

# *Feasibility Study of Magister Management Program in Universitas Pendidikan Ganesha*

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**Abstract**— *This research aimed to gather empirical data that can be used as a feasibility study of the Magister Management Program at Universitas Pendidikan Ganesha (Undiksha). This research used qualitative research approach. Data were collected by interview and survey technique. Data were analyzed with qualitative research technique. The results of this study can be use as an empirical data for decision making process on magister management program at Undiksha. This research is a feasibility study which is focusing on developing curriculum, analysis of human resources and developing basic competencies for Magister Management Program at Undiksha. This research found that Undiksha has capacity to open magister management program in 2020. Undiksha has human resources and complete facilities to support the magister management program. This research found that the society have strong motivation to pursue postgraduate program in Undiksha. Majority of respondent want to enhance their career prospect through education. Most of the respondent are permanent employee therefore they looking for night class or weekend program. Finally, it can be concluded that Undiksha has market opportunity and capacity to open magister management program.*

**Keywords:** *feasibility study, magister management, need analysis and curriculum*

## I. Introduction

In the midst of globalization and technological development, Undiksha needs to show its existence as a producer of human resources for business and banking industry. Continuous improvement are made to improve the students quality and enhance graduates opportunity to get better career. Undiksha commit to develop students' character and skills to increase students' competitiveness in global competition. Undiksha seeks to open a magister management program to increase students career opportunity in industry. Management consultant, CEOs, business analysts, recruitment consultants, human resources managers, strategy consultants, and corporate

planning specialits are some of the graduate jobs that need higher degree education in business and commerce. For those kind of jobs, managerial skills are pivotal. Thus, magister management program are designed to allow students to improve their managerial skills to enhance their career choices or to obtain higher position in the organization.

This research aims to gather information and empirical data that can be used in the decision making process on the feasibility of magister management program in Undiksha. This is a feasibility study which is focus on extracting information for curriculum development, developing core competencies needed by students and analyze market need for this program.

Based on background explained above, this research aims to: (1) find out society interest to continue their study in master management in Undiksha; (2) find out demand and supply needs of the master management program; (3) create feasibility study of Undiksha's post graduate program in business and management. This research findings can be used in policies making process on opening master of management in Undiksha.

## II. Literature Review

### 2.1 Policy in Human Capital Development in Indonesia

Referring to the National Long-term Development Plan (RPJPN) of 2005-2025, the vision of Indonesia 2025 is "Indonesia is independent and prosperous". In Law no 17 of 2007 concerning RPJPN stated that the vision was pursued through 8 national development missions, as follows: (1) developing noble, moral, ethical, cultured and civilized society based on the Pancasila Philosophy, (2) build competitive nation; (3) developing a democratic society based on law; (4) creating a peaceful, safe and united Indonesia; (5) building equitable development; (6) maintaining beautiful and sustainable Indonesia; (7) building strong character of

Indonesia and (8) building strong international relationship [1].

Based on the vision and mission of the RPJPN 2025, four stages of the national mid-term development plan (RPJMN) are prepared as follows: (1) RPJMN 2005-2009 restructures the Republic Indonesia, and build a safe and peaceful Indonesia, democratic and fair, with a better level of welfare; (2) RPJMN 2010-2014 consolidates the reorganization of the Unitary Republic of Indonesia, improves the quality of human resources (HR), and build science and technology capabilities, strengthens economic competitiveness; (3) the 2015-2019 strengthens overall development by emphasizing the development of economic competitive advantage based on available natural resources, high quality human resources and ability of science and technology; and (4) RPJMN 2020-2024 to achieve an advanced and prosperous Indonesian Society through accelerating development in various field [1].

Reference [2] have proven that the knowledge, skills and knowledge of a manager determine the success of a project. A project manager is required to have high competence so that success is expected to be achieved in terms of time, quality, and costs that have been outlined in the contract. Leaders and company managers are required to be resilient to face the dynamics of change related to market trends and ability to manage resources so efficient according to organizational needs. In meeting the needs of quality managers and superior competitiveness, the government must provide training that can improve the personality of prospective entrepreneurs and managers to be able to have locus control that helps them to successfully organize their careers and businesses [3].

