



# **CURRICULUM BOOK**

## **MAGISTER MANAGEMENT PROGRAM OF AHMAD DAHLAN UNIVERSITY**

*Spiritual, Innovation, Adaptive, and Professionals*

# **2020-2024**



**KEPUTUSAN REKTOR UNIVERSITAS AHMAD DAHLAN  
NOMOR 430 TAHUN 2020**

**TENTANG  
KURIKULUM PROGRAM STUDI MANAJEMEN S2  
UNIVERSITAS AHMAD DAHLAN**



Rektor Universitas Ahmad Dahlan

- Menimbang : a. bahwa untuk menjaga akuntabilitas program studi dalam penyelenggaraan program akademik, maka diperlukan 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, maka perubahan kurikulum perlu dilakukan dengan struktur dan aturan yang jelas;
- c. bahwa berdasarkan pertimbangan sebagaimana dimaksud pada huruf a dan huruf b perlu menetapkan Keputusan Rektor tentang Kurikulum Program Studi Manajemen Program Magister (S2).

- Mengingat : 1. Undang-undang Nomor 20 tahun 2003 tentang Sistem Pendidikan Nasional;
2. Peraturan Pemerintah Nomor 19 Tahun 2005 tentang Standar Nasional Pendidikan;
3. Peraturan Pemerintah Nomor 66 Tahun 2010 tentang Perubahan Atas Peraturan Pemerintah Nomor 17 Tahun 2010 tentang Pengelolaan dan Penyelenggaraan Pendidikan;
4. Peraturan Pemerintah Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan Tinggi dan Pengelolaan Perguruan Tinggi;
5. Anggaran Dasar dan Anggaran Rumah Tangga Muhammadiyah;
6. Ketentuan Majelis Pendidikan Tinggi Pimpinan Pusat Muhammadiyah Nomor 178/KET/I.3/D/2012 tentang Penjabaran Pedoman Pimpinan Pusat Muhammadiyah Nomor 02/PED/I.0/B/2012 tentang Perguruan Tinggi Muhammadiyah;
7. Keputusan Majelis Pendidikan Tinggi Penelitian dan Pengembangan Pimpinan Pusat Muhammadiyah Nomor 075/KEP/I.3/D/2015 tentang Satatuta UAD sebagaimana telah diubah dengan Keputusan Majelis Pendidikan Tinggi Penelitian dan Pengembangan Pimpinan Pusat Muhammadiyah Nomor 0329/KEP/I.3/D/2019;

MEMUTUSKAN

- Menetapkan : KURIKULUM PROGRAM STUDI MANAJEMEN S2  
UNIVERSITAS AHMAD DAHLAN
- Kesatu : Mengesahkan berlakunya Kurikulum Program Studi Manajemen  
Program Magister (S2) Universitas Ahmad Dahlan sebagaimana  
tersebut dalam lampiran keputusan ini.
- Kedua : Keputusan ini akan ditinjau dan diperbaiki sebagaimana mestinya  
apabila di kemudian hari ternyata terdapat kekurangan atau kesalahan.

Ditetapkan di Yogyakarta  
Pada tanggal 18 Rabi'ul Akhir 1442 H  
3 Desember 2020 M

Rektor,



Dr. Muchlas, M.T.

NIP. 19620218 198702 1 001

Tembusan:

1. Wakil Rektor Bidang Akademik;
  2. Dekan FEB;
  3. Kepala BAA;
  4. Kepala LPP;
  5. Kaprodi Manajemen S2.
- Universitas Ahmad Dahlan

## PREFACE

Assalamu'alaikum Warahmatullahi Wabarakatuh

Let us together give praise and gratitude to the presence of Allah SWT who has bestowed His grace and guidance to all of us, may we always be in good condition.

May we always be in good health and always under His protection. Do not forget our shalawat and greetings to our lord the great Prophet Muhammad SAW.

Alhamdulillah, the Curriculum Book for the Master of Management Study Programme has been completed. This curriculum will be implemented starting from the even semester of Academic Year 2020/2021 and will be re-evaluated for the next four years, namely Academic Year 2023/2024.

Gratitude and high appreciation are expressed to all those who have contributed to all activities in the preparation of the 2020 Master of Management Study Programme Curriculum.

May your kindness be recorded by Allah SWT as a good deed. Aamiin Ya Rabbal Alamin.

