LSPR Institute of Communication & Business MASTER PROGRAMME	INSTITUT KOMUNIKASI DAN BISNIS LSPR FAKULTAS PASCASARJANA PROGRAM STUDI MAGISTER ILMU KOMUNIKASI	CODE RPS/PGP/S2/EVEN/SIM
SEMESTER LEARNING PLAN		

SUBJECT	CODE	MK Cluster	WEIGHT (credits)	SEMESTER	Date of Compilation
Strategic Issues Management	MGT7021		3 credits		February 2022

Authority/Approval	RPS Development Lecturer	RMK Coordinator	Head of Study Program
	Rudi Sukandar, Ph.D	Dr. Andika Witono, MM	Dr. Andika Witono, MM

Learning Outcomes	**CPL - Study Program charged to the Constitutional Court**	
	CPL 1 – P3	**CPL 1 – P3** Understand how to use communication theory to solve problems in society and apply it in professional and individual life. *Reason* : This course requires an understanding of strategic communication theory to manage public and organizational issues.
	CPL 2 – P5	**CPL 2 – P5** Developing science and technology in the field of communication and professional practice through research to produce innovative and tested work. *Reason* : Students will analyze strategic issues and develop communication strategies based on data and research.

	CPL 3 – KU3	**CPL 3 – KU3** Able to formulate scientific ideas, thoughts, and arguments responsibly and based on academic ethics, and communicate them to the public. *Reason* : Students need to convey and defend issue analysis scientifically and communicatively.
	CPL 4 – KK2	**CPL 4 – KK2** Produce innovative and applicable work in the field of communication management and public relations strategy. *Reason* : Students will develop communication strategies in response to organizational or public issues.
	CPL 5 – S7	**CPL 5 – S7** Demonstrate a responsible attitude towards work in their field of expertise independently and professionally. *Reason* : Students will be trained to think reflectively and responsibly in formulating ethical and appropriate communication strategies.
	Course Learning Outcomes (CPMK)	
	CPMK 1	Students are able to: ● Analyze the theories and concepts of strategic issue management in the context of organizational and public communications. ● Identifying stages and models of issue management based on social, political and media dynamics. ● Critically assess the role of communication in preventing and responding to issues that have the potential to become organizational crises. **Related CPL** : CPL 1 (P3), CPL 2 (P5)
	CPMK 2	Students demonstrate the following attitudes:

		● Responsible for developing communication strategies that are oriented towards ethical solutions to social and organizational issues. ● Responsive to public issues by considering community interests, sustainability values, and the principles of communication transparency. **Related CPL** : CPL 5 (S7), CPL 3 (KU3)
	CPMK 3	Students are able to: ● Design and present communication strategies to manage strategic issues through a research-based approach. ● Conducting issue management simulations using digital communication media and professional presentation techniques. **Related CPLs** : CPL 2 (P5), CPL 4 (KK2), CPL 3 (KU3)

Final Competence of Each Learning Stage (Sub-CPMK)

Meeting 1
Students are able to explain the basic concepts of strategic issue management and its role in organizational communication.
(CPL: P3, P5)

Meeting 2:
Students are able to identify types of public issues and the stages of their emergence in social and media dynamics.
(CPL: P3, KK2)

Meeting 3
Students are able to analyze the strategic environment of an organization that can trigger issues, including the actors and stakeholders involved.
(CPL: P3, KU3)

	Meeting 4 Students are able to differentiate between reactive and proactive approaches to issue management, as well as relevant communication strategies. (CPL: P5, P3) **Meeting 5** Students are able to evaluate issue management practices from case studies of local and global organizations. (CPL: P5, KK2) **Meeting 6** Students are able to design stakeholder analysis and issue mapping using a data-driven framework. (CPL: P5, KU3) **Meeting 7** : Students are able to develop organizational communication strategies that are responsive to emerging issues. (CPL: KK2, KU3) **Meeting 8 – Midterm Exam** Students are evaluated on their conceptual understanding, environmental issue analysis, and case study-based communication strategies. (CPL: P3, P5) **Meeting 9** : Students are able to assess the impact of social and digital media in accelerating the escalation of organizational issues. (CPL: P3, KK2) **Meeting 10:** Students are able to apply ethical principles and social responsibility in responding to strategic issues. (CPL: S7, KU3)

