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**SELF-EVALUATION WITH SWOT ANALYSIS AND ANP IN THE SHARIA BUSINESS  
MANAGEMENT DEPARTMENT**

**Nihayatul Maskuroh,<sup>1</sup> Asep Dadan Suganda,<sup>2</sup> Siti Nurhayati<sup>3\*</sup>**

<sup>1 2 3</sup> Universitas Islam Negeri Sultan Maulana Hasanuddin, Banten, Indonesia

\*Corresponding author: [siti.nurhayati@uinbanten.ac.id](mailto:siti.nurhayati@uinbanten.ac.id)

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<b>Information</b>	<b>Abstract:</b>
<b>Article History:</b>  Received : 06.10.2023 Revised : 28.11.2023 Accepted : 12.12.2023  <b>Keywords:</b> <i>Self-Evaluation, SWOT, ANP, Management, Department</i>	<i>This study aims to find out how the efforts of the Faculty of Economics and Islamic Business, UIN Sultan Maulana Hasanuddin Banten in developing the Sharia Business Management (SBM) study program with all the strengths, weaknesses, and opportunities in dealing with various existing threats. This research uses a feasibility study method for the SBM program with quantitative SWOT analysis and the Analysis Network Process approach to formulate alternative strategies using Super Decisions software. Based on the data obtained, it can be concluded that the positioning of the Sharia Business Management study program, according to the respondents, is quite important and reaches a percentage of 56.5 with the argument that the mastery of Sharia-based business management is quite important as much as 50.8%. Meanwhile, from the Internal Factor Evaluation and External Factors Evaluation metrics, it can be seen that the position of the X axis is at point 3.60, and the Y axis is at point 2.68. Therefore, because the meeting point between the X and Y axis is in quadrant I, so the strategy used is progressive (aggressive), namely maximizing the Strengths-Opportunities strategy by paying attention to other strategies such as Weakness-Opportunities, Strengths-Threats, and Weakness-Threats.</i>

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## **A. INTRODUCTION**

Education is a very important component in designing the knowledge and behaviour of human life to enlighten the nation and its future generations. By receiving education, several hopes are focused so a nation can survive, develop, and compete with other nations, especially in all aspects of knowledge. The education sector is a crucial pillar or backbone that is very important in realizing the form of investment in creative, innovative, and critically thinking human resources for the advancement and glory of the nation, especially the Unitary State of the Republic of Indonesia. Based on all of this, the education sector is like the foundation of a building that supports the growth and impetus of developing the generations of a nation. There is great hope directed towards higher education as an institution that can create a generation equipped with character and culture, equipped with distinctive local wisdom of each region based on the nobility of values that have been inherited for generations from the ancestors of the Indonesian nation; honesty, truth, and also a sense of decency as a reflection of the academic culture of the campus that can be developed in society to strengthen unity and unity through the cultivation of a sense of ownership in each individual as a nation's unity even in diversity; freedom of democracy as a force in the social and political fields; and human resources that are proactive in community activities (Dikti, 2004).

According to Law No. 17 of 2007, a Master Plan for the period 2011-2025 regarding the development of the Unitary State of the Republic of Indonesia has been formulated by the Coordinating Ministry for Economic Affairs. Among the strategies outlined in this master plan is the development of regional economies based on the potential and advantages of each region. Furthermore, to achieve inclusive and equitable economic growth, developing national and international-scale infrastructure is required, under the theme: "locally integrated and globally connected".

Furthermore, in the master plan, several key elements have been designed to develop networking, such as optimizing inter-modal supply chain systems to synchronize between the center and regions in an integrated manner, thus expanding economic growth by considering infrastructure development and basic services in

underdeveloped areas to be more equitable and widely felt. However, all of these cannot be realized without an increase in the capacity of human resources equipped with adequate knowledge and technology. Therefore, to realize the designed master plan, academic education programs such as higher education, vocational education, professional education, vocational schools, training centers, and other professional certification institutions are needed to create human resources with skills that match market demand.