Wassalamu'alaikum Warahmatullaahi Wabarakaatuh

Yogyakarta, 02 September 2020  
Head of Study Programme,

Dr Aftoni Sutanto, SE, M.Si

**TABLE 1.  
COURSES OFFERED EACH SEMESTER**

**Semester 1**

No.	Course Name	Required /Option	Credits
1	Advanced Financial Management	Required	3
2	Advanced Marketing Management	Required	3
3	Advanced Human Resource Management	Required	3
4	Advanced Operations Management	Required	3
5	Business Research Methodology	Required	3
Number of Credits			15

**2nd Semester**

No.	Course Name	Required /Option	Credits
1	Al Islam and Kemuhammadiyah	Required	3
2	Advanced Strategic Management	Required	3
3	Advanced Management Information System	Required	3
4	Required Concentration Courses 1	Required	3
5	Required Concentration Courses 2	Required	3
Number of Credits			14

**3rd Semester**

No.	Course Name	Required /Option	Credits
1	English	Required	3
2	Thesis Proposal Seminar	Required	3
3	Elective Courses	Options	3
Number of Credits			9

**4th Semester**

No	Course Name	Required /Option	Credits
1	Theses and Publications	Required	6
Number of Credits			44

**TABLE 2.  
DISTRIBUTION OF COMPULSORY CONCENTRATION COURSES**

1. Banking Concentration Options

No	Course Name	Offered on	Credits
1	Asset and Liability Management	2nd Semester	3
2	Banking Risk Management	2nd Semester	3
Number of Credits			6

2. Financial Management Concentration Options

No	Course Name	Offered on	Credits
1	Investment Analysis and Management	2nd Semester	3
2	Financial Risk Management	2nd Semester	3
Number of Credits			6

### 3. Marketing Management Concentration Options

No	Course Name	Offered on	Credits
1	Consumer Behavior Analysis	2nd Semester	3
2	Strategic Marketing Management	2nd Semester	3
Number of Credits			6

### 4. Human Resources Management Concentration Options

No	Course Name	Offered on	Credits
1	Leadership, Culture, and Organization	2nd Semester	3
2	Organizational Change and Development	2nd Semester	3
Number of Credits			6

### 5. Tourism Business Management Concentration Option

No	Course Name	Offered on	Credits
1	Analysis of Tourism Elements and Systems	2nd Semester	3
2	Planning and Development Tourist	2nd Semester	3
Number of Credits			6

### 6. Entrepreneurship Concentration Options

No	Course Name	Offered on	Credits
1	Innovation and Creativity	2nd Semester	3
2	Business Modeling	2nd Semester	3
Number of Credits			6

### 7. Regional Business Management Concentration Options

No	Course Name	Offered on	Credits
1	Development of Regional Leading Products	2nd Semester	3
2	Interregional Trade Strategy	2nd Semester	3
Number of Credits			6

**TABLE 3.**  
**DISTRIBUTION OF ELECTIVE COURSES OFFERED**

Elective Courses are offered in Semester 3

No	Course Name	Offered on	Credits
1	Islamic Business Ethics	3rd Semester	3
2	Management of Banks and Financial Institutions Sharia	3rd Semester	3
3	Tax Management	3rd Semester	3
4	Marketing	3rd Semester	3
Number of Credits			12