	Meeting 11: Students are able to conduct crisis communication-based issue management simulations professionally. (CPL: KK2, KU3, S7) **Meeting 12** Students are able to design public communication messages that are sensitive to the context of the issue and the needs of stakeholders. (CPL: KK2, P5) **Meeting 13** Students are able to evaluate the effectiveness of issue management strategies through presentations of field studies or actual case studies. (CPL: KU3, S7) **Meeting 14** Students are able to compile strategic issue management reports based on the results of communication analysis and simulations. (CPL: P5, KU3, KK2) **Meeting 15 – Final Exam** Students will be evaluated on the development and presentation of strategic issue management strategies based on ethics, data, and academic argumentation. (CPL: P3, P5, KU3, S7)
	Correlation of CPL to Sub-CPMK

Sub-CPMK / CPL	CPL 1 (P3)	CPL 2 (P5)	CPL 3 (KU3)	CPL 4 (KK2)	CPL 5 (S7)
Meeting 1	✓	✓			
Meeting 2	✓			✓	
Meeting 3	✓		✓		
Meeting 4	✓	✓			
Meeting 5		✓		✓	
Meeting 6		✓	✓		
Meeting 7			✓	✓	
Meeting 8 (Mid-Term Exam)	✓	✓			
Meeting 9	✓			✓	
Meeting 10			✓		✓
Meeting 11			✓	✓	✓
Meeting 12		✓		✓	
Meeting 13			✓		✓
Meeting 14		✓	✓	✓	
Meeting 15 (UAS)	✓	✓	✓		✓

Brief Description of MK	This course explores the concepts, theories, and practices of strategic issue management in the context of corporate and public communications. Students will learn how organizations identify, analyze, and respond to issues that impact their reputation, operations, and sustainability. The primary focus includes stakeholder mapping, formulating issue communication strategies, and managing communication risks in the digital age. Through an analytical and case study-based approach, students are expected to develop strategic thinking skills and respond to the dynamics of issues in the business and societal environments.

Study Material: Learning materials	**Study Material:** **Learning Materials 1. Basics of Strategic Issue Management** • Definition and scope of issue management • The relationship between issues, crises, and communication strategies • The role of issue management in building organizational reputation **References:** • Book: Jaques, T. (2014). *Issue and Crisis Management: Exploring Issues, Crises, Risk and Reputation* . Oxford University Press. • Journal: Rachmawati, I. (2021). "Issue Management in Public Communication." *Journal of Communication of the Indonesian Communication Scholars Association* , 6(2), 115-128. (Indonesian Journal) • Journal: Heath, RL, & Palenchar, MJ (2016). "Issues Management Integration." *Journal of Communication Management* , 20(3), 215–229. **Learning Material 2. Issue Analysis and Mapping** • Strategic issue analysis methodology • Identification of actors and stakeholders • Analysis of stakeholder power and interests **References:** • Book: Coombs, W.T. (2019). *Ongoing Crisis Communication: Planning, Managing, and Responding* (5th ed.). SAGE Publications. • Journal: Aryani, Y. (2022). "Stakeholder Mapping in Environmental Issue Management." *Journal of Communication Studies* , 10(1), 33-47. (Indonesian Journal) • Journal: Luoma-aho, V., & Vos, M. (2017). "Stakeholder Relationships in Reputation Management." *Corporate Communications: An International Journal* , 22(2), 158–170. **Learning Material 3. Communication Strategy in Managing Issues** • Formulating issue communication strategies • Agenda setting and framing of issues • Information management and transparency **References:**

