



ACADEMIC GUIDELINES

Undiknas Graduate School

2024

SURAT KEPUTUSAN
DIREKTUR SEKOLAH PASCASARJANA UNDIKNAS DENPASAR
Nomor: 060/A/UGS-AK/I/2024

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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UNDIKNAS GRADUATE SCHOOL
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📍 Jalan Waturenggong No. 164 Panjer Denpasar - Bali

✉️ admisi@pasca-undiknas.ac.id

☎️ (0361) 4749133

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 2023/2024
- 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 2024
Direktur,

Prof. Ir. Gede Sri Darma, S.T., M.M., CFP®, D.B.A., IPU., ASEAN ENG.
Pembina Utama / IV e
NIP 196902181994031002

Tembusan disampaikan kepada Yth.:

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



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✉️ admissi@pasca-undiknas.ac.id

☎️ (0361) 4749133

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/UGS-AK/I/2024. 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 2024 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 2024

Director



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

NIP.1969 0218 1994 03 1 002

Pembina Utama/IVe

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ACADEMIC GUIDELINES

A. BACKGROUND

In the 21st century, company life is faced with very dynamic conditions, which are characterized by (1) Increasingly fierce competition, both at the local and global levels; (2) The company environment is colored by future uncertainty, which often causes anxiety and tension, and can even cause disintegration and disorientation of the company's life; and (3) The company's environment is full of changes in various aspects of life.

Such a corporate environment will cause the level of uncertainty and ineffectiveness of the company's strategic plan to increase. In addition, today's companies are also faced with increasingly multi-cultural management as a consequence of the era of globalization with the main characteristic of the loss of economic boundaries between countries, a phenomenon known as the *borderless world*. This means that globalization demands a movement beyond a specific cultural environment and into the transcultural arena. This has led to the growth and development of diversity in the 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 as mentioned above urgently requires leaders who are 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, it is not enough for Bachelor (SI) graduates to achieve success in seizing job opportunities or in increasing the company's performance/productivity contribution. Scholars, both those who have joined a company and those who have not, if they do not have knowledge, practical skills and good analytical skills as well as the ability to manage very critical multicultural human resources, then the bad consequences that come in the way are the closure of job opportunities for those who have not joined a company and on the other hand for those who have worked will be faced with the threat of termination of employment (PHK). Because all managers, both line managers (financial, marketing, and production managers) and staff, must be human resource managers, in addition to other resources. In other words, all managers carry out the function of human resources. Of course, the resources desired by the public are professional, reliable, ethical, responsive and adaptive 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 at the same time are involved in the development of law itself.

On the basis mentioned 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 an interaction for 18 months for the Master's (S2) level 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, it is hoped that they will be able to deliver students as forward-looking managers and able to manage multi-dimensional human resources professionally. The Undiknas Graduate School wants its graduates to have high knowledge, noble values and integrity that can be applied in their respective workplaces. The main purpose of the 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 in 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 the Undiknas Graduate 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, professionalism, digital talent, entrepreneurial spirit, and global competitiveness"

2. Mission of the Undiknas Graduate School

Based on the vision as described above, the Undiknas Graduate School formulates the following mission:

- a) Carrying out international quality education and learning processes based on the industrial world, the business world, the world of work (IDUKA);
- b) Carrying out international quality research based on the industrial world, 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 field of management, law, and public administration to encourage management, business, law, and governance practices based on sustainability principles;
- e) Producing master's graduates in management, law, and public administration who have integrity, professionalism, digital talent, entrepreneurial spirit, and global competitiveness.

3. Purpose of Undiknas Graduate School

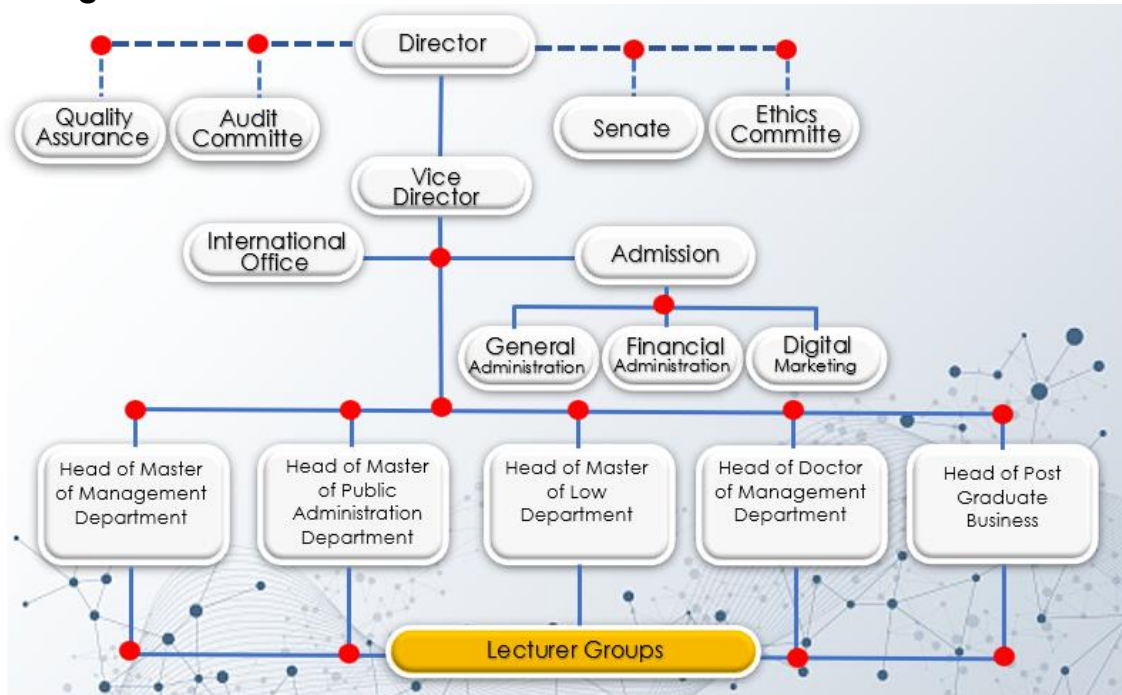
In line with the vision and mission as described above, the Undiknas Graduate School formulates the following objectives.

- 1. Realizing international quality institutional governance;
- 2. Developing and strengthening relationships and cooperation with the industrial world, the business world, the world of work (IDUKA), domestic and foreign in the field of the tridharma of higher education;
- 3. Improving the competitiveness of students and alumni;
- 4. Improving the capabilities of lecturers and education staff;
- 5. Increasing sources of income other than tuition fees;
- 6. To realize a modern, flexible, participatory, adaptive, and international quality learning system
- 7. Improve the productivity and quality of research and research outputs;
- 8. Improving the productivity and quality of community service programs and community service outputs

C. ORGANIZATION

The 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 Graduate School determined based on the Decree of the Director of the Undiknas Graduate School No: 029A/UGS-UM/V/2022 dated May 10, 2022 is:

1. Organizational Structure of Undiknas Graduate School



2. Description of Duties and Responsibilities

Position	Task Details
Director	1. Carry out planning, organizing, mobilizing and supervising all resources at the Undiknas Graduate School in accordance with the general directions and policies given by the Rector. 2. Establish the vision, mission, regulations, norms and benchmarks of education implementation at the Undiknas Graduate School. 3. Responsible for the implementation of the Tri Dharma of Higher Education at the Undiknas Graduate School. 4. Responsible for all academic and non-academic activities at the Undiknas Graduate School.
Vice Director	1. Assist the Director in carrying out the process of education, research and community service as well as student affairs. 2. Assisting the Director in directing, developing and supervising academic and non-academic staff at the Undiknas Graduate School. 3. Coordinating educational and teaching activities, research and community service at the Postgraduate Program level with all study programs towards a scientific society. 4. To be accountable for all activities in the field of education and teaching, research and community service and student affairs 5. Assist the Director in carrying out other activities related to and supporting academic activities
	1. Lead Vision and Mission Preparation Meetings, Curriculum Preparation and Changes, Sillabus and RPS and study program lecture schedules. 2. Managing and supervising the implementation of lectures 3. Compiling the Academic Guidebook of Study Programs and the Student Thesis/Dissertation Guidebook. 4. Propose Candidates for Thesis/Dissertation Supervisor to the Director 5. Managing research and community service activities and Study Program Journals. 6. Lead the meeting to prepare the Study Program form. 7. Report all implementation of Study Program activities to the Director

Position	Task Details
<i>International Office</i>	1. Responsible for the implementation of the International Office, coordinating and reporting on the implementation of the International Office program, as well as actively reporting on the internationalization process to the Rector. 2. Prepare an International Office work program based on the Undiknas "Year of Internationalization" milestone in accordance with the Rector's Decree on the establishment of the International Office Unit. 3. Lead the campus internationalization process and coordinate with cross-units. 4. Leading the implementation of cooperation with universities and foreign education partners. 5. Carry out international mobility processes and active collaboration in the implementation of MoU with foreign parties. 6. Leading the implementation of international academic and non-academic programs. 7. Coordinating and developing the Undiknas international journal. 8. Coordinating the facilitation of international accreditation of Undiknas 9. Coordinating the collection, coordination, and input of data as well as the international ranking process of universities such as QS WUR and other international rankings 10. Conducting an internal evaluation of the performance and achievements of programs in the International Office that have been implemented

Position	Task Details
Manager of Administration	Leading the implementation of technical and administrative services in the scope: 1. Academic Administration a. Make a Certificate of Lecture required by students for academic reporting to the institution b. Making a Research Permit, required by students who will prepare proposals or theses c. Handling Student Leave d. Dealing with Student Transfers e. Coordination of the Judiciary Preparatory Meeting f. Coordination of New Student Admission Selection g. Management of Discussion/Examination of Proposals and Theses 2. Human Resource Administration a. Creating an Employee DP3 report, made periodically every year. b. Make a letter of assignment/decreed as the person in charge for the implementation of routine and non-routine activities 3. General Administration a. Correspondence in writing or via Digital (<i>Whats App Group</i>) b. Conducting inventory supervision and maintenance of facilities and infrastructure c. Create an Activity Calendar, preceded by a coordination meeting of managers and employees, to be used as a guideline for the implementation of the next activity 4. Assist leaders in compiling annual reports

