning methods and curriculum to be relevant to DUDI and global developments. b. Innovation in the Use of Cutting-Edge Technology : The study program integrates learning by using technological innovations that support modern learning. both academic and non-academic. c. Research Innovation: The study program encourages research by lecturers and students with renewable topics in accordance with the research <i>roadmap</i> . <i>Research is expected to produce</i> creative and applicable solutions that can solve problems in the EMBA field both nationally and internationally. d. PkM Innovation: The study program encourages the dedication of lecturers and students with innovative empowerment

	<p>programs that can improve community welfare in accordance with the dedication <i>roadmap</i> .</p> <p>e. AIK Innovation: The study program encourages innovation in implementing Islamic and Muhammadiyah values in the tri dharma activities of higher education.</p> <p>f. Excellent Cooperation and Networking: The study program has strategic partnership cooperation with various parties by presenting innovation, so that it can provide added value. through practical experience, real case studies, and professional <i>networking opportunities</i>. relevant in the EMBA field.</p>
International	<p>The study program has a commitment and aspiration to achieve international recognition and reputation. The meaning of the international vision is as follows:</p> <p>a. International Standard Education: The study program is committed to having equal and internationally standardized education quality: an internationally standardized curriculum, up-to-date and relevant learning methods, and graduates who can compete internationally.</p> <p>b. International standard research: The study program is committed to producing research by lecturers and students that is recognized and meets international standards and is published in reputable international journals.</p> <p>c. International Standard Service: The study program encourages service from lecturers and students with empowerment programs that can improve community welfare that meets national and international standards.</p> <p>d. Al-Islam and Muhammadiyah: The study program encourages the implementation of the values of Al-Islam and Muhammadiyah in the tri dharma activities of higher education with international standards.</p> <p>e. International Standard Human Resources: The study program has competent, professional, and highly dedicated lecturers, educational staff, students, and supporting staff with international standards and <i>global experience</i> .</p> <p>f. International Students: The study program has international students from various countries such as China, Malaysia, Thailand. The programs offered are <i>double degree, credit transfer, student exchange</i> and <i>summer course</i> .</p> <p>g. International Standard Cooperation and Networking: The study program has cooperation and encourages strategic partnership networks with various parties that present relevant</p>

	<p>innovations and solutions in the field of EMBA with international standards.</p>
Serve	<p>The study program is committed to contributing in a real and sustainable manner in the fields of EMBA and IPTEKS for the benefit of the nation and humanity. The meaning of the vision of serving the interests of the nation and humanity is as follows:</p> <ul style="list-style-type: none"> a. Contribution to National and International Development: The study program has a commitment and active role in supporting sustainable economic, social, national and human development. b. Community Service: The study program is committed and actively involved in community service such as empowerment programs, improvement programs, MSME and Cooperative training programs, partner capacity building programs both nationally and internationally. c. Education for the Interests of the Nation and People: The study program is committed to ensuring that the education provided contributes to the interests of the nation and people. d. Research for the Interests of the Nation and People: The study program is committed that the research carried out can contribute to the interests of the nation and people.
Islamic Values	<p>The study program is committed to implementing the values of Al-Islam and Muhammadiyah in the activities of the tri dharma of higher education. The meaning of the vision of Islamic values is as follows:</p> <ul style="list-style-type: none"> a. Character-Based Education and AIK Values: The study program integrates and develops education and curriculum that are in accordance with AIK values in the form of institutional courses , certification, and baitul arqom. b. AIK Values-Based Research: The study program integrates research topics that are in accordance with AIK values. c. Community Service Based on AIK Values: The study program integrates community service activities that are in accordance

	<p>with AIK values.</p> <p>d. Islamic Campus Environment: The study program is committed to creating a campus environment that reflects AIK values to support the development of the spiritual values of the academic community.</p>
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7. CURRICULUM CHARACTERISTICS

The characteristics of the Ahmad Dahlan University curriculum are translated from the university's vision and strategic plan for 2020-2025, which are derived in the form of a formulation of the learning outcomes of Ahmad Dahlan University graduates. The explanation of the formulation can be seen in table 2 below.

Table 3. Curriculum Characteristics

Strategic Plan for Education	Formulation of Graduate Learning Outcomes
1. Producing graduates who have identity and competence, which are built on the values of Innovation, Professionalism, Dedication (IPD) and Scientific fields.	1. Able to organize ideas or concepts logically and analytically based on the principles of management, business and entrepreneurship. (critical thinking)
2. Organizing and developing a curriculum based on learning achievements and IPD values, which is responsive to the latest developments in science and technology and oriented towards the formation of superior, innovative and Islamic individual behavior.	2. Able to create creative-innovative works, which have added value, responsive to the development of science and technology, based on management, business and <i>entrepreneurship methods</i> , both independently and collaboratively, by utilizing the latest "Information and Communication Technology". (creative thinking)
3. Organizing a student-centered learning system (differentiation, individualization and personalization) with an emphasis on problem solving and the process of creating <i>value</i> that is beneficial to society, by implementing a modern and relevant learning management system.	3. Able to formulate alternative solutions through exploration/academic studies of problems in the fields of management, business , and <i>entrepreneurship</i> that are beneficial for the development of science and improving the quality of life of the community. (problem solving and decision making)

8. SCIENTIFIC VISION OF MANAGEMENT STUDY PROGRAM

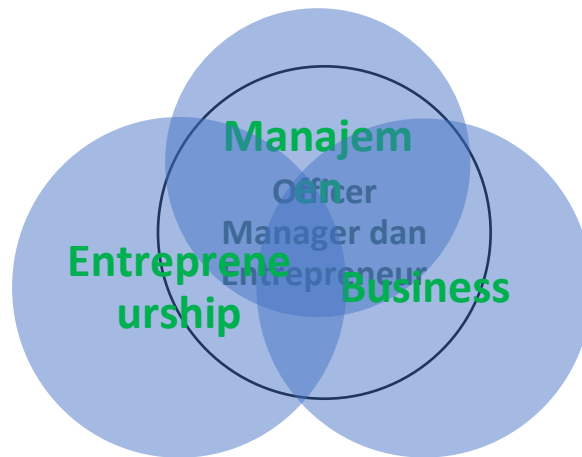


Table 4. Explanation of the Vision of the Management Study Program

Keywords	Explanation
Management	The field of management covers the four pillars of management science: Financial Management, Marketing Management, Operations Management, and Human Resource Management in accordance with scientific interests/concentrations.
Business	Business fields that include managing, designing, and implementing business feasibility that is in accordance with scientific interests/concentrations.
<i>Entrepreneur</i>	The field of <i>entrepreneurship</i> is the ability to explore, plan and execute the establishment and improvement of business models.

9. UNIQUENESS (VALUE) OF MANAGEMENT STUDY PROGRAM

"TOPSS"

Tough | Organizational | Professional | Spiritual | Sustainability

- T** : memiliki makna tangguh, ulet, andal dan pekerja keras bagi mahasiswa dan lulusannya.
- O** : memiliki makna bahwa mahasiswa dan lulusan harus mampu berorganisasi baik skala kecil maupun skala besar.
- P** : memiliki makna mahasiswa dan lulusan harus memiliki kompetensi (knowledge, skill, attitude) berupa sertifikasi kompetensi sesuai dengan kompetensinya.
- S** : memiliki makna mahasiswa dan lulusan wajib bisa membaca, memahami, serta mengaplikasikan Al-Quran dan Kemuhimmadiyah.
- S** : memiliki makna mahasiswa dan lulusan memiliki kemampuan untuk menghasilkan nilai sosial dan lingkungan yang berkelanjutan melalui praktik manajemen, bisnis dan entrepreneur yang beretika dan bertanggung jawab.

TOPSS Implementation

Value	Implementation
TOUGH	<ul style="list-style-type: none"> a. National Defense Training for Students b. KKN Courses (Domestic and Overseas) c. Internship Courses
ORGANIZATIONAL	<ul style="list-style-type: none"> a. Subject : <ul style="list-style-type: none"> - Organizational culture - Organizational Behavior - Introduction to Business - Introduction to Management - <i>Baitul Arqam</i> (mandatory for all lecturers and students) - Basic Student Leadership Training (mandatory for all students) - <i>Soft Skill</i> Training I and II (mandatory for all students) - P2K (mandatory for all students) - Student Activity Unit (UKM) - ORMAWA at study program, faculty, and university levels - Lecturers and education staff are actively involved in the organizational structure at the level branch, branch, region, national, international - Lecturer member of international professional association
PROFESSIONAL	<ul style="list-style-type: none"> a. Competency certification is mandatory (BNSP and International) <ul style="list-style-type: none"> - Competency Scheme: Branch head/cooperative manager financial services Senior HR Analyst, HR Analyst, Junior UMKM Consultant, <i>Supply Chain Manager</i>, Microsoft Excel Specialist (International) b. Mandatory internship courses

	<p>c. International competency certification for lecturers</p> <ul style="list-style-type: none"> - CFP (<i>Certified Financial Planner</i>) - CDMP (<i>Certified Digital Marketing Professional</i>) - CAPM (<i>Certified Associate Project Management</i>) - CHRM (<i>Certified Human Resource Manager</i>) - CLC (<i>Certified Leadership Consultant</i>) <p>d. Recognition of lecturers as experts/consultants</p>
SPIRITUAL	<p>a. <i>Baitul Arqam</i> is obligatory for students</p> <p>b. 4 MKI AIK courses: Interdisciplinary Islam, Quran Hadith, Creed, Morals, Muhammadiyah</p> <p>c. AIK Certification (mandatory and optional): Tahsinul Quran, Fiqh Worship, Sermons, Digital Preaching, Digitalization of Hadith, Language Arabic, Umrah Guidance, Pre-Wedding</p> <p>d. Tahsin Guidance</p> <p>e. Courses:</p> <ul style="list-style-type: none"> - <i>Islamic Finance</i> - Islamic Business Ethics - BMT Management - <i>Islamic Philanthropy</i> <p>f. Monthly religious studies at faculties and universities (national level) and international)</p> <p>g. <i>Refreshing</i> AIK every year for lecturers and education staff</p>
SUSTAINABILITY	<p>a. Courses:</p> <ul style="list-style-type: none"> - <i>Sustainable Management</i> - Entrepreneurship - Business ethics - Apprenticeship <p>b. <i>Soft skills training</i> 1 and 2</p> <p>c. KKN (domestic and international)</p> <p>d. <i>Green campus community</i></p> <p>e. Research and community service refer to issues SDG's</p>

10. PROFILE OF MANAGEMENT STUDY PROGRAM GRADUATES

The profile of a study program graduate is a formulation of the role of alumni that can be carried out by graduates in a particular field of expertise or field of work after completing their studies. The profile of the Management Study Program is determined

based on the results of a *tracer* study of the needs of the labor market required by the government, business world and industry, as well as the needs in developing science and technology. The profile of graduates is obtained from forums of similar study programs and/or studies of the study program itself, which refer to the vision and mission of the PRODI.

The following is a description of the profile of graduates of the Management Study Program as well as the skills and knowledge that students must have.

Table 5. Profile of Graduates of Management Study Program

Graduate Profile		Required skills (Special skills)	Knowledge that must be mastered
1	<i>Officer Manager</i>	Special Abilities : Mastering the theory: a. Management function analysis tool (POAC) and business functions (<i>Marketing</i> , <i>Operations</i> , <i>Financial</i> and <i>Human Resources</i>) <i>Capital</i>). b. sustainable business strategy . c. Finding and validating opportunities.	General Abilities : Able to manage and decide: a. The purpose of the organization is to respond to changes in the business environment. b. Entrepreneurial organizational development.
2	<i>Entrepreneur</i>	Special Abilities : Master the principles: a. Preparation of strategic plans and how to describe them in operational plans. b. Leadership and entrepreneurship in various types of organizations. c. <i>Change</i> management .	General Abilities : Able to conduct studies : a. Conceptual and empirical using multi-disciplines for various types of organizations based on organizational functions. b. Entrepreneurial business opportunities.

		d. Analysis of the internal and external environment of a business and industry using the SWOT approach.	c. Execute business plans by considering flexibility based on analysis of changing situations.
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11. SCIENTIFIC MAP OF MANAGEMENT STUDY PROGRAM

Based on the results of the analysis and evaluation, the curriculum is developed by compiling a scientific map, a matrix between the formulation of learning outcomes and study materials, forming courses and compiling a curriculum structure/framework. The scientific mapping of the Management Study Program is to form *Officer Managers* and *Entrepreneurs* supported by the capabilities of Financial Management, Human Resource Management, Marketing Management, Operations Management, and *Digipreneur*.

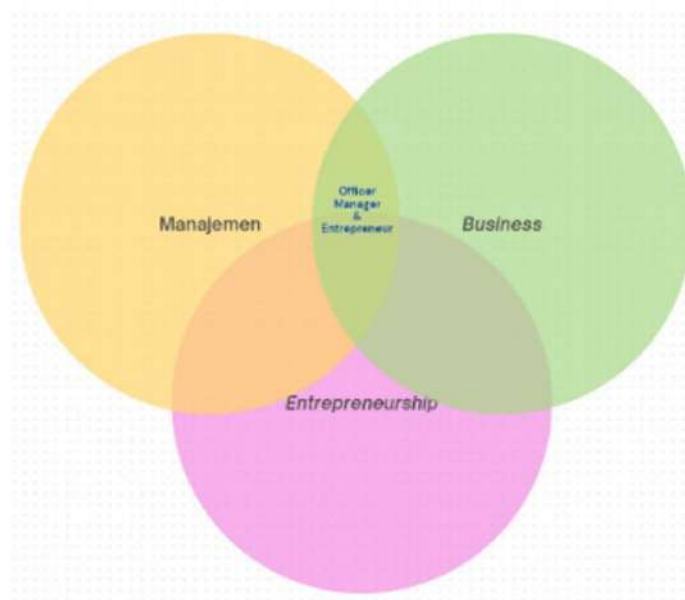


Figure 2. Map of Knowledge of Management Study Program

12. GRADUATES LEARNING OUTCOMES (CPL)

Graduate learning outcomes (CPL) according to SN DIKTI 2020 consist of formulations of attitudes, knowledge, general skills and specific skills. The Management Study Program creates a mapping of the equivalence of the four CPL components in four components, namely attitudes (consisting of 2 elements), general skills (consisting of 2 elements), specific skills (consisting of 2 elements) and knowledge (consisting of 2 elements). The following is a table of CPL equivalence to Graduate Competency Standards from SN DIKTI 2020.

Table 6. Four Elements of CPL according to SN DIKTI 2020

CPL Code (SNDikti)	Grouping CPL	CPL (SNDikti format)
S-01	S-01	Have devotion to God Almighty and be able to show a religious attitude
S-02	S-02	Upholding humanitarian values in carrying out duties based on religion, morals and ethics
S-03	S-03	Contribute to improving the quality of life in society, nation, state and civilization based on Pancasila
S-04	S-04	Acting as a proud citizen who loves his country, has nationalism and a sense of responsibility towards the country and nation
S-05	S-05	Respect the diversity of cultures, views, religions and beliefs, as well as the original opinions or findings of others.
S-06	S-06	Working together and having social sensitivity and concern for society and the environment
S-07	S-07	Obey the law and be disciplined in social and national life
S-08	S-08	Internalizing academic values, norms, and ethics
S-09	S-09	Demonstrate a responsible attitude towards work in his/her field of expertise independently
S-10	S-10	Internalizing the spirit of independence, struggle, and entrepreneurship
KU-01	KU-01	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 appropriate to their field of expertise.
KU-02	KU-02	Able to demonstrate independent, quality and measurable performance
KU-03	KU-03	Able to study the implications of developing or implementing science and technology that pay attention to and apply humanities in accordance with their field of expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or art criticism,
KU-04	KU-04	Compile a scientific description of the results of the study above in the form of a thesis or final assignment report and upload it to the university website.

KU-05	KU-05	Able to make appropriate decisions in the context of solving problems in his/her field of expertise, based on analysis of information and data.
KU-06	KU-09	Able to document, secure, and retrieve data to ensure validity and prevent plagiarism.
KU-07	KU-06	Able to maintain and develop work networks with supervisors, colleagues, peers both inside and outside the institution
KU-08	KU-07	Able to be responsible for the achievement of group work results and supervise and evaluate the completion of work assigned to workers under his/her responsibility
KU-09	KU-08	Able to carry out self-evaluation processes on work groups under him/her and able to manage learning independently
P-01	P-01	Mastering theoretical concepts, methods, analysis tools of management functions (Marketing, HR, Operations and Finance) and organizational functions (POAC)
P-02	P-02	Mastering the concepts and techniques of compiling strategic plans and operational plans.
P-03	P-03	Mastering the concept of leadership
P-04	P-04	Mastering the concept of entrepreneurship.
P-05	P-05	Mastering the concept of research methodology (qualitative or quantitative)
P-06	P-06	Mastering business ethics and human values.
P-07	P-07	Mastering knowledge about types and regulations of organizations (local, national, regional and global)
P-08	P-08	Mastering the rules, principles and techniques of cross-functional communication at organizational and cultural levels.
P-09	P-09	Master at least 1 international language.
KK-01	KK-01	Able to formulate and implement organizational functions (POAC)
KK-02	KK-02	Able to carry out management functions (marketing, operations, human resources, finance, and strategy) at the operational level in various types of organizations.
KK-03	KK-03	Able to identify managerial problems and organizational functions at the operational level, and take appropriate solution

		actions based on the alternatives developed, by applying entrepreneurial principles rooted in local wisdom.
KK-04	KK-04	Able to contribute to the preparation of the organization's strategic plan and translate the strategic plan into the organization's operational plan at the functional level.
KK-05	KK-05	Able to make appropriate managerial decisions in various types of organizations at the operational level, based on data and information analysis on organizational functions.
KK-06	KK-06	Able to conduct empirical studies and modeling using scientific methods on various types of organizations based on organizational functions.
KK-07	KK-07	Able to communicate effectively across functions and organizational levels
KK-08	KK-08	Able to work in a team and negotiate

**Table 7. Equivalence of Attitude Formulations from PRODI
with the Attitude Formulation from SN DIKTI 2020**

CPL Code (SN-Dikti)	CPL Grouping	CPL (SNDikti format)	CPL Code Study Program	CPL Study Program
S-01	S-01	Have devotion to God Almighty and be able to show a religious attitude	CPL-01	Be devoted to God Almighty and be able to uphold humanitarian values in carrying out duties based on Islamic and Muhammadiyah values.
S-02	S-02	Upholding humanitarian values in carrying out duties based on religion, morals and ethics		
S-03	S-03	Contribute to improving the quality of life in society, nation, state and civilization based on Pancasila	CPL-02	Able to act as a citizen who has a sense of nationalism and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible.
S-04	S-04	Acting as a proud citizen who loves his country, has nationalism and a sense of responsibility towards the country and nation		
S-05	S-05	Respect the diversity of cultures, views, religions and beliefs, as well as the original opinions or findings of others.		
S-06	S-06	Working together and having social sensitivity and concern for society and the environment		

S-07	S-07	Obey the law and be disciplined in social and national life		
S-08	S-08	Internalizing academic values, norms, and ethics		
S-09	S-09	Demonstrate a responsible attitude towards work in his/her field of expertise independently		
S-10	S-10	Internalizing the spirit of independence, struggle, and entrepreneurship		

Table 7 shows the level of equivalence of the three attitude formulations compiled by Ahmad Dahlan University to the 2 attitude formulation points contained in SN DIKTI 2020. Each attitude formulation has a relationship and meaning equivalence , indicated by the sign (v). Thus, the formulation of learning outcomes for study program graduates will consist of 4 (four) attitude formulations, a minimum of 8 (eight) specific skill formulations in the context of the study program, and a knowledge formulation in the context of the study program's scientific field.

