



UNIVERSITY OF BRAWIJAYA
FACULTY OF ADMINISTRATIVE
SCIENCES
DEPARTMENT ADMINISTRATION BUSINESS / PROGRAM BUSINESS
ADMINISTRATION STUDY

PLAN LEARNING SEMESTER

SUBJECT		CODE	GROUPS EYE STUDYING	WEIGHT(credits)	SEMESTER	Date of Compilation
Leadership			Compulsory	3	3	January 19, 2023 Revision I: January 25, 2023 Revision II: -
AUTHORIZATION		Lecturer Developer RPS	RMK Coordinator		Head of Study Program	
		1. Heru Susilo 2. Lasting Setyono SignHand			Prof. Dr. Muhammad Saifi,M.Sc	
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Learning Outcomes	CPL PROGRAM					
	CPL4	Student capable communicate And responsible answer on policy Which taken Good in a way individual and in groups(KK2)				
	CPL5	Student capable using and developing the concepts of organizational governance, entrepreneurship and functions management in context of organizational management and strategic decision making (PP1)				
	CP –MK					
	After to go through eye studying This student capable					
	CPMK1	Student capable understand the concepts, power and influence in leadership (CPL2, CPL4)				
	CPMK2	Student capable understand Approach Leadership.(CPL2)				
	CPMK3	Student capable understand and analyze leadership styles in organizations (CPL2, CPL4)				
	CPMK4	Student capable understand connection leadership and change and Global leadership (CPL2, CPL4)				

Mapping Weight CPMK-CPL

	CPL1	CPL2	CPL4	CPL5	CPL6
CPMK1	0	0.6	0.4	0	0
CPMK2	0	1	0	0	0
CPMK3	0	0.5	0.5	0	0
CPMK4	0	0.5	0.5	0	0

Description ShortMK	Leadership course is a compulsory course in Faculty of Administrative Sciences as an effort to develop students' knowledge, understanding and skills as prospective leaders in both business and public organizations. This course provides a systematic introduction to concepts, theories and practices related to leadership which are broadly divided into two parts, namely the first part on how to know and understand the theoretical concept of leadership, while the second part is about developing the ability to know, understand, to implement the right leadership practices. The learning method uses a lecture approach, material resume, discussion, to case studies.
Learning Materials / Topics	Study materials <ol style="list-style-type: none"> 1. Draft Leadership 2. Power And Influence 3. Leadership Role 4. Leadership Traits/Characteristics 5. Approach Behavior Leadership 6. Approach Situational Leadership 7. Approach Situational Leadership Advanced 8. Classical Leadership 9. Transactional Leadership 10. Transformational Leadership 11. Leadership Ethical, Serve, Authentic And Spiritual 12. Leadership And Diversity Cross Culture 13. Lead Change 14. Leadership Global

Library	Main	
	<ul style="list-style-type: none"> a. Bass and Stogdill (2001) Handbook of Leadership. Third Edition. FreePress b. Northhouse, Peter G., 2013 Leadership: Theory and Practice, sixth edition, Sage Publication,London. c. Come on, Gary, 2013, Leadership in organizations, eight edition, Pearson Education, NewJersey 	
	Supporters	
	<p>2. Supporters</p> <ul style="list-style-type: none"> a. Daft, Richard L., 2015, The Leadership Experience, sixth edition, Cengage Learning,Canada b. Dhiman, Satinder and Gary E. Roberts. 2018. The Palgrave Handbook of Workplace Spirituality and Fulfillment, Springer International Publishing c. Hugest, Rich, 2012, Leadership: Enhancing the Lessons of Experience, McGraw-HillCompanies, New York d. Lussier, Robert N., and Achua, Christopher F., 2013 Leadership, Theory, Application & Skill Development, Cengage Learning, Canada. e. Mr. Sutarto,Wijono. 2018. Leadership in Organizational Perspective, Jakarta: Prenamedia Group f. Whitney, Diana and Amanda Trosten– Bloom and Kae Reader. 2010. Appreciative Leadership: Focus on what works to drive Winning Performance and Build a Thriving Organization 	
MediaLearning	Devices Soft:	Devices Hard:
	Gmeet, Zoom, GCR,VLM	LED
TeamTeaching	-	
Eye StudyingConditio n	-	

