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INDONESIA

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EST. 1849

Faculty of Economic and Business  
Departement of Management  
Graduate School of Management

**ECMS801021**

# STRATEGIC MANAGEMENT

**Syllabus – Odd Semester 2019-2020**

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Dr. Ir. Manerep Pasaribu





### VISION/VISI

- *To nurture ethical, socially responsible & globally competitive leaders who can contribute to the advancement of business and management practices.*
- **Untuk mendidik pemimpin etis, bertanggung jawab sosial & kompetitif secara global yang dapat memberikan kontribusi bagi kemajuan praktik bisnis dan manajemen.**

### MISSION/MISI

- *To provide an industry-linked and globally connected business and management education to future leaders.*
- **Untuk memberikan pendidikan bisnis dan manajemen yang terkait dengan industri dan terhubung secara global kepada para pemimpin masa depan.**



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**Lecturers**

No.	Name	E-mail	Consultation Hour	Place
1.	Sari Wahyuni S.I.P., M.Sc., Ph.D	sari.whyn@gmail.com		
2.	Dr. Eka Pria S.E., MBA.	ekapanas@yahoo.com		
3.	Dr. Ir. Manerep Pasaribu M.M.	manerep_kupang@yahoo.com		
4.	Dr. Harris Turino Kurniawan,	harristk@gmail.com		
5.	Dr. Mohammad Hamsal M.S.E., M.B.A.	mhamsal@yahoo.com		

**Dr. Ir. Manerep Pasaribu**



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<b>Subject Code</b>	ECMS801021
<b>Subject Title</b>	STRATEGIC MANAGEMENT
<b>Credit Value</b>	3
<b>Year/Semester</b>	I/1 AND 2
<b>Day/Hour</b>	
<b>Subject Type</b>	<u>Wajib Program Studi</u>
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	NONE
<b>Role and Purposes</b>	This unit exposes participants to research methods and applied strategic management.





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**Subject Learning Outcomes**

Participants of this unit are expected to be:

- Able to understand theories of strategic management.

AACSB Learning Goal (LG) and Learning Objective (LO)

**1. LG 2: Global Awareness** – demonstrate awareness of global management issues

LO 2. 1: Students are able to identify global issues related to academic works.

a. Able to identify pertinent global issues to incorporate into their academic works **(ASM)**

b. Able to analyze the interactions among the various global factors affecting local and national business activities **(ASM)**

**LG 2 will be assessed for AACSB purpose in the Midterm Examination**

**2. LG 5 : Critical Thinking-** Students are able to demonstrate that they are critical thinkers

LO 5.1: Students are able to argue and draw conclusion on an issue based on academic research evidences.

a. Deliver Key Ideas/Issues Point Identification. **(TLA)**

b. Compare, analyze and evaluate alternatives choices **(TLA)**

c. Justify an argument or solution with supporting evidence/ relevant references **(TLA)**

d. Draw conclusion based on academic evidence **(TLA)**

**3. LG 6: Advance Management Knowledge-** Students are competent in strategic management theories

LO 6.1: Student are able to understand theories of strategic management.

a. Critically analyze company's strategies in adapting to changing business environment **(ASM)**

b. Apply broad knowledge in strategic management to real cases **(ASM)**

c. Analyze the synergy of various management functions of the firm **(ASM)**

**LG 6 will be assessed for AACSB purpose in the Final Examination**

*ASM : use in assessment*

*TLA : only teaching and learning*

**NOTES:**

**For TLA :**

Lecturers must explain for each TRAIT will be delivered in what Session, and write it in the schedule

e.g. LO 5.1 will be learned in session 2

**For ASM :**

Lecturers must state in the evaluation for each TRAITS how can TRAITS be measured