Table 8. Relationship between CPL Study Program and General Skills from SN Dikti

CPL Code (SN-Dikti)	CPL Grouping	CPL (SNDikti format)	CPL Code Study Program	CPL Study Program
S-01	S-01	Have devotion to God Almighty and be able to show a religious attitude	CPL-01	Be devoted to God Almighty and be able to uphold humanitarian values in carrying out duties based on Islamic and Muhammadiyah values.
S-02	S-02	Upholding humanitarian values in carrying out duties based on religion, morals and ethics		
S-03	S-03	Contribute to improving the quality of life in society, nation, state and civilization based on Pancasila	CPL-02	Able to act as a citizen who has a sense of nationalism and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible.
S-04	S-04	Acting as a proud citizen who loves his country, has nationalism and a sense of responsibility towards the country and nation		
S-05	S-05	Respect the diversity of cultures, views, religions and beliefs, as well as the original opinions or findings of others.		
S-06	S-06	Working together and having social sensitivity and concern for society and the environment		
S-07	S-07	Obey the law and be disciplined in social and national life		
S-08	S-08	Internalizing academic values, norms, and ethics		
S-09	S-09	Demonstrate a responsible attitude towards work in his/her field of expertise independently		
S-10	S-10	Internalizing the spirit of independence,		

		struggle, and entrepreneurship		
KU-01	KU-01	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 appropriate to their field of expertise.	CPL-03	Applying scientific thinking in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to one's field of expertise.
KU-02	KU-02	Able to demonstrate independent, quality and measurable performance		
KU-03	KU-03	Able to study the implications of developing or implementing science and technology that pay attention to and apply humanities in accordance with their field of expertise based on scientific principles, procedures and ethics in order to produce solutions, ideas, designs or art criticism,		
KU-04	KU-04	Compile a scientific description of the results of the study above in the form of a thesis or final assignment report and upload it to the university website.		
KU-05	KU-05	Able to make appropriate decisions in the context of solving problems in his/her field of expertise, based on analysis of information and data.		
KU-06	KU-09	Able to document, secure, and retrieve data to ensure validity and prevent plagiarism.		
KU-07	KU-06	Able to maintain and develop work networks with supervisors, colleagues, peers both inside and outside the institution	CPL-04	Applying leadership principles in teamwork
KU-08	KU-07	Able to be responsible for the achievement of group work results and supervise and evaluate the completion of work assigned to workers		

		under his/her responsibility		
KU-09	KU-08	Able to carry out self-evaluation processes on work groups under him/her and able to manage learning independently		
P-01	P-01	Mastering theoretical concepts, methods, analysis tools of management functions (Marketing, HR, Operations and Finance) and organizational functions (POAC)	CPL-05	Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance)
P-02	P-02	Mastering the concepts and techniques of compiling strategic plans and operational plans.		
P-03	P-03	Mastering the concept of leadership		
P-04	P-04	Mastering the concept of entrepreneurship.		
P-05	P-05	Mastering the concept of research methodology (qualitative or quantitative)	CPL-06	Mastering the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC)
P-06	P-06	Mastering business ethics and human values.		
P-07	P-07	Mastering knowledge about types and regulations of organizations (local, national, regional and global)		
P-08	P-08	Mastering the rules, principles and techniques of cross-functional communication at organizational and cultural levels.		
P-09	P-09	Master at least 1 international language.		
KK-01	KK-01	Able to formulate and implement organizational functions (POAC)	CPL-07	Able to analyze organizational problems from a business perspective.

KK-02	KK-02	Able to carry out management functions (marketing, operations, human resources, finance, and strategy) at the operational level in various types of organizations.		
KK-03	KK-03	Able to identify managerial problems and organizational functions at the operational level, and take appropriate solution actions based on the alternatives developed, by applying entrepreneurial principles rooted in local wisdom.	CPL-08	Able to make managerial decisions on organizational problems from a business perspective.
KK-04	KK-04	Able to contribute to the preparation of the organization's strategic plan and translate the strategic plan into the organization's operational plan at the functional level.		
KK-05	KK-05	Able to make appropriate managerial decisions in various types of organizations at the operational level, based on data and information analysis on organizational functions.		
KK-06	KK-06	Able to conduct empirical studies and modeling using scientific methods on various types of organizations based on organizational functions.		
KK-07	KK-07	Able to communicate effectively across functions and organizational levels		
KK-08	KK-08	Able to work in a team and negotiate		

The eight elements of the specific skills formulation that have been compiled have a level of contribution and meaning equality with the 8 (eight) points of the general skills formulation contained in the 2020 SN DIKTI. Thus, the eight elements of the skills formulation of the Study Program graduates already contain the meaning of the

general skills of the 2020 SN DIKTI.

The CPL formulation for the Management Study Program can be seen in the following table:

Table 9. Formulation of CPL for Management Study Program

Code	Description
CPL-01	Be devoted to God Almighty and be able to uphold humanitarian values in carrying out duties based on Islamic and Muhammadiyah values.
CPL-02	Able to act as a citizen who has a sense of nationalism and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible.
CPL-03	Applying scientific thinking in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to one's field of expertise.
CPL-04	Applying leadership principles in teamwork
CPL-05	Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance)
CPL-06	Mastering the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC)
CPL-07	Able to analyze organizational problems from a business perspective.
CPL-08	Able to make managerial decisions on organizational problems from a business perspective.

13. RELATIONSHIP BETWEEN GRADUATE PROFILE AND CPL OF MANAGEMENT STUDY PROGRAM

Table 10. Relationship between Graduate Profile and CPL of Management Study Program

No	Graduate Profile	CPL Formula							
		S1	S2	KU1	KU2	P1	P2	KK1	KK2
1	<i>Officer Manager</i>	?	?	?	?	?	?	?	?
2	<i>Entrepreneur</i>	?	?	?	?	?	?	?	?

14. CURRICULUM STRUCTURE

The description of the curriculum concept of Ahmad Dahlan University is as follows:

- Implementing the principle of *Outcomes Based Education (OBE)*, namely formulating Graduate Learning Outcomes (CPL) at the beginning of the preparation (*backward design principle*), by conducting a study of the CPL formulation from the 2019 curriculum and is a translation of several aspects, namely the UAD Vision and Renstra, the essence of IPD, Preisseisen's metacognition theory, and the revised Bloom's Taxonomy model from Anderson (2000).
- Establishing the “ *big bone* ” of the study program curriculum in the form of a “ *project based* ” model course , which plays a role in integrating knowledge, skills and attitudes through assignments in the form of projects, which are in accordance with the demands of IKU in the curriculum aspect. This “ *big bone* ” is used as a means to apply several pedagogical principles/theories other than *problem based learning* , including:
 - Triad Renzulli's model* , *Identity Capability-Contribution* ;
 - Parallel Curriculum Model* ;
 - TPACK learning strategy;
 - Saraswathi's Effectuation theory;
 - Community of Inquiry* (Garrison, et al., 2000).
- Application of Technology: Graduates' abilities in the field of technology (ICT) have

been stated in the CPL formulation, which in this curriculum concept is designed to be *inserted/embedded* into courses that according to the study program are most appropriately placed, can be cumulative/gradual in several semesters, with a syllabus guide prepared by a team of IT experts.

- d. The implementation of the MBKM Policy is applied in the freedom of students to choose the national MBKM program or programs designed by Ahmad Dahlan University since semester V, the arrangement of which takes into account aspects of the form of learning (type of program), study load (credits), implementation time, possibility of implementation, and University policies in the MBKM program.
- e. The final assignment is maintained as an indicator of the quality and achievement of CPL. The form of the final assignment is developed to provide opportunities for students to choose according to their interests and career development, namely this final assignment can be in the form of a thesis/publication/ *business report* , the choices of which are adjusted to the characteristics of the study program.
- f. Internship-based learning is still held to provide real work/industry experience while preparing to enter the world of work, in accordance with the MBKM principles.
- g. Elective courses across study programs or Interdisciplinary Courses (MKI) are developed in terms of substance, selection rules, and management, in order to provide students with the freedom to choose to develop their learning interests.

15. COURSE COMPOSITION

Table 1 1. Level of CPMK Contribution to CPL Study Program

Graduate Learning Outcomes (CPL)		Subject							
Code	Description	Cooperative and BMT Management	Pancasila	Civic Education	Al-Quran and Hadith (<i>Al-Quran and Hadith</i>)	Belief and Morals	Muhammadiyah	Interdisciplinary Islam	Islamic Pylanthrophy
CPL-01	Be devoted to God Almighty and be able to uphold humanitarian values in carrying out duties based on Islamic and Muhammadiyah values.	CPMK-01 : Able to apply Islamic values in managing BMT (CPL1)	CPMK-01: Implementing humanitarian values in carrying out duties based on Pancasila (CPL 01)	CPMK-01: Devoted to God Almighty and able to uphold humanitarian values in carrying out duties based on Islamic and Muhammadiyah values (CPL-01)	CPMK-01: Demonstrate a responsible attitude as a learner in the field of the Qur'an and Hadith (CPL 1)	CPMK-01: Able to apply the values of faith to develop good deeds in social life (CPL1)	CPMK-01: Able to apply Muhammadiyah values to develop good deeds in social life (CPL1)	CPMK-01: Able to integrate Islamic values in the development and application of science, technology and arts (ipteks) (CPL 1)	CPMK-01: Able to apply Islamic values in managing zakat, infaq, sodaqoh, and waqf (CPL1)
		Sub CPMK1: Able to explain the introduction to SAP & cooperative learning contracts, foundations, principles and planning and performance agreements,	Sub CPMK2: Analyzing Pancasila as the basis of the state and national ideology in implementing humanitarian values in carrying out their roles as	Sub CPMK1: Able to explain citizenship education in higher education, national identity in Indonesia, and the urgency of the constitution for national life (CPMK1)	Sub CPMK1: Able to compile evaluation results on the basic concepts of the sciences of the Qur'an and the sciences of the hadith with responsibility and fulfilling academic ethics (CPMK1)	Sub CPMK1: Students are able to describe the values of Islamic Creed (CPMK1) (C4)	Sub CPMK1: Students are able to describe the values of Islamic Creed (CPMK1) (C4)	Sub CPMK3: Able to design economic research proposals based on Islamic values CPMK 1 (C5)	Sub CPMK1: Students are able to describe the values of Islamic Creed (CPMK1) (C4)

		and the establishment of cooperatives (CPMK-01)	citizens (C4, CPMK1)						
		Sub CPMK2: Able to explain the structure and tasks, management of business capital, member meetings of cooperatives. (CPMK-01)	Sub CPMK4: Linking Pancasila as the basis for the value of developing knowledge in carrying out tasks according to their respective professions (A4, CPMK1)	Sub CPMK2: Able to explain the rights and obligations of citizens, challenges to Indonesian constitutional democracy, and the rule of law and human rights in Indonesia (CPMK1)	Sub CPMK2: Categorizing understanding in the field of Al-Qur'an and Hadith (CPMK1)	CPMK-02: Able to conclude knowledge in the field of Islamic Creed (CPL3)	CPMK-02: Able to conclude knowledge in the field of Islamic Creed (CPL3)	CPMK-02: Able to explain the Civilization of Knowledge in Islam (CPL 3)	CPMK-02: Able to conclude knowledge in the field of Islamic Creed (CPL3)
		CPMK-02: Able to design research with the correct methodology related to the development of the management field (CPL-06)	CPMK-02: Acting as a citizen who has a sense of nationalism and love for the homeland based on Pancasila. (CPL 02)	CPMK-02: Able to act as a citizen who has a sense of nationalism and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible (CPL-02)	CPMK-02: Concluding understanding in the field of Al-Qur'an and Hadith (CPL3)	Sub CPMK2: Students are able to examine knowledge in the field of Islamic Creed (CPMK2) (C4)	Sub CPMK2: Students are able to examine knowledge in the field of Islamic Creed (CPMK2) (C4)	Sub CPMK1: Able to describe scientific civilization in Islam CPMK 2 (C4)	Sub CPMK2: Students are able to examine knowledge in the field of Islamic Creed (CPMK2) (C4)
		Sub CPMK3: Able to conduct analysis of cooperative	Sub CPMK1: Explaining Pancasila in the study of the history of	Sub CPMK3: Able to explain insights regarding geopolitical views and implementation	Sub CPMK3: Rationalize basic knowledge and history of the	Sub CPMK3: Students are able to analyze divine and humanitarian	Sub CPMK3: Students are able to analyze divine and humanitarian values in developing good	CPMK-03: Able to realize Islamic, effective and responsible	Sub CPMK3: Students are able to analyze divine and humanitarian values in developing good

		financial reports, cooperative health checks (governance and risk aspects), cooperative health checks (financial performance aspects), cooperative health checks (capital aspects) and recapitulation of cooperative health check results) (CPMK-02)	the Indonesian nation to strengthen the sense of nationality and love for the country (C2, CPMK2)	of the Indonesian archipelago outlook (CPMK2)	Koran and Hadith (CPMK2)	values in developing good deeds in social life (CPMK2) (C4)	deeds in social life (CPMK2) (C4)	economic values (CPL 3)	deeds in social life (CPMK2) (C4)
		Sub CPMK4: Able to explain the meaning and scope, legal status, organizational structure, establishment requirements, sharia agreements for BMT and conduct case studies. (CPMK-02)	Sub CPMK3: Analyzing Pancasila as a philosophical and ethical system in strengthening the role of citizens to carry out duties based on humanitarian values (C4, CPMK2)	Sub CPMK4: Able to explain national resilience and national integration related to dynamics, challenges and issues in Indonesia (CPMK2)	Sub CPMK4: Using memorization in the scientific study of the Qur'an and Hadith (CPMK2)	Sub CPMK4: Students are able to present knowledge in the field of Islamic Creed (CPMK2) (C5)		Sub CPMK2: Able to describe the basic principles of Islamic economics CPMK 3 (C4)	

Graduate Learning Outcomes (CPL)		Subject					
Code	Description	Introduction to Economics	Indonesian Economy and Business	Pancasila	Civic education	Indonesian	English for Academic Writing
CPL-02	Able to act as a citizen who has a sense of nationalism and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible.	CPMK-01: Able to act as a citizen who loves his country, obeys the law and is disciplined, respects diversity, is independent and responsible (CPL02)	CPMK-01: Able to act as a citizen who has a sense of nationalism and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible (CPL-02)	CPMK-01: Implementing humanitarian values in carrying out duties based on Pancasila (CPL 02)	CPMK-01: Devoted to God Almighty and able to uphold humanitarian values in carrying out duties based on Islamic and Muhammadiyah values (CPL-02)	CPMK-01: Able to act as a citizen who has a sense of nationalism and love for the homeland by appreciating the history, role, and variety of the Indonesian language. (CPL 2)	CPMK-01: Able to act as a citizen who has a sense of nationality and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible. (CPL-2)
		Sub CPMK1: Able to understand and explain the definition of economics and economic principles, micro and macro economic concepts, and goods markets and money markets (CPMK01)	Sub CPMK1: Able to explain the general picture of the business economy, evaluation of empirical facts from the old order to the present, as well as national income and Indonesian government expenditure (CPMK1)	Sub CPMK2: Analyzing Pancasila as the basis of the state and national ideology in implementing humanitarian values in carrying out their roles as citizens (C4, CPMK1)	Sub CPMK1: Able to explain citizenship education in higher education, national identity in Indonesia, and the urgency of the constitution for national life (CPMK1)	Sub CPMK1: Able to apply the history, role, and variety of Indonesian language according to their respective fields of knowledge in everyday life (CPMK 1) (C3 A4)	Sub CPMK1: Students are able to understand Introduction, Reading and Discussion. (CPMK-1)
		Sub CPMK2: Able to explain Supply and Demand, Consumer	Sub CPMK2: Able to describe population and employment, poverty and inequality (CPMK1)	Sub CPMK4: Linking Pancasila as the basis for the value of developing	Sub CPMK2: Able to explain the rights and obligations of citizens, challenges to Indonesian constitutional democracy, and the rule of law	CPMK-02: Able to apply scientific thinking in decision making and scientific descriptive studies according to	Sub CPMK2: Students are able to understand and explain about Narrative Paragraph, Paragraph