Week	Sub-CP-MK (as the expected final capability)	Indicator	Assessment Criteria & Forms	MethodLearning (Lectures / Assignments / other forms of learning)	Time (Duration)	Learning Materials / Study Materials [Library]	Weight Evaluati on (%)
1	Students are able to understand the concept of leadership	Accuracy in explaining and describing the concept of leadership in organizations	Criteria Accuracy Assessmen t Form Non-Exam Basis: Quiz Base ExamUTS	<ul style="list-style-type: none"> Lecture and ask questionsanswer [TM for 3x50'] Pre test[10'] 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	1. Definition of Leadership and Leaders 2. Definition of Management and Manager 3. Difference Between Leader and Manager 4. Leadership Effectiveness Conceptualization levels of leadership Reference Material 1c, 2e	5%
2	Students are able to understand power and influence	Accuracy in explaining and explaining power and influence	Criteria <ul style="list-style-type: none"> Accuracy Assessment Form <ul style="list-style-type: none"> Non-Exam Basis: Group Presentation Base ExamUAS 	<ul style="list-style-type: none"> Lecture and ask questionsanswer [TM for 2x50'] Group presentation and class discussion [TM for 1x50'] 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	1. The concept of power and influence 2. Types of sources of power: position power, personal power and political power 3. Process espolitics of planting influence 4. Negotiation and networking	

						Reference Material: 1c, 2d, 2e	
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Week	Sub-CP-MK (as the expected final capability)	Indicator	Assessment Criteria & Forms	Learning methods(Studying / Task /form learning other)	Time (Duration)	Learning Materials / Study Materials [Library]	Assessment Weight (%)
3	Students are able to understand the role of leadership	Accuracy in explaining and understanding the role of leadership	Criteria <ul style="list-style-type: none"> Accuracy Assessment Form <ul style="list-style-type: none"> Non-Exam Basis: Case Study Completion Base Exam UTS 	<ul style="list-style-type: none"> Lecture and ask questions answer [TM for 2x50'] Case Study [TM during 1x50'] 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	1. Role leadership in organizations: <ul style="list-style-type: none"> Information Role Interpersonal Role Decisional Role Function leadership in the organization Reference Material: 1c, 2e	5%
4	Students are able to understand the characteristics or traits of leadership	<ul style="list-style-type: none"> Accuracy in explaining, responding to and implementing leadership characteristics or traits 	Criteria <ul style="list-style-type: none"> Accuracy Assessment Form <ul style="list-style-type: none"> Non-Exam Basis: Group Presentations and Class Discussions and Case Study Completion Assignments Base Exam UTS 	<ul style="list-style-type: none"> Lecture and ask questions answer [TM for 1x50'] Presentation Group and Class Discussion [TM for 2x50'] Assignment: Case Study [BM for 3x50'] 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	Leadership traits/traits approach: <ul style="list-style-type: none"> Leadership personality Characteristics of Effective Leadership Personality Profile of an Effective Leader Attitude Leadership Ethics Leadership Reference Material: 1c, 2a, 2d	10%
5	Students are able to understand the behavioral approach leadership	Accuracy in explaining and describing the behavioral leadership approach	Criteria <ul style="list-style-type: none"> Accuracy Assessment Form <ul style="list-style-type: none"> Non-Exam Basis: Presentation 	<ul style="list-style-type: none"> Lecture and ask questions answer [TM for 1x50'] Group presentation and 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	Behavioral theory approaches to leadership: <ul style="list-style-type: none"> Michigan and OHIO Approach Blake and Moulton's 	10%

				class discussion [TM for 2x50']		approach	
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Week	Sub-CP-MK (as the expected final capability)	Indicator	Assessment Criteria & Forms	Learning methods(Studying / Task /form learningother)	Time (Duration)	Learning Materials / Study Materials [Library]	Assessment Weight (%)
			Groups and assignments ▪ Base ExamUTS	▪ Assignment: Summary of Material [BM for 3x50']		Leader Member Exchange Approach Reference Material: 1b, 1c, 2a, 2c, 2d	
6	Students are able to understand the situational approach to leadership 1	Accuracy in explaining and describing the situational approach to leadership 1	Criteria ▪ Accuracy Assessment Form ▪ Non-Exam Basis: Group Presentation ▪ Base ExamUTS	▪ Lecture and ask questionsanswer [TM for 1x50'] ▪ Group presentation and class discussion [TM for 2x50']	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	1. Situational Leadership Definition 2. Situational Leadership Theory Hersey and Blanchard's approach Reference Material: ▪ Ref No: a (chp 8),j	5%
7	Students are able to understandapproachsi tuational leadership (continued)	▪ Accuracy in explaining and describing the situational approach to leadership (continued)	Criteria ▪ Accuracy Assessment Form ▪ Non-Exam Basis: Group Presentation s and Assignments ▪ Base ExamUTS	▪ Lecture and ask questionsansw er [TM for 1x50'] ▪ Group presentationand class discussion [TM for 2x50'] Assignment: Summary of Material [BM for 3x50']	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	Advanced Situational Leadership Theory • Fiedler and House's approach Evans and House's approach Reference Material: 1b, 1c, 2a, 2c, 2d	5%

