



Universitas Negeri Surabaya
Fakultas Bahasa dan Seni
Program Studi S1 Pendidikan Bahasa Jerman

Kode Dokumen

RENCANA PEMBELAJARAN SEMESTER

MATA KULIAH (MK)		KODE	Rumpun MK	BOBOT (sks)			SEMESTER	Tgl Penyusunan																																																																																																				
Kepemimpinan Inklusi		1000020159		T=1	P=1	ECTS=3.18	7	26 Februari 2026																																																																																																				
OTORISASI		Pengembang RPS		Koordinator RMK			Koordinator Program Studi																																																																																																					
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Model Pembelajaran	Project Based Learning																																																																																																											
Capaian Pembelajaran (CP)	CPL-PRODI yang dibebankan pada MK																																																																																																											
	CPL-2	Menunjukkan karakter tangguh, kolaboratif, adaptif, inovatif, inklusif, belajar sepanjang hayat, dan berjiwa kewirausahaan																																																																																																										
	Capaian Pembelajaran Mata Kuliah (CPMK)																																																																																																											
	CPMK - 1	Analyze the principles and practices of inclusive leadership (C4)																																																																																																										
	CPMK - 2	Analyze the impact of diverse perspectives in the decision-making process (C4)																																																																																																										
	CPMK - 3	Implement collaborative strategies to foster an inclusive environment within the team (C3)																																																																																																										
	CPMK - 4	Evaluate the role of emotional intelligence in inclusive leadership (C5)																																																																																																										
	Matrik CPL - CPMK																																																																																																											
		<table><tr><td>CPMK</td><td>CPL-2</td></tr><tr><td>CPMK-1</td><td>✓</td></tr><tr><td>CPMK-2</td><td>✓</td></tr><tr><td>CPMK-3</td><td>✓</td></tr><tr><td>CPMK-4</td><td>✓</td></tr></table>							CPMK	CPL-2	CPMK-1	✓	CPMK-2	✓	CPMK-3	✓	CPMK-4	✓																																																																																										
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Deskripsi Singkat MK	The Inclusive Leadership course discusses the concept and practice of inclusive leadership, aiming to build a work environment that supports diversity and participation of all individuals. In this course, students will learn leadership theories that encourage the involvement and recognition of various perspectives, experiences, and backgrounds. By understanding the principles of inclusivity, students are expected to be able to apply effective strategies in leading diverse teams, as well as creating a just and open organizational culture. In addition, this course also emphasizes the importance of communication skills and empathy in leadership. Students will be invited to explore real cases that illustrate the challenges and opportunities in inclusive leadership. Through discussions, case studies, and group projects, students will practice applying techniques to embrace differences, facilitate productive collaboration, and encourage innovation in teams. Thus, this course not only provides theoretical insights, but also practical skills that can be applied in an increasingly complex and diverse world of work.																																																																																																											
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Pustaka

Utama :