		Demand, Utilities and Production (CPMK01)		knowledge in carrying out tasks according to their respective professions (A4, CPMK1)	and human rights in Indonesia (CPMK1)	Indonesian language science (CPL 3)	Structure and Descriptive Paragraph. (CPMK-1)
		CPMK-02: Able to apply logical, critical, systematic and innovative thinking in organizations and implement the implementation of science and technology that pays attention to and applies humanities values that are appropriate to the field of management (CPL03)	CPMK-02: Able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise (CPL-03)	CPMK-02: Acting as a citizen who has a sense of nationalism and love for the homeland based on Pancasila. (CPL 02)	CPMK-02: Able to act as a citizen who has a sense of nationalism and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible (CPL-02)	Sub CPMK2: Able to write texts based on correct Indonesian grammar including spelling of Indonesian terms, words, diction, and loan elements, effective sentences, and paragraphs (CPMK 2) (C6, A4, P3)	CPMK-02: Able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise. (CPL-3)
		Sub CPMK3: Able to explain the concept of Market and Competition, national production and income, Consumption, and Investment (CPMK02)	Sub CPMK3: Able to explain government investment and spending, industrialization in Indonesia, and food energy security (CPMK2)	Sub CPMK1: Explaining Pancasila in the study of the history of the Indonesian nation to strengthen the sense of nationality and love for the country (C2, CPMK2)	Sub CPMK3: Able to explain insights regarding geopolitical views and implementation of the Indonesian archipelago outlook (CPMK2)	Sub CPMK3: Able to produce scientific work correctly including the accuracy of the scientific work concept, citation techniques and bibliography, practice of writing scientific papers (CPMK 2) (C6, A4, P3)	Sub CPMK3: Students are able to understand and explain about Logical Division of Ideas, Process, Comparison/Contrast, and Definition Paragraphs. (CPMK-2)
		Sub CPMK4: Able to understand and explain	Sub CPMK4: Able to explain trade and balance of	Sub CPMK3: Analyzing	Sub CPMK4: Able to explain national resilience and		Sub CPMK4: Students are able to understand and

		fiscal policy and multiplier numbers, banks and monetary policy, international trade and inflation and unemployment (CPMK02)	payments, foreign debt, the economic crisis from the 90s to 2008, and regional autonomy development (CPMK2)	Pancasila as a philosophical and ethical system in strengthening the role of citizens to carry out duties based on humanitarian values (C4, CPMK2)	national integration related to dynamics, challenges and issues in Indonesia (CPMK2)		explain about Essay Organization and Opinion Essays. (CPMK-2)
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Graduate Learning Outcomes (CPL)		Subject						
Code	Description	Introduction to Economics	Applied Mathematics for Business	Indonesian Economy and Business	English	Descriptive Statistics	Tax Law	English for Academic Writing
CPL-03	Applying scientific thinking in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to	CPMK-01: Able to act as a citizen who loves his country, obeys the law and is disciplined, respects diversity, is independent and responsible (CPL03)	CPMK-01: Able to apply logical, critical, systematic and innovative thinking in organizations and implement science and technology that pays attention to and applies humanities values that are appropriate to the field of management (CPL03)	CPMK-01: Able to act as a citizen who has a sense of nationalism and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible (CPL-03)	CPMK-01: Able to act as a citizen who has a sense of nationalism and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible (CPL-03)	CPMK-01: Able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise (CPL-03)	CPMK-01: Able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise (CPL 3)	CPMK-01: Able to act as a citizen who has a sense of nationality and love for the homeland, obeys the law and is disciplined, respects diversity, is independent and responsible. (CPL-3)

	one's field of expertise.	Sub-CPMK1: Able to understand and explain the definition of economics and economic principles, micro and macro economic concepts, and goods markets and money markets (CPMK01)	Sub-CPMK1: Able to explain the basic concepts of Economics and Business Mathematics (CPMK01)	Sub-CPMK1: Able to explain the general picture of the business economy, evaluation of empirical facts from the old order to the present, as well as national income and Indonesian government expenditure (CPMK1)	Sub-CPMK1: Able to practice introducing oneself and others using reading and speaking skills in English (CPMK1)	Sub-CPMK1: Able to explain statistics, population and sample data, quantitative and qualitative data, observation data, variables, class limits and edges, median values, frequencies, and curves in descriptive statistics (CPMK1)	Sub-CPMK1: Understanding tax material, the difference between tax and levies and donations, tax functions, understanding the principles of tax collection, tax collection theories, tax systems and tax collection systems; the emergence and elimination of tax debts and understanding tax management, types of taxes, tax rates and tax sanctions (CPMK 1)	Sub-CPMK1: Students are able to understand Introduction, Reading and Discussion. (CPMK-1)
		Sub-CPMK2: Able to explain Supply and Demand, Consumer Demand, Utilities and Production (CPMK01)	Sub-CPMK2: Able to explain the concept of Banjar, Series, and Linear Functions and apply the concept of Banjar, Series and Linear Functions in economic cases (CPMK01)	Sub-CPMK2: Able to describe population and employment, poverty, and inequality (CPMK1)	Sub-CPMK2: Able to explain objects, feelings, people and places and offer or ask for help using listening and speaking skills in English (CPMK1)	Sub-CPMK2: Able to calculate measures of central tendency (mean, mode, median), location of quartiles, deciles, and percentiles, as well as dispersion of ungrouped and grouped data (CPMK1)	Sub-CPMK2: Understand the process of objections, appeals, lawsuits, judicial reviews, international tax law and also understand matters related to NPWP, tax payment systems and methods, be able to understand general income tax, calculation norms and net income and be able to understand physical	Sub-CPMK2: Students are able to understand and explain Narrative Paragraph, Paragraph Structure and Descriptive Paragraph. (CPMK-1)

							corrections, differences between physical and commercial financial reports (CPMK 1)	
		CPMK-02: Able to apply logical, critical, systematic and innovative thinking in organizations and implement the implementation of science and technology that pays attention to and applies humanities values that are appropriate to the field of management (CPL03)	CPMK-02: Able to apply scientific thinking, master concepts, theories, methods, and tools for analyzing management functions (CPL05)	CPMK-02: Able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise (CPL-03)	CPMK-02: Able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise (CPL-03)	CPMK-02: Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance) (CPL-05)	CPMK-02: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries (CPL 7)	CPMK-02: Able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise. (CPL-3)
		Sub-CPMK3: Able to explain the concepts of Market and Competition, national production and income, Consumption, and Investment (CPMK02)	Sub-CPMK3: Able to explain the concept of Differential Calculus and apply it in economics and business (CPMK02)	Sub-CPMK3: Able to explain government investment and spending, industrialization in Indonesia, and food energy security (CPMK2)	Sub-CPMK3: Able to give and ask for opinions, express likes or dislikes, retell a story, and write procedures for using something using writing and speaking skills in English (CPMK2)	Sub-CPMK3: Able to describe simple index numbers, weighted and unweighted aggregate price indexes, and chained indexes and base year changes (CPMK2)	Sub-CPMK3: Understanding the contents of Article 21 Income Tax for permanent employees, Article 21 Income Tax for casual employees and Article 26 Income Tax, Article 22 and 23 Income Tax and Article 4 (2), Article 24 Income Tax and Article 25 Income Tax measurement, collection,	Sub-CPMK3: Students are able to understand and explain about Logical Division of Ideas, Process, Comparison/Contrast, and Definition Paragraphs. (CPMK-2)

[illegible]

[illegible]

		management (CPMK-02)												
Graduate Learning Outcomes (CPL)		Subject												
Code	Description	Introduction to Business (<i>Business Essential</i>)	Introduction to Accounting (<i>Accounting for Business</i>)	Applied Mathematics for Business	<i>Organizational Behavior</i>	Global Business Communication	<i>Financial Institutions Management</i>	<i>Financial Management</i>	<i>Financial Management</i>	<i>Human Resource Management</i>	<i>Cooperative and BMT Management</i>	<i>Corporate Budgeting</i>	Management Information System	Cost Accounting
CPL-05	Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance)	CPMK1: Mastering the concepts and theories of management functions (Marketing, HR, Operations, and Finance) (CPL05)	CPMK1: Mastering the concepts and theories of management functions (Marketing, HR, Operations, and Finance) (CPL 05)	CPMK2: Able to apply scientific thinking, master concepts, theories, methods, and tools for analyzing management functions (CPL05)	CPMK1: Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance) (CPL5)	CPMK1: Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance) (CPL-05)	CPMK1: Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance) (CPL-05)	CPMK1: Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance) (CPL5)	CPMK1: Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance) (CPL-05)	CPMK2: Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance) (CPL-05)	CPMK1: Able to apply scientific thinking, master concepts, theories, methods, and tools for analyzing management functions (CPL-05)	CPMK1: Able to apply scientific thinking, master concepts, theories, methods, and tools for analyzing management functions (CPL-05)	CPMK2: Mastering the concepts and theories of management functions (HR, Operations, Marketing, and Finance) (CPL-05)	CPMK1: Mastering the concepts and theories of management functions (Marketing, HR, Operations and Finance) (CPL-05)

		<p>Sub-CPMK1: Able to analyze and explain the concepts of Introduction to Business, Business Systems & Business Environment, Global Business Environment, and Entrepreneurship & Business Ownership (CPMK01)</p>	<p>Sub-CPMK1: Able to explain the basic concepts of Accounting and its environment, Accounting for Service Companies and the basis and procedures for bookkeeping (CPMK01)</p>	<p>Sub-CPMK3: Able to explain the concept of Differential Calculus and apply it in economics and business (CPMK02)</p>	<p>Sub-CPMK1: Students are able to understand (Overview of lecture material in general, Perception, Personality, Attitude, Motivation & Learning) (CPMK 1)</p>	<p>Sub-CPMK1: Able to explain how effective business communication is, communication in various forms, and business messages via electronic media to positive, negative, and persuasive messages (CPMK1)</p>	<p>Sub-CPMK1: Students are able to explain the monetary system and financial system (CPMK 1)</p>	<p>Sub-CPMK1: Students are able to understand the explanation of learning methods and introduction to financial management, the concept of the time value of money and financial report analysis (CPMK1)</p>	<p>Sub-CPMK1: Students are able to explain the introduction to financial management and risk and return (CPMK 1)</p>	<p>Sub-CPMK3: Students are able to explain Performance Assessment, Career Management, Compensation (CPMK 2)</p>	<p>Sub-CPMK1: Able to explain the introduction to SAP & cooperative learning contracts, foundations, principles and principles, planning and performance agreements, and the establishment of cooperatives (CPMK-01)</p>	<p>Sub-CPMK1: Able to explain the function of budget in the management process; budget/PPL requirements & processes; comprehensive budget (CPMK-01)</p>	<p>Sub-CPMK3: Able to explain securing information systems; achieving operational excellence & customer intimacy; e-commerce: digital marker, digital goods (CPMK-02)</p>	<p>Sub-CPMK1: Able to explain the concept of cost accounting, basic theories, and classification of costs in accounting (CPMK1)</p>
		<p>Sub-CPMK2: Able to explain social responsibility & Business Ethics as well as Business Management & Organization (CPMK01)</p>	<p>Sub-CPMK2: Able to explain and understand Introduction to Accounting for Service Companies</p>	<p>Sub-CPMK4: Able to explain the concept of Integrals and Matrices and find the function equation of an</p>	<p>Sub-CPMK2: able to understand (Group and Team Dynamics, Conflict in Student Organizations, Work Stress)</p>	<p>Sub-CPMK2: Able to explain the process of receiving information and communicating with visual aids (CPMK1)</p>	<p>Sub-CPMK2: Students are able to explain the Bank Indonesia system and conventional and sharia banking (CPMK 1)</p>	<p>Sub-CPMK2: Students are able to understand the concept of working capital and receivables (CPMK1)</p>	<p>Sub-CPMK2: Students are able to explain cost of capital and break event analysis (CPMK 1)</p>	<p>Sub-CPMK4: Students are able to explain Occupational Health & Safety, Quality of Work Life, Job Satisfaction, Industrial</p>	<p>Sub-CPMK2: Able to explain the structure and tasks, management of business capital, member meetings of cooperative</p>	<p>Sub-CPMK2: Able to explain sales planning and control (budget); sales forecasting; production planning and control</p>	<p>Sub-CPMK4: Able to explain managing knowledge and artificial intelligence (AI); enhancing decision making; developing</p>	<p>Sub-CPMK2: Able to explain raw material costs, labor costs, factory overhead costs and BOP departmentalization in</p>

			s, Journals and Postings and Columnar Balance Sheets (CPMK01)	economic variable function (CPMK02)	(CPMK 1)						Relations, Global HR Management (CPMK 2)	s. (CPMK-01)	(budget) (CPMK-01)	information systems; creating business care for information systems and project management (CPMK-02)	cost accounting (CPMK1)
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Graduate Learning Outcomes (CPL)		Subject									
Code	Description	Introduction to Business (<i>Business Essential</i>)	Introduction to Management (<i>Fundamental of Management</i>)	<i>Organizational</i> Behavior	Global <i>Business</i> Communication	<i>Financial</i> Management	<i>Financial</i> Management	<i>Marketing</i> Management	Strategic <i>Marketing</i> Management	<i>Cooperative and</i> BMT Management	Strategic Management and <i>Competitive</i> Advantage
CPL-06	Mastering the methodology of analysis, strategy, and application of	CPMK2: Mastering the methodology of	CPMK1: Able to analyze and apply organizational functions	CPMK2: Mastering the methodology of analysis,	CPMK2: Mastering the methodology of analysis, strategy, and	CPMK2: Mastering the methodology of analysis, strategy, and	CPMK2: Mastering the methodology of analysis, strategy, and	CPMK1: Mastering the methodology of analysis, strategy, and	CPMK1: Mastering the methodology of analysis, strategy, and	CPMK2: Able to design research with the correct methodology related to the	CPMK1: Able to design research with the correct methodology related to the

	management functions (marketing, HR, Operations and Finance) and organizational functions (POAC)	analysis, strategy, and application of management functions (Marketing, HR, Operations and Finance) and organizational functions (POAC) (CPL06)	(POAC) (CPL06)	strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC) (CPL6)	application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC) (CPL-06)	application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC) (CPL6)	application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC) (CPL-06)	application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC) (CPL6)	application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC) (CPL-06)	development of the management field (CPL-06)	development of the management field (CPL 6)
	Sub-CPMK3: Able to explain and understand marketing management, consumer behavior and how to motivate & lead employees (CPMK02)	Sub-CPMK1: Able to explain and understand the concept of management and the role of managers (CPMK01)		Sub-CPMK3: Students are able to understand (Power and Politics, Leadership, Communication, Decision Making) (CPMK 2)	Sub-CPMK3: Able to make reports and planning proposals, writing and completion, and conducting presentations (CPMK2)	Sub-CPMK3: Students are able to understand the concept of cash and investment analysis (CPMK2)	Sub-CPMK3: Students are able to explain leverage, capital structure and dividend policy (CPMK 2)	Sub-CPMK1: Students are able to understand (Introduction to Marketing, CHAPTER 1 Marketing in a Changing World, CHAPTER 2 Strategic Planning and Marketing Process) (CPMK1)	Sub-CPMK1: Students are able to explain marketing for the 21st century (CPMK 1)	Sub-CPMK3: Able to conduct analysis of cooperative financial reports, cooperative health checks (governance and risk aspects), cooperative health checks (financial performance aspects), cooperative health checks (capital aspects) and recapitulation of cooperative health check results) (CPMK-02)	Sub-CPMK1: Students are able to understand the concept of strategic management, the concept of human resource strategy, the concept of corporate strategy and human resource strategy. (CPMK 1)

		<p>Sub-CPMK4: Able to explain the concept of Financial Management and Financial Reports, Financial Institutions, Operational Management, Risk Management, and various challenges of future business issues (CPMK02)</p>	<p>Sub-CPMK3: Able to explain and understand the concept of planning and organizing (CPMK01)</p>	<p>Sub-CPMK4: Students are able to understand (Organizational Change and Development, Contemporary Challenges: Ethics and Diversity) (CPMK 2)</p>	<p>Sub-CPMK4: Able to build a career and conduct job interviews (CPMK2)</p>	<p>Sub-CPMK4: Students are able to understand how to make investment decisions and conduct an overview (CPMK2)</p>	<p>Sub-CPMK4: Students are able to explain short-term capital sources and long-term capital sources (CPMK 2)</p>	<p>Sub-CPMK2: Students are able to understand (CHAPTER 3 Global Marketing Environment, CHAPTER 4 Marketing Research and Information Systems, CHAPTER 5 Consumer Markets and Consumer Buying Behavior) (CPMK1)</p>	<p>Sub-CPMK2: Students are able to explain information & scan the environment, conduct marketing research & forecast demand, manage, create value, satisfaction & customer loyalty, analyze consumer markets, analyze business markets, identify market segments & targets (CPMK 1)</p>	<p>Sub-CPMK4: Able to explain the meaning and scope, legal status, organizational structure, establishment requirements, sharia agreements for BMT and conduct case studies. (CPMK-02)</p>	<p>Sub-CPMK2: Students are able to understand and explain the Concept of Criteria for Effective Human Resource Strategy, Dimensions of Human Resource Strategy Development, Understanding the Implementation of Human Resource Strategy. (CPMK 1)</p>
			<p>Sub-CPMK4: Able to explain and understand the concept of leadership and control (CPMK01)</p>								

Graduate Learning Outcomes (CPL)		Subject												
Code	Description	Introduction to Management (Fundamental of Management)	Leadership (Sustainable Management)	Marketing Management	Strategic Marketing Management	Operations and Innovation Management	Global Business Valuation	Strategic Management and Competitive Advantage	Tax Law	Financial Report Analysis	Organizational culture	Industrial Relations and Employment	Service Management	
CPL-07	Able to analyze organizational problems from a business perspective.	CPMK-02: Able to analyze organizational problems from a business perspective (CPL07)	CPMK 2: Able to analyze organizational leadership problems (CPL-07)	CPMK 2: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries (CPL7)	CPMK 2: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries (CPL-07)	CPMK 2: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries (CPL7)	CPMK 2: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries (CPL 7)	CPMK 2: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and industry type. (CPL7)	CPMK 2: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries (CPL 7)	CPMK 2: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and industry type. (CPL-7)	CPMK 1: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and industry type. (CPL-7)	CPMK 1: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries (CPL 7)	CPMK 1: Able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries (CPL-07)	

		Sub-CPMK2: Able to explain and understand current issues related to management (CPMK02)	Sub-CPMK 3: Students are able to understand visionary leadership, transformational leadership, participative leadership, emotional intelligence-based leadership, and employee performance-oriented leadership (CPMK2)	Sub-CPMK 3: Students are able to understand and do (Quiz and Review of Previous Chapters, CHAPTER 6 Business Sector Market and Business Buyer Behavior, CHAPTER 7 Market Segmentation, Targeting and Positioning for Competitive Advantage, CHAPTER 8 Product and Service Strategy) (CPMK2)	Sub-CMPK 3: Students are able to explain brand positioning, face competition, determine product strategies, develop pricing strategies & programs, design & manage integrated marketing channels (CPMK 2)	Sub-CMPK 3: Students are able to explain Commercialization and Technology Transfer, Science and Technology Parks (Science Technology Part), Green Innovation and Open Innovation (CPMK2)	Sub-CPMK 3: Understanding strategic management and its functions and understanding economic aspects, social aspects, environmental impact analysis and the function of social aspects (CPMK 2)	Sub-CMPK 3: Students are able to understand and explain Strategies for Recruitment, Selection, and Placement, Strategic Socialization, Training, and Development, Effective Performance Appraisal System, Compensation Strategy System. (CPMK 2)	Sub-CPMK 3: Understanding the contents of Article 21 Income Tax for permanent employees, Article 21 Income Tax for casual employees and Article 26 Income Tax, Article 22 and 23 Income Tax and Article 4 (2), Article 24 Income Tax and Article 25 Income Tax measurement, collection, recognition and reporting (CPMK 2)	Sub-CPMK 3: Students are able to evaluate cash flow analysis and comparative cash flow analysis. (CPMK-2)	Sub-CPMK 1: Students are able to explain and evaluate the role of culture in profit and non-profit organizations, the role of humans in organizations and the influence of globalization on management and organizational culture. (CPMK-1)	Sub-CPMK 1: Understanding and mastering the theory and philosophy of industrial relations (CPMK 1)	Sub-CPMK 1: Able to explain service marketing and relationship marketing concepts and dynamics, and service consumer behavior (CMPK1)