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Subject Synopsis/ Indicative Syllabus	Week	Topics	References
	1	Introduction to Strategic Management (SM) a. Strategic Competitiveness b. Modern Strategic Management	1. Hitt et al.: Ch. 1 2. OST 3. CRS 4. NHC
	2	External Environment Analysis a. General & Industry Environment b. Competitive Forces & Strategy  <b>AACSB Traits:</b> <b>LG 5: Critical Thinking:</b> Students are able to demonstrate that they are critical thinkers <b>LO 5.1: Students are able to argue and draw conclusion on an issue based on academic research evidences (Traits T1, T2) TLA only</b> <ul style="list-style-type: none"> <li>• Able to deliver key idea or point (TLA)</li> <li>• Able to compare, analyze, and evaluate alternatif choices (TLA)</li> </ul>	1. Hitt et al.: Ch. 2 2. PME-1, 3. FTH 4. RRE
	3	Internal Organization Analysis a. Resources, Capabilities & Core Competencies b. Dynamic Capabilities	1. Hitt et al.: Ch. 3 2. SVE 3. GAJ 4. TPS
	4	Business-Level Strategy a. Types of Business-Level Strategies b. Low-Cost Carrier Strategy	1. Hitt et al.: Ch. 4 2. WGL 3. HFJ 4. PME-2
	5	Corporate-Level Strategy a. Corporate Diversification b. Corporate Headquarter Relocation	1. Hitt et al.: Ch. 6 2. BMB 3. BRG 4. CGA



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Subject Synopsis/ Indicative Syllabus	Week	Topics	References
	6	Merger & Acquisition a. Mergers, Acquisitions & Takeovers b. Culture Integration in M&A	1. Hitt et al.: Ch. 7 2. LAC 3. HKK 4. CAR
	7	Industry Development & Tourism a. Developing Industrial zone b. Competitive Tourism Industry c. Tourism Cluster Development	1. Wahyuni, 2013, Ch 9, 10 2. HJC 3. DDC 4. BUD
<p><b>Mid-term Exam</b>  <b>AACSB Traits:</b>  <b>LG 2.1: Global Awareness:</b> students demonstrate awareness of global management issues  <b>LO: Students are able to identify global issues related to academic works.</b></p>			



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Subject Synopsis/ Indicative Syllabus	Week	Topics	References
	8	International Strategy a. Global Strategy b. Global Market Expansions c. Entry Modes	1. Hitt et al.: Ch. 8 2. PMW 3. SIM 4. FFS
	9	Cooperative Strategy a. Strategic Alliances b. Co-opetition between Giants c. Case: BP in Rusia (Case 3, pages: C42-C46)  <b>AACSB Traits:</b> <b>LG 5: Critical Thinking: Students are able to demonstrate that they are critical thinkers</b> <b>LO 5.1: Students are able to argue and draw conclusion on an issue based on academic research evidences. TLA only</b> <ul style="list-style-type: none"> <li>• Able to justify an argument or solution with supporting evidence/ relevant references (TLA)</li> <li>• Able to draw conclusion based on academic evidence (TLA)</li> </ul>	1. Hitt et al.: Ch. 9 2. GBP 3. KHS 4. KSG
	10	Strategic Sustainability & Governance a. Ethical Behavior and governance b. Stakeholders Management c. Corporate Sustainability d. Case: Martha Stewart (Case 11, pages: C126-C140)	1. Hitt et al, ch 10 2. ACE 3. EBY 4. VRR
	11	Strategic Structure & Leadership a. Organizational Structure and Control b. Leadership & Style c. Agile Leadership d. Case: Siemens (Case 15, pages: C193-C207)	1. Hitt et al.: Ch. 11, 12 2. GNN 3. KAS 4. EJW



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Subject Synopsis/ Indicative Syllabus	Week	Topics	References
	12	Ambidextrous Organization a. Building Ambidexterity b. Born Global Ambidexterity c. Case: Amazon (Case 1: pages: C4-C29)	1. BCG 2. MBR 3. TAS 4. PSV
	13	Strategic Entrepreneurship a. Entrepreneurial Opportunities b. Global Companies Innovation c. Case: Starbucks (Case 17: pages C223-C235)	1. Hitt et al.: Ch. 13 2. BEL 3. BEH 4. TOH 5. MP-1 6. MP-2
	14	Big Data & Sharing Economy a. The Rise of Sharing Economy b. Spontaneous Deregulation c. Case: American Express (Case 2: pages: C30-C41)	1. Turino (2016) 2. EDG 3. SCH 4. WWK 5. MP-1 and MP-2
<p><b>Final Exam</b>  <b>AACSB Traits:</b>  <b>LG 6: ADVANCED MANAGEMENT KNOWLEDGE: Students are competent in strategic management theories</b>  <b>LO 6.1: Students are able to Understand theories of strategic management.</b></p>			



Teaching/  
 Learning  
 Methodology

1. The teaching and learning experience of this course is conducted in the form of interactive discussion based on *Participant Centered Learning (PCL)*, emphasizing initiative of the participants to contribute in the class discussion, preparedness in the reading of the materials, and fulfilling written assignments independently.
2. This course will be conducted in lectureship, article analysis, and case analysis, aiming at gaining a deep learning instead of superficial learning.



