



# ACADEMIC GUIDELINES

**Undiknas Graduate School**

---

**2023**

**SURAT KEPUTUSAN**  
**DIREKTUR SEKOLAH PASCASARJANA UNDIKNAS DENPASAR**  
Nomor: 060 A/UGS-AK/I/2023

**TENTANG**  
**PENETAPAN PEDOMAN AKADEMIK**  
**DI LINGKUNGAN SEKOLAH PASCASARJANA UNDIKNAS DENPASAR**  
**(UNDIKNAS GRADUATE SCHOOL)**

**DIREKTUR SEKOLAH PASCASARJANA UNDIKNAS DENPASAR**

Menimbang : a. bahwa untuk memberikan informasi sedini mungkin kepada mahasiswa tentang berbagai hal yang berhubungan dengan proses belajar mengajar, peraturan, serta kebijakan akademik di lingkungan Sekolah Pascasarjana Undiknas, maka perlu adanya pedoman akademik:

b. bahwa untuk tertib administrasi, maka pedoman akademik di lingkungan Sekolah Pascasarjana Undiknas perlu ditetapkan dalam surat keputusan.

- Mengingat :
1. Undang-Undang Republik Indonesia Nomor 20 Tahun 2003 tentang Sistem Pendidikan Nasional;
  2. Undang-Undang Republik Indonesia Nomor 14 Tahun 2005 tentang Guru dan Dosen;
  3. Undang-Undang Republik Indonesia Nomor 12 Tahun 2012 tentang Pendidikan Tinggi;
  4. Peraturan Pemerintah Nomor 4 Tahun 2014 tentang Penyelenggaraan dan Pengelolaan Perguruan Tinggi;
  5. Perpres Nomor 8 Tahun 2012 tentang Kerangka Kualifikasi Nasional Indonesia (KKNI);
  6. Peraturan Menteri Pendidikan dan Kebudayaan Nomor 73 Tahun 2013 tentang Penerapan KKNI di Perguruan Tinggi;
  7. Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Republik Indonesia Nomor 44 Tahun 2015 tentang Standar Nasional Pendidikan Tinggi; dan
  8. Peraturan Menteri Pendidikan, Kebudayaan, Riset, dan Teknologi Republik Indonesia Nomor 53 Tahun 2023 tentang Penjaminan Mutu Pendidikan Tinggi.



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MEMUTUSKAN

**Menetapkan : PEDOMAN AKADEMIK DI LINGKUNGAN SEKOLAH PASCASARJANA UNDIKNAS DENPASAR (UNDIKNAS GRADUATE SCHOOL)**

- Kesatu : Pedoman Akademik Sekolah Pascasarjana Undiknas Denpasar (Undiknas Graduate School) sebagaimana terlampir yang merupakan bagian tak terpisahkan dari Keputusan ini.
- Kedua : Pedoman Akademik sebagaimana tersebut dalam Diktum Pertama diberlakukan sebagai pedoman dalam penyelenggaraan kegiatan akademik di lingkungan Sekolah Pascasarjana Undiknas Denpasar (Undiknas Graduate School) mulai Tahun Akademik Genap 2022/2023
- Kedua : Pedoman akademik diharapkan mampu memberikan gambaran komprehensif bagi mahasiswa tentang tugas-tugas dan kewajiban, serta dapat membuat perencanaan yang matang agar dapat menyelesaikan studinya sesuai dengan waktu yang ditentukan dengan hasil maksimal.
- Ketiga : Surat Keputusan ini mulai berlaku sejak tanggal ditetapkan.
- Keempat : Segala keputusan yang telah ada sebelumnya dan bertentangan dengan Surat Keputusan ini dinyatakan tidak berlaku.
- Kelima : Apabila di kemudian hari terdapat kekeliruan dalam surat keputusan ini, maka akan diadakan peninjauan ulang untuk dibetulkan dengan sebagaimana mestinya.



Ditetapkan di Denpasar  
pada tanggal: 10 Januari 2023  
Direktur,

**Prof. Ir. Gede Sri Darma, S.T., M.M., CFP<sup>®</sup>, D.B.A., IPU., ASEAN ENG.**  
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**Tembusan disampaikan kepada Yth.:**

1. Ketua Perdiknas Denpasar;
2. Rektor Undiknas Denpasar;
3. Arsip.



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## FOREWORD DIRECTOR OF UNDIKNAS GRADUATE SCHOOL

By first expressing gratitude to Ida Hyang Widhi Wasa/God Almighty, because with His approval, this manual can be completed as planned. For that to the drafting team, who have worked hard and smart, we would like to thank you.

This Academic Guidelines is a valid guide in carrying out teaching and learning activities at the Undiknas Postgraduate School which is regulated by the Director's Decree No. 060 A/UGS-AK/I/2023. This book guides students about academic obligations and conditions during their studies. For lecturers, this book provides instructions on signs and information on all lecture activities and evaluation of the success of a student's studies.

Only change is eternal. Similarly, in the world of education. Dynamics always occur, both caused by changes in the job market, technological developments, and the development of knowledge itself. For this reason, periodically and / or as needed, the Academic Manual of the Undiknas Postgraduate School is always made changes or adjustments.

Various shortcomings will be corrected immediately, if in the course of time there are provisions or contributions of constructive thoughts from various interested parties (*stake holder*). In this 2023 edition, there are several changes and/or additions related to curriculum changes, the number of concentrations in assessment procedures and several other adjustments.

Hopefully this Academic Guidelines can be utilized as optimally as possible, both by students and lecturers, so that the study process can be completed according to plan and quality.

Denpasar, 09 January 2023  
Director



**Prof. Ir. Gede Sri Darma, S.T., M.M., CFP®, D.B.A., IPU., ASEAN Eng.**

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## ACADEMIC GUIDELINES

### A. BACKGROUND

In the era of the 21st century, company life is faced with very dynamic conditions, which are characterized by (1) Competition is getting tighter, both at the local and global levels; (2) The corporate environment is colored by future uncertainty, which often causes anxiety and tension, and can even lead to disintegration and disorientation of corporate life; and (3) A changing corporate environment in various aspects of life.

The corporate environment whose characteristics are such will cause the level of uncertainty and ineffectiveness of the company's strategic plan to increase. In addition, companies today are also faced with increasingly multi-cultural management as a consequence of the era of globalization with the main characteristic being the loss of economic boundaries between countries, a phenomenon known as the *borderless world*. This means, globalization demands a movement beyond one particular cultural environment and into the transcultural arena. This has led to the growth and development of diversity in a multicultural workforce.

The multi-cultural era can have both positive and negative impacts. Positive impacts can enrich cultural treasures and the breadth and variety of communication within the company, while negative impacts can develop potential conflicts, protests, miscommunication, divisions or even disintegration between all components in the company.

Business development in the 21st century era mentioned above really needs leaders who are forward-looking (visionary), as well as leaders who have the ability to manage multi-cultural human resources and negotiate the interests of companies or organizations between and across cultures. With the demands of the company's development, Bachelor (SL) graduates are not enough to achieve success in seizing job opportunities or in increasing the contribution of company performance / productivity. Scholars, whether they have joined a company or not, if they do not have knowledge, practical skills and good analytical skills as well as the ability to manage multicultural human resources that are very critical, then the bad consequences that face are the closure of job opportunities for those who have not joined a company and vice versa for those who have worked will be faced with the threat of termination of employment (layoffs). Because all managers, both line (financial, marketing, and production managers) and staff, must be human resource managers, in addition to other resources. In other words, all managers carry out human resource functions. Of course, the resources desired by the public are professional, reliable, ethical, responsive and customary human resources to the environment for the realization of good governance, as well as human resources who understand problems in the field of law and are at the same time involved in the development of legal science itself.



On the basis of the above, the Graduate School of the National Education University of Denpasar (hereinafter referred to as the Undiknas Graduate School) which has been established based on the Decree of the Director General of Higher Education of the Ministry of National Education of the Republic of Indonesia Number: 95 / DIKTI / Kep / 2000 dated April 17, 2000 provides the widest possible opportunity for those who want to improve their abilities in the fields of management, public administration, and law.

Through interaction for 18 months for the Master level (S2) and for 36 months for the Doctoral level (S3) with lecturers who have high integrity, expertise and skills as well as adequate experience will act as facilitators, and at the same time as experienced workshop instructors are expected to be able to deliver students as forward-looking managers and able to manage multi-dimensional human resources professionally. Undiknas Graduate School wants its graduates to have knowledge, noble values and high integrity that can be applied in their respective workplaces. The main objective of Undiknas Graduate School is to provide postgraduate education opportunities in the fields of Master of Management (MM), Master of Public Administration (MAP), Master of Law (MH) and Doctoral Program of Management Science (PDIM) so that it is expected to improve the quality of life of the community. In addition, graduates of MM-Undiknas, MAP-Undiknas, MH-Undiknas will have the academic ability to continue to the Doctoral education program (S3).

## **B. VISION and MISSION**

### **1. Vision of Undiknas Graduate School**

The vision of Undiknas Postgraduate School is

**"To become a graduate school that excels in the fields of education and teaching, research, and community service based on the values of Pancasila and Tri Hita Karana, and excels in producing graduates with integrity, professionals, digital talents, entrepreneurial spirits, and global competitiveness"**

### **2. Mission of Undiknas Graduate School**

Based on the vision as outlined above, Undiknas Graduate School formulates the following missions:

- a) Carry out international quality education and learning processes based on the industrial world, the business world, the world of work (IDUKA);
- b) Carry out international quality research based on the world of industry, the business world, the world of work (IDUKA);
- c) Carry out international quality community service and have a real impact on society;

- d) Develop and apply knowledge in the fields of management, law, and public administration to encourage management, business, law, and governance practices based on sustainability principles;
- e) Producing master graduates in management, law, and public administration who are integrity, professional, digitally talented, entrepreneurial, and globally competitive.

### **3. Objectives of Undiknas Graduate School**

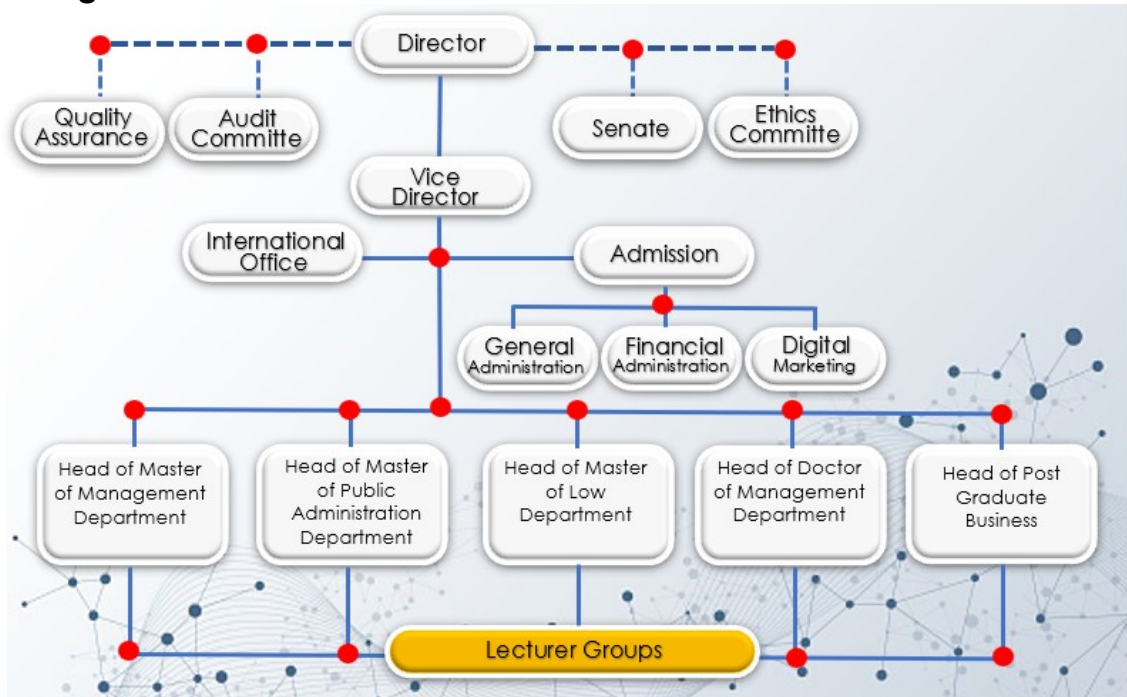
In line with the vision and mission as outlined above, the Undiknas Postgraduate School formulated the following objectives.

1. Realizing international quality institutional governance;
2. Developing and strengthening relations and cooperation with the world of industry, the business world, the world of work (IDUKA), at home and abroad in the field of higher education tridharma;
3. Increase the competitiveness of students and alumni;
4. Improve the capabilities of lecturers and education staff;
5. Increase sources of income other than tuition fees;
6. Realizing a modern, flexible, participatory, adaptive, and international quality learning system
7. Increase the productivity and quality of research and research outputs;
8. Increase the productivity and quality of community service programs and community service outcomes

### **C. ORGANIZATION**

Undiknas Graduate School is led by a Director as the highest person in charge, who is functionally directly responsible to the Rector of Undiknas Denpasar. The Director is appointed and dismissed by the Rector on the proposal of the Academic Senate of Undiknas Denpasar. The organizational structure of the Undiknas Postgraduate School determined based on the Decree of the Director of the Undiknas Postgraduate School No: 029A/UGS-UM/V/2022 dated May 10, 2022 is:

## 1. Organizational Structure of Undiknas Graduate School



## 2. Job Description and Responsibilities

<b>Position</b>	<b>Task Details</b>
<b>Director</b>	<ol style="list-style-type: none"> <li>1. Carry out planning, organizing, mobilizing and supervising all resources in the Undiknas Postgraduate School in accordance with the general directions and policies given by the Rector.</li> <li>2. Establish the vision and mission, regulations, norms and benchmarks for the implementation of education at the Undiknas Postgraduate School.</li> <li>3. Responsible for the implementation of the Tri Dharma of Higher Education at the Undiknas Graduate School.</li> <li>4. Responsible for all academic and non-academic activities at the Undiknas Graduate School.</li> </ol>
<b>Vice Director</b>	<ol style="list-style-type: none"> <li>1. Assist the Director in carrying out the process of education, research and community service as well as student affairs.</li> <li>2. Assist the Director in directing, developing and supervising academic and non-academic staff at the Undiknas Graduate School.</li> <li>3. Coordinating educational and teaching activities, research and community service at the Postgraduate Program level with all study programs towards a scientific community.</li> <li>4. Make accountability for all activities in the fields of education and teaching, research and community service and student affairs</li> <li>5. Assist the Director in carrying out other activities related to and supporting academic activities</li> </ol>
<b>Head of Study Program</b>	<ol style="list-style-type: none"> <li>1. Chairing the Meeting on the Preparation of Vision and Mission, Preparation and Change of Curriculum, Sillabus and RPS and the lecture schedule of the study program.</li> <li>2. Manage and supervise the implementation of lectures</li> <li>3. Compile Study Program Academic Manual and Student Thesis/Dissertation Manual.</li> <li>4. Propose Thesis/Dissertation Supervisor Candidates to the Director</li> <li>5. Managing research and community service activities and Study Program Journals.</li> <li>6. Chairing the meeting for the preparation of the Study Program form.</li> <li>7. Report the entire implementation of Study Program activities to the Director</li> </ol>

