



UNIVERSITAS AHMAD DAHLAN
FACULTY OF ECONOMICS AND BUSINESS
S2 MASTER OF MANAGEMENT PROGRAM

Document Code:

SEMESTER LESSON PLAN

Courses	Course Code	Lecture Points	Weight (SKS)		Semester	Drafting Date
Organizational Change and Development (PPO)	205120930	HR Management	T = 3	P = 0	2	January 02, 2022
Authentication	RPS Development Lecturer		RMK Coordinator		Head of Study Program	
	D.R. Agus Shishwant, M.M. ; D.R. Abdul Chalik Hidayat, M.C. ; DR. Emma Nurmaya, Mom.		Dr. And Siswanto, M.M.		Dr. Aftoni Sutanto, S.E., M.Si.	
Learning Outcomes	CPL-Prodi charged on lecture points					
	CPL-01	Fear the One God and be able to show religious attitude;				
	CPL-02	Mastering the theory of corporate organizational functions, including HR strategy and operations, assets, finance, marketing, and production;				
	CPL-3	Able to make organizational decisions including planning, organizing, staffing, directing, implementing and controlling as well as evaluation at the managerial level in various types of corporate organizations based on research using multidisciplinary concepts and methods;				
	Course Learning Outcomes (CPMK)					
	CPMK1	Able to apply scientific thinking, master concepts, theoretical, methods, and analytical tools for Organizational Change and Development (PPO) (CPL-02 and 01)				
	CPMK2	Able to provide solutions to the problems of Organizational Change and Development (PPO) from sharing the types and levels of organizations. (CPL-02 and 03)				
	CPMK3	Able to make managerial decisions in the field of Organizational Change and Development (PPO) and implement them appropriately in various types of organizations at the operational level. (CPL-02 and 03)				
	Final ability of each learning stage (Sub-CPMK)					

	Sub-CPMK1	Students understand and are able to explain concepts, theories, strategies and analytical tools for Organizational Change and Development (PPO). CPMK1		
	Sub-CPMK2	Students are able to identify, analyze and find solutions to problems of Organizational Change and Development at various types and levels of Organizations. (CPMK2 and 3)		
	Sub-CPMK3	Students are able to provide alternative managerial decisions in the field of Organizational Change and Development (PPO) CPMK2 and CPMK3)		
	Correlation of CPMK to Sub-CPMK			
		Sub-CPMK1	Sub-CPMK2	Sub-CPMK3
	CPMK1	V		
	CPMK2		V	V
	CPMK3			V
Course brief description	The course of Organization Change and Development is designed to discuss how organizations can gain sustainable competitive advantage through organization design. This course is not only limited to discussing organizational theories and concepts but also the role of external and internal organizational factors and their consequences that cause organizational change which will ultimately affect organizations in designing and developing organizational structures			
Study Materials: Learning Materials	<ol style="list-style-type: none"> 1. Organizations and Organizational Effectiveness 2. Stakeholders, Managers, and Ethics 3. Organizing in a Changing Global Environment 4. Basic Challenges of Organizational Design 5. Designing Organizational Structure: Authority and Control 6. Designing Organizational Structure: Specialization and Coordination 7. Creating and Managing Organizational Culture 8. Organizational Design and Strategy in a Changing Global Environment 9. Organizational Design, Competences, and Technology 10. Types and Forms of Organizational Change 11. Organizational Transformations: Birth, Growth, Decline, and Death 			

	<p>12. Decision Making, Learning, Knowledge Management, and Information Technology</p> <p>13. Innovation, Entrepreneurship, and Creativity</p> <p>14. Managing Conflict, Power, and Politics</p>
Pustaka	<p>Main:</p> <ol style="list-style-type: none"> Jones, G. R. 2013. Organizational Theory, Design and Change, 7th Ed. Pearson Education, Inc., United State of America. Cumming, T.G. and Worley, C.G. 2015. Organization Development and Change. <p>Supporter</p> <ol style="list-style-type: none"> Noe, R. A., Hollenbeck, J. R. 2008. Human Resources Management. International Edition. New York: McGraw-Hill. Snell, S. and Bohlander, G. 2007. Human Resource Management. International Edition. USA: Thomson Higher Education. Dowling, P.J, Feston, M & Engle, A.,D., SR, 2013, International Human Resource Management, 6th Ed., United Kingdom: Cengage Learning Kurnia, R., Nurmaya, E. & Choliq A. H. The influence of positive affectivity to knowledge sharing among government sector employees in Tanjungpinang city, <i>NUSANTARA: Jurnal Ilmu Pengetahuan Sosial</i>, Vol 8 No 8 Tahun 2021 Hal. : 2597-2611 Nurmaya, E., & Arshad, R. (2020). Violation and abuse of psychological contracts and their effects on deviant behavior in the workplace. <i>International Journal of Management Studies</i>, 27(1), 73-91. https://doi.org/10.32890/ijms.27.1.2020.7860 Rahmawati, W., Nurmaya, E., Sutanto, A., & Hidayat, A. (2023). Predicting Innovative Work Behavior Through the Perspective of Knowledge Sharing, Perceived Organizational Support, and Psychological Empowerment (Study at The National Narcotics Agency for The Special Region of Yogyakarta). <i>Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)</i>, 7(1), 501-545. https://doi.org/10.31538/ijise.v7i1.4352
Lecturer	Dr. And Siswanto, M.M.
Prerequisite Lecture Points	Organizational Change and Development (PPO)

