



UNIVERSITAS DIPONEGORO

STUDENT ACTIVITIES GUIDELINE TOWARDS GRADUATION

2021

**MAGISTER
MANAGEMENT**

UNIVERSITAS DIPONEGORO



STUDENT ACTIVITIES GUIDELINES TOWARDS GRADUATION

Master of Management Study Program
Faculty of Economics and Business
Diponegoro University
2021

FOREWORD

Praise our gratitude for the presence of Allah SWT so that we can complete the Draft of Student Activity Guidelines Towards Graduation of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University in 2019. On this occasion, let us say a few words to accompany the publication of the Guidelines for Student Activities Towards Graduation of the Undip Master of Management Study Program.

The Draft Guidelines for Student Activities Towards Graduation in 2019 contains three main discussions. The first part will explain about the flow of activities that must be carried out by students. Then the second part will explain the main activities which include graduation and student academic obligations including guidelines for journal summaries / scientific articles, guidelines for business case summaries and internship reports, guidelines for scientific weekends, guidelines for RUPT and Thesis. The third part will explain other programs and SOPs that are used as prerequisites and to support the main activities including turnitin checking flow, student training programs and certification programs.

With the publication of the Student Guidelines for Graduation, it will not give optimal results if the academic community of the Undip Master of Management Study Program does not read and study the contents of the Draft Student Activity Guidelines for Graduation well. Therefore, the entire academic community of the Master of Management Study Program is obliged to understand the information contained in the Draft Student Activity Guidelines for Graduation for the sake of smoothness and optimization in carrying out academic activities and supporting activities organized by the study program.

It is our hope that the Draft Guidelines for Student Activities Towards Graduation in 2019 can provide benefits as expected. Finally, we would like to express our gratitude and appreciation to the Draft Team for Student Activity Guidelines for Graduation of the 2019 Master of Management Study Program who have worked hard to complete their duties.

Semarang, December 2020

Master of Management Study Program

Chairman

Dr. Susilo Toto Raharjo, MT

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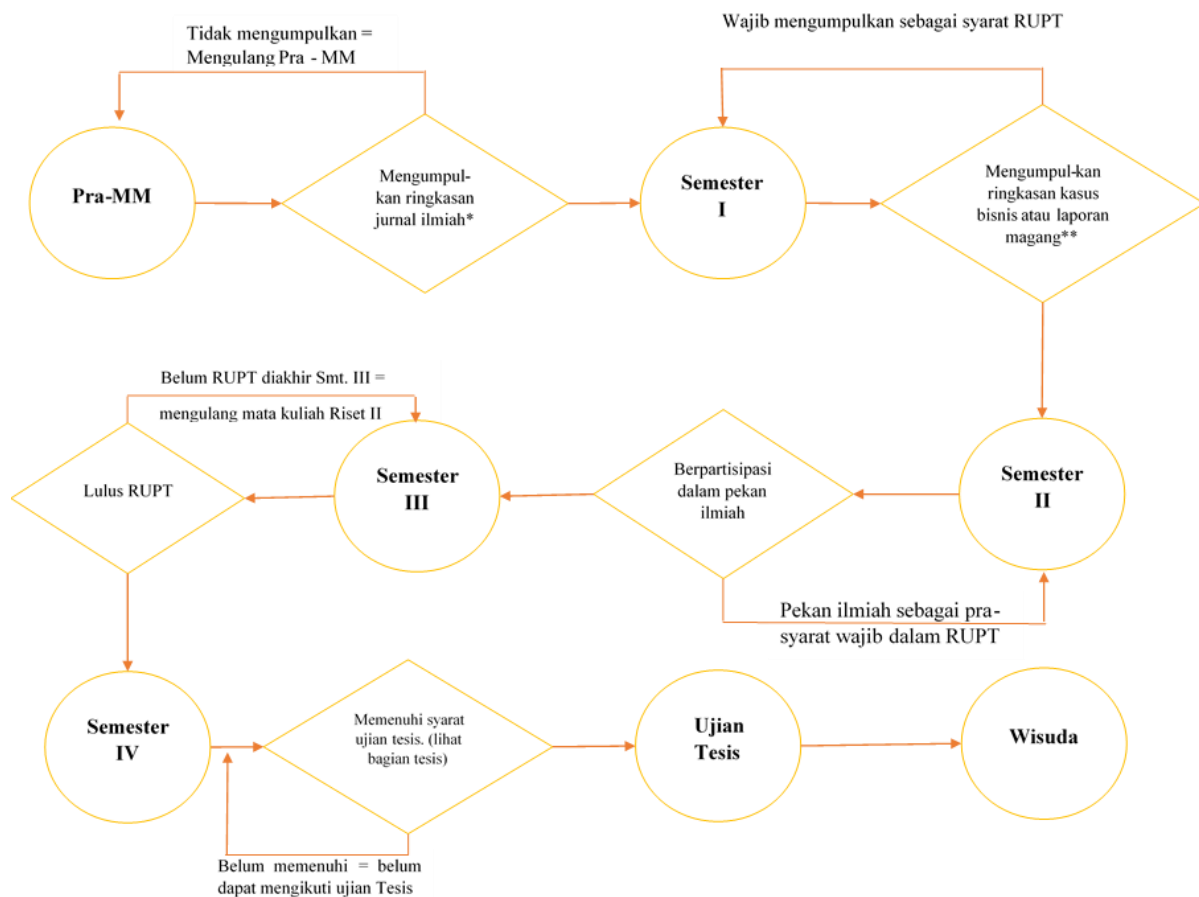
PRELIMINARY

This introductory section will provide an overview of the general flow of lecture activities up to student graduation. Further guidance and explanation related to each activity will be presented in the presentation in the following sections.

1.1.Draft General Flow of Lecture Activities

1.1.1 Flow Framework

Starting in 2019, the lecture flow and important activities in the Master of Management Study Program, Faculty of Economics and Business are as follows:



Framework 1. General Lecture Flow

1.1.2 Flow Explanation

1.1.2.1 Symbol Description

The symbols contained in the plot consist of 2 main symbols, namely:

1.1.2.2 Agenda explanation

Each level starting from matriculation to graduation has an important agenda as an indicator of graduation before being able to proceed to the next level, the explanation is as follows:

1. To be able to continue to semester I, students must first pass the Pre-MM Activity. - In addition to being required to pass in all courses, students are also required to submit assignments in the form of scientific journal summaries no later than the day of the examination of the Philosophy of Science course.
2. To be able to continue to semester II, students must first pass all courses (have taken courses) in semester I and must do Business Case Writing (for those who are already working) or internship reports (for morning classes & other classes that have not worked)), collected at the beginning of the second semester lecture. Internship Reports and / Business Case Writing are mandatory requirements to be able to take the RUPT exam.
3. Students are required to have passed the RUPT exam no later than the week of the Semester II Final Examination. For students who have not RUPT by the deadline, the value of Research Course II will be given a "C" score and are required to repeat it in the fourth semester (Thesis examination requirements must not have a score less than B in a concentration course).
4. Before being able to graduate, students must first pass a thesis exam. Requirements for the thesis exam include:
 - 1) Accumulate 10 training points; 2) Thesis document, passes the Turnitin 20% test; 3) Scientific Journal Documents, pass the Turnitin test 20%; 4) A minimum TOEFL test score of 500 or IELTS 6.0 which is held by an official institution recognized by the Undip Master of Management academic program (the official organizing institutions in question include SEU Undip, UNNES, UGM, UI, CLT Unika or from official ITP TOEFL organizers). 5) Publication of scientific papers can be replaced with proceedings / conference papers from international conference programs that have been attended.

1.1.2.3 Additional information

1. Each agenda at point (1.1.2.2.) Will be explained further in Chapter 2 Main Activities in this book.

2. All students of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University are expected to be able to follow the flow of activities as closely as possible without exception.
3. All forms of violation and violation of the provisions will be strictly sanctioned according to the applicable provisions.
4. This guide is a further explanation of the Lecture Guidelines which can be downloaded at .

Activities as listed in the general flow consist of main activities. The activities referred to include 1) summarizing scientific journals / articles, 2) writing business cases / internship reports, 3) student scientific week, 4) RUPT and 5) Thesis. Part 2 specifically discusses and provides guidance regarding these main activities. Here's the explanation.

2.1. Draft Guidelines for Summary of Journals / Scientific Articles

2.1.1. General Description

The first flow that must be completed by students of the Master of Management study program is to make a summary of articles from at least 5 articles of international reputable scientific journals. The aim and purpose of summarizing this article is to ensure that students understand and have prepared research in an area of concentration of interest (Cross-Cultural Management, HRM, Marketing, Finance, Strategic, Operations or Public Sector Strategy).

How to summarize articles will be taught in the courses given in Matriculation. Thus, the choice of articles "should be" in accordance with the choice of student concentration. Students who do not submit a summary of scientific articles are deemed not to have passed the matriculation and are required to repeat the matriculation program in the following semester.