Position	Task Details
Head of Finance	Assisting the Head of the Secretariat in the implementation of technical and administrative services which include: 1. Procurement of goods and services 2. Implementation of the administration of receipt of goods, warehousing and use of goods 3. Inventory management and disposal of goods 4. Office equipment maintenance, lecture facilities and other facilities 5. Data preparation for budget preparation and implementation 6. Implementation of honorarium payments and manuscript makers, proofreaders, exam supervisors, supervisors and thesis examiners 7. Storage and maintenance of financial documents, securities and other documents 8. Budget bookkeeping and verification 9. Creation of work reports
Laboratory	1. Lead and coordinate the planning and implementation of activities in the laboratory 2. Coordinating service activities in the laboratory 3. Coordinating laboratory needs development activities 4. Carry out documentation of activities related to the storage of evidence/data to support all technical and administrative activities of the laboratory 5. Evaluate and make periodic reports to the Head of Study Program
Academic Officer	Assisting the Head of the Secretariat in the implementation of technical and administrative services which include: 1. Processing new student admissions 2. Coordinating technical services of academic administration (lectures, exams, subject scores, supervisory decree) to students and lecturers 3. Prepare work programs and annual reports for Higher Education and Kopertis according to applicable standards 4. Prepare the needs of holding judiciary meetings as well as evaluating the success of student studies and holding thesis hearings 5. Make a recapitulation of the attendance of lecturers and students every month

Position	Task Details
IT Officer	Assist the Head of the Secretariat in terms of: 1. Reporting academic data to the Directorate of Higher Education through <i>the Feeder application</i> 2. Printing of diplomas and transcripts of grades from the academic management information system 3. Computer software maintenance and monitoring 4. Maintenance and monitoring of computer hardware (PC, <i>printer/scanner, modem/router, LCD, Speaker, etc.</i>) 5. Maintenance and monitoring of academic management information systems, library information systems, academic finance systems, Undiknas Graduate School website and student information systems 6. The development of new information systems is in accordance with the needs and developments of the times using the latest technology.
Librarian Staff	Be accountable to the <i>chief librarian</i> in terms of: 1. Carry out the process of borrowing and returning books for students 2. Perform repairs, book storage 3. Arrange library books at all times 4. Keeping the reading room safe 5. Organize and tidy up books/newspapers/magazines on a daily basis 6. Make a monthly student visit absence 7. Record the student's thesis acceptance 8. Record new book receipts
Cleaning Service	Assisting the head of the secretariat in terms of: 1. Prepare the cleanliness of classrooms, library, computer lab, secretariat, bathroom for the comfort of students 2. Prepare a room for lectures. 3. Maintaining cleanliness and comfort in the campus environment 4. Preparing consumption for students in the teaching and learning process 5. Assisting the secretariat in the implementation of study activities, especially related to <i>photocopying, binding, and preparing LCD and air conditioners in each room</i>

Position	Task Details
Security	Assisting the head of the secretariat in terms of: 1. Maintaining security in the campus environment 2. Help arrange student parking in the campus area. 3. Regulating traffic in and out of the campus area 4. Assisting <i>cleaning service</i> in relation to the use of air conditioning and room lights.

D. EDUCATION SYSTEM

Education at the MM Undiknas Study Program, MAP Undiknas, MH Undiknas and PDIM Undiknas Denpasar uses a credit system. The 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 a total of 39 credits (including thesis). The study load at MAP Undiknas Denpasar is calculated in credit units during the study period with credits that must be collected in a total of 36 credits (including thesis). The study load at MH Undiknas Denpasar is calculated in credit units during the study period with credits that must be collected in a total of 36 credits (including thesis). The study load at PDIM Undiknas Denpasar is calculated in credit units during the study period with credits that must be collected in a total of 42 credits (including Dissertation)

Due to the limited time and opportunities of students (almost all students are employees of government and private agencies), the lecture time for the MM Undiknas and MH Undiknas Study Programs is held on Wednesday, Thursday, Friday, and it is not closed to the possibility of studying on other days according to the academic agreement of the study program/lecturer with the students. The MAP Undiknas Study Program is held on Monday, Tuesday, Wednesday, and it is possible to study on other days according to the academic agreement of the study program/lecturer with students. The DIM Undiknas Study Program is held on Monday, Tuesday, Wednesday, Thursday, Friday and it is not closed to the possibility of studying on other days according to the academic agreement of the study program/lecturer with the student. For academic activities involving external parties, such as seminars, field studies, and public lectures, the implementation depends on the opportunity of the external party 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 methods

Imparting knowledge and theory as well as management analysis & decision-making techniques to students.

1.2. Workshop and discussion methods

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

2. Company Visit

Seeing firsthand how a company's management, public administration, and legal policies apply a certain management

knowledge or technique, public administration, and legal policy. Students are required to prepare a report on the results of the field visit.

3. Public Lectures

Public lectures were held by inviting guest lecturers. This activity is carried out with the aim of expanding knowledge and insight into various certain knowledge. This activity is carried out by bringing practitioners to share their experiences and discuss with students.

4. Seminar

To provide experience and train students in pouring their thoughts into a piece of writing and at the same time conveying it orally to others, in addition to the methods mentioned above, the Undiknas Denpasar Graduate School 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 Graduate 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 exam 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 lecture (specifically for compulsory skills courses) each student must submit an RO.

F. CONCENTRATION IN THE FIELD OF SCIENCE

1. MM-Undiknas Study Program

The MM-Undiknas Study Program has a variety of concentration options 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 limitless. The competition in the business world is very competitive. Each company is always trying to win the competition. Here it is very necessary for people who have broad insights, far-sightedness, and understand cultural diversity. *Resources make things possible, but only people make things happen.* So the role of human resources 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 implemented by all people involved in an organization. Organizations must be able to establish long-term relationships with consumers, society, and even with the surrounding environment. In the conditions of a world that is increasingly blurring the boundaries of one country and another, marketing is not limited to the territory of one country, but to various countries.

c. Financial and Investment Management

One of the most important resources in a business organization, whether profit-oriented or non-profit, is funds or finance. Financial instruments and financial institutions that can be used as alternatives to meet financial needs are growing 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 financial flows in cross-border trade.

d. Business Entrepreneurship

This concentration is designed to provide insight and understanding to students about fostering an entrepreneurial spirit in each individual. Entrepreneurial management concerns the company's internal environment (tactical decisions), so entrepreneurial strategy concerns the suitability of the company's internal capabilities and activities 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 then healed, but also get efficient services, 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 *concerns* in the field of hospital management. Hospital Management means implementing and running the hospital system systematically, as well as being able to 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 the skills in formulating strategies, ensuring processes and implementation for sustainable value creation for the organization/company where they work. This concentration is

designed to provide students with the expertise to integrate the many knowledge and skills already acquired in the core management curriculum in strategic decision-making by weighing matters from a holistic corporate perspective. Systematically this concentration will introduce students to understand the dynamics of industrial competition and be able to analyze competition with the characteristics of the global market environment as well as the relationship between competitive strategies and sustainable development issues as important materials 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 extraordinary potential for digital economic growth. 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 a leader figure when managing the company, and last but not least, understand and understand technology in the context of their business. 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 technology mastery skills.

The provision for the number of participants in the concentration option 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

The 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 strategize effective program and policy implementation; 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 the face of 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 limitless. The competition in the business world is very competitive. Each company is always trying to win the competition. Here it is very necessary for people who have broad insights, far-sightedness, and understand cultural diversity. *Resources make things possible, but only people make things happen.* So the role of human resources is very strategic (and increasingly strategic) in every business or business or in the 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 that it can facilitate and 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 then healed, but also get efficient services, 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 *concerns* in the field of hospital administration. Health Administration means implementing and running the hospital system systematically, as well as being able to evaluate hospital programs and activities, and take care of all hospital operational interests efficiently.

3. MH-Undiknas Study Program

The MH-Undiknas Study Program has a variety of concentration options in the field of science, including:

a. Business Law

In the global era, where technology is developing so rapidly, the movement of goods, capital and people is very limitless. The competition in the business world is very competitive. Each company is trying to win the competition. Here it is very necessary to have a legal instrument that regulates 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 to ensure

justice for all parties. Litigation law is the settlement of disputes by the court through a lawsuit. The litigation process puts the parties at odds with each other, generally dispute resolution by litigation is the final means (*ultimum remedium*) after alternative dispute resolution by other means does not yield results.

c. State Law

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

4. PDIM-Undiknas Study Program

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

In a 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 an organization or company. In supporting the strategy, it must be determined by the vision, mission and goals of the company to face 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 roadmap in the area of competition. The more accurate the map, the more strategic the manager's decision-making will be. The existence of the Doctoral Program in Management Science with a Concentration in Strategic Management is designed for market needs with an *Analytical Thinking* system that prioritizes intellectual capacity in thinking and improving moral education so that this competency can really contribute to science and society. The Doctoral Program in Management Science with a Concentration in Strategic Management 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 being accurate in thinking and analyzing problems. On the other hand, the Doctoral Program in Management Science with a Concentration in Strategic Management also emphasizes the importance of applying these theories and results to solve practical problems faced by the business world. The Doctoral Program in Management Science with a Concentration in Strategic Management will be useful for professionals, business people, academics in the government, the business world, and individuals who require high intellectual and moral abilities, as well as a sharp business and academic vision in the future.

G. EVALUATION

To find out the learning achievement of a student, it is necessary to evaluate the teaching and learning process (PBM) activities. The study evaluation for each semester is carried out 2 times, namely the Mid-Semester Exam (UTS) and the Final Semester Exam (UAS).

1. Types of Learning Evaluation

a. Mid-Semester Exam (UTS)

This exam was carried out under the coordination of the study program, held at the eighth meeting.

b. Final Semester Exam (UAS)

The schedule for the implementation of the final semester exam 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 Tasks = 25%
- d. Activeness in class = 25%
- e. Pre-Test and Post-Test = 15%
- f. Mid-Semester 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 test

3.1. Supervisors and Examiners

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

3.2. Assessment components

- a. Thesis research proposal
 - 1. Presentation preparation and powerpoint = 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 –	A	The student is very good in

100		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 passed, the results of the thesis research proposal exam were included in the study result card (KHS) of the third semester, while if they did not pass, they were required to repeat.

b. Thesis test

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. The ability to answer questions Thesis Presentation = 15%
5. Quality of articles to be published 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
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If they do not pass the thesis exam, then students are required to repeat it.

3.3. Exam Execution

The research proposal exam can be carried out by students during the third semester. The thesis exam can only be held if the student has passed all courses, participated in field studies, and other provisions. The procedure 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 under the supervision of the Promoter Team.

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

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

4.1. Advisory Commission

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

4.2. Promoter

Promoters are lecturers with an active academic position of Professor. Meanwhile, Co-Promoters are lecturers who have the academic position of Professor and/or lecturer with the academic position of Head Lecturer with a doctoral degree.

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 dissertation research proposals; 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 assessments at the stages of dissertation research proposals, research implementation, research results seminars, articles for scientific publications, dissertation manuscripts and dissertation exams;
 3. Responsible for the process of activities and the time of completion of student studies in accordance with the set deadline.

4.2.1 CHANGES TO THE PROMOTER TEAM

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 proposal form for the change of the Promoter Team to the PPP for consideration. The reasons for the change in the Promoter Team include:

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

Students can apply for a Promoter Team nomination after at least one semester of conducting the mentoring process. The replacement of the Promoter Team was determined by the Director of the Undiknas Graduate School on the proposal of the PPP after confirming to the Promoter Team that would be replaced. PPP submits a notification letter of replacement of the Promoter Team to the replaced Promoter Team.