Based on these interests, universities as educational institutions are required to create human resource outcomes equipped with high competitiveness considering the potential of local wisdom and under the religious nuances of Banten province, especially the city of Serang, which has specific targets as one of the economic development cities in the national industrial and service sectors on the island of Java. Among the master plans the government aims to realize is the Halal Industrial Zone in Cikande, named the Modern Cikande Industrial Estate. Additionally, areas known as Special Economic Zones (SEZs), such as Tanjung Lesung in Banten Province, are used to develop the tourism sector. With the existence of these zones, the Ministry of Tourism designates Banten Province as one of the Halal tourism destinations in Indonesia.

One of the very important focuses of attention, considering the wide-open market share at present, is related to the formation of human resources capable of managing a business and economy, especially with the added value of Islamic knowledge using an approach based on theory-application so that it can be implemented in daily life. This is not only limited to acquiring knowledge about starting and managing a business but is also expected to be accompanied by studying Islamic laws regulating all economic activities. Therefore, to respond to the high demand in the labour market, Sultan Maulana Hasanuddin State Islamic University (UIN SMH) Banten places great hope on the Faculty of Islamic Economics and Business (FEBI) to continuously strive to maximize all potentials to develop the institution and governance to become a nationally and internationally acclaimed faculty.

Therefore, the main focus of this research is related to the feasibility study of opening the Sharia Business Management Study Program. Certainly, it is accompanied

by professionalism and expertise in managing the study program, both from the knowledge and competence of human resources capable of competing, the highly strategic location of the campus, adequate facilities and infrastructure, increasing input of prospective students from year to year, as well as the development of knowledge and society's needs for expertise in business management. Therefore, it is deemed necessary and adequate for FEBI UIN SMH Banten to open a new study program/department in the Bachelor's (S-1) program of Sharia Business Management.

Feasibility studies in opening the Sharia Business Management study program are the initial steps that can be implemented by conducting a SWOT Analysis, which includes Strengths, Weaknesses, Opportunities, and Threats, as well as using the Analytical Network Process approach to determine the scale of priority of proposed strategic actions in the development of this study program. FEBI UIN SMH Banten has committed to preparing its students to become proficient individuals in the field of business management. As a faculty that will develop the field of Business Management based on Islamic values, it is therefore obligated to design policies that can make various breakthroughs in the development of the quality of its alumni. Of course, these policies must be accompanied by the provision of facilities, infrastructure, and resources that can support the academic activities of the FEBI UIN SMH Banten community and its students.

## **B. LITERATUR REVIEW**

### **Definition of Management**

In conducting economic and business activities, every individual should always have the concept of unity that all of these are part of community life, because humans are social beings who live in society and depend on each other. No one on this earth can provide for all their own needs. The position of someone less capable of providing for their own needs can be fulfilled by others, including through business activities. Therefore, business activities have formed a civilization of mankind since ancient times on this earth, starting from bartering to the use of modern money (electronic money). In the existing reality, trade or business has become a source of livelihood for many people. This phenomenon is in line with the hadith of the Prophet Muhammad

(peace be upon him) which states: "Nine out of ten sources of sustenance are found in trading and one-tenth in raising livestock" (Narrated by Ibn Manshur).

Management originates from the old French word "management" which means the art of organizing and executing. In Italian, management comes from the word "managgiare" which means to control. Meanwhile, in English, it comes from the word "business" which means trade, commerce, and commercial activity. The business also means "activities to increase the added value of goods and services".

Meanwhile, the word "syariah" originates from the Arabic word "syara" or "syari'at" which means Islamic law (the Moslem law). Syariah also means behavior based on the values of faith and monotheism. Based on this explanation, it can be concluded that Sharia business management is a science that studies how to organize, manage, and carry out business activities based on Islamic principles and values.

Therefore, to respond to various existing issues, FEBI UIN SMH Banten plans to open a Bachelor's degree program in Sharia Business Management, which has an orientation towards specialization in the field of knowledge; business management inspired by Islamic values. With the opening of this program, it is hoped to produce graduates who are competitive and experts in the field of business management professionally.

Referring to the Grand Design of UIN SMH Banten 2030, vision, mission, and the Development Master Plan for the years 2005-2025, strategic issues that need to be addressed by the institution can be broken down, including a) access and equitable education, b) quality of education, c) student and employee services, d) educational facilities, e) human resources, f) relevance and competitiveness, g) curriculum and learning, h) institutional governance, i) quality of research outcomes and scholarly works, j) research-based community service programs, k) collaborations.