			Sub-CPMK 4: Students are able to understand and carry out (CHAPTER 9 New Product Development and Product Life Cycle Strategy, CHAPTER 10 Product Pricing: Pricing Considerations and Approaches, CHAPTER 11 Product Pricing: Pricing Strategies, Quiz and Review of Chapters from Beginning to End) (CPMK2)	Sub-CPMK 4: Students are able to explain mass communication: advertising, sales promotion, events & experiences, and public relations, personal communication: direct & interactive marketing, WOM, and personal selling, Islamic Marketing (CPMK 2)	Sub-CPMK 4: Students are able to explain about Knowledge-Based Innovation Management, Imitation Management and Innovation Management in Small and Medium Enterprises (CPMK2)	Sub-CPMK 4: Understanding financial planning and the function of financial planning as well as business financial analysis and its functions along with understanding aspects of capital and investment criteria and being able to make and understand reports well SKB (CPMK 2)	Sub-CPMK 4: Students are able to explain Productivity Improvement Strategies, Restructuring Strategies and Virtual Organizations, Benefit Plans for Retaining, Human Resources, Ethics, Employee Rights, Employer Responsibilities. (CPMK 2)	Sub-CPMK 4: Understanding VAT and PPn BM: philosophy, rates, and documents VAT and PPn BM: calculation method, Land and Building Tax: subject, object, administrative rate PBB object, BPHTB: subject, object, administrative rate; Difference between PBB and BPHTB and Stamp Duty (CPMK 2)	Sub-CPMK 4: Students are able to evaluate cost-volume-profit analysis and gross profit analysis. (CPMK-2)	Sub-CPMK 2: Students are able to explain the basic concepts, dimensions and ethics of organizational culture. (CPMK-1)	Sub-CPMK 2: Understanding the basic foundations of industrial relations in Indonesia (CPMK 1)	Sub-CPMK 2: Able to explain the vision, mission, and marketing mix of services, design service products and strategies, design service promotion and communication strategies, and design service distribution and manage the service environment (CPMK1)
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Graduate Learning Outcomes (CPL)		Subject			
Code	Description	Risk Management	Organizational Culture	Industrial Relations and Employment	Retail Marketing
CPL-08	Able to make managerial decisions on organizational problems from a business perspective.	CPMK 2: Able to identify problems and make managerial decisions and implement them appropriately in various types of organizations at the operational level, based on data and information analysis on organizational functions and management functions (CPL 8)	CPMK 2: Able to identify problems and make managerial decisions and implement them appropriately in various types of organizations at the operational level, based on data and information analysis on organizational functions and management functions. (CPL-8)	CPMK 2: Able to identify problems and make managerial decisions and implement them appropriately in various types of organizations at the operational level, based on data and information analysis on organizational functions and management functions (CPL8)	CPMK 2: Able to identify problems and make managerial decisions and implement them appropriately in various types of organizations at the operational level, based on data and information analysis on organizational functions and management functions (CPL8)
		Sub-CPMK 3: Students are able to explain Credit Risk, Operational Risk of Lectures, Operational Risk. (CPMK 2)	Sub-CPMK 3: Students are able to explain the implementation, development assessment, and role of leadership in developing organizational culture. (CPMK-2)	Sub-CPMK 3: Understanding industrial relations policies in Indonesia (CPMK 2)	Sub-CPMK 3: Able to master communication, retail marketing promotion and understand management, HR development and understand layout, retail store design (CPMK 2)
		Sub-CPMK 4: Students are able to explain Risk Management Techniques, Insurance (CPMK 2)	Sub-CPMK 4: Students are able to explain and study culture for change and strategies in changing organizational culture. (CPMK-2)	Sub-CPMK 4: Understanding and mastering various industrial relations practices (CPMK 2)	Sub-CPMK 4: overcoming the problems of traditional retail versus modern retail and understanding retail franchising and understanding retail systems without shops and retail shops in the city and outside the city (CPMK 2)

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16. DISTRIBUTION OF COURSES

SMT	COURSE NAME		MANDATORY/ OPTIONAL	SKS
I	AIC	Al-Quran and Hadith (Muslim students)	W	2
		Islam and World Religions (non-Muslim students)	W	
	Applied Mathematics for Business	Mathematics for Business	W	3
	Pancasila	Pancasila	W	2
	Introduction to Accounting	Accounting for Business	W	3
	Introduction to Business	Business Essential	W	3
	Introduction to Economics	Introduction to Economics	W	3
	Introduction to Management	Fundamental of Management	W	3
	NUMBER OF CREDITS			19
II	Cost Accounting	Cost Accounting	W	3
	English	English	W	3
	Global Business Communications	Global Business Communication	W	3
	Civic education	Civic Education	W	2
	Indonesian Economy and Business	Indonesian Economy and Business	W	2
	Organizational Behavior	Organizational Behavior	W	3
	Descriptive Statistics	Statistics for Business	W	2
	AIC	Interdisciplinary Islam (Muslim students)	W	2
		Islamic Science Studies (non-Muslim students)	W	
	NUMBER OF CREDITS			20

III	AIC	Faith and Morals (Muslim students)	W	2
		Islamic Ethics (non-Muslim students)	W	
	Financial management	Financial Management	W	3
	Operation Management	Operation Management	W	3
	Marketing Management	Marketing Management	W	2
	Human Resource Management	Human Resource Management	W	3
	MO Analysis Practicum	OM Analysis Workshop	W	1
	Statistics and Multivariate Practicum	Statistics and Multivariate Workshop	W	1
	Management Information System	Management Information System	W	3
	Inferential Statistics	Statistics for Research	W	3
	NUMBER OF CREDITS			21
IV	Legal Aspects in Business	Legal Aspects in Business	W	2
	Islamic Business Ethics	Islamic Business Ethics	W	2
	Indonesian		W	2
	Financial Institutional Management	Financial Institutions Management	W	3
	Strategic Financial Management	Strategic Financial Management	W	3
	Operations Management and Innovation	Operations and Innovation Management	W	3
	Strategic Marketing Management	Strategic Marketing Management	W	2
	Financial Management Practicum	Financial Management Workshop	W	1

	Sustainable Management	Sustainable Management	W	3
	NUMBER OF CREDITS			21
V	AIC	Muhammadiyah (Islamic students)	W	2
		Muhammadiyah Studies (non-Muslim students)	W	
	Cooperative and BMT Management	Cooperative and BMT Management	W	3
	Business Research Methodology	Research Methodology for Business	W	3
	Corporate Budgeting	Corporate Budgeting	W	3
	Digital Marketing Practicum	Digital Marketing Workshop	W	1
	HR Practicum	HRM Workshop	W	1
	Business Feasibility Study	Global Business Valuation	W	3
	Elective Course 1	Elective Subject 1	P	2
	Elective Course 2	Elective Subject 2	P	2
	NUMBER OF CREDITS			20
VI	International Business	International Business	W	3
	Entrepreneurship and Business Practices	Entrepreneurship and Business Practice	W	3
	Risk Management	Risk Management	W	3
	Strategic Management and Competitive Advantage	Strategic Management and Competitive Advantage	W	3
	Concentration Course 1	Concentration 1	WM	3
	Concentration Course 2	Concentration 2	WM	3
	Elective Course 3	Elective Subject 3	P	2
	NUMBER OF CREDITS			20

VII	Professional English	English for Business	W	3
	Community Service Program	Student Community Service (KKN)	W	4
	Apprenticeship	Internship	W	4
	Concentration Course 3	Concentration 3	WM	3
	Concentration Course 4	Concentration 4	WM	3
	NUMBER OF CREDITS			17
VIII	Thesis	Final Project	W	6
		NUMBER OF CREDITS		6
		TOTAL CREDITS		144

17. CPMK FORMULATION AND CONTRIBUTION TO CPL

Each course learning achievement (CPMK) contributes to the learning achievement of study program graduates (CPL Prodi). The calculation of contribution is determined based on the level of importance of CPMK to CPL Prodi. The higher the level of importance, the higher the weight of the contribution. Each CPMK provides 4 to 5 contributions to CPL Prodi. The distribution of contributions must cover the three aspects of attitude, skills and knowledge. The weight of the contribution uses a scale of 1 - 4 and is explained in table 12 below:

Level Kontribusi	Penjelasan
1	Memberikan kontribusi untuk menguatkan saja. Tanpa kontribusi CPMK, ekspektasi minimal CPL masih dapat tercapai.
2	Memberikan kontribusi sebagian kecil (25%). Tanpa kontribusi CPMK, CPL akan terwujud maksimal 75%.
3	Memberikan kontribusi yang dominan. Tanpa kontribusi CPMK, CPL akan terwujud sampai dengan 50%.
4	Memberikan kontribusi sangat dominan. CPL dipastikan tidak akan terwujud tanpa kontribusi CPMK.

Table 1 3 . Level of CPMK Contribution to CPL Study Program

Contribution of CMPK Semester 1 to CPL Management Study Program

MK Name	CPMK Formulation	Attitude		MY		Knowledge		KK	
		S1	S2	KU1	KU2	P1	P2	KK1	KK2
Al-Quran and Hadith	1. Students are able to demonstrate a responsible attitude as learners in the field of the Qur'an and Hadith.	✓		✓					
	2. Students are able to conclude understanding in the field of the Qur'an and Hadith	✓		✓					
Applied Mathematics for Business	1. Students are able to apply logical, critical, systematic and innovative thinking in organizations and implement science and technology that pays attention to and applies humanities values that are appropriate to the field of management.			✓		✓			
	2. Students are able to apply scientific thinking, master concepts, theories, methods and tools for analyzing management functions.			✓		✓			
Pancasila	1. Students are able to implement humanitarian	✓	✓						

	<p>values in carrying out tasks based on Pancasila.</p> <p>2. Students are able to act as citizens who have a sense of nationalism and love for their country based on Pancasila.</p>	✓	✓						
Introduction to Accounting	<p>1. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations, and Finance)</p> <p>2. Students are able to master methodology of analysis, strategy, and application of management functions (Marketing, HR, Operations, and Finance) and organizational functions (POAC)</p>					✓	✓		
Introduction to Business	<p>1. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations, and Finance)</p> <p>2. Students are able to master the methodology of analysis, strategy, and application of management functions (Marketing, HR, Operations and Finance) and organizational functions (POAC)</p>					✓	✓		
Introduction to Economics	<p>1. Students are able to act as citizens who love their country, obey the law and are disciplined, respect diversity, are independent and</p>		✓	✓					

	<p>responsible.</p> <p>2. Students are able to apply logical, critical, systematic and innovative thinking in organizations and implement the implementation of science and technology that pays attention to and applies humanities values that are appropriate to the field of management.</p>		✓	✓					
Introduction to Management	<p>1. Students are able to analyze and apply organizational functions (POAC)</p> <p>2. Students are able to analyzing organizational problems from a business perspective</p>						✓	✓	
							✓	✓	
Tahsinul Quran	<p>1. Students are able to</p> <p>2. Students are able to</p>								

Contribution of CMPK Semester 2 to CPL Management Study Program

MK Name	CPMK Formulation	Attitude		MY		Knowledge		KK	
		S1	S2	KU1	KU2	P1	P2	KK1	KK2
Cost Accounting	<p>1. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations and Finance)</p> <p>2. Students are able to master the methodology</p>					✓	✓		

	of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC)					✓	✓		
English	<p>1. Students are able to act as citizens who have a sense of nationalism and love for their country, obey the law and are disciplined, respect diversity, are independent and responsible.</p> <p>2. Students are able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise.</p>		✓	✓					
Global Business Communications	<p>1. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations and Finance)</p> <p>2. Students are able to master the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC)</p>					✓	✓		
Civic education	1. Students are able to be pious to God Almighty and are able to uphold humanitarian values in carrying out their duties based on								

	<p>Islamic and Muhammadiyah values.</p> <p>2. Students are able to act as citizens who have a sense of nationalism and love for their country, obey the law and are disciplined, respect diversity, are independent and responsible.</p>	✓	✓						
		✓	✓						
Indonesian Economy and Business	<p>1. Students are able to act as citizens who have a sense of nationalism and love for their country, obey the law and are disciplined, respect diversity, are independent and responsible.</p> <p>2. Students are able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise.</p>		✓	✓					
			✓	✓					
Organizational Behavior	<p>1. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations and Finance)</p> <p>2. Students are able to master the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational</p>					✓	✓		
						✓	✓		

	functions (POAC).								
Descriptive Statistics	<p>1. Students are able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise.</p> <p>2. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations and Finance)</p>			✓		✓			
				✓		✓			
Interdisciplinary Islam	<p>1. Students are able to integrate Islamic values in the development and application of science, technology and art (ipteks)</p> <p>2. Students are able to explain the Civilization of Knowledge in Islam</p> <p>3. Students are able to realize Islamic, effective and responsible economic values.</p>	✓		✓					
		✓		✓					
		✓		✓					

Contribution of CMPK Semester 3 to CPL Management Study Program

MK Name	CPMK Formulation	Attitude		MY		Knowledge		KK	
		S1	S2	KU1	KU2	P1	P2	KK1	KK2

Faith and Morals	1. Students are able to apply the values of faith to develop good deeds in social life.	✓		✓					
	2. Students are able to conclude knowledge in the field of Islamic Aqidah studies.	✓		✓					
Financial management	1. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations and Finance)					✓	✓		
	2. Students are able to master the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC)					✓	✓		
Operation Management	1. Students are able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise.			✓	✓				
	2. Students are able to apply leadership principles in teamwork.			✓	✓				
Marketing Management	1. Students are able to master the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational						✓	✓	

	<p>functions (POAC)</p> <p>2. Students are able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries.</p>						✓	✓	
Human Resource Management	<p>1. Students are able to apply leadership principles in teamwork.</p> <p>2. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations and Finance)</p>				✓	✓			
MO Analysis Practicum	<p>1. Students are able to</p> <p>2. Students are able to</p>								
Statistics and Multivariate Practicum	<p>1. Students are able to</p> <p>2. Students are able to</p>								
Management Information System	<p>1. Students are able to apply leadership principles in teamwork.</p> <p>2. Students are able to master the concepts and theories of management functions (HR, Operations, Marketing, and Finance).</p>				✓	✓			

Inferential Statistics	1. Students are able to master statistical applications, data processing and reading results and data analysis (POAC)						✓	✓	
	2. Students are able to evaluate, study and formulate inferential statistical functions.						✓	✓	

Contribution of CMPK Semester 4 to CPL Management Study Program

MK Name	CPMK Formulation	Attitude		MY		Knowledge		KK	
		S1	S2	KU1	KU2	P1	P2	KK1	KK2
Legal Aspects in Business	1. Students are able to act as citizens who love their country, obey the law and are disciplined, respect diversity, are independent and responsible.		✓	✓					
	2. Students are able to apply logical, critical, systematic and innovative thinking in organizations and implement the implementation of science and technology that pays attention to and applies humanities values that are appropriate to the field of management.		✓	✓					
Indonesian	1. Students are able to act as citizens who have a sense of nationalism and love for their country by appreciating the history, role and								

	<p>variety of the Indonesian language.</p> <p>2. Students are able to apply scientific thinking in decision making and scientific descriptive studies according to science. Indonesian</p>		✓	✓					
			✓	✓					
Islamic Business Ethics	<p>1. Students are able to act as citizens who love their country, obey the law and are disciplined, respect diversity, are independent and responsible.</p> <p>2. Students are able to apply logical, critical, systematic and innovative thinking in organizations and implement the implementation of science and technology that pays attention to and applies humanities values that are appropriate to the field of management.</p>		✓	✓					
			✓	✓					
Financial Institutional Management	<p>1. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations and Finance)</p> <p>2. Students are able to master the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and</p>					✓	✓		
						✓	✓		

	organizational functions (POAC)								
Strategic Financial Management	<p>1. Students are able to master the concepts and theories of management functions (Marketing, HR, Operations and Finance)</p> <p>2. Students are able to master the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC)</p>					✓	✓		
Operations Management and Innovation	<p>1. Students are able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise.</p> <p>2. Students are able to apply leadership principles in teamwork.</p>			✓	✓				
Strategic Marketing Management	<p>1. Students are able to master the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC)</p> <p>2. Students are able to evaluate, review and formulate organizational functions (POAC) in</p>					✓	✓		

	management both at the organizational level and various types of industries.					✓	✓		
Financial Management Practicum	1. Students are able to 2. Students are able to								
Sustainable Management	1. Students are able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries. 2. Students are able to identify problems and make managerial decisions and implement them appropriately in various types of organizations at the operational level, based on data and information analysis on organizational functions and management functions.							✓ ✓	✓ ✓

Contribution of CMPK Semester 5 to CPL Management Study Program

MK Name	CPMK Formulation	Attitude		MY		Knowledge		KK	
		S1	S2	KU1	KU2	P1	P2	KK1	KK2
Muhammadiyah	1. Students are able to 2. Students are able to								

Cooperative and BMT Management	<p>1. Students are able to apply scientific thinking, master concepts, theories, methods and tools for analyzing management functions.</p> <p>2. Students are able to design research with the correct methodology related to the development of the management field.</p>					✓	✓		
Business Research Methodology	<p>1. Students are able to apply scientific thinking, master concepts, theories, methods and tools for analyzing management functions.</p> <p>2. Students are able to design research with the correct methodology related to the development of the management field.</p> <p>3. Students are able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and type.</p>					✓	✓	✓	
Corporate Budgeting	<p>1. Students are able to apply scientific thinking, master concepts, theories, methods and tools for analyzing management functions.</p> <p>2. Students are able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and type.</p>					✓		✓	
Digital Marketing	1. Students are able to								

