


PORTOFOLIO MATA KULIAH

 INSTITUT TEKNOLOGI SEPULUH NOPEMBER (ITS) FAKULTAS TEKNOLOGI INDUSTRI DAN REKAYASA SISTEM DEPARTEMEN TEKNIK SISTEM DAN INDUSTRI					
Mata Kuliah (MK)	Kode	RMK	Bobot (sks)	Semester	Waktu Review
Manajemen Kinerja <i>Performance Management</i>	TI 184973	PSMI	3	6 - Pilihan	Februari 2021
Otorisasi / Pengesahan	Dosen MK / Koordinator MK		Ketua RMK	Kadep / Kaprodi	
	Naning Aranti Wessiani		Lantip Trisunarno	Nurhadi Siswanto	
Team Teaching	Sri Gunani Partiw, Atikah Aghdhi Pratiwi				

Capaian Pembelajaran Lulusan (CPL) sesuai dengan IABEE / Program Learning Outcomes (PLO) based on IABEE criteria

Kode / code	Deskripsi CPL / PLO description
(a)	Kemampuan menerapkan pengetahuan matematika, ilmu pengetahuan alam dan/atau material, teknologi informasi dan keteknikan untuk mendapatkan pemahaman menyeluruh tentang prinsip-prinsip keteknikan. <i>The ability to apply knowledge of mathematics, natural sciences and/or materials, information technology, and engineering to obtain a comprehensive understanding of engineering principles.</i>
(b)	Kemampuan mendesain komponen, system dan/atau proses untuk memenuhi kebutuhan yang diharapkan didalam batasan-batasan realistis, misalnya hukum, ekonomi, lingkungan, sosial, politik, kesehatan dan keselamatan, keberlanjutan serta untuk mengenali dan/atau memanfaatkan potensi sumber daya lokal dan nasional dengan wawasan global. <i>The ability to design components, systems, and/or processes to meet expected needs within realistic constraints, such as laws, economics, environment, social, political, health and safety, sustainability, and to recognize and/or utilize the potential of local and national resources with global insight.</i>
(c)	Kemampuan mendesain dan melaksanakan eksperimen laboratorium dan/atau lapangan serta menganalisis dan mengartikan data untuk memperkuat penilaian teknik. <i>The ability to design and conduct laboratory and/or field experiments and to analyze and interpret data to strengthen engineering assessments.</i>
(d)	Kemampuan mengidentifikasi, merumuskan, menganalisis dan menyelesaikan permasalahan teknik. <i>The ability to identify, formulate, analyze, and solve engineering problems.</i>
(e)	Kemampuan menerapkan metode, keterampilan dan piranti teknik yang modern yang diperlukan untuk praktek keteknikan <i>The ability to apply modern engineering methods, skills, and tools required for engineering practice.</i>
(f)	Kemampuan berkomunikasi secara efektif baik lisan maupun tulisan <i>The ability to communicate effectively both orally and in writing.</i>
(g)	Kemampuan merencanakan, menyelesaikan dan mengevaluasi tugas didalam batasan-batasan yang ada. <i>The ability to plan, execute, and evaluate tasks within existing constraints.</i>

(h)	Kemampuan bekerja dalam tim lintas disiplin dan lintas budaya. <i>The ability to work in interdisciplinary and cross-cultural teams.</i>
(i)	Kemampuan untuk bertanggung jawab kepada masyarakat dan mematuhi etika profesi dalam menyelesaikan permasalahan teknik. <i>The ability to be accountable to society and adhere to professional ethics in addressing engineering problems.</i>
(j)	Kemampuan memahami kebutuhan akan pembelajaran sepanjang hayat, termasuk akses terhadap pengetahuan terkait isu-isu kekinian yang relevan. <i>The ability to understand the need for lifelong learning, including access to knowledge related to relevant contemporary issues.</i>

RENCANA PEMBELAJARAN SEMESTER (RPS) - COURSE PLANNING

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1. Deskripsi Mata Kuliah (*Course Description*)

Manajemen Kinerja adalah mata kuliah pemilihan yang bertujuan untuk membekali mahasiswa pengetahuan tentang peran strategis manajemen kinerja di perusahaan dan bagaimana merancang sebuah sistem pengukuran kinerja terintegrasi. Topik pembelajaran mencakup konsep dasar manajemen kinerja terintegrasi, model pengukuran kinerja tradisional dan modern seperti *Balanced Scorecard*, *Performance Prism*, *Excellence Model*, dan pengukuran kinerja pegawai.

