



MAGISTER MANAJEMEN PENDIDIKAN TINGGI
SEKOLAH PASCA SARJANA UGM

BAGIAN IV: EVALUATION OF HIGHER EDUCATION MANAJEMEN PERFORMANCE

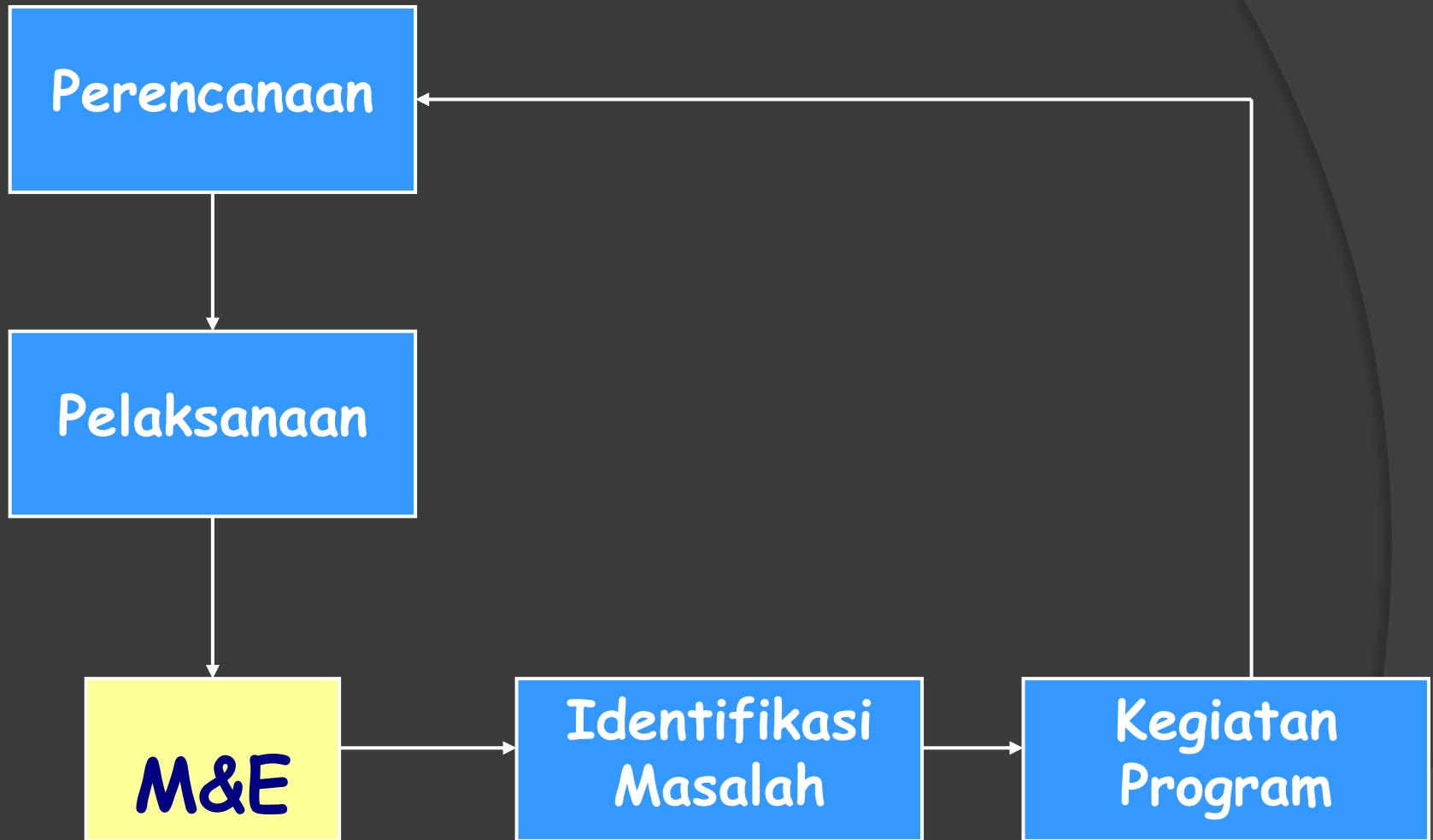
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LESSON LEARNED DAN REVIEW KONSEP

MONEV SEBAGAI BAGIAN SISTEM PEMERIKSAAN





Gambar ME Sebagai Bagian dari Siklus Manajemen

Monitoring and Evaluation

WHY DO WE HAVE TO DO THIS?

- Strengthens accountability and transparency
- Provides information for effective management
- Helps determine what works well and what requires improvement
- Builds knowledge

Monitoring and Evaluation (cont)

Monitoring and Evaluation ? What is the difference?