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Assessment Method in Alignment with Intended Learning Outcomes	Description	Percentage of Evaluation (%)	LO 2.1*	LO 6.1*
	MID SEMESTER EXAM	30	30 % (UTS)	–
	FINAL SEMESTER EXAM	30	–	30% (UAS )
	GROUP PRESENTATION	20	The Group Presentation in the first half of the semester (10 %)	The Group Presentation in the second half of the semester (10%)
	INDIVIDUAL PARTICIPATION	20	Reading Material Summary and Individual Participation in the first half of the Semester (10 %)	Reading Material Summary and Individual Presentation in second half of the Semester (10 %)
	Total	100	50%	50%





**Details of learning method**

**No. 1. Group Presentation**

After the first and eighth sessions, a group of students will deliver a presentation covering the session’s topic (topic and subtopics) and the reading materials, including a case analysis for each session. Presentations will cover all topics, subtopics, and the assigned reading for the session. Students should focus the presentation on the theories as explained in the textbook and article reading as well as a brief summary of the case study.

- Every week each group must present the summary of all papers assigned by the facilitators.
- The paper shall be presented in a PowerPoint presentation and be not more than 25 slides.

**No. 2 Reading Material Summary (for students not presenting, Individual Participation)**

- Each student has to write a reading material summary, which synthesizes (combines) the chapter, the article, and the case analysis in each session.
- The summary should not exceed 3 pages, not including visuals (tables, graphics, etc.)
- The writing should be a formal essay, not a Powerpoint presentation.
- The summary should be written in Indonesian or English.
- Participants are expected to be proactive in sharing their insights in the class, and mastering the content of the papers.



**Details of learning method**

**No. 3. Mid Semester Exam**

Covering only the sessions in the first half of the semester. Covering only the books and journal articles on that period. Each lecturer prepares the open book exam.

**AACSB Traits:**

The contents of the mid term exam is based on Learning Goal 2.1, which is applying Global Awareness Skills to demonstrate awareness of Global Management Issues. For instance, to identify global issues related to academic work.

**No 4. Final Examination**

Covers the sessions in the second half of the semester. Covers only the books and journal articles on that period. Each lecturer prepares the open book exam.

**AACSB Traits:**

The content of the final examination is based on Learning Goal 6.1, which is applying Advanced Management Knowledge to be competent in strategic management theories. For instance, to understand theories of strategic management.

**No. 5 Students’ Final Score**

Students’ final scores are the average of both halves of the semester. These scores are also the score of the AACSB implementation process.



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<b>Student Study Effort Expected</b>	<b>Class Contacts:</b>	
	Student Group Discussions	13 Hours
	Presentations	13 Hours
	Lectures	9.5 Hours
	<b>Other student study effort:</b>	
	Preparation for project/assignment/tests	45 Hours



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### Reading List & References

#### Textbooks:

- Hitt, M. A.; R. D. Ireland & R. E. Hoskisson (2017). **Strategic Management: Competitiveness & Globalization**. 12<sup>th</sup> Edition. Cengage Learning.
- Pasaribu, M. (2016). **Knowledge, Innovation, & Entrepreneurship**, Kompas Gramedia-Jakarta (MP1)
- Pasaribu, M. (2019). “**Big Data Strategies, Knowledge Flow, and Innovation**”. Sonvaldy Media Nusantara. Jakarta (MP2)
- Turino, H. (2016). **Meretas Konsep Ekonomi Berbagi**. 2<sup>nd</sup> Edition. Kesuma Putra Kreatif. ISBN: 978-602-74521-0-7
- Wahyuni, S. (2013), **Developing Special Economic Zone: Benchmarking between Indonesia, Thailand, Malaysia and China**, Indonesian Ministry of Trade, University of Indonesia and Salemba Empat, ISBN: 978-979-061-261-7.