4.3. Assessment components

Composition of Qualifying Exam Scores

Yes	Aspects assessed	Weight (Percentage)
1	Research methodology	10%
2	Mastery of Material (theory, substance)	30%
3	Reasoning Ability	40%
4	Ability to systematize and formulate thought results. (Ability to systematize and	20%

Yes	Aspects assessed	Weight (Percentage)
	formulate ideas.)	

The quality letter of the Qualification exam is:

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 Exam Scores

No.	Aspects assessed	Weight (Percentage)
1	<i>Presentation</i>	10%
2	<i>The title accurately reflects 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 –	A	The student is very good in

100		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 Exam Score Results

Yes	Aspects assessed	Weight (Percentage)
1	Feasibility of <i>disclosed research results</i>	40%
2	Eligibility of the format and completeness of the dissertation	10%
3	Eligibility is <i>free from plagiarism</i>	20%
4.	Material mastery Discussion / Q&A	30%

The quality letter of the test 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 Exam

Composition of Dissertation Final Exam Scores

Yes	Aspects assessed	Weight (Percentage)
1	Dissertation materials, including (the novelty, originality of the findings, and their significant contributions)	30%
2	Material Mastery	20%
3	The power of reasoning or the way in which arguments are drawn up in drawing conclusions	20%
4	Research methodology	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 Master's (S2) level can be carried out by students when they are in the middle of the second semester. The thesis exam can only be held if the student has 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 exam and thesis/dissertation exam is in the appendix.

5. Assessment Guidelines

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

Standard Value 100	Quality Letters
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. Rating Weights

To calculate the achievement index of each student, the score in the form of the letters mentioned above is given the following weight:

$$A = 4,00 \quad A- = 3,70$$

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 graduation score of each course is at least B. Provisions meet the requirements of the judiciary, namely the Cumulative Achievement Index (GPA) at the end of the study is at least 3.00.

8. Value Improvement

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

9. Improvement Exam Procedure

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

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

10. Graduation Predicate

The graduation predicates of the Undiknas Graduate School are 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's (S2) level (including thesis completion) is 3 semesters (can take place in 18 calendar months). The maximum study period is a minimum study period + 1 semester = 4 semesters (24 months). The minimum study period for the Doctoral level (S2) (including the 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 for 6 months.

12. Graduation Stage

The graduation rating is used solely to determine the order of receipt of graduation marks upon release and receipt of diplomas upon graduation. To determine the graduation ranking, there are 2 factors that are taken into account: (1) GPA and (2) Length of Study.

Where the greater the result of the calculation, the higher the ranking 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 mid-semester exam (UTS) and the final semester exam (UAS).

H. MUKIM

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

I. ACADEMIC LEAVE

1. Academic leave is granted by the Director's Decree on the basis of an application letter from the student concerned for a valid reason 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 the study, whether consecutively or not.
3. The Director's Decree regarding the granting of leave must contain: Student's name, address, transcript, and the start and end of academic leave.
4. Obligations of students who are on leave
 - a. Return the Student Card at the time of application.
 - b. The student is not allowed to participate in academic activities.
 - c. The grades of courses that have been taken remain valid
 - d. The leave period 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 a letter of application to the Director that as of the next semester they will be active again with the following conditions:
 - a. Complete all applicable academic and financial administrative obligations.
 - b. Received approval with the Director's Decree to be active again.
6. Procedures for Applying for Leave and Reactivation.
 - a. Leave Application:
 - i. A written request to the Director through the Head of the

- Secretariat by listing the semester to be used for leave and stating the reason.
- a.2. The leave request letter must be submitted no later than 1 month before the lectures in the next semester start.
 - b. Active application returns:
 - b.1. Submit a written application to the Director through the Head of the Secretariat by attaching a copy of the leave decision.
 - b.2. The re-active application letter must be submitted no later than 1 month before the start of the next semester.
 - c. Explanation
Students who are inactive are not on leave (do not apply for leave), their study period during inactivity will still be considered as a lecture period.

J. CURRICULUM

J.1. CURRICULUM of MM Study Program

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

1. Study Load

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

2 Course Structure

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

a) Analytical Tools (AAM)

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 Skills Courses (WKM)

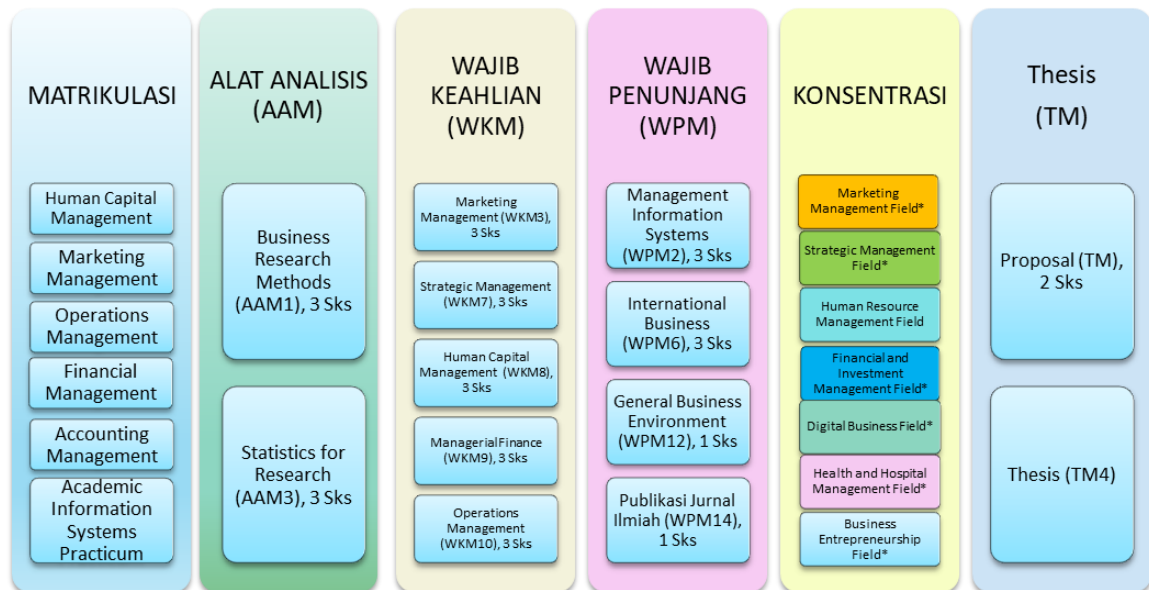
Courses that are included in this group are courses that provide core knowledge of management science for each student so that this knowledge can be applied through professional skills in order to solve organizational and societal problems. Compulsory skills courses are also given to students so that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

c) Compulsory Supporting Courses (WPM)

Courses that are 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 management

knowledge with a broad (holistic) perspective.

The distribution of courses in each structure is as follows.



d) Concentration courses (KM)

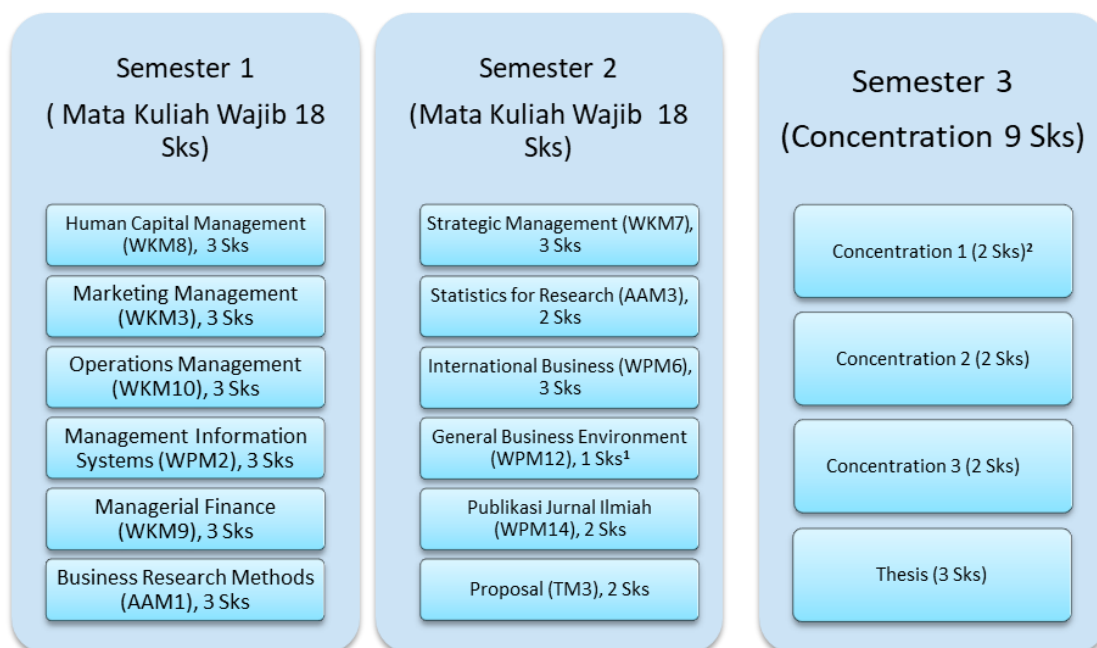
Courses that are included in this group are courses that provide specific knowledge for each student, which aims to enable students to solve certain (specific) managerial problems faced by organizations and society. Concentration courses are also given so that students are able to develop management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

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 are required to choose 3 courses (6 credits) offered in each concentration. The courses offered for each concentration are as shown in the following chart.