- **Monitoring:** Examine the degree of project progress and to modify the project contents as necessary
- **Evaluation:** Review the project with the 5 criteria at the near completion of the project or several years later.
Recommendation and lessons learnt would be made for improving the quality of the future projects or other on-going projects

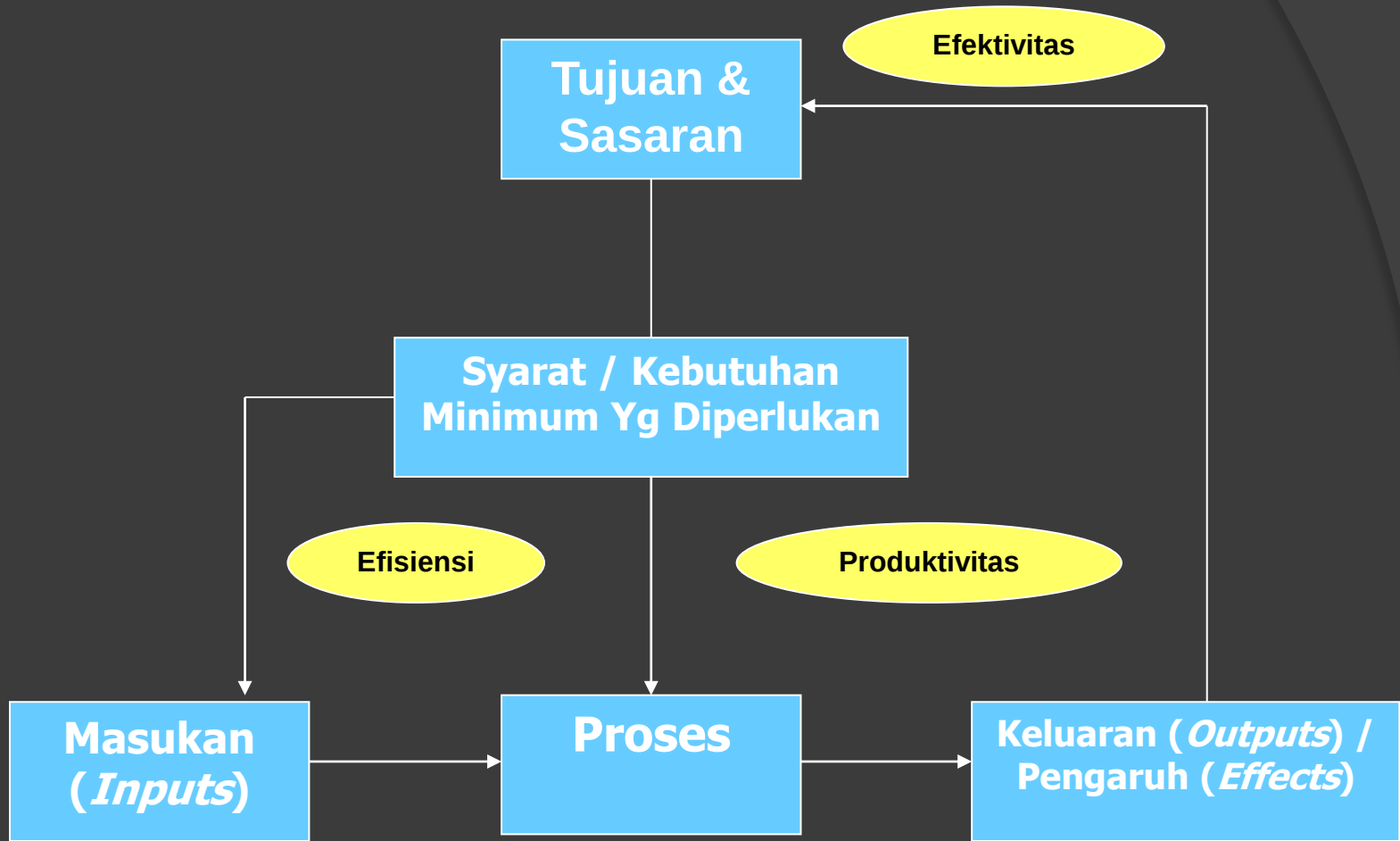
Monitoring and Evaluation (cont)