2.1.2. Summary Criteria

Journal summaries / scientific articles that are made must meet 5 (five) criteria or use the following methods:

N o.	Criteria
1.	SEM (Structural Equation Modeling)
2.	Regression
3.	Mixed Methods
4.	Qualitative - A phenomenological approach
5.	Qualitative - A Case Study Approach

Table 1. Journal / Scientific Article Summary Criteria

2.1.3. Summary Writing Format

Journal summaries or scientific articles made must contain at least 1000 words with the following allocations:

Allocation	Number of Words
Topic	200 words

Sample and location	200 words
Analytical methods, measuring tools (name of the questionnaire used / interview questions)	200 words
Main findings	200 words
Research limitations	200 words
Σ	1000 words

Table 2. Format and Allocation of Words for Writing Journal Summary

The format of the summary of scientific articles / journals collected is in the form of a summary table and narrative.

1. Summary Table

The summary table is prepared based on and must meet the specified format, as follows:

No.	Topic	Sample	Data	Analysis	Context	Measure s	Main Findings
1.							
2.							
3.							
4.							
5.							

Table 3. Journal Summary Writing Format (in table)

** Example of writing and complete writing format, see Appendix I

2. Narrative Summary

The narrative for each journal is structured with the following components

- I. Topic
- II. Sample
- III. Data
- IV. Analysis
- V. Context
- VI. Measures
- VII. Main Findings

2.2. Draft Guidelines for Writing Internship Reports and Business Cases

2.2.1. General Description

Every student of the Master of Management study program is required to take part in an internship or do business case writing. Internships are carried out by morning class Master of Management students who do not work / do not have work

experience. Night and weekend students who do not work / do not have work experience can also carry out an internship. Students who work are obliged to write a business case in their place of work.

Students are free to choose the place for the internship or the object for writing their respective business cases. Please note that the Internship / Business Case Writing certificate is a requirement for graduation in the first semester and one of the requirements for taking the RUPT exam.

2.2.2. Obligations and Conditions for Internship Students

Students who take part in the Internship or Business Case Writing program have the following tasks:

1. Complete academic registration via SIMAWEB before the time of the internship. Internships and writing business cases are carried out from the semester I to semester II break period.
2. Students are free to choose a place of internship / business case writing place.
3. For students who are looking for a place to do their internship on their own, they must first submit the company profile of the company chosen as the place for the internship along with the Apprenticeship Application Form (see Appendix III) so that it can be evaluated first by the Program. If approved, then the student submits a Company Willingness Statement Form (see Appendix IV) or a similar certificate from the company where the internship is held.
4. Obey all the provisions set by the company where the internship is carried out and comply with all the provisions set by the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University.
5. Carry out the responsibilities given by the company where the internship is carried out properly.
6. Submit a Counseling Ability Statement Form (see Appendix VI) which states that during the implementation of an internship / business case writing, students are able to provide guidance with a supervisor at least 2 (two) times face to face a month according to the schedule set by the supervisor.
7. The guidance process is proven by submitting the Internship Consultation & Case Writing Evidence Form (see Appendix V). The guidance process starts no later than two weeks after the activity is carried out.

2.2.3. Terms of Business Case Writing

Students who are already working are required to write a business case with the following writing conditions:

- a) Students who have worked are required to write a Business Case in accordance with the phenomena occurring in their organization.

- b) The business case must come from other parties in the organization (coworkers / superiors / subordinates), can be proven by voice recordings, photographs, videos and interview transcripts.
- c) Business Case Writing attach a Company Willingness Statement Form / Resource Persons' Willing Form (to be asked for information) (see Attachment IX) or a similar statement from the company and / or the source of the case.
- d) Students can disguise the identity of companies and sources.
- e) Writing case length +/- 3000 words
- f) Case topics can come from topics presented in semester I courses (Finance, Human Resources, Strategic, Cross-Cultural, Operations, Marketing)
- g) Cases are written in narrative form (2000 words) accompanied by case questions (100 words) and answers - Associated with theories from lectures that have been obtained so far (900 words)
- h) The case questions and answers are determined by the students themselves
 *** Cover format and examples of Business Case Writing can be seen in Appendix II

2.2.4. General Provisions for the Internship Report

For students who have not worked, they are required to have an internship at least 1 month and submit a report on the results of the internship with the following conditions and writing systematics:

1. Final Work Internship consists of one report, namely the Internship Report.
2. The format for writing the Apprenticeship Report (for example, font type, font size, title page, etc.) refers to the provisions contained in the Guidelines for Thesis and Thesis Research Proposal Writing.
3. Writing an internship report is mandatory for students.
4. Reports and Internship certificates / Business Case Writing are requirements for graduation in the first semester and are one of the requirements for taking the RUPT exam.

2.2.5. Systematics of Writing Internship Reports

The following is the structure / system of writing an internship report.

CHAPTER 1 INTRODUCTION

1.1. Background and Purpose

- Contains background descriptions (arguments / reasons) of the topics selected in the Internship Report. (does not explain the reasons for the internship and / or preparation of the Internship Report)

- The background should show the urgency of the selected topic. Urgency, for example, is indicated by the uniqueness of the topic (current issues), the uniqueness of the industry, the problems or risks that arise, or differences of opinion.
- Students describe the purpose of writing an internship topic.
- The objectives should reflect what will be described in the analysis chapter.

1.2. Report Systematics

Students describe the arrangement (including chapters and sub-chapters) contained in the Internship Report.

CHAPTER 2. ORGANIZATIONAL PROFILE AND ACTIVITIES OF THE Internship

2.1. Organization Profile

Students can create a sub-chapter "organizational profile" (only) if they have received approval from the company where the internship is held. Sub-chapter "organizational profile" that is created outlines the following:

- Students describe a specific organizational profile (related unit / division) which is the context for the selected topic.
- The organization profile includes organizational characteristics related to the topics discussed, which can include organizational structure, business processes, related rules / regulations, and the like.
- The organizational profile also includes the value creation process for stakeholders carried out by the organization (for example through a product or service produced).
- The organization profile also describes management practices in assisting the organization in achieving its objectives (especially those related to the topics raised in this report).
- The organizational profile should take into account the disclosure agreement provided by the company where the internship is located.

If students are not allowed to discuss organizational profiles, students will discuss the following:

- Students describe the place of internship in general without mentioning the name of the place of internship.

2.2. Internship Activities

- Students describe all activities carried out during the internship.

CHAPTER 3. DISCUSSION

3.1. Theoretical basis

Students describe theories related to the topic of the Internship Report.

3.2. Analysis

- Students describe the case / problem which is the topic of discussion.
- The description of the case / problem includes the background, its substance, and the impact (if any).
- Students analyze the case / problem using relevant theories or methods.
- Analysis does not describe the theory, but uses theory to explain and compare with the cases / problems raised.
- The description of the theory or method must provide valid and reliable references.

CHAPTER 4. CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusion

Students conclude their opinion about the case / problem being analyzed.

4.2. Recommendation

- Recommendations related to the results of the analysis in Chapter 3.
- Recommendations regarding things that need to be improved by the organization where the apprentices are apprentices and to staff / employees as a whole.
- Recommendations about things that need to be improved by the study program which are perceived as weaknesses that contribute to the limitations of students during internships.

CHAPTER 5. SELF REFLECTION

Self reflection

- Students provide descriptions of positive things received during lectures that are useful / relevant to work during the internship.

- Students provide an explanation of the benefits of apprenticeship for soft-skills development and the lack of soft-skills they have.
- Students provide an explanation of the benefits of apprenticeship for the development of cognitive abilities and their lack of cognitive abilities.
- Students identify the keys to success at work based on their experience at the internship.
- Students provide an explanation of the plan for self-improvement / development, career, and further education.

2.3. Draft Student Scientific Week Guidelines

2.3.1. General Description

Scientific week is an activity that must be carried out by students during the break from Semester II to Semester III. Students are required to make presentations on research topics to be carried out (Background, Research Gap, Problem Formulation, Literature Review, Previous Research, Thought / Framework) to Undip Masters of Management lecturers and students for 5 minutes. Students attach an approval sheet for the design of scientific research articles (see Appendix VIII). The implementation of the Scientific Week is in accordance with the regulations for the implementation of the Scientific Week from the Undip Master of Management Study Program. The scientific week certificate is one of the requirements for registering for the RUPT exam.

2.3.2. Writing system

The composition of student scientific writing consists of:

- i. Scientific Article Title Page
The title page must meet the SOP set by the program (see Appendix VII)
- ii. Content Format
The format of scientific research content / content is divided into a qualitative and quantitative research format as follows:

2.3.3. Quantitative Research Format

1. The beginning (introduction).
It is a brief description of the main background of the problem (description of business phenomena and research gaps) and the main research problem described in a maximum of 2 paragraphs or half a page spacing of 1.5.
2. Literature Review
3. Description of the main hypotheses which is equipped with the main references supporting the hypothesis.
4. Research models or models for solving problems in accordance with the hypothesis.
5. KPT (Theoretical Framework) / Model description can be in the form of mathematical formulas, statistics or pictographic images.
6. Population, sample and data collection techniques.
7. Indicators of each variable and their source. It can also be a draft questionnaire.
8. Bibliography

9. The manuscript is typed in Times New Roman 10 font with 1.5 spaces on A5 size paper with neat binding. Cover in blue.

2.3.4. Qualitative Research Format

1. The beginning (introduction).
It is a brief description of the main background of the problem (description of business phenomena and research gaps) and the main research problem described in a maximum of 2 paragraphs or half a page spacing of 1.5.
2. Literature Review
3. A brief description of the theoretical references that will be used in the research.
4. A frame of mind or a model for answering research questions, can be pictographic images.
5. Qualitative approach to be used.
6. Population, sample and data collection techniques.
7. Interview questions.
8. Bibliography.
9. The manuscript is typed in time new roman 10 font with 1.5 spaces on A5 size paper with neat binding. Cover in blue.