#### Articles:

- Ackermann, F. & C. Eden (2011). Strategic Management of Stakeholders: Theory & Practice. **Long Range Planning**. 44. 179-196. (ACE)
- Baaij, M. G.; T. J. M. Mom; F. A. J. Van den Bosch & H. W. Volberda (2015). Why do Multinational Corporations Relocate Core Parts of Their Corporate Headquarters Abroad?. **Long Range Planning**. 48. 46-58. (BMB)
- Bel, R. (2015). Innovating in China: Lessons for Global Companies. **Global Business & Organizational Excellence**. January/February. 34-50. (BEL)
- Berry, H. (2014). Global Integration and Innovation: Multicountry Knowledge Generation within MNCs. **Strategic Management Journal**. 35. 869-890. (BEH)
- Buhalis, D. (2000). Relationships in the Distribution Channel of Tourism: Conflicts Between Hoteliers and Tour Operators in the Mediterranean Region. **International Journal of Hospitality and Tourism Administration**. 1 (1). 113-139. (BUD)
- Birkinshaw, J. & C. Gibson (2004). Building Ambidexterity Into an Organization. **MIT Sloan Management Review**. Summer. 47-55. (BCG)
- Bruche, G. (2000). Corporate Strategy, Relatedness and Diversification. *Business Institute Berlin at the Fachhochschule für Wirtschaft Berlin, Working Paper September no. 13*. (BRG)



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**Reading List & References**

13. Campbell, A.; Goold, M.; Alexander, M. (1995). Corporate Strategy: The Quest for Parenting Advantage. *Harvard Business Review*, March-April, 120-132. **(CGA)**
14. Chaudhuri, S.; Ray, S. (1997). The Competitiveness Conundrum: Literature Review and Refleitions. *Economic and Political Weekly*, 32 (48), M83-M91. **(CRS)**
15. Christensen, C.M.; Alton, R.; Rising, C.; Waldeck, A. (2011). The New M&A Playbook. *Harvard Business Review*, March, 48-57. **(CAR)**
16. da Cunha, S. K. & J. C. Da Cunha (2005). Tourism Cluster Competitiveness & Sustainability. *Brazilian Administration Review*. 2, 2. 47-62. **(DDC)**
17. Edelman, b. & D. Geradin (2016). Spontaneous Deregulation. *Harvard Business Review*. April. 2-9. **(EDG)**
18. Elenkov, D.S.; W. Judge; P. Wright (2005). Strategic Leadership and Executive Innovation Influence: An International Multi-Cluster Comparative Study. *Strategic Management Journal*. 26. 665-682. **(EJW)**
19. Epstein, M. J.; A. R. Bulovac & K. Yuthas (2015). Managing Social, Environmental and Financial Performance Simultaneously. *Long Range Planning*. 48. 35-45. **(EBY)**
20. Ferreira, M.P.; F.A.R Serra (2008). Foreign Entry Modes Under Institutional Pressures: The Impact of Strategic Resource Seeking and Market Seeking Strategies. *Revista de Ciencias de Administracao*. 10 (22). 11-29 . **(FFS)**
21. Furrer, O.; Thomas, H. (2000). The Rivalry Matrix. *European Management Journal*, 18 (6), 619-637. **(FTH)**
22. Ghoshal, S. & N. Nohria (1993). Horses for Courses: Organizational Forms for Multinational Corporations. *Sloan Management Review*. Winter. 23-35. **(GNN)**
23. Gnyawali, D. R. & B.-J. Park (2011). Co-opetition between Giants: Collaboration with Competitors for Technological Innovation. *Research Policy*. 40. 650-663. **(GBP)**
24. Hambrick, D.C; Fredrickson, J.W. (2001). Are You Sure You Have a Strategy? *The Academy of Management Executive*, 15 (4), 48-59. **(HFJ)**
25. Hampton, M. P. & J. Christensen (2007). Competing Industries in Islands: A New Tourism Approach. *Annals of Tourism Research*. 34, 4. 998-1020. **(HJC)**



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**Reading  
List &  
References**