The development of the industry, especially the banking sector in Indonesia, is an opportunity for the master of management program to play a role in improving the quality of human resources in the business and management sector. Based on the projections of the Banking Professional Certification Institute (LSPP), the growth in the need for employees in the banking sector is around 10 percent per year, where in 2014 the number of employees in the banking sector will be 531,235 people. In addition, the development of Islamic banking is very rapid, is a very big opportunity for the master of management study program to continuously develop specialization in learning in the fields of conventional and Islamic banking. percent with a share of 5 - 5.5 percent. Global developments, especially with the enactment of the Asean Economic Community (AEC) in December 2015, are a challenge for master's management study programs to provide global perspectives for graduates and strive for the use of international standards in the administration of education and research. University graduates in Indonesia must be able to compete with workers from other countries. In line with specific advantages in the field of business and banking and the socio-economic development of the community that is getting better, this condition is an opportunity for the Faculty of Economics Undiksha to play a role in printing superior quality human resources in the business and banking sectors.

Juridical Basis for Preparation of Feasibility Study for Study Program

This feasibility study is conducted based on laws and regulations, as follows.

1. Law Number 20 of 2003 concerning the National Education System;
2. Law Number 25 of 2004 concerning the National Development Planning System;
3. Law Number 32 of 2004 concerning Regional Government;
4. Law Number 14 of 2005 concerning Teachers and Lecturers;
5. Law Number 17 of 2007 concerning the National Long-Term Development Plan 2005-2025;
6. Law Number 12 of 2012 concerning Higher Education;
7. Government Regulation Number 19 of 2005 concerning National Education Standards
8. Government Regulation Number 37 of 2009 concerning Lecturers;
9. Government Regulation Number 48 of 2008 concerning Education Funding
10. Government Regulation Number 49 of 2014 concerning National Standards for Higher Education
11. Presidential Regulation No. 8/2012 concerning Indonesia's National Qualification Framework;
12. Minister of National Education Regulation No. 2 of 2010 concerning the Strategic Plan of the Ministry of National Education in 2010-2014, as amended by Minister of National Education Regulation No. 44 of 2010 concerning Amendments to the Minister of National Education Regulation No. 2 of 2010 concerning the Strategic Plan of the Ministry of National Education Year 2010-2014;
13. Regulation of the Minister of National Education Number 29 of 2001 concerning Organizational Work Organization of Ganesha Education University;
14. Regulation of the Minister of National Education Number 43 Year 2008 concerning the Statute of Ganesha University of Education;
15. Regulation of the Minister of Administrative Reform and Bureaucracy Reform Number 17 of 2013 concerning Lecturer Functional Position and Credit Numbers as amended by Regulation of the Minister of Administrative Reform and Bureaucracy Reform No. 46 of 2013 concerning Amendment to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 17 Year 2013 concerning the Lecturer Functional Position and Credit Score; and
16. Minister of Education and Culture Regulation No. 87 of 2014 concerning Accreditation of Study Programs and Universities.

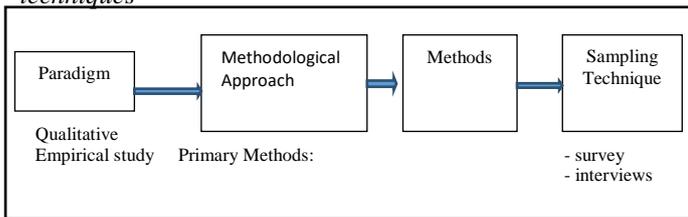
### III. Research Methods

#### **Research Approach**

This research uses qualitative research approach. A qualitative approach is a type of scientific research that involves gathering information from research participants and actors to uncover the meaning and understanding of the issues under study. Most of the data was revealed by the actors in

their own words, unstructured, ambiguous nuances ([4]; [5]; [6]). The research paradigm, approach, method and sampling technique used in this study can be seen in Chart 1.

