



SUMMARY

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Based on the Rector's Decree No. 5/IT3/OT/2015 dated January 30th, 2015 on the Establishment of the School of Business, Bogor Agricultural University (SB-IPB), The Graduate School of Management and Business IPB (MB-IPB) are integrated and become part of SB-IPB. Changes in the status from MB-IPB into SB-IPB, which are equivalent to a faculty, requires a strategic plan for a larger organization based on the resources and capabilities available today with future challenges. SB-IPB strategic plan becomes increasingly important given the magnitude of the programs offered, a greater expansion in terms of structure, and certainly changes in tasks with a greater scope. Strategic planning is needed for SB-IPB to be more focused and more clearly define and achieve its vision as well as more responsive in anticipating environmental changes that are fast and competitive in the future.

The purpose of this study includes 1) analyze internal and external factors that influence the development of SB-IPB, 2) analyze SB-IPB's strategic foresight, 3) designing the strategic architecture of SB-IPB, 4) analyze competency gaps between existing competencies and what is needed in the strategic architectural design, and 5) make an action plan for the strategic architecture. This research was conducted in November 2014 until April 2015 at the School of Business, Bogor Agricultural University (SB-IPB), Jl. Pajajaran Bogor 16151. The method used is descriptive research in the form of case studies. Research stages were divided into four: 1) the stage of environmental scanning aimed to collect information about the internal and external environments of SB-IPB is using PESTEL and VRIO, 2) the stage of strategic foresight which consists of foresight analysis using futures wheels methods, interpretation using four quadrant analysis method and foresight prospecting using strategic thinking, 3) gap analysis phase, and 4) the stage of preparation of the action plan.

VRIO analysis on internal resources of SB-IPB shows that the main advantages of SB-IPB are its reputation and curriculum. Other internal resources such as human resources, facilities, finance, alumni, teaching methods, and student body when compared with similar programs in the same strategic group such as UI, ITB, UGM, and PPM are assessed to be a competitive parity. Furthermore, the results of the PESTEL analysis indicates SB-IPB external environment provides development opportunities for SB-IPB to achieve competitive advantage. The result from SB-IPB foresight analysis shows that there are four main issues faced by SB-IPB in achieving its competitiveness, they are : institutions, curriculum, globalization and changes in the business world.

Based on the stages of research that has been mentioned before, a strategic architecture is designed starting from 2015 to 2019, namely the development and strengthening of institution and curriculum in the first year, strengthening SB-





IPB's networking with various institutions and businesses in the second year, strengthening the internationalization program in the form of improving of quality standards as well as internationalization of SB-IPB in the third year, as well as the strengthening of SB-IPB's excellence through various improvement and innovation program, and is expected in the fifth year, SB-IPB can become a center of educational excellence in the field of management and business.

Results of the gap analysis between the competencies currently available in SB-IPB and competencies expected in the future based on previous strategic architecture is worth -1.397. Furthermore, based on IPA analysis, variables that should be prioritized its performance by SB-IPB is the utilization of scientific excellence, IPB's research and innovation to support the development of SB-IPB, the use of e-learning in the learning process, the development of information technology which integrates both SB-IPB and IPB, the development of a career development center for graduates of SB-IPB, improving the business consulting services and business training as well as the development of e-learning curriculum.

Key words: strategic architecture, school of business, strategic foresight

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