Practicum	2. Students are able to								
HR Practicum	1. Students are able to 2. Students are able to								
Business Feasibility Study	1. Students are able to master the methodology of analysis, strategy, and application of management functions (marketing, HR, Operations and Finance) and organizational functions (POAC) 2. Students are able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and various types of industries.							✓	✓
Elective Course 1	1. Students are able to 2. Students are able to								
Elective Course 2	1. Students are able to 2. Students are able to								

Contribution of CMPK Semester 6 to CPL Management Study Program

MK Name	CPMK Formulation	Attitude		MY		Knowledge		KK	
		S1	S2	KU1	KU2	P1	P2	KK1	KK2
International Business	<p>1. Students are able to act as citizens who love their country, obey the law and are disciplined, respect diversity, are independent and responsible.</p> <p>2. Students are able to apply logical, critical, systematic and innovative thinking in organizations and implement the implementation of science and technology that pays attention to and applies humanities values that are appropriate to the field of management.</p>		✓	✓					
Entrepreneurship and Business Practices	<p>1. Students are able to</p> <p>2. Students are able to</p>								
Risk Management	<p>1. Students are able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and industry type.</p> <p>2. Students are able to identify problems and make managerial decisions and implement them appropriately in various types of</p>							✓	✓

	organizations at the operational level, based on data and information analysis on organizational functions and management functions.							✓	✓
Strategic Management and Competitive Advantage	<p>1. Students are able to design research with the correct methodology related to the development of the management field.</p> <p>2. Students are able to evaluate, review and formulate organizational functions (POAC) in management both at the organizational level and industry type.</p>						✓	✓	
Concentration Course 1	<p>1. Students are able to</p> <p>2. Students are able to</p>								
Concentration Course 2	<p>1. Students are able to</p> <p>2. Students are able to</p>								
Elective Course 3	<p>1. Students are able to</p> <p>2. Students are able to</p>								

Contribution of CMPK Semester 7 to CPL Management Study Program

MK Name	CPMK Formulation	Attitude	MY	Knowledge	KK
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		S1	S2	KU1	KU2	P1	P2	KK1	KK2
Professional English	<p>1. Students are able to act as citizens who have a sense of nationalism and love for their country, obey the law and are disciplined, respect diversity, are independent and responsible.</p> <p>2. Students are able to think scientifically in decision making and scientific descriptive studies of science and technology by paying attention to humanitarian values according to their field of expertise.</p>		✓	✓					
Community Service Program	<p>1. Students are able to</p> <p>2. Students are able to</p>								
Apprenticeship	<p>1. Students are able to</p> <p>2. Students are able to</p>								
Concentration Course 3	<p>1. Students are able to</p> <p>2. Students are able to</p>								
Concentration Course 4	<p>1. Students are able to</p> <p>2. Students are able to</p>								

Contribution of CMPK Semester 8 to CPL Management Study Program

MK Name	CPMK Formulation	Attitude		MY		Knowledge		KK	
		S1	S2	KU1	KU2	P1	P2	KK1	KK2
Thesis	1. Students are able to 2. Students are able to								

18. SEMESTER LEARNING PLAN

Semester Learning Plan (RPS) is a learning planning document prepared as a guide for students in carrying out lecture activities for one semester to achieve the learning outcomes that have been set. The learning design for the Management Study Program course consists of two stages. The first stage is the creation of a semester learning plan (RPS) that uses the principle of outcome-based education (OBE) and is prepared with a modular system. Outcome-based education (OBE) is a planning system that starts from determining learning outcomes, then followed by determining assessment standards and criteria. The next stage is planning student learning activities.

The Management Study Program requires all courses to have a RPS that contains at least:

- a. Course identity: Name of Study Program, Name and Course Code, Semester, Credits, Name of Lecturer
- b. Validation
- c. CPL-CPMK-Sub-CPMK
- d. Brief Description of Course
- e. Study Materials/Learning Materials
- f. Library
- g. Prerequisite Courses
- h. Rubric
- i. Lesson Plan Table. The Lesson Plan Table contains Meetings, Expected Abilities, Study Materials/Learning Materials, Learning Methods-Learning Experiences, Time, Assessment Techniques/Forms, Assessment Indicators and Assessment Weights.

The RPS that has been prepared and approved by the study program and contains information about the implementation of lectures must be used during the implementation of learning. The amount of study load can be used to determine the duration of learning: 1 (one) credit of the learning process in the form of lectures and similar forms of learning, including 50 minutes of face-to-face activities every week, 50 minutes of structured assignments every week, and 50 minutes of independent activities every week, a total of 150 minutes every week; 1 (one) credit of the learning process in the form of laboratory practicums and similar forms of learning has a total time of 170 minutes every week.

19. LEARNING RESOURCES AND LEARNING TOOLS

Learning at Ahmad Dahlan University will facilitate students to be able to reconstruct knowledge. To support this, UAD uses several learning platforms.

The Management Study Program uses various types of learning media, including Offline,

Blended, and Online.

- a. Offline (offline): using media in class (face-to-face) without e-learning media or similar;
- b. Blended learning: lectures using a combination of e-learning or similar media and direct face-to-face; and
- c. Online (online): lectures using e-learning media entirely.

20. ASSESSMENT METHOD

The assessment method applied in the Management Study Program is authentic assessment, which is the process of assessing abilities (knowledge, skills and attitudes) through learning outcomes. The word authentic represents two aspects, namely the real abilities possessed by students and abilities that reflect areas of expertise.

Principle	Explanation	Form
Educative	To provide feedback, through reflection and improvement of strategies/methods and learning outcomes.	<ol style="list-style-type: none">1. Assignments that produce an outcome.2. Reflections on capacity building and improvement strategies.3. Contribution to improving the quality of learning to meet learning outcomes by students in class. <p>Note: all forms of assessment must have a rubric.</p>
Authentic	Reflects students' real ability to produce output that is appropriate to their field of expertise.	
Objective	Implemented based on criteria (rubric) agreed upon between lecturers and students with areas of expertise.	
Accountable	Assess aspects of essential evidence that refer to the criteria and standards for successful learning outcomes in the field of expertise.	
Transparent	Available and easy to access by stakeholders.	

The forms of assessment applied in PS Management include:

- a. Quiz
- b. Independent Assignment
- c. Project Assignment
- d. Group task
- e. Presentation Assignment

f. Competence test

g. Observation

h. Pretest

i. Response

j. Practical exam

**KEPUTUSAN REKTOR UNIVERSITAS AHMAD DAHLAN
NOMOR 349 TAHUN 2024**

**TENTANG
KURIKULUM PROGRAM STUDI MANAJEMEN PROGRAM SARJANA (S1)
FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS AHMAD DAHLAN**



REKTOR UNIVERSITAS AHMAD DAHLAN,

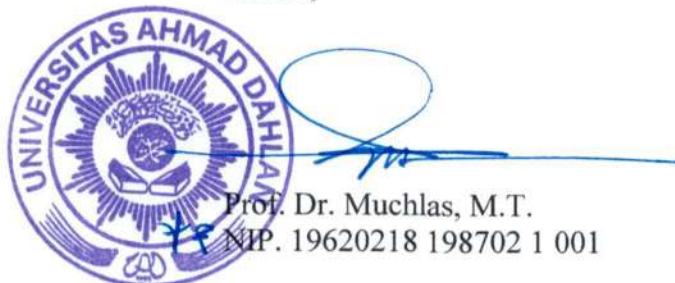
- Menimbang : a. bahwa untuk menjaga akuntabilitas Program Studi dalam penyelenggaraan program akademik perlu kurikulum Program Studi yang jelas dan sesuai dengan kebutuhan kompetensi lulusan;
- b. bahwa kurikulum Program Studi merupakan acuan bagi seluruh layanan akademik dan sistem informasi pendukung layanan akademik, sehingga perubahan kurikulum perlu dilakukan dengan struktur dan aturan yang jelas;
- c. bahwa berdasarkan Surat Kepala Lembaga Pengembangan Pendidikan Nomor U13/348/D.0/IX/2024 tentang Permohonan SK Kurikulum 2024 Prodi S1 Manajemen;
- d. bahwa berdasarkan pertimbangan sebagaimana dimaksud pada huruf a, huruf b, dan huruf c perlu menetapkan Keputusan Rektor tentang Kurikulum Program Studi Manajemen Program Sarjana (S1) Fakultas Ekonomi dan Bisnis Universitas Ahmad Dahlan;
- Mengingat : 1. Undang-Undang Nomor 12 Tahun 2014 tentang Pendidikan Tinggi;
2. Peraturan Pemerintah Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan Tinggi dan Pengelolaan Perguruan Tinggi;
3. Anggaran Dasar dan Anggaran Rumah Tangga Muhammadiyah;
4. Pedoman Pimpinan Pusat Muhammadiyah Nomor 02/PED/I.0/B/2012 tentang Perguruan Tinggi Muhammadiyah;
5. Ketentuan Majelis Pendidikan Tinggi Pimpinan Pusat Muhammadiyah Nomor 0117/KTN/I.3/D/2020 tentang Ketentuan Pelaksanaan Pedoman Pimpinan Pusat Muhammadiyah Nomor 02/PED/I.0/B/2012 tentang Perguruan Tinggi Muhammadiyah;
6. Ketentuan Majelis Pendidikan Penelitian dan Pengembangan Pimpinan Pusat Muhammadiyah Nomor 0004/KTN/I.3/2022 tentang Statuta Universitas Ahmad Dahlan Tahun 2022;

MEMUTUSKAN:

- Menetapkan : **KEPUTUSAN REKTOR TENTANG KURIKULUM PROGRAM STUDI MANAJEMEN PROGRAM SARJANA (S1) FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS AHMAD DAHLAN.**
- Kesatu : Kurikulum Program Studi Manajemen Program Sarjana (S1) Fakultas Ekonomi dan Bisnis Universitas Ahmad Dahlan sebagaimana tercantum dalam lampiran Keputusan ini dan mulai berlaku pada Semester Genap Tahun Akademik 2024/2025.
- Kedua : Kurikulum sebagaimana dimaksud dalam diktum Kesatu sebagai acuan bagi seluruh layanan akademik dan sistem informasi pendukung layanan akademik di Program Studi Manajemen Program Sarjana (S1) Fakultas Ekonomi dan Bisnis Universitas Ahmad Dahlan.
- Ketiga : Keputusan ini mulai berlaku pada tanggal ditetapkan.

Ditetapkan di Yogyakarta
Pada tanggal 15 Rabiul Akhir 1446 H
18 Oktober 2024 M

Rektor,



Prof. Dr. Muchlas, M.T.
NIP. 19620218 198702 1 001

Tembusan:

1. Wakil Rektor Bidang Akademik;
 2. Dekan Fakultas Ekonomi dan Bisnis;
 3. Kepala Biro Akademik dan Admisi;
 4. Kepala Lembaga Pengembangan Pendidikan;
 5. Kaprodi Manajemen (S1);
- Universitas Ahmad Dahlan.

Lampiran : Keputusan Rektor Universitas Ahmad Dahlan
 Nomor : 349 Tahun 2024
 Tanggal : 18 Rabiul Akhir 1446 H/21 Oktober 2024 M
 Tentang : Kurikulum Program Studi Manajemen Program Sarjana (S1) Fakultas Ekonomi dan
 Bisnis Universitas Ahmad Dahlan

**STRUKTUR KURIKULUM PROGRAM STUDI S1 MANAJEMEN
 FAKULTAS EKONOMI DAN BISNIS
 TAHUN 2024**

Semester 1

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
1	241110130	Matematika Terapan untuk Bisnis (<i>Mathematics for Business</i>)	Wajib	1	3	
2	241110220	Pancasila (<i>Pancasila</i>)	Wajib	1	2	
3	241110330	Pengantar Akuntansi (<i>Accounting for Business</i>)	Wajib	1	3	
4	241110430	Pengantar Bisnis (<i>Business Essential</i>)	Wajib	1	3	
5	241110530	Pengantar Ilmu Ekonomi (<i>Introduction to Economics</i>)	Wajib	1	3	
6	241110630	Pengantar Manajemen (<i>Fundamental of Management</i>)	Wajib	1	3	
7		Mata Kuliah AIK 1 (<i>Al-Islam and Kemuhammadiyah Subjects 1</i>)	Wajib	1	2	
Jumlah sks					19	

No	Kode MK	Nama Mata Kuliah AIK 1 (Pilih Sesuai Agama)	Sifat	Sem	sks	Kode MK Prasyarat
1	241110720	Al-Qur'an dan Hadis* (<i>Al-Quran and Hadis</i>)	Wajib	1	2	
2	241110820	Islam dan Agama-Agama Dunia** (<i>Islam and World Religions</i>)	Wajib	1	2	

* khusus untuk yang beragama Islam ** khusus untuk yang beragama non Islam

AIK = Al-Islam dan Kemuhammadiyah

Semester 2

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
1	241120130	Akuntansi Biaya (<i>Cost Accounting</i>)	Wajib	2	3	241110330
2	241120230	Bahasa Inggris (<i>English</i>)	Wajib	2	3	
3	241120330	Komunikasi Bisnis Global (<i>Global Business Communication</i>)	Wajib	2	3	241110430
4	241120420	Pendidikan Kewarganegaraan (<i>Civic Education</i>)	Wajib	2	2	
5	241120520	Perekonomian dan Bisnis Indonesia (<i>Indonesian Economy and Business</i>)	Wajib	2	2	241110530
6	241120630	Perilaku Keorganisasian (<i>Organizational Behaviour</i>)	Wajib	2	3	241110630

f e

7	241120720	Statistik Deskriptif (<i>Statistics for Business</i>)	Wajib	2	2	
8		Mata Kuliah AIK 2 (<i>Al-Islam and Kemuhammadiyah Subjects 2</i>)	Wajib	2	2	
Jumlah sks					20	
No	Kode MK	Nama Mata Kuliah AIK 2 (Pilih Sesuai Agama)	Sifat	Sem	sks	Kode MK Prasyarat
1	241120820	Islam Interdisipliner* (<i>Interdisciplinary Islam</i>)	Wajib	4	2	
2	241120920	Studi Keilmuan Islam** (<i>Islamic Studies</i>)	Wajib	4	2	

* khusus untuk yang beragama Islam ** khusus untuk yang beragama non Islam

Semester 3

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
1	241130130	Manajemen Keuangan (<i>Financial Management</i>)	Wajib	3	3	241110630, 241110430
2	241130230	Manajemen Operasi (<i>Operation Management</i>)	Wajib	3	3	241110630, 241110430
3	241130320	Manajemen Pemasaran (<i>Marketing Management</i>)	Wajib	3	2	241110630, 241110430
4	241130430	Manajemen Sumber Daya Manusia (<i>Human Resource Management</i>)	Wajib	3	3	241110630, 241110430
5	241130511	Praktikum Analisis MO (<i>Workshop OM Analysis</i>)	Wajib	3	1	
6	241130611	Praktikum Statistik dan Multivariate (<i>Workshop Statistics and Multivariate</i>)	Wajib	3	1	
7	241130730	Sistem Informasi Manajemen (<i>Management Information System</i>)	Wajib	3	3	
8	241130830	Statistik Inferensial (<i>Statistics for Research</i>)	Wajib	3	3	241120720
9		Mata Kuliah AIK 3 (<i>Al-Islam and Kemuhammadiyah Subjects 3</i>)	Wajib	3	2	
Jumlah sks					21	

No	Kode MK	Nama Mata Kuliah AIK 3 (Pilih Sesuai Agama)	Sifat	Sem	sks	Kode MK Prasyarat
1	241130920	Akidah dan Akhlak* (<i>Akidah and Akhlak</i>)	Wajib	3	2	
2	241131020	Etika Islam** (<i>Islamic Ethics</i>)	Wajib	3	2	

* khusus untuk yang beragama Islam ** khusus untuk yang beragama non Islam

Semester 4

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
1	241140120	Aspek Hukum dalam Bisnis (<i>Legal Aspect in Business</i>)	Wajib	4	2	

2	241140220	Bahasa Indonesia (<i>Bahasa Indonesia</i>)	Wajib	4	2	
3	241140320	Etika Bisnis Islam (<i>Islamic Business Ethics</i>)	Wajib	4	2	
4	241140430	Manajemen Kelembagaan Keuangan (<i>Financial Institutions Management</i>)	Wajib	4	3	
5	241140530	Manajemen Keuangan Strategis (<i>Strategic Financial Management</i>)	Wajib	4	3	241130130
6	241140630	Manajemen Operasi dan Inovasi (<i>Operations and Innovation Management</i>)	Wajib	4	3	241130230
7	241140720	Manajemen Pemasaran Strategis (<i>Strategic Marketing Management</i>)	Wajib	4	2	241130320
8	241140811	Praktikum Manajemen Keuangan (<i>Workshop Financial Management</i>)	Wajib	4	1	
9	241140930	Sustainable Management	Wajib	4	3	
Jumlah sks					21	

Semester 5

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
1	241150130	Manajemen Koperasi dan BMT (<i>Koperasi and BMT Management</i>)	Wajib	5	3	241140430
2	241150230	Metodologi Penelitian Bisnis (<i>Research Methodology for Business</i>)	Wajib	5	3	241130830, 241140220
3	241150330	Penganggaran Perusahaan (<i>Corporate Budgeting</i>)	Wajib	5	3	241130130
4	241150411	Praktikum Digital Marketing (<i>Workshop Digital Marketing</i>)	Wajib	5	1	241140720
5	241150511	Praktikum SDM (<i>Workshop HRM</i>)	Wajib	5	1	241130430
6	241150630	Studi Kelayakan Bisnis (<i>Global Business Valuation</i>)	Wajib	5	3	241140530, 241140720, 241140630, 241130430,
7		Mata Kuliah AIK 4 (<i>Al-Islam and Kemuhammadiyah Subjects 4</i>)	Wajib	5	2	
8		Mata Kuliah Pilihan 1 (<i>Elective Subject 1</i>)	Wajib	5	2	
9		Mata Kuliah Pilihan 2 (<i>Elective Subject 2</i>)	Wajib	5	2	
Jumlah sks					20	

No	Kode MK	Nama Mata Kuliah AIK 4 (Pilih Sesuai Agama)	Sifat	Sem	sks	Kode MK Prasyarat
1	241150720	Kemuhammadiyah*	Wajib	5	2	
2	241150820	Studi Kemuhammadiyah**	Wajib	5	2	