26. Hitt, M.A.; King, D.; Krishnan, H.; Makri, M.; Schijven, M.; Shimizu, K.; Zhu, H. (2009). Mergers and Acquisitions: Overcoming Pitfalls, Building Strategy, and Creating Value. *Business Horizon*, 52 (6), Nov-Dec. **(HKK)**
27. Kale, P.; H. Singh (2009). Managing Strategic Alliances: What do We Know Now, and Where do We Go From Here? *Academy of Management Perspective*. August. 45-62. **(KHS)**
28. Karim, S. (2006). Modularity in Organizational Structure: The Reconfiguration of Internally Developed and Acquired Business Units. *Strategic Management Journal*. 27 (9). 799-823. **(KAS)**
29. Kossyva, D.; K. Sarri; N. Georgopoulos (2014). Co-Opetition: A Business Strategy for SMEs in Times of Economic Crisis. *South-Eastern Europe Journal of Economic*. 1. 89-106. **(KSG)**
30. Lakhsman, C. (2011), Postacquisition Culture Integration in Mergers & Acquisitions: A Knowledge-Based Approach. *Human Resource Management*. September-October. 605-623. **(LAC)**
31. Monferrer, D.; A. Blesa & M. Ripollés (2015). Born Globals through Knowledge-Based Dynamics Capabilities and Network Market Orientation. *Business Research Quarterly*. 18. 18-36. **(MBR)**
32. Nag, R.; Hambrick, D.C.; Chen, M. (2007). What is Strategic Management, Really? Inductive Derivation of a Concensus Definition of the Field. *Strategic Management Journal*, 28, 935-955. **(NHC)**
33. O'Shannassy, T. (2003). Modern Strategic Management: Balancing Strategic Thinking and Strategic Planning for Internal and External Stakeholders. *Singapore Management Review*. 25, 1. 53-67. **(OST)**
34. Peng, M. W. (2012). The Global Strategy of Emerging Multinationals from China. *Global Strategy Journal*. 2. 97-107. **(PMW)**
35. Porter, M.E. (1996). What Is Strategy? *Harvard Business Review*, Nov-Dec. **(PME-2)**
36. Porter, M.E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review*, January. **(PME-1)**
37. Prange, C.; S. Verdier (2011). Dynamic Capabilities, Internationalization Process and Performance. *Journal of World Business*. 46. 126-133. **(PSV)**
38. Rekettye, G. & G. Rekettye Jr. (2013). Global Trends and Their Influence on Future Business Performance. *International Journal of Business Performance Management*. 14, 1. 95-110. **(RRE)**
39. Schor, J. (2014). Debating the Sharing Economy. *A Great Transition Initiative Essay*. October. **(SCH)**



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### Reading List & References

40. Shuen, A.; P. F. Feiler & D. J. Teece (2014). Dynamic Capabilities in the Upstream Oil and Gas Sector: Managing Next Generation Competition. *Energy Strategy Review*. 3. 5-13. (SVE)
41. Sim, A.B. (2007). *Emerging Southeast Asian and Taiwanese Multinational Firms and Their Internationalization Strategies*. Oxford Business & Economics Conference Proceedings Oxford University: Association for Business and Economics Research. (SIM)
42. Tanev, S. (2012). Global from the Start: The Characteristics of Born-Global Firms in the Technology Sector. *Technology Innovation Management Review*. March. (TAS)
43. Toucher, N.; S.L. Oswald; D.J. Hall (2015). Proposing Social Resources as the Fundamental Catalyst Toward Opportunity Creation. *Strategic Entrepreneurship Journal*. 9. 119-135. (TOH)
44. Vranceanu, R. (2014). Corporate Profit, Entrepreneurship Theory and Business Ethics. *Business Ethics: A European Review*. 23 (1). 50-68. (VRR)
45. Whyte, R. & G. Lohmann (2015). The-Carrier-within-a-Carrier Strategy: An Analysis of Jetstar. *Journal of Air Transport Management*. 42. 141-148. (WGL)
46. Winterhalter, S.; C.H. Wecht; W.L. Krieg (2015). Keeping Reins in the Sharing Economy: Strategies and Business Models for Incumbents. *Marketing Review St. Gallen*, 4, 32-39. (WWK)



**Plagiarsm**

Participants are strongly advised to avoid the practice of plagiarism in any writing.

- a. Plagiarism is a practice of using other people’s writings as one’s own, without any acknowledgement.
- b. The following acts are plagiarism which are not tolerated:
  - When a single sentence, significant parts of a paragraph, which are copied directly, are not enclosed in quotation marks and appropriately footnoted.
  - When a single sentence, significant parts of a sentence or paragraphs, or ideas are paraphrased or summarized without any direct quotations, or are not acknowledged by footnoted reference of the author.
  - When photocopying parts or a whole paper, or asking other people to write his or her class assignment.
  - When a person gives an opportunity, intentionally or unintentionally, to other person, in such a way that the other person can photocopy or modify parts or the whole paper, to be used by that person for class assignment.