Position	Task Details
<b>International Office</b>	<ol style="list-style-type: none"> <li>1. Responsible for the implementation of the International Office, coordinating and reporting on the implementation of the International Office program, and actively reporting on the internationalization process to the Rector.</li> <li>2. Compile an International Office work program based on the Undiknas "Year of Internationalization" milestone in accordance with the Rector's Decree for the establishment of the International Office Unit.</li> <li>3. Lead the campus internationalization process and coordinate with cross-units.</li> <li>4. Leading the implementation of cooperation exploration with universities and foreign education partners.</li> <li>5. Carry out the process of international mobility and active collaboration in the implementation of MoUs with foreign parties.</li> <li>6. Lead the implementation of international academic and nonacademic programs.</li> <li>7. Coordinating and developing Undiknas international journal.</li> <li>8. Coordinating the facilitation of Undiknas international accreditation</li> <li>9. Coordinate the collection, coordination, and input of data as well as the international ranking process of universities such as QS WUR and other international rankings</li> <li>10. Conduct an internal evaluation of the performance and achievements of programs in the International Office that have been implemented</li> </ol>

Position	Task Details
<b>Manager of Administration</b>	<p>Lead the delivery of technical and administrative services within the scope of:</p> <ol style="list-style-type: none"> <li>1. Academic Administration <ol style="list-style-type: none"> <li>a. Make a Certificate of Lecture required by students for academic reporting to the institution</li> <li>b. Making a Research Permit, needed by students who will compile a proposal or thesis</li> <li>c. Handling Student Leave</li> <li>d. Handling Transfer students</li> <li>e. Coordination of Judicial Preparatory Meeting</li> <li>f. Coordination of New Student Admission Selection</li> <li>g. Management of Discussion/Examination of Proposals and Thesis</li> </ol> </li> <li>2. Human Resources Administration <ol style="list-style-type: none"> <li>a. Make DP3 Employee reports, made periodically every year.</li> <li>b. Make a letter of assignment / decree as the person in charge for the implementation of routine and non-routine activities</li> </ol> </li> <li>3. General Administration <ol style="list-style-type: none"> <li>a. Correspondence in writing or via Digital (<i>Whats App Group</i>)</li> <li>b. Supervise inventory and maintenance of facilities and infrastructure</li> <li>c. Create an Activity Calendar, preceded by a coordination meeting of managers and employees, to serve as a guideline for the implementation of further activities</li> </ol> </li> <li>4. Assist leaders in preparing annual reports</li> </ol>

<b>Position</b>	<b>Task Details</b>
<b>Head of Finance</b>	<p>Assist the Head of the secretariat in the implementation of technical and administrative services which include:</p> <ol style="list-style-type: none"> <li>1. Procurement of goods and services</li> <li>2. Administration of goods receipt, warehousing and use of goods</li> <li>3. Inventory and write-off</li> <li>4. Maintenance services for office equipment, lecture facilities and other facilities</li> <li>5. Data preparation for budget preparation and implementation</li> <li>6. Implementation of honorarium payments and manuscript makers, corrections, exam supervisors, supervisors and thesis examiners</li> <li>7. Storage and maintenance of financial documents, securities and other documents</li> <li>8. Bookkeeping and budget verification</li> <li>9. Creation of work reports</li> </ol>
<b>Laboratory</b>	<ol style="list-style-type: none"> <li>1. Lead and coordinate the planning and implementation of activities in the laboratory</li> <li>2. Coordinate service activities in the laboratory</li> <li>3. Coordinate laboratory requirements development activities</li> <li>4. Documenting activities related to evidence/data storage, supporting all technical and administrative activities of the laboratory</li> <li>5. Evaluate and make periodic reports to the Head of Study Program</li> </ol>
<b>Academic Officer</b>	<p>Assist the Head of the secretariat in the implementation of technical and administrative services which include:</p> <ol style="list-style-type: none"> <li>1. Processing new student admissions</li> <li>2. Coordinating academic administrative technical services (lectures, exams, course scores, Supervisory Decree) to students and lecturers</li> <li>3. Prepare work programs and annual reports for Higher Education and Kopertis according to applicable standards</li> <li>4. Preparing the needs of organizing judicial meetings as well as evaluating the success of student studies and organizing thesis hearings</li> <li>5. Make a recapitulation of the attendance of lecturers and students every month</li> </ol>

<b>Position</b>	<b>Task Details</b>
<b>IT Officer</b>	Assist the Head of the secretariat in the case of: <ol style="list-style-type: none"> <li>1. Reporting academic data to the Directorate of Higher Education through the <i>Feeder application</i></li> <li>2. Printing of diplomas and transcripts from academic management information systems</li> <li>3. Computer software maintenance and monitoring</li> <li>4. Maintenance and monitoring of computer hardware (<i>PC, printer/scanner, modem/router, LCD, Speaker, etc.</i>)</li> <li>5. Maintenance and monitoring of academic management information systems, library information systems, academic financial systems, Undiknas Graduate School websites and student information systems</li> <li>6. Development of new information systems in accordance with the needs and developments of the times using the latest technology.</li> </ol>
<b>Digital Marketing Officer</b>	Assist the head of the secretariat in terms of: <ol style="list-style-type: none"> <li>1. Build/create <i>Social Media</i> Undiknas Graduate School.</li> <li>2. Manage <i>Social Media</i> and <i>email</i> Undiknas Graduate School.</li> <li>3. Create digital promotional materials and <i>schedules</i>.</li> <li>4. Build a <i>brand image</i> of Undiknas Graduate School at any time.</li> </ol>
<b>Librarian Staff</b>	Responsible to <i>the chief librarian</i> in terms of: <ol style="list-style-type: none"> <li>1. Carry out the process of borrowing and returning books for students</li> <li>2. Carry out the repair process, book storage</li> <li>3. Organize library books at all times</li> <li>4. Keep reading rooms safe</li> <li>5. Organize and tidy up books/newspapers/magazines regularly every day</li> <li>6. Make student visits absent every month</li> <li>7. Record the acceptance of the student's thesis</li> <li>8. Record receipts of new books</li> </ol>



<b>Position</b>	<b>Task Details</b>
<b>Cleaning Service</b>	Assist the head of the secretariat in terms of: <ol style="list-style-type: none"> <li>1. Prepare the cleanliness of classrooms, libraries, computer labs, secretariat, bathrooms for the comfort of students</li> <li>2. Prepare a room for lectures.</li> <li>3. Maintain cleanliness and comfort in the campus environment</li> <li>4. Preparing consumption for students in the teaching and learning process</li> <li>5. Assist the secretariat in the implementation of perkuliahan activities, especially related to <i>photocopying</i>, binding, and preparing LCD and air conditioning in each room</li> </ol>
<b>Security</b>	Assist the head of the secretariat in terms of: <ol style="list-style-type: none"> <li>1. Maintaining security in the campus environment</li> <li>2. Help arrange student parking in the campus area.</li> <li>3. Manage traffic in and out of the campus area</li> <li>4. Assist <i>cleaning service</i> in relation to the use of air conditioning and room lights.</li> </ol>

## **D. EDUCATION SYSTEM**

Education in MM Undiknas, MAP Undiknas, MH Undiknas and PDIM Undiknas Denpasar uses a credit system. Student study load, lecturer workload and education implementation load are expressed in semester credit units (credits). Each semester lasts for 6 months. The study load at MM-Undiknas Denpasar is calculated in credit units during the study period with credits that must be collected in the amount of 39 credits (including Thesis). The study load at MAP Undiknas Denpasar is calculated in credit units during the study period with 36 credits to be collected (including Thesis). The study load at MH Undiknas Denpasar is calculated in credit units during the study period with 36 credits to be collected (including Thesis). The study load at PDIM Undiknas Denpasar is calculated in credit units during the study period with 42 credits to be collected (including Dissertation)

Due to limited student time and opportunities (almost all students are employees of government and private institutions), the lecture time for MM Undiknas and MH Undiknas Study Programs is held on Wednesday, Thursday, Friday, and it is possible to lecture on other days according to the academic agreement of study programs / lecturers with students. The Undiknas MAP Study Program is held on Monday, Tuesday, Wednesday, and it is possible to lecture on other days according to the academic agreement between study programs / lecturers with students. The Undiknas DIM Study Program is held on Monday, Tuesday, Wednesday, Thursday, Friday and it is possible to lecture on other days according to the academic agreement of the study program / lecturer with students. For academic activities involving external parties, such as seminars, field studies, and public lectures, the implementation depends on the opportunities of the external parties concerned. Based on the provision that face-to-face for each credit unit in 1 semester is 16 times @ 50 minutes

## **E. TEACHING METHODS**

Teaching during the study period is divided into 2 forms, namely:

### **1. Classroom teaching.**

The teaching process is carried out with 2 teaching methods, namely:

#### **1.1. Lecture method**

Delivery of knowledge and theories as well as analytical techniques & decision-making of management, public administration, and law to students.

#### **1.2. Workshop and discussion methods**

Formally discuss various cases or problems that arise in the world of business, public policy, and law.

### **2. Company Visit**

See firsthand how management, public administration, and legal policies of a company apply knowledge or techniques of management, public administration, and certain legal policies.

Students are required to compile a report on the results of the field trip.

### **3. Public Lecture**

Public lectures are held by inviting guest lecturers. This activity aims to expand knowledge and insight into certain knowledge. This activity is carried out by bringing practitioners to tell their experiences and discuss with students.

### **4. Seminar**

To provide experience and train students in pouring thoughts into writing and at the same time conveying them orally to others, in addition to the methods mentioned above, the Graduate School of Undiknas Denpasar also requires students to write papers and discuss in seminars. In this activity, course lecturers function more as facilitators and provide comments at the end of the discussion of a paper.

4.1. Students are required to attend seminars organized by the Undiknas Postgraduate School at least 4 times during their studies. This provision is a prerequisite for a student to hold a proposal exam.

4.2. To expand theoretical studies and research methods, it is required to follow the examination process in order to complete the thesis / dissertation (proposal exam and thesis / dissertation exam) at least 4 times during the study. This provision is a prerequisite before a student carries out a thesis/dissertation exam.

### **5. Research Output (RO)**

RO is a literature review of various previous research findings or from existing theories and aims to assist students in compiling a Thesis / Dissertation. At the end of the course (specifically for compulsory skills courses) each student must submit an RO.

## **F. SCIENCE CONCENTRATION**

### **1. MM-Undiknas Study Program**

MM-Undiknas Study Program has various choices of concentrations in the field of science that are tailored to the needs of the current business world, including:

#### **a. Human Resource Management**

In the global era, where technology is developing so rapidly, the movement of goods, technological capital and people is very unlimited. The competition of the business world is very competitive. Each company always tries to win the competition. Here it is very necessary for humans who have broad insight, farsightedness, understand cultural diversity. *Resources make things possible, but only people make things happen.* So the role of HR is very strategic (and increasingly strategic) in every business

or business.

**b. Marketing Management**

The marketing function is increasingly strategic and must be understood and carried out by all people involved in an organization. The organization must be able to establish long-term relationships with consumers, society, even with the surrounding environment. In world conditions that are increasingly blurred territorial boundaries from one country to another, marketing is not limited to the territory of a country, but to various countries.

**c. Financial and Investment Management**

One of the very important resources in a business organization both profit-oriented and non-profit is funds or finance. Financial instruments and financial institutions that can be used as alternatives to meet financial needs are growing very rapidly. For this reason, professional human resources are needed who are able to manage the finances of an organization and at the same time know the flow of finance in cross-border trade.

**d. Business Entrepreneurship**

This concentration is designed to provide insight and understanding to students about cultivating an entrepreneurial spirit in each individual. Entrepreneurial management concerns the internal environment of the company (tactical decisions), then entrepreneurial strategy concerns the compatibility of internal capabilities and activities of the company with the external environment, where the company must compete using strategic decisions.

**e. Health and Hospital Management**

Excellent and quality hospital services are needed by all levels of society. Patients who come not only want to be treated and recovered, but also get efficient service, as well as comfortable facilities. This is what inspired the establishment of the Department of Health and Hospital Management, in order to produce graduates who have *hard skills* and *soft skills*, as well as *concern* in the field of hospital management. Hospital Management means implementing and running the hospital system systematically, and can evaluate hospital managerial programs and activities, and take care of all hospital operational interests efficiently.

**f. Strategic Management**

It is a concentration in the Master of Management Study Program designed for students who are interested in mastering skills in formulating strategies, ensuring processes and their implementation for sustainable value creation for the organizations / companies where they work. This concentration is

designed to provide expertise for students to integrate much of the knowledge and skills that have been acquired in the core management curriculum in strategic decision making by weighing things from a corporate perspective as a whole. Systematically this concentration will introduce students to understand the dynamics of industry competition and be able to analyze competition with the characteristics of the global market environment and the relationship between competitive strategies and sustainable development issues as important ingredients of the company's strategic steps and plans.

**g. Digital Business Management**

Indonesia is listed as the No. 5 largest digital *start-up producer* in the world after the United States, India, the United Kingdom, and Canada. The growth of start-ups in Indonesia shows the tremendous growth potential of the digital economy. The ease of internet access also makes Indonesia the largest economic market in Southeast Asia. The huge market potential of the digital economy and the rapid growth of digital start-ups require individuals with reliable managerial skills, able to become leader figures when managing the company, and last but not least, understand and understand technology in its business context. The *Digital Business Management concentration* is here to answer the needs of the business world and the Industrial Revolution 4.0 which requires graduates with the ability to master technology.

The provision for the number of concentration choice participants is carried out if the concentration is attended by at least 15 students and each concentration is required to choose 3 courses from the number offered.

**2. MAP-Undiknas Study Program**

MAP-Undiknas Study Program has various concentration options in the field of science, including:

**a. Public Policy**

The Public Policy concentration will produce policy analysts who are able to formulate development programs and policies: Policy analysis that is responsive to development needs; Policy analysts who are able to develop effective program and policy implementation strategies; Policy analysts who are able to evaluate development programs and policies, so that they can be expected to produce public managers who are able to manage and improve the performance of public organizations in facing increasingly complex domestic and global challenges.

**b. Digital Leadership**

In the global era, where technology is developing so rapidly, the

movement of goods, technological capital and people is very unlimited. The competition of the business world is very competitive. Each company always tries to win the competition. Here it is very necessary for humans who have broad insight, farsightedness, understand cultural diversity. *Resources make things possible, but only people make things happen.* So the role of HR is very strategic (and increasingly strategic) in every business or business as well as in government.

**c. Public Sector Digitalization**

This concentration is designed to provide insight and understanding to students about the digital transformation process in the government sector. Public sector digitalization involves the transformation of public services towards digital, so as to facilitate & accelerate services to the community.

**d. Health Administration**

Excellent and quality hospital services are needed by all levels of society. Patients who come not only want to be treated and recovered, but also get efficient service, as well as comfortable facilities. This is what inspired the establishment of the Department of Health Administration, in order to produce graduates who have *hard skills and soft skills, as well as concern in the field of hospital administration. Health Administration means implementing and running the hospital system systematically, and being able to evaluate hospital programs and activities, and take care of all hospital operational interests efficiently.*

**3. MH-Undiknas Study Program**

MH-Undiknas Study Program has various choices of concentrations, including:

**a. Business Law**

In a global era, where technology is developing so rapidly, the movement of goods, capital and people is very unlimited. The competition of the business world is very competitive. Each company is trying to win the competition. Here there is a need for legal instruments that regulate the procedures of trade, industry, or financial activities related to the exchange of goods and services, production and an activity of placing money carried out by business entrepreneurs in ensuring the security of market mechanisms and protecting various types of businesses.

**b. Litigation Law**

In every dispute that occurs, legal certainty is needed in ensuring justice for all parties. Litigation law is the resolution of disputes through court through lawsuits. The litigation process places the parties against each other, generally litigation dispute resolution is the final means (*ultimum remedium*) after alternative dispute resolution by

other means does not produce results.

### **c. State Law**

State law regulates the procedures for the administration of state life. In other words, state law is political law in the sense of law that regulates the procedures of political life of a country.