* khusus untuk yang beragama Islam ** khusus untuk yang beragama non Islam

Mata Kuliah Pilihan Semester 5

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
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HR

1	241150920	Hubungan Industrial dan Ketenagakerjaan (<i>Industrial Relations and Employment</i>)	Pilihan	5	2	
2	241151020	Hukum Pajak (<i>Tax Law</i>)	Pilihan	5	2	
3	241151120	Islamic Philanthropy	Pilihan	5	2	
4	241151220	Pemasaran Ritel (<i>Retail Marketing</i>)	Pilihan	5	2	
5	241151320	Sistem Pengendalian Manajemen (<i>Management Control System</i>)	Pilihan	5	2	

Semester 6

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
1	241160130	Bisnis Internasional (<i>International Business</i>)	Wajib	6	3	241140530, 241140720, 241140630, 241130430
2	241160230	Kewirausahaan dan Praktek Bisnis (<i>Entrepreneurship and Business Practice</i>)	Wajib	6	3	241140530, 241140720, 241140630, 241130430
3	241160330	Manajemen Risiko (<i>Risk Management</i>)	Wajib	6	3	241140530, 241140720, 241140630, 241130430
4	241160430	Manajemen Stratejik dan Keunggulan Bersaing (<i>Strategic Management and Competitive Advantage</i>)	Wajib	6	3	241140530, 241140720, 241140630, 241130430, 241140120, 241140320
5		Mata Kuliah Peminatan (<i>Interest Subjects</i>)	Wajib Peminatan	6	6	
7		Mata Kuliah Pilihan 3 (<i>Elective Subject 3</i>)	Wajib	6	2	
Jumlah sks					20	

Mata Kuliah Wajib Peminatan Semester 6

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
Keuangan						
1	241160530	Islamic Finance	Wajib	6	3	241140530
2	241160630	Teori Portofolio dan Analisis Investasi (<i>Portfolio Theory and Investment Analysis</i>)	Wajib	6	3	241140530
Pemasaran						
1	241160730	Manajemen Pemasaran Internasional (<i>International Marketing Management</i>)	Wajib	6	3	241140720
2	241160830	Perilaku Konsumen (<i>Consumer Behaviour</i>)	Wajib	6	3	241140720
SDM						

tr

1	241160930	Manajemen Perubahan (<i>Change Management</i>)	Wajib	6	3	241130430
2	241161030	Manajemen SDM Internasional (<i>International Human Resource Management</i>)	Wajib	6	3	241130430
Manajemen Operasi						
1	241161130	Manajemen Mutu Terpadu (<i>Integrated Quality Management</i>)	Wajib	6	3	241140630
2	241161230	Manajemen Proyek dan Procurement (<i>Project Management and Procurement</i>)	Wajib	6	3	241140630
Digipreneurship						
1	241161430	Creative Digital Business	Wajib	6	3	241130730
2	241161330	Technopreneurship	Wajib	6	3	241160230

Mata Kuliah Pilihan Semester 6

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
1	241161520	Analisis Laporan Keuangan (<i>Financial Report Analysis</i>)	Pilihan	6	2	
2	241161620	Bahasa Mandarin (<i>Mandarin Language</i>)	Pilihan	6	2	
3	241161720	Budaya Organisasi (<i>Organizational Culture</i>)	Pilihan	6	2	
4	241161820	English for Academic Writing	Pilihan	6	2	
5	241161920	Manajemen Jasa (<i>Service Management</i>)	Pilihan	6	2	

Semester 7

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
1	241170130	Bahasa Inggris Profesional (<i>English for Business</i>)	Wajib	7	3	241120230
2	241170244	Kuliah Kerja Nyata (<i>Student Community Service</i>)	Wajib	7	4	
3	241170344	Magang (<i>Internship</i>)	Wajib	7	4	241140530, 241140720, 241140630, 241130430
4		Mata Kuliah Peminatan (<i>Interest Subjects</i>)	Wajib Peminatan	7	6 atau 7	
Jumlah sks					17 atau 18	

Mata Kuliah Wajib Peminatan Semester 7

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
Keuangan						
1	241170430	Finance Behavior	Wajib	7	3	241140530
2	241170511	Praktikum Analisis Portofolio & Investasi (<i>Workshop Portfolio Theory and Investment Analysis</i>)	Wajib	7	1	

✍

3	241170630	Seminar Proposal Penelitian (Manajemen Keuangan) (<i>Research Proposal Seminar (Financial Management)</i>)	Wajib	7	3	241150230, 241160530, 241160630
Pemasaran						
1	241170730	E-Commerce	Wajib	7	3	241140720
2	241170830	Seminar Proposal Penelitian (Manajemen Pemasaran) (<i>Research Proposal Seminar (Marketing Management)</i>)	Wajib	7	3	241150230, 241160730, 241160830
SDM						
1	241170930	Manajemen Kinerja SDM (<i>Performance Management</i>)	Wajib	7	3	241130430
2	241171030	Seminar Proposal Penelitian (Manajemen SDM) (<i>Research Proposal Seminar (Human Resource Management)</i>)	Wajib	7	3	241150230, 241160930, 241161030
Manajemen Operasi						
1	241171130	Manajemen Rantai Pasokan dan Logistik (<i>Supply Chain and Logistics Management</i>)	Wajib	7	3	241140630
2	241171230	Seminar Proposal Penelitian (Manajemen Operasi) (<i>Research Proposal Seminar (Operation Management)</i>)	Wajib	7	3	241150230, 241161130, 241161230
Digipreneurship						
1	241171330	Digital Innovation Strategy	Wajib	7	3	241160430
2	241171430	Seminar Proposal Penelitian (Digipreneurship) (<i>Research Proposal Seminar (Digipreneurship)</i>)	Wajib	7	3	241150230, 241161430, 241161330

Semester 8

No	Kode MK	Nama Mata Kuliah	Sifat	Sem	sks	Kode MK Prasyarat
1	241180160	Tugas Akhir (<i>Final Project</i>)	Wajib	8	6	241150230, 241140220
Jumlah sks					6	

Total sks

144
atau 145

Rektor,



Prof. Dr. Muchlas, M.T.
NIP 19620218 198702 1 001



LAPORAN

BENCHMARKING INTERNASIONAL : KURIKULUM

26 April 2024

Peninjauan Kurikulum: Multinasional Company (EAST WEST SEED)

Fakultas Ekonomi dan Bisnis melaksanakan kegiatan peninjauan visi misi dan kurikulum dilingkungan FEB dalam rangka peningkatan daya saing dengan Perusahaan Multinasional East West Seed.

Pelaksanaan Kegiatan dilaksanakan pada:

Hari/ Tanggal : 26 April 2024.

Tempat : *Online Meeting (Gmeet)*

Narasumber : Jundi Rahmanto
General Manager East West Seed

Tujuan kegiatan ini untuk meningkatkan daya saing FEB UAD dengan melakukan peninjauan kurikulum bersama perusahaan multinasional sebagai benchmarking FEB UAD meningkatkan daya saing Fakultas dan Program Studi. Kegiatan ini mencermati kurikulum yang dimiliki oleh masing-masing program studi agar daya saing lulusan UAD memiliki daya saing berskala internasional.

Kegiatan ini dihadiri oleh.

1. Dekan
2. Wakil Dekan dilingkungan FEB UAD
3. Penjamin Mutu Fakultas
4. Ketua Program Studi dan Sekretaris Program Studi dilingkungan FEB UAD
 - Program Studi Ekonomi Pembangunan
 - Program Studi Manajemen
 - Program Studi Akuntansi
 - Program Studi Bisnis Jasa Makanan
5. Penjamin Sistem Mutu Program Studi
 - Program Studi Ekonomi Pembangunan
 - Program Studi Manajemen
 - Program Studi Akuntansi
 - Program Studi Bisnis Jasa Makanan
6. Tim Kurikulum Program Studi
 - Program Studi Ekonomi Pembangunan
 - Program Studi Manajemen
 - Program Studi Akuntansi
 - Program Studi Bisnis Jasa Makanan

NOTULEN RAPAT

Rapat Tanggal : 26 April 2024 (Online)	Nomor Undangan Rapat :
Hal : Peninjauan VMTS dan _____ Kurikulum	Halaman : dari
Narasumber 1. Jundi anto General Manager East West Seed Indonesia	

No.	Topik Pembahasan	Keputusan/Rencana tindak lanjut	Batas waktu	Penanggung Jawab
1	VMTS dan Kurikulum	<p>Dekan FEB</p> <ol style="list-style-type: none"> 1. Attitude menjadi hal yang penting untuk diperhatikan 2. Proses menjadi titik tekan untuk melatih mahasiswa menjadi lebih kuat, lebih tangguh. 3. Kognitif perlu diperkuat dan attitude menjadi lebih penting untuk menjadi perhatian. Dan perlu menjadi penekanan pada pembelajaran karena diperlukan nantinya di dunia kerja. <p>Jundi Rakhmanto</p> <ol style="list-style-type: none"> 1. Konsep yang dibangun pada saat membangun organisasi adalah pasar. 2. Insight pengguna perlu diperhatikan dan perlu lebih explore pasar pengguna lulusan FEB UAD. 3. Pandangan praktisi. Fresh graduate banyak melihat <ol style="list-style-type: none"> a. asal dari perguruan tinggi. (brand equity). (filtering 1) b. User melihat bagaimana psikologi test. Melihat apakah kandidat sesuai dengan perusahaan yang ada. <ul style="list-style-type: none"> - Capability knowledge (rata-rata 10% pemahaman dari perkuliahan yang tercapture dalam test) - Attitude (Mental Attitude). <p>Tanya Jawab</p> <p>Questions</p> <p>Dekan FEB.</p> <ol style="list-style-type: none"> a. Attitude menjadi hal yang penting, di UAD terdapat mata kuliah AIK. Apakah attitude dalam hal berkaitan dengan sistem. Misal terkait kejujuran apabila terdapat titip tanda tangan langsung skorsing dsb. b. Lulusan sudah dibagi menjadi bbrp capaian. Job seeker, entrepreneur atau academic. Apakah konsentrasi dimulai dari awal perkuliahan atau di akhir perkuliahan. 		

Answer:

Jundi Rakhmanto

1. Attitude menjadi hal penting beberapa perusahaan menerapkan hukum yang jelas untuk pelanggaran. Attitude lebih ke pantang menyerah, siap untuk bekerja keras karena perusahaan tetap menggunakan prinsip ekonomi. Dan produktivitas menjadi hal penting bagi perusahaan.
2. Outcome. Entrepreneur tidak dibangun dari edukasi namun lebih ke pengalaman dan jaringan. Beberapa pengalaman banyak pemilik perusahaan adalah lulusan di bawah S1. Rekomendasi lebih kepada jalur employee akan lebih dominan dan seandainya entrepreneur bisa diawali dengan menjadi employee terlebih dahulu.

Question.

Kaprodi Akuntansi

1. Softskill apa saja yang perlu dibekali untuk mahasiswa.
2. Kompetensi atau sertifikasi apa saja yang dibutuhkan untuk mahasiswa.

Answer.

Jundi Rakhmanto.

1. Softskill
 - Leadership.
Ada 3 kelemahan mahasiswa UGM tentang pertanyaan gaji, Ketidakmampuan Menyetir, Kemampuan Bahasa Inggris.
Konsep leadership getting result from the other
 - Communication.
Getting Trust from the other
2. Sertifikasi kompetensi
 - Fresh graduate untuk sertifikasi menjadi tambahan referensi untuk memilih pelamar kerja.
 - Sertifikat seperti pengalaman magang.
3. Kunci sukses
 - Ability (1-100)
 - Attitude (-100 – 100)
 - Attitude yang baik menjadi potensi untuk upgrade mahasiswa untuk bekerja.

Question.

Retty Ikawati (Bisma)

1. Apakah ada metode yang baik pada manajemen trainee ditengah mahasiswa milenial saat ini memiliki cara pandang yang berbeda. Best practice apa untuk mengcreate mahasiswa Gen Z untuk memahami budaya kerja di institusi.

Answer

Jundi Rakhmanto

1. Loyalitas Gen Z sangat berbeda dan cenderung memilih tidak bekerja apabila terdapat tekanan dari perusahaan. Cocok ayo jika tidak out.
2. UAD perlu membangun brand equity.

Question

Poppy Laksita Rini (Manajemen)

1. Kemampuan bahasa inggris untuk fresh graduate untuk perusahaan MNC seperti apa untuk bisa masuk dalam perusahaan MNC. Berapa TOEFL atau IELTS sperti apa.
2. Pengalaman dari kampus hanya 10% menjadi bekal mahasiswa untuk dunia kerja. Terdapat gap atau ketidakefisienan bekal yang dimiliki oleh mahasiswa. Bagaimana metode pembelajaran untuk mahasiswa agar memiliki bekal lebih. Apakah lebih banyak praktik, penggunaan peralatan atau seperti apa. Agar gap yang dimiliki mahasiswa dapat menjadi lebih kecil.

Answer

Jundi Rakhmanto.

1. Multinasional Company terkait dengan kebutuhan didunia kerja lebih kepada mahasiswa tidak loading terlalu lama ketika berbicara.
2. Learning structure di MNC lebih 10% yang diterima. Sebagian besar ada di on the job training dan networking menjadi hal yang dominan. Hampir 70 – 80% untuk bekal mahasiswa. Knowledge pasti bermanfaat dan lainnya yang penting adalah attitude.
3. Formula learning. Networking menjadi bekal yang penting. Ada 2 keseimbangan yang diperlukan yaitu networking akademisi dan multinasional company untuk menemukan uniq selling dari mahasiswa UAD.

Question

Rifki Khoirudin

1. Softskill apakah lebih penting dari hardskill

Answer

Jundi Rakhmanto

1. Softskill dan Hardskill tergantung penggunaan.

Kesimpulan

1. Untuk internasionalisasi perlu brand equity untuk FEB UAD untuk bisa diakui secara internasional.
2. Sistem pembelajaran disamping transfer knowledge perlu pendidikan karakter lebih agar lebih tangguh dan resilience.
3. Perlu networking by desain sabagai unique selling point lulusan sehingga perguruan tinggi lebih baik.

Closing

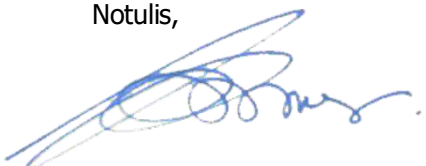
		1. UAD perlu asesment lulusan untuk mengetahui kebutuhan pasar UAD.		
	Catatan Bu Poppy	<p>Notulensi Diskusi Review Kurikulum dan Visi-Misi</p> <p>Jumat, 26 April 2024 20.00 – 21.30</p> <p>Jundi Rakhmanto General Manager East West Seed Indonesia</p> <p>Masukan :</p> <ol style="list-style-type: none"> 1. Prodi manajemen milestone sudah jauh, prodi yang lain baru sampai tahun 2025. 2. Fresh graduate adalah sebuah “brand equity” dari perguruan tingginya. 3. Untuk kebutuhan fresh graduate biasanya dipilih dari PTN besar karena “brand equity” alumninya sudah proven. 4. Attitude merupakan hal yang penting dan dominan bagi industri, namun belum begitu tercermin dalam Kurikulum yang ada. 5. Attitude yang dibutuhkan industry seperti persistence, pantang menyerah, mau berusaha keras. 6. Dosen-dosen praktisi perlu diperbanyak untuk mengajar dan bertemu mahasiswa supaya mahasiswa bisa mendapatkan gambaran tentang kehidupan industry, kehidupan pekerjaan. 7. Softskills yang perlu dibekali ke mahasiswa: <ol style="list-style-type: none"> a. Leadership b. Komunikasi 8. Sertifikasi/kompetensi bagi fresh graduate tidak wajib, tetapi jika ada lebih baik. Pengalaman magang di perusahaan-perusahaan besar akan menjadi bekal yang baik bagi fresh graduate. 9. UAD harus memiliki Brand Equity yang lebih baik dari sekarang, sehingga bisa menjadi tujuan perusahaan-perusahaan MNC untuk mencari karyawan. 10. Tidak perlu semua mahasiswa disiapkan, tapi cukup 20% disiapkan menjadi alumni yang benar-benar unggulan sehingga bisa menjadi brand equity alumni UAD. 11. Bare minimum kemampuan Bahasa inggris : <ol style="list-style-type: none"> a. Mampu berkomunikasi aktif dalam berbahasa inggris b. Skor Bahasa inggris minimum bisa mengacu pada skor minimum Bahasa inggris untuk masuk MT atau perguruan tinggi asing. 		

		<p>12. Knowledge harus dipraktekan sehingga menjadi skill/capability karena setelah menjadi capability akan lebih long last.</p> <p>13. Membekali mahasiswa dengan networking juga hal yang penting, bagaimana membangun relasi.</p> <p>14. Networking dengan akademisi dan networking dengan praktisi/industri perlu diseimbangkan, dan usahakan networkingnya global dan pada perusahaan bonafid.</p> <p>15. Pada kenyataannya di dunia industry, hardskill bukan yang lebih dominan tetapi lebih dititikberatkan pada softskill.</p>		
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Hadir :

1. Jundi Rakhmanto
2. Dr. Dini Yuniarti
3. Amir Hidayatulloh
4. Dyah Fitriani
5. Rifki Khoirudin
6. Tina Sulistiyani
7. Sartini Wardiwiyo
8. Yunda Maymanah Rahmadewi
9. Muhammad Hamdi
10. Adhitya Rechandy Chrsitian
11. Retty Ikawati
12. Poppy Laksita Rini
13. Indah Sofiyah
14. Nabila Na'ma Aisha
15. Nurul Azizah
16. Rikha Muftia Khoirunnisa
17. Firsty Romadhona Amalia Lubis

Yogyakarta ,26 April 2024
Notulis,



Adhitya Rechandy Christian, S.E., M.M

Daftar Hadir dan Foto Kegiatan

The screenshot shows a Zoom meeting window. The main content is a PowerPoint presentation titled "VISI" (Vision) for FEB (Fakultas Ekonomi dan Bisnis) at UAD (Universitas Ahmad Dahlan). The presentation lists three vision points:

- UAD**: Menjadi Perguruan Tinggi yang unggul dan inovatif, mengabdikan kepada kepentingan bangsa dan umat manusia yang dijiwai nilai-nilai Islam
- FEB**: Menjadi Fakultas yang Unggul dan inovatif dalam Bidang Ekonomi, Bisnis, Entrepreneurship, Diakui Global, Mengabdikan kepada Kepentingan Bangsa dan Umat Manusia, Berdasarkan Nilai-Nilai Islam
- MM**: Menjadi Program Studi Manajemen Program Magister yang unggul dan inovatif dalam bidang manajemen, bisnis, dan entrepreneurship berwawasan global, mengabdikan kepada kepentingan bangsa dan umat manusia yang dijiwai nilai-nilai Islam tahun 2035.