In the provision and development of education, universities are one of the means expected to improve the quality of life of a society. The guarantee provided by the state through the national education system regarding equal opportunities in obtaining education aims to prepare generations to face challenges under the demands of life changes, whether they are local, national, or international.

### **Basis for Opening Programs**

In this regard, universities are a hope to improve the overall quality of life of Indonesians. In Indonesia itself, there are many universities with various levels (strata). The forms of higher education in Indonesia vary, ranging from academies, polytechnics, colleges, institutes, to universities. The ability to attract students depends largely on the dissemination of data and information, as well as the promotion of educational products or services, which can then be recognized as the target market, consisting of potential consumers in the future.

The basis for proposing the opening of a department will be carried out after several stages, the first mechanism to be implemented is to submit a proposal for the opening of the department, which will then be considered for permission to operate, preceded by a study or feasibility study, both administratively and academically. There are several things that need to be done in conducting administrative and academic feasibility studies, including:

1. The existence of real job opportunities for graduates (alumni) of a department so that when these graduates are declared graduates and hold a bachelor's degree, they do not become unemployed.
2. The opening of a new department must consider the environmental situation, in other words, the new department must consider the surrounding conditions, especially similar departments, to avoid unhealthy competition among other universities.
3. The opening of a new department must provide assurance of increased utilization of existing human educational resources.
4. The opening of a new department is expected not to cause internal turmoil, so that in the end it will not lower the quality of education.
5. The opening of a new department requires the optimal relocation of university resources.
6. The opening of a new department is expected to consider financial aspects in line with the formulated vision and mission.

As is commonly known, higher education institutions (HEIs) are formal educational institutions with the main functions and objectives of implementing the

Tri Dharma of Higher Education; namely, first: education, second: research, and third: community service. The quality and standard of education are concepts that must be met in the academic specifications that have been established and consistently implemented according to plans and strategies.

Therefore, the quality service in the new department is essentially a stage where the establishment and fulfillment of quality standards in managing the department are carried out continuously and consistently, so that all users and stakeholders involved can achieve maximum satisfaction (total utility).

From a process perspective, higher education institutions, especially departments or study programs, can be seen as service industries, where the output process produces alumni who are suitable and meet the needs of users, which is the essence of success in the field of education. Through the education process, various aspects of human life (human resources) can be developed fully.

Satisfaction from users and stakeholders will cover several levels. The first level is the primary customers, who are the recipients and direct service users of the higher education institution, namely the students. The second level is the secondary customers, who are the stakeholders of a higher education institution's service, in this case, the department or study program, who are not directly involved in the education process, such as parents/guardians of students, the government, and relevant agencies. Finally, the tertiary customers are those who receive and utilize services from the higher education institution/faculty/department/study program indirectly, such as the professional workforce (companies/agencies/institutions).

### **C. METHODOLOGY**

In this research, the data collection method used is through documentation study (collecting data and information from books, journals, and the internet related to the research), interview method (conducting in-depth interviews with relevant parties directly involved in the research by providing interview questions in the form of data needed for research processing), and observation (by directly observing activities supporting the research). Additionally, the feasibility study of the Sharia Business Management program development involves stakeholders from the Faculty of Islamic Economics and Business as the research object and the campus

environment of UIN Sultan Maulana Hasanuddin Banten as the research location, as well as experts in the field of Sharia economics. Data collection is done by distributing questionnaires to high school students (SMA, SMK, and MA) and conducting guided interviews with experts from partner institutions of FEBI (KNEKS, AFEBIS, IHATEC).

In analyzing the data, the researcher uses the descriptive analysis method, which is a way to comprehensively and meticulously examine the relationships of a situation, then formulate and interpret the existing data to provide a clear picture and information regarding SWOT (Strengths, Weaknesses, Opportunities, Threats), supplemented with SWOT matrix, which is a tool used to arrange strategic factors. This matrix can depict the external opportunities and threats faced and can be adjusted with the strengths and weaknesses. This matrix can produce 4 (four) sets of possible strategic alternatives. Then the process of identifying internal and external environments is done by validating data through the Internal Factor Evaluation (IFE) matrix, External Factor Evaluation (EFE) matrix, and Internal-External (IE) matrix, creating a SWOT matrix consisting of Strength-Opportunities (SO), Strength-Threats (ST), Weakness-Opportunities (WO), Weakness-Threats (WT) to obtain alternative strategies. Creating an ANP model concerning SWOT analysis to obtain top-level priority development strategy results and alternatives from Strength-Opportunities (SO), Strength-Threats (ST), Weakness-Opportunities (WO), and Weakness-Threats (WT) as the lower level.