KONSENTRASI MARKETING MANAGEMENT* •Customer Behavior and Marketing Strategy (KM25), 2 Sks •Customer Satisfaction Management (KM24), 2 Sks •Digital Marketing (KM22), 2 Sks •Entrepreneurial Marketing (KM26), 2 Sks •Multinational Marketing (KM27), 2 Sks •Managing Customer Value (KM28), 2 Sks •Strategic Brand Management (KM29), 2 Sks •Advanced Marketing Analytics (KM210), 2 Sks	KONSENTRASI STRATEGIC MANAGEMENT* •Strategic Leadership & Corporate Governance (KM101), 2 Sks •Entrepreneurship and Business Plan (KM105), 2 Sks •Strategic Financial Planning (KM108), 2 Sks •Advanced Competitive Strategy (KM104), 2 Sks •Advanced Strategic Management (KM109), 2 Sks •Stakeholder Management (KM1010), 2 Sks •Strategy & Management Control (102), 2 Sks •Financial Dimension of Strategic Decisions (KM1011), 2 Sks	KONSENTRASI HUMAN RESOURCE MANAGEMENT* •Corporate Culture (KM12), 2 Sks •Designing Competency Model and Performance Evaluation (KM14), 2 Sks •Productivity and Health Management (KM16), 2 Sks •Leadership and Team Management (KM17), 2 Sks •Managing the Learning Organisation (KM15), 2 Sks •Talent Management and Development (KM18), 2 Sks •Compensation Management (KM19), 2 Sks •Organisational Training and Development (KM110), 2 Sks	KONSENTRASI FINANCIAL AND INVESTMENT MANAGEMENT* •Investment Planning and Capital Market (KM312), 2 Sks •Financial Technology (Fin-Tech) (KM310), 2 Sks •Entrepreneurial Finance (KM311), 2 Sks •Insurance and Risk Management (KM313), 2 Sks •Financial Statement Analysis (KM36), 2 Sks •Multi Finance and Venture Capital (KM35), 2 Sks •Corporate Valuation (KM314), 2 Sks •Private Banking and Wealth Management (KM315), 2 Sks
KONSENTRASI DIGITAL BISNIS •Electronic Commerce (KM121), 2 Sks •Entrepreneurship in Cyberspace (KM122), 2 Sks •Finance of Electronic Business (KM123), 2 Sks •Electronic Business Fundamentals (KM124), 2 Sks •Electronic Marketing (KM125), 2 Sks •Information System Strategy Formulation (KM126), 2 Sks •Electronic Business Strategies and Solution (KM127), 2 Sks •Electronic Business Information Systems (KM128), 2 Sks	KONSENTRASI HEALTH AND HOSPITAL MANAGEMENT* •Medical Services Management (KM91), 2 Sks •Business and Hospital Entrepreneurship (KM95), 2 Sks •Hospital Issues (KM93), 2 Sks •Healthcare Legal and Ethics (KM96), 2 Sks •Healthcare Quality and Risk Management (KM92), 2 Sks	KONSENTRASI BUSINESS ENTREPRENEURSHIP* •Entrepreneurship and Innovation (KM111), 2 Sks •Entrepreneurial Finance (KM112), 2 Sks •Business Innovation and Technology Management ((KM113), 2 Sks •Marketing for Entrepreneurs (KM114), 2 Sks •Managing Family Businesses and Privately Held Firms (KM115), 2 Sks •Designing and Leading a Business (KM116), 2 Sks •Venture Capital and Entrepreneurial Management (KM117), 2 Sks •International Entrepreneurship (KM118), 2 Sks	

3. Course Scheduling :

The name of the course is determined based on the relationship between all elements in graduate learning outcomes (CPL) and the lecture material needed to achieve the CPL. The distribution of courses taken by students each semester is as follows.



Concentration courses can be selected 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 Lectures

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 economics 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 find out the absorption of students to the Pre-MM material, an evaluation was held at the end of the activity and

the participants who passed were given a certificate.

The curriculum design was made by the Master of Management Study Program at the Undiknas Graduate School to achieve internationally competitive learning achievements. The profile of graduates and the learning outcomes of graduates of the Master of Management Study Program at the Graduate School are as follows.

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

Graduate Profile	Learning Outcomes	
1. Leadership 2. Consultant 3. Entrepreneurial 4. Beginner Researcher 5. Academics	1. Attitude	1. fearing God Almighty and being 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 civilization based on Pancasila; 4. play the role of a proud citizen who loves the homeland, has nationalism and a sense of responsibility to the country 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 the community and the environment; 7. obey the law and discipline in the life of society and the state; 8. internalize academic values, norms, and ethics; 9. demonstrate an attitude of responsibility for the work in his or her area of expertise independently; and

Graduate Profile	Learning Outcomes	
		10. internalize the spirit of independence, struggle, and entrepreneurship.

Graduate Profile	Learning Outcomes	
	2. General Skills	1. Able to develop logical, critical, systematic, and creative thinking through scientific research, design creation or artwork in the field of science and technology that pays attention to and applies humanities values in accordance with their field of expertise, compiles scientific conceptions and study results based on scientific rules, procedures, and ethics in the form of a thesis or other equivalent form, and is uploaded on the university website, as well as papers that have been published in accredited scientific journals or accepted in international journals; 2. able to conduct academic validation or studies according to their field of expertise in solving problems in relevant communities or industries through the development of their knowledge and expertise; 3. able to compile scientific ideas, results, and arguments responsibly and based on academic ethics, and communicate them through the media to the academic community and the wider community; 4. able to identify the scientific field that is the object of their research and position it into a research map developed through an interdisciplinary or multidisciplinary approach;

Graduate Profile	Learning Outcomes	
		5. able to make decisions in the context of solving problems in the development of science and technology that pays attention to and applies humanities values based on analytical or experimental studies of information and data; 6. able to manage, develop and maintain a network of work with colleagues, peers within the institution and the wider research community; 7. able to increase learning capacity independently; and 8. able to document, store, secure, and rediscover research data in order to ensure authenticity and prevent plagiarism.

Graduate Profile	Learning Outcomes	
	3.Special Skills	1. Able to develop theories, including Marketing Management, Marketing Management, Financial Management, Human Resource Management, Management Information Systems.
		2. Able to develop analytical methods and techniques in policy formulation and management decision-making using inter and multi-disciplinary strategies.
		3. Able to advance the scientific discipline of management through research results that are improvements and additions to new things with a multiparadigm perspective, which is beneficial to society.
		4. Able to make decisions on various theoretical choices and research methods for the development of management science with an inter and multi-disciplinary approach.
		5. Able to manage research and development of management theories independently and/or in groups that are beneficial to society and science in a global context.
		6. Able to publish the results of management research nationally and/or internationally.
	4. Knowledge	1. Mastering Management

Graduate Profile	Learning Outcomes	
		Theory and other relevant disciplines
		2. Mastering the theory in the field of Marketing Management and its application as well as mastering the economic, social, and behavioral implications of several choices of Management standards and/or Management policies.
		3. Mastering the theory in the field of operations management and its application as well as mastering the economic, social, and behavioral implications of several managerial decision choices.
		4. Mastering theories in the field of financial management and their application as well as mastering the economic, legal, social, ethical, and behavioral implications of strategic management theory choices.
		5. Mastering theories in the field of Management information systems and their application as well as mastering the analysis of economic, legal, social, ethical, and behavioral implications of the choice of Management information system theory.
		6. Mastering theories in the fields of Human Resource Management, Operations Management and Financial Management and their

Graduate Profile	Learning Outcomes	
		application as well as mastering the analysis of economic, legal, social, and behavioral implications of management theory choices.
		7. Mastering adopting other relevant fields include: microeconomic theory, macroeconomic theory, strategic management, statistics, financial management, law and business, social, religious, and cultural.
		9. Mastering Management research methodology.

J.2. MAP Study Program Curriculum

The following curriculum is valid since 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. The curriculum duration in the MAP Study Program is designed to be 3 semesters or 1.5 years with a load of 36 credits, with the structure of compulsory skills courses, supporting compulsory courses, concentration courses, and analysis tools. The maximum study period at the MAP Undiknas Study Program is 6 semesters or the equivalent of 3 years. If the maximum time limit is exceeded, an evaluation will be carried out on the student concerned.

2. Course Structure

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

a) Analytical Tools Course (AAP)

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 Skills Courses (WKAP)

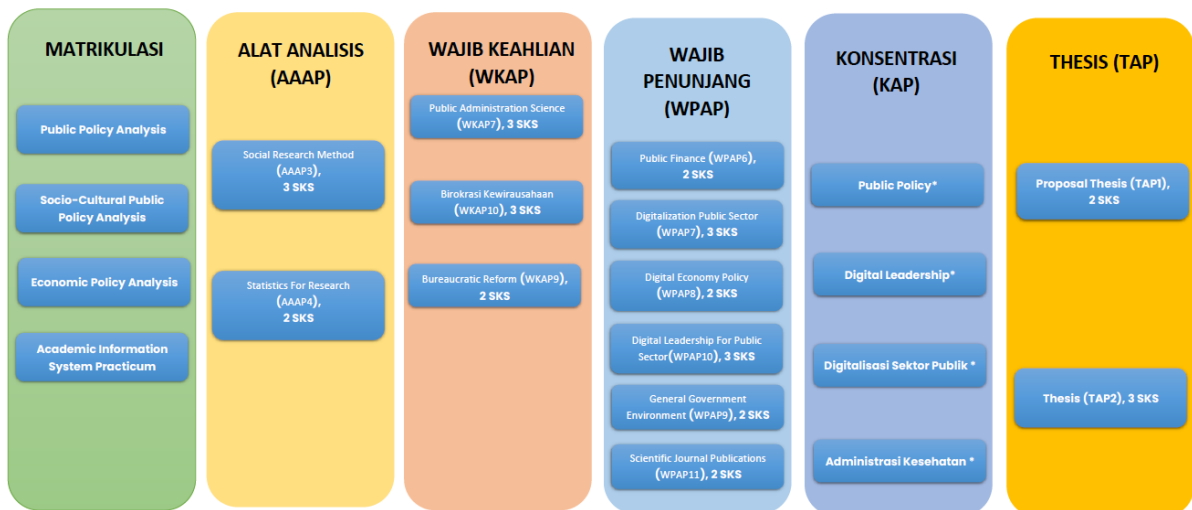
Courses that are included in this group are courses that provide core knowledge of public administration science for

each student so that this knowledge can be applied through professional skills in order to solve organizational and societal problems. Compulsory expertise courses are also given to students so that students can carry out activities to develop public administration knowledge.

c) Compulsory Supporting Courses (WPAP)

Courses that are 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 public administration knowledge with a broad (holistic) perspective.

The distribution of courses in each structure is as follows.



d) Concentration Courses (KAP)

Courses that are 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 science they are engaged in.