## **4. PDIM-Undiknas Study Program**

PDIM-Undiknas Study Program has 1 concentration of science that is tailored to the needs of the business world or business today, namely: *Strategic Management*.

In business competition that changes so quickly, strategic analysis is needed to anticipate it. Strategic Management is a process of planning, implementing and controlling strategies for organizations or companies. In supporting the strategy must be determined by the vision, mission and goals of the company to deal with its rapidly changing external environment. Strategic decisions concern decisions made by top level management. Strategy as a theory and concept of how to compete, gives managers a guiding map of directions in the area of competition. The more accurate the map, the more strategic the manager's decision-making. The existence of the Management Science Doctoral Program with a Strategic Management Concentration is designed for market needs with an *Analytical Thinking* system that prioritizes intellectual capacity in thinking and improving moral education so that this competence can really be contributed to science and society. The Doctoral Program in Management with a Strategic Management Concentration is a program based on research and development of management aspects, with the aim of increasing managerial capacity while contributing to the development of science in the field of management. This program also applies solid principles in mastering theories and concepts and accurate in thinking and analyzing problems. On the other hand, the Doctoral Program in Management with a Strategic Management Concentration also emphasizes the importance of applying the theory and results of the analysis to solve practical problems faced by the business world. This Doctoral Program in Management with a Strategic Management Concentration will be useful for professionals, business people, academics who are in the government, business world, and individuals who require high intellectual and moral abilities, as well as a sharp business and academic vision ahead.

## **G. EVALUATION**

To determine the learning achievement of a student, it is necessary to evaluate the teaching and learning process (PBM) activities. Study evaluations for each semester are carried out 2 times, namely the Midterm Exam (UTS) and the Final Semester Exam (UAS).

## 1. Types of Learning Evaluation

### a. Midterm Exam (UTS)

*This exam is conducted under the coordination of the study program, held at the eighth meeting.*

### b. Final Semester Exam (UAS)

*The schedule for the final semester examination is determined by the study program, held at the sixteenth meeting.*

## 2. The composition of the final grade of a course is:

- a. Attendance = 10%
- b. Soft skills = 5%
- c. Individual Assignment = 25%
- d. Activeness in class = 25%
- e. Pre-Test and Post-Test = 15%
- f. Midterm Exam (UTS) = 10%
- g. Final Semester Exam (UAS) = 10%

## 3. Thesis Exam

A student can carry out a thesis exam with the following stages:

- a. Research proposal exam
- b. Thesis exam

### 3.1. Advisors and Examiners

The thesis is guided by a supervisor who has at least a doctoral education (Dr). The examination team consists of 3 people, namely 1 supervisor and 2 examining lecturers, where the examination team is allowed only 1 person with a master's education. In order for the examining lecturer to know the development of the student's thesis (research proposal exam and thesis exam), the examiner team does not change.

### 3.2. Assessment components

- a. Thesis research proposal
  1. Presentation and powerpoint preparation = 10%
  2. Identify problems in research = 10%
  3. Literature review and gap research = 40%
  4. Research methods = 20%
  5. Ability to answer questions in presentations = 30%

The quality letters of the thesis research proposal exam are:

Score	Value	Description
80 – 100	A	The student is very good in comprehending and defending the research proposal
77 – 79,99	A-	The student is good in comprehending and defending the research proposal
74 –	B+	The student is able in comprehending



76,99		and defending the research proposal fairly
68 – 73,99	B	The student is able in comprehending but less in defending the research proposal
≤ 67.99	B-	The student is not able in comprehending and defending the research proposal

If passed, the results of the thesis research proposal exam are included in the study result card (KHS) semester III, while if you do not pass, it is required to repeat.

b. Thesis exam

1. Presentation preparation = 10%
2. Sharpness of analysis of research results = 30%
3. Implications of research results on the field of business and management and recommendations for research forthcoming = 25%
4. Ability to answer inside questions Thesis presentation = 15%
5. Quality of articles for publication in scientific journals = 20%

The quality letters of the thesis research proposal exam are:

Score	Value	Description
80 – 100	A	The student is very good in comprehending and defending the research proposal
77 – 79,99	A-	The student is good in comprehending and defending the research proposal
74 – 76,99	B+	The student is able in comprehending and defending the research proposal fairly
68 – 73,99	B	The student is able in comprehending but less in defending the research proposal
≤ 67.99	B-	The student is not able in comprehending and defending the research proposal

If it does not pass the thesis exam, then the student is required to repeat.

### 3.3. Exam execution

The research proposal exam can be carried out by

students when taking semester III. Thesis examination can only be held if students have passed all courses, participated in field studies, and other provisions. The procedures for the research proposal exam, thesis exam, and dissertation exam are in the appendix.

#### **4. Dissertation Exam**

A dissertation is an academic paper resulting from in-depth study and/or research that makes a new contribution to the development of science and/or society. The preparation of the dissertation is carried out by students with the supervision of the Promoter Team.

A student can carry out a dissertation examination with the following stages:

- a. Qualification Exam
- b. Proposal Exam
- b. Exam Results
- b. Closed Examination

##### **4.1. Advisory Commission**

The supervisory committee consisting of the Promoter and Co-Promoter is the academic staff responsible for guiding the writing of doctoral candidates' dissertations. Each student is guided by 3 (three) academic staff, including the status as a Promoter and others as a Co-Promoter.

##### **4.2. Promoter**

Promoters are lecturers with active academic positions of Professors. While Co-Promoters are lecturers who have academic positions of Professor and / or lecturers with academic positions of Associate Professor with doctoral degrees.

The Promoter Team is tasked with guiding doctoral program students to improve their academic abilities, among others by:

1. Provide direction and advice to students in the process of preparing a dissertation research proposal; supervise the implementation of dissertation research; guiding the process of data analysis and interpretation, writing articles for scientific publications, writing dissertation manuscripts; and responsible for the adequacy of the quality of the dissertation;
2. Provide assessment at the stage of dissertation research proposal, research implementation, seminar on research results, articles for scientific publications, dissertation manuscripts and dissertation examinations;
3. Responsible for the process of activities and the time of completion of student studies in accordance with the predetermined time limit.

#### 4.2.1 PROMOTER TEAM CHANGES

If for some reason it is necessary to make changes to the Promoter Team to facilitate the learning process, the student concerned must propose a new Promoter Team by filling out the Promoter Team change proposal form to PPP for consideration. The reasons for the change in the Promoter Team include:

1. Change of topic/title of dissertation;
4. Suitability of research substance with the Promoter Team;
5. Students and the Promoter Team find it difficult to communicate for consultation;
6. Study deadline;
7. Matters relating to violations of the code of ethics/morals/decency/intimidation;
8. The Promoter Team gets a new position so that it does not allow the guidance process to be carried out effectively.

Students can apply for the replacement of the Promoter Team after a minimum of one semester of the mentoring process. The replacement of the Promoter Team was determined by the Director of the Undiknas Postgraduate School on the proposal of PPP after confirming to the Promoter Team to be replaced. KPS submits a notification letter of replacement of the Promoter Team to the replaced Promoter Team.

#### 4.3. Assessment components

Composition of Qualifying Test Scores

No	Assessed aspects	Weight (Percentage)
1	Research methodology	10%
2	Mastery of Material (theory, substance)	30%
3	Reasoning Ability	40%
4	The ability to systematize and formulate the results of thinking. (Ability to systematize and formulate ideas.)	20%

The quality letters of the Qualification exam are:

Score	Value	Description
80 – 100	A	The student is very good in comprehending and defending the qualifying exam

77– 9,99	A-	The student is good in comprehending and defending the qualifying exam
74– 6,99	B+	The student is able in comprehending and defending the qualifying exam
68– 3,99	B	The student is able in comprehending but less in defending the qualifying exam
≤ 67.99	B-	The student is not able in comprehending and defending the qualifying exam

c. Dissertation Proposal

Composition of Qualifying Test Scores

No.	Assessed aspects	Weight (Percentage)
1	<i>Presentation</i>	10%
2	<i>The title reflects accurately the content of the proposal</i>	10%
3	<i>The literature review is adequate</i>	30%
4	<i>The research design is appropriate</i>	20%
5	<i>The research proposal is original</i>	20%
6	<i>Quality of answering in presentation</i>	10%

The quality letters of the proposal exam are:

Score	Value	Description
80 – 100	A	The student is very good in comprehending and defending the research proposal
77 – 9,99	A-	The student is good in comprehending and defending the research proposal
74 – 6,99	B+	The student is able in comprehending and defending the research proposal fairly
68– 3,99	B	The student is able in comprehending but less in defending the research proposal
≤ 67.99	B-	The student is not able in comprehending and defending the research proposal

c. Exam Results

Composition of Test Scores Results

No	Assessed aspects	Weight (Percentage)
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1	<i>Feasibility of disclosed research results</i>	40%
2	Eligibility of the format and completeness of the dissertation	10%
3	<i>Eligibility is free from plagiarism</i>	20%
4.	Material mastery Discussion / Q&A	30%

Test quality letters Results are:

Score	Value	Description
80 – 100	A	The student is very good in comprehending and defending the Exam Results
77 – 79,99	A-	The student is good in comprehending and defending the Exam Results
74 – 76,99	B+	The student is able in comprehending and defending the Exam Results
68 – 73,99	B	The student is able in comprehending but less in defending the Exam Results
≤ 67.99	B-	The student is not able in comprehending and defending the Exam Results

d. Dissertation Final Examination

Composition of Dissertation Final Exam Scores

No	Assessed aspects	Weight (Percentage)
1	Dissertation materials, including (the novelty, originality of the findings, and their significant contributions)	30%
2	Material Mastery	20%
3	<i>The power of reasoning or the way in which arguments are drawn up in drawing conclusions</i>	20%
4	<i>Research methodology</i>	20%
5	Writing and consistency of the description.	10%

The quality letters of the Final Dissertation exam are:

Score	Value	Description
80 – 100	A	The student is very good in comprehending and defending the Final Dissertation exam
77 – 79,99	A-	The student is good in comprehending and defending the Final Dissertation exam
74 – 76,99	B+	The student is able in comprehending and defending the Final Dissertation exam
68 – 73,99	B	The student is able in comprehending but less in defending the Final Dissertation exam
≤ 67.99	B-	The student is not able in comprehending and defending the Final Dissertation exam

#### 4.4. Exam execution

The research proposal exam at the Masters (S2) level can be carried out by students when taking the middle of the second semester. Thesis examination can only be held if students have passed all courses, participated in field studies, and other provisions. The research proposal exam at the Doctoral level (S3) can be carried out by students when taking the fourth semester after passing the qualification exam. The procedure for the research proposal examination and thesis/dissertation examination is in the appendix.

#### 5. Assessment Guidelines

To determine student achievement scores, course grade conversion must be carried out (course scores are calculated without fractions), with the following guidelines:

Standard Value 100	Quality Font
80 – 100	A
77 – 79,99	A-
74 – 76,99	B+
68 – 73,99	B
65 – 67,99	B-
62 – 64,99	C+
56 – 61,99	C
46 – 55,99	D
< 46.00	E

## 6. Assessment Weights

To calculate the achievement index of each student, the grades in the form of letters mentioned above are given the following weights:

A	=	4,00	A-	=	3,70
B+	=	3,30	B	=	3,00
B-	=	2,70	C+	=	2,30
C	=	2,00	D	=	1,00
E	=	0,00			

## 7. Course Graduation

The passing score of each course is at least B. Provisions meet the judicial requirements, namely the Grade Point Average (GPA) at the end of study as low as 3.00.

## 8. Value Correction

For students who obtain a final grade of C, they are given the opportunity to improve their grades. Opportunity to improve grade a maximum of 1 time for each course, with a maximum result of B.

## 9. Remedial Exam Procedure

The procedures that students must do to be able to take the remedial exam are as follows:

- Students must fill out a remedial exam application form.
- Pay the remedial exam fee (determined by the finance department) through a designated bank account.
- The application deadline is no later than 7 days after the announcement of the final grade of the course concerned. If after 7 days, students who do not submit an application, are considered not to have conducted a corrective exam.

## 10. Graduation Predicate

The graduation predicate of Undiknas Postgraduate School is as follows:

- GPA 3.00 - 3.50: Satisfactory.
- GPA 3.51 - 3.75 : Very Satisfactory
- GPA 3.76 - 4.00 : *Laude*

## 11. Study Period

The minimum study period for the Master (S2) level (including thesis completion) is 3 semesters (can take place in 18 calendar months). The maximum study period is the minimum study period + 1 semester = 4 semesters (24 months). The minimum study period for the Doctoral level (S2) (including completion of a dissertation) is 6 semesters (can take place in 36 calendar months). The maximum study period is the minimum study period + 1 semester = 7 semesters (42 months). The Matriculation period is not taken into account in

calculating the study period. One semester lasts 6 months.

## **12. Passing Rank**

The passing rank is used solely to determine the order of receipt of the pass mark at the time of release and receipt of the certificate at graduation. To determine the graduation ranking, there are 2 factors that are taken into account are: (1) GPA and (2) Length of Study. Where the greater the calculation result, the higher the rank of a graduate.

## **13. Presence**

The minimum attendance is 75% of the number of face-to-face (maximum 14 face-to-face) for each semester course outside the midterm exam (UTS) and final semester exam (UAS).

## **H. MUKIM**

1. Undiknas Graduate School students are required to attend a minimum of two semesters to be able to apply for academic leave.
2. Transfer / transfer students, either PTS or PTN, who want to continue their studies at the Undiknas Postgraduate must take at least 2 semesters and must follow the concentration courses offered along with the Proposal and Thesis.
3. For foreign students, it is required to (1) attend a 6-month Indonesian course organized by Undiknas or a designated institution (2) obtain a study permit from the Director General of Higher Education.

## **I. ACADEMIC LEAVE**

1. Academic leave is granted with the Director's Decree on the basis of an application letter from the student concerned for valid reasons and submitted to the Director no later than 1 month before the upcoming semester lectures begin.
2. Academic leave can be granted for a maximum of 4 semesters during studies, whether consecutive or not.
3. The Director's Decree regarding the granting of leave must contain: Student name, Address, Transcript, and the start and end of academic leave.
4. Obligations of students who carry out leave
  - a. Return the Student Card at the time of application.
  - b. The student is not allowed to participate in academic activities.
  - c. The value of the courses that have been taken remains valid
  - d. The period of leave is not taken into account in the calculation of the study period.
5. No later than 1 month before the end of the leave period, students are required to submit an application letter to the Director that the next semester will be active again with the following conditions:
  - a. Complete all applicable academic and financial administrative



- obligations.
- b. Obtain approval with the Director's Decree to be active again.
6. Procedures for Applying for Leave and Being Active Again.
    - a. Leave application:
      - a.1. Request in writing to the Director through the Head of Secretariat stating the semester to be used for leave and stating the reason.
      - a.2. The application letter for leave is submitted no later than 1 month before the lecture in the next semester begins.
    - b. Reactive application:
      - b.1. Submit a written request to the Director through the Head of the Secretariat by attaching a copy of the leave decree.
      - b.2. The active application letter is submitted no later than 1 month before the beginning of the upcoming semester.
    - c. Explanation
 

Students who are inactive not because of leave (not applying for leave), their study period during inactivity will still be counted as the lecture period.

## **J. CURRICULUM**

### **J.1. MM Study Program CURRICULUM**

The following curriculum is valid from lectures for the academic year 2022/2023 with a load of 39 credits.

#### 1. Study Load

The study load of MM-Undiknas Denpasar is calculated in credit units. In completing studies, the credits a student must complete are 39 credits (including the thesis).