2.3.5. Systematics of Scientific Week Exposure Slides

The systematics of the slides presented in the scientific week program consists of 7 slides with the following format:

1. Slide I contains the student's title, Undip logo, name and NIM.
2. Slide II contains the Gap Phenomenon and Gap Research. Gap research is the result of a review of previous research. Students can read the following references:
 - a. Müller-Bloch and Kranz (2015), A Framework for Rigorously Identifying Research Gaps in Qualitative Literature Reviews.
 - b. - There is a video on how to get gap research.
3. Slide III contains the Problem Formulation and Research Questions
4. Slide IV contains references to previous theories / research
5. Slide V contains a theoretical framework (quantitative) or a framework (qualitative). For mixed methods, adjust according to the chosen approach.
6. Slide VI contains the Research Method Approach used. For example: quantitative - SEM, qualitative - phenomenology, or mixed methods - triangulation.

7. Slide VII contains the following:
 - a. Quantitative: indicators for each variable, or it can be a statement in a questionnaire.
 - b. Qualitative: a list of interview questions to answer research questions.
 - c. Mixed Methods: adjust points (a) and (b) according to the selected mixed methods approach.

2.4. Draft RUPT Exam Guidelines

2.4.1. General Description

The RUPT is a prerequisite for passing the Research Project II course in semester III. For students of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University who have not passed the RUPT exam are deemed not entitled to continue to the next semester, get a "C" score for the Research Project II course and have to repeat the Research Project II course at semester IV.

The RUPT exam can be carried out if the student has carried out an internship / business case writing, collected 4 training points and participated in a scientific week, proven by a certificate. The RUPT examination must be carried out no later than the end of semester III at the time of the Final Semester Examination. Students who have not carried out the RUPT examination in the third semester are declared not to have passed the Research II course and are required to repeat them in the fourth semester.

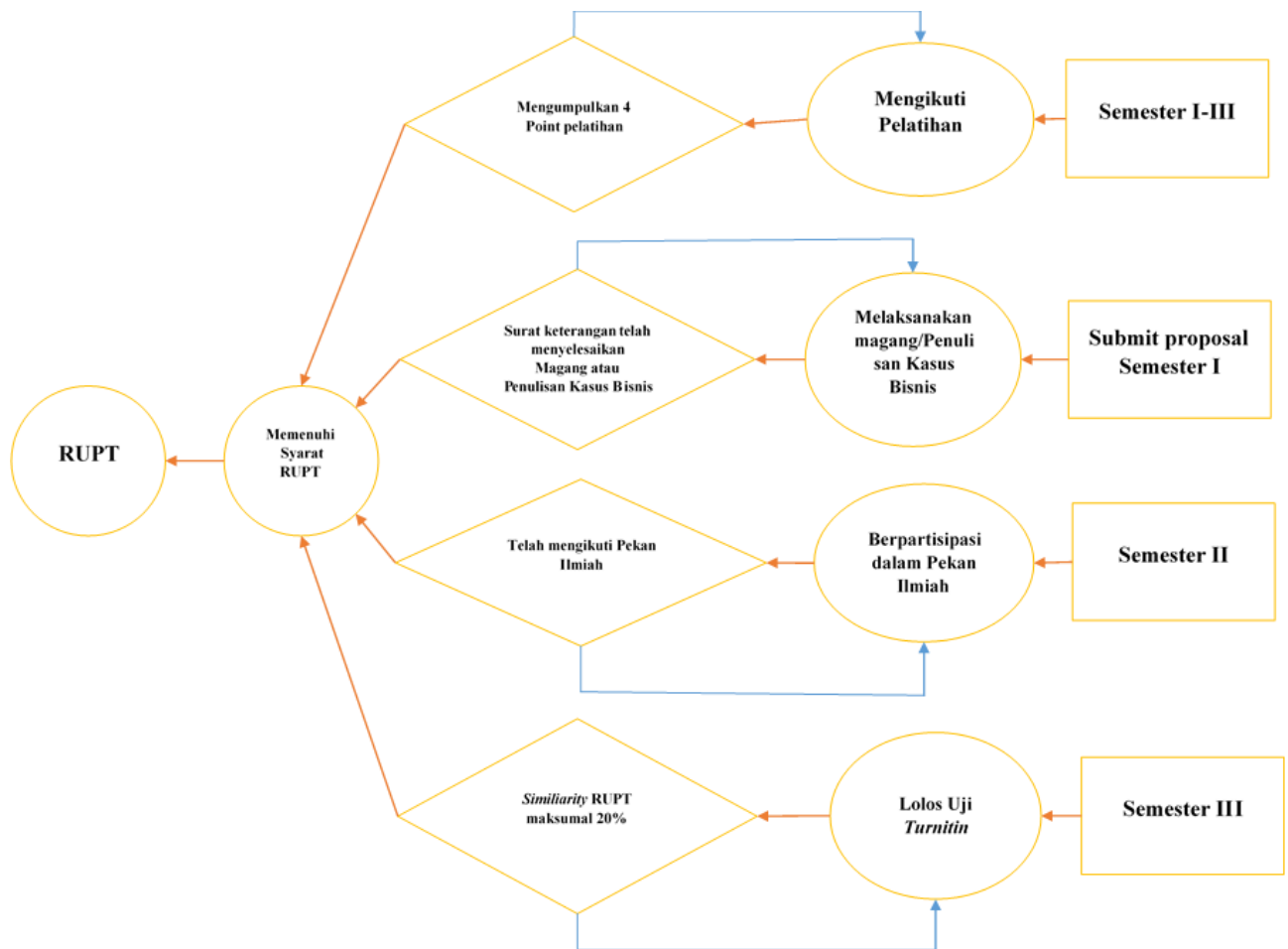
Students who are indicated to have cheated in the RUPT submission process (for example: plagiarism test, data collection, etc.) will be subject to sanctions / penalties in the form of postponing the RUPT exam registration permit for 1 month from the date of the incident. After students carry out the RUPT exam, students must complete their thesis within 6 months from the date of the RUPT. Students who exceed the time limit are required to retake the RUPT.

2.4.2. Requirements

Students of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University are required to meet the following requirements before being able to apply for the RUPT exam, including:

2.4.2.1. Requirements Framework

In general, the requirements of the RUPT can be described by the following flow:



Framework 2. RUPT Exam Requirements

2.4.2.2. Pre-Requirements for the RUPT Exam

The following are some of the pre-requirements that must be met before students apply for the RUPT exam, including:

1. Students have already submitted internship reports or business case writing
2. Students have participated / carried out scientific research
3. Students have accumulated certificates equivalent to 4 (four) points from 18 (eighteen) training points provided by the Study Program.
** Types of training can be seen in the section which will be explained later in the Supporting Activities Chapter in this book.
4. The RUPT proposal has passed the turnitin test (maximum similarity of 20%)

2.4.2.3. RUPT Exam Requirements

The following are general requirements that students must meet before taking the RUPT exam, including:

1. Fill in the Application Form for the RUPT exam, enclosing:

- a. The draft RUPT with 6 white cover (mica), which already has the approval signature from the supervisor
 - b. Photocopy of SPP payment slip up to the last semester
2. Clothing for the exam:
 - a. Man: Shirt and tie
 - b. Woman: Blazer
3. Bring a photocopy of the journal used (at the time of the exam)
4. Submission of the exam no later than 4 days before the time of execution (excluding Saturday / Sunday)
5. Submit 2 copies of the revised research proposal approved by the assessor to the Master of Management Program no later than 2 (two) weeks after the exam. If it is more than that period, it is considered invalid and must re-perform the RUPT exam.
6. Requirements must be complete, the academic section does not accept incomplete files. * requirements can be downloaded at
- 7.** If a student is accepted / passed the RUPT exam, the student will make a statement of ability to complete the thesis within 6 months after the RUPT exam and compile a timeline for the completion process.