5 Main Criteria for Evaluation

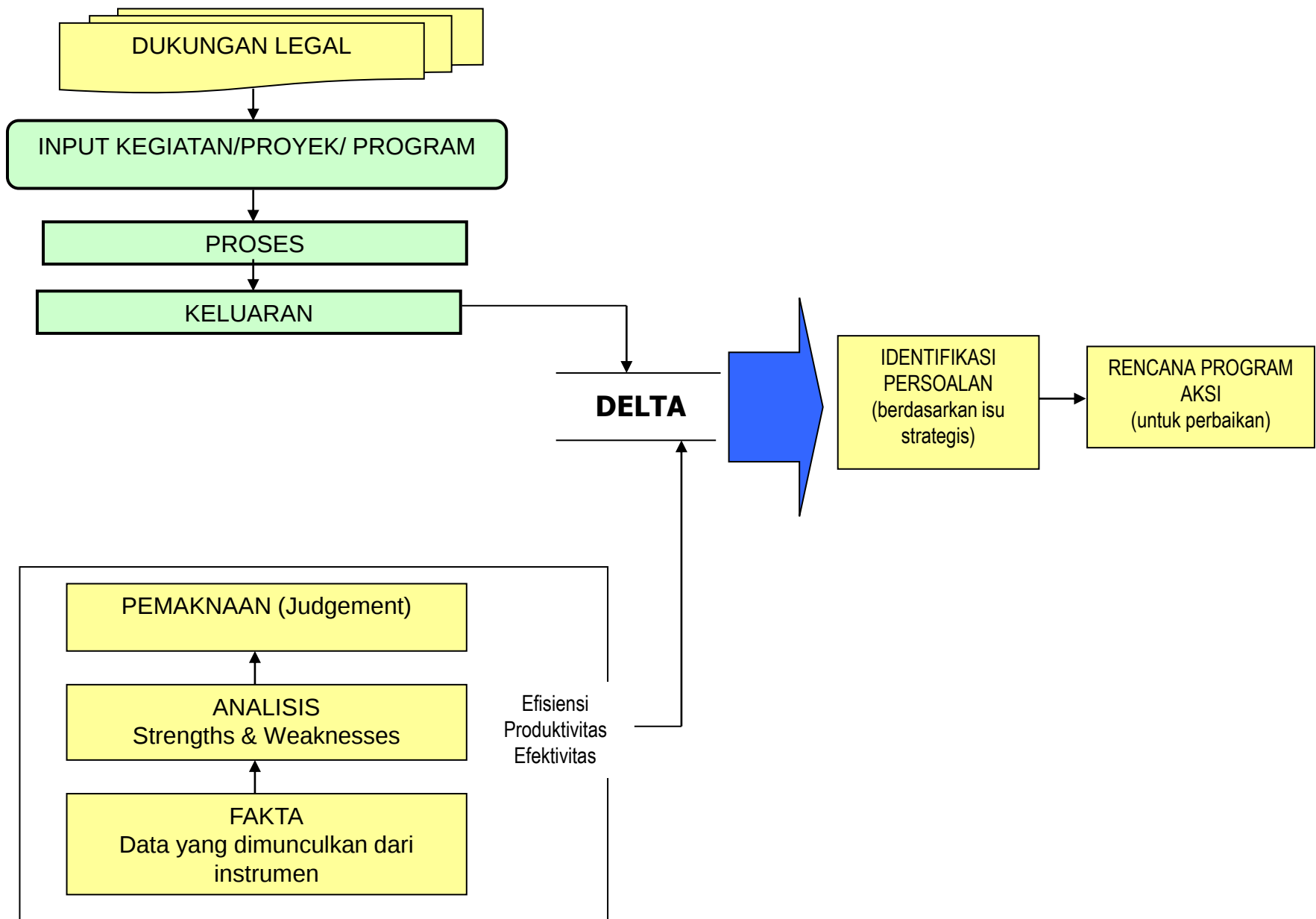
1. Efficiency
2. Effectiveness
3. Impact
4. Relevance
5. Sustainability

Monitoring and Evaluation (cont)

- ◆ **Efficiency:** The productivity in project implementation. The degree to which Inputs have been converted into Outputs.
- ◆ **Effectiveness:** The degree to which the Project Purpose has been achieved by the project Outputs.
- ◆ **Impact:** Positive and negative changes produced, directly or indirectly, as a result of the Implementation of the project.
- ◆ **Relevance:** The validity of the Overall Goal and Project Purpose at the evaluation stage.
- ◆ **Sustainability:** The durability of the benefits and development effects produced by the project after its completion.



Gambar Konsepsi ME



Competitive Analysis

Who are my competitors?

How do I analyze them?

SWOT

Porter's Five Forces

Strategic Group Maps

PEST analysis

SWOT analysis and SWOT matrix

A SWOT analysis helps you match your company's resources and capabilities to threats and opportunities in the competitive environment.

SWOT analysis can be very subjective, but adding weighting and criteria to each factor increases the validity of the analysis. Also completing the SWOT matrix can help you pick the best strategy to implement.

	Strengths	Weaknesses
Opportunities	Strength-Opportunity strategies	Weakness-Opportunity strategies
Threats	Strength-Threat strategies	Weakness-Threat strategies

Why use SWOT analysis?

Methodically and honestly assessing your company's **strengths** and **weaknesses** as well as the **opportunities** and **threats** it faces gives you a rare opportunity for objective analysis. The SWOT technique:

- is easy to use

- combines quantitative and qualitative analysis

- encourages interdepartmental collaboration

To make sure your analysis is put to good use, include these before and after steps in your analysis process:

- Set an objective for the analysis

- Set aside adequate time for research and information-gathering

- Evaluate the results of your analysis against your original objective

This competitive analysis tool guides you through the SWOT technique and will help you create your own analysis that can help you set a strategic plan or present new ideas to your team.