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 in each concentration. The courses offered for each concentration are as follows:

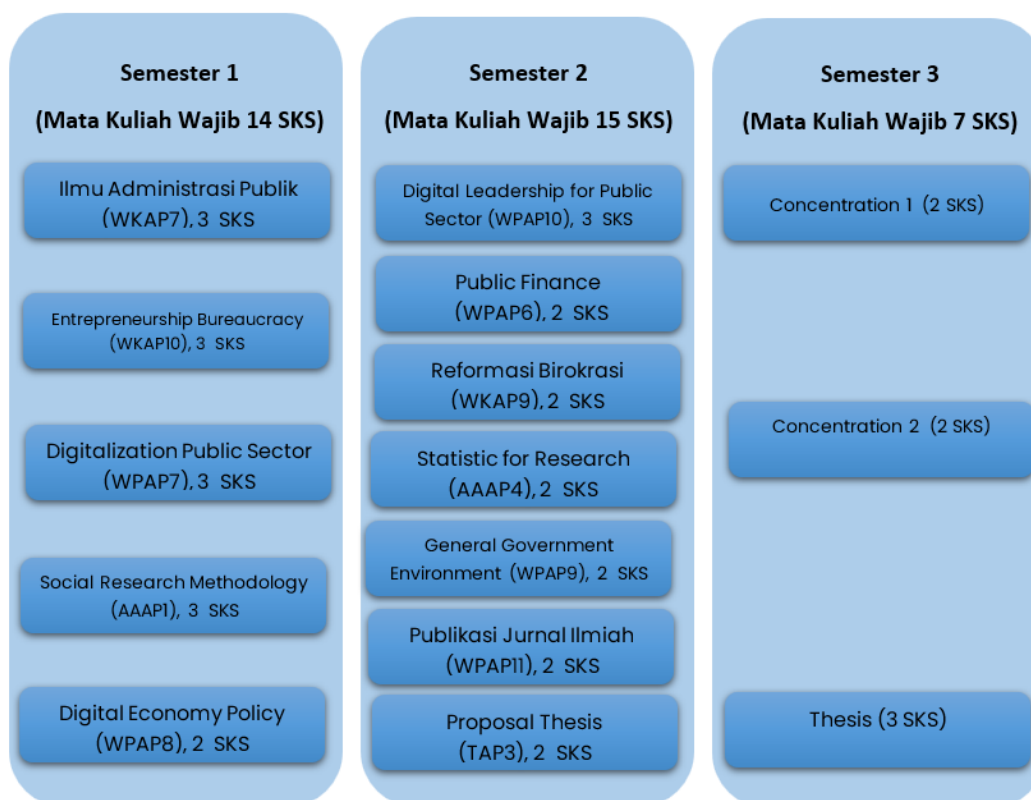
PUBLIC POLICY CONCENTRATION		
NO	COURSES	Credits
1	Regional Autonomy	2
2	Analysis for Public Policy	2
TOTAL		4 credits

PUBLIC SECTOR DIGITALIZATION CONCENTRATION		
NO	COURSES	Credits
1	Digital Services	2
2	Digital Entrepreneurship	2
TOTAL		4 credits

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

3. Course Scheduling :

The name of the course is determined based on the relationship between all elements in graduate learning outcomes (CPL) and the lecture material needed to achieve the CPL. The distribution of courses taken by students each semester is as follows.



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 Lectures

This activity aims to provide basic knowledge of public administration, so that every 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 find out the absorption of students to the Pre-MAP material, an evaluation was held at the end of the activity and the participants who passed were given a certificate.

The curriculum design was made by the Master of Public Administration Study Program, Undiknas Graduate School to achieve internationally competitive learning achievements. The profile of graduates and the learning outcomes of graduates of the Master of Public Administration Study Program of the Graduate School are as follows.

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

Graduate Profile	Graduate Learning Outcomes
1. Mid-Level Policy Analyst 2. Public Administrator/ Intermediate Public Sector Manager 3. Policy Entrepreneur 4. Researchers in Administrative Field Public Level intermediate	1. Able to develop knowledge of public administration, organization and management 2. Able to solve problems of public organizations through digital transformation and inter and multidisciplinary approaches 3. Master theoretical concepts, public policy, public policy models, public policy methods and approaches in understanding public policy in depth. 4. Able to formulate policy recommendations for problem solving through evidence-based public policy analysis 5. Implement and organize public policy, public policy formulation, public policy implementation, and public policy evaluation 6. Able to formulate, implement, communicate, and advocate for policies 7. Able to take the opportunity to offer innovative ideas and strategies that can drive desired policy outcomes 8. Able to master various current research methods in the field

Graduate Profile	Graduate Learning Outcomes
	of public administration in order to be able to carry out research tasks, using scientific methods with inter and multidisciplinary 9. Able to publish research results

In (CPL 1, CPL 3, CPL 8) students are prepared to have knowledge of public administration, organization, and management through mastery of theoretical concepts and the use of the latest research methods. In (CPL 2, CPL 5) students gain general skills related to mastery of technology and a multidisciplinary approach to solving public sector problems through digital transformation. In facing the world of work or further study, graduates are prepared with skills in conducting evidence-based analysis, policy formulation, advocacy, and scientific publications that are capital in developing professionalism and professional certification (CPL 4, CPL 6, CPL 9). Students are also encouraged to have the ability to think critically, independently, especially in the development of innovative ideas and strategies to create better policy products (CPL 7). Graduates are also directed to have competitiveness in utilizing digital transformation and mastery of modern research methods, which are able to produce excellent graduates in the academic and professional fields (CPL 2, CPL 8).

J.3. CURRICULUM of the MH Study Program

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

1. Study Load

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

2 Course Structure

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

a) Analytical Tools (AAH)

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.

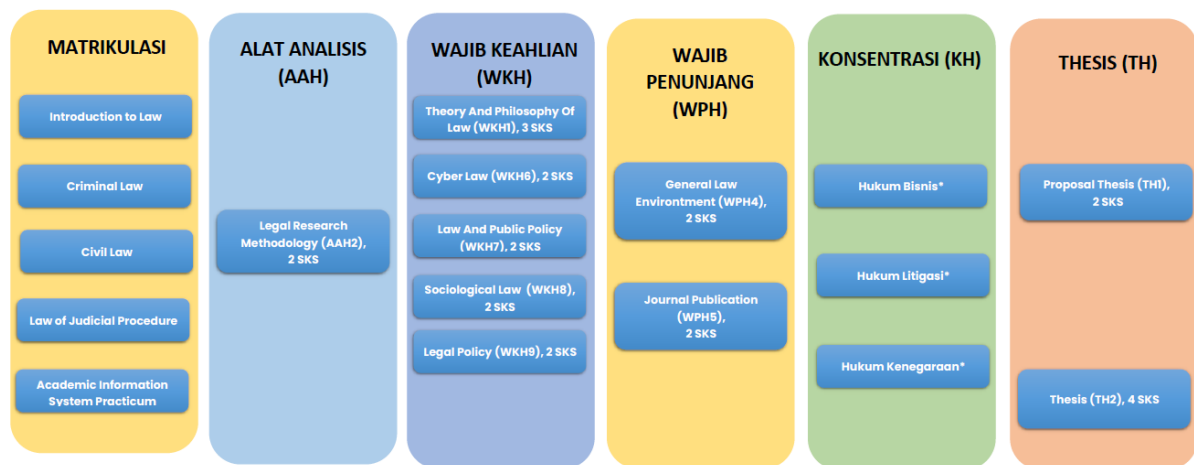
b) Compulsory Skills Courses (WKH)

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

c) Compulsory Supporting Courses (WPH)

Courses that are 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 law with a broad (holistic) perspective.

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 law in accordance with their interest in the sub-field of law they are engaged in.

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 in each concentration. The courses offered for each concentration are as shown in the following chart.



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
TOTAL CREDITS		12 credits

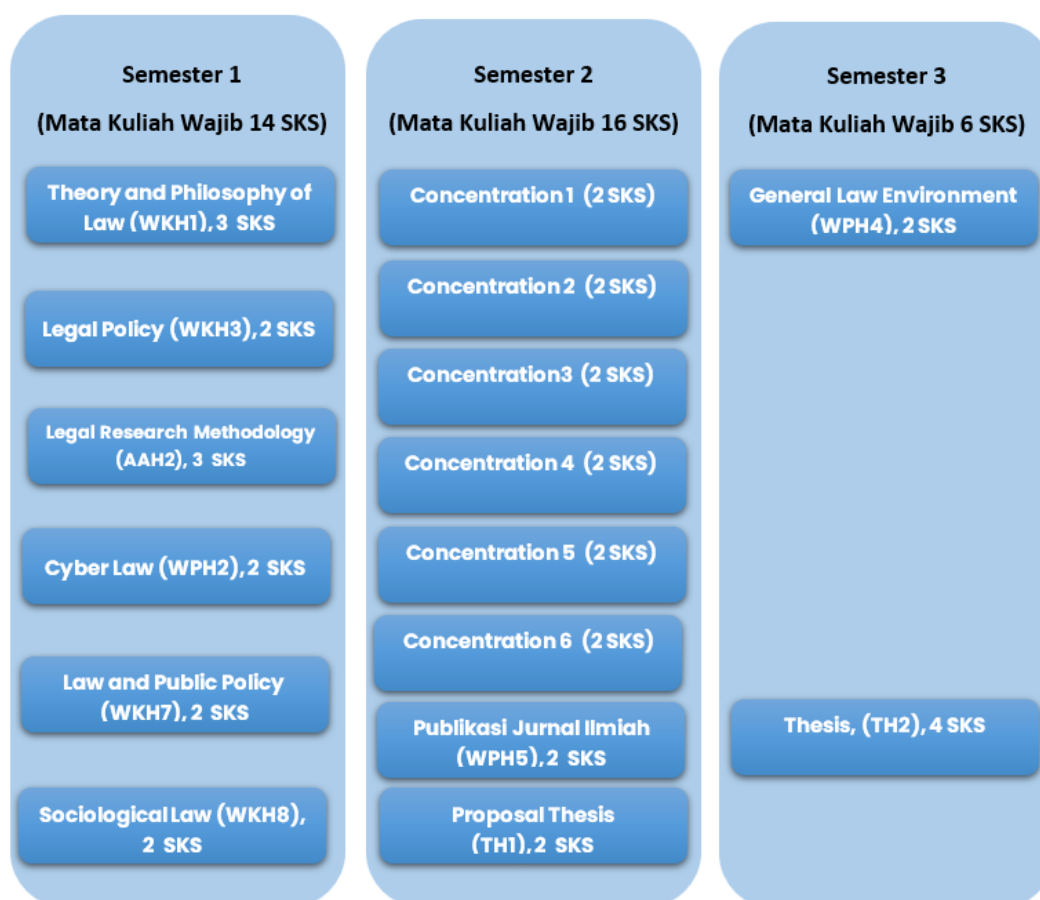
Concentration of Legal of Litigation		
NO	COURSES	Credits
1	Comparative Legal System	2
2	Discovery of Law	2
3	Adjudication System in Indonesia	2
4	Evidence Law	2
5	Legal Execution	2
6	International Criminal Law Enforcement	2
TOTAL CREDITS		12 credits

Concentration of State Law		
NO	COURSES	Credits
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>Politics and Government System</i>	2
5	<i>Theory of Legislation</i>	2
6	<i>Licensing Law</i>	2
TOTAL CREDITS		12 credits

3. Course Scheduling :

The name of the course is determined based on the relationship between all elements in graduate learning

outcomes (CPL) and the lecture material needed to achieve the CPL. The distribution of courses taken by students each semester is as follows.



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 Lectures

This activity aims to provide basic legal knowledge, so that every 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 find out the absorption of students to the Pre-MH material, at the end of the activity an evaluation was held and participants who passed were given a certificate.

The curriculum design was made by the Master of Law Study Program of the Undiknas Graduate School to achieve internationally competitive learning achievements. The profile of graduates and the learning outcomes of graduates of the Master of Law Study Program at the Graduate School are as follows.