2.5. Draft Thesis Examination Guidelines

2.5.1. General Description

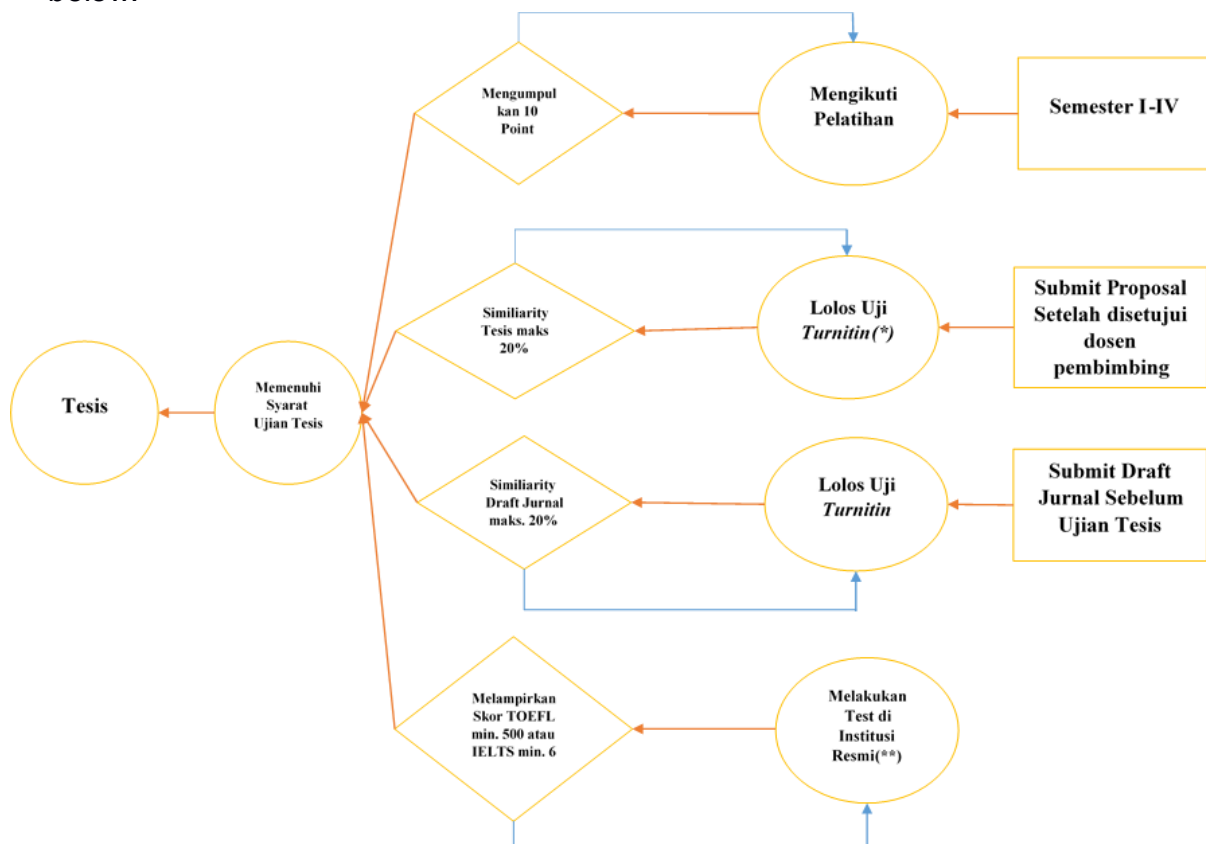
Students of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University must pass the thesis examination first as a condition of graduation and graduation. Students who do not pass the thesis examination are required to repeat the thesis examination in order to pass

Thesis Examination is conducted after students have completed all courses. To be able to do the Thesis examination, students must first submit a Thesis Research Proposal Design (RUPT) which will be tested no later than the end of semester III.

The new thesis examination can be carried out after the student meets the requirements which will be explained later in the Thesis Exam Guidelines section below. Procedures, procedures for implementation, preparation and examination of the RUPT and Thesis can be seen in the Guidelines for Writing Thesis Research Proposals and Master Thesis Management UNDIP.

2.5.2. Requirements for Submission and Thesis Examination

Before being able to carry out the Thesis examination there are several pre-requirements that must be met by students, including the flow framework shown below:



Framework 3. Thesis Exam Requirements

1. Students have accumulated certificates equivalent to 10 points from the 18 training points provided by the Study Program.
2. Thesis and journal document proposals have passed the turnitin test (maximum similarity of 20%). (*)
3. Students have submitted journal drafts approved by the supervisor.
4. A minimum TOEFL score of 500 or a minimum IELTS score of 6.0. (**)

(*) The plagiarism check flow can be seen in the Checking Flow and Conditions section *turnitin* RUPT and Thesis.

(**) TOEFL is held by an official institution recognized by the study program (the official organizing institutions in question include SEU Undip, UNNES, UGM, UI, CLT Unika or from official ITP TOEFL organizers)

Note: Students who are indicated to have cheated will be subject to sanctions in the form of suspension of examination permits for 1 (one) month from the time the sanctions are given.

2.5.3. Obligations of Thesis Examination Participants

The following are the obligations that must be fulfilled by the Thesis Examination participants:

1. Students fill out the application form for the Thesis examination by attaching:
 - a. There are 6 copies of the Draft Thesis (white mica cover) which have been signed by the thesis supervisor.
 - b. Free letter of financial administration from the finance department of the MM Undip Program.
 - c. Photocopy of library free letter from the MM Undip Program library.
 - d. Legalize a Toefl certificate from a language institution with a minimum score of 485 (for students up to batch 49), a minimum TOEFL score of 500 or an IELTS score of 6.0 (for students class 50 and above) and is valid for a maximum of 2 (two) years.
 - e. TOEFL or IELTS is held by an official institution recognized by the academic study program of the Undip Master of Management (the official organizing institutions in question include SEU Undip, UNNES, UGM, UI, CLT Unika or from the official ITP TOEFL organizers).
 - f. Photocopy of Pre MM and KHS semester 1,2,3 certificates with a minimum GPA of 3.00 and a minimum concentration course value of B.
 - g. Photocopy of the journal used and the questionnaire from the respondent (brought during the exam)

* If there is no questionnaire must provide a certificate from the place of research

2. Clothing for the exam:
 - a. Men: Shirts and ties

b.Women: Blazer

3. Regarding the revision of the Thesis:
 - Thesis revisions must be submitted no later than 2 weeks from the date of the examination. If the time limit is exceeded, students are required to take a retest in the following semester and will be charged a study extension fee.
 - If the thesis exam is nearing the deadline for graduation registration, then the revision of the thesis must be submitted no later than 2 days after the graduation registration deadline.
4. Fill in the statement letter giving the right to dissemination (dissemination of research results) to the MM Undip Study Program (Form attached)
5. Submission of revised Thesis follows the latest direction from the study program

2.5.4. Requirements for Passing the Thesis Examination

1. Thesis assessment is carried out based on predetermined conditions (see the MM Undip Thesis writing guidebook).
2. The thesis test score for those who have passed is A or B. If there are two examiners giving a C then the student is declared not passing.
3. The test results are divided into 3 (three) categories as follows:
 1. Students are declared to pass unconditionally with grades A or B.
 2. Students are declared to pass conditionally, that is, if the thesis still needs substantial improvement and / or technical writing, but no retest is required.
** Thesis revision is done in a maximum of 2 (two) weeks, and the results of the Thesis correction are sufficiently evaluated by the supervisor team.
 3. Students are declared not graduating. In this case students are required to correct and take the Thesis examination again, within 3 (three) months.
4. If a student has advanced 3 (three) times the Thesis examination (with 2 test exams), but still does not pass, the student can take part in a special program in accordance with the academic regulations of the MM Undip Program.

The Master of Management Study Program, Faculty of Economics and Business, Diponegoro University provides several other programs / activities, apart from the main activities described in Chapter 2 previously. The aim of this program is to prepare and support student competencies so that they are ready to enter the world of work.

This chapter will describe several supporting activities. The activities in this chapter, apart from being a means for students to improve their competence, but also some of the activities in this chapter are prerequisites that must be followed before being able to carry out the activities in Chapter 2. The supporting activities in question include training and certification programs held by study programs. . In addition, it also explains the support flow, namely the turnitin check line.

3.1. Draft List of Training List

3.1.1. General Definition of Type of Training

In order to provide provision and develop the competence of students, the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University organizes several types of training that students can participate in each semester, including:

No	Type of Training	Points
1.	Training and guidance for conducting research	2
2.	Google Scholar Training	2
3.	Paraphrase Training	2
4.	Mendeley training	2
5.	Amos & SPSS training	2
6.	PLS training	2
7.	Mixed Methods Training	2
8.	Qualitative Method Training	2
9.	Table Manner Training	2
Σ Points		18

Table 4. List of Training Organized by Prodi

Each training as listed in the table above will be given a certificate / point equivalent (see table). Students are required to collect a minimum certificate / points as a pre-condition for joining the following programs:

- a. RUPT (certificate equivalent to 4 training points)

- b. Thesis Exam (certificate equivalent to 10 training points).