*Figure 1. Paradigm, methodology, method, and sampling techniques*



Source: Gary, 2004 in Klint (2013, p. 89)

**Study Area and Source of Data**

The research carried out in the north of Bali involving local government, bank employees, hotel staffs and private companies employees and alumni. This research mostly use empirical data which were collected through survey and interviews.

**Data collection techniques**

**1) Interview**

The main idea behind the interview is to reveal people's perspectives and experiences about a particular context. The interview is an exchange of ideas or perspectives between researchers and respondents regarding the topic under study [7].

The interview technique is used in this study because: (1) allows researchers to collect rich and solid empirical data about the topic being studied (Geertz, 1973, as quoted by [7]); (2) can ensure its validity and accuracy; and (3) interviews allow researchers to observe the surrounding environment, ask questions longer and achieve high response rates compared to survey methods [8].

This research managed to interview 15 policy makers in Undiksha and 15 prospective students of master program of management in Undiksha.

**2) Questionnaire**

Reference [5] revealed that surveys are the dominant data collection method in the academic discipline of marketing. The use of questionnaire as the main instrument of data collection in surveys is generally accepted. Surveys are the main instrument of data collection in particular problem in a group [9]. Therefore, the development of each question in the survey questionnaire plays an important role in quantitative research. Reference [10] argues that researchers who utilize quantitative studies must broadly review relevant literature to guide the design and development of research instruments. In addition, as emphasized by [11], the questions set at the beginning of the research action are important guidelines for developing questionnaires. According to [12], surveys provide the most efficient way to collect responses from large samples, especially when each respondent is asked to answer the same set of questions.

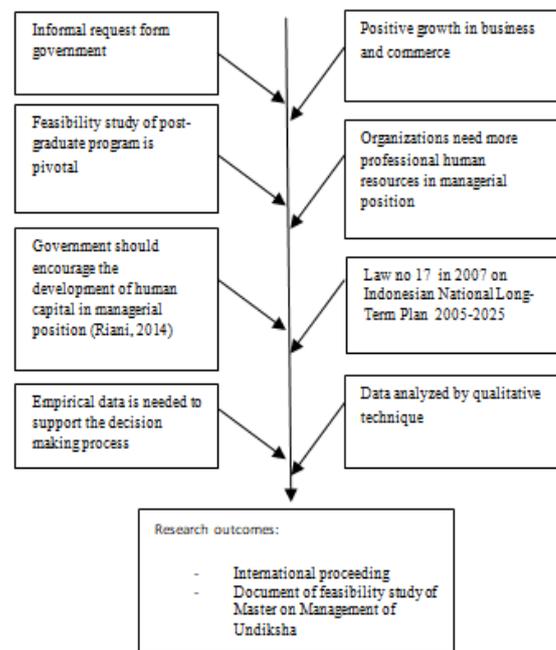
**Sampling Techniques**

This study uses purposive sampling technique to identify key informants in this study. Reference [13] explains that purposive sampling is a way to select study participants based

on their involvement in research and to choose from which researchers can learn the most about major problems or investigations. Criteria for sampling selection by purposive sampling, respondents were chosen because of their ability to provide rich information about the topic under study.

**Research flow and outcomes**

This research is prepared in advance in order to guide the process and the validity of the research results. The research design is a framework for showing the variables studied and describing the steps for each research activity. This research aims to determine the needs level of master level in managerial position in the companies. Research flows in this research can be seen as follow:



**Data Analysis**

The data collected in this study will be analyzed with qualitative data analysis techniques. The thematic approach is used to analyze data. In thematic analysis, after data has been collected, the code is encoded to look for similar themes and patterns and then explore how categorization is presented by code from case to case, from settings to settings. Reference [5] mentions that the main activity of qualitative analysis is reading notes, documents and transcripts, listening to interviews and observation notes, copying data, and encoding, sorting and managing data.