**TABLE 4.**  
**GRADUATE LEARNING OUTCOMES**  
**(3 November 2018 // cp.ristekdikti.go.id)**

<b>EVERY GRADUATE OF THE MASTER OF MANAGEMENT PROGRAM HAVE THE FOLLOWING MINIMUM LEARNING OUTCOMES:</b>
<b>1. ATTITUDE:</b>
<ul style="list-style-type: none"> <li>a. Have faith in God Almighty and is able showing a religious attitude;</li> <li>b. Upholding human values in carrying out duties based on religion, morals and ethics;</li> <li>c. Contribute to improving the quality of life</li> <li>d. Society, nation, state, and progress of civilization based on Pancasila;</li> <li>e. Act as citizens who are proud and love their country,</li> <li>f. Have nationalism and a sense of responsibility to the country and nation;</li> <li>g. Appreciate the diversity of cultures, views, religions and beliefs, as well as original opinions or findings of others;</li> <li>h. Work together and have social sensitivity and concern towards society and the environment;</li> <li>i. Law-abiding and disciplined in social life and patriotic;</li> <li>j. Internalize academic values, norms and ethics;</li> <li>k. Demonstrate a responsible attitude towards work in the field independent expertise; And</li> <li>l. Internalize the spirit of independence, struggle, and entrepreneurship.</li> </ul>
<b>2. KNOWLEDGE:</b>
<ul style="list-style-type: none"> <li>a. Mastering organizational theory;</li> <li>b. Master the theory of corporate organizational functions, including strategy and HR operations, assets, finance, marketing and production;</li> <li>c. Master factual knowledge about various developments</li> <li>d. Contemporary business as well as the theoretical concepts underlying it</li> <li>e. Development of the business;</li> <li>f. Master general concepts about information technology supports organizational management, both currently used as well as the latest; And</li> <li>g. Master the concept of academic integrity in general and concepts plagiarism specifically, in terms of types of plagiarism, consequences of violations and efforts to prevent them.</li> </ul>
<b>3. SPECIAL SKILLS:</b>
<ul style="list-style-type: none"> <li>a. Able to make organizational decisions including planning, organizing, staffing, directing, implementing and control and evaluation at various managerial levels types of corporate organizations based on research using multidisciplinary concepts and methods;</li> <li>b. Able to develop a framework to produce</li> <li>c. Alternative solutions based on research in the field of management;</li> <li>d. Able to recommend solutions to problems corporate organization, including marketing, operations, human resources, and finance by implementing multidisciplinary approach;</li> <li>e. Able to set corporate and organizational goals develop and compile strategic plans and plans</li> </ul>

- implementation of organizational strategy;
- f. Able to recommend methods of monitoring, evaluation, controlling, and providing feedback on achievement efforts corporate organizational performance;
- g. Able to carry out conceptual and empirical studies with using a multidisciplinary approach for various types corporate organization based on its functions;
- h. Able to develop communication and interaction strategies effectively includes the stages of organizing, staffing, direction, implementation and control as well as evaluation on operational level in internal and external scope; And
- i. Able to develop a planning process through approaches multidisciplinary that includes resource and situation analysis externally, in formulating corporate organizational strategies.

#### 4. GENERAL SKILLS:

- a. Able to develop logical, critical, systematic, and thinking creative through scientific research, creation of designs or works art in the field of science and technology pay attention to and apply humanities values in accordance with field of expertise, compiling scientific conceptions and study results based on scientific rules, procedures and ethics in form thesis or other equivalent form, and uploaded on the page universities, as well as papers that have been published in journals accredited scientific or accepted in international journals;
- b. Able to carry out academic validation or studies according to the field expertise in solving problems in society or relevant industries through knowledge development and his expertise;
- c. Able to organize ideas, thoughts and scientific arguments responsibly and based on academic ethics, as well communicate it through the media to the public academics and the wider community;
- d. Able to identify the scientific field that is the object research and positioning it into a research map developed through an interdisciplinary approach or multidisciplinary;
- e. Able to make decisions in the context of solving problems of development of science and technology pay attention to and apply humanities values based on analytical or experimental studies of information and data;
- f. Able to manage, develop and maintain networks work with colleagues, peers within institutions and communities broader research;
- g. Able to increase learning capacity independently;
- h. Able to document, store, secure, and rediscover research data in order to guarantee validity and preventing plagiarism;
- i. Able to adapt, cooperate, create, contribute, and innovate in applying science to life society and be able to act as a global citizen global outlook;
- j. Able to uphold academic integrity in general and prevent plagiarism practices;
- k. Able to use information technology in context scientific development and implementation of areas of expertise; And
- l. Able to use at least one international language for oral and written communication.