3.1.2. Mandatory Choice

Students of the Master of Management Study Program are free to choose the type of training they want to attend. However, there are types of training that are available **mandatory** by students. This is adjusted to the method that will be used by students in making research. The options are classified as follows:

	Research methods		
	Qualitative Method	Quantitative Method	Mixed Methods
Mandatory training	Thesis Writing Training	Guide to doing research	Thesis Writing Training
	Paraphrase Training	Paraphrase Training	Paraphrase Training
	Mendeley training	SPSS & Amos / PLS	Mendeley training
	Qualitative Method Training	Mendeley training	Mixed Methods Training

Table 5. List of Required Training

3.1.3. Time of Implementation of the Training

The training will be held by the study program in each semester with the following time requirements:

No	Type of Training	Execution time		
		Day	Date	Punch
1.	Training and guidance for conducting research	Saturday	TBA	07.30 - 09.30
2.	Google Scholar Training	Saturday	TBA	07.30 - 09.30
3.	Paraphrase Training	Saturday	TBA	07.30 - 09.30
4.	Mendeley training	Saturday	TBA	07.30 - 09.30

5.	Amos & SPSS training	Saturday	TBA	07.30 - 09.30
6.	PLS training	Saturday	TBA	07.30 - 09.30
7.	Mixed Methods Training	Saturday	TBA	07.30 - 09.30
8.	Qualitative Method Training	Saturday	TBA	07.30 - 09.30
9.	Table Manner Training	Saturday	TBA	07.30 - 09.30

Table 6. Time of Implementation of the Training

* The date of the implementation will be announced later at the beginning of each semester.

3.2. Draft Guidelines for the Publication of Scientific Papers / Proceedings / Conference Paper.

3.2.1. General Description

As a pre-requisite for taking the final thesis examination, students of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University are required to submit a journal draft as a requirement for registering for the thesis examination. For students who do not want to draft a journal, it can be replaced with proceedings or paper conferences.

3.2.2. Journal Draft Provisions

The submitted journal draft must meet the requirements and conditions applicable to the study program as follows:

1. The journal draft has passed the turnitin test (maximum similarity of 20%)
2. The journal draft has been approved by the supervisor (proven by the Supervisor's signature)

3.2.3. Proceedings / Paper Conference Provisions

Students can replace the journal draft with a conference proceeding or conference paper with the following conditions and flow:

1. The conference that was followed was an international level conference organized by reputable institutions.
2. The results of the conference were published in proceedings.
3. The conference that was followed contained the names of the students involved along with the names of their supervisors.

3.3. Draft Certification Program

3.3.1. General Description

Starting in 2019, the Undip Master of Management Study Program offers a professional certification program that students can participate in. Currently, the available certification programs are as follows:

1. CSPP (Certified Supply Planning Professional),
2. CSSP (Certified Strategic Sourcing Professional),
3. CWLP (Certified Warehouse and Logistics Professional),
4. CSCP (Certified Supply Chain Professional),
5. CPIM (Certified In Production And Inventory Management),
6. CLTD (Certified In Logistics Transportation And Distribution),
7. Supervisory Level HR Management,
8. WPPE (Securities Trading Brokerage Representative).

The implementation of the Certification Program will be carried out in the Undip FEB environment. Students can see announcements related to the certification program offered each month on the notice board for the Master of Management Study Program.

3.3.2. Certification Programs Offered

1. CSPP (Certified Supply Planning Professional)

1.a. Program Description

The certification holder of this program will be deemed to have mastered and certified as a professional in the field of supply planning. This program will cooperate with official professional certification providers. With 4 days of training and 1 day of testing.

1.b. Competence

The competencies offered in this program are included in two main modules:

Module 1: Supply Chain Planning and Demand Management

a. Supply Chain Planning:

- Key definitions and concepts
- Role in Strategy
- Financial Impact and EVA (Economic Value Added)
- Supply Chain Maturity

b. Sales and Operations Planning:

- The foundation of S & OP
- Inputs, Outputs and S & OP Agenda and Requirements

c. Demand management:

- Demand Planning and Forecasting
- Fulfillment and ATP (Available to Promise) Requests / Orders

Module 2: Supply Chain Management and Inventory Planning

a. Supply Management:

- Distribution & Transportation Planning
- Production Planning & Scheduling
- Material Requirements Planning

b. Inventory Planning:

- Inventory Planning
- Trade-off Management (supply and demand management)

c. Implementation of Sales and Operations

- S&OE basics
- S & OE Input, Output and Agenda

2. CSSP (Certified Strategic Sourcing Professional)

2.a. Program Description

The holder of this program certification will be deemed to have mastered strategic resources and is considered capable of processing these resources into tools that add value and competitive advantage to the organization. The CSSP program certifies students' ability to provide great value to their organization in terms of generating the most efficient costs, quality management, risk management skills, sustainability, supply continuity, capital preservation, and relationships with strategic suppliers.

This program will cooperate with official professional certification providers. With 6 days of training and 1 day of testing.

2.b. Competence

The competencies offered in this program are included in 2 (two) main modules:

Module 1: CSSP Training Program Content

a. Key Points of Strategic Resources:

- Analysis of the Porto folio

- Business Needs Analysis
- Supplier Evaluation and Selection
- Price Model
- Market Analysis
- Opportunity Analysis
- Risk Analysis
- Resource Development and Strategy
- Supplier Relationship Management

b. Strategic Sourcing Tools and Techniques:

- Difference in price and cost
- Category segmentation
- Price Model and Stakeholders Area
- Advanced Cost Cost Analysis
- Deconstruction Price
- Importance of Cost Analysis
- Collaborative Purchasing
- 5 Step Cost Analysis
- Target Costing

c. Management Category: Strategic Sourcing Implementation

- Importance of Category Management
- Expenditure and Opportunity Analysis
- Stakeholders Involvement
- Business Needs Analysis
- Category segmentation
- Supplier Research
- Supply Market Research
- Category Competition and Competitive Bidding
- Contract Management and Supplier Relations using the Category Management Tool

Module 2: Supplementary Material

- Resource Recommendations
- Introduction to Category Management and Strategic Resources
- Management and Stakeholder Engagement
- Business Needs Analysis
- Opportunity Analysis
- Competitive Offer
- PACE and Price Analysis
- Financial Analysis 1: Planning and Meeting
- Financial Analysis 2
- Supply Market Analysis
- Risk management

- Deconstructing Price 1: Ask, Price Harmonization, Volume Aggregation, and Historical Analysis
- Deconstructing Price 2: Comparative Analysis and Price
- Deconstructing Price 3: Creating Competition
- Deconstructing Price 4: The Importance (Should) of Cost Analysis
- Deconstructing Price 5: Possible Cost Analysis
- Supplier Relationship Management and Optimization
- Performance Contract
- Project Scoping
- Source Strategy Development
- Supplier Selection

3. CWLP (Certified Warehouse and Logistics Professional),

3.a. Program Description

CWLP is a program held for those who want to get professional certification in the field of warehousing and logistics. This program will cooperate with official professional certification providers. With 4 days of training and 1 day of testing.

3.b. Competence

The competencies offered in this program are included in 2 (two) modules:

Module 1: The Essence of Warehouse & Logistics

a. Warehouse Management:

- Warehouse Management Basics
- Order Management
- Inventory Operations
- The importance of packaging

b. Logistics Management:

- Logistics Basics
- Mode of Transport
- The value of managing Logistics
- Scheduling and Planning
- Cost and Service Optimization Network Design Process
- Transport Network Size & Requirements

Module 2: Warehouse & Advanced Logistics

a. Trends and Strategic Warehouse Management

- Technology Trends in Warehousing
- Key Performance Indicators
- Customer satisfaction

b. Modern Logistics Trends:

- Risk management
- 3PL and 4PL concepts
- Lean Logistics
- Main Transportation Functions and Operations
- Transportation Management System (TMS)
- Supply Chain Simulation Tool
- On-call delivery
- Global Logistics & Trade

4. **CSCP (Certified Supply Chain Professional)**

4.a. **Program Description**

This program will cooperate with official professional certification providers. With 6 days of training and 1 day of testing.

4.b. **Competence**

The competencies offered in this program are included in three main modules:

Module 1: Supply Chain Design

Supply chain design is an integral part of enabling organizations to compete and gain advantage in today's dynamic business environment. The supply chain strategy must match the organization's strategy and business plan, support the value proposition, and take advantage of core competencies.

The supply chain design builds on a supply chain strategy, through identifying business and customer needs, identifying the desired future state, and then developing a follow-up plan to reduce the gap in order to achieve the desired supply chain design in the future.

Module 2: Supply Chain Planning and Implementation

Supply chain planning (S&OP) is the process of estimating and adjusting future client demands with existing capacity and supply. While the implementation of the Supply Chain (S&OE) is a process in the form of procurement, warehousing and transportation that is needed to control and provide visibility of goods through the supply chain.

Module 3: Supply Chain Improvement and Best Practices

A good supply chain is not only required to be reactive but also anticipatory which can be realized through modeling and planning to prevent possible risks. The supply chain must continuously perform, and create and implement improvement plans. The supply chain must also ensure that it complies with standards, regulations and adopts sustainable best practices.

5. CPIM (Certified In Production And Inventory Management)

5.a. Program Description

This program will cooperate with official professional certification providers. With 18 days of training and 1 day of testing.

5.b. Competence

The competencies offered in this program are included in 5 main modules:

Module 1: Supply Chain Management Basics

The basic concepts in managing the complete flow of materials in the supply chain from supplier to customer are covered in the module. Basics of this module cover the manufacturing, distribution services and retail industries. This includes the fundamental relationships in the design, planning, execution, monitoring and control of occurrences.