	• Book: Argenti, PA (2021). *Corporate Communication* (8th ed.). McGraw-Hill Education. • Journal: Nurjaman, T. (2021). "Crisis Communication Strategy in the Digital Age." *Journal of Communication Science* , 19(1), 56-67. (Indonesian Journal) • Journal: Kim, JN, & Krishna, A. (2017). "The Effects of Reputation and Crisis History on Crisis Communication Strategy." *Public Relations Review* , 43(1), 183–192. **Learning Material 4. Crisis and Issue Management in the Digital Era** • The role of social media in spreading and handling issues • Digital technology and issue monitoring • Digital communication ethics in issue management **References:** • Book: Kent, ML (2022). *The Future of Strategic Communication* . Routledge. • Journal: Jin, Y., Liu, BF, & Austin, L. (2021). "Social Media and Crisis Communication: Expanding Horizons." *Journal of Public Relations Research* , 33(3), 157–173. • Journal: Adiyarta, K. (2020). "Ethics and Challenges of Social Media in Public Communication." *Journal of Communication Studies, Brawijaya University* , 12(2), 90–104. (Indonesian Journal) **Learning Material 5. Case Study and Evaluation of Issue Management Strategy** • Evaluation of the effectiveness of issue management strategy • Best practices in dealing with strategic issues • Reflection and simulation of real cases **References:** • Book: Fearn-Banks, K. (2016). *Crisis Communications: A Casebook Approach* (5th ed.). Routledge. • Journal: Verčič, D., & Zerfass, A. (2021). "Strategic Communication and Issue Management." *Public Relations Review* , 47(2), 102-118. • Journal: Hamid, M.F. (2021). "Evaluation of Crisis Communication Strategy in Organizations." *Journal of Communication UIN Jakarta* , 15(1), 77–89. (Indonesian Journal)
Library	**Main**

	- Rachmawati, I. (2021). "Issue Management in Public Communication." *ISKI Journal of Communication* . (Journal) - Aryani, Y. (2022). "Stakeholder Mapping in Environmental Issue Management." *Journal of Communication Studies* . (Journal) - Nurjaman, T. (2021). "Crisis Communication Strategies in the Digital Era." *Journal of Communication Studies* . (Journal) - Kim, J. N., & Krishna, A. (2017). "Reputation and Crisis History." *Public Relations Review* . (Journal) - Jin, Y., Liu, B.F., & Austin, L. (2021). "Social Media and Crisis Communication." *Journal of Public Relations Research* . (Journal) - Adiyarta, K. (2020). "Ethics and Challenges of Social Media." *UB Journal of Communication Studies* . (Journal) - Hamid, MF (2021). "Evaluation of Crisis Communication Strategy." *Journal of Communication UIN Jakarta* . (Journal
	Supporters
	Supporting Library: 1. Kriyantono, R. (2017). "Public Relations Communication Strategy in Building Organizational Reputation." *Journal of Communication Science* , 14(1), 1–12. (Journal) 2. Rosyidi, CN (2019). "Digital PR in Corporate Communication Strategy." *Indonesian Journal of Communication* , 8(2), 103–114. (Journal) 3. Jin, Y., & Austin, L. (2020). "Examining Publics' Crisis Responses on Social Media." *Public Relations Review* , 46(1), 101–116. (Journal) 4. Putri, DW (2021). "Reputation Crisis Management Through Social Media." *Journal of Communication Studies* , 9(1), 47–56. (Journal) 5. Yuliana, D., & Fadillah, N. (2022). "The Effectiveness of Digital Media in Improving Corporate Image." *Journal of Professional Communication* , 6(1), 25–37. (Journal) 6. Solis, B. (2018). *Lifescale: How to Live a More Creative, Productive, and Happy Life* . Wiley. (Book)

	7. Cutlip, S. M., Center, A. H., & Broom, G. M. (2015). *Effective Public Relations* (11th ed.). Pearson. (Book)
Instructional Media	Software: Power Point, Google Form. Hardware: Computer, *Infocus, Whiteboard,* Marker.
Supporting lecturer	
Course Requirements	