Week to -	Expected capability (Sub-CPMK)	Study materials/Learning materials	Forms, learning methods and experiential learning	Time (minutes)	Valuation		
					Technical	Indicator	Weight (%)
1, 2	Sub-CPMK1	<ul style="list-style-type: none"> What and why organizational exist 	Kuliah Discussion	PB 3x50	Written test in the midterm exam	1. Understand the forces in the specific and general environment of	10%

Week to -	Expected capability (Sub-CPMK)	Study materials/Learning materials	Forms, learning methods and experiential learning	Time (minutes)	Valuation		
					Technical	Indicator	Weight (%)
		<ul style="list-style-type: none"> Organization theory, design, and change. How manager measure organization effectiveness. Identifying stake holders 	<p>Student: Reading, taking notes, asking, listening, giving opinions related to study materials and issues² that arise during lectures and discussions</p>	<p>KM 3x50 PT 3x50</p>		<p>the organization that give rise to opportunities and threats for the organization. 2. Be able to explain how and why an organization seeks to adapt and control these forces to reduce uncertainty 3. Able to identify stakeholders and the importance of an organization and</p>	
3	Sub-CPMK1 and Sub-CPMK 2	<p>Organizing in a Changing Global Environment</p> <ul style="list-style-type: none"> Resource Dependence Theory Strategic Managing Interdependencies Transaction Cost Theory 	<p>Kuliah Presentation Discussion</p> <p>Student: Conduct group presentations, review presentations, read, take notes, ask questions, listen, give opinions related to study materials and issues² that</p>	<p>PB 9x50 KM 9x50 PT 9x50</p>	<p>Written test in the midterm exam</p> <p>Presentation</p> <p>Assessment of individual tasks:</p> <p>Activeness in class: by asking questions in class</p> <p>Written task²</p>	<p>Can:</p> <p>1. Students are able to identify factors that cause uncertainty in an industry</p>	15%

Week to -	Expected capability (Sub-CPMK)	Study materials/Learning materials	Forms, learning methods and experiential learning	Time (minutes)	Valuation		
					Technical	Indicator	Weight (%)
			arise during lectures and discussions.				
4	Sub-CPMK 1 and CPMK 2 (C2, C3)	1) Basic Challenges of Organization Design: <ul style="list-style-type: none"> • Differentiation • Balancing Differentiation and Integration • Balancing Centralization and Decebrtalization • Balancing Standardization and Mutual Adjustment • Mechanistic and Organic Organizational Structures 	Kuliah Presentation Discussion Student: Conduct group presentations, review presentations, read, take notes, ask questions, listen, give opinions related to study materials and issues2 that arise during lectures and discussions.	PB 6x50 KM 6x50 PT 6x50	Written test in the midterm exam Group task assessment: Presentation Assessment of individual tasks: Activeness in class: by asking questions in class	Students are able to: 1. Describe the dimensions of the organizational design 2. Analyze the relationship between industry characteristics and organizational structure types.	15%
5	Sub-CPMK2 Sub-CPMK2	1. Designing Organizational Structure : Authority and Control	Kuliah Presentation Discussion	PB 3x50 KM	Written test at the end of semester exam Group task assessment:	Students are able to: 1. Explain the authority and control aspects of a	10%