#### 2. Course Structure

The study load of 39 credits consists of 5 groups of courses, namely:

##### a) Analytical tools course (AAM)

The courses included in this group are courses that provide basic analytical knowledge, which is useful for every student to become a critical thinker and with the ability to carry out research to provide solutions to real problems.

##### b) Compulsory expertise courses (WKM)

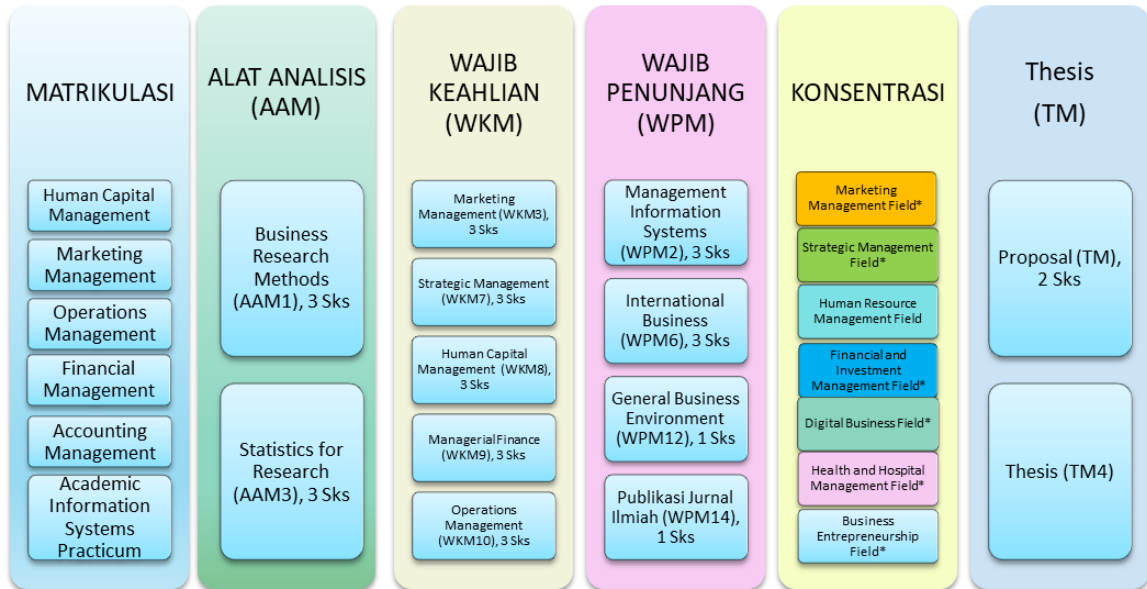
The courses included in this group are courses that provide core knowledge of management science for each student so that the knowledge can be applied through professional skills in order to solve organizational and community problems. Compulsory expertise courses are also given to students so that students can carry out management science developer activities.

##### c) Supporting compulsory courses (WPM)

The courses included in this group are courses that

provide additional knowledge (supporting knowledge) for each student, with the aim that students have the ability to solve problems faced by organizations and communities holistically. Supporting compulsory courses are also given to students so that students are able to develop management science with a broad perspective (holistic).

The distribution of courses in each structure is as follows.



#### d) Concentration courses (KM)

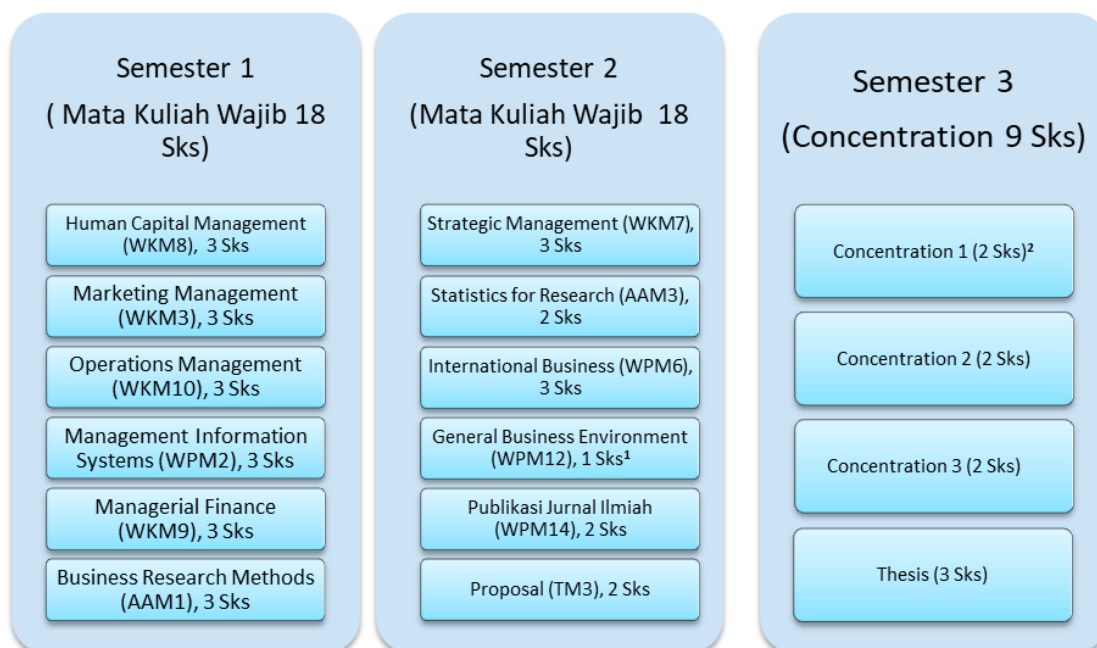
The courses included in this group are courses that provide specific knowledge for each student, which aims to enable students to solve certain (specific) managerial problems faced by organizations and society. Concentration courses are also given so that students are able to develop management science in accordance with their interests in the sub-fields of management science pursued.

The Master of Management Study Program has 7 (seven) concentrations, namely: 1) Marketing Management, 2) Strategic Management, 3) Human Resources Management, 4) Financial and Investment Management, 5) Digital Business, 6) Health and Hospital Management, and 7) Business Entrepreneurship. Students are required to choose one of the 7 existing concentrations and must choose 3 courses (6 credits) offered by each concentration. The courses offered by each concentration are as shown below.

<p><b>KONSENTRASI MARKETING MANAGEMENT*</b></p> <ul style="list-style-type: none"> <li>•Customer Behavior and Marketing Strategy (KM25), 2 Sks</li> <li>•Customer Satisfaction Management (KM24), 2 Sks</li> <li>•Digital Marketing (KM22), 2 Sks</li> <li>•Entrepreneurial Marketing (KM26), 2 Sks</li> <li>•Multinational Marketing (KM27), 2 Sks</li> <li>•Managing Customer Value (KM28), 2 Sks</li> <li>•Strategic Brand Management (KM29), 2 Sks</li> <li>•Advanced Marketing Analytics (KM210), 2 Sks</li> </ul>	<p><b>KONSENTRASI STRATEGIC MANAGEMENT*</b></p> <ul style="list-style-type: none"> <li>•Strategic Leadership &amp; Corporate Governance (KM101), 2 Sks</li> <li>•Entrepreneurship and Business Plan (KM105), 2 Sks</li> <li>•Strategic Financial Planning (KM108), 2 Sks</li> <li>•Advanced Competitive Strategy (KM104), 2 Sks</li> <li>•Advanced Strategic Management (KM109), 2 Sks</li> <li>•Stakeholder Management (KM1010), 2 Sks</li> <li>•Strategy &amp; Management Control (102), 2 Sks</li> <li>•Financial Dimension of Strategic Decisions (KM1011), 2 Sks</li> </ul>	<p><b>KONSENTRASI HUMAN RESOURCE MANAGEMENT*</b></p> <ul style="list-style-type: none"> <li>•Corporate Culture (KM12), 2 Sks</li> <li>•Designing Competency Model and Performance Evaluation (KM14), 2 Sks</li> <li>•Productivity and Health Management (KM16), 2 Sks</li> <li>•Leadership and Team Management (KM17), 2 Sks</li> <li>•Managing the Learning Organisation (KM15), 2 Sks</li> <li>•Talent Management and Development (KM18), 2 Sks</li> <li>•Compensation Management (KM19), 2 Sks</li> <li>•Organisational Training and Development (KM110), 2 Sks</li> </ul>	<p><b>KONSENTRASI FINANCIAL AND INVESTMENT MANAGEMENT*</b></p> <ul style="list-style-type: none"> <li>•Investment Planning and Capital Market (KM312), 2 Sks</li> <li>•Financial Technology (Fin-Tech) (KM310), 2 Sks</li> <li>•Entrepreneurial Finance (KM311), 2 Sks</li> <li>•Insurance and Risk Management (KM313), 2 Sks</li> <li>•Financial Statement Analysis (KM36), 2 Sks</li> <li>•Multi Finance and Venture Capital (KM35), 2 Sks</li> <li>•Corporate Valuation (KM314), 2 Sks</li> <li>•Private Banking and Wealth Management (KM315), 2 Sks</li> </ul>
<p><b>KONSENTRASI DIGITAL BISNIS</b></p> <ul style="list-style-type: none"> <li>•Electronic Commerce (KM121), 2 Sks</li> <li>•Entrepreneurship in Cyberspace (KM122), 2 Sks</li> <li>•Finance of Electronic Business (KM123), 2 Sks</li> <li>•Electronic Business Fundamentals (KM124), 2 Sks</li> <li>•Electronic Marketing (KM125), 2 Sks</li> <li>•Information System Strategy Formulation (KM126), 2 Sks</li> <li>•Electronic Business Strategies and Solution (KM127), 2 Sks</li> <li>•Electronic Business Information Systems (KM128), 2 Sks</li> </ul>	<p><b>KONSENTRASI HEALTH AND HOSPITAL MANAGEMENT*</b></p> <ul style="list-style-type: none"> <li>•Medical Services Management (KM91), 2 Sks</li> <li>•Business and Hospital Entrepreneurship (KM95), 2 Sks</li> <li>•Hospital Issues (KM93), 2 Sks</li> <li>•Healthcare Legal and Ethics (KM96), 2 Sks</li> <li>•Healthcare Quality and Risk Management (KM92), 2 Sks</li> </ul>	<p><b>KONSENTRASI BUSINESS ENTREPRENEURSHIP*</b></p> <ul style="list-style-type: none"> <li>•Entrepreneurship and Innovation (KM111), 2 Sks</li> <li>•Entrepreneurial Finance (KM112), 2 Sks</li> <li>•Business Innovation and Technology Management ((KM113), 2 Sks</li> <li>•Marketing for Entrepreneurs (KM114), 2 Sks</li> <li>•Managing Family Businesses and Privately Held Firms (KM115), 2 Sks</li> <li>•Designing and Leading a Business (KM116), 2 Sks</li> <li>•Venture Capital and Entrepreneurial Management (KM117), 2 Sks</li> <li>•International Entrepreneurship (KM118), 2 Sks</li> </ul>	

### 3. Course Scheduling :

Course names are determined based on the relationship between all elements in graduate learning outcomes (CPL) and the course material needed to achieve the CPL. The distribution of courses taken by students each semester is as shown in the following chart.



Concentration courses can be chosen 3 (6 credits) out of 8 offered.

4. Thesis Scientific Paper (TM)..... 6 credit
  - a. Research proposal (TM1) ..... 2 credit
  - b. Thesis (TM2) ..... 3 credit
- c. Scientific publications ..... 2 credit
5. Pre-MM Lecture

This activity aims to provide basic knowledge of economics, management and quantitative analysis, so that each student has a relatively sufficient basis to attend regular lectures. This learning activity is especially for students who do not have an economic background. By participating in Matriculation activities, it is hoped that all MM-Undiknas Denpasar students will not encounter significant obstacles in absorbing various courses in regular lectures. Pre-MM courses, consisting of:

- a. *Human Resources Management* (PM1) 0 credit
- b. *Marketing Management* (PM2) 0 credits
- c. *Operations Management* (PM3) 0 credits
- d. *Financial Management* (PM4) 0 credits
- e. *Accounting Management* (PM5) 0 credits
- f. *Academic Information System Practicum* (PM6) 0 Credits

To determine the absorption of students to the Pre-MM material, at the end of the activity an evaluation was held and

the participants who passed were given certificates.

The curriculum design made by the Master of Management Study Program of the Undiknas Postgraduate School is to achieve internationally competitive learning outcomes. The graduate profiles and learning outcomes of graduates of the Graduate School of Management Master Study Program are as follows.

Table Graduate Profile and Learning Outcomes of Graduates of the Master of Management Study Program

Graduate Profile	Learning Outcomes	
1. Leadership 2. Consultant 3. Entrepreneurship 4. Beginner Researcher 5. Academics	1. Attitude	1. fear God Almighty and be able to show a religious attitude; 2. uphold human values in carrying out duties based on religion, morals, and ethics; 3. contribute to improving the quality of life in society, nation, state, and the advancement of civilization based on Pancasila; 4. acting as citizens who are proud and love the country, have nationalism and a sense of responsibility to the state and nation; 5. respect the diversity of cultures, views, religions and beliefs, as well as the original opinions or findings of others; 6. cooperate and have social sensitivity and concern for society and the environment; 7. obey the law and discipline in social and state life; 8. internalize academic values, norms, and ethics; 9. show an attitude of responsibility for work in their field of expertise independently; and 10. internalize the spirit of independence, struggle, and entrepreneurship.
	2. General Skills	1. Able to develop logical, critical, systematic, and creative thinking

Graduate Profile	Learning Outcomes	
		<p>through scientific research, the creation of designs or works of art in the fields of science and technology that pay attention to and apply humanities values in accordance with their fields of expertise, compile scientific conceptions and study results based on scientific rules, procedures, and ethics in the form of a thesis or other equivalent forms, and uploaded on the university website, as well as papers that have been published in accredited scientific journals or accepted in international journals;</p> <ol style="list-style-type: none"> <li>2. able to carry out academic validation or studies according to their field of expertise in solving problems in the relevant community or industry through the development of their knowledge and expertise;</li> <li>3. able to compile ideas, thoughts, and scientific arguments responsibly and based on academic ethics, and communicate them through the media to the academic community and the wider community;</li> <li>4. able to identify the scientific field that is the object of research and position it on a research map developed through an interdisciplinary or multidisciplinary approach;</li> <li>5. able to make decisions in the context of solving problems in the development of science and technology that pay attention to and apply humanities values</li> </ol>

Graduate Profile	Learning Outcomes	
		<p>based on analytical or experimental studies of information and data;</p> <ol style="list-style-type: none"> <li>6. able to manage, develop and maintain networks with colleagues, peers within the institution and the wider research community;</li> <li>7. able to increase learning capacity independently; and</li> <li>8. Able to document, store, secure, and recover research data in order to ensure validity and prevent plagiarism.</li> </ol>
	3.Special Skills	<ol style="list-style-type: none"> <li>1. Able to develop theories, including Marketing Management, Marketing Management, Financial Management, Human Resource Management, Management Information Systems.</li> <li>2. Able to develop analytical methods and techniques in policy preparation and management decision making using inter- and multi-disciplinary strategies.</li> <li>3. Able to advance management scientific disciplines through research results that are improvements and additions to new things with a multiparadigm perspective, which is beneficial to society.</li> <li>4. Able to make decisions on various choices of theories and research methods of management scientific development with inter- and multi-disciplinary approaches.</li> <li>5. Able to manage research and development of management theory independently and / or in</li> </ol>

Graduate Profile	Learning Outcomes	
		<p>groups that are beneficial to society and science in a global context.</p> <p>6. Able to publish the results of management research nationally and / or internationally.</p>
	4.Knowledge	<ol style="list-style-type: none"> <li>1. Mastering Management Theory and other relevant disciplines</li> <li>2. Mastering theory in the field of Marketing Management and its application and mastering analyzing the economic, social, and behavioral implications of several choices of Management standards and / or Management policies.</li> <li>3. Mastering theory in the field of operations management and its application and mastering the economic, social, and behavioral implications of several managerial decision choices.</li> <li>4. Mastering theories in the field of financial management and their application and mastering the economic, legal, social, ethical, and behavioral implications of the choice of strategic management theory.</li> <li>5. Mastering theories in the field of Management information systems and their application and mastering the analysis of economic, legal, social, ethical, and behavioral implications from the choice of Management information system theory.</li> <li>6. Mastering theories in the fields of Human Resource Management, Operations Management and Financial Management and their</li> </ol>



Graduate Profile	Learning Outcomes	
		<p>application and mastering the analysis of economic, legal, social, and behavioral implications of the choice of management theory.</p> <p>7. Mastering adopts other relevant fields including: microeconomic theory, macroeconomic theory, strategic management, statistics, financial management, law and business, social, religious, and cultural.</p> <p>9. Mastering Management research methodology.</p>

## J.2. MAP Study Program CURRICULUM

The following curriculum is valid from lectures for the academic year 2021/2022 with a load of 36 credits.