1. Ferdman, B. M., & Prime, J. (2020). Inclusive leadership: Transforming diverse lives, workplaces, and societies. Routledge. 2. Bourke, J., & Dillon, B. (2021). The six signature traits of inclusive leadership: Thriving in a diverse new world. Deloitte University Press. 3. Shore, L. M., Cleveland, J. N., & Sanchez, D. (2020). Inclusive workplaces: A framework for creating diverse, equitable, and inclusive organizations. Springer. 4. Avery, D. R. (2021). Diversity at work: The practice of inclusion (2nd ed.). Wiley. 5. Pitts, D. W. (2020). Inclusive management: Building relationships with your diverse workforce. Taylor & Francis. 6. Roberson, Q. M. (2021). Diversity and inclusion in the global workplace: Aligning initiatives with strategic business goals. Palgrave Macmillan. 7. Helms, M. M., & Moore, R. A. (2022). Leadership diversity and inclusion in organizations: A comprehensive guide for HR professionals and organizational leaders. Emerald Publishing. 8. Syed, J., & Kramar, R. (2022). Human resource management: A contemporary approach to diversity, equity, and inclusion (3rd ed.). McGraw-Hill Education. 9. Gabriel, K. P., & Tate, G. F. (2023). Building inclusive organizations: Best practices in diversity, equity, and inclusion leadership. Kogan Page. 10. Eubanks, D. L. (2021). The inclusive leader: Taking intentional action for equity and belonging. BerrettKoeHLer Publishers. 11. Randel, A. E., Galvin, B. M., Shore, L. M., & Ehrhart, K. H. (2021). Inclusive Leadership: Realizing Positive Outcomes through Belongingness and Uniqueness. Journal of Organizational Behavior, 42(3), 387-402. 12. Shore, L. M., Cleveland, J. N., & Sanchez, D. (2020). Inclusive Leadership and Organizational Outcomes: A Review and Future Directions. Journal of Management, 46(6), 1105-1134. 13. Nembhard, D. A., & Edmondson, A. C. (2020). Inclusive Leadership: Transforming Diverse Workforces to Achieve Success. Harvard Business Review Press. 14. Ospina, S., & Foldy, E. G. (2022). Building Leadership Capacity for Inclusion and Equity. Journal of Public Administration Research and Theory, 32(1), 62-80. 15. McKinsey & Company. (2020). Diversity Wins: How Inclusion Matters. McKinsey & Company. 16. Catalyst. (2021). The Business Case for Inclusive Leadership: Strategies to Enhance Performance in the 21st Century. Catalyst. 17. Dover, T. L., Kaiser, C. R., & Major, B. (2021). Tokenism and Beyond: A Critical Analysis of the Impact of Diversity on Group Dynamics. Academy of Management Annals, 15(2), 432- 466. 18. Kulik, C. T., & Roberson, L. (2020). Inclusive Leadership: The Influence of Diversity on Leadership Styles and Effectiveness. Organizational Dynamics, 49(1), 35-47. 19. Kramer, R. M. (2021). Leadership, Inclusion, and Trust: Fostering Effective Teams in a Diverse World. Journal of Applied Behavioral Science, 57(4), 450-469. 20. Ely, R. J., & Thomas, D. A. (2020). Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes. Administrative Science Quarterly, 63(1), 1-38. 21. Gratton, L., & Erickson, T. J. (2020). The Cultural Challenges of Inclusive Leadership in Global Organizations. MIT Sloan Management Review, 61(2), 47-55. 22. Vogelsang, L. E., & Nembhard, D. A. (2021). Inclusive Leadership as a Key Driver of Organizational Change. Organizational Development Journal, 39(2), 15-25. 23. Hollander, E. P. (2021). Inclusive Leadership and the Dynamic Role of the Follower in Organizations. Leadership Quarterly, 32(5), 101-113. 24. Bass, B. M., & Riggio, R. E. (2021). Transformational Leadership and Inclusive Practices: A Global Perspective. Wiley-Blackwell. 25. Vinkenburgh, C. J., & Mandel, R. (2020). Inclusive Leadership Practices and Their Impact on Organizational Performance. Organizational Behavior and Human Decision Processes, 161, 56-75.							
Pendukung :							
1. Scholar 2. SINTA							
Dosen Pengampu							
Mg Ke-	Kemampuan akhir tiap tahapan belajar (Sub-CPMK)	Penilaian		Bantuk Pembelajaran, Metode Pembelajaran, Penugasan Mahasiswa, [Estimasi Waktu]		Materi Pembelajaran [Pustaka]	Bobot Penilaian (%)
		Indikator	Kriteria & Bentuk	Luring (offline)	Daring (online)		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Understand the meaning and value of inclusive leadership and can identify key traits and mindsets of inclusive leaders.	Contributions in discussion	Kriteria: Contributions in discussion Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, class dialogue 2 x 50	Interactive lecture, class dialogue 2 x 50	Materi: Inclusive Leadership Pustaka: Nembhard, D. A., & Edmondson, A. C. (2020). Inclusive Leadership: Transforming Diverse Workforces to Achieve Success. Harvard Business Review Press.	3%