#### **D. RESULT AND ANALYSIS**

Based on the data obtained from the field, it can be seen that the weight score of the Internal Factor is 3.60 (X-axis position), compiled from the indicators of strengths and weaknesses of the Faculty of Islamic Economics and Business as stakeholders in the opening of the Sharia Business Management study program, as described in the following IFE matrix:

**Table 1. Matrix of IFE (Internal Factor Evaluation)**

Symbol	Internal Indicator	Significant	Integrity	Rating	Score	
Strength	S1	Cost	3.0	0.15	5.0	0.73
	S2	Human Resources	2.5	0.12	4.5	0.55
	S3	Location	3.0	0.15	4.5	0.66
	S4	Accreditation	2.0	0.10	3.5	0.34
	S5	Cooperation	3.0	0.15	4.0	0.59
Weaknesses	W1	Classroom	3.0	0.15	2.0	0.29
	W2	Parking Area	2.0	0.10	2.5	0.24
	W3	Practical Lab	2.0	0.10	2.0	0.20
<b>Total</b>			<b>20.5</b>	<b>1.00</b>		<b>3.60</b>

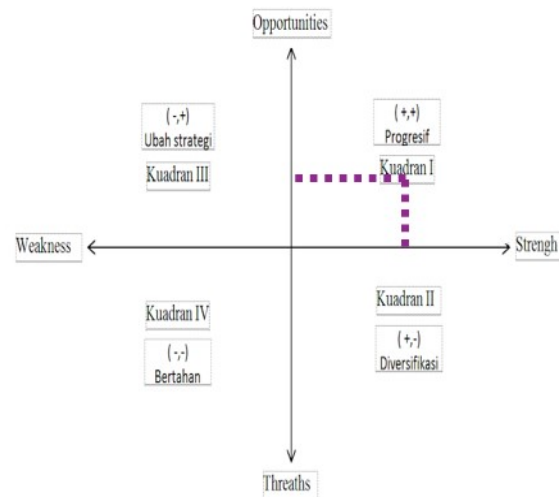
Meanwhile, the EFE (External Factor Evaluation) weight score is 2.68 (Y-axis position), compiled from the indicators of opportunities and threats of the Faculty of Islamic Economics and Business as initiators in the opening of the Sharia Business Management study program, as described in the following EFE matrix:

**Table 2. EFE Matrix (External Factor Evaluation)**

Symbol	External Indicator	Significant	Integrity	Rating	Score	
opportunities	O1	Job Vacancies	3.0	0.18	4.0	0.71
	O2	Scholarship	2.5	0.15	3.0	0.44
	O3	Government Support	2.5	0.15	3.0	0.44
	O4	Student Exchange	2.5	0.12	3.0	0.35
					0.26	
Threats	T1	Competition among universities	3.0	0.18	1.5	0.26
	T2	Risk of damage	2.0	0.12	2.0	0.24
	T3	IT development	2.0	0.12	2.0	0.24
<b>Total</b>			<b>17.0</b>	<b>1.00</b>		<b>2.68</b>

In the preparation of the IFE and EFE matrices, where there are 5 (five) indicators for strengths, 3 (three) for weaknesses, 4 (four) for opportunities, and 3 (three) for threats, significant ranges and ratings have been determined in point 3 means three to five in strength positions of significant rating for IFE and EFE.

From the weight scores of IFE and EFE, it can be determined in which quadrant position they are located. This quadrant is based on two IFE weight scores, namely the determinant of the X-axis at point 3.60 and the Y-axis position at point 2.68. If depicted, these points will intersect and be located in Quadrant I as shown in the following figure:



**Figure 2. Quadrant Position Based on IFE and EFE Weight**

Quadrant I can be interpreted as using Progressive or Aggressive Strategies, meaning maximizing the Strengths and Opportunities held by the Faculty of Islamic Economics and Business in opening the Sharia Business Management study program is necessary. Therefore, various strategies can be formulated as references in the plan to open this study program, including:

Strategies SO (Strengths Opportunities):

1. Improving facilities and infrastructure with a focus on providing more affordable education compared to other higher education institutions, supported by the university's good accreditation, and having opportunities to obtain scholarships from local, national, and international companies/institutions. (S1, S4, O2, O3).
2. Developing the competencies of human resources (lecturers, students, and administrative staff) through training, and exchange programs for lecturers and students both domestically and internationally. Also, optimizing facilities and infrastructure to support the implementation of the university's Tri Dharma (education, research, and community service). (S2, O4).
3. Expanding the campus area in strategic locations close to the provincial government area of Banten to establish cooperation and government support in the field of Sharia-based business management.