Week 2-	Sub-CP-MK (as the expected final capability)	Indicator	Assessment Criteria & Forms	Learning methods(Studying / Task /form learningother)	Time (Duration)	Learning Materials / Study Materials [Library]	Assessment Weight (%)
						Reference Material: 1a	
8	Exam MiddleSemester						
9	Students are able to understand classical leadership style	Accuracy in explaining, responding to understanding classical leadership styles	Criteria <ul style="list-style-type: none"> Accuracy Assessment Form <ul style="list-style-type: none"> Non-Exam Basis: Group Presentation and Role Play Completion Base ExamUTS 	<ul style="list-style-type: none"> Group presentationand class discussion [TM for 2x50'] <ul style="list-style-type: none"> Leadership Role Play [TM for 1x50'] 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	1. Autocratic Leadership Style Concept 2. Democratic Leadership Style Concept Democratic Leadership Style Concept Laissez Faire Leadership Reference Material: 1a	5%
10	Students are able to understand transactional leadership style	<ul style="list-style-type: none"> Accuracy in explaining and describing transactional leadership style 	Criteria <ul style="list-style-type: none"> Accuracy Assessment Form <ul style="list-style-type: none"> Non-Exam Basis: Group Presentations and Class Discussions and Case Study Completion Assignments 	<ul style="list-style-type: none"> Lecture and ask questionsanswer [TM for 1x50'] PresentationGroup and Class Discussion [TM for 2x50'] Assignment: Case Study [BM for 3x50'] 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	1. Definition of Transactional Leadership 2. Transactional Leadership Style <ul style="list-style-type: none"> Contingentreward Activemanagement 	10%

			<ul style="list-style-type: none">▪ Base ExamUTS			<div>nt by exception</div> <ul style="list-style-type: none">• Passi <div>vemanagem ent by exception</div>	
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Week 2-	Sub-CP-MK (as the expected final capability)	Indicator	Assessment Criteria & Forms	Learning methods(Studying / Task /form learningother)	Time (Duration)	Learning Materials / Study Materials [Library]	Assessment Weight (%)
						MaterialReference: 1a, 1b.1c	
11	Students are able to understand transformational leadership style	<ul style="list-style-type: none"> Accuracy in explaining and describing transformational leadership style 	Criteria <ul style="list-style-type: none"> Accuracy Assessment Form <ul style="list-style-type: none"> Non-Exam Basis: Group Presentations and Class Discussions and Case Study Completion Assignments Base ExamUTS 	Studying And askanswer [TM during1x50'] Group Presentation and Class Discussion [TM for 2x50'] Task: Case Study[BM during3x50']	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]]	1. Definition of Transformational Leadership 2. LeadershipCharismatic and Transformational 3. Transformational Leadership Style <ul style="list-style-type: none"> <i>Idealizedinfluence</i> <i>Individualized consideration</i> <i>Inspirational motivation</i> <i>Intellectualstimulation</i> MaterialReference: <ul style="list-style-type: none"> 1a, 1b. 1c,2d 	5 %

12	Students are able to understand ethical, servant, authentic, and spiritual, and leadership	<ul style="list-style-type: none"> ▪ Accuracy in explaining and describing ethical, servant, authentic, and spiritual leadership 	Criteria <ul style="list-style-type: none"> ▪ Accuracy of Assessment Form ▪ Non-Exam Basis: Group Presentation ▪ UAS Exam Basis 	Lecture and Q&A [TM for 2x50'] Group Assignment Presentation [TM for 1x50']	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	1. Ethical Leadership <ul style="list-style-type: none"> • Definition of Ethical Leadership • Dilemmas in Assessing Ethical Leadership • Determinants and Consequences of Leadership Ethical 	10%
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Week 2-	Sub-CP-MK (as the expected final capability)	Indicator	Assessment Criteria & Forms	Learning methods(Studying / Task /form learningother)	Time (Duration)	Learning Materials / Study Materials [Library]	Assessment Weight (%)
						2. Servant Leadership <ul style="list-style-type: none"> • Definition of Leadership Which Serve • Leadership Character Which Serve • Leadership Model Which Serve 3. Authentic Leadership <ul style="list-style-type: none"> • Definition of Authentic Leadership • Authentic Leadership Approach 4. Spiritual Leadership <ul style="list-style-type: none"> • Definition of Spiritual Leadership Concept of Spirituality in Workplace Reference Material: <ul style="list-style-type: none"> ▪ 1b, 1c, 2a, 2b, 2d, 2e 	
13	Students are able to understand cross-cultural leadership and diversity challenges	<ul style="list-style-type: none"> ▪ Accuracy in explaining and describing challenges 	<ul style="list-style-type: none"> ▪ Criteria Accuracy Assessment Form 	<ul style="list-style-type: none"> ▪ Lecture and ask questions answer [TM for 2x50'] 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]]	1. Cross-Cultural Leadership Concept 2. Value Dimensions and Leadership Culture	5%