The following curriculum is valid from the 2022/2023 academic year with a load of 36 credits.

### 1. Study Load

The study load of MAP-Undiknas Denpasar is calculated in credit units. In completing studies, the credits a student must complete are 36 credits (including the thesis).

### 2. Course Structure

The study load of 36 credits consists of 5 groups of courses, namely:

#### a) Analytical tools course (AAP)

The courses included in this group are courses that provide basic analytical knowledge, which is useful for every student to become a critical thinker and with the ability to carry out research to provide solutions to real problems.

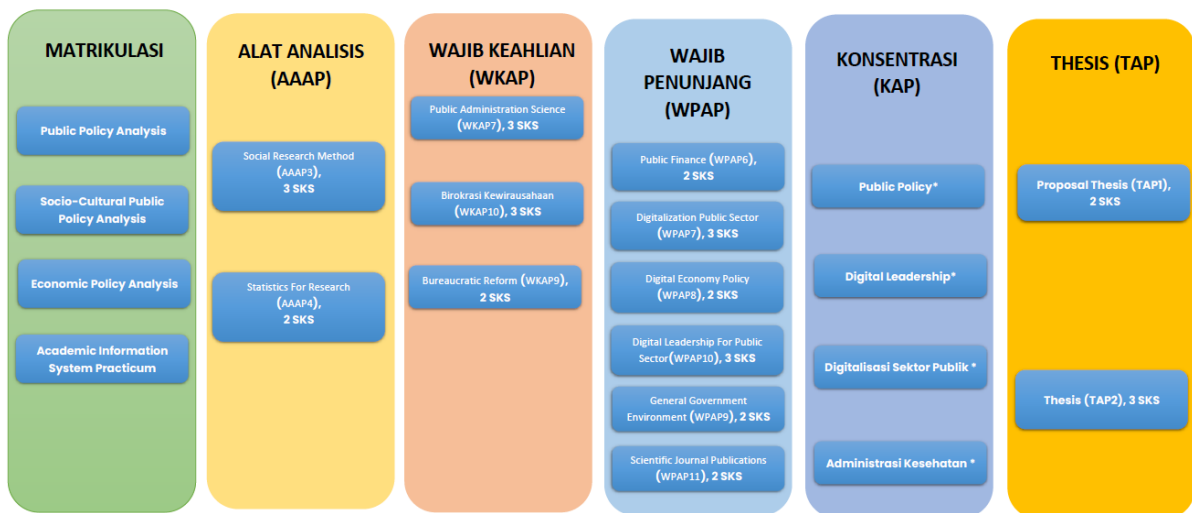
#### b) Compulsory expertise courses (WKAP)

The courses included in this group are courses that provide core knowledge of public administration for each student so that the knowledge can be applied through professional skills in order to solve organizational and community problems. Compulsory expertise courses are also given to students so that students can carry out public administration science developer activities.

#### c) Supporting compulsory courses (WPAP)

The courses included in this group are courses that provide additional knowledge (supporting knowledge) for each student, with the aim that students have the ability to solve problems faced by organizations and communities holistically. Supporting compulsory courses are also given to students so that students are able to develop public administration science with a broad (holistic) perspective.

The distribution of courses in each structure is as follows.



#### d) Concentration courses (KAP)

The courses included in this group are courses that provide specific knowledge for each student, which aims to enable students to solve certain (specific) administrative and public policy problems faced by organizations and society. Concentration courses are also given so that students are able to develop public administration science in accordance with their interest in the sub-field of public administration that they occupy.

The Master of Public Administration Study Program has 4 (four) concentrations, namely: 1) Public Policy, 2) Digital Leadership, 3) Digitalization of the Public Sector, 4) Health Administration. Students are required to choose one of the 4 existing concentrations and are required to choose 2 courses (4 credits) offered by each concentration. The courses offered by each concentration are as shown below.

PUBLIC POLICY CONCENTRATION		
NO	COURSES	Credits

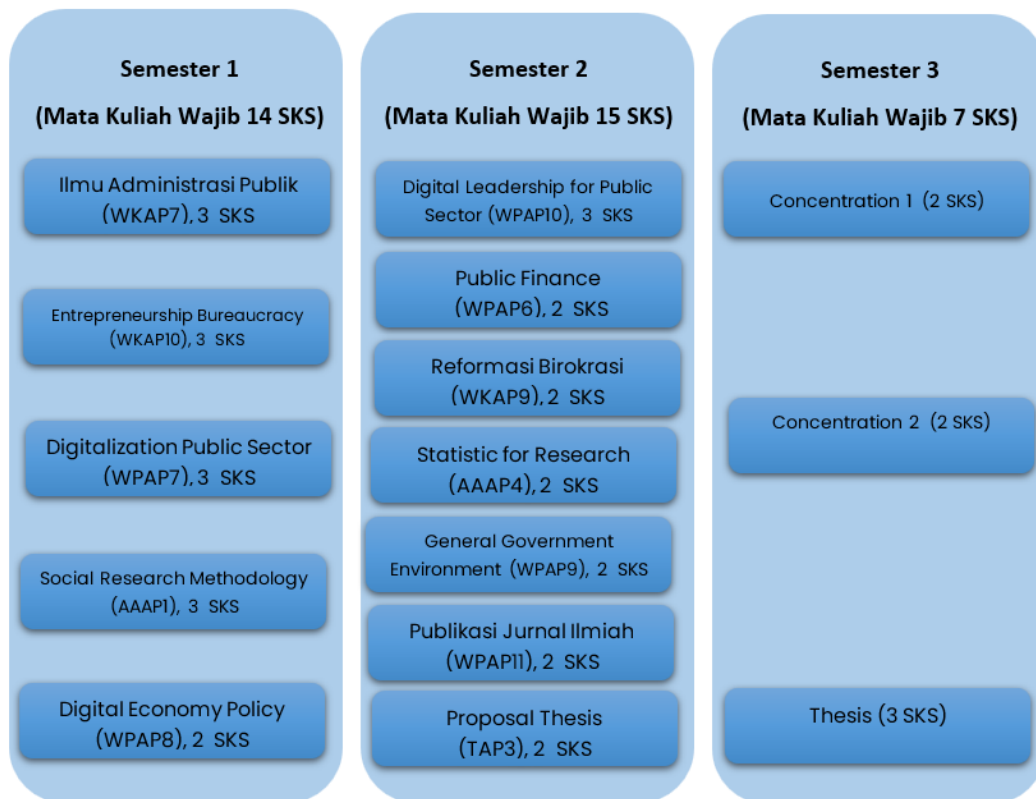
1	Regional Autonomy	2
2	Analysis for Public Policy	2
<b>TOTAL</b>		<b>4 credits</b>

<b>PUBLIC SECTOR DIGITALIZATION CONCENTRATION</b>		
<b>NO</b>	<b>COURSES</b>	<b>Credits</b>
1	Digital Services	2
2	Digital Entrepreneurship	2
<b>TOTAL</b>		<b>4 credits</b>

<b>HEALTH ADMINISTRATION CONCENTRATION</b>		
<b>NO</b>	<b>COURSES</b>	<b>Credits</b>
1	Medical Services Management	2
2	Business and Hospital Entrepreneurship	2
<b>TOTAL</b>		<b>4 credits</b>

3. Course Scheduling :

Course names are determined based on the relationship between all elements in graduate learning outcomes (CPL) and the course material needed to achieve the CPL. The distribution of courses taken by students each semester is as shown in the following chart.



Concentration courses can be selected 2 (4 credits) from those offered.

4. Thesis Scientific Paper (TAP)..... 5 credit
  - a. Research proposal (TAP1) ..... 2 credit
  - b. Thesis (TAP2) ..... 3 credit
- c. Scientific publications (WPAP).....2 credit
5. Pre-MAP Lecture

This activity aims to provide basic knowledge of public administration, so that each student has a relatively sufficient basis to attend regular lectures. This learning activity is especially for students who do not have a background in public administration. By participating in Matriculation activities, it is hoped that all MAP-Undiknas Denpasar students will not encounter significant obstacles in absorbing various courses in regular lectures. Pre-MAP courses, consisting of:

- a. Public Policy Analysis (PAP1) 0 credits
- b. Socio-Cultural Public Policy Analysis (PAP2) 0 credits
- c. Economic Policy Analysis (PAP3) 0 credits
- d. Academic Information System Practicum (PAP4) 0 credits

To determine the absorption of students to the Pre-MAP material, at the end of the activity an evaluation was held and the participants who passed were given certificates.

The curriculum design made by the Master of Public

Administration Study Program, Undiknas Graduate School is to achieve internationally competitive learning outcomes. The graduate profiles and learning outcomes of graduates of the Master of Public Administration Study Program of the Graduate School are as follows.

Table Graduate Profile and Learning Outcomes of Graduates of the Master of Public Administration Study Program

Graduate Profile	Learning Outcomes	
1. Leadership 2. Consultant 3. Entrepreneurship 4. Beginner Researcher 5. Academics	1. Attitude	1. fear God Almighty and be able to show a religious attitude; 2. uphold human values in carrying out duties based on religion, morals, and ethics; 3. contribute to improving the quality of life in society, nation, state, and the advancement of civilization based on Pancasila; 4. acting as citizens who are proud and love the country, have nationalism and a sense of responsibility to the state and nation; 5. respect the diversity of cultures, views, religions and beliefs, as well as the original opinions or findings of others; 6. cooperate and have social sensitivity and concern for society and the environment; 7. obey the law and discipline in social and state life; 8. internalize academic values, norms, and ethics; 9. show an attitude of responsibility for work in their field of expertise independently; and 10. internalize the spirit of independence, struggle, and entrepreneurship.
	2. General Skills	1. Able to develop logical, critical, systematic, and creative thinking through scientific research, the

Graduate Profile	Learning Outcomes	
		<p>creation of designs or works of art in the fields of science and technology that pay attention to and apply humanities values in accordance with their fields of expertise, compile scientific conceptions and study results based on scientific rules, procedures, and ethics in the form of a thesis or other equivalent forms, and uploaded on the university website, as well as papers that have been published in accredited scientific journals or accepted in international journals;</p> <ol style="list-style-type: none"> <li>2. able to carry out academic validation or studies according to their field of expertise in solving problems in the relevant community or industry through the development of their knowledge and expertise;</li> <li>3. able to compile ideas, thoughts, and scientific arguments responsibly and based on academic ethics, and communicate them through the media to the academic community and the wider community;</li> <li>4. able to identify the scientific field that is the object of research and position it on a research map developed through an interdisciplinary or multidisciplinary approach;</li> <li>5. able to make decisions in the context of solving problems in the development of science and technology that pay attention to and apply humanities values based on analytical or</li> </ol>

Graduate Profile	Learning Outcomes	
		<p>experimental studies of information and data;</p> <ol style="list-style-type: none"> <li>6. able to manage, develop and maintain networks with colleagues, peers within the institution and the wider research community;</li> <li>7. able to increase learning capacity independently; and</li> <li>8. Able to document, store, secure, and recover research data in order to ensure validity and prevent plagiarism.</li> </ol>
	3.Special Skills	<ol style="list-style-type: none"> <li>1. Able to develop theories, including Public Policy, Digital Leadership, Public Sector Digitalization, Health Administration, Management Information Systems.</li> <li>2. Able to develop analytical methods and techniques in policy formulation and government decision making using inter- and multi-disciplinary strategies.</li> <li>3. Able to advance the scientific discipline of public administration through research results that are improvements and additions to new things with a multiparadigm perspective, which is beneficial to society.</li> <li>4. Able to make decisions on various choices of theories and research methods for the scientific development of public administration with an inter- and multi-disciplinary approach.</li> <li>5. Able to manage research and development of public administration theory independently and / or in groups that are beneficial to society</li> </ol>

Graduate Profile	Learning Outcomes	
		<p>and science in a global context.</p> <p>6. Able to publish the results of public administration research nationally and / or internationally.</p>
	4.Knowledge	<p>1. Mastering the theory of public administration and other relevant disciplines</p> <p>2. Mastering theory in the field of public administration and its application and mastering analyzing the economic, social, and behavioral implications of several standard choices of public policy and / or public policy.</p> <p>3. Mastering theory in the field of public administration operations and their application and mastering the public policy, economic, social, and behavioral implications of several government decision choices.</p> <p>4. Mastering theories in the field of public administration and their application and mastering the economic, legal, social, ethical, and behavioral implications of the choice of public policy theory.</p> <p>5. Mastering theories in the field of Management information systems and their application and mastering the analysis of public policy, economic, legal, social, ethical, and behavioral implications from the choice of information systems theory.</p> <p>6. Mastering theories in the field of public administration and their application and mastering the analysis of the implications of</p>



Graduate Profile	Learning Outcomes	
		<p>public policy, economics, law, social, and behavior from the choice of public administration theory.</p> <p>7. Master adopting other relevant fields include: statistical theory, law and business, social, religious, and cultural.</p> <p>8. Mastering public administration research methodology.</p>

### J.3. MH Study Program CURRICULUM

The following curriculum is valid since the 2019/2020 academic year lectures with a load of 36 credits.

#### 1. Study Load

The study load of MH-Undiknas Denpasar is calculated in credit units. In completing studies, the credits a student must complete are 36 credits (including the thesis).

#### 2. Course Structure

The study load of 36 credits consists of 5 groups of courses, namely:

##### a) Analytical tools course (AAH)

The courses included in this group are courses that provide basic analytical knowledge, which is useful for every student to become a critical thinker and with the ability to carry out research to provide solutions to real problems.

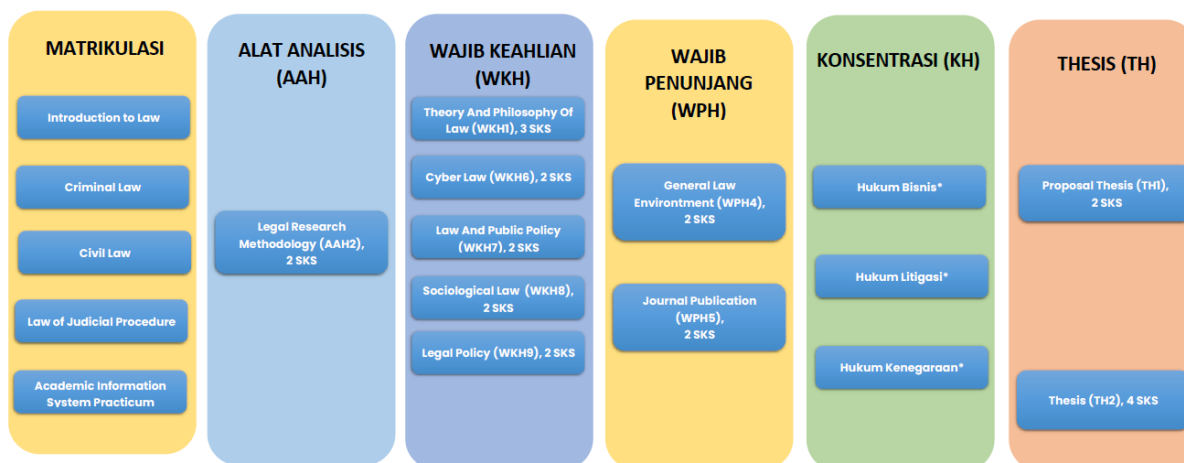
##### b) Compulsory expertise courses (WKH)

The courses included in this group are courses that provide core knowledge of law for each student so that the knowledge can be applied through professional skills in order to solve organizational and community problems. Compulsory expertise courses are also given to students so that students can carry out legal development activities.