On the right side of the Zoom window, there is a vertical list of participants:

- Dini Yuniarti
- Adhitya Rehandy Christian
- Muhammad Hamdi UAD
- Jundi Rakhmanto
- poppy rini

The screenshot shows a Zoom meeting window with a grid of participants. The participants are arranged in a grid, with some names visible below their video feeds:

- Jundi Rakhmanto
- Adhitya Rehandy Christian
- retty ikawati
- poppy rini
- Muhammad Hamdi UAD
- Dini Yuniarti
- Sartini Wardiyono
- Dyah
- Fakultas Ekonomi dan Bisnis
- Indah Shofiyah
- Yunda Maymanah
- Amir Hidayatulloh UAD
- Tina S
- nabila
- Nurul Azizah Az
- Ahmad rizal
- Manajemen_Rikha
- Firsty Ramadhona Amalia Lubis Ro...
- Rifki Khoirudin



FOCUS GROUP DISCUSSION

CURRICULUM AND RESEARCH COLLABORATION WITH ISCAP P. PORTO PORTUGAL

SPEAKERS



Mrs. Isabel Vieira



Mrs. Ana Patricia

Tuesday
18th JULY 2023
12.30 - End



MEMO OF MEETING

AGENDA: Benchmarking and Focus Group Discussion (FGD) in Curriculum Development

DATE: July 18, 2023

PLACE: Auditorium, Campus 1 Universitas Ahmad Dahlan (UAD)

Representing Management Study Program – Universitas Ahmad Dahlan (FEB UAD)

- All lecturers of the Management Study Program
- Head of Management Study Program: Tina Sulistiyani, SE., MM.

Representing ISCAP Porto Portugal

- Mrs. Isabel Vieira
- Mrs. Ana Patricia

Background

The meeting was held as part of the international collaboration initiative between the Management Study Program, Faculty of Economics and Business (FEB) Universitas Ahmad Dahlan, and ISCAP Porto Portugal. The main objective was to conduct a benchmarking session and Focus Group Discussion (FGD) regarding curriculum alignment, best practices in international business education, and enrichment of course content to meet global standards.

Findings

- A. Curriculum of Management Study Program FEB UAD

1. Integration of Islamic and Ethical Values:

The curriculum of the Management Study Program FEB UAD has embedded Islamic values and ethical considerations across various courses. This unique integration is viewed as a distinctive strength that aligns with the university's identity and promotes character-building among students. It serves as a foundation in decision-making, leadership, and responsible business practices.

2. Comprehensive Core and Elective Structure:

The program offers a well-structured curriculum comprising foundational core subjects such as Principles of Management, Financial Accounting, and Marketing Management, followed by advanced electives that allow students to specialize in areas like Human Resource Management, Financial Management, and Marketing Strategy. This structure ensures that students receive both breadth and depth in business education.

3. Final Project Alternatives:

FEB UAD provides students with flexibility in the completion of their final academic requirement by offering three alternatives: undergraduate thesis (skripsi), business plan project, or applied research report. This approach encourages students to select pathways that align with their career goals and personal strengths, and it was positively received by ISCAP as a progressive and student-centered policy.

4. Industry-Relevant Course Offerings:

The curriculum has shown responsiveness to current business trends, with courses on digital business, entrepreneurship, and creative business development. This indicates a strong effort by the Study Program to remain relevant and anticipate the evolving needs of the labor market.

5. Challenges in Internationalization and Interdisciplinary Integration:

While the curriculum already contains elements of entrepreneurship and technology, it was observed that there is potential for enhancing international perspectives and interdisciplinary integration—particularly in incorporating global business contexts, cross-cultural communication, and digital transformation more explicitly within existing course content.

6. Assessment and Continuous Review:

The curriculum is subject to periodic internal reviews by the academic team. However, based on the discussion, it was suggested that student feedback and tracer study results could be more systematically incorporated into the review process to ensure continuous alignment with graduate competencies and industry expectations.

Recommendations

- Curriculum Development:

1. Incorporate more international case studies and project-based learning in core and elective courses.

2. Explore the inclusion of interdisciplinary subjects, such as “Digital Communication for Business” or “Cultural Intelligence in Management”.

3. Evaluate possibilities for implementing bilingual instruction in selected courses to enhance global readiness.

- Internship and Industry Collaboration:

1. Strengthen internship programs by aligning them with industry needs and considering credit conversion mechanisms similar to ISCAP.

2. Initiate joint industrial visits and student exchange programs with ISCAP for mutual learning.

- Student-Centered Learning Enhancements:

1. Establish a regular feedback loop between students and faculty for ongoing curriculum evaluation.

2. Emphasize critical thinking, innovation, and intercultural competence as core outcomes in course planning.

Signed on behalf of:

Management Study Program, FEB UAD



Tina Sulistiyani, SE., MM. – Head of Management Study Program

ISCAP Porto Portugal



Mrs. Isabel Vieira – Representative

Mrs. Ana Patricia – Representative



**INTERNATIONAL BENCHMARKING REPORT
REVIEW FOR CURRICULUM : DIGIPRENEURSHIP
WITH UNIVERSITI TEKNIKAL MALAYSIA MELAKA
(UTEM) MALAYSIA**

**MANAGEMENT STUDY PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS AHMAD DAHLAN**

MEMO OF MEETING

AGENDA : Benchmarking and Review for Vision Mission and Strategic Planning

DATE : November 1st 2023

PLACE : Online Zoom Meeting

Representing Management Study Program

Universitas Ahmad Dahlan (FEB UAD)

Head of Management Study Program

Tina Sulistiyani, SE., MM.

Representing Universiti Teknikal Malaysia Melaka (UTEM)

Director of Centre for Enterprise and Technopreneurship Development (CREATE)

Dr. Isma Addi bin Jumbri

The meeting was held at the request of Management Study Program Faculty of Economics and Business Universitas Ahmad Dahlan (FEB UAD) to discuss the topic about Curriculum : Digipreneurship in November 1st 2023. The content of the discussion is summarised below.

1. Agenda:
 - a. Opening and introduction
 - b. Overview of Digipreneurship Curriculum at FEB UAD
 - c. Comparative analysis with international best practices
 - d. Key recommendations and possible collaborations
 - e. Conclusion and next steps
2. Findings
 - a. The current curriculum at FEB UAD lacks sufficient hands-on industry exposure, which is a key element in leading international programs.
 - b. There is a need for more interdisciplinary courses that integrate digital marketing, business analytics, and financial technology.
 - c. Existing internship opportunities are limited in scope and duration compared to international standards.
 - d. Best practices suggest incorporating live industry projects and mentorship programs to enhance student learning outcomes.
3. Recommendations for Improvement
 - a. FEB UAD presented the current curriculum structure, highlighting its strengths and areas for improvement.
 - b. International partners shared insights on global trends in digital entrepreneurship education, emphasizing best practices in curriculum design, industry collaboration, and technological integration.
 - c. Participants explored potential collaborations for student exchanges, joint research, and curriculum development.
 - d. Challenges in implementing an internationally benchmarked curriculum were discussed, including resource allocation, faculty training, and industry partnerships.

- e. FEB UAD will conduct a curriculum review incorporating international best practices.
- f. A follow-up meeting will be scheduled to finalize collaborative plans.
- g. Potential partnerships with international institutions will be explored further.

Signed for and on behalf of]
UNIVERSITAS AHMAD DAHLAN
FACULTY OF ECONOMICS AND BUSINESS
Dr. Dini Yuniarti, SE., M.Si.
Dean



Signed for and on behalf of]
UNIVERSITAS AHMAD DAHLAN
Management Study Program
Tina Sulistiyani, SE., MM.
Head of Management Study Program



Signed for and on behalf of]
Universiti Teknikal Malaysia Melaka (UTEM)
Director of Centre for Enterprise and
Technopreneurship Development (CREATE)
Dr. Isma Addi bin Jumbri





Implementation Agreement
International Benchmarking
No : PS.11/IA/023/XI/2024

This Agreement is made and entered into by and between Department of Management Faculty of Economics and Business Universitas Ahmad Dahlan located at Jalan Kapas No 9, Semaki, Yogyakarta (hereinafter referred to as the "Organizer"), and Universiti Teknikal Malaysia Melaka, located at Jalan Hang Tuah Jaya, 76100 Durian Tunggal, Melaka, Malaysia (hereinafter referred to as the "Partner"), collectively referred to as the "Parties."

1. Purpose: The purpose of this agreement is to outline the terms and conditions for the implementation of the partnership in International Benchmarking.

2. Scope of Work:

The Organizer agrees to provide lecturers and materials for discussion in Curriculum, Education, Research, and Community Service benchmarking.

The partner agrees to provide facilities, lecturers and materials for discussion in Curriculum, Education, Research, and Community Service benchmarking.

3. Date and Venue: The agenda will take place on 1st November 2024 via Zoom Online Meeting platform.

4. Responsibilities:

4.1 The Organizer shall:

- a. Provide lecturers/speakers
- b. Provide administrative support and coordination throughout the agenda.
- c. Provide any required materials or resources for the agenda.
- d. Provide assistance and coordination throughout the agenda

4.2 The Partner shall:

- a. Provide lecturers/speakers
- b. Provide location of benchmarking agenda
- c. Provide administrative support and coordination throughout the agenda.
- d. Provide any required materials or resources for the agenda.
- e. Provide assistance and coordination throughout the agenda

5. Financial Arrangements:

5.1 The Parties agree to share any profits or losses from the agenda in proportion to their respective contributions.

5.2 The expenses related to the agenda, shall be shared as per the agreement between the Parties.

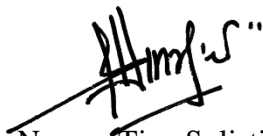
6. Intellectual Property: Any intellectual property developed or shared during the agenda shall remain the property of the respective Party.

7. Confidentiality: The Parties agree to maintain confidentiality regarding any sensitive information shared during the agenda.

8. Termination: Either Party may terminate this agreement by providing written notice to the other Party at least seven days prior to the scheduled agenda.

IN WITNESS WHEREOF, the Parties have executed this Implementation Agreement as of the date first above written.

[Organizer]



Name: Tina Sulistiyani, SE., MM., CFP.

Title: Head of Department of Management

Faculty of Economics and Business Universitas Ahmad Dahlan

Date: 1st November 2024

[Partner]



Name: Dr. Isma Addi bin Jumbri

Title: Director

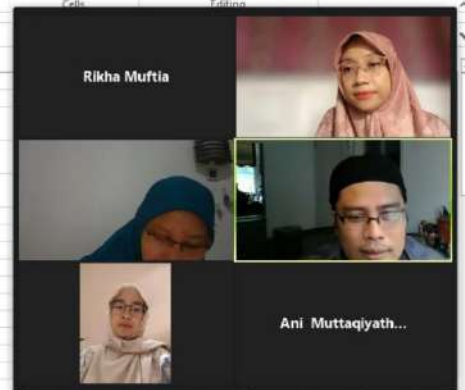
Centre for Enterprise and Technopreneurship Development (CREATE)

Office of the Deputy Vice-Chancellor (Student Affairs & Alumni)

Universiti teknikal malaysia melaka (UTEM)

Date: 1st November 2024

KURIKULUM BARU				
SMT	NAMA MATAKULIAH		WAJIB/ PILIHAN	SKS
I	Al-Quran dan Hadist (mahasiswa muslim)	Al-Quran dan Hadist	W	2
	Islam dan Agama-Agama Dunia (mahasiswa non Islam)		W	
	Matematika Terapan untuk Bisnis	Mathematics for Business	W	3
	Pencasila	Pencasila	W	2
	Pengantar Akuntansi	Accounting for Business	W	3
	Pengantar Bisnis	Business Essential	W	3
	Pengantar Ilmu Ekonomi	Introduction to Economics	W	3
	Pengantar Manajemen	Fundamental of Management	W	3
	Tahsinul Qur'an	Tahsinul Qur'an	W	0
	JUMLAH SKS			19
II	Akuntansi Biaya	Cost Accounting	W	3
	Bahasa Inggris	English	W	3
	Komunikasi Bisnis Global	Global Business Communication	W	3
	Pendidikan Kewarganegaraan	Civic Education	W	2
	Perekonomian dan Bisnis Indonesia	Indonesian Economy and Business	W	2
	Perilaku Keorganisasian	Organizational Behaviour	W	3
	Statistik Deskriptif	Statistics for Business	W	2
	Islam Interdisipliner (mahasiswa muslim)	Interdisciplinary Islam	W	2
	Studi Keilmuan Islam (mahasiswa non Islam)	Islamic Study	W	
	JUMLAH SKS			20
III	Akidah dan Akhlaq (mahasiswa muslim)	Akidah dan Akhlaq	W	2
	Etika Islam (mahasiswa non Islam)	Islamic Ethics	W	
	Manajemen Keuangan	Financial Management	W	3
	Manajemen Operasi	Operation Management	W	3
	Manajemen Pemasaran	Marketing Ma		



➔ Forwarded



telkomsel.zoom.us

[https://telkomsel.zoom.us/j/7406678033?](https://telkomsel.zoom.us/j/7406678033?pwd=YWZ6NEZ3S2J4YU1YZSs3bG1tcmxVZz09&omn=95753044...)

[pwd=YWZ6NEZ3S2J4YU1YZSs3bG1tcmxVZz09&omn=95753044...](https://telkomsel.zoom.us/j/7406678033?pwd=YWZ6NEZ3S2J4YU1YZSs3bG1tcmxVZz09&omn=95753044...)

telkomsel.zoom.us

Universitas Ahmad Dahlan is inviting you to a scheduled Zoom meeting.

Topic: Review Curriculum

Time: Nov 1, 2024 08:30 AM Jakarta

Join Zoom Meeting

[https://telkomsel.zoom.us/j/7406678033?](https://telkomsel.zoom.us/j/7406678033?pwd=YWZ6NEZ3S2J4YU1YZSs3bG1tcmxVZz09&omn=95753044084)

[pwd=YWZ6NEZ3S2J4YU1YZSs3bG1tcmxVZz09&omn=95753044084](https://telkomsel.zoom.us/j/7406678033?pwd=YWZ6NEZ3S2J4YU1YZSs3bG1tcmxVZz09&omn=95753044084)

Meeting ID: 740 667 8033

Passcode: MNJMTOPS

12:23 ✓✓



Yogyakarta, October 9th 2024

To :
DR. ISMA ADDI BIN JUMBRI
FACULTY OF TECHNOLOGY MANAGEMENT
AND TECHNOPRENEURSHIP (FPTT)
Universiti Teknikal Malaysia Melaka (UTEM)

Subject: Invitation to Serve as a Reviewer for Curriculum Review


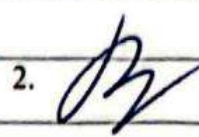
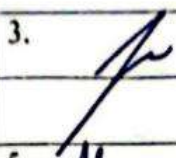
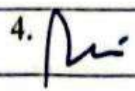
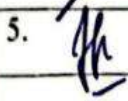
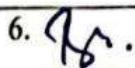

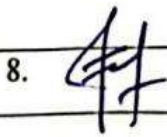
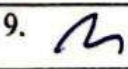

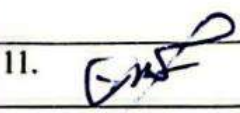

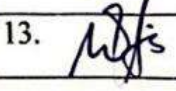
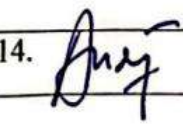

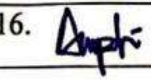
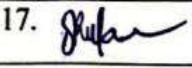
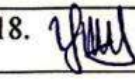

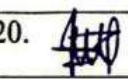
On behalf of Management Study Program Faculty of Economics and Business Universitas Ahmad Dahlan, I am writing to extend an invitation to you to serve as a reviewer for the curriculum review of the Management Study Program Faculty of Economics and Business Universitas Ahmad Dahlan. We highly regard your expertise in the field of technology management and technopreneurship, and we believe that your insights would be invaluable in ensuring that our curriculum aligns with current industry standards and academic rigor.

Your participation in this review will not only contribute to the continuous improvement of our academic offerings but also support the development of our graduates. We would be honored to have you contribute your expertise to this important process. Please let us know at your earliest convenience if you would be willing to accept this invitation. Thank you for considering our request, and we sincerely hope for a favorable response.

Best Regards,
Head of Management Study Program
Faculty of Economy and Business
Universitas Ahmad Dahlan Yogyakarta

Tina Sulistiyani, S.E., M.M.,CFP



No.	Nama	Tanda Tangan
1	Tina	1. 
2	Salamudin A	2. 
3	Fazrin	3. 
4	Ani M	4. 
5	Rilcha	5. 
6	Bagus	6. 
7	Ahmed R	7. 
8	Aftoni	8. 
9	M. Ali F	9. 
10	Poppy L.R	10. 
11	Syukandi	11. 
12	Wito	12. 
13	Muhammad S	13. 
14	Andi S	14. 
15	Suryana M	15. 
16	Adhitya Rehandy C	16. 
17	Hendro	17. 
18	Rahmi	18. 
19	Ira Nurmayu	19. 
20	Eka W.	20. 



**INTERNATIONAL BENCHMARKING REPORT
REVIEW FOR CURRICULUM WITH
NATIONAL DONG HWA UNIVERSITY (NDHU)
TAIWAN**

**MANAGEMENT STUDY PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS AHMAD DAHLAN**

The Faculty of Economics and Business carried out activities to review the vision and mission and curriculum within the FEB in order to increase international competitiveness with National Dong Hwa University (NDHU) Taiwan.

Implementation of activities carried out on:

Day/Date : 22 April 2024.

Venue : Conference Room Campus 1 - UAD

Resource persons : 1. Prof Yan-Shu Lin
2. Prof Chio Yu-Hung

The purpose of this activity is to improve the international competitiveness of FEB UAD by reviewing and benchmarking for FEB UAD Management Study Program Curriculum to improve the competitiveness of the Faculty and Study Program. This activity also examines the curriculum owned by each study programme so that the competitiveness of UAD graduates has international competitiveness.

This activity was attended by.