Week 2-	Sub-CP-MK (as the expected final capability)	Indicator	Assessment Criteria & Forms	Learning methods(Studying / Task /form learningother)	Time (Duration)	Learning Materials / Study Materials [Library]	Assessment Weight (%)
		cross-cultural leadership and diversity	<ul style="list-style-type: none"> Non-Exam Basis: Group Presentation Base ExamUAS 	<ul style="list-style-type: none"> Presentation group and class discussion [TM for 1x50'] 		3. Gender and Leadership Managing Cultural Diversity Reference Material: <ul style="list-style-type: none"> 1b, 1c,2a 	
14	Students are able to understand leading change in organizations	<ul style="list-style-type: none"> Accuracy in explaining, responding to and implementing leading change in an organization 	Criteria <ul style="list-style-type: none"> Accuracy of Assessment Form Non-Exam Basis: Group Presentation Base ExamUAS 	<ul style="list-style-type: none"> Lecture and ask questions answer [TM for 2x50'] Group presentation and class discussion [TM for 1x50'] 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	1. LeadershipStrategic and Organizational Change 2. Leading Organizational Change <ul style="list-style-type: none"> FrameworkChange Strengths and barriers to organizational change Stages of organizational change Recognizing the characteristics leaders, subordinates and situations in organizational change Creativity of Change Leaders Reference Material: <ul style="list-style-type: none"> 1b, 1c,2a 	10 %

Week 2-	Sub-CP-MK (as the expected final capability)	Indicator	Assessment Criteria & Forms	Learning methods(Studying / Task /form learning other)	Time (Duration)	Learning Materials / Study Materials [Library]	Assessment Weight (%)
15	Students are able to understand the concept of Global Leadership	<ul style="list-style-type: none"> Accuracy in explaining the concept of Global Leadership 	Criteria <ul style="list-style-type: none"> Accuracy Assessment Form <ul style="list-style-type: none"> Non-Exam Basis: Case Completion Base Exam UAS 	<ul style="list-style-type: none"> Lecture and ask questions answer [TM for 2x50'] Presentation group and class discussion [TM for 1x50'] 	[TM:2x2x50'] [BM+TT: {1+1}x{4x60'}]	1. Draft Inquiry 2. Draft Illumination 3. Draft Inclusion 4. Draft Inspiration 5. Draft Integrity	10%
						Reference Material: <ul style="list-style-type: none"> 2f 	
16	Exam End Semester						

CPL PS S1 Administration Business

Achievements learning graduate of (CPL) PS Bachelor Administration Business FIA UB is as following.

CPL1. Students are able to develop an attitude of nationalism, respect the opinions of others, obey the law, be entrepreneurial, and contribute socially to society.

CPL2. Students are able to design, implement and report scientific studies and prepare recommendations for solving problems. CPL3. Students are able to utilize the latest information technology media to develop business units.

CPL4. Student capable communicate And responsible answer on policy Which taken Good in a way individual and also in groups.

CPL5. Students are able to use and develop the concept of organizational governance, entrepreneurship and management functions in the context of organizational management and strategic decision making.

CPL6. Students are able to use economic, political, and ethical concepts to develop business ventures oriented towards stakeholder interests at local and international levels.