Conducting a SWOT analysis

There are eight steps required to complete a SWOT analysis and create a SWOT matrix (also known as a TOWS matrix).

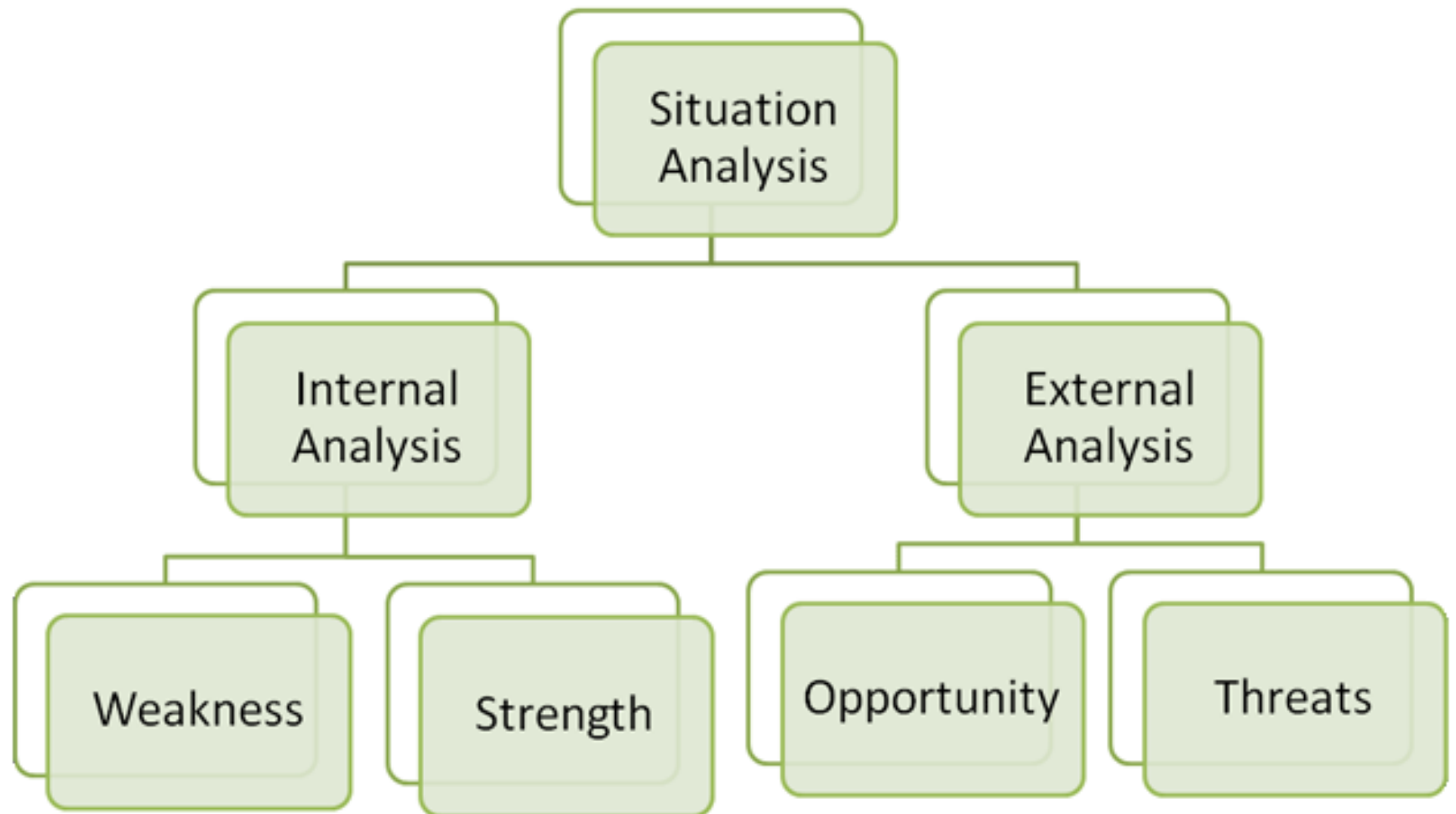
1. List external opportunities
2. List external threats.
3. List internal strengths.
4. List internal weaknesses.
5. Match internal strengths with external opportunities and list the resulting Strengths-Opportunities strategies in the matrix chart.
6. Match internal weaknesses with external opportunities and list the resulting Weaknesses-Opportunities strategies.
7. Match internal strengths with external threats and list the resulting Strengths-Threats Strategies.
8. Match internal weaknesses with external threats and record the resulting Weaknesses-Threats Strategies.

At this point in the process, you'll have a significant list of potential strategies. You'll need to weigh the impact of the various factors in your analysis and select the most feasible strategy to implement. Ideally, you'll select a SO strategy, but often you'll need to implement one of the other three types of strategies to overcome a weakness or address a threat before being in a position to implement a S-O strategy.