Sunday to-	Final ability of each learning stage (Sub-CPMK)	Evaluation		Form of Learning; Learning Methods; Student Assignments [Estimated Time]		Learning materials	Assessment Weight (%)
		Indicator	Criteria & Techniques	Offline	Online		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Students are able to explain the basic concepts of strategic issue management and its role in organizational communication.	Able to understand the basic principles of issue management.		Explanation of material (120'), discussion and questions and answers (30')		Books: Jaques, T. (2014). *Issue and Crisis Management* . Oxford University Press. (Book)	5%
2	Students are able to identify strategic issues and conduct stakeholder mapping.	Able to analyze stakeholders and communication issues.		Explanation of material (120'), discussion and case study (30')		Journal: Aryani, Y. (2022). *Stakeholder Mapping* . Journal of Communication Studies. (Journal)	5%
3	Students are able to develop communication strategies in dealing with organizational issues.	Able to formulate an issue communication approach.		Explanation of material (120'), communication strategy		Books: Cornelissen, J. (2020). *Corporate Communication: A Guide to Theory and Practice* . SAGE. (Book)	5%

				simulatio n (30')			
4	Students are able to evaluate the organization's response to issues developing in society.	Able to assess the effectiveness of issue handling.		Case study (120'), panel discussion (30')		Journal: Coombs, W.T. (2021). *Crisis Communication Theory and Practice* . Public Relations Review. (Journal)	5%
5	Students are able to design issue monitoring systems and communication mitigation strategies.	Able to prepare an issue management system plan.		Explanati on of material (120'), group discussion (30')		Book: Regester, M. & Larkin, J. (2015). *Risk Issues and Crisis Management* . Kogan Page. (Book)	5%
6	Students are able to analyze media framing in strategic issues.	Able to evaluate the influence of media on the formation of public opinion.		Explanati on of material (120'), analysis of media content (30')		Journal: Eriyanto. (2015). *Framing in Media Discourse Analysis* . Journal of Communication. (Journal)	5%
7	Students are able to develop proactive communication strategies on potential issues.	Able to prepare anticipatory communication plans.		Communi cation strategy simulatio n (120'), group discussion (30')		Journal: Zerfass, A. et al. (2020). *Strategic Communication and Issue Management* . Journal of Communication	5%

						Management. (Journal)	
8	Mid-Semester Exam (UTS)	Evaluation of understanding and application of issue communication strategies.		Case study exam or written test		Reference to previous material	10%
9	Students are able to assess the relevance of crisis communication theory in dealing with strategic issues.	Able to apply communication theory in the context of issues.		Explanation of material (120'), literature study (30')		Books: Coombs, W.T. (2019). *Ongoing Crisis Communication* . SAGE. (Book)	5%
10	Students are able to explain ethical principles in strategic issue management.	Able to develop ethical communication policies.		Explanation of material (120'), discussion of code of ethics (30')		Journal: Bowen, S.A. (2016). *Ethics in Strategic Communication Management* . Public Relations Review. (Journal)	5%
11	Students are able to present strategic issue analysis based on field research.	Able to present data and interpretations academically.		Group presentation (120'), reflective discussion (30')		Book: Neuman, WL (2013). *Social Research Methods* . Pearson. (Book)	10%
12	Students are able to apply an interdisciplinary approach in	Able to integrate social, political and cultural perspectives.		Explanation of material (120'),		Journal: Tjahjono, HK (2020). *An Interdisciplinary Approach to Public*	5%

	managing strategic issues.			discussion of cross-sect or case studies (30')		*Issues Management* . Jurnal Komunika. (Journal)	
13	Students are able to analyze the role of social media in escalating or de-escalating issues.	Able to identify relevant digital communication strategies.		Explanati on of material (120'), study of social media trends (30')		Journal: Jin, Y. et al. (2021). *Social Media in Crisis and Issue Communication* . Journal of Public Relations Research. (Journal)	5%
14	Students are able to compile recommendations for organizational communication strategies based on issue analysis.	Able to produce strategic issue analysis reports.		Final report presentati on (120'), joint review (30')		Book: Kent, ML (2022). *The Future of Strategic Communication* . Routledge. (Book)	5%
15	Final Semester Exam (UAS)	Final evaluation of the ability to compile strategic issues management for the organization.		Case study based exam or final project presentati on		Reference to previous material	10%

Approved, Date: Head of the study program	Checked, Date: Course Coordination/Field of Expertise	Created, Date: The lecturer in question
(...........................)	(……………………)	(...)
Check : Quality Assurance Unit (...)		