Week to -	Expected capability (Sub-CPMK)	Study materials/Learning materials	Forms, learning methods and experiential learning	Time (minutes)	Valuation		
					Technical	Indicator	Weight (%)
		<ul style="list-style-type: none"> • Authority : How and Why Vertical Differentiation Occurs • Control : Factors Affecting the shape of the Hierarchy • The Principles of Bureaucracy • The Influence of the Informal Organization IT, Empowerment, and Self-Managed Teams 	<p>Student: Looking for material for case study, conducting group presentations, asking questions, giving opinions related to the case discussed, taking notes</p>	<p>3x50 PT 3x50</p>	<p>Presentation Assessment of individual tasks:</p> <p>Activeness in class: by asking questions in class</p>	<p><i>tall and flat organizational structure.</i></p>	
6	Sub-CPMK2 Sub-CPMK 3	<p>1. Designing Organizational Structure: Specialization and Coordination</p> <ul style="list-style-type: none"> • Functional Structure • From Functional Structure to Divisional Structure • Divisional Structure I,II,III • Matrix Structure 	<p>Kuliah Presentation Discussion</p> <p>Student: Conduct group presentations, review presentations, read, take notes, ask questions, listen, give opinions related to study materials and issues2 that arise during lectures and discussions.</p>	<p>PB 9x50</p> <p>KM 9x50</p> <p>PT 9x50</p>	<p>Written test at the end of semester exam</p> <p>Group task assessment: Presentation</p> <p>Assessment of individual tasks:</p> <p>Activeness in class: by asking questions in class</p> <p>Written task2</p>	<p>Students are able to:</p> <ol style="list-style-type: none"> 1. Analyze the advantages and disadvantages of specialization. 2. Provide strategies to cope with the impact of specialization. 	

Week to -	Expected capability (Sub-CPMK)	Study materials/Learning materials	Forms, learning methods and experiential learning	Time (minutes)	Valuation		
					Technical	Indicator	Weight (%)
							20%
7	Sub-CPMK3	1. Creating and Managing Organizational Culture: <ul style="list-style-type: none"> • What Is Organizational Culture ? • How is an Organization's Culture Transmitted to its Members • Where Does Organizational Culture Come From ? • Can Organizational Culture Be Managed ? • Social responsibility 	Kuliah Presentation Discussion Student: Conduct group presentations, review presentations, read, take notes, ask questions, listen, give opinions related to study materials and issues2 that arise during lectures and discussions.	PB 9x50 KM 9x50 PT 9x50	Written test at the end of semester exam Group task assessment: Presentation Assessment of individual tasks: Activeness in class: by asking questions in class Written task2	Students are able to: 1. Explain how organizational culture is formed.	20%
8	Sub-CPMK2 and Sub-CPMK 3	1. Organizational Design and Strategy in a Changing Global Environment	Kuliah Presentation Discussion Student:	PB 3x50 KM 3x50 PT	Written test at the end of semester exam Group task assessment: Presentation	Students are able to: 1. Provide alternative business density strategies. 2. Analyze the types of business strategies with	10%

Week to -	Expected capability (Sub-CPMK)	Study materials/Learning materials	Forms, learning methods and experiential learning	Time (minutes)	Valuation		
					Technical	Indicator	Weight (%)
		<ul style="list-style-type: none"> • Strategy and the Environment • Functional-Level Strategy • Business – Level Strategy • Corporate-Level Strategy • Implementing Strategy across Countries 	Looking for materials for case studies, conducting group presentations, asking questions, giving opinions related to the case discussed and taking notes	3x50	Assessment of individual tasks: Activeness in class: by asking questions in class	implementation at the discretion of HRM	
9	Sub-CPMK 3	1. Organizational Design, Competences, and Technology <ul style="list-style-type: none"> • What is Technology • Technology and Organizational Effectiveness • Technical Complexity : The Theory of Joan Woodward • Routine Tasks and Complex Tasks : The Theory of Charles Perrow 	Kuliah Presentation Discussion Student: Looking for materials for case studies, conducting group presentations, asking questions, giving opinions related to the case discussed and taking notes	PB 3x50 KM 3x50 PT 3x50	Written test at the end of semester exam Group task assessment: Presentation Assessment of individual tasks: Activeness in class: by asking questions in class	Students are able to: 1. Explain what is meant by imperative technology.	20%

Week to -	Expected capability (Sub-CPMK)	Study materials/Learning materials	Forms, learning methods and experiential learning	Time (minutes)	Valuation		
					Technical	Indicator	Weight (%)
		<ul style="list-style-type: none"> Task Interdependence : The Theory of James D. Thompson 					
10	Sub-CPMK 2 and Sub-CPMK 3	<p>1. Types and Forms of Organizational Change</p> <ul style="list-style-type: none"> What is Organizational Change Forces for and Resistance to Organizational Change Evolutionary and Revolutionary Change in Organizations Managing Change : Action Researc Organization Development 		PB 3x50 KM 3x50 PT 3x50		Students are able to: 1. Identify the factors that cause organizational change. 2. Provide advice on how to deal with employees who resist change.	15%
11	Sub-CPMK 01 and Sub-CPMK 02	<p>1. Organization Transformations : Birth, Growth, Decline, and Death</p> <ul style="list-style-type: none"> The Organizational Life Cycle Organizational Birth A Population Ecology Model of Organizational Birth The Institutional Theory of 	Kuliah Presentation Discussion Student: Looking for materials for case studies, conducting group presentations, asking questions, giving opinions related to the case	PB 3x50 KM 3x50 PT 3x50	Written test at the end of semester exam Group task assessment: Presentation Assessment of individual tasks: Activeness in class: by asking questions in class	Students are able to: 1. Analyze the stage stages of the organizational cycle.	20%