##### c) Supporting compulsory courses (WPH)

The courses included in this group are courses that provide additional knowledge (supporting knowledge) for each student, with the aim that students have the ability to solve problems faced by organizations and society holistically. Supporting compulsory courses are also given to students so that students are able to develop legal knowledge with a broad perspective (holistic).

The distribution of courses in each structure is as follows.



#### d) Concentration courses (KH)

The courses included in this group are courses that provide specific knowledge for each student, which aims to enable students to solve certain (specific) legal problems faced by organizations and society. Concentration courses are also given so that students are able to develop legal knowledge in accordance with their interest in the sub-field of legal science pursued.

The Master of Law Study Program has 3 (three) concentrations, namely: 1) Business Law, 2) Litigation Law, 3) State Law. Students are required to choose one of the 3 existing concentrations and are required to choose 6 courses (12 credits) offered by each concentration. The courses offered by each concentration are as shown below.

Concentration of Business Law		
NO	COURSES	Credits
1	<i>Investment Law and Financial Institutions</i>	2
2	<i>Corporate Law and Bankruptcy</i>	2
3	<i>International Business Law</i>	2
4	<i>Contract Law and Business Dispute Resolution</i>	2
5	<i>Business Competition Law</i>	2
6	<i>Guarantee Law</i>	2
<b>TOTAL CREDITS</b>		<b>12 credits</b>

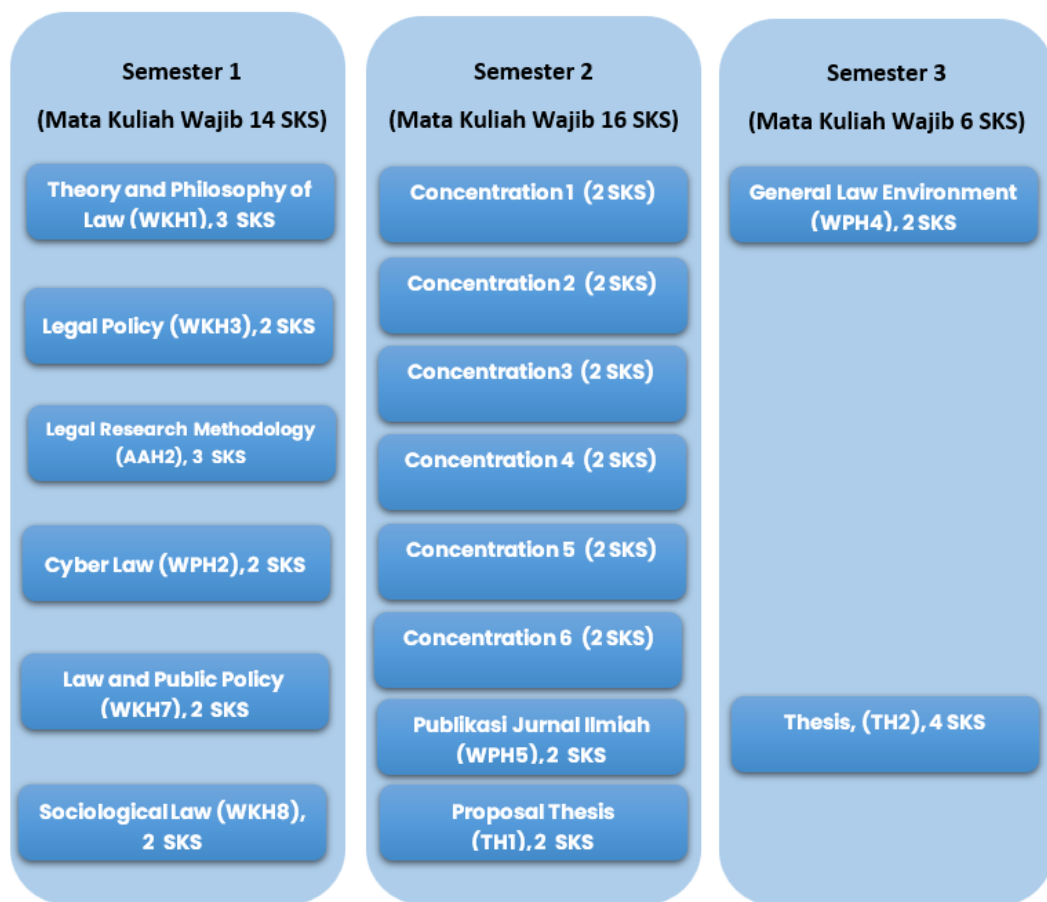
Concentration of Legal of Litigation		
NO	COURSES	Credits
1	Comparative Legal System	2
2	Discovery of Law	2

3	Adjudication System in Indonesia	2
4	Evidence Law	2
5	Legal Execution	2
6	International Criminal Law Enforcement	2
<b>TOTAL CREDITS</b>		<b>12 credits</b>

<b>Concentration of State Law</b>		
<b>NO</b>	<b>COURSES</b>	<b>Credits</b>
1	<i>Theory and Law of Constitution</i>	2
2	<i>Law of Decentralization and Regional Autonomy</i>	2
3	<i>Democracy and Human Rights</i>	2
4	<i>Political and Government System</i>	2
5	<i>Theory of Legislation</i>	2
6	<i>Licensing Law</i>	2
<b>TOTAL CREDITS</b>		<b>12 credits</b>

3. Course Scheduling :

Course names are determined based on the relationship between all elements in graduate learning outcomes (CPL) and the course material needed to achieve the CPL. The distribution of courses taken by students each semester is as shown in the following chart.



Concentration courses can be selected 6 (12 credits) from those offered.

4. Thesis Scientific Paper (TH) ..... 6 credit
  - a. Thesis Proposal (TH1) ..... 2 credit
  - b. Thesis (TH2) ..... 4 credit
- c. Scientific publications (WPH) ..... 2 credit
5. Pre-MH Lecture

This activity aims to provide basic legal knowledge, so that each student has a relatively sufficient basis to attend regular lectures. This learning activity is especially for students who do not have a legal background. By participating in Matriculation activities, it is hoped that all MH-Undiknas Denpasar students will not encounter significant obstacles in absorbing various courses in regular lectures. Pre-MH courses, consisting of:

- a. Introduction to Law (PH1) ..... 0 credits
- b. Criminal law (PH2) ..... 0 credits
- c. Civil law (PH3) ..... 0 credits
- d. Law of Judicial Procedure (PH4) ..... 0 credits
- e. Academic Information System Practicum (PH5) ..... 0 credits

To determine the absorption of students to the Pre-MH material, at the end of the activity an evaluation was held and the participants who passed were given certificates.

Curriculum design made by the Master of Law Study Program, Undiknas Graduate School to achieve internationally competitive learning outcomes. The graduate profiles and learning outcomes of graduates of the Graduate School Master of Law Study Program are as follows.

Table Graduate Profile and Learning Outcomes of Master of Law Study Program Graduates

Graduate Profile	Learning Outcomes	
1. Leadership 2. Consultant 3. Lawyer 3. Notary Public 4. Entrepreneurship 5. Beginner Researcher 6. Academics	1. Attitude	1. fear God Almighty and be able to show a religious attitude; 2. uphold human values in carrying out duties based on religion, morals, and ethics; 3. contribute to improving the quality of life in society, nation, state, and the advancement of civilization based on Pancasila; 4. acting as citizens who are proud and love the country, have nationalism and a sense of responsibility to the state and nation; 5. respect the diversity of cultures, views, religions and beliefs, as well as the original opinions or findings of others; 6. cooperate and have social sensitivity and concern for society and the environment; 7. obey the law and discipline in social and state life; 8. internalize academic values, norms, and ethics; 9. show an attitude of responsibility for work in their field of expertise independently; and

Graduate Profile	Learning Outcomes	
		10. internalize the spirit of independence, struggle, and entrepreneurship.
	2.General Skills	<ol style="list-style-type: none"> <li>1. Able to develop logical, critical, systematic, and creative thinking through scientific research, the creation of designs or works of art in the fields of science and technology that pay attention to and apply humanities values in accordance with their fields of expertise, compile scientific conceptions and study results based on scientific rules, procedures, and ethics in the form of a thesis or other equivalent forms, and uploaded on the university website, as well as papers that have been published in accredited scientific journals or accepted in international journals;</li> <li>2. able to carry out academic validation or studies according to their field of expertise in solving problems in the relevant community or industry through the development of their knowledge and expertise;</li> <li>3. able to compile ideas, thoughts, and scientific arguments responsibly and based on academic ethics, and communicate them through the media to the academic community and the wider community;</li> <li>4. able to identify the scientific field that is the object of research and position it on a research map developed through an interdisciplinary or multidisciplinary approach;</li> </ol>

Graduate Profile	Learning Outcomes	
		<ol style="list-style-type: none"> <li>5. able to make decisions in the context of solving problems in the development of science and technology that pay attention to and apply humanities values based on analytical or experimental studies of information and data;</li> <li>6. able to manage, develop and maintain networks with colleagues, peers within the institution and the wider research community;</li> <li>7. able to increase learning capacity independently; and</li> <li>8. Able to document, store, secure, and recover research data in order to ensure validity and prevent plagiarism.</li> </ol>
	3.Special Skills	<ol style="list-style-type: none"> <li>1. Able to develop theories, including business law, litigation law, state law.</li> <li>2. Able to develop analytical methods and techniques in policy preparation and management decision making using inter- and multi-disciplinary strategies.</li> <li>3. Able to advance the discipline of legal science through research results that are improvements and additions to new things with a multiparadigm perspective, which is beneficial to society.</li> <li>4. Able to make decisions on various choices of theories and research methods for legal scientific development with inter and multi-disciplinary approaches.</li> <li>5. Able to manage research and development of legal theory</li> </ol>

Graduate Profile	Learning Outcomes	
		<p>independently and / or in groups that are beneficial to society and science in a global context.</p> <p>6. Able to publish the results of legal research nationally and / or internationally.</p>
	4.Knowledge	<ol style="list-style-type: none"> <li>1. Mastering legal theory and other relevant disciplines</li> <li>2. Mastering theory in the field of law and its application and mastering analyzing the legal, economic, social, and behavioral implications of several standard choices of legal policies and / or public policies.</li> <li>3. Mastering theory in the field of operation law and its application and mastering the legal, economic, social, and behavioral policy implications of several government/private decision options.</li> <li>4. Mastering theories in the field of law and their application and mastering the economic, legal, social, ethical, and behavioral implications of the choice of legal policy theory.</li> <li>5. Mastering theories in the field of Management information systems and their application and mastering the analysis of public policy, economic, legal, social, ethical, and behavioral implications from the choice of information systems theory.</li> <li>6. Mastering theories in the field of law and their application and mastering the analysis of the implications of public policy, economics, law, social, and behavior from the choice of</li> </ol>



Graduate Profile	Learning Outcomes	
		<p>legal theory.</p> <p>7. Mastering adopting other relevant fields includes: management theory, public policy and business, social, religious, and cultural.</p> <p>9. Mastering legal research methodology.</p>

#### J.4. PDIM Study Program CURRICULUM

The following curriculum is valid from lectures for the academic year 2022/2023 with a load of 42 credits.

##### 1. Study Load

The study load of PDIM-Undiknas Denpasar is calculated in credit units. In completing studies, the credits a student must complete are 42 credits (including a dissertation). PDIM-Undiknas Denpasar has 1 (one) concentration, namely: Strategic Management.

##### 2. Course Structure

The study load of 42 credits consists of 3 groups of courses, namely:

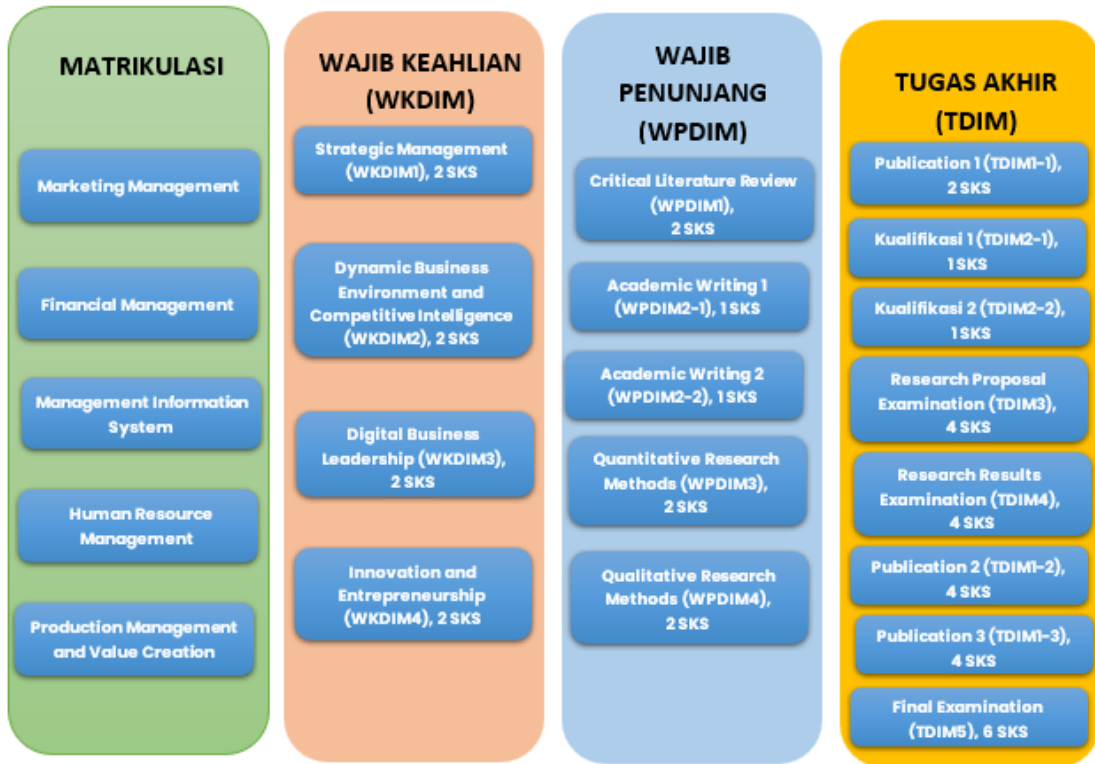
###### a) Compulsory expertise courses (WKDIM)

The courses included in this group are courses that provide core knowledge of management science for each student so that the knowledge can be applied through professional skills in order to solve organizational and community problems. Compulsory expertise courses are also given to students so that students can carry out management science developer activities.

###### c) Supporting compulsory courses (WPDIM)

The courses included in this group are courses that provide additional knowledge (supporting knowledge) for each student, with the aim that students have the ability to solve problems faced by organizations and communities holistically. Supporting compulsory courses are also given to students so that students are able to develop management science with a broad perspective (holistic).