Notes:

1. Study Program Graduate Learning Outcomes (CPL-PRODI) are the abilities possessed by each PRODI graduate which are the internalization of attitudes, mastery of knowledge and skills according to the study program level obtained through the learning process.
2. The CPL charged to a course is a number of learning outcomes of study program graduates (CPL-PRODI) which are used to form/develop a course consisting of aspects of attitude, general skills , specific skills and knowledge.
3. Course CP (CPMK) is a capability that is specifically described from the CPL that is assigned to the course, and is specific to the study material or learning material of the course.
4. Sub-CP Course (Sub-CPMK) is a capability that is specifically described from SPMK that can be measured or observed and is the final capability planned at each stage of learning, and is specific to the learning material of the course.
5. Indicators for assessing abilities in the process and results of student learning are specific and measurable statements that identify the abilities or performance of student learning outcomes accompanied by evidence.

6. Assessment criteria are benchmarks used to measure or quantify learning achievement in assessments based on established indicators. Assessment criteria serve as guidelines for assessors to ensure consistent and unbiased assessments . Criteria can be quantitative or qualitative.
7. Assessment techniques: tests and non-tests
8. Forms of learning: Lectures, Responses, Tutorials, Seminars or equivalent, and/or other equivalent forms of learning.
9. Learning Methods : *Small Group Discussion, Role-Play* & *Simulation, Discovery Learning, Self-Directed Learning, Cooperative Learning, Collaborative Learning, Contextual Learning, Project Based Learning, and* other equivalent methods.
10. Learning materials are details or descriptions of study materials that can be presented in the form of several main and sub-main topics.
11. The assessment weight is the assessment percentage for each sub-CPMK achievement, the amount of which is proportional to the level of difficulty of achieving the sub-CPMK, and the total is 100%.
12. **TM**= Face to Face, **PT**= Structured Assignment , **BM**= Independent Learning.

No	Forms of Learning Blended Learning (On-Line/E-Learning)	EL
1	*E-Learning Videos*	EL-1
2	*Discussion at Forum*	EL-2
3	*Video Conference or Webinar (Web Seminar)*	EL-3
4	*E-simulation using software*	EL-4
5	*Vlog Presentation*	EL-5
6	*Writing Paper Online*	EL-6

Assessment Components:
The assessment process in this course is divided into 4 components, including the following:

a. **Presence.**
   This component has a point value of **10%** of the total face-to-face meetings in class.
b. **Task.**
   During each semester, students are required to complete a minimum of four assignments, consisting of two independent assignments and two group assignments. These assignments are given twice before the midterm exam and twice after the midterm exam, or before the final exam. The total assignments are worth **40% of the points** .
c. **UTS (Mid Semester Exam).**
   The mid-term exam (UTS) is conducted in the eighth week of the semester. It assesses students' final abilities based on the learning material/topics from the first to seventh semesters. The UTS can take the form of a written exam, presentation, independent or group assignment, or other tasks, depending on the learning method. The UTS grade is weighted at **20%.**
d. **UAS (End of Semester Exam).**
   The final exam (UAS) is conducted in the 16th week of the total number of meetings. The UAS assesses students' final abilities based on the learning material/topics planned from meetings 9 to 15. The UAS can take the form of a written exam, presentation, independent or group assignment, or other forms, depending on the learning method. The UAS grade is weighted at **30%.**

Assessment Rubric

Level/Grade	Numbers/Scores	Job Description/Indicators

A	90.00 – 100	This is the achievement of superior students , namely those who follow lectures very well, understand the material very well and are even challenged to understand it further, have a high level of proactivity and creativity in seeking information related to the material, are able to solve problems with perfect accuracy and are even able to recognize real problems in society/industry and are able to propose solution concepts.
A-	85.00 – 89.99	This is the achievement of students who follow lectures very well, understand the material very well, have a high level of proactivity and creativity in seeking information related to the material, and are able to solve problems/assignments with very good accuracy.
B+	80.00 – 84.99	This is the achievement of students who follow lectures well, are able to understand the material and are able to solve problems/assignments with very good accuracy.
B	75.00 – 79.99	This is the achievement of students who follow lectures well, are able to understand the material and are able to solve problems/assignments well.
B-	70.00 – 74.99	This is the achievement of students who follow lectures well, are able to understand the material and are able to solve problems/assignments quite well.
E	≤79,99	This is the achievement of students who do not carry out assignments and do not understand the material at all.