2	Understand the meaning and value of inclusive leadership and can identify key traits and mindsets of inclusive leaders.	Contributions in discussion	Kriteria: Contributions in discussion Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, class dialogue 2 x 50	Interactive lecture, class dialogue 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Nembhard, D. A., & Edmondson, A. C. (2020). Inclusive Leadership: Transforming Diverse Workforces to Achieve Success. Harvard Business Review Press.</i>	3%
3	Understand the meaning and value of inclusive leadership and can identify key traits and mindsets of inclusive leaders.	Contributions in discussion	Kriteria: Contributions in discussion Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, class dialogue 2 x 50	Interactive lecture, class dialogue 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Nembhard, D. A., & Edmondson, A. C. (2020). Inclusive Leadership: Transforming Diverse Workforces to Achieve Success. Harvard Business Review Press.</i>	3%
4	Understand the meaning and value of inclusive leadership and can identify key traits and mindsets of inclusive leaders.	Contributions in discussion	Kriteria: Contributions in discussion Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, class dialogue 2 x 50	Interactive lecture, class dialogue 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Nembhard, D. A., & Edmondson, A. C. (2020). Inclusive Leadership: Transforming Diverse Workforces to Achieve Success. Harvard Business Review Press.</i>	3%
5	Explore the foundations of equity, diversity, and inclusion (EDI).	Conceptual understanding	Kriteria: Conceptual understanding Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Case analysis 2 x 50	Case analysis 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Shore, L. M., Cleveland, J. N., & Sanchez, D. (2020). Inclusive Leadership and Organizational Outcomes: A Review and Future Directions. Journal of Management, 46(6), 1105-1134.</i>	3%

6	Explore the foundations of equity, diversity, and inclusion (EDI).	Conceptual understanding	Kriteria: Conceptual understanding Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Case analysis 2 x 50	Case analysis 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Shore, L. M., Cleveland, J. N., & Sanchez, D. (2020). Inclusive Leadership and Organizational Outcomes: A Review and Future Directions. Journal of Management, 46(6), 1105-1134.</i>	3%
7	Can analyze leadership practices through an inclusion lens.	Analyzes case with inclusive lens	Kriteria: Critical thinking, empathy Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Case study, group discussion 2 x 50	Case study, group discussion 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Kulik, C. T., & Roberson, L. (2020). Inclusive Leadership: The Influence of Diversity on Leadership Styles and Effectiveness. Organizational Dynamics, 49(1), 35-47.</i>	4%
8	UTS	UTS	Kriteria: UTS Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	UTS 2 x 50	UTS 2 x 50	Materi: All Materials Pustaka: <i>Randel, A. E., Galvin, B. M., Shore, L. M., & Ehrhart, K. H. (2021). Inclusive Leadership: Realizing Positive Outcomes through Belongingness and Uniqueness. Journal of Organizational Behavior, 42(3), 387-402.</i>	20%

9	Able to apply inclusive language and communication strategies.	Uses inclusive language and gives examples	Kriteria: Uses inclusive language and gives examples Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Role play, media analysis 2 x 50	Role play, media analysis 2 x 50	Materi: All Materials Pustaka: <i>Ospina, S., & Foldy, E. G. (2022). Building Leadership Capacity for Inclusion and Equity. Journal of Public Administration Research and Theory, 32(1), 62-80.</i>	4%
10	Able to apply inclusive language and communication strategies.	Uses inclusive language and gives examples	Kriteria: Uses inclusive language and gives examples Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Role play, media analysis 2 x 50	Role play, media analysis 2 x 50	Materi: All Materials Pustaka: <i>Ospina, S., & Foldy, E. G. (2022). Building Leadership Capacity for Inclusion and Equity. Journal of Public Administration Research and Theory, 32(1), 62-80.</i>	4%
11	Understand how to create inclusive environments in teams or organizations.	Proposes practical inclusive practices	Kriteria: Creativity, practicality Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Case study, group discussion 2 x 50	Case study, group discussion 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Randel, A. E., Galvin, B. M., Shore, L. M., & Ehrhart, K. H. (2021). Inclusive Leadership: Realizing Positive Outcomes through Belongingness and Uniqueness. Journal of Organizational Behavior, 42(3), 387-402.</i>	4%
12	Evaluate leadership structures in real institutions through an inclusion lens.	Analytical thinking	Kriteria: Analytical thinking Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Discussion 2 x 50	Discussion 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Nembhard, D. A., & Edmondson, A. C. (2020). Inclusive Leadership: Transforming Diverse Workforces to Achieve Success. Harvard Business Review Press.</i>	4%