The distribution of courses in each structure is as follows.



### 3. Course Scheduling :

Course names are determined based on the relationship between all elements in graduate learning outcomes (CPL) and the course material needed to achieve the CPL. The distribution of courses taken by students each semester is as shown in the following chart.



4.	Dissertation Final Project (TDIM).....	26 credits
a.	Qualification 1 (TDIM2-1) .....	1 credit
b.	Qualification 2 (TDIM2-2) .....	1 credit
c.	Publication 1 (TDIM1-1) .....	2 credits
d.	Publication 2 (TDIM1-2) .....	4 credits
e.	Publication 3 (TDIM1-3) .....	4 credits
f.	Research Proposal Examination (TDIM3)	4 credits
g.	Research Results Examination (TDIM4)	4 credits
h.	Final Examination (TDIM5) .....	6 credits
i.	Doctorate Promotion (TDIM6) .....	0 credits

5. Pre-PDIM Lecture

This activity aims to provide basic knowledge of economics, management and quantitative analysis, so that each student has a relatively sufficient basis to attend regular lectures. This learning activity is especially for students who do not have an economic background. By participating in Matriculation activities, it is hoped that all PDIM-Undiknas Denpasar students will not encounter significant obstacles in absorbing various courses in regular lectures. Pre-PDIM courses, consisting of:

a.	<i>Marketing Management</i> (PDIM1)	0	credit
b.	Financial Management (PDIM2)		0 credits
c.	Management Information System (PDIM3)		0 credits
d.	Human Resource Management (PDIM4)		0 credits
e.	Production Management and Value Creation (PDIM5)		0 credits

To determine the absorption of students on Pre-PDIM material, at the end of the activity an evaluation was held and the participants who passed were given certificates.

The curriculum design made by the Doctoral Program in Management of the Undiknas Postgraduate School is to achieve internationally competitive learning outcomes. The graduate profiles and learning outcomes of graduates of the Graduate School Management Science Doctoral Program are as follows.

Table Graduate Profile and Learning Outcomes of Graduates of the Doctoral Program in Management Science

Graduate Profile	Learning Outcomes	
1. International Researcher 2. Internationally Qualified Educators 3. Manager of International Level Business and Non-Business Organizations	1. Attitude	1. fear God Almighty and be able to show a religious attitude; 2. uphold human values in carrying out duties based on religion, morals, and ethics; 3. contribute to improving the quality of life in society, nation, state, and the advancement of civilization based on Pancasila; 4. acting as citizens who are proud and love the country, have nationalism and a sense of responsibility to the state and nation; 5. respect the diversity of cultures, views, religions and beliefs, as well as the original opinions or findings of others; 6. cooperate and have social sensitivity and concern for society and the environment; 7. obey the law and discipline in social and state life; 8. internalize academic values, norms, and ethics; 9. show an attitude of responsibility for work in their field of expertise independently; and 10. internalize the spirit of independence, struggle, and entrepreneurship.
	2. General Skills	1. Able to develop logical, critical, systematic, and creative thinking through scientific research, the creation of designs or works of art in the fields of science and technology that pay attention to and apply humanities values in accordance with their fields of expertise, compile scientific conceptions and study results based on scientific rules, procedures, and ethics in the

Graduate Profile	Learning Outcomes	
		<p>form of a thesis or other equivalent forms, and uploaded on the university website, as well as papers that have been published in accredited scientific journals or accepted in international journals;</p> <ol style="list-style-type: none"> <li>2. able to carry out academic validation or studies according to their field of expertise in solving problems in the relevant community or industry through the development of their knowledge and expertise;</li> <li>3. able to compile ideas, thoughts, and scientific arguments responsibly and based on academic ethics, and communicate them through the media to the academic community and the wider community;</li> <li>4. able to identify the scientific field that is the object of research and position it on a research map developed through an interdisciplinary or multidisciplinary approach;</li> <li>5. able to make decisions in the context of solving problems in the development of science and technology that pay attention to and apply humanities values based on analytical or experimental studies of information and data;</li> <li>6. able to manage, develop and maintain networks with colleagues, peers within the institution and the wider research community;</li> <li>7. able to increase learning capacity independently; and</li> </ol>

Graduate Profile	Learning Outcomes	
		8. Able to document, store, secure, and recover research data in order to ensure validity and prevent plagiarism.
	3.Special Skills	<ol style="list-style-type: none"> <li>1. Able to develop theories, including Marketing Management, Marketing Management, Financial Management, Human Resource Management, Management Information Systems.</li> <li>2. Able to develop analytical methods and techniques in policy preparation and management decision making using inter- and multi-disciplinary strategies.</li> <li>3. Able to advance management scientific disciplines through research results that are improvements and additions to new things with a multiparadigm perspective, which is beneficial to society.</li> <li>4. Able to make decisions on various choices of theories and research methods of management scientific development with inter- and multi-disciplinary approaches.</li> <li>5. Able to manage research and development of management theory independently and / or in groups that are beneficial to society and science in a global context.</li> <li>6. Able to publish the results of management research nationally and / or internationally.</li> </ol>
	4.Knowledge	<ol style="list-style-type: none"> <li>1. Mastering Management Theory and other relevant disciplines</li> <li>2. Mastering theory in the field of</li> </ol>

Graduate Profile	Learning Outcomes	
		<p>Marketing Management and its application and mastering analyzing the economic, social, and behavioral implications of several choices of Management standards and / or Management policies.</p> <ol style="list-style-type: none"> <li>3. Mastering theory in the field of operations management and its application and mastering the economic, social, and behavioral implications of several managerial decision choices.</li> <li>4. Mastering theories in the field of financial management and their application and mastering the economic, legal, social, ethical, and behavioral implications of the choice of strategic management theory.</li> <li>5. Mastering theories in the field of Management information systems and their application and mastering the analysis of economic, legal, social, ethical, and behavioral implications from the choice of Management information system theory.</li> <li>6. Mastering theories in the fields of Human Resource Management, Operations Management and Financial Management and their application and mastering the analysis of economic, legal, social, and behavioral implications of the choice of management theory.</li> <li>7. Mastering adopts other relevant fields including: microeconomic theory, macroeconomic theory, strategic management, statistics, financial management, law and business,</li> </ol>



Graduate Profile	Learning Outcomes	
		social, religious, and cultural. 9. Mastering Management research methodology.

## K. ENGLISH

To face the global community and competition, at the beginning and end of study students must have English language skills shown through TOEFL (*Test of English as Foreign Language*) with a minimum score of Pre TOEFL at the beginning of freshman studies is 500 and Post TOEFL before graduation students are 550. TOEFL is conducted through an institution appointed by the Undiknas Postgraduate School.

## L. THESIS

A thesis is a scientific paper that must be prepared by a student at the Master (S2) level at the Graduate School of Undiknas Denpasar in order to complete the study. The thesis can be prepared in the second semester, but the research proposal exam can only be carried out if students have passed the *Statistics for Research* and *Business Research Method* courses. So it is expected to be completed right at the end of semester 4. The stages and writing procedures that must be carried out by a student in the context of preparing a thesis are regulated separately in the book "**Digital Posture Proposal & Thesis**".

If the thesis cannot be completed during the maximum study period, students are subject to academic sanctions and administrative sanctions, namely:

1. Change the title of the Thesis.
2. Pay the Thesis guidance fee
3. Pay tuition fees for the next semester.

Thesis scores in the form of letters A, B, C, and D. Minimum thesis passing score B. The thesis tested is considered valid if it has been signed by the supervisor, all examining lecturers, Head of Study Program and approved by the Director of the Undiknas Graduate School. Student requirements to attend graduation, must submit 1 digital file of proposal & thesis that has been ratified in the form of a .pdf file, have paid the graduation fee, submit 1 book donation according to the chosen study program or concentration.

## M. DISSERTATION

A dissertation is a scientific paper that must be prepared by a student at the Doctoral level (S3) at the Graduate School of Undiknas Denpasar in order to complete the study. Students are expected to finish on time at the end of semester 6. The stages and writing procedures that must be carried out by a student in the context of preparing a dissertation are arranged separately in the book "**Digital Posture of the Dissertation**".

If the dissertation cannot be completed during the maximum study period, students are subject to academic sanctions and administrative sanctions, namely:

1. Change the title of the dissertation.
2. Pay the dissertation guidance fee
3. Pay tuition fees for 1 semester.

Dissertation scores in the form of letters A, B, C, and D. Dissertation passing score is at least B. The dissertation tested is considered valid if it has been signed by the promoter team, all examining lecturers, Head of Study Program and approved by the Director of the Undiknas Graduate School. Student requirements to attend graduation, must submit 1 digital file of proposal & dissertation that has been ratified in the form of a .pdf file, have paid the graduation fee, submit 1 book donation according to the study program.

## **N. FIELD STUDY (COMPANY VISIT)**

### **1. Understanding.**

Field Study of Undiknas Denpasar Graduate School is an academic activity by visiting an organization (government / private) both located in Bali and outside Bali.

### **2. Purpose.**

Field Studies are organized with the aim of:

- 2.1. Compare theory with reality in the field.
- 2.2. Broaden students' horizons in the field of management of an organization.

### **3. Frequency**

- 3.1. Field studies in the Bali area at least 1 time per semester.
- 3.2. Field studies outside Bali are organized based on opportunities and available resources.

### **4. Characteristic**

Because the benefits of field studies are closely related to academic activities (*transfer of knowledge*), this activity must be followed by every student at least 2 times field study activities held in Bali. Students who take field studies less than 2 times will be subject to academic sanctions in the form of postponement of thesis exams.

### **5. Report.**

- 5.1. Every field study, students are required to make a report (Field Study Report / MSM)
- 5.2. Report Type.
  - a. For students who have not taken concentration courses. Reports are made per batch (each batch makes 1 MSM). The report at least contains:
    1. History of visited organizations
    2. Organizational structure.
    3. for MM includes all management functions within the

- company/organization visited (HRM, Marketing Management, Financial Management, and Financial Accounting). For MAP & MH, it can include Job description or job descriptions that exist at the field location & Problems and social/legal phenomena that occur at the field study location.
4. Analysis of the SWOT of the company / organization visited
  5. Conclusion.
- b. For students who are taking concentration courses, reports are arranged in groups according to concentration. The report at least contains:
1. History of visited organizations
  2. Organizational structure.
  3. for MM includes all management functions within the company/organization visited (HRM, Marketing Management, Financial Management, and Financial Accounting). For MAP & MH, it can include Job description or job description at the field location & Problems and social/legal phenomena that occur at the field study location.
  4. Analysis of the SWOT of the company/organization visited
  5. Conclusion.
- c. Preparation of Field Study Report under the coordination of the class leader (class leader).
- 5.3. Systematics of Reports.
- a. The systematic format is fully handed over to each group or batch with notes: writing procedures (font type & size, foreign words, citation methods, bibliography, spacing) following the Digital Proposal & Thesis Guidebook for each Study Program at the Undiknas Graduate School.
  - b. The report is typed on folio paper and bound with a color cover or dark blue outer cover of buffalo paper.
  - c. The number of pages of field study reports is not limited
- 5.4. Submit a report.
- a. Field study reports are submitted no later than 7 working days after the field study activities.
  - b. The report is submitted to the Secretariat of the Graduate School of Undiknas Denpasar during working hours.
- 5.5. Penalty.
- a. Late submission of reports is subject to oral or written sanctions.
  - b. Those who do not submit reports by the end of the

semester concerned are considered not to have participated in field study activities (subject to the provisions of point 4).

5.6. Miscellaneous.

- a. Field Study Reports can be supplemented with relevant photographs.
- b. If the information obtained by students during Field Studies is considered insufficient, then students, both individually and in groups, may visit the organization to get the necessary information.

## O. CODE OF CONDUCT

To maintain the order of lecture activities, every student and lecturer must obey the following rules:

### O.1 ACADEMIC SUPPORT RULES

1. Students are required to attend the Proposal Seminar **at least 4x**
2. Students are required to attend the Results Seminar (Thesis) **at least 4x**
3. Students are required to attend the National Seminar **at least 2x**
4. Students are required to take part in the Undiknas Postgraduate School Joint Fitness event **at least 3x**
5. Students are required to take Pre TOEFL with a minimum score **of 450** and Post TOEFL with **a minimum score of 500**
6. Students are required to take part in *Table Manner Activities*

### O.2 LECTURE RULES (OFFLINE)

1. Male students are required to wear clothes like an executive, namely wearing a tie (except when wearing batik / endek clothes), while women dress that reflect ethical and aesthetic values (blazers), thus showing their existence as polite and cultured Master (S2) and Doctoral (S3) students.
2. Students are already seated in the classroom 5 minutes before the lecture starts. Delays only tolerated 15 minutes.
3. Students are required to make attendance on *the* QRCode that has been provided by the course lecturer.
4. It is not allowed to activate cellphones (both talking and texting) in the classroom while the lecture is in progress.
5. Not allowed to use the internet during lectures, unless used with the permission of the teaching lecturer.
6. Not talking to fellow students during lectures.
7. It is not allowed to utter profanity, slander and smell of SARA when asking questions or during discussions.
8. Students can express opinions or questions when given the opportunity by the lecturer, or by the moderator during discussions.

9. Students must ask permission from the lecturer who is providing material, if students want to leave the room.
10. If the lecture is over, students are allowed to leave the room after the teaching lecturer has left the room.
11. Meet a minimum attendance of 75% of the face-to-face amount.
12. For students who are unable to attend, they must notify the Lecturer in writing (through the Academic Officer).

### **O.3 LECTURE RULES (ONLINE)**

1. Male students are required to wear clothes like an executive, namely wearing a tie (except when wearing batik / endek clothes), while women dress that reflect ethical and aesthetic values (blazers), thus showing their existence as polite and cultured Master (S2) and Doctoral (S3) students.
2. Students have joined the lecture *link* given 5 minutes before the lecture starts. Delays only tolerated 15 minutes.
3. Students are required to make attendance on *the* QRCode that has been provided by the course lecturer.
4. Students are required to turn on the camera.
5. Students are required to disable *the microphone when they just joined and can turn on the microphone if they have been invited / allowed by the course supervisor.*
6. Not talking to fellow students or others during lectures.
7. It is not allowed to utter profanity, slander and smell of SARA when asking questions or during discussions.
8. Students can express opinions or questions when given the opportunity by the lecturer, or by the moderator during discussions.
9. Students must ask permission from the lecturer who is giving material, if students want to do worship or go to the toilet.
10. If the lecture is over, students are allowed to leave after the teaching lecturer leaves first.
11. Meet a minimum attendance of 75% of the number of face-to-face *online.*
12. For students who are unable to attend, they must notify the Lecturer in writing (through the *Academic Officer.*)

### **O.4 EXAM RULES (offline)**

1. Students are required to dress cleanly, neatly, decently. (Postgraduate alma mater suit for proposal exam or dark color suit for thesis exam).
2. Students must be present in the designated room at least 30 minutes before the exam is held.
3. The trial/exam was conducted on time according to the set schedule.

4. The exam lasts for 60 minutes for all stages of the exam.
5. There are no notes on the examinee's desk, only blank papers are allowed to record the examiner's questions, and no display screen other than PPT is allowed.
6. Examinees are not allowed to surf Google.
7. Students are required to present exam material briefly, systematically, meaningfully in a maximum period of 15 minutes.
8. The exam presentation material is made in the form of a *power point*.
9. When in a presentation students display tables, graphs, curves, diagrams, maps etc., it must be conveyed clearly.
10. In the exam question and answer process, students are required to answer the examiner's questions in an argumentative, clear voice, and not complicated.
11. In the examination process, it is not allowed to issue words that are disrespectful, reproachful or insulting because they are not in accordance with academic ethics.