Week to -	Expected capability (Sub-CPMK)	Study materials/Learning materials	Forms, learning methods and experiential learning	Time (minutes)	Valuation		
					Technical	Indicator	Weight (%)
		Organizational Growth <ul style="list-style-type: none"> • Greiner's Model of Organizational Growth • Organizational Decline and Death 	discussed and taking notes				
12	Sub-CPMK 03	1. Decision Making, Learning, Knowledge Management, and Information Technology <ul style="list-style-type: none"> • Organizational Decision Making • Models of Organizational Decision Making • Knowledge Management and Information Technology • Factors Affecting Organizational Learning • Improving Decision Making and Learning 	Kuliah Presentation Discussion Student: Looking for materials for case studies, conducting group presentations, asking questions, giving opinions related to the case discussed and taking notes	PB 3x50 KM 3x50 PT 3x50	Written test at the end of semester exam Group task assessment: Presentation Assessment of individual tasks: Activeness in class: by asking questions in class	Students are able to: 1. Distinguishing rational and rational decision making is limited.	15%
13	Sub-CPMK 01 and Sub-CPMK 03	1. Innovation, Intrapreneurship, and Creativity <ul style="list-style-type: none"> • Innovation and Technological Change 	Kuliah Presentation Discussion Student:	PB 3x50 KM 3x50 PT	Written test at the end of semester exam Group task assessment: Presentation	Students are able to: 1. Provide alternatives in designing organizations to support a culture of innovation and creativity.	20%

Week to -	Expected capability (Sub-CPMK)	Study materials/Learning materials	Forms, learning methods and experiential learning	Time (minutes)	Valuation		
					Technical	Indicator	Weight (%)
		<ul style="list-style-type: none"> • Innovation, Intrapreneurship, and Creativity • Managing the Innovation Process • Innovation and Information Technology • Innovation and Information Synergies 	Looking for materials for case studies, conducting group presentations, asking questions, giving opinions related to the case discussed and taking notes	3x50	Assessment of individual tasks: Activeness in class: by asking questions in class		
14	Sub-CPMK 03	1. Managing Conflict, Power, and Politics <ul style="list-style-type: none"> • What is Organizational Conflict ? • Pondy's Model of Organizational Conflict • Managing Conflict : Conflict Resolution Strategies • What is Organizational Power ? • Source of Organizational Power • Using Power: Organizational Politics 	Kuliah Presentation Discussion Student: Looking for materials for case studies, conducting group presentations, asking questions, giving opinions related to the case discussed and taking notes	PB 3x50 KM 3x50 PT 3x50	Written test at the end of semester exam Group task assessment: Presentation Assessment of individual tasks: Activeness in class: by asking questions in class	Students are able to: 1. Provide alternatives in handling conflicts between departments.	20%

Student CPL Achievement Assessment and Evaluation Portfolio

Mg	CPL	CPMK (CLO)	Sub-CPMK (LLO)	Indicator	Question form – Weight (%)		Weight (%) Sub-CPMK	Mhs value (0-100)	$\Sigma(\text{Value mhs}) \times (\text{Bobot } \%)$	Attainment CPL on MK (%)
1-2	CPL3 CPL	CPMK1 CPMK2	Sub-CPMK-1 Sub-CPMK-2	I-1.1 I-1.2	Task-1 Soal Esay AMABLE	5 5	10			
3-4	CPL	CPMK2 CPMK3	Sub-CPMK-2 Sub-CPMK-3	I-2.1 I-2.2 I-2.3	Task-2 Soal Esay AMABLE	5 10	15			
5-6		CPMK3 CPMK4	Sub-CPMK-3 Sub-CPMK-4	I-3.1 I-3.2 I-3.3	Task-3 Soal Esay AMABLE	5 10	15			
7		CPMK3 CPMK4	Sub-CPMK-6	I-4.1 I-4.2	Task-4	5	10			
8-10		CPMK3 CPMK4	Sub-CPMK-4	I-5.1 I-5.2 I-5.3 I-5.4	Task-5 Soal Esay WHO	5 15	20			
11-12	CPL	CPMK3 CPMK4	Sub-CPMK-4 Sub-CPMK-5	I-6.1 I-6.2 I-6.3 I-6.4	Task-6 Soal Esay WHO	5 15	20			
13-14	CPL	CPMK3 CPMK4	Sub-CPMK6	I-7.1 I-7.2	Task-7	10	10			
Total Weight (%)							100	100		
Final Student Grade ($\Sigma(\text{MHS Score}) \times (\text{Weight } \%)$)										