Pixar Animation Studios

To illustrate the SWOT analysis technique, we've used Pixar of *Finding Nemo* fame as a sample case. As you learn about SWOT analysis, you'll see what results Pixar might have if it used the same technique.

SWOT



Assessing your strengths

The first two elements of your analysis focus on internal capabilities.

Strengths can come from many sources, including your team members, your product line, your bank account, your production process, your patents, or your market share. List your strengths in these and any other relevant categories.

Products

-
-
-
-

People

-
-
-
-

Performance

-
-
-
-

Pixar's strengths

Excellent use of technology

Strong brand

Talented team

Great track record

Assessing your weaknesses

Focus on the root causes of long-standing problems, not individual mistakes or failures. List your **weaknesses** in these and any other relevant areas:

Products



People



Performance



Pixar's weaknesses

Product line is narrowly defined

Production time is long

Digital piracy can cut into profits

Assessing your opportunities

This part of your analysis reviews external forces, including socioeconomic, political, environmental and demographic changes that could effect your company. Consider these questions when reviewing your **opportunities**.

Products



People



Performance



Pixar's opportunities

Develop online products to build on existing technology strengths

Continue to use technology strength to develop and sell animation software

Develop games to build on strengths of characters

Assessing your threats

Threats can be hard to define, so this portion of the analysis can be the most difficult and the most illuminating, both in terms of pointing out what needs to be done, and in putting problems into perspective.

Products

-
-
-
-

People

-
-
-
-

Performance

-
-
-
-

Pixar's threats

Digital piracy may threaten profits

One product failure could be a serious set back

Other film companies may target the animated film market

Use the SWOT Matrix to pick a strategy

At this point in the analysis, you should have a list of strengths, weaknesses, threats and opportunities. To develop strategies based on this list, use the SWOT matrix. This matrix lists all the information you've gathered to this point and helps you to match up internal strengths and weaknesses with external threats and opportunities and develop a plan for addressing the strongest forces.

Four strategy types from the SWOT Matrix

S-O strategies pursue opportunities that match the company's strengths. These are the best strategies to employ, but many firms are not in a position to do so. Companies will generally pursue one or several of the other three strategies first to be able to apply S-O strategies.

W-O strategies overcome weaknesses to pursue opportunities.

S-T strategies identify ways that the firm can use its strengths to reduce its vulnerability to external threats.

W-T strategies establish a defensive plan to prevent the firm's weaknesses from making it susceptible to external threats.