DESIGN TASK

Task Which done in studying This in the form of Task Structured and Independent/Group Assignments

- Structured lecture assignments are students' independent assignments which is in the form of homework according to the discussion that has been presented in lectures, which is done individually, either in the form of a summary of all lecture material and collected during the mid-term exam and

- Group assignments include creating related lecture project material that has been completed as in the learning material with outputs in the form of:
 - o Report paper with The writing format is adjusted to the applicable writing guidelines
 - o Videos of activities and videos of materials to be presented/discussed in class. face to face meeting week 11 to week 15
 - o All over project lectures from all group compiled become One And collected on moment UAS

Percentage Evaluation

Type Evaluation	Weight
Task Individual	10%
Activeness/Participation	10%
College Project	50%
UTS	15%
UAS	15%

Table evaluation And evaluation CPL on MK

Sunday to:	CPL	CPMK	Question (Weight %)	Weight Evaluation (test/ non-test)	Weight (%)
1	2,4,5,6	1	Activity in class	-	-
2	5,6	1,2,3,4,5	Resume Assignment Material 1 Activeness in class Question UTS (Question 1)	1 1.5 5	7.5
3	2,4,5	1,2,3,4,5	Resume Assignment Material 2 Activeness in class Question UTS (Question 2)	1 2 2	5
4	2,5,6	2,4,5	Task Resume Material 3 Activity in class	1 2	5

Sundayto:	CPL	CPMK	Question(Weight%)	Weight Evaluation (test/ non-test)	Weight (%)
			Question UTS (Question3)	2	
5	2,4,5,6	1,2,4,5	Resume Assignment Material 4 Activeness in class Question UTS (Question4)	1 2 3	5
6	2,4,5,6	1,2,4,5	Resume Assignment Material 5 Activeness in class Question UTS (Question5)	1 1 3	5
7	2,4,5,6	1,2,4,5	Resume Assignment Material 6 Classroom Activity Question UAS (Question6)	2 3 5	10
Exam Middle Semester (UTS) : question 1 sd question5					
9	2,4,5,6	1,2,4,5	Resume Assignment Material 7 Activeness in class Question UAS (Question7)	1 1 5	5
10	2,4,5,6	1,3,4,5	Resume Assignment Material 8 Activeness in class Question UAS (Question8)	2 1.5 5	7.5
11	2,4,5,6	1,2,3,4,5	Presentation Outer Project Lecturesby Group And Activity inClass	10	10
12	2,4,5,6	1,2,4,5	Presentation Outer Project Lecturesby Group And Activity inClass	10	10
13	2,4,5,6	1,2,4,5	Presentation Outer Project Lecturesby Group And Activity inClass	10	10
14	2,4,5,6	1,2,4,5	Presentation Outer Project Lectures by Group And Activity in Class Question UAS(Question 12)	10	10

15	2,4,5,6	1,2,4,5	Presentation Outer Project Lecturesby Group And Activity inClass	10	10
Exam End Semester (UAS) : question 6 sd question8					

Sundayto:	CPL	CPMK	Question(Weight%)	Weight Evaluation (test/ non-test)	Weight (%)
Total weight(%)				100	100

DETERMINATION MARKEND

Range Mark End(NA)	Quality Letters	Quality Score
> 80	A	4
75<NA ≤ 80	B+	3.5
69 <NA ≤75	B	3
60 <NA ≤ 69	C+	2.5
55 <NA ≤ 60	C	2
50 <NA ≤ 55	D+	1.5
44 <NA ≤ 50	D	1
0< NA ≤ 44	E	0

Mapping Weight Assessment –CPMK

Assessment	CPMK1	CPMK2	CPMK3	CPMK4	CPMK5
Task Resume Material1	0.3	0.2	0.2	0.1	0.1
Task Resume Material2	0.3	0.2	0.2	0.1	0.1
Task Resume Material3	0	0.4	0	0.3	0.3
Task Resume Material4	0.2	0.4	0	0.2	0.2
Task Resume Material5	0.2	0.4	0	0.2	0.2
Task Resume Material6	0.2	0.4	0	0.2	0.2
Task Resume Material7	0.2	0.4	0	0.2	0.2
Task Resume Material8	0.2	0	0.3	0.2	0.2

Assessment	CPMK1	CPMK2	CPMK3	CPMK4	CPMK5
Task Project1	0.2	0.1	0.3	0.2	0.2
Task Project2	0.2	0.3	0.1	0.2	0.2
Task Project3	0.2	0.3	0.1	0.2	0.2
Task Project4	0.2	0.3	0.1	0.2	0.2
Task Project5	0.2	0.3	0.1	0.2	0.2
Activeness/Participation	0.2	0.2	0.2	0.2	0.2
UTS	0.2	0.2	0.2	0.2	0.2
UAS	0.2	0.2	0.2	0.2	0.2