Table Graduate Profiles and Learning Outcomes of Graduates of the Master of Law Study Program

Graduate Profile	Learning Outcomes	
1. Leadership 2. Consultant 3. Lawyer 3. Notary 4. Entrepreneurship 5. Beginner Researcher 6. Academics	1. Attitude	1. fearing God Almighty and being 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 civilization based on Pancasila; 4. play the role of a proud citizen who loves the homeland, has nationalism and a sense of responsibility to the country 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 the community and the environment; 7. obey the law and discipline in the life of society and the state; 8. internalize academic values, norms, and ethics;

Graduate Profile	Learning Outcomes	
		9. demonstrate an attitude of responsibility for the work in his or her area 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, design creation or artwork in the field of science and technology that pays attention to and applies humanities values in accordance with their field of expertise, compiles scientific conceptions and study results based on scientific rules, procedures, and ethics in the form of a thesis or other equivalent form, and is uploaded on the university website, as well as papers that have been published in accredited scientific journals or accepted in international journals; 2. able to conduct academic validation or studies according to their field of expertise in solving problems in relevant communities or industries through the development of their knowledge and expertise; 3. able to compile scientific ideas, results, and arguments responsibly and based on academic ethics,

Graduate Profile	Learning Outcomes	
		and communicate them through the media to the academic community and the wider community; 4. able to identify the scientific field that is the object of their research and position it into a research map developed through an interdisciplinary or multidisciplinary approach; 5. able to make decisions in the context of solving problems in the development of science and technology that pays attention to and applies humanities values based on analytical or experimental studies of information and data; 6. able to manage, develop and maintain a network of work with colleagues, peers within the institution and the wider research community; 7. able to increase learning capacity independently; and 8. able to document, store, secure, and rediscover research data in order to ensure authenticity and prevent plagiarism.
	3.Special Skills	1. Able to develop theories, including business law, litigation law, and state law.
		2. Able to develop analytical methods and techniques in policy formulation and management decision-making using inter and multi-disciplinary strategies.

Graduate Profile	Learning Outcomes	
		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.
		4. Able to make decisions on various theoretical choices and research methods for the development of legal science with an inter and multi-disciplinary approach.
		5. Able to manage research and development of legal theories independently and/or in groups that are beneficial to society and science in a global context.
		6. Able to publish the results of legal research nationally and/or internationally.
	4. Knowledge	1. Mastering the Theory of Law and other relevant disciplines
		2. Mastering theories in the field of law and its application and mastering the analysis of legal, economic, social, and behavioral implications of several choices of legal policy standards and/or public policies.
		3. Mastering the theory in the field of operating law and its application as well as mastering the legal, economic, social, and behavioral policy implications of several

Graduate Profile	Learning Outcomes	
		government/private decision choices.
		4. Mastering theories in the field of law and their application as well as mastering the economic, legal, social, ethical, and behavioral implications of the choice of legal policy theory.
		5. Mastering theories in the field of information systems Management and their application and mastering the analysis of the implications of public, economic, legal, social, ethical, and behavioral policies from the choice of information system theory.
		6. Mastering theories in the field of law and their application as well as mastering the analysis of the implications of public policy, economics, law, social, and behavior from the choice of legal theories.
		7. Mastering adopts other relevant areas including: management theory, public and business policy, social, religious, and cultural.
		8. Mastering legal research methodologies.

J.4. PDIM Study Program Curriculum

The following curriculum is valid since the 2022/2023 academic year 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 that a student must complete is 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:

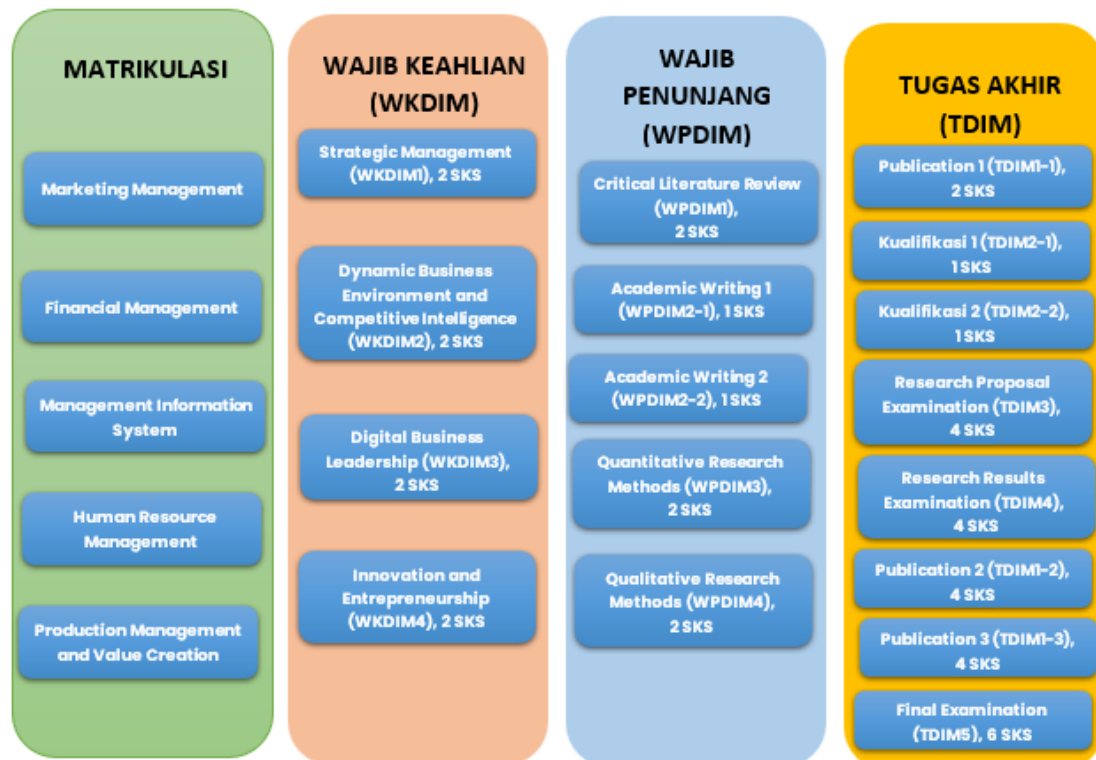
a) Compulsory Skills Courses (WKDIM)

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

c) Compulsory Supporting Courses (WPDIM)

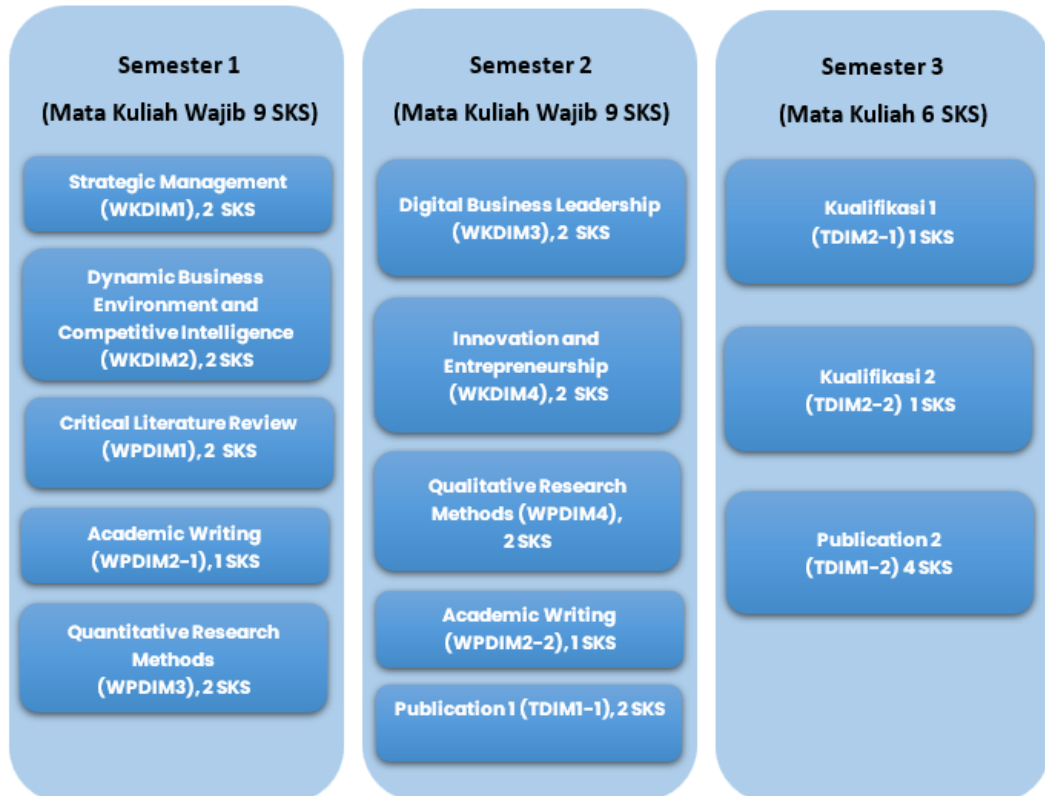
Courses that are included in this group are courses that provide additional knowledge (supporting knowledge) for each student, with the aim that students have the ability to solve problems faced by organizations and society holistically. Supporting compulsory courses are also given to students so that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

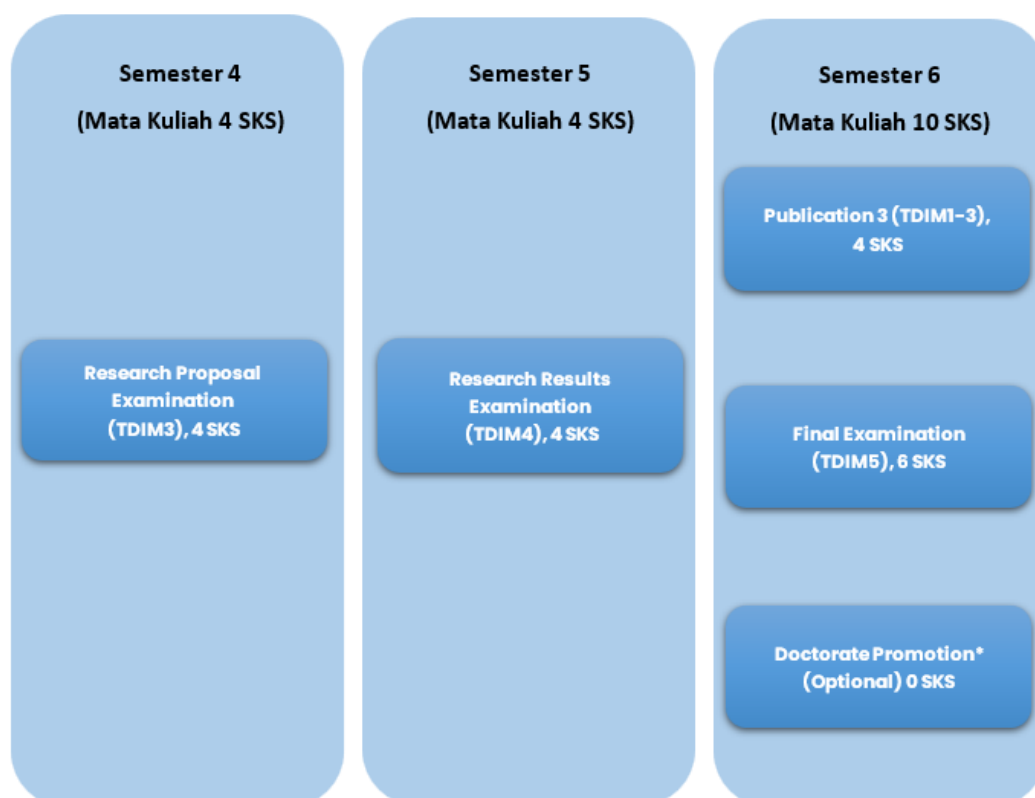
The distribution of courses in each structure is as follows.