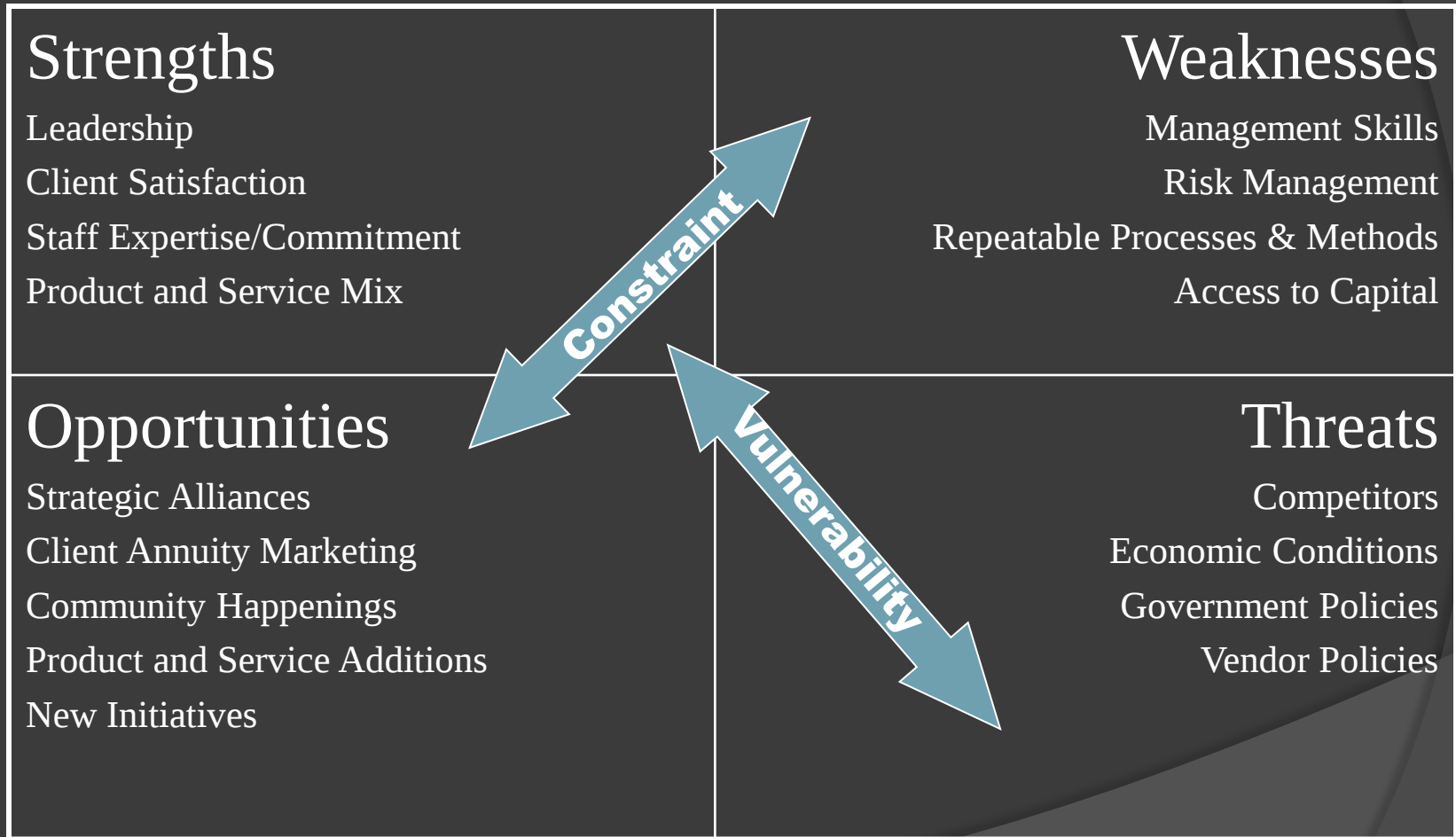
SWOT Matrix

	Strengths List 4-5 internal strengths here	Weaknesses List 4-5 internal weaknesses here
Opportunities List 4-5 external opportunities here	S-O strategies	W-O strategies
Threats List 4-5 external threats here	S-T strategies	W-T strategies

SWOT Analysis

Leverage

Problems



Adapted from Boone & Kurtz's Contemporary Marketing

Examples of each strategy type

Strength-Opportunity Strategies

- Expand globally
- Increase sales staff
- Increase advertising
- Develop new products
- Diversify

Weakness-Opportunity Strategies

- Joint venture
- Acquire competitor
- Expand nationally
- Backward integration
- Forward integration

Strength-Threat Strategies

- Diversify
- Acquire competitor
- Liquidate
- Expand locally