Student CPL Achievement Assessment and Evaluation Portfolio

No.	CPL in MK – Research Methods	Access value (0 s.d. 100)	CPL accessibility to MK (%)
1	CPL 2 (S3): Apply scientific thinking in decision making and scientific descriptive studies of science and technology by paying attention to human values according to their fields of expertise		
2	CPL3 (KU1): Able to study, develop and apply science and technology scientifically in their field of expertise.		
3	CPL4 (KU3): Able to compile scientific papers (Thesis, publication) that can be scientifically and ethically accountable.		

Example of Student Assignment Plan Form

	UNIVERSITAS AHMAD DAHLAN FACULTY OF ECONOMICS AND BUSINESS				
	STUDENT ASSIGNMENT PLAN				
COURSES					
CODE	181161230	Credits	3	Semester	6
LECTURER	Dr. Ema Nurmaya, S.E., M.M.				
TASK FORM					
Written Assignments					
TASK TITLE					
Task: Analyze the International Wage Approach.					
SUB LEARNING OUTCOMES OF COURSES					
Sub-CPMK4: Understand international <i>staffing</i> , international performance management, international training and development, international compensation, and international industrial relations. (C2; C4) (CPMK3, CPMK4)					
TASK DESCRIPTION					
This assignment aims to enable students to explain the components 2 of international pay, and to distinguish approaches ² in international compensation. Furthermore, able to analyze the application of these two approaches in international assignments from companies from <i>developing countries</i> to <i>developing countries</i> , and vice versa.					
TASK EXECUTION METHOD					
<ol style="list-style-type: none"> 1. Read textbooks, see videos related to international wages. 2. Answer questions given regarding international wages. 					
EXTERNAL SHAPES AND FORMATS					
a. Objects of Garapan: -					

b. External forms:	
1. Written report.	
INDICATORS, CRITERIA AND ASSESSMENT WEIGHTS	
a. Describe the components of international wages (10%) b. Explain the approach ² to international wages (40%) c. Analyze the application of this approach in international competition. (50%)	
SCHEDULE	
Title and Framework Setting	May 1, 2022
Task External Collection	May 17, 2022
OTHER	
The assessment weight of this task is 5% of the 100% assessment of this course; Tasks are worked on and presented independently;	
REFERENCE LIST	
1. Dowling, P.J, Feston, M & Engle, A.,D., SR, 2013, International Human Resource Management, 6th Ed.,United Kingdom: Cengage Learning 2. Snell, S., & Bohlander, G. 2010. Principles of Human Resource. Management, 15th ed. Mason, OH: South Western – Cengage Learning. 3. Hatsps://vv.youtube.com/watch?v=jis5i5hui	

Holistic Rubric Assignment: Analyzing International Wage Approaches

Grade	Score	Judging Criteria
Very lacking	<20	The task report presented is irregular and unable to answer the questions ² given.
Less	21 - 40	The assignment report is poorly presented and is only able to answer a small part of the questions ² given.
Enough	41 - 60	The assignment report is presented well enough and is capable enough to answer half of the questions ² given.
Good	61 - 80	The task report is well presented and able to answer most of the questions given
Excellent	>81	The task report is very well presented and able to comprehensively answer the questions ² given.

Student Grade List

No	NIM	Name	Score (0-100)
1			
2			
3			
...			

Example of Perception Scale Rubric Form for Presentation Assessment

Assessed Aspects/Dimensions	Very Lacking	Less	Enough	Good	Excellent
	< 20	(21-40)	(41-60)	(61-80)	≥ 81
<p>Preparation</p> <p>Ensure that there will be no technical problems during the presentation.</p> <p>Ensure presentations start on time</p>					
<p>Presentation Media</p> <p>Ensure that media presentations (ppt, video, mic) are interesting</p>					
<p>Material Mastery</p> <p>Make sure the content of the presentation is on topic.</p> <p>Ensure the depth of the topic.</p>					
<p>Presentation Mastering Skills</p> <p>Respond to inquiries</p> <p>Answer questions</p> <p>Maintain presentation conditions</p>					
<p>Topic Evidence</p> <p>Able to give real examples of the topic.</p>					