Module 2: Resource Master Planning

Provides insight into supply and demand planning for medium to long term independent demand, focusing on processes such as: demand management, sales and operations planning (S&OP), distribution, planning, master scheduling.

Module 3: Detailed Scheduling and Planning

Provides an overview of: Inventory policies, planning concepts, and techniques that support the scheduling and detail of manufacturing and service planning, Scheduling and planning techniques that translate plans at the primary planning level into requirements that can be obtained and produced with the resources available to the company, project management techniques; and supplier relations that help manage the supply of products and services.

Module 4: Operations Implementation and Control

Describe the importance of the influence of strategic and business planning in the organization's manufacturing environment. Describes the effect of selecting a manufacturing process on execution and control of operations (ECO) and describes the options posed by the interface

between detailed scheduling and planning (DSP) and ECO. This distinguishes between material requirements planning (MRP) which is based on an implementation system or not in authorizing production in a flow shop operation.

Module 5: Strategic Resource Management

Studying strategic planning in the internal and external environment. The strategic planning in the external environment includes identifying 10 dominant industry features, explaining competitive advantage in the five-forces competition model, and mentioning at least 10 other factors that drive industry effectiveness and competition among competitors. Meanwhile, strategic planning in the internal environment includes explaining the main outputs of the SWOT analysis, listing the key success factors used in assessing competitive strength, and explaining the importance of determining price competitiveness among existing competitors.

6. CLTD (Certified In Logistics Transportation And Distribution)

6.a. Program Description

This program will cooperate with official professional certification providers. With the implementation of training for 8 days and 1 day test.

6.b. Competence

The competencies offered in this program are included in 8 main modules:

Module 1: Logistics and Supply Chain Overview

Logistics is at the core of supply chain management. The basic concepts in this include managing logistics as a cohesive system, understanding the tradeoffs involved in presenting a logistics strategy that is aligned with the organization's strategy, and finding the mix that is most effective. Continuous measurement and improvement is emphasized as a way to meet and exceed the challenges of globalization as well as increasing customer expectations on logistics.

Module 2: Capacity Planning and Demand Management

Logistical capacity planning and related decisions depend on efficient forecasting, so it is important to understand the concept of forecasting and its implementation of logistics decisions. This includes how logistics play a role in balancing the existing supply and demand.

Module 3: Order Management

The essence of the logistics process is customer orders that can move logistics. Order management activities include a variety of tasks aimed at planning, designing, and controlling processes in the management and execution of customer orders. The main objective of this process is the

creation of good customer relationship management because every decision and activity required by logistics must be in accordance with the wishes of the customer. So that the final output is the creation of long-term customer loyalty and satisfaction.

Module 4: Inventory Management and Warehousing

Inventory and Warehousing Management involves maintaining inventory levels in line with business strategy and objectives, supporting supply and demand balance, while protecting inventory values. Warehouse management also requires the movement (in and out) of products and materials efficiently, safely, and with the least possible damage. Technological developments and business practices require warehouse management to create new processes to adapt to new distribution channels and customer expectations.

Module 5: Transportation

Transportation is a means of moving goods from the place of production to the place where the goods will be consumed. Logistics professionals are responsible for managing this. Advances in technology and transportation have expanded market competition both domestically and internationally so that the demand for economical transportation costs is increasingly being considered as a means of competitive growth. The choice of transportation facilities taken by organizational logistics professionals has become increasingly diverse.

Module 6: Global Logistics Considerations

For global logistics managers, success in international trade is often influenced by a number of key components such as; (1) Infrastructure and systems of export destination countries, (2) applicable regulations in each destination country, (3) requirements for import duties on goods, transportation and applicable modes of transportation, (4) applicable agreements related to terms of sale, payment methods and applicable financial terms, (5) The process of determining the currency used as terms of payment. The ability to coordinate these components is a skill that must be mastered by logistics managers.

Module 7: Logistics Network Design

A good transportation and warehousing network design allows a match between supply and demand. To achieve this involves selecting the optimal number, location, and type of warehouse facilities, supported by both manual and automated decision tools. Risk management can help logistics managers deal with uncertainty and produce more realistic results.

Module 8: Reversing logistics and sustainability

In managing their product returns, companies around the world use reverse logistics in a way that actually converts backflow into a quantifiable flow of value that not only contributes to the profitability of the organization, but also strengthens its Tripple-Bottom-Line.

7. Supervisory Level HR Management

7.a. Program Description

This program will cooperate with official professional certification providers. With the duration of the training for a total of 6 days and a test of 1 day.

7.b. Competence

The competencies offered in this program are included in the following 14 main modules:

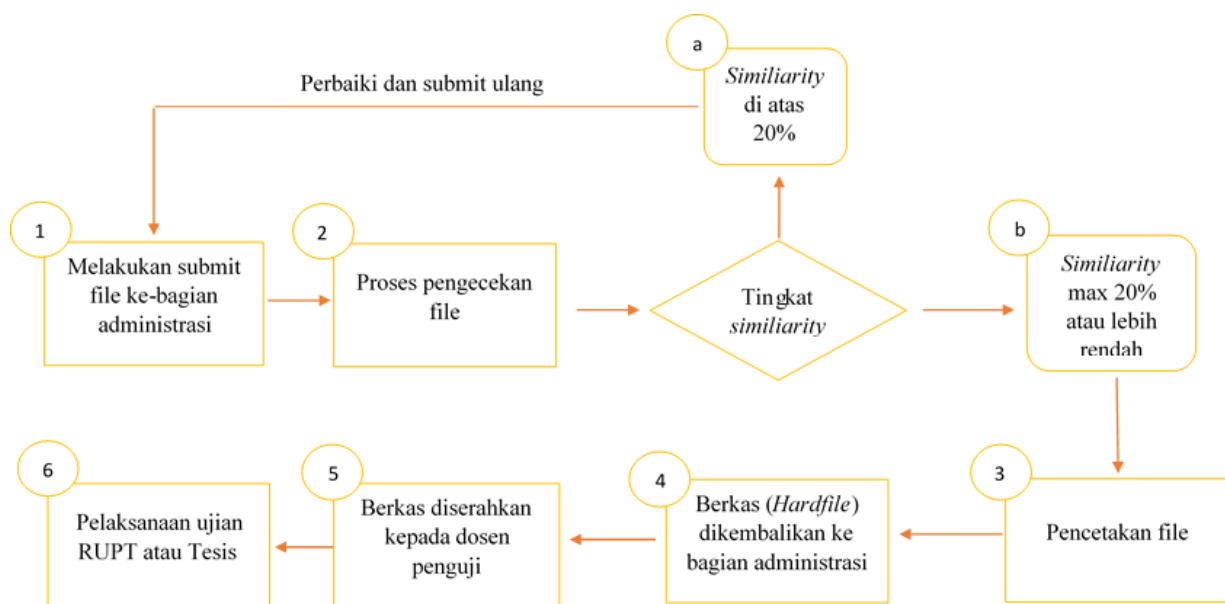
- Modul 1. Creating a Prospective Worker Sourcing Plan**
- Modul 2. Conducting Job Offers to Prospective Workers**
- Modul 3. Performing a Worker Placement**
- Modul 4. Carry out an Orientation Program**
- Modul 5. Carry out Learning and Development Activities**
- Modul 6. Evaluating the Implementation of the Overall Learning and Development Program**
- Modul 7. Handling Worker Grievances at the Organizational Level**
- Modul 8. Carry out the fulfillment of workers' normative rights**
- Modul 9. Carry out a work relationship in accordance with the laws and regulations**
- Modul 10. Implementing Discipline Workers at the Organizational Level**
- Modul 11. Carry out Wage Administration**
- Modul 12. Evaluating Worker Satisfaction on Worker Administration Services**
- Modul 13. Make a Work Agreement**
- Modul 14. Submitting Part of the Work Implementation to Other Companies**

3.4. Draft RUPT Turnitin Check Flow and Thesis

3.4.1. Check Flow

Before students can propose for the RUPT or Thesis examinations, one of the pre-requirements that must be fulfilled is attaching the RUPT or Thesis files of students who have passed the turnitin test. In order to reduce fraud committed by students, the Master of Management Study Program starting in 2019 has set an update to the flow.

The following is the flow of checking files that must be followed by students of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University:



Framework 4. Checking flow of turnitin RUPT and Thesis

3.4.2. Flow Description

1. Students make submissions through the Administration section of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University.
2. Files will be checked using turnitin by the Administration section of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University. With the following possibilities:
 - a. If the file does not pass turnitin (similarity above 20%), then the student is obliged to correct it and repeat step (1),
 - b. If the file passes turnitin (maximum similarity of 20%), the administration department will copy the file to the photocopy partner for printing.