- Re-engineer

Weakness-Threat Strategies

- Divest
- Increase promotion
- Retrench
- Restructure
- Downsize

Learn more about SWOT analysis

Use these BNET and other online resources to improve your understanding of how to use this technique.

[SWOT Analysis](#)

This article explains SWOT analysis and details the changes that SWOT analysis could make in a company's competitive, socio-cultural, political and legal strategies.

[SWOT Analysis](#)

This short article explains how to conduct a SWOT analysis and includes some of the technique's limitations.

[Analyzing Your Business's Strengths, Weaknesses, Opportunities, and Threats](#)

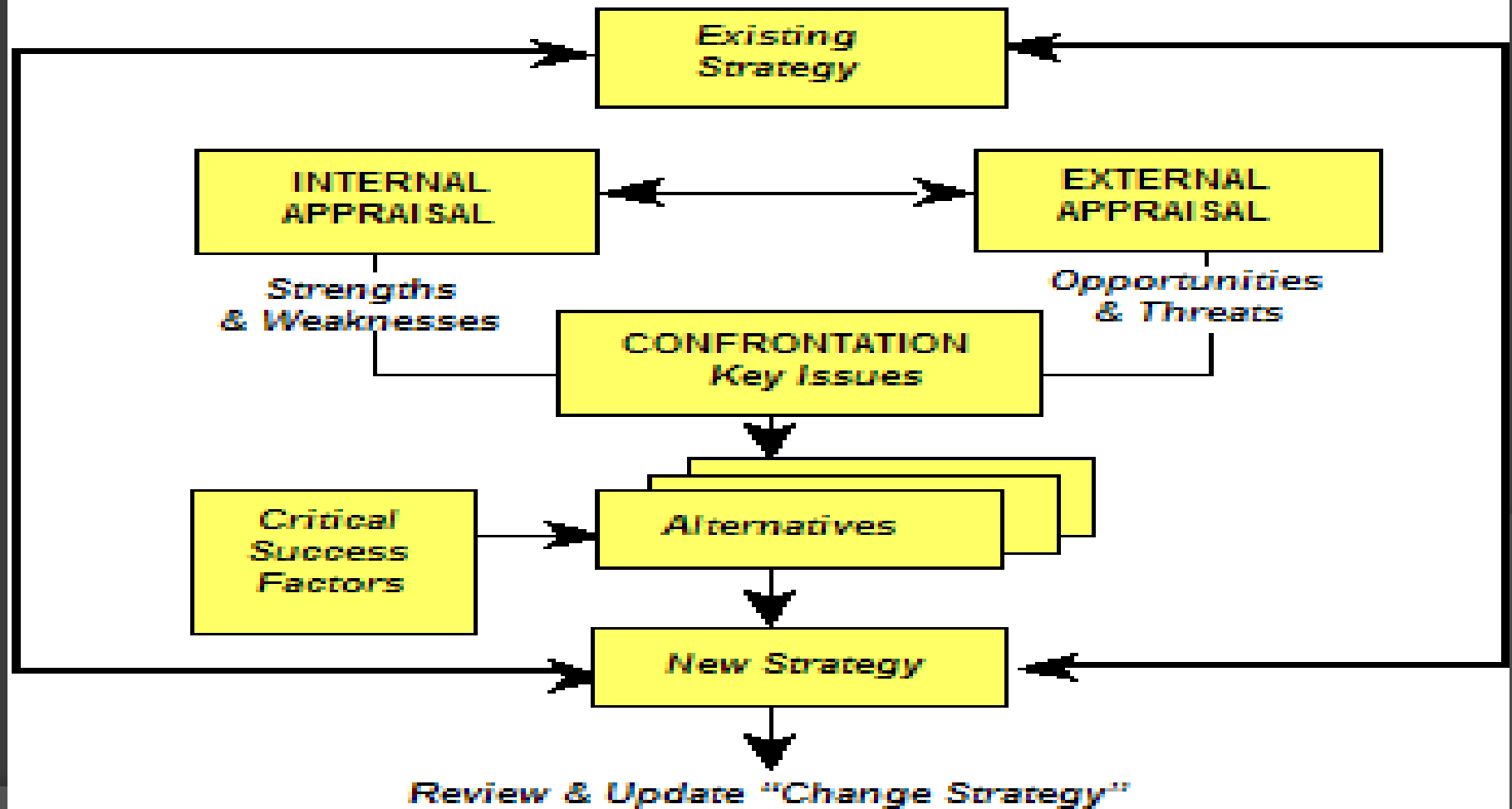
This document explains how to build a matrix and includes several examples.

