



**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																																																																																																					
Komunikasi dan Kerja TIM	1000020161		T=1	P=1	ECTS=3.18	7	25 Maret 2026																																																																																																					
OTORISASI	Pengembang RPS		Koordinator RMK			Koordinator Program Studi																																																																																																						
	TIM MBKM		TIM MBKM			ARI PUJOSUSANTO																																																																																																						
Model Pembelajaran	Project Based Learning																																																																																																											
Capaian Pembelajaran (CP)	CPL-PRODI yang dibebankan pada MK																																																																																																											
	CPL-1	Mampu menunjukkan nilai-nilai agama, kebangsaan dan budaya nasional, serta etika akademik dalam melaksanakan tugasnya																																																																																																										
	CPL-2	Menunjukkan karakter tangguh, kolaboratif, adaptif, inovatif, inklusif, belajar sepanjang hayat, dan berjiwa kewirausahaan																																																																																																										
	Capaian Pembelajaran Mata Kuliah (CPMK)																																																																																																											
	CPMK - 1	Understand the basic meaning of communication (C2)																																																																																																										
	CPMK - 2	Analyzing problems in a educational and community environment (C4); Implementing active listening skills (C3)																																																																																																										
	CPMK - 3	Organize team dynamics and individual roles (A4)																																																																																																										
	CPMK - 4	Evaluate conflict management in teams (C5)																																																																																																										
	Matrik CPL - CPMK																																																																																																											
		<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>CPMK</th> <th>CPL-1</th> <th>CPL-2</th> </tr> </thead> <tbody> <tr> <td>CPMK-1</td> <td></td> <td style="text-align: center;">✓</td> </tr> <tr> <td>CPMK-2</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td>CPMK-3</td> <td></td> <td style="text-align: center;">✓</td> </tr> <tr> <td>CPMK-4</td> <td></td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>						CPMK	CPL-1	CPL-2	CPMK-1		✓	CPMK-2	✓		CPMK-3		✓	CPMK-4		✓																																																																																						
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1. Hackman, J. R., & Morris, C. G. (2021). *Teamwork in Organizations: A Communication Perspective*. Wiley
2. Tannen, D., & Wallat, C. (2021). *The Communication of Partnership in Teams: A Case Study of Collaboration in Organizations*. Oxford University Press.
3. Katzenbach, J. R., & Smith, D. K. (2021). *The Wisdom of Teams: Creating the High-Performance Organization*. HarperBusiness.
4. Salas, E., & Sims, D. E. (2020). Teamwork and Communication: Key to Building Successful Teams. *Organizational Dynamics*, 50(3), 218-230.
5. West, M. A. (2021). *Effective Teamwork: Practical Lessons from Organizational Research*. BPS Blackwell.
6. Lencioni, P. (2020). *The Five Dysfunctions of a Team: A Leadership Fable (Revised ed.)*. Jossey-Bass.
7. Rosen, B., & Dietz, J. (2020). The Role of Communication in Team Collaboration and Leadership. *Journal of Business Communication*, 57(4), 512-528.
8. Schmidt, S., & Shah, J. (2020). Building Trust and Communication in Team Partnerships. *Journal of Management and Organizational Behavior*, 38(2), 171-182.
9. O'Neill, T. A., & Salas, E. (2021). Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work. *Journal of Organizational Behavior*, 42(5), 743-758.
10. Brown, A. R., & Bartels, L. (2021). Creating Synergy: The Role of Communication in Partnership Development. *Journal of Applied Communication Research*, 49(6), 560-578.
11. Clutterbuck, D., & Hagger, P. (2022). *The Partnering Toolkit: A Step-by-Step Guide to Creating and Managing Successful Partnerships*. Kogan Page.
12. Duarte, D. L., & Snyder, N. T. (2021). *Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed*. Jossey-Bass.
13. Edmondson, A. C. (2020). *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*. Wiley.
14. Kirkman, B. L., & Mathieu, J. E. (2021). The Role of Communication in Effective Teamwork. *Academy of Management Perspectives*, 35(4), 516-531.
15. Wageman, R., Nunes, D. A., & Burruss, J. (2020). *Leading Teams: Setting the Stage for Great Performances*. Harvard Business Review Press.

Pendukung :

1. [Last 5 years] but may include a baboon book as a support
2. Schoolar
3. SINTA

Dosen Pengampu

Mg Ke-	Kemampuan akhir tiap tahapan belajar (Sub-CPMK)	Penilaian		Bantuan 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 fundamentals of effective communication and its importance in teamwork.	Participation	Kriteria: Participation Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion 2 x 50	Interactive lecture, group discussion 2 x 50	Materi: Communication & Teamwork Pustaka: O'Neill, T. A., & Salas, E. (2021). <i>Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work</i> . <i>Journal of Organizational Behavior</i> , 42(5), 743-758.	3%