3. The administration section will copy the files for printing.
4. Files that have been printed will be returned to the Administration.
5. The files in stage (4) will be submitted directly to the examining lecturer by the Administration section
6. Implementation of the RUPT or Thesis exam can be done

ANNEXES

Attachment I

FORMAT AND SAMPLE OF WRITING

SUMMARY OF SCIENTIFIC JOURNAL

No .	Authors	Topic	Sample	Data	Analysis	Context	Measures	Main Findings
1	Amason, Shrader, and Tompson (2006)	Top management team characteristics and new adventure performance	174 new ventures	Archival data (longitudinal)	Hierarchical regression	US	Sales growth, profitability, stock market returns	Novelty interacts with characteristics of top management team and affects performance. Interaction of novelty and diversity is positively associated with performance.
2	Aspelund, Berg-Utby, and Skjevdal (2005)	Initial internal resources as antecedents of survival	80 NTVB	Archival data, follow-up surveys (longitudinal data)	Linear regression	Norway, Sweden	Survival (hazard rate)	Smaller team and higher degree of diversity increase likelihood of survival.
3	Baron and Ensley (2006)	Opportunity recognition of experienced and novice entrepreneurs	88 experienced, 106 novice entrepreneurs	Questionnaire	Context analysis	US	Business opportunity attributes	Business opportunity prototypes of experienced entrepreneurs are better defined and more related to factors regarding starting and running new ventures.
4	Barringer, Jones, and Neubaum (2005)	Characteristics of rapid-growth firms and their founders	50 rapid-growth firms, 50 slow-growth firms	Case Studies	Context analysis	US	Rapid growth, slow growth	Founder characteristics and firm attributes are important to generate rapid growth.

Table 7. Example of Journal Summary (tabular form)

Attachment II

**FORMAT AND SAMPLE OF WRITING
BUSINESS CASES**

A. FORMAT COVER WRITING OF BUSINESS CASE

*Format cover which applies in writing business case reports are as follows:



BUSINESS CASE WRITING TITLE
(Case Study in Company)

**(In order to fulfill the final semester I and pre-requirements for RUPT examination,
Master of Management Study Program, Concentration , Class Class)**

Supporting lecturer :

By:
NameNIM

B. Writing Example

- * Write a long Business Case +/- 3000 words. The format and allocation of business case writing is composed of three components, including 2000 words of narration, 100 words of questions, and 900 words of answers.

CASE STUDY OF COMPENSATION MANAGEMENT RELATED TO THE DEMAND OF INCREASED WAGE OR COMPENSATION BY EMPLOYEES WHO ARE AT OLD AGE

(Study at the Hotel Company Wisma Sargedede Yogyakarta)

I. Descriptive Narrative Case Study of Wisma Sargedede Hotel Compensation Management

Padmo Sardjono, a grocery store entrepreneur founded a bus company under the name PO. Sargedede in 1961. Starting with a fleet made of wood, Sargedede dominated the Yogyakarta - Kaliurang and Yogyakarta - Wonosari route. In 1972, the management of the company, which was characterized by a yellow bus, shifted to Suparmadi, the only son of the founder of Sargedede. In Suparmadi's hands, this company has grown rapidly because since 1980 Sargedede has pioneered the growth of tourist buses in Yogyakarta and Central Java by initiating tour packages to Jakarta and Bali. Thanks to this tour package, hundreds of agencies and schools have entrusted their trip to Sargedede.

With the increasing popularity of Yogyakarta as one of the tourism icons in Indonesia, many tourists, both local and foreign, have started to flood Yogyakarta. This was anticipated by the PO. Sargedede by establishing a hotel with the name Wisma Sargedede in 1995. The original purpose of the establishment of Wisma Sargedede was only to accommodate the PO tour participants. Sargedede from outside the city and outside the island in order to get decent but affordable accommodation during peak season in Yogyakarta. When it started its operations, Wisma Sargedede provided 32 rooms with non-AC facilities. The choice of non-AC room facilities is because the market segment of Wisma Sargedede is students with a limited budget but still prioritizes comfort. In its development, Wisma Sargedede which later took the form of a Limited Liability Company

business entity, not only accepting guests from PO. Sargedede only but was also often appointed by several government agencies as a location to organize various trainings for (at that time) civil servants. Therefore, to meet the needs, 3 meeting rooms have been built at this business location. Improvements in room facilities have also begun to be carried out, namely by adding air conditioning, spring beds, TV and bathrooms with showers in each room.

With the better development of the company, in 2010 a catering division was opened at Wisma Sargedede. Within a short period of time, this new division was growing very rapidly. In addition to serving hotel guests who stay overnight, Wisma Sargedede catering also provides consumption for weddings, birthdays as well as training and seminars outside the hotel. In fact, since 2015, Warung Saerah has also been established, a restaurant targeting the student segment.

Currently the number of employees of Wisma Sargedede consists of 18 permanent employees, 2 contract employees and 19 assistants. The take home pay of permanent employees consists of:

1. Basic salary
2. Positional allowance
3. Non-permanent allowance (award for years of service)
4. Daily attendance
5. Incentives / bonuses are given every month based on sales earned by Wisma Sargedede

Facilities for permanent employees are:

1. BPJS Health and Employment
2. Mobile and credit for Managers and Supervision
3. Eat during work shifts
4. Uniform
5. Some employees with good achievements were sent for Umrah.

Meanwhile, contract employees will receive a take home pay:

1. Basic salary
2. Daily attendance

In addition, contract employees also receive the following facilities:

1. BPJS Health
2. Eat during work shifts
3. Uniform

As for assistants are hired for two divisions, namely in the kitchen and housekeeping divisions. For the calculation of wages it is calculated based on the number of days in which will be given to assistants every Saturday. Besides that, the assistants also get food facilities while working.

The growing business sector that Wisma Sargedede was engaged in, which was balanced with the increasing number of employees (at that time), made the company inseparable from internal problems. Some of the problems faced by Wisma Sargedede include that most of the permanent employees have worked at this company since it was founded so that they are over 45 years old so that it affects their performance in the company. Many of them, for economic reasons, also do other jobs outside the company such as opening a shop at home, becoming a private driver and even an online motorcycle taxi. This also has a negative impact on their performance. When running night shifts, employees with side jobs cannot work optimally because they are tired, so they sleep more at work. In addition, some employees suffer from diabetes mellitus, so they quickly feel tired and then easily drowsy during working hours.

Not comparable to what they have done, these problem employees are dissatisfied with the salary they have received. They are also jealous of the salaries received by their colleagues in other divisions. Whereas for the company itself, during the low season, it is a struggle to be able to pay and provide bonuses for them. This happened because of the low occupancy rates of hotels and delayed payments for jobs originating from government projects.

The company policy of providing too many facilities for employees also made matters worse. Bonuses should not be given every month, but only when the company earns excess profits. However, because this tradition has existed since Wisma Sargedede was founded, employees are accustomed to receiving many facilities, once one of the facilities is reduced, such as a delay in bonus payments or a policy of reducing the frequency of work, causing them to be dissatisfied. As a result, in the last 3 months there has been a massive turnover where many permanent employees, contracts and assistants have resigned. Their reasons vary, among others, as mentioned above, are dissatisfaction with the salary they receive, work that is too heavy is not balanced with the number of employees,

The occurrence of a large turnover is of course very influential on the running of the company. Employee turnover that too often results in the company having to recruit new employees and hold training for them. Even though many new employees

enter and leave, there are some old employees who still work at Wisma Sargedede. And most of them are employees with a service period of more than 15 years.

One day, a case was discovered, in which one of the old employees named Pak Agus suddenly met the Director of Hotel Wisma Sargedede. Mr. Agus is an employee in the household division who has worked for 30 years at Hotel Wisma Sargedede. Pak Agus, who is an old employee, goes to the Director, because he feels he has had enough time to work to get a salary increase (even though so far he has been given a salary increase in accordance with the position and tenure of service). So that Pak Agus faces to propose a salary increase. The increase in salary requested by Mr. Agus is actually based on economic needs which he feels are getting higher. However,

The director explained that the increase *take home pay* will be carried out based on employee work appraisals by supervisors in each division within the company. The assessment is carried out for a certain period, then the supervisor will assess whether or not an employee will get a salary increase. This is of course inversely proportional to employee performance, especially for employees over 45 years of age whose performance has decreased compared to younger and more productive employees. In fact, Mr. Agus himself is an old employee who is 50 years old, like his peers whose performance has declined in the company.

Of course, Pak Agus' request made a little of the HRD manager and the Director is confused, whether to fulfill Pak Agus' request for a salary increase because Mr. Agus is an old employee, or withholding Mr. Agus' request and allowing the assessment to take place first from the supervisor. Pak Agus' request made the director of Hotel Wisma Sargedede think about how to increase his salary while Mr. Agus was no longer in a productive age like other young employees.

In every company, especially in the private sector, the problem of age is certainly one of the obstacles when someone is over 45 years old or over productive age. Over 50 years of age are indeed very vulnerable to the issue of salary, on the one hand at the age of 50 years and over, of course, household needs will increase, and on the other hand the intensity of work is getting denser and more cannot be achieved, this is what causes companies to be confused about providing salaries, or granting them. request for salary or other compensation.

II. Case Questions

Based on the description of the case above, several questions can be asked about the case that occurred in order to find a solution to the problem. Based on the problems or cases that occurred at Wisma Sargedede Hotel, our group asked the following questions:

1. What things should be evaluated regarding Mr. Agus' work so that the HRD can propose a salary increase to the Director of the Sargedede Hotel Company?
2. Considerations based on the company's internal structure will focus on job-based compensation or individual-based compensation (skills, competencies)?
3. What factors should be prioritized between the content, value or external competition of the company in providing compensation to employees?
4. What method is easiest to use to evaluate the work of an employee, in this case, for example, Mr. Agus, who is no longer productive?
5. What managerial decisions are most suitable for dealing with cases of salary increase requests from employees who are no longer productive, such as Mr. Agus?