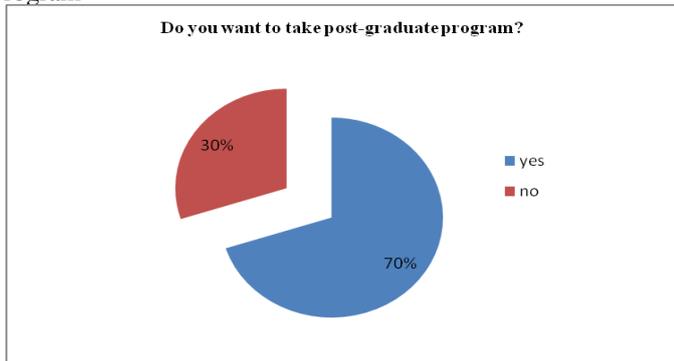
**IV. Findings**

**Demand analysis of Master of Management of Undiksha**

The first focus of this research is to find out the demand of this program. Survey was conducted to get the empirical data on the prospective students opinion regarding the plan to open a new post-graduate program in Undiksha namely, master of management of Undiksha. Out of 100 questionnaire spread out all over offices in the north of Bali, only 60 return and provide valid data. Therefore, it can be said that the respond rate is

quite high, about 60%. The first question was asking whether they want to take post-graduate program to enhance their career or not". 70% of respondents said " YES" that they want to take post-graduate program and 30% said NO.

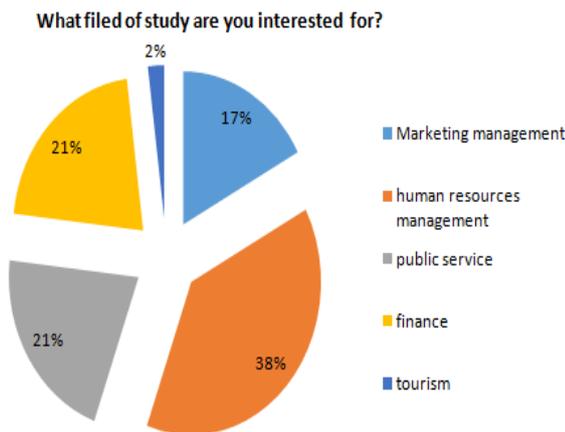
Chart 1. Asking respondent willingness to take post-graduate program



From 30% of respondents that answer "NO", majority said that they too old to take master degree program. 15% said that they do not need to get the post-graduate program and only 7% said that they don't have money to study. For those who answer " YES", 60% said that they want to take post-graduate program to improve their career or position in the future. Some of them said that they want to be an academic (lecturer) and some respondents want to build their managerial skills to improve their business.

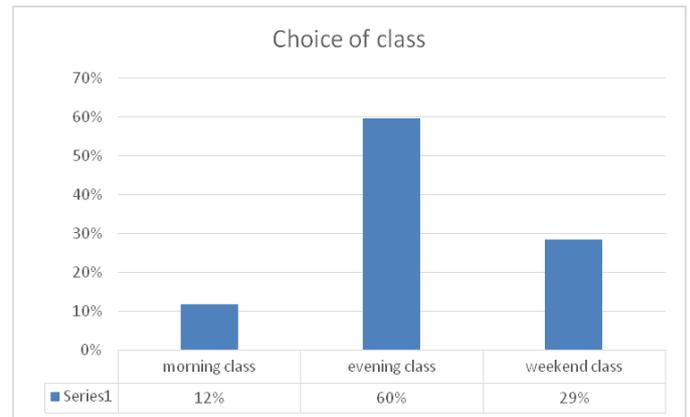
The second question is asking about the field study that the respondent willing to take for their master degree program. The respond for the second question can be seen in Chart 2

Chart 2. Field of Study



As can be seen in Chart 2 that Human resources management is the most favour program (38%). It followed by public service and finance (21%) and marketing management (17%). Only 2% respondent want to take tourism. The third question is asking about the type of class that the respondents would like to join. As can be seen in Chart 3 that 60% prefer evening class, 29% like to join weekend class and only 12% interested in morning class (see Chart 3).