1. Dean
2. Vice Deans of FEB UAD
3. Quality Assurance Faculty
4. Head of Study Programme and Secretary of Study Programme within FEB UAD
 - Development Economics Study Programme
 - Management Study Programme
 - Accounting Study Programme
 - Food Service Business Study Programme
5. Quality System Assurance for Study Programme
 - Development Economics Study Programme
 - Management Study Programme
 - Accounting Study Programme
 - Food Service Business Study Programme
6. Study Programme Curriculum Team
 - Development Economics Study Programme
 - Management Study Programme
 - Accounting Study Programme
 - Food Service Business Study Programme

this report is reviewed by :

UNIVERSITAS AHMAD DAHLAN
Management Study Program
Poppy Laksita Rini, SE., M.Sc.
Secretary of Management Study Program

A handwritten signature in black ink, appearing to be 'Poppy Laksita Rini', written in a cursive style.

this report is authorised by :

UNIVERSITAS AHMAD DAHLAN
Management Study Program
Tina Sulistiyani, SE., MM.
Head of Management Study Program

A handwritten signature in black ink, appearing to be 'Tina Sulistiyani', written in a cursive style with a long horizontal line extending from the left.

DOCUMENTATION



MEMO OF MEETING

AGENDA : Benchmarking and Review of Curriculum

DATE : April 22nd 2024

PLACE : Campus 1 Universitas Ahmad Dahlan

Representing Faculty of Economics and Business
Universitas Ahmad Dahlan (FEB UAD)
Dean of FEB UAD
Dr. Dini Yuniarti, SE., M.Sc.

Representing Management Study Program
Universitas Ahmad Dahlan (FEB UAD)
Head of Management Study Program
Tina Sulistiyani, SE., M.M.

Representing National Dong-Hwa University Taiwan
Professor in Economics
Prof. Yan-Shu Lin

The meeting was held at the request of Faculty of Economics and Business Universitas Ahmad Dahlan (FEB UAD) to discuss the topic about Review of Vision, Mission, and Goals in April 22nd 2024. The content of the discussion is summarised below.

1. Findings

- Impress by the structure of the strategic documents very complete and well structured
- Specific courses, the vision is too focus to specific area of knowledge only
- Some students may want to work to different area
- Name of the study program should be more related
- Curriculum : the curriculum actually not to specifics about the economic development
- The curriculum can be practical and not too theorized
- Curriculum should be adjusted based on the need of the students
- The curriculum is too rigid and template, maybe

2. Recommendations

- Students can take credit from other department so they can learn a lot
- Find something special/unique in the curriculum so students choose our university over another university.
- The curriculum should reviewed per year
- Make the curriculum more flexible (can be based on the modules)
- The curriculum should designed to make the students ready for the national exam/national assessment

Signed for and on behalf of]
UNIVERSITAS AHMAD DAHLAN
FACULTY OF ECONOMICS AND BUSINESS
Dr. Dini Yuniarti, SE., M.Si.
Dean



Signed for and on behalf of]
UNIVERSITAS AHMAD DAHLAN
Management Study Program
Tina Sulistiyani, SE., MM.
Head of Management Study Program



Signed for and on behalf of]
National Dong-Hwa University Taiwan
Prof. Yan-Shu Lin
Professor in Economics





Implementation Agreement

Management Study Program

Ahmad Dahlan University

and

Department of Economics

National Dong Hwa University Taiwan

about

Review on Vision and Mission

No: PS11/012b/H.1/IV/2024

This Agreement is made and entered into by and between Management Study Program, Ahmad Dahlan University, located at Jl. Kapas 9, Semaki, Umbulharjo, Yogyakarta, Indonesia (hereinafter referred to as the "Organizer"), and Department of Economics, National Dong Hwa University, located at No. 1, Sec. 2, Da Hsueh Rd., Shoufeng, Hualien 97401, Taiwan (hereinafter referred to as the "Partner"), collectively referred to as the "Parties."

1. Purpose: The purpose of this agreement is to outline the terms and conditions for the implementation of the Review on Vision and Mission.

2. Scope of Work: The Partner agrees to provide the following services for the Review on Vision and Mission:

2.1 The Organizer shall:

- a. Prepare the documents for Review on Vision and Mission
- b. Arrange the venue, logistics, and necessary equipment for the Review on Vision and Mission
- c. Provide administrative support and coordination throughout the Review on Vision and Mission

2.2 The Partner shall:

- a. Review the vision and mission prepared by the organizer in the Review on Vision and Mission
- b. Provide feedback and any required materials or resources for the Review on Vision and Mission

3. Date and Venue: The Review on Vision and Mission will takeplace on 22 April 2024 at Ahmad Dahlan University, located at Yogyakarta.

4. Financial Arrangements:

4.1 The expenses related to the Review on Vision and Mission, including venue rental, marketing costs, and speaker fees, shall be shared as per the agreement between the Parties.

5. Intellectual Property: Any intellectual property developed or shared during the Review on Vision and Mission shall remain the property of the respective Party.

6. Confidentiality: The Parties agree to maintain confidentiality regarding any sensitive information shared during the Review on Vision and Mission.

IN WITNESS WHEREOF, the Parties have executed this Implementation Agreement as of the date first above written.


Management Study Program
Ahmad Dahlan University



Name: Tina Sulistiyani, SE., MM.
Title: Head of Study Program
Date: 22 April 2024

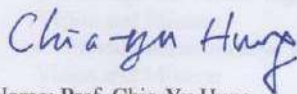


Faculty of Economics and Business
Ahmad Dahlan University



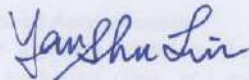
Name: Dr. Dini Yuniarti, M.Si., CIQnR
Title: Dean
Date: 22 April 2024

Department of Economics
National Dong Hwa University Taiwan



Name: Prof. Chia-Yu Hung
Title: Chairman
Date: 22 April 2024

Department of Economics
National Dong Hwa University Taiwan



Name: Prof. Yan-Shu Lin
Title: Professor in Economics
Date: 22 April 2024



UNIVERSITAS AHMAD DAHLAN

Faculty of Economics and Business

Campus I : St. Kapas 9 Semaki Yogyakarta 55166
Campus II : St. Pramuka 42 Sidikan Yogyakarta 55161
Phone : (0274) 563515, 511830, 371120, Ext. 1263

No: F5/61/A.02/II/2024

17 Sya'ban 1445 H

Attachment : 1 (satu) bendel

27 Februari 2024 M

Subject : Review Vision, Mision and
Book of Currilculum

Dear. Professor Yan-Shu Lin
National Dong Hwa University
Hualien, Taiwan

السلام عليكم ورحمة الله وبركاته

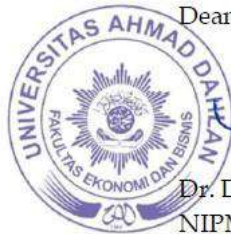
We respectfully convey that to review the vision, mission, goals, objectives and curriculum within the Faculty of Economics and Business, Universitas Ahmad Dahlan, the assistance of an external reviewer is needed.

In connection with the above, we respectfully request that you please review the vision, mission, goals, objectives and criteria as attached.

For your kind permission to grant this request, we would like to thank you very much.

والسلام عليكم ورحمة الله وبركاته

Dean,

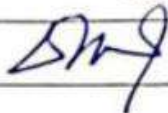



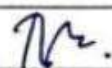
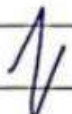




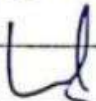








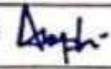
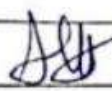





Dr. Dini Yuniarti

NIPM 19700620 199601 011 0784345

WORKSHOP PROGRAM STUDI MANAJEMEN

AGENDA:

No.	Nama	Tanda Tangan
1	Denny	1. 
2	Gulhand	2. 
3	Eta	3. 
4	Dyah F	4. 
5	Bagus	5. 
6	Pran	6. 
7	Suryana	7. 
8	Aditya	8. 
9	Poppy L.R	9. 
10	Salamudin	10. 
11	Fika	11. 
12	Anch	12. 
13	Aftoni	13. 
14	M. Ali F	14. 
15	Ani M	15. 
16	Hendro S	16. 
17	Tina	17. 
18	Ahmad R	18. 
19	M. Hamdi	19. 
20	M. Rahmi	20. 
21	Candra V	21. 
22	Rai Rake	22. 
23	Ema	23. 
24	Rikha	24. 
25		25.

No. B2



FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS AHMAD DAHLAN

KAMPUS I: Jln. Kapas 9 Semaki Yogyakarta 55166, Telp. (0274) 563515, Psw. 1263

KAMPUS II: Jln. Pramuka. 42 Sidikan Yogyakarta 55161, Telepon, : 0274-563515.

FM-UAD-SM-04-06

DAFTAR HADIR

No.	Nama	Jabatan	Tanda Tangan
1	Dhrf x		1
2	Riphi Khairudin		2
3	Dyah f		3
4	Suryana M		4
5	Fik		5
6	Affoni		6
7	Firdy R		7
8	Marsudi Endang		8
9	Poppy Lakita		9
10	Tina		10
11	Sartini		11
12	Yunda MR		12
13	Amir. H		13
14	Andy S.		14
15			15
16			16
17			17
18			18
19			19
20			20

Yogyakarta, 8 Februari 2023
Mengetahui,


Amir. H

No. B2



FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS AHMAD DAHLAN

KAMPUS I: Jln. Kapas 9 Semaki Yogyakarta 55166, Telp. (0274) 563515, Psw. 1263
KAMPUS II: Jln. Pramuka. 42 Sidikan Yogyakarta 55161, Telepon, : 0274-563515.

FM-UAD-SM-04-06

DAFTAR HADIR

No.	Nama	Jabatan	Tanda Tangan
1	Muhammad Ripai	Alumni	1
2	Muhammad Nur Samsu	Alumni	2
3	Herlin Marselaningrum	Alumni	3
4	Danar Jari	Alumni	4
5	Nurajitah Wulandari	Alumni	5
6	Mohammad fajroci Pondio	BEM	6
7	Mendi Ac Fitriana	BEM	7
8	Fitra guhardi	Lazismu PT	8
9	ACEP SAPUTRA	PUTUPIN syand	9
10	Milenca Indah W	Alumni	10
11	Nina Pehadi Pangestika	Alumni	11
12	Bambang Jatinilo	Mahasiswa	12
13	Erico yogo Santoso	Mahasiswa	13
14	synd H		14
15			15
16			16
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18			18
19			19
20			20

Yogyakarta, 8 Februari 2023
Mengetahui,

Amir H

11 x 35.000 = 385.000
3 x 35.000 = 105.000

No. B2



FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS AHMAD DAHLAN

KAMPUS I: Jln. Kapas 9 Semaki Yogyakarta 55166, Telp. (0274) 563515, Psw. 1263
KAMPUS II: Jln. Pramuka. 42 Sidikan Yogyakarta 55161, Telepon, : 0274-563515.

FM-UAD-SM-04-06

DAFTAR HADIR

No.	Nama	Jabatan	Tanda Tangan
1	Orar x		1
2	Miliphi Uhoirudin		2
3	Dyah t		3
4	Suryana M		4
5	Fik		5
6	Attouji		6
7	Aisy R		7
8	Marsodi Endang		8
9	Poppy Lakita		9
10	Tina		10
11	Sartini		11
12	Yunda ME		12
13	Amtr :u		13
14	Andy S		14
15			15
16			16
17			17
18			18
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Yogyakarta, 8 Februari 2023
Mengetahui,

Amtr :u

No. B2



FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS AHMAD DAHLAN

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FM-UAD-SM-04-06

DAFTAR HADIR

No.	Nama	Jabatan	Tanda Tangan
1	Orni X		1
2	Riphi Khoirudin		2
3	Dyck t		3
4	Suryana H		4
5	Fita		5
6	Aftoni		6
7	Amir R		7
8	Marsudi Endang		8
9	Poppy Laksa		9
10	Tina		10
11	Sartini		11
12	Yunda MR		12
13	Amir H. H.		13
14	Andy S.		14
15	Amir S.		15
16			16
17			17
18			18
19			19
20			20

Yogyakarta, 8 Februari 2023
Mengetahui,

Amir H. H.

No. B2



FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS AHMAD DAHLAN

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FM-UAD-SM-04-06

DAFTAR HADIR

No.	Nama	Jabatan	Tanda Tangan
1	Ornur Y		1
2	Izzah Ukhraadin		2
3	Dyah F		3
4	Suryana H		4
5	Fita		5
6	Affanji		6
7	Fenny E		7
8	Marsudi Endang		8
9	Poppy Laksa		9
10	Tina		10
11	Sartini		11
12	Yunda MR		12
13	Amir H		13
14	Andy S		14
15	Endang		15
16			16
17			17
18			18
19			19
20			20

Yogyakarta, 8 Februari 2023
Mengetahui,


Amir H

No. 82



FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS AHMAD DAHLAN

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KAMPUS II: Jln. Pramuka. 42 Sidikan Yogyakarta 55161, Telepon, : 0274-563515.

FM-UAD-SM-04-06

DAFTAR HADIR

No.	Nama	Jabatan	Tanda Tangan
1	Dina Y		1
2	Ripri Uheri-rudon		2
3	Dyah F		3
4	Suryana H		4
5	Fik		5
6	Adhoni		6
7	Firky R		7
8	Marsudi Endang		8
9	Poppy Lakenta		9
10	Tina		10
11	Sartini		11
12	Yunika MR		12
13	Amir Fikri A.		13
14	Andy S		14
15	LEON		15
16			16
17			17
18			18
19			19
20			20

Yogyakarta, 9 Februari 2023
Mengetahui,


Amir H

No. B2



FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS AHMAD DAHLAN

KAMPUS I: Jln. Kapas 9 Semaki Yogyakarta 55166, Telp. (0274) 563515, Psw. 1263
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FM-UAD-SM-04-06

DAFTAR HADIR

No.	Nama	Jabatan	Tanda Tangan
1	Olut Y		1 →
2	Rizki Uheirudin		2
3	Dyah F		3
4	Suryana U		4
5	Fik		5
6	Affandi		6
7	Firky K		7
8	Marsudi Erdong		8
9	Poppy Lakotta		9
10	Tina		10
11	Sartini		11
12	Gunda MR		12
13	I'Amir H		13
14	i Andy S		14
15	Amir H		15
16			16
17			17
18			18
19			19
20			20

Yogyakarta, 9 Februari 2023
Mengetahui,

fina
Amir H



BERITA ACARA *BENCHMARKING* KURIKULUM OUTCOME BASED EDUCATION (OBE) PROGRAM STUDI MANAJEMEN

Pada hari **Rabu**, tanggal **Lima Belas** bulan **Februari** tahun **Dua Ribu Dua Puluh Tiga**, bertempat di Universitas Ahmad Dahlan, telah dilaksanakan kegiatan *Benchmarking* Kurikulum OBE yang diikuti oleh Program Studi Manajemen Fakultas Ekonomi dan Bisnis Universitas Ahmad Dahlan (FEB-UAD) dan Ikatan Sarjana Ekonomi Indonesia (ISEI) Yogyakarta dengan tujuan untuk mereview dan menganalisis kurikulum OBE yang diterapkan di perguruan tinggi negeri dan swasta. Kegiatan ini bertujuan untuk meningkatkan kualitas pendidikan yang ada di Program Studi Manajemen FEB-UAD melalui penerapan praktik-praktik terbaik dari kurikulum OBE yang relevan dengan visi, misi dan tujuan program studi.

Adapun rincian acara adalah sebagai berikut:

1. Peserta:

- Dr. Y. Sri Susilo, S.E., M.Si (Sekretaris ISEI Yogyakarta)
- Deny Ismanto, S.E., M.M. (Wakil Sekretaris ISEI Yogyakarta)
- Dr. Dini Yuniarti, S.E., M.Si (Dekan Fakultas Ekonomi dan Bisnis)
- Dyah Fitriani, S.E., M.M (Wakil Dekan Akademik, Kemahasiswaan dan AIK)
- Tina Sulistiyani, S.E., M.M (Ketua Program Studi Manajemen)
- Poppy Laksita Rini, S.E., M.Sc (Sekretaris Program Studi Manajemen)
- Rikha Muftia Khoirunnisa, S.E., M.Sc. (Koordinator TIM Kurikulum)

2. Agenda Kegiatan:

- Pembukaan oleh Dekan.
- Penyampaian Tujuan dan Manfaat Benchmarking oleh Ketua Program Studi.
- Presentasi Perbandingan Kurikulum OBE oleh Rikha Muftia Khoirunnisa, S.E., M.Sc. (mencakup kurikulum OBE)
- Diskusi dan Tanya Jawab
- Studi Kasus dan Analisis Kurikulum Internasional oleh Dr. Y. Sri Susilo, S.E., M.Si.
- Rencana Implementasi dan Tindak Lanjut
- Penutupan

3. Tujuan Benchmarking:

- Mengidentifikasi kurikulum OBE yang relevan dan terbaik untuk diterapkan di Program Studi Manajemen FEB UAD
- Menganalisis perbedaan dan kesamaan antara kurikulum nasional dan internasional.
- Menyusun rekomendasi untuk pengembangan kurikulum berbasis OBE di Program Studi Manajemen FEB UAD.



- Meningkatkan kompetensi dosen dan mahasiswa dalam menghadapi tantangan global.

4. Hasil yang Dicapai:

- Identifikasi kurikulum OBE yang sesuai dengan kebutuhan dunia usaha dan dunia industri (DUDI).
- Rencana implementasi dalam waktu dekat.

5. Tindak Lanjut:

- Peninjauan kurikulum OBE yang lebih dalam, melalui workshop, peninjauan atau pelatihan lanjutan.
- Penyusunan rencana implementasi kurikulum OBE Program Studi Manajemen FEB-UAD
- Peningkatan kompetensi dosen dalam mengimplementasikan kurikulum OBE.


Demikian berita acara ini disusun sebagai dokumentasi dari kegiatan benchmarking kurikulum OBE yang telah dilaksanakan. Semoga kegiatan ini dapat memberikan kontribusi positif bagi pengembangan kurikulum dan kualitas pendidikan di Program Studi Manajemen.

Yogyakarta, 15 Februari 2023

Benchmarking Kurikulum OBE

Ketua Program Studi Manajemen,
Tina Sulistiyani, S.E., M.M

Ikatan Sarjana Ekonomi Indonesia (ISEI)
Dr. Y. Sri Susilo, S.E., M.Si

a/n Ketua

Dr. Y. Sri Susilo, SE, M.Si
Sekretaris ISEI Cabang Yogyakarta

Dekan Fakultas Ekonomi dan Bisnis
Dr. Dini Yuniarti, S.E., M.Si