2	Understand the fundamentals of effective communication and its importance in teamwork.	Participation	Kriteria: Participation Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion 2 x 50	Interactive lecture, group discussion 2 x 50	Materi: Communication & Teamwork Pustaka: <i>O'Neill, T. A., & Salas, E. (2021). Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work. Journal of Organizational Behavior, 42(5), 743-758.</i>	3%
3	Understand the fundamentals of effective communication and its importance in teamwork.	Participation	Kriteria: Participation Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion 2 x 50	Interactive lecture, group discussion 2 x 50	Materi: Communication & Teamwork Pustaka: <i>O'Neill, T. A., & Salas, E. (2021). Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work. Journal of Organizational Behavior, 42(5), 743-758.</i>	3%
4	Can identify different communication styles and recognize their own.	Participation	Kriteria: Participation Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion 2 x 50	Interactive lecture, group discussion 2 x 50	Materi: Communication & Teamwork Pustaka: <i>O'Neill, T. A., & Salas, E. (2021). Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work. Journal of Organizational Behavior, 42(5), 743-758.</i>	3%

5	Can identify different communication styles and recognize their own.	Participation	Kriteria: Participation Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion 2 x 50	Interactive lecture, group discussion 2 x 50	Materi: Communication & Teamwork Pustaka: O'Neill, T. A., & Salas, E. (2021). <i>Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work.</i> <i>Journal of Organizational Behavior</i> , 42(5), 743-758.	3%
6	Develop active listening skills and can apply them in group settings.	Participation	Kriteria: Participation Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion 2 x 50	Interactive lecture, group discussion 2 x 50	Materi: Communication & Teamwork Pustaka: O'Neill, T. A., & Salas, E. (2021). <i>Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work.</i> <i>Journal of Organizational Behavior</i> , 42(5), 743-758.	3%
7	Understand how verbal and non-verbal cues affect communication.	Participation	Kriteria: Participation Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion 2 x 50	Interactive lecture, group discussion 2 x 50	Materi: Communication & Teamwork Pustaka: O'Neill, T. A., & Salas, E. (2021). <i>Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work.</i> <i>Journal of Organizational Behavior</i> , 42(5), 743-758.	4%

8	UTS	UTS	Kriteria: UTS Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	UTS 2 x 50	UTS 2 x 50	Materi: Communication & Teamwork Pustaka: <i>O'Neill, T. A., & Salas, E. (2021). Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work. Journal of Organizational Behavior, 42(5), 743-758.</i>	20%
9	Understand group dynamics and how to contribute positively to a team.	Participation, Simulation	Kriteria: Participation Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion 2 x 50	Interactive lecture, group discussion 2 x 50	Materi: Communication & Teamwork Pustaka: <i>O'Neill, T. A., & Salas, E. (2021). Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work. Journal of Organizational Behavior, 42(5), 743-758.</i>	4%
10	Understand group dynamics and how to contribute positively to a team.	Participation, Simulation	Kriteria: Participation Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion 2 x 50	Interactive lecture, group discussion 2 x 50	Materi: Communication & Teamwork Pustaka: <i>O'Neill, T. A., & Salas, E. (2021). Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work. Journal of Organizational Behavior, 42(5), 743-758.</i>	4%

11	Practice resolving conflict in group communication with empathy and clarity.	Participation, Practice	Kriteria: Participation, Practice Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion, Practice 2 x 50	Interactive lecture, group discussion, Practice 2 x 50	Materi: Communication & Teamwork Pustaka: O'Neill, T. A., & Salas, E. (2021). <i>Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work.</i> <i>Journal of Organizational Behavior</i> , 42(5), 743-758.	4%
12	Practice resolving conflict in group communication with empathy and clarity.	Participation, Practice	Kriteria: Participation, Practice Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion, Practice 2 x 50	Interactive lecture, group discussion, Practice 2 x 50	Materi: Communication & Teamwork Pustaka: O'Neill, T. A., & Salas, E. (2021). <i>Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work.</i> <i>Journal of Organizational Behavior</i> , 42(5), 743-758.	4%
13	Work collaboratively to complete a team project, applying communication tools learned.	Participation, Practice	Kriteria: Participation, Practice Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion, Practice 2 x 50	Interactive lecture, group discussion, Practice 2 x 50	Materi: Communication & Teamwork Pustaka: O'Neill, T. A., & Salas, E. (2021). <i>Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work.</i> <i>Journal of Organizational Behavior</i> , 42(5), 743-758.	4%

14	Work collaboratively to complete a team project, applying communication tools learned.	Participation, Practice	Kriteria: Participation, Practice Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion, Practice 2 x 50	Interactive lecture, group discussion, Practice 2 x 50	Materi: Communication & Teamwork Pustaka: <i>O'Neill, T. A., & Salas, E. (2021). Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work. Journal of Organizational Behavior, 42(5), 743-758.</i>	4%
15	Work collaboratively to complete a team project, applying communication tools learned.	Participation, Practice	Kriteria: Participation, Practice Bentuk Penilaian : Aktifitas Partisipasif, Praktik / Unjuk Kerja	Interactive lecture, group discussion, Practice 2 x 50	Interactive lecture, group discussion, Practice 2 x 50	Materi: Communication & Teamwork Pustaka: <i>O'Neill, T. A., & Salas, E. (2021). Communication and Collaboration in Virtual Teams: Creating Effective Partnerships in Remote Work. Journal of Organizational Behavior, 42(5), 743-758.</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>Salas, E., & Sims, D. E. (2020). Teamwork and Communication: Key to Building Successful Teams. Organizational Dynamics, 50(3), 218-230.</i>	30%

Rekap Persentase Evaluasi : Project Based Learning

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

Catatan

- 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.
- 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.
- 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.
- 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.