Chart 3. Choice of class



Finally, respondents are asked to explained their push factor to pursue master degree. Most of respondents would like to enhance their career and their opportunity in getting better job. Price and location are not important factors for the respondents. Time is important for respondents perhaps because they already have permanent position in their company.

4.2 . Feasibility of Master of Management in Undiksha

The feasibility study of a Master of Management Program is analyzed using criteria established by the Ministry of Higher Education. The criterias including: (1) Human Resources Criteria; (2) Facilities and Infrastructure Facilities; (3) Curriculum. Based on interviews result with leaders and lecturers, this research found that Undiksha has capability to provide master program on business and management. Undiksha has numerous lecturers that are capable to conduct this prograduate program. Table 1 provides name of lecturers who meet the various criteria set by DIKTI.

Table 1. Profile Lecturers who proposed to give lecturer in master of management in Undiksha

No.	Name	Employment Status	Academic position	Education background			Current homebase
				Bachelor	Magister	Doctor/ Sub-specialist	
1.	Dr. Dra. Ni Made Suci, M.Si	Permanent	Associate Professor			√	Management
2.	Dr. I Wayan Bagia, M.Si	Permanent	Associate Professor			√	Management
3.	Dr. I Nengah Suarmanayasa, S.E., M.Si	Permanent	Senior Lecturer			√	Management
4.	Putu Indah Rahmawati, STT.Par., M.Bus., Ph.D	Permanent	Associate Professor			√	Management
5	Trianasari, Ph.D., CHE	Permanent	Senior Lecturer			√	Management

Those lecturers have numerous publications that can accessed freely in the internet through google scholar.

Undiksha has various facilities and infrastructure that can help in supporting the proposed program. The list of the facilities can be seen in Table 2.

Table 2. List of Infrastructure of Undiksha

No.	Types of room	Number of unit	size (m <sup>2</sup> )	capacity
1	Class room	104	12507	3120
2	Lecturer room	56	2539	70
3	Offices	16	5043	60
4	Library	5	2150	200
5	Garden	1	300	30
6	Outdoor Tennis court	1	800	50
7	Basket ball field	1	300	30
8	Auditorium	1	1760	300
9	Language center	1	120	30
10	Computer center	1	120	30
11	Multi fuction room	1	700	100
12	Seminar room	23	3493	200

### Curriculum Criteria

Higher Education ministry has set of plans and regulations regarding graduate learning outcomes, study materials, processes and assessments that are used as guidelines for organizing learning activities in tertiary institutions. The curriculum must contain learning achievements referring the Permenristekdikti no 44 of 2015 concerning the national Higher Education Standard (SN-Dikti) and its amendements to Permenristekdikti no 50 2018 and description of level 8 Indonesian National Qualification Framework (KKNI) according to Perpres Number 8 of 2012 and which are structured for the achievement of the objectives, implementation mission and vision of the study program.

The graduates of Master of Management of Undiksha are expected to be a manager in various field and become a leader in government institution. With higher managerial skills, alumni have better opportunity to get position as consultant or as entrepreneur.

Whilst, Graduate learning achievement (CPL) is targeted to refer to Permenristekdikti no 44 of 2015 concerning the National Standar for Higher Education and Presidential Decree no 8 of 2012 concerning the Indonesian national Qualification Framework (KKNI).

### V. Conclusion

The economic growth in Bali brings positive impact to employment. Industry need more profesional human resources and the demand for managerial position is increasing. This is an opportunity for Undiksha to establish a post-graduate

program on business and management. Based on findings, Undiksha has capacity and capability to deliver master degree program. Undiksha has human capital, facilities and infrastructure to support this proposed program. The prospective students prefer to have evening class or weekend class because majority of them are permanent employee. Human resources management, marketing management and public service management are the most prospective field of study. Most of respondents would like to enhance their career and their opportunity in getting better job. Price and location are not important factors for the respondents. Time is important for respondents perhaps because they already have permanent employee.

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