4. Enhancing the university's accreditation to excellence by expanding networks, exchanging lecturers and students, and improving academic fields.
5. Collaborating with the Manpower Agency, Tourism Agency, and other companies/institutions in career development and absorption of alumni.

Strategies WO (Weakness Opportunities):

1. Improving and adding learning facilities such as classrooms and laboratories with support from the local government.
2. Conducting continuous promotion, socialization, and introduction of the university and existing and upcoming study programs.
3. Increasing the number of workers, especially in security and cleanliness departments.

Strategies ST (Strengths Threats):

1. Conducting data collection related to which facilities and infrastructure require maintenance or renovation.
2. Improving academic and non-academic services to compete with other universities.

Strategies WT (Weakness Threats):

1. Proposing IT development programs involving internal and external stakeholders.

Analysis Networking Process (ANP)

In this analysis, an ANP model is created concerning the SWOT analysis to obtain top-level priority development strategies and alternatives from Strength-Opportunities (SO), Strength-Threats (ST), Weakness-Opportunities (WO), Weakness-Threats (WT) as the lower level, using Super Decisions software. Pairwise comparison matrices are then created from this modeling. These matrices contain interdependencies within a cluster (inner dependence) and relationships between elements of different clusters (outer dependence). Experts who fill out the paired comparison questionnaires are individuals knowledgeable about the opening of this study program, such as the Chair of AFEBIS (Association of Islamic Economics and Business Faculties) and KNEKS (National Committee for Sharia Economics and Finance).

After the calculation using Super Decisions software, the priority strategies for opening the Sharia Business Management study program are obtained. The following table shows the ranking of alternative strategy priorities:

**Table 3. Alternatives Strategy Rank**

<i>Alternatives</i>	<i>Name</i>	<i>Normalized by Cluster</i>	<i>Limiting</i>	<i>Ranking</i>
	SO1	0.02596	0.009124	11
	SO2	0.06462	0.019041	4
	SO3	0.04042	0.010270	7
	SO4	0.02990	0.010136	8
	SO5	0.02702	0.009398	10
	ST1	0.06670	0.019576	3
	ST2	0.04031	0.012801	6
	WO1	0.02802	0.009653	9
	WO2	0.11676	0.032414	2
	WO3	0.05327	0.016133	5
	WT1	0.25223	0.067163	1

After conducting the ANP modelling and pairwise comparisons, the priority for the development strategy of the Islamic Business Management Program (MBS) was obtained with the assistance of Super Decision Software. Based on the table above, it can be seen that the alternative strategy with the highest value is WT1 (Weakness + Threats), which proposes the development of an Information Technology (IT) program involving internal and external stakeholders. This is due to the importance of disseminating information through media, especially websites, to the general public to introduce existing programs at FEBI as well as those proposed. Subsequently, the following rankings are in succession as steps in the development of the Islamic Business Management Program at the Faculty of Economics and Business, UIN Sultan Maulana Hasanuddin Banten.

## **E. CONCLUSION**

Based on the data presented previously, conclusions can be drawn from this study, including the positioning of the Sharia Business Management Department according to the respondents' perceptions. The argumentation is that mastering Sharia-based business management is considered quite important.

Most respondents in this study are interested in continuing their studies to a higher level. Respondents' interest in continuing their studies at FEBI UIN SMH Banten if the Sharia Business Management Department is opened. Management is the field most favoured by respondents when entering the Sharia Business Management Department.

Considering the survey results outlined earlier, it can be stated that the opening of the Sharia Business Management Program is justified. Based on the IFE and EFE matrices. Therefore, Progressive's strategy is maximizing the SO strategy while considering other strategies such as WO, ST, and WT.

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