Any practice of plagiarism is considered a major infringement of academic values which is subject to academic sanctions. The sanction depends on the decision of the management of PPIM FEB-UI; but at least the lecturer shall give the paper a grade at the most 50, unless the Management of PPIM FEB-UI prefers other sanction.



**Statement of Authorship**

It is mandatory that a *Statement of Authorship* must be included and posted on the front page of the assigned paper.

**Statement of Authorship**

I/We.....the undersigned declare to the best of my/our ability that the paper/ assignment here with is an authentic writing carried out by myself/ourselves. No other authors or work of other authors have been used without any reference to its sources.

This paper/assignment has never been presented or used as paper' assignment for other courses except if I/we clearly stated otherwise.

I/We fully understand that this assignment can be reproduced and/or communicated for the purpose of detecting plagiarism.

- Name :
- Student's ID Number :
- Signature :
- Course :
- Paper/Assignment Title :
- Date :
- Lecturer :

(signed by all and every single student if its a group assignment)





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## LG LO and Traits in MSM

Learning Goals, Learning Objectives, and Traits of Master of Science in Management Program (MSM)

No	LEARNING GOALS	LEARNING OBJECTIVES/ TRAITS
1	<b>ETHICS AND SOCIAL RESPONSIBILITY:</b> Students have awareness of ethics and social responsibility	<b>1.1. Students are able to demonstrate proper academic ethics and sensitive to social issues</b>
		1.1.1 Able to demonstrate awareness of issues relating to the rights of relevant stakeholders who may be affected by the research.
		1.1.2 Able to demonstrate appreciation of standards of good research practice in the institution and/or discipline
		1.1.3 Able to explain the influence of social context in conducting academic activities
2	<b>GLOBAL AWARENESS:</b> students demonstrate awareness of global management issues	<b>2. 1. Students are able to identify global issues related to academic works.</b>
		2.1.1 Able to Identify pertinent global issues to incorporate into their academic works
		2.1.2 Able to analyze the interactions among the various global factors affecting local and national business activities



**LG LO and Traits in MSM**

Learning Goals, Learning Objectives, and Traits of Master of Science in Management Program (MSM)

No	LEARNING GOALS	LEARNING OBJECTIVES/ TRAITS	
3	<b>ORAL COMMUNICATION:</b> Students are able to demonstrate oral communication skill	<b>3.1 Student are able to present their academic ideas or academic papers properly</b>	
		3.1.1	Able to introduce their presentation in a clear and interesting way
		3.1.2	Able to deliver content with logical structure
		3.1.3	Able to organize their ideas in a presentation
		3.1.4	Able to use presentation techniques (body language, facial expression, appropriate voice and tone) appropriately
		3.1.5	Able to develop and use of visual aids or technology
		3.1.6	Able to apply appropriate technique to engage with the audience



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## LG LO and Traits in MSM

Learning Goals, Learning Objectives, and Traits of Master of Science in Management Program (MSM)

No	LEARNING GOALS	LEARNING OBJECTIVES/ TRAITS
4	<b>WRITTEN COMMUNICATION:</b> Students are able to demonstrate written communication skill	<b>4.1. Students are able to write proper academic paper</b>
		4.1.1 Able to develop idea logically in paragraphs and connect them with effective transition
		4.1.2 Able to use appropriate language, correct spelling, and grammar
		4.1.3 Able to provide supporting ideas/reasoning/details relevant to the idea
		4.1.4 Able to use appropriate academic rules (referencing systems, etc)
5	<b>CRITICAL THINKING:</b> Students are able to demonstrate that they are critical thinkers	<b>5.1. Students are able to argue and draw conclusion on an issue based on academic research evidences</b>
		5.1.1 Able to deliver key idea or point
		5.1.2 Able to compare, analyze and evaluate alternatives choices
		5.1.3 Able to justify an argument or solution with supporting evidence/ relevant references
		5.1.4 Able to draw conclusion based on academic evidence