III. Answers and Solutions

Based on these questions, answers and solutions can be given as follows:

1. Things that must be evaluated are related to Mr. Agus' work, for example one of the employees who demands a salary increase due to the increasing demands of life needs, it is better if the supervisor in the household section who monitors the work of Mr. Agus must always pay attention to the performance and skills of Mr. Agus, whether he still looks dexterous whether they are diligent and productive or not, because now Mr. Agus has entered his old age or is not of a productive age. If in his daily life Mr. Agus still looks nimble, skilled, diligent and disciplined at work and is no less than other younger employees, then granting Mr. Agus' request is not impossible as long as the employee can contribute maximally to the company.

Another solution that can be given is by providing other compensation, such as giving a bonus based on the length of work, for example Mr. Agus has worked for 30 years and received a bonus award of Rp. 5,000,000, - this will be very possible to reduce Mr. Agus' desire to ask for a salary increase, in principle the company always wants to make a profit, so if seen from the portion of the gift it is paid Rp. 5,000,000, - as a bonus reward for 30 years of work, it will be more

efficient than giving a salary increase of Rp. 200,000, - to Pak Agus or other employees until retirement.

2. Considering that in this case, employees who are over 45 years old and even up to 50 years old, the consideration of giving compensation will focus more on work-based compensation. This is because Mr. Agus from the beginning entered the Wisma Sargedede Hotel company acting as an employee of the household section who did not allow him to be transferred to other sections or fields, considering that Mr. Agus' skills and skills were very limited, especially when he entered his old age.

The internal solution that can be done by the Wisma Sargedede Hotel company is to prepare a replacement for Mr. Agus by recruiting younger and more productive employees and being given a larger portion of the work than Mr. Agus, but these new employees are not given compensation or a higher salary than Mr. Agus. In fact, it is given lower because it is still new, in the end Mr. Agus will psychologically realize his current ability as he has entered his old age.

3. Basically all factors of content, value or external competition of the company must be considered, but in dealing with the problems that occur in this case, it must prioritize the value or value side, because in principle, company leaders or company owners must be able to respect and understand the needs of their employees, especially those who have high loyalty to the company. Regarding the problem of Pak Agus, the consideration given is in terms of loyalty and full dedication, for that the company must provide an effective and efficient solution.

The alternative solutions that can be given include giving bonuses based on length of work, giving bonuses based on the age of the workers, giving bonuses based on performance, giving bonuses based on the intensity of attendance discipline and other things that have an impact on increasing company performance so that companies can get the maximum profit size and can prosper its employees, and it is not impossible that they will still be able to compete with other competitors outside the company.

4. The easiest method to use to evaluate the work of employees, in this case, for example, Mr. Agus, who is no longer productive, is to use the "conduct job analysis" method or do a job analysis, whether the work done by Mr. Agus can still be said to be productive for company or not, then is it still appropriate to be given more compensation if it is no longer productive?

The solution that can be taken is by comparing Mr. Agus with employees who are younger than him, based on this evaluation, the leadership can provide an explanation to the person concerned whether it is still possible or not to grant the wish of the person concerned who in this case wants a salary increase.

5. Managerial decisions are very sensitive and have an impact on all employees, for that in this case the managerial decisions that are taken must consider many things, among others; analysis of the work performed by employees, job descriptions or job descriptions that serve as guidelines for employees in doing their jobs and more importantly pay attention to the hierarchy and rules or policies that apply in determining employee salary increases and other compensation.

Apart from that, what a manager must do is to make an explicit approach to employees, especially those who have entered their old age, so that employees will feel more valued for their loyalty, so that in the end requests for a salary increase or compensation that do not have a productive impact on the company can be avoided. .

Such is the description of the case that occurred at the Hotel Wisma Sargedeg Yogyakarta company, in which case there was a case of request for a salary increase by one of its employees who had entered old age, namely Mr. Agus, who had entered the age of 50 years. The conclusion that can be drawn is a salary increase at the request of an employee cannot be immediately given because it has to consider various factors and many things such as employee productivity, performance, evaluation of the work performed and several alternative solutions that can be given to employees, in this case. Pak Agus as one of the employees who proposed a salary increase.

Attachment III

APPLICATION FORM FOR AN Internship

Internship Semester:..... Academic Year 20... / 20...

Student name	
NIM	
Company where the internship is held:	
Company name	
Authorized Official	
Name of Authorized Officer (contact person)	
Student Work Units During Internships	
Company's address	
No. Phone & Cellphone	
No. Fax	
Internship Start Date	
Internship Completion Date	
Internship Period	
Number of applicants for apprenticeship in the same institution at the same time or nearby	

Semarang,

Apprentice student

(.....)

Filled by the Study Program:

Checked		Approved	
Date,	By,	Date,	By,
	(.....)		(.....)

*) For students who are looking for their own place of internship, the form must be attached with the company profile of the candidate for the internship

Attachment IV

STATEMENT FORM

COMPANY AVAILABILITY

Name of company / agency	
Address	
No. Phone / Fax	
E-mail	

We are willing / Not willing to accept FEB Undip students of Master of Management Study Program as many as students with the following names:

- 1.
- 2.
- 3.
- 4.
- 5.

For internships in our company starting on in the division / section
..... ..

Semarang,

(.....)

* Full Name and Stamp of the Company

*Please send this sheet back to the Secretariat of the Master of Management Study Program,
Faculty of Economics and Business, Undip*

Cross out unnecessary

* Minimum Manager Level

Attachment V

CONSULTATION / GUIDANCE REPORT



Master of Management Study Program
Faculty of Economics and Business
Diponegoro University

Consultation Date:
Consultation To:

Semester : 20 / 20

Name :
.....

NIM :

Report Type : Internship report

Internship Report Title:

*** Revisions that have been made from the previous Consultation Review**

.....
.....
.....
.....

*** Reviews / Comments from Advisors**

.....
.....

(Attach Supplementary sheet if this is not sufficient)

Supervisor

(.....)

Attachment VI

**STATEMENT FORM
AWARENESS OF GUIDANCE**

In order to improve my study load in the first semester of the Master of Management Study Program, FEB, Diponegoro University. I hereby:

Name :
NIM :
No. Phone /
Email :
Force : Semester : Class :

Declare that during my internship / business case writing I am able to provide guidance with the supervisor at least 2 (two) times face to face a month.

Thus I make this statement with full awareness and full responsibility as a student of the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University. If I violate the statement in this letter I am willing to accept the consequences in accordance with the provisions of the study program.

Semarang,

stamp*

(.....)
NIM.

* Stamped with 6000 stamp duty and signed by the declaration maker

Attachment VII

Format of Scientific Article Title Pages

STRATEGIC MANAGEMENT CONCENTRATION

DETERMINANTS OF COMPETITIVE ADVANTAGE OF PACKAGING WATER INDUSTRY IN JAVA

Logo: Lh x lb = 2.5 x 2

Times New Roman, 11 Bold



Times New Roman, 10 Bold

Times New Roman, 10 Bold

Scientific articles

Delivered in Scientific Week

In the Master of Management Program

Faculty of Economics and Business

Times New Roman, 10 Bold

Times New Roman, 10 bold

Arranged by:

DJATMIKO SAPUTRA

NIM. C4A980017

**MASTER STUDY PROGRAM MANAGEMENT POST GRADUATE PROGRAMS
UNIVERSITY OF DIPONEGOROSEMARANG2018**

Times New Roman, 10 Bold

Attachment VIII

Approval Page Format of Scientific Article Draft

SCIENTIFIC ARTICLE DESIGN APPROVAL

The undersigned declare that
Scientific article entitled:

DETERMINANTS OF COMPETITIVE ADVANTAGE OF PACKAGING WATER INDUSTRY IN JAVA

Times New Roman, 11 Bold

**Compiled by Djatmiko Saputra, NIM 12010097410086
has been approved for submission at Scientific Week
on February 2018**

Times New Roman, 10 Bold

Times New Roman, 10 Bold

Advisor,

Prof. Dr. Augusty Ferdinand, MBA

Attachment IX

**Company Willingness Declaration Form
and / or Willingness of Resource Persons**

I am the undersigned party, acting on behalf of:

Name of resource person / company	
Position / Division	
Address	
No. Phone / Fax	
E-mail	

I state that I am willing to be a resource person for the student with the name NIM

And in connection with this, I have agreed to be asked for information in the interview process and the information I provided was used for the purposes of fulfilling the business case writing assignment given by the Master of Management Study Program, Faculty of Economics and Business, Diponegoro University.

Thus I have signed this statement with full awareness and full responsibility without any coercion from any party.

Semarang,

stamp*

(.....)
NIM.

- * Stamped with 6000 stamp duty and signed by the declaration maker
- * Full Name and Stamp of the Company (if any)