13	Recognize the role of inclusive leadership in conflict resolution.	Navigates leadership in challenging situations	Kriteria: Empathy, fairness, clarity Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Conflict simulation 2 x 50	Conflict simulation 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Kulik, C. T., & Roberson, L. (2020). Inclusive Leadership: The Influence of Diversity on Leadership Styles and Effectiveness. Organizational Dynamics, 49(1), 35-47.</i>	4%
14	Design a leadership initiative that promotes inclusion in their own context.	Initiative plan integrates inclusive values	Kriteria: Relevance, originality, impact Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Group project, mentoring 2 x 50	Group project, mentoring 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Kramer, R. M. (2021). Leadership, Inclusion, and Trust: Fostering Effective Teams in a Diverse World. Journal of Applied Behavioral Science, 57(4), 450-469.</i>	4%
15	Students reflect on their growth and future as inclusive leaders.	Insight into personal development	Kriteria: Depth of reflection, connection to future goals Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	open discussion 2 x 50	open discussion 2 x 50	Materi: Inclusive Leadership Pustaka: <i>Ospina, S., & Foldy, E. G. (2022). Building Leadership Capacity for Inclusion and Equity. Journal of Public Administration Research and Theory, 32(1), 62-80.</i>	4%
16	UAS	UAS	Kriteria: UAS Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	UAS 2 x 50	UAS 2 x 50	Materi: All Materials Pustaka: <i>Kulik, C. T., & Roberson, L. (2020). Inclusive Leadership: The Influence of Diversity on Leadership Styles and Effectiveness. Organizational Dynamics, 49(1), 35-47.</i>	30%

Rekap Persentase Evaluasi : Project Based Learning

No	Evaluasi	Persentase
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1.	Aktifitas Partisipatif	50%
2.	Praktik / Unjuk Kerja	50%
		100%

Catatan

1. **Capaian Pembelajaran Lulusan Prodi (CPL - Prodi)** adalah kemampuan yang dimiliki oleh setiap lulusan prodi yang merupakan internalisasi dari sikap, penguasaan pengetahuan dan ketrampilan sesuai dengan jenjang prodinya yang diperoleh melalui proses pembelajaran.
2. **CPL yang dibebankan pada mata kuliah** adalah beberapa capaian pembelajaran lulusan program studi (CPL-Prodi) yang digunakan untuk pembentukan/pengembangan sebuah mata kuliah yang terdiri dari aspek sikap, ketrampilan umum, ketrampilan khusus dan pengetahuan.
3. **CP Mata kuliah (CPMK)** adalah kemampuan yang dijabarkan secara spesifik dari CPL yang dibebankan pada mata kuliah, dan bersifat spesifik terhadap bahan kajian atau materi pembelajaran mata kuliah tersebut.
4. **Sub-CPMK Mata kuliah (Sub-CPMK)** adalah kemampuan yang dijabarkan secara spesifik dari CPMK yang dapat diukur atau diamati dan merupakan kemampuan akhir yang direncanakan pada tiap tahap pembelajaran, dan bersifat spesifik terhadap materi pembelajaran mata kuliah tersebut.
5. **Indikator penilaian** kemampuan dalam proses maupun hasil belajar mahasiswa adalah pernyataan spesifik dan terukur yang mengidentifikasi kemampuan atau kinerja hasil belajar mahasiswa yang disertai bukti-bukti.
6. **Kreteria Penilaian** adalah patokan yang digunakan sebagai ukuran atau tolok ukur ketercapaian pembelajaran dalam penilaian berdasarkan indikator-indikator yang telah ditetapkan. Kreteria penilaian merupakan pedoman bagi penilai agar penilaian konsisten dan tidak bias. Kreteria dapat berupa kuantitatif ataupun kualitatif.
7. **Bentuk penilaian:** tes dan non-tes.
8. **Bentuk pembelajaran:** Kuliah, Responsi, Tutorial, Seminar atau yang setara, Praktikum, Praktik Studio, Praktik Bengkel, Praktik Lapangan, Penelitian, Pengabdian Kepada Masyarakat dan/atau bentuk pembelajaran lain yang setara.
9. **Metode Pembelajaran:** Small Group Discussion, Role-Play & Simulation, Discovery Learning, Self-Directed Learning, Cooperative Learning, Collaborative Learning, Contextual Learning, Project Based Learning, dan metode lainnya yg setara.
10. **Materi Pembelajaran** adalah rincian atau uraian dari bahan kajian yg dapat disajikan dalam bentuk beberapa pokok dan sub-pokok bahasan.
11. **Bobot penilaian** adalah prosentasi penilaian terhadap setiap pencapaian sub-CPMK yang besarnya proposional dengan tingkat kesulitan pencapaian sub-CPMK tsb., dan totalnya 100%.
12. TM= Tatap Muka, PT=Penugasan terstruktur, BM=Belajar mandiri.