3. Course Scheduling :

The name of the course is determined based on the relationship between all elements in graduate learning outcomes (CPL) and the lecture material needed to achieve the CPL. The distribution of courses taken by students each semester is as follows.





- | | | |
|----|--|-----------|
| 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. | PhD Promotion (TDIM6) | 0 credits |
| | (Optional) | |

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 economics background. By participating in the Matriculation activity, it is hoped that all students of PDIM-Undiknas Denpasar will not encounter significant obstacles in absorbing various courses in regular lectures. Pre-PDIM courses, consisting of:

- a. *Marketing Management* (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 find out the absorption of students to Pre-PDIM material, an evaluation was held at the end of the activity and participants who passed were given certificates.

The curriculum design was made by the Doctoral Program in Management of the Graduate School of Undiknas to achieve internationally competitive learning achievements. The profile of graduates and the learning outcomes of graduates of the Doctoral Program in Management of Graduate Schools are as follows.

Table Graduate Profiles and Learning Outcomes of Graduate Programs in Management

Graduate Profile	Learning Outcomes	
1. International Researchers 2. Internationally Qualified Educators 3. International Level Business and Non-Business Organization Managers	1. Attitude	1. fearing God Almighty and being 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 civilization based on Pancasila; 4. play the role of a proud citizen who loves the homeland, has nationalism and a sense of

Graduate Profile	Learning Outcomes	
		responsibility to the country 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 the community and the environment; 7. obey the law and discipline in the life of society and the state; 8. internalize academic values, norms, and ethics; 9. demonstrate an attitude of responsibility for the work in his or her area 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, design creation or artwork in the field of science and technology that pays attention to and applies humanities values in accordance with their field of expertise, compiles scientific conceptions and study results based on scientific rules, procedures, and ethics in the form of a thesis or other equivalent form, and is uploaded on the university website, as well as papers that have been published in accredited scientific journals or accepted in international journals; 2. able to conduct academic validation or studies according to their field of expertise in solving problems in relevant communities or industries through the

Graduate Profile	Learning Outcomes	
		development of their knowledge and expertise; - able to compile scientific ideas, results, and arguments responsibly and based on academic ethics, and communicate them through the media to the academic community and the wider community; - able to identify the scientific field that is the object of their research and position it into a research map developed through an interdisciplinary or multidisciplinary approach; - able to make decisions in the context of solving problems in the development of science and technology that pays attention to and applies humanities values based on analytical or experimental studies of information and data; - able to manage, develop and maintain a network of work with colleagues, peers within the institution and the wider research community; - able to increase learning capacity independently; and - able to document, store, secure, and rediscover research data in order to ensure authenticity and prevent plagiarism.
	3.Special Skills	Able to develop theories, including Marketing Management, Marketing Management, Financial Management, Human Resource Management, Management Information Systems.
		Able to develop analytical methods and techniques in

Graduate Profile	Learning Outcomes	
		policy formulation and management decision-making using inter and multi-disciplinary strategies.
		3. Able to advance the scientific discipline of management through research results that are improvements and additions to new things with a multiparadigm perspective, which is beneficial to society.
		4. Able to make decisions on various theoretical choices and research methods for the development of management science with an inter and multi-disciplinary approach.
		5. Able to manage research and development of management theories independently and/or in groups that are beneficial to society and science in a global context.
		6. Able to publish the results of management research nationally and/or internationally.
	4. Knowledge	1. Mastering Management Theory and other relevant disciplines
		2. Mastering the theory in the field of Marketing Management and its application as well as mastering the economic, social, and behavioral implications of several choices of Management standards and/or Management policies.
		3. Mastering the theory in the field of operations management and its application as well as mastering the economic, social, and behavioral implications of several managerial decision

Graduate Profile	Learning Outcomes	
		choices.
		4. Mastering theories in the field of financial management and their application as well as mastering the economic, legal, social, ethical, and behavioral implications of strategic management theory choices.
		5. Mastering theories in the field of Management information systems and their application as well as mastering the analysis of economic, legal, social, ethical, and behavioral implications of the choice of Management information system theory.
		6. Mastering theories in the fields of Human Resource Management, Operations Management and Financial Management and their application as well as mastering the analysis of economic, legal, social, and behavioral implications of management theory choices.
		7. Mastering adopting other relevant fields include: microeconomic theory, macroeconomic theory, strategic management, statistics, financial management, law and business, social, religious, and cultural.
		9. Mastering Management research methodology.

K. ENGLISH

To face the global community and competition, at the beginning and end of the study, students must have English language skills shown through the TOEFL (*Test of English as Foreign Language*) with a minimum score of Pre TOEFL at the beginning of the new student's studies of 500 and Post TOEFL before graduation of 550. TOEFL is carried out 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's level (S2) at the Undiknas Denpasar Graduate School 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 the student has 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 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 within the maximum study period, then 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 for the next semester.

Thesis scores in the form of letters A, B, C, and D. Thesis passing score of at least B. The thesis tested is considered valid if it has been signed by the supervisor, all examiners, the Head of Study Program and authorized by the Director of the Undiknas Graduate School. The requirements for students to take part in the graduation, must submit 1 digital file of proposals & theses that have been validated in the form of .pdf files, have made payment of graduation fees, 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 their studies. Students are expected to finish on time at the end of semester 6. The stages and writing that must be carried out by a student in the context of preparing a dissertation are regulated separately in the book "**Digital Posture Dissertation**".

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

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

Dissertation scores in the form of letters A, B, C, and D. Dissertation graduation score of at least B. Dissertation tested is considered valid if it has been signed by the promoter team, all examiner lecturers, the Head of the Study Program and authorized by the Director of the Undiknas Graduate School. The requirements for students to take part in the graduation, must submit 1 digital proposal and dissertation file that has

been authorized in the form of a .pdf file, have made payment of the graduation fee, submit 1 book donation according to the study program.

N. FIELD STUDY (COMPANY VISIT)

1. Definition.

Field Study of the Undiknas Denpasar Postgraduate 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 following objectives:

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

4. Characteristic

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

5. Report.

- 5.1. For each field study, students are required to make a report (Field Study Report / LSL)

5.2. Report Type.

- a. For students who have not taken concentration courses.
Reports are generated per batch (each batch makes 1 LSL).
The report contains at least:
 1. History of the organization visited
 2. Organizational structure.
 3. For MM it covers all the management functions that are within the company/organization visited (MSDM, Marketing Management, Financial Management, and Financial Accounting). For MAP & MH, it can include job description or job descriptions in the field location & problems and social/legal phenomena that occur in the field study location.
 4. Analysis of the SWOT of the company/organization visited
 5. Conclusion.
- b. For students who are taking concentration courses, the report is prepared in groups according to the concentration.

The report contains at least:

1. History of the organization visited
 2. Organizational structure.
 3. MM covers all management functions within the company/organization visited (MSDM, Marketing Management, Financial Management, and Financial Accounting). For MAP & MH, it can include job descriptions or job descriptions in the field location & Social/legal problems and phenomena that occur in 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. Systematic Reporting.
- a. The systematics format is completely submitted to each group or batch with notes: writing (font type & size, foreign words, citation methods, bibliography, spacing) following the Digital Guidebook of Proposals & Theses of 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. The field study report is submitted no later than 7 working days after the field study activity.
 - b. The report is submitted to the Secretariat of the Graduate School of Undiknas Denpasar during working hours.
- 5.5. Penalty.
- a. Delay in submitting reports is subject to verbal or written sanctions.
 - b. Those who do not collect the report until the end of the semester in question are considered not to participate in field study activities (subject to the provisions of point 4).
- 5.6. Others.
- a. Field Study reports can be supplemented with relevant photographs.
 - b. If the information obtained by students during the Field Study is considered insufficient, then students both individually and in groups are able to visit the organization to get the necessary information.

O. RULES

To maintain the order of lecture activities, every student and lecturer is

required to obey the following rules:

O.1 RULES OF ACADEMIC SUPPORT

1. Students are required to attend a **minimum of 4 Proposal Seminars**
2. Students are required to attend the Results Seminar (Thesis) **at least 4 times**
3. Students are required to attend the National Seminar **at least 2 times**
4. Students are required to participate in the Fitness with the Undiknas Graduate School **event at least 3 times**
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), while women dress that reflect ethical and aesthetic values (blazer), so as to show their existence as a polite and cultured Master's (S2) and Doctoral (S3) Program student.
2. Students were already sitting in the classroom 5 minutes before the lecture started. Delays are only tolerated by 15 minutes.
3. Students are required to do Attendance on *the QRCode* that has been provided by the Lecturer in charge of the course.
4. It is not allowed to activate cellphones (both talking and SMS) in the classroom while the lecture is taking place.
5. It is not allowed to use the internet during lectures, unless it is used with the permission of the teaching lecturer.
6. Not talking to fellow students during lectures.
7. It is not allowed to utter dirty, slanderous and SARA words 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 the discussion.
9. Students are required to ask permission from the lecturer who is providing the material, if the student wants to leave the room.
10. If the lecture is over, students are allowed to leave the room after the lecturer has left the room.
11. Meet the minimum attendance number of 75% of the number of face-to-face meetings.
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), while

women dress that reflect ethical and aesthetic values (blazer), so as to show their existence as a polite and cultured Master's (S2) and Doctoral (S3) Program student.

2. Students have joined the lecture *link* given 5 minutes before the lecture starts. Delays are only tolerated by 15 minutes.
3. Students are required to do Attendance on *the QRCode* that has been provided by the Lecturer in charge of the course.
4. Students are required to turn on the camera.
5. Students are required to turn off the *microphone* when they first join and can turn on the *microphone* if they have been invited/allowed by the course Lecturer.
6. Do not talk to fellow students or others during lectures.
7. It is not allowed to utter dirty, slanderous and SARA words 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 the discussion.
9. Students are required to ask permission from the lecturer who is providing the material, if students want to worship or go to the toilet.
10. If the lecture is finished, students are allowed to leave//leave after the lecturer leaves//leaves first.
11. Meet a minimum attendance of 75% of the total in-person 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, and politely. (Graduate alma mater suit for proposal exams or dark color suits for thesis exams).
2. Students must be present in the designated room at least 30 minutes before the exam is held.
3. The hearing/exam was carried out on time according to the set schedule.
4. The exam lasted for 60 minutes for all stages of the exam.
5. There are no notes on the examinee's desk, only blank paper is allowed to record the examiner's questions, and no display screen other than the PPT is allowed.
6. Test-takers are not allowed to surf Google.
7. Students are required to present exam materials in a short, systematic, and meaningful manner within a maximum period of 15 minutes.
8. The exam presentation material is made in the form of a *power point*.