Performance Management is the election course that aims to provide the students with the knowledge of the strategic roles of performance management in corporate and how to design an integrated performance measurement system. The objects of study cover the basic concept of integrated performance management, the traditional and modern models of performance management such as Balanced Scorecard, Performance Prism, Excellence Model, and employee performance measurement.

2. Capaian Pembelajaran Mata Kuliah (CPMK) / *Course Learning Outcomes (CLO)*

Dengan berakhirnya kuliah, diharapkan mahasiswa:

Kode	Uraian CPMK
CPMK 1	Mahasiswa mampu memahami konsep dasar manajemen kinerja terintegrasi
CPMK 2	Mahasiswa mampu memahami dan mempelajari berbagai model manajemen kinerja tradisional
CPMK 3	Mahasiswa mampu memahami dan mempelajari berbagai model manajemen kinerja modern
CPMK 4	Mahasiswa mampu memahami konsep manajemen kinerja individu (pegawai) yang terintegrasi dengan manajemen kinerja korporat

By the end of this course, students will be able to:

Code	Description of CLO
CLO 1	<i>Students are able to understand the basic concept of integrated performance management</i>
CLO 2	<i>Students are able to understand and use the model of traditional performance management</i>
CLO 3	<i>Students are able to understand and use the model of modern performance management</i>
CLO 4	<i>Students are able to understand the concept of employee performance management that integrated with corporate performance management system</i>

3. CPL yang dibebankan kepada Mata Kuliah (Matriks CPL-CPMK / PLO-CLO Matrix)

CPMK	CPL Program Studi berbasis IABEE / CLO based on IABEE									
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
CPMK 1		***								**
CPMK 2		***	**							**
CPMK 3		***	**							**
CPMK 4		***	**							**

4. Mata Kuliah Prasyarat / Prerequisites

- Pengantar Teknik Sistem dan Industri / *Introduction to Industrial and System Engineering*
- Manajemen Organisasi dan Sumber Daya Manusia / *Organization and Human Resource Management*

5. Referensi / References

- Bititci, Umit S., 2015. *Managing Business Performance*, 1st Edition, John Wiley & Sons, Ltd
- Dixon, J.R., Nanni, A.J. and Vollmann, T.E. (1990) *The New Performance Challenge: Measuring operations for world class competition*, Dow Jones-Irwin: Homewood, IL.
- Hakes, Chris, 2007. *The EFQM Excellence Model to Assess Organizational Performance – A Management Guide (Best Practice)*, 1st Edition, Van Haren Publishing.
- Kaplan, Robert S. and David P. Norton, 1996. *The Balanced Scorecard: Translating Strategy into Action*, 1st Edition, Harvard Business Review Press.
- Kaplan, Robert S. and David P. Norton, 2000. *The Strategy-Focused Organization*, 1st Edition, Harvard Business Review Press.
- Kaplan, Robert S. and David P. Norton, 2004. *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, 1st Edition, Harvard Business Review Press.
- Kaplan, Robert S. and David P. Norton, 2006. *Alignment: Using the Balanced Scorecard to Create Corporate Synergies*, 1st Edition, Harvard Business Review Press.
- Kaplan, Robert S. and David P. Norton, 2008. *The Execution Premium: Linking Strategy to Operations for Competitive Advantage*, 1st Edition, Harvard Business Review Press.
- Neely, Andi, 2002. *Business Performance Measurement*, 1st Edition, Cambridge University Press.
- Neely, Andi, Chris Adams, and Mike Kennerley, 2002. *The Performance Prism: The Scorecard for Measuring and Managing Business Success*, 1st Edition, Financial Times Prentice Hall.
- Parmenter, David, 2020. *Key Performance Indicators: Developing, Implementing, and Using Winning KPIs*, 4th Edition, Wiley.
- Verweire, Kurt and Lutgart Van Den Berghe, 2004. *Integrated Performance Management: A Guide to Strategy Implementation*, 1st Edition, Sage Publications.