**TABLE 5.**  
**GRADUATE LEARNING OUTCOMES**  
**MASTER OF MANAGEMENT STUDY PROGRAMME**

No.	Graduate Learning Outcomes
1.	Have faith in God Almighty and be able to show a religious attitude.
2.	Master the theory of corporate organizational functions, including strategy and operations human resources, assets, finance, marketing, and production.
3.	Able to master factual knowledge about various business developments current affairs and the underlying theoretical concepts of business development.
4.	Able to make organizational decisions including planning, organizing, staffing, direction, implementation and control as well as evaluation on managerial level in various types of corporate organizations based on research with using multidisciplinary concepts and methods.
5.	Able to recommend solutions to corporate organizational problems, includes marketing, operations, human resources, and finance functions with apply a multidisciplinary approach.
6.	Able to carry out conceptual and empirical studies using approaches multidisciplinary for various types of corporate organizations based on their functions.
7.	Able to develop logical, critical, systematic and creative thinking through scientific research, in the field of science and technology that pays attention and apply humanities values according to their field of expertise, compose. Scientific conceptions and study results are based on internal scientific rules, procedures and ethics thesis form or other equivalent form, and uploaded on the college website high level, as well as papers that have been published in accredited or accepted scientific journals in international journals.
8.	Able to make decisions in the context of solving problems development of science and technology that takes into account and apply humanities values based on analytical or experimental studies of information and data.
9.	Able to use at least one international language for oral communication and write.

**TABLE 6.**  
**GRADUATE PROFILE**  
**MASTER OF MANAGEMENT STUDY PROGRAMME**

No.	Graduate profile	Profile Description	Graduate Capabilities
1.	Manager	Graduates who have competence in managing and leading business institutions in the fields of marketing, human resources, operations, and finance based on Islamic values.	Graduates of the Master of Management Study Program as a manager have experience, knowledge and skills that are recognised by organisations to be able to lead, manage, control, organise and also develop organisations in order to achieve goals. Or another definition of a manager is someone who can or is able to direct others and is able to take responsibility for activities or activities at work. The functions performed by a manager are: leading, managing and controlling the organisation, developing, overcoming various problems faced by the organisation, supervising and controlling problems faced by the organisation, supervising and controlling the organisation, fostering trust and increasing a sense of responsibility, evaluating organisational activities, exploring and also developing resources owned by the organisation or company.
1	Entrepreneur	Graduates who have the competence to develop business creativity and innovation and have the art of solving business problems in marketing, human resources, operations, and finance with an interdisciplinary, multidisciplinary, or transdisciplinary approach.	Graduates of the Master of Management Study Program as entrepreneurs are expected to be able to internalise the spirit of independence, struggle, and entrepreneurship; Able to uphold human values in carrying out their duties as entrepreneurs based on religion, morals, and management ethics; Able to understand the principles of entrepreneurial principles using a community approach; Able to think creatively, innovatively, independently to find entrepreneurial opportunities by using product knowledge based on community management and Islamic values; Able to build businesses with a social entrepreneurship model.
3	Business Analyst	Graduates who have the competence to analyse business feasibility as a measure of business success in the areas of marketing, human resources, operations, and finance through an interdisciplinary, multidisciplinary, or transdisciplinary approach.	Graduates of the Master of Management Study Programme as business analysts have the ability to: <ol style="list-style-type: none"> <li data-bbox="770 1637 1358 1832">1. Business Understanding: have a strong understanding of business operations, business models, industries, and the business environment in general. Includes an understanding of business processes, customer needs, and market trends.</li> <li data-bbox="770 1839 1358 1966">2. Data Analysis: Ability to collect, analyse and interpret data and be able to use data analysis tools and statistical techniques to identify relevant patterns, trends and insights.</li> <li data-bbox="770 1973 1358 2033">3. Communication Skills: possess good communication skills orally and in writing.</li> </ol>

			<p>4. Technology Understanding: have a good understanding of software applications, databases, technology infrastructure and current technology trends.</p> <p>5. Analytical Skills: must be able to accurately identify and analyse business problems.</p> <p>6. Project Management Skills: must have project management skills, such as planning, organising, supervising, and controlling.</p> <p>7. Sensitivity to Change: have an open attitude towards change, as well as the ability to help the organisation face challenges.</p>
4	Educators (Teachers or lecturers)	<p>Graduates who have the competence to develop research, transfer knowledge, scientific integrity, build character and instil a sense of social responsibility that is beneficial to science and the benefit of mankind, and are able to gain local, national, regional ASEAN and or international recognition in the fields of management and technology. management and business</p>	<p>Graduates of the Master of Management Study Program are expected to have knowledge of management and business; able to identify and solve management problems; uphold human values in carrying out duties as managers based on religious, moral, and ethical values; able to plan, implement, and evaluate the learning process in a measurable manner; able to organise learning using information technology; able to engineer the classroom environment to optimally develop the potential of students; able to create a community-based learning process based on Islamic values; able to provide guidance, coaching to students through various activities; able to create learning service programs in an educational environment with environmental carrying capacity according to local wisdom. environmental carrying capacity according to local wisdom.</p>