9. If in the 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 manner, a clear voice, and not convoluted.
11. During the examination process, it is not allowed to utter words that are disrespectful, denounced or insulting because they are not in accordance with academic ethics.

O.5 EXAM RULES (ONLINE)

1. Students are required to dress cleanly, neatly, and politely. (Graduate alma mater suit for proposal exams or dark color suits for thesis exams).
2. Students must have joined/joined at the *link* provided 30 minutes before the exam is held.
3. The hearing/exam was carried out on time according to the set schedule.
4. The exam lasted for 60 minutes for all stages of the exam.
5. Students choose a clean exam place, a quiet environment, no noise interference, and make sure the internet connection is very well connected.
6. There are no notes on the examinee's desk, only blank paper is allowed to record the examiner's questions, and no display screen other than the PPT is allowed.
7. Test-takers are not allowed to surf Google.
8. Exam takers 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 materials in a short, systematic, and meaningful manner within a maximum period of 15 minutes.
10. The exam presentation material is made in the form of a *power point*.
11. If in the 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 manner, a clear voice, and not convoluted.
13. During the examination process, it is not allowed to utter words that are disrespectful, denounced or insulting because they are not in accordance with academic ethics.

O.6 LECTURER DISCIPLINE

Every lecturer is required to obey the following rules:

1. Male lecturers are required to wear ties (except when wearing batik / endek clothes), while women dress in clothes 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 the picket officers at the secretariat of the Undiknas Denpasar Graduate School
3. The lecturer is already in the room according to the schedule (on time). If you are late, please report to the secretariat of the Undiknas Denpasar Graduate School in advance. Delays are tolerated for a maximum of 15 minutes.
4. Lecturers prepare all lecture materials (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 the call to the cellphone is considered important, then the lecturer conducts a communication relationship outside the lecture room
7. Lecturers are strictly prohibited from using dirty, slanderous and SARA words when giving lecture materials, either as examples or jokes .
8. Lecturers are obliged to provide opportunities for students to express opinions or questions during lectures
9. If the lecture is finished, the lecturer checks the attendance of students through the attendance list available on the Undiknas CLOUD system.
10. The lecturers should give the value of student activity when attending lectures.
11. After giving lectures, lecturers are required to report to the picket officer at the Admission of the Undiknas Denpasar Graduate School (if the lecture is held offline).

P. PROCEDURES TO COVER THE LACK OF ATTENDANCE

1. Students must attend at least 75% of the face-to-face requirement (75% x 14 face-to-face = $\pm$ 10 times)
2. If students take less than 10 lectures, they are required to attend additional lectures for each teaching lecturer so that it is 10 times.
3. The lack of face-to-face lectures is determined by the Head of Study Program (KPS).
4. The determination of additional lecture materials is completely left to each lecturer.
5. The cost to attend additional lectures is determined by the program after the student has determined the lack of face-to-face by the Head of the Study Program (KPS).

Q. REQUIREMENTS TO BECOME A GRADUATE STUDENT OF UNDIKNAS DENPASAR

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

- a. General requirements for Strata 2 (S2)
 - Indonesian Citizen
 - Foreign Citizens have permission from the Directorate General of Science and Technology Institutions-DIKTI of the Ministry of Research, Technology and Higher Education.
 - Must have graduated and have a Strata 1 (S1) or Diploma 4 (D4) diploma from any major with a GPA of ≥ 3.00
- b. General requirements of Strata 3 (S3)
 - Indonesian Citizen
 - Foreign Nationals have permission from the Institutional Director of the Directorate General of Higher Education, Research and Technology. (Detailed information on 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 have graduated and have a Strata 2 (S2) diploma or from any major with a GPA of ≥ 3.00
- c. Special requirements for Strata 2 (S2) and Strata 3 (S3)
 - Copy of legalized Diploma
 - Copy of Transcript of Value that has been legalized
 - 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

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

- a. Minimum Doctoral Education (S3) with a Cumulative Achievement Index (GPA) ≥ 3.50
- b. An application letter submitted to the Denpasar National Education Agency
- c. Lecturer recruitment is carried out through administrative selection, written tests and interviews
- d. Based on the results of the selection, the Denpasar National Education Agency determines and appoints prospective lecturers who meet the requirements

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

For civil servant lecturers and Perdiknas Denpasar who wish to transfer or transfer (mutation) from Undiknas Denpasar to another university or vice versa, it is regulated by applicable regulations and laws.

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

- a. Permanent lecturers, lecturers who are appointed with a period of service until retirement
- b. Contract lecturers, lecturers who are appointed with specific goals and working periods.

The educators at the Undiknas Denpasar Graduate School are as follows:

1. Prof. Ir. Gede Sri Dharma, 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, Dr., 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 Dharma, S.H., M.H.. CCD.
28. Dr. I Made Sari, SH., MH., CLA.

Attachment MASTER (S2)

A. REGISTRATION REQUIREMENTS FOR THE THESIS PROPOSAL EXAM

1. Pay off the financial administration fees for the final semester.
2. Proposals Have Been Qualified by the Supervisor through the Undiknas CLOUD system
2. Have participated in 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/Similarity Check results maximum of 50%
4. Turnitin checks are emailed: admisi@pascaundiknas.ac.id
5. Students submit proposal files in the form of .pdf on their respective accounts in the Thesis/Dissertation menu, on submit UP (Submit UP)

B. REGISTRATION REQUIREMENTS FOR THE THESIS TEST

1. Pay off financial administration for the final semester
2. The Turnitin/Similarity Check results to pass the thesis exam are 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 participated in the seminar results (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. Theses and scientific journal articles in PDF file form
6. Students submit a Thesis file in the form of .pdf on their respective accounts in the Thesis/Dissertation menu, on submit Thesis (Submit Thesis)
7. Complete the form. Biodata of prospective graduates
8. Proof of Submission and/or proof of Corespoancy in the form of a Letter of Acceptance (LoA) from the Journal Manager

C. REQUIREMENTS FOR FREE THESIS AND/OR THESIS EXAMS FOR STUDENTS WHOSE JOURNAL ARTICLES HAVE BEEN PUBLISHED (ATTACHED DECREE)

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

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

Doctor (S3)

To achieve the doctoral education level in the Doctoral Program in Management Science (PDIM) of the Undiknas Graduate School, several stages are needed that must be taken by students, namely:

Phase	Activities	That Served	Goal	Condition	Characteristic	SMT	Credits
1.	Qualification 1	Team Promoter	Finding ideas and problems in dissertation masters and theoretical studies that are relevant	Pass all courses taken with a minimum score of B; Getting approval from the Promoter Team; Active academic status, already completing financial and academic administrative obligations; Attended by a minimum of two people supervisor (promoter and/or co-promoter). In the event that the promoter is unable to	Open to students	III	2

Phase	Activities	That Served	Goal	Condition	Characteristic	SMT	Credits
2.	Proposal Exam Dissertation	Promoter Team and 3 Testers	Testing and evaluating the feasibility of the proposed dissertation; Decide whether to proceed to the next stage of the process	Getting the approval of the Promoter Team; Have made revisions according to Tim suggestions Promoter; Active academic status, having completed financial and academic administrative obligations; Attended by at least 1 promoter and 1 co-promoter and 2 lecturers.	Open to students	IV	4
After the proposal exam stage is completed, students carry out research independently to prepare a dissertation							

Phase	Activities	That Served	Goal	Condition	Characteristic	SMT	Credits
3.	Results Seminar Research	Team Promoter and 3 Testers	Assessing the feasibility of a dissertation draft Provide suggestions for improvement to be submitted as material in the final exam	Obtain approval from the Promoter Team; Have made revisions according to the suggestions of the Promoter Team ; Active academic status, have completed obligations financial and academic administration ; Attended by at least 2 examiners and 2 Promoter Team members (Promoter and/or Co-Promoter) in the event that the Promoter is unable to attend, must delegate to co-promoter 1 to represent him;	Open to students	V	4

4.	Final Exam Dissertation	Team Promoter and 3 Testers Plus 1 examiner from outside the Undiknas Graduate School (external) Guided exams by the Director of the Graduate School of Undiknas	Testing and assessing the feasibility of the student's dissertation; Decide on the student's graduation and their predicate.	Getting approval from the Promoter Team; Must have a scientific article in a reputable international scientific journal or 1 scientific article in a reputable scientific journal and 1 article in poceeding 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; Dissertation manuscripts have gone through dissertation quality assurance to prevent plagiarism; The	Open to students	VI	6
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5.	Confirmation/ Judiciary	Team Promoter and 3 testers Led by the Director of the Graduate School of Undiknas	Announcement of graduation, and if declared passed as well as the submission of a certificate of graduation	Allowed to invite family, relatives of promovendus	Open	End of semester VI	0
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PROCEDURE FOR TAKING THE GRADE IMPROVEMENT AND/OR FOLLOW-UP EXAM

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

1. Pay the cost of the grade improvement and/or follow-up exam is deposited directly to the bank that has been determined by the program
2. Fill out the registration form for the improvement and/or follow-up exam (double). This form can be obtained at the Postgraduate Secretariat of Undiknas Denpasar.
3. Submit the completed form 2 (signed by the student concerned) to the Head of the Secretariat.
4. The Head of the Secretariat then examined the correctness of the data listed in the form point 3. After research, the 2nd copy of the form was returned to the student as proof of registration.
5. Furthermore, the Head of the Secretariat continues the form point 4 to the Head of the Study Program.
6. The Head of the Study Program continues the form point 5 to the lecturer concerned to be asked for willingness to provide corrective and/or follow-up exams 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. The members are students of the Graduate School of Undiknas Denpasar
- b. Showing Student Cards of Undiknas Denpasar Graduate School
- c. Collect photo size 3 x 4 = 2 sheets and 2 x 3 = 1 sheet

Book Borrowing Procedures:

1. Showing the Denpasar Undiknas Postgraduate Library Member Card.
2. Members are allowed to borrow a maximum of 3 books within 7 days and can be renewed for 7 days.
3. Members or students will be fined if they are late in returning the book from the loan deadline determined by the Program.
4. If the member/student removes the borrowed book, it must be replaced by the person concerned.
5. Without a Member Card, book borrowing is not served.

Sekolah Pascasarjana
Universitas Pendidikan Nasional

Jl. Waturenggong No.164, Panjer, Denpasar - Bali, Telp: 0361 4749133
Website: pasca-undiknas.ac.id | E-mail: admisi@pasca-undiknas.ac.id