Tell us what you think

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STRATEGY FORMULATION

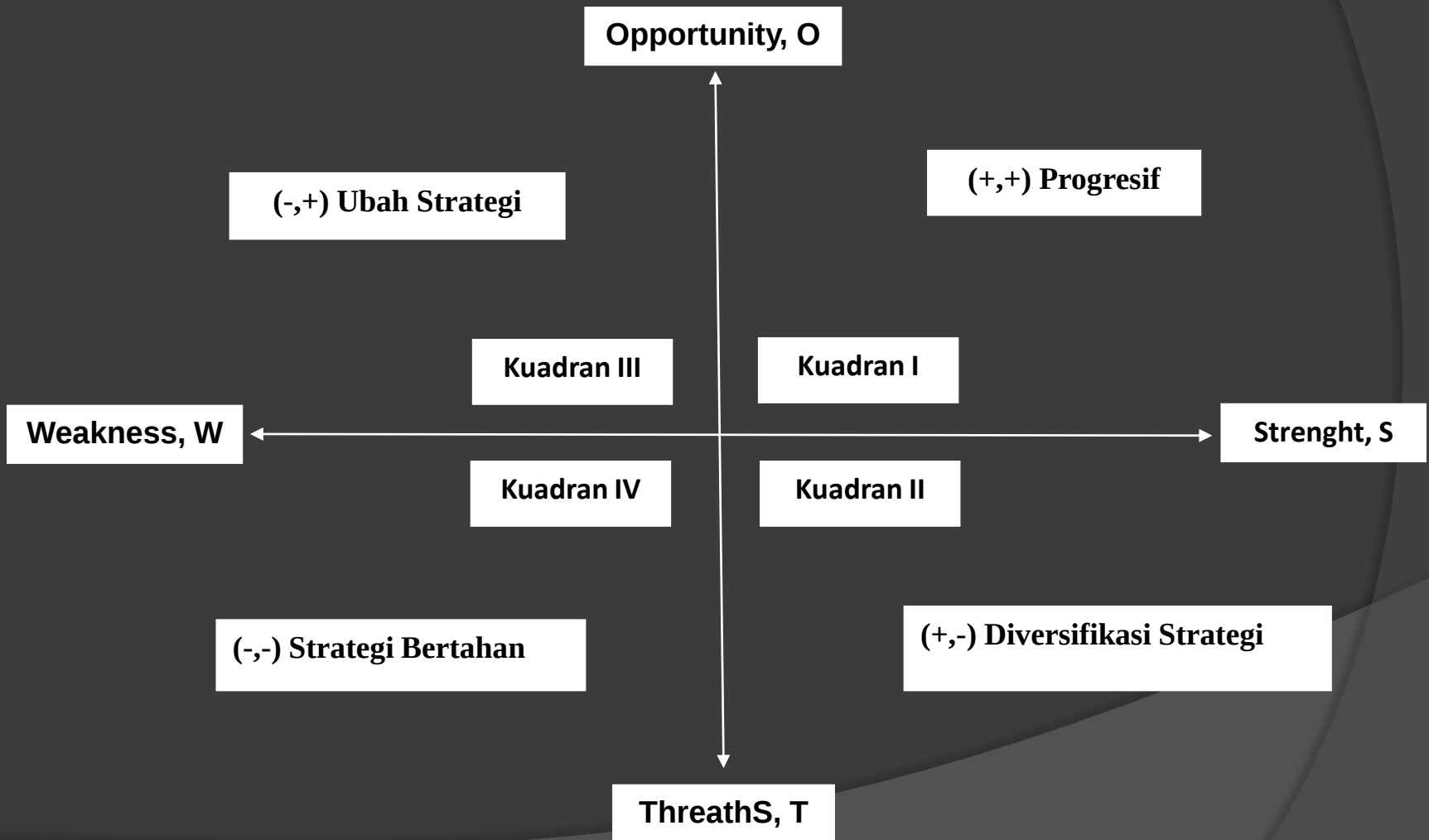
SWOT analysis in Strategy Formulation



KWADRANISASI SWOT

1. S-O (Strengths–Opportunities): strategi dengan basis kondisi kekuatan internal untuk mengambil peluang dalam situasi eksternal
2. W-O (Weaknesses–Opportunities): strategi memperbaiki kelemahan untuk mengambil peluang dalam situasi eksternal.
3. S-T (Strengths-Threats): strategi penggunaan kekuatan internal untuk menghindari dampak ancaman situasi eksternal.
4. W-T (Weaknesses-Threats): strategi bertahan untuk mengurangi kelemahan internal dan menghindari ancaman situasi eksternal

KWADRANISASI SWOT (cont)



KWADRANISASI SWOT (cont)

- ◉ **Kuadran I** mengindikasikan mempunyai kekuatan dan dan berpeluang. Dengan kondisi ini maka strategi perencanaan program mengarah pada bentuk **Strategi Progresif** yang memungkinkan untuk melakukan pengembangan atau ekspansi.
- ◉ **Kuadran II** mengindikasikan adanya kekuatan tetapi menghadapi tantangan yang cukup signifikan. Dengan kondisi ini maka strategi perencanaan program mengarah pada bentuk **Diversifikasi Strategi** yang perlu memperbanyak inovasi strategi
- ◉ **Kuadran III** mengindikasikan adanya kelemahan namun mempunyai berpeluang. Dengan kondisi ini maka strategi perencanaan program mengarah pada bentuk **Ubah Strategi**.
- ◉ **Kuadran IV** mengindikasikan kondisi yang paling buruk dengan kelemahan dan tantangan yang cukup signifikan. Dengan kondisi ini maka strategi perencanaan program mengarah pada bentuk **Strategi Bertahan** dan sangat diperlukan upaya memperbaiki kondisi internal

CONTOH:

IDENTIFIKASI KEKUATAN, KELEMAHAN, ANCAMAN, DAN PELUANG Dinas Propinsi Jawa Timur

Kekuatan (*Strength*)

Aspek	Elemen	Skor	Bobot	Nilai
Sosial-ekonomi	• Distribusi manfaat kehutanan kurang berkeadilan	2	0,08	0,16
	• Pemberian peran kepada masyarakat masih kurang berkeadilan	2	0,07	0,14
	• Hasil-hasil penelitian dan iptek belum terimplementasikan dalam pembangunan hutan	1	0,15	0,15
Sarana Prasarana	• Terbatasnya sarana prasarana pendukung	2	0,15	0,30
	• Terbatasnya SDM Kehutanan baik kualitas maupun kuantitas.	2	0,15	0,30
FAKTOR INTERNAL: PROSES				
System manajemen	• Belum lengkap dan akuratnya data potensi sumber daya hutan terkini	2	0,15	0,30
	• Pemanfaatan hutan masih terbatas pada hasil hutan kayu	2	0,15	0,30
	• Peraturan perundang-undangan yang terkait belum sinkron.	1	0,10	0,10
Jumlah bobot/total skor			1,00	1,45

IDENTIFIKASI KEKUATAN, KELEMAHAN, ANCAMAN, DAN PELUANG Dinas

Propinsi Jawa Timur: Kelemahan (Weakness)

Aspek	Elemen	Skor	Bobot	Nilai
Sosial-ekonomi	• Distribusi manfaat kehutanan kurang berkeadilan	2	0,08	0,16
	• Pemberian peran kepada masyarakat masih kurang berkeadilan	2	0,07	0,14
	• Hasil-hasil penelitian dan iptek belum terimplementasikan dalam pembangunan hutan	1	0,15	0,15
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	• Peraturan perundang-undangan yang terkait belum sinkron.	1	0,10	0,10
Jumlah bobot/total skor			1,00	1,45

PENEMPATAN TITIK DI KUDRAN

Selisih Total Kekuatan – Total Kelemahan,

$$X = S - W$$

$$X = 3,55 - 1,45 = 2,10$$

Selisih Total Peluang– Total Ancaman, Y =

$$P - O$$

$$Y = 3,75 - 2,35 = 1,25$$