UNIVERSITAS INDONESIA

FAKULTAS EKONOMI & BISNIS

DEPARTEMEN AKUNTANSI

SYLABUS
STRATEGY & ORGANIZATION PERFORMANCE MANAGEMENT
EVEN SEMESTER 2020/2021

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Subject Code	ECMU601048
Subject Title	Strategy and Organization Performance Management
Credit Value	3
Pre-requisite/ Co-requisite/ Exclusion	Financial Management Management Accounting Case Analysis for Accounting and Business
Role and Purposes	The course contributes to the achievement of Bachelor of Economics in Accounting learning goals by enabling students to be critical thinkers (LG6) students to apply technical competence in accounting related field (LG7), and to possess some traits of professional skills (LG8)
Subject Learning Outcomes	Upon completion of the subject, Student will be able to prepare and analyze information for managerial decision making: a) Able to analyze the external and internal factors that may influence the strategy of an organization. b) Able to explain the processes that may be used to implement the strategy of an organization. Students are expected to be able to argue and draw conclusion on an issue based on supportive evidence

c) Able to evaluate performance/adherence to procedures/the results of policies, strategies, and systems implementation, to diagnose of a problem, and to compare options for decision making.
d) Able to show sufficient and relevant reasons and or evidence to evaluate, diagnose problems, or compare alternatives
e) Able to draw conclusions on evaluation results, to provide solutions to problems, or to provide recommendations for decisions to be taken

Students are expected to be able to display interpersonal skills
f) display cooperation and teamwork when working towards team goals
g) present ideas and influence others to provide support and commitment

Students are expected to be able to display Organizational skills
h) review own works and that of others to determine whether it complies with class' quality standards

Subject Synopsis/ Indicative Syllabus	Week #	Topic	LO	Required Reading
	1	**Introduction** Strategic Management Overview Active Lecturing		DD: Chp. 1 S1: Chp 2
	2	**Internal Assessment & Competitive Advantage** Case: Spotity: Face the Music (update 2019) – Facing Increase Competition Case-Based Learning	a, c, d, e, f, g, h	DD Chp 6 CIMA CGMA
	3	**External Assessment** Case: Pfizer A Case-Based Learning	a, c, d, e, f, g, h	DD: Chp. 7 CIMA CGMN
	4	**Strategy Generation, Selection & Implementation** Case: Alibaba vs. JD.com: Strategies, Business Models, and Financial Statements Case-Based Learning	a, c, d, e, f, g, h	DD: Chp. 8-9 JCK
	5	**Project Presentation** Internal Assessment Project Based Learning	a, c, d, e, f, g, h	DD: Chp. 5, 6 CIMA CGMA
	6	**Project Presentation** External Assessment Project Based Learning	a, c, d, e, f, g, h	DD: Chp. 7 CIMA, CGMA
	7	**Project Presentation** Strategy Analysis and Choice Project Based Learning	a, c, d, e, f, g, h	DD: Chp. 8-9 CIMA, CGMA

	8	**Levers of Control** Case: Automation Consulting Services Case-Based Learning	b, c, d, e, f, g, h	S1: Chp 13
	9	**Diagnostic Control Systems: Strategy Map** Case: Domestic Auto Parts Case-Based Learning	b, c, d, e, f, g, h j	S: Chapter 9
	10	**Diagnostic Control Systems: Balanced Scorecard** Case: Transworld Auto Parts Case-Based Learning	b, c, d, e, f, g, h	S: Chapter 9
	11	**Strategic Uncertainties** Case: Grab: Building a Leading O2O Technology Company in Southeast Asia Case-Based Learning	b, c, d, e, f, g, h	S1: Chp 10
	12	**Interactive Control Systems** Case: Nokia: The Inside Story of the Rise and Fall of a Technology Giant Case-Based Learning	b, c, d, e, f, g, h	S: Chapter 10
	13	**Strategic Risk** Case: Uber: Kalanick's Tumultuous Era Case-Based Learning	b, c, d, e, f, g, h j	S1: Chp. 11
	14	**Belief and Boundary Systems** Case: Infosys in India: Building a Software Giant in a Corrupt Environment Case-Based Learning	b, c, d, e, f, g, h	S1: Chp. 12

Teaching/Learning Methodology	This course will use case study approach of student centered learning that provide students an opportunity to learn theoretical concepts in an applied setting. On case-based learning, all class activities will be discussing cases. Students are expected to prepare the case before class begin and participate in group and class discussion. Cases will be discussed in class by groups which are formed by Lectures. Groups are changed every week to give students to work with different group of people. Groups will discuss the cases based on questions given by Lectures and prepare the answers/results, and there will be class discussion with some groups present the answer and other groups ask questions and give feedback. Therefore, class activities will be case briefing for 15 minutes, groups discussion for about 1 hour, groups presentation class discussion for about 1 hour, and case conclusion 15 minutes. There will be peer assessment for individual, group case analysis, and group contribution in class discussion On project-based learning, groups are required to analyze the external and internal factors that may influence the strategy of selected Indonesian public

companies using selected strategic analysis tools which are applicable and relevant. Based on the analysis, the groups are required to formulate and select strategy using some selected matrices. In order to have a good and convincing analysis, groups need to collect sufficient amount of data from company's annual reports and other publicly available information.

Finally, students will take two exams, which is mid-term and final exam. Exam questions might be written in English, but students can answer them in Bahasa Indonesia

Assessment	% weight	Intended Learning Outcomes to be assessed							
		a	b	c	d	e	f	h	h
Group	**45%**								
Group Presentation	15% (5%-10%)			√	√	√	√		
Group Participation in Discussion	15% (5% - 10%)			√	√	√	√		
Group Project	15%	√							
Individual	**55%**								
Mid Exam	20 %	√							
Final Exam	20 %		√						
Individual Contribution (peer assessment)	15% (7,5% - 7,5%)							√	√

Student Study Effort Expected

Class Contacts	
Lectures	7 Hours
Class Discussion	18 Hours
Other student study effort	
Preparation for case presentation	42 Hours
Independent study	42 Hours

Reading List and References

Required Readings:

- CGMA, 2013, Essential Tools For Management Accountants (CGMA)
- CIMA, 2007, Strategic Analysis Tools, Topic Gateway Series No. 34 (CIMA)
- David, F.R. & David F.R., 2017. Strategic management, concepts and cases, Pearson Prentice-Hall, 16th Ed. (DD) – ebook available at bookshelf.viralsource.com

	- Johnson, M.W., Christensen, C.M., Kagermann, H.,Reinventing Your Business Model. Harvard Business Review 86 no 12 (2008): 51-59 (JCK) - Simons, Robert, 2014, Performance Measurement and Control Systems for implementing strategy, Pearson Education Limited, first edition (S) – ebook available at bookshelf.viralsource.com