6. Jadwal Perkuliahan / Learning Schedule

Minggu	CPMK	Topik	Sub Topik (pustaka)	Capaian pembelajaran (sub CPMK)	Metode Pembelajaran	Sarana Pembelajaran	Bentuk Asessment
1	CPMK 1	Introduction to Performance Management	<ol style="list-style-type: none"> 1. The scope of Performance Management course 2. Describe the nature of performance management 3. Describe the role and purpose of integrated performance management system 	Students able to understand the basic concept and the strategic roles of performance management	<ul style="list-style-type: none"> ▪ Discovery Learning ▪ Contextual Learning 	Bititci Kaplan & Norton Verweire, et al	Written Assessment

2	CPMK 1	The Evolution of Performance Management	<ol style="list-style-type: none"> 1. The evolution of performance management from traditional into modern performance management 2. Describe and illustrate the characteristics of traditional performance management 	<ol style="list-style-type: none"> 1. Students understand the the evolution of performance management 2. Students able to differentiate the characteristics of traditional and modern 	<ul style="list-style-type: none"> ▪ Discovery Learning▪ Contextual Learning 	Bititci Kaplan & Norton Verweire, et al	Written Assessment
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Minggu	CPMK	Topik	Sub Topik (pustaka)	Capaian pembelajaran (sub CPMK)	Metode Pembelajaran	Sarana Pembelajaran	Bentuk Asessment
			3. Describe and illustrate the characteristics of modern performance management	performance management model			
3	CPMK 2	Traditional Performance Management Model: Financial-based Performance Model	<ol style="list-style-type: none"> 1. Describe financial-based performance models 2. Describe and illustrate accounting-based performance measure 3. Describe and illustrate market-based measures derived from stock market values 	Students able to understand accounting-based performance measure and market-based measures derived from stock market values as the example of traditional performance management model	<ul style="list-style-type: none"> ▪ Discovery Learning ▪ Contextual Learning 	Verweire, et al	Written Assessment
4	CPMK 2	Case Study #1: Review Others Traditional Performance Management Model	Describe and illustrate some others traditional performance management model	Students able to find and explore some others model of traditional	<ul style="list-style-type: none"> ▪ Discovery Learning ▪ Contextual Learning ▪ Collaborative Learning 	<ul style="list-style-type: none"> ▪ Journal ▪ Corporate website 	Assignment

Minggu	CPMK	Topik	Sub Topik (pustaka)	Capaian pembelajaran (sub CPMK)	Metode Pembelajaran	Sarana Pembelajaran	Bentuk Asessment
				performance management			
5	CPMK 3	Modern Performance Management Model: Performance Measurement Questionnaire (PMQ)	<ol style="list-style-type: none"> 1. Describe and illustrate the characteristics of PMQ 2. Describe and illustrate how to design PMQ 	<ol style="list-style-type: none"> 1. Students able to understand the characteristics of PMQ 2. Students able to to design PMQ 	Discovery Learning Contextual Learning	Dixon, et al	Written asesment
6	CPMK 3	Modern Performance Management Model: Balanced Scorecard (BSC) as A Strategic Management System – 1	Describe and illustrate the characteristics of BSC	Students able to understand the characteristics of BSC	Discovery Learning Contextual Learning	Kaplan & Norton	Written asesment
7	CPMK 3	Modern Performance Management Model: Balanced Scorecard (BSC) as A Strategic Management System – 1	<ol style="list-style-type: none"> 1. Describe the components of BSC 2. Illustrate how to design BSC 	<ol style="list-style-type: none"> 1. Student undestand the components that construct BSC 2. Students able to to design BSC 	Discovery Learning Contextual Learning	Kaplan & Norton	Written asesment
8	CPMK 1, 2, 3	Mid Term Exam					Written asesment
9	CPMK 3	Modern Performance	1. Describe the components of	1. Student undestand the	Discovery Learning	Neely, et al	Written asesment