#### **O.5 EXAM RULES (ONLINE)**

1. Students are required to dress cleanly, neatly, decently. (Postgraduate alma mater suit for proposal exam or dark color suit for thesis exam).
2. Students must have joined the *link* given 30 minutes before the exam is held.
3. The trial/exam was conducted on time according to the set schedule.
4. The exam lasts for 60 minutes for all stages of the exam.
5. Students choose a clean exam site, a quiet environment, no noise, and make sure the internet connection is very well connected.
6. There are no notes on the examinee's desk, only blank papers are allowed to record the examiner's questions, and no display screen other than PPT is allowed.
7. Examinees are not allowed to surf Google.
8. Examinees are required to use 2 devices during the exam, namely 1 device facing the face, and 1 other facing the computer screen.
9. Students are required to present exam material briefly, systematically, meaningfully in a maximum period of 15 minutes.
10. The exam presentation material is made in the form of a *power point*.
11. When in a presentation students display tables, graphs, curves, diagrams, maps etc., it must be conveyed clearly.
12. In the exam question and answer process, students are required to answer the examiner's questions in an argumentative, clear voice, and not complicated.

13. In the examination process, it is not allowed to issue words that are disrespectful, reproachful or insulting because they are not in accordance with academic ethics.

#### **O.6 LECTURER RULES OF CONDUCT**

Each lecturer must obey the following rules:

1. Male lecturers are required to wear ties (except when wearing batik / endek clothes), while women dress that reflect ethical and aesthetic values, thus showing their existence as polite and cultured lecturers
2. Before giving lectures, lecturers are required to report to picket officers in the secretariat of the Graduate School of Undiknas Denpasar
3. The lecturer is already in the room according to schedule (on time). If you arrive late, you should report to the secretariat of the Undiknas Denpasar Postgraduate School beforehand. Delays are tolerated for a maximum of 15 minutes.
4. Lecturers prepare all lecture material provision equipment themselves (laptops, LCDs, stationery, and other equipment).
5. Lecturers fill in the lecture minutes that are available on the Undiknas CLOUD system.
6. Lecturers are not allowed to use cellphones (both talking and SMS) when giving lecture materials. If a call to a cellphone is considered important, then the lecturer conducts a communication relationship outside the lecture room
7. Lecturers are strictly prohibited from issuing profanity, slander and smelling of SARA when giving lecture materials, both just examples and jokes .
8. Lecturers are required to provide opportunities for students to express opinions or questions during lectures
9. If the lecture is over, the lecturer checks student attendance through the attendance list available on the Undiknas CLOUD system.
10. Lecturers to provide a value of student activeness when attending lectures.
11. After giving lectures, lecturers are required to report to picket officers at the Admission of the Graduate School of Undiknas Denpasar (if the lectures are carried out *offline*).

#### **P. PROCEDURES FOR COVERING UP LACK OF ATTENDANCE**

1. Students must attend at least 75% of the face-to-face requirement (75% x 14 face-to-face = ± 10 times)
2. If students take less than 10 courses, they must attend additional lectures at each teaching lecturer so that they are even 10 times.

3. The lack of face-to-face lectures is determined by the Head of Study Program (PPP).
4. The determination of additional lecture materials is fully handed over to each lecturer.
5. The cost to attend additional courses is determined by the program after the student has been determined to lack face-to-face by the Head of Study Program (PPP).

#### **Q. REQUIREMENTS TO BECOME A GRADUATE SCHOOL STUDENT OF UNDIKNAS DENPASAR**

Student recruitment based on the Rector's Decree No. 14/II-4/UND/I/2016 and supported also by the Director's Decree No. 139/Pasca-Ak/I/2016 is determined as follows:

- a. General requirements of Strata 2 (S2)
  - Indonesian Citizen
  - Foreign Nationals have permission from the Directorate General of Institutional Science and Technology-DIKTI Kemenristekdikti.
  - Must graduate and have a Strata 1 (S1) or Diploma 4 (D4) diploma from all majors with a GPA of  $\geq 3.00$
- b. General requirements for Strata 3 (S3)
  - Indonesian Citizen
  - Foreign nationals have permission from the Institutional Director of the Directorate General of Higher Education, Research and Technology. (Details of the Foreign Student Recruitment Scheme can be seen at the following link: <https://pasca-undiknas.ac.id/images/static/Skema-Perekrutan-Mahasiswa-Asing-Undiknas.pdf>)
  - Must graduate and have a Strata 2 (S2) diploma or from any major with a GPA of  $\geq 3.00$
- c. Special requirements for Strata 2 (S2) and Strata 3 (S3)
  - Legalized copy of diploma
  - Legalized copy of Transcript
  - Color 4x6 Photo Pass
- d. Fill out the registration form which can be done online at <https://admission.undiknas.ac.id/>
- e. Pay the registration fee.

#### **R. TEACHING STAFF**

Recruitment of lecturers is based on needs, both in terms of quantity, quality and scientific relevance, as well as the financing ability of the institution. In general, lecturer recruitment is carried out through the following procedures:

- a. Minimum doctoral education (S3) with a cumulative grade point average (GPA) of  $\geq 3.50$
- b. Application letter submitted to Perdiknas Denpasar



- c. Recruitment of lecturers is carried out through administrative selection, written tests and interviews
- d. Based on the selection results, Perdiknas Denpasar determines and appoints prospective lecturers who meet the requirements

The recruitment of employed civil servant lecturers is fully carried out by Kopertis Region VIII and Undiknas Denpasar utilizing the employed lecturers (dpk).

For lecturers of civil servants and Perdiknas Denpasar who want to move or transfer (mutation) from Undiknas Denpasar to other universities or vice versa, regulated by applicable laws and regulations.

Based on the needs of Undiknas Denpasar, the status of lecturers received through recruitment is grouped into two:

- a. Permanent lecturers, lecturers appointed with a period of service until retirement
- b. Contract lecturers, lecturers appointed with specific goals and tenure.

Educators at the Graduate School of Undiknas Denpasar are as follows:

1. Prof. Ir. Gede Sri Darma, S.T., M.M., CFP®, D.B.A., IPU., ASEAN Eng.
2. Prof. Dr. Ir. Nyoman Sri Subawa, S.T., S.Sos., M.M., IPM., ASEAN Eng.
3. Prof. IB Raka Suardana, S.E., M.M.
4. Prof. Dr. Nengah Dasi Astawa, Drs., M.Si.
5. Prof. Luh Putu Mahyuni, Ph.D., CMA., CSP.
6. Prof. Dr. I.A. Oka Martini S.E., M.M., HRM.
7. Prof. Dr. IB. Teddy Prianthara, SE., Ak., CA., M.Si., CPA., BKP., CTA., CSRA.
8. Prof. Dr. I Nyoman Budiana, S.H., M.Si.
9. Prof. Augusty Tae Ferdinand, D.B.A.
10. Prof. Christantius Dwiatmadja, S.E., M.E., Ph.D.
11. Prof. Dr. Made Sudarma, S.E., M.M., Ak.
12. Prof. Dr. I Wayan Edi Arsawan, S.E, M.M.
13. Dr. A.A.N. Oka Suryadinatha Gorda
14. Dr. A.A.N. Eddy Supriyadinata
15. Agus Fredy Maradona, Ph.D., CA.
16. Dr. Ni Putu Nina Eka Lestari, S.E., M.M.
17. Dr. Drs. I Gede Sanica, AK., M.M.
18. Dr. IGN Putra Suryanatha
19. Dr. Ni Nyoman Sunariani, Dra., M.M.
20. Dr. Nyoman Subanda, Drs., M.Si.
21. Dr. Ni Wayan Widhiastini, S.Sos., M.Si.
22. Dr. A.A.A. Ngr. Tini Rusmini Gorda, S.H., M.M., M.H., CCD.
23. Dr. A.A.A.N. Sri Rahayu Gorda , S.H., M.M.,M.H., CCD.
24. Dr. I Gede Agus Kurniawan, S.H., S.S., M.H., CRBC., CCD.
25. Dr. Ida Ayu Sadnyini, S.H.,M.H.

26. Dr. Made Jayantara, S.H., M.H., MAP., CLA.
27. Dr. I Made Wirya Darma, S.H., M.H., CCD.
28. Dr. I Made Sari, SH., MH., CLA.

## **Attachment**

### **MAGISTER (S2)**

#### **A. REQUIREMENTS FOR REGISTRATION FOR THESIS PROPOSAL EXAM**

1. Pay off the final semester financial administration fee.
2. Proposals have been qualified by the Supervisor through the Undiknas CLOUD system
2. Have attended the proposal seminar at least 4 times (Based on checking the admission officer on the attendance list link shared on zoom chat during the exam session)
3. Turnitin/Check Similarity result maximum 50%
4. Turnitin check sent by email: admisi@pascaundiknas.ac.id
5. Students submit proposal files in the form of .pdf on their respective accounts in the Thesis/Dissertation menu, on submitting UP (Submit UP)

#### **B. THESIS EXAM REGISTRATION REQUIREMENTS**

1. Paid off financial administration final semester
2. The result of Turnitin / Similarity Check to be able to take the thesis exam is a maximum of 35%. Check turnitin by email: admisi@pasca-undiknas.ac.id
3. Thesis has been qualified by the Supervisor through the Undiknas CLOUD system
4. Have attended the results seminar (thesis) at least 4 times (Based on checking the admission officer on the attendance list link shared on zoom chat during the exam session)
5. Thesis and scientific journal articles in the form of PDF files
6. Students submit Thesis files in the form of .pdf on their respective accounts in the Thesis / Dissertation menu, on submitting a Thesis (Submit Thesis)
7. Complete the form. Biodata of prospective graduates
8. Proof of Submission and/or proof of Correspondence in the form of a Letter of Acceptance (LoA) from the Journal Manager

#### **C. REQUIREMENTS FOR FREE THESIS AND/OR THESIS EXAMINATION FOR STUDENTS WHOSE JOURNAL ARTICLES HAVE BEEN PUBLISHED (SK ATTACHED)**

1. Pay off the final semester financial administration.
2. Fill out the free application form for thesis and/or thesis exam.
3. Attach a Letter of Acceptance (LoA) and related links that indicate that the journal article has been published.
4. Whether or not the application for a free thesis and/or thesis examination is accepted is determined by the Team appointed by the Director.
5. If you have received an ACC from the Team, a certificate will be made signed by the Head of the Study Program.

6. Application to be submitted via the <http://bit.ly/bebas-ujian-tesis> link

### Doctor (S3)

To achieve doctoral education at the Doctoral Program in Management Science (PDIM) Undiknas Postgraduate School, several stages must be taken by students, namely:

Phase	Activities	That Served	Goal	Condition	Characteristic	SMT	Credits
1.	Qualification 1	Team Promoter	Find ideas and problems in your dissertation and study the relevant theory	Pass all courses taken with a minimum grade of B; Get approval from the Promo Team; Active academic status, already complete financial and academic administrative obligations; Attended by at least two supervisors (promoters and / or co-promoters). In the event that the promoter is unable to attend, it must delegate to co-promoter 1 to represent it.	Open to students	III	2
2.	Proposal Exam Dissertation	Promoter Team and 3 Testers	Test and assess the feasibility of dissertation proposals;  Decide whether mahasiswa can continue to the next day or no	Received approval from the Promoter Team;  Have revised according to Tim suggestion Promoter;  Active academic status, have completed financial and academic administrative obligations;  Attended by a minimum of promoters and 1 co-promoter and 2 lecturers i.	Open to students	IV	4

After the proposal examination stage is completed, students carry out research independently to compile a dissertation

Phase	Activities	That Served	Goal	Condition	Characteristic	SMT	Credits
3.	Results Seminar Research	Team Promoter and 3 Testers	<p>Assess the viability of the dissertation draft</p> <p>Provide suggestions for improvement to be submitted as material in the final exam</p>	<p>Obtain approval from the Promoter Team; Have revised according to the advice of the Promoter Team; Active academic status, have completed obligations financial and academic administration;</p> <p>Attended by at least 2 examining lecturers and 2 Promoter Teams (Promoters and/or Co-Promoters) in the event that the Promoter is unable to attend, must delegate to co-promoter 1 to represent;</p>	Open to students	V	4

Phase	Activities	That Served	Goal	Condition	Characteristic	SMT	Credits
4.	Final Exam Dissertation	<p>Team Promoter and 3 Testers</p> <p>Plus 1 examiner from outside the Undiknas Postgraduate School (external)</p> <p>Led exams by Director of Undiknas Graduate School</p>	<p>Test and assess the feasibility of a student's dissertation;</p> <p>Decide on a student's graduation and predicate.</p>	<p>Obtain approval from the Promoter Team;</p> <p>Must have a scientific article in a reputable international scientific journal or 1 scientific article in a reputable scientific journal and 1 article in a proceeding which is the result of dissertation research that has been published or accepted for publication as stipulated in Pertor No. 52 of 2018 article 5 paragraph 2;</p> <p>The dissertation manuscript has gone through dissertation quality assurance to prevent plagiarism; the dissertation has been declared free from plagiarism and similarities with a maximum presentation of 20% per chapter from the introductory chapter to the conclusion of the suggestion;</p> <p>Have revised according to the advice of the Promoter Team;</p> <p>Active academic status, have completed obligations financial and academic administration ;</p> <p>The final dissertation examination can be held if attended at least by the promoter and one of the co-promoters,</p>	Open to students	VI	6

Phase	Activities	That Served	Goal	Condition	Characteristic	SMT	Credits
				2 examining lecturers and 1 outside examiner.			
5.	Attestation / Judiciary	Team Promoter and 3 testers  Led by Director of Undiknas Graduate School	Announcement of graduation, and if declared passed as well as submission of a certificate of completion	Allowed to invite family, relatives of promovendus	Open	End of semester VI	0



## **PROCEDURE FOR TAKING GRADE IMPROVEMENT AND/OR FOLLOW-UP EXAMS**

For students who will take the remedial and/or follow-up exams must follow the following conditions:

1. Pay the cost of the grade improvement exam and/or follow-up deposited directly to the bank that has been determined by the program
2. Fill out the remedial and/or follow-up exam registration form (in duplicate). This form can be obtained at the Postgraduate Secretariat of Undiknas Denpasar.
3. Submit the completed point 2 form (signed by the student concerned) to the Head of the Secretariat.
4. The Head of the Secretariat then examines the correctness of the data listed in point 3 form. After being examined, duplicate 2 of the form is returned to the student as proof of enrollment.
5. Furthermore, the Head of the Secretariat continued the point 4 form to the Head of the Study Program.
6. The Head of the Study Program continues the point 5 form to the lecturer concerned to be asked for willingness to provide corrective exams and / or follow-up according to the schedule.

## **REQUIREMENTS FOR BECOMING A MEMBER AND PROCEDURES FOR BORROWING BOOKS AT THE UNDIKNAS DENPASAR POSTGRADUATE LIBRARY**

Requirements to become a Member of the Undiknas Denpasar Postgraduate Library:

- a. Members are students of the Graduate School of Undiknas Denpasar
- b. Show Student Card of Undiknas Denpasar Graduate School
- c. Collect photo size 3 x 4 = 2 sheets and 2 x 3 = 1 sheet

### **Procedures for borrowing books:**

1. Show membership card of Undiknas Denpasar Postgraduate Library.
2. Members are allowed to borrow a maximum of 3 books within 7 days and can be extended again for 7 days.
3. Members or students will be subject to fines if they are late in returning books from the loan deadline the amount determined by the Program.
4. If the member/student loses the borrowed book, it must be replaced by the person concerned.
5. Without a Membership Card, book borrowing is not served.

Sekolah Pascasarjana  
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