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## LG LO and Traits in MSM

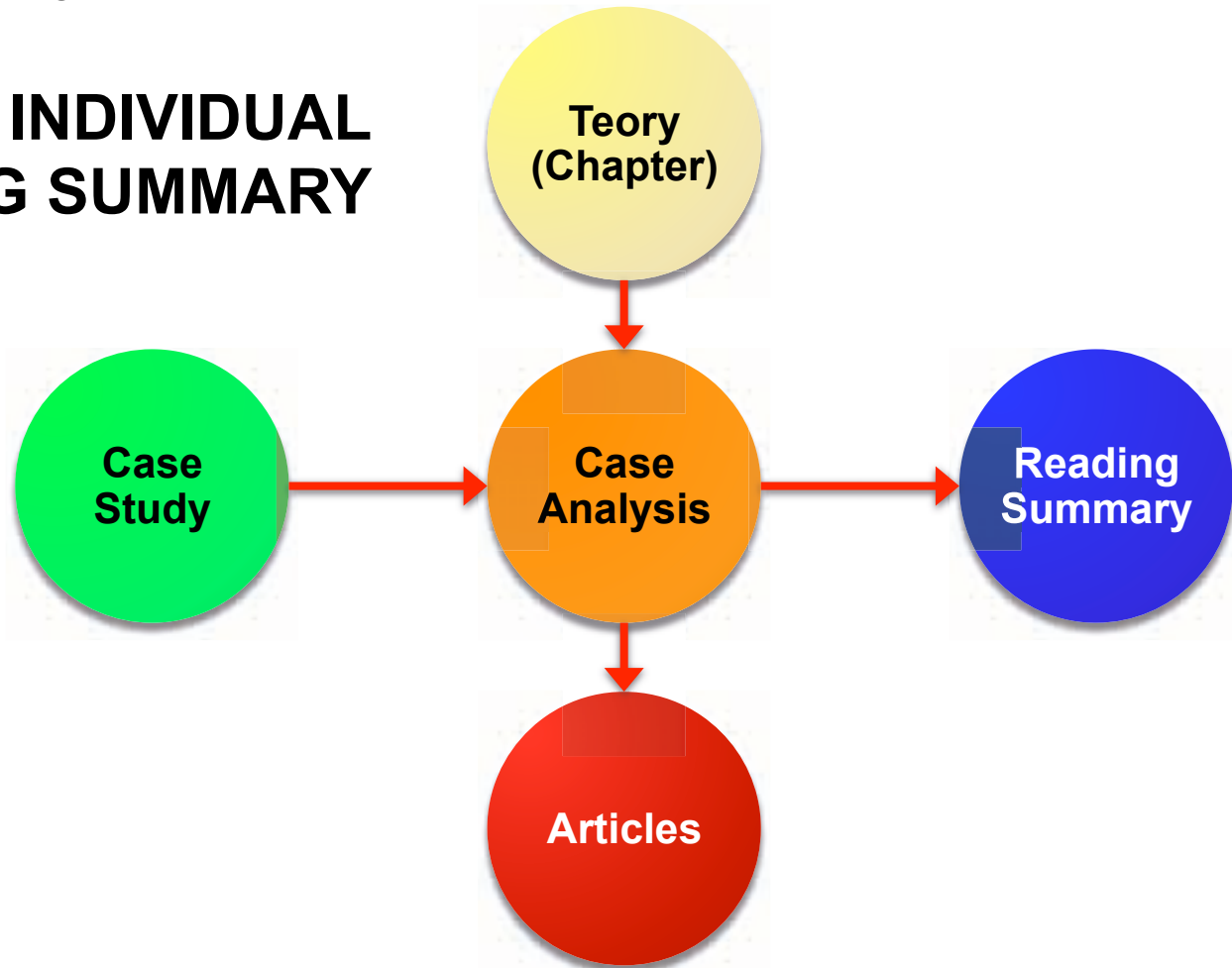
Learning Goals, Learning Objectives, and Traits of Master of Science in Management Program (MSM)

No	LEARNING GOALS	LEARNING OBJECTIVES/ TRAITS
6	<b>ADVANCED MANAGEMENT KNOWLEDGE:</b> Students are competent in strategic management theories	<b>6.1. Students are able to Understand theories of strategic management</b>
		6.1.1 Able to critically analyze company's strategies in adapting to changing business environment
		6.1.2 Able to apply broad knowledge in strategic management to real cases
		6.1.3 Able to analyze the synergy of various management functions of the firm
7	<b>RESEARCH:</b> Students are able to demonstrate knowledge in management research methods	<b>7.1 Students are able to apply research methods in management</b>
		7.1.1 Able to apply relevant research design to academic research problem
		7.1.2 Able to conduct data collection methods related to research design
		7.1.3 Able to analyze data for solving academic research problem



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# INDIVIDUAL READING SUMMARY



# TERIMA KASIH