Minggu	CPMK	Topik	Sub Topik (pustaka)	Capaian pembelajaran (sub CPMK)	Metode Pembelajaran	Sarana Pembelajaran	Bentuk Asessment
		Management Model: Performance Prism	Performance Prism 2. Illustrate how to design Performance Prism	components that construct Performance Prism 2. Students able to to design Performance Prism	Contextual Learning		
10	CPMK 3	Modern Performance Management Model: Excellence Model	1. Describe the components of Excellence Model 2. Illustrate how to design Excellence Model	1. Student understand the components that construct Excellence Model 2. Students able to to design Excellence Model	Discovery Learning Contextual Learning	Hakes	Written asesment
11	CPMK 3	Case Study #2: Review Others Performance Management Model	Describe and illustrate some others Performance Management Model in the area of Supply Chain, Industrial Cluster, and Project Management	Students able to find and explore some others model of modern performance management in the area of Supply Chain, Industrial Cluster, and Project Management	<ul style="list-style-type: none"> ▪ Discovery Learning ▪ Contextual Learning ▪ Collaborative Learning 	<ul style="list-style-type: none"> ▪ Journal ▪ Corporate website 	Assignment

Minggu	CPMK	Topik	Sub Topik (pustaka)	Capaian pembelajaran (sub CPMK)	Metode Pembelajaran	Sarana Pembelajaran	Bentuk Asessment
12	CPMK 3	Key Performance Indicators (KPIs)	<ol style="list-style-type: none"> Describe the characteristics of KPI Describe the properties of KPI 	<ol style="list-style-type: none"> Students able to understand the characteristics of KPI Students able to understand and design the properties of KPI 	<ul style="list-style-type: none"> Discovery Learning Contextual Learning 	Parmenter	Written assessment
13	CPMK 3	Target Setting	Describe and illustrate how to set target in performance measurement	Students able to understand how to set appropriate target in performance measurement	<ul style="list-style-type: none"> Discovery Learning Contextual Learning 	Verweire, et al	Written assessment
14	CPMK 4	Employee Performance Management	<ol style="list-style-type: none"> Describe the concept of employee performance management Illustrate how to design integrated performance management model 	<ol style="list-style-type: none"> Students able to understand the concept of employee performance management Students able to design integrated performance management model 	<ul style="list-style-type: none"> Discovery Learning Contextual Learning 	Verweire, et al	Written assessment
15	CPMK 4	Case Study #3: Design Employee	Illustrate how to design employee	Students able to design	<ul style="list-style-type: none"> Discovery Learning 	Journal	Assignment

Minggu	CPMK	Topik	Sub Topik (pustaka)	Capaian pembelajaran (sub CPMK)	Metode Pembelajaran	Sarana Pembelajaran	Bentuk Asessment
		Performance Management Model that Integrate with the Corporate Performance Management	performance management model that integrate with the corporate performance management	performance management model that integrate with the corporate performance management	Contextual Learning Collaborative Learning	Corporate website	
16		Final Exam					Written assesment

7. Bentuk assessment dan keterkaitannya dengan CPMK (*Assessment Method and CLO*)

No.	CPMK	Bobot CPMK	Bentuk Assessment	Bobot setiap assessment
1	CPMK 1	5%	Mid Term Exam	5%
2	CPMK 2	20%	Mid Term Exam	5%
			Assignment	10%
3	CPMK 3	50%	Mid Term Exam	15%
			Final Exam	15%
			Assignment	20%
4	CPMK 4	25%	Final Exam	10%
			Assignment	15%