

**THE INFORMATION OF EDITORIAL POLICIES**  
**JURNAL DINAMIKA MANAJEMEN**  
**FACULTY OF ECONOMICS**  
**UNIVERSITAS NEGERI SEMARANG**

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  - b. Accepted with major revisions.
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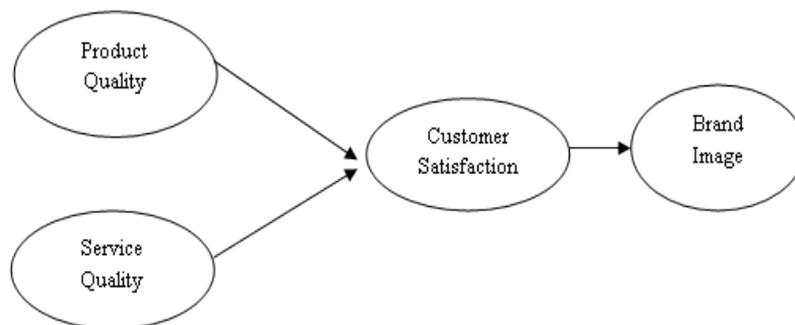
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1. The article is well-written in English. The writing of foreign language is italicized. Typed single space for the abstract, single space for content and single space for references. Written by font Times New Roman (TNR) 12pt size and indent for paragraphs is 1 cm.
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5. Under the author, it is the institution and the email at TNR 12pt, capitalized each word, without bolded and left justified. For example: Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia.
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8. Table.  
All table form as an example. Table title is placed on the table with left justified; For example: **Table 1.** Production Data and Market Share.

**Table 1.** Production Data and Market Share

<b>Production Activity</b>	<b>Estimate</b>	<b>Actual</b>	<b>Difference</b>
Main Ingredient	445.000 Ton	340.000 Ton	23,60%
Product	422.750 Ton	323.000 Ton	23,60%
Market Share (%)	2004	2005	2006
X	30	35	35
Y	35	30	25
Z	20	20	30
Other	15	15	10

9. Figure  
Writing the title of figures and graphics placed under the pictures with left justified.



**Figure 1.** Framework of Thinking

10. The total page does not exceed 25 pages, including the references and appendices (if any).

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The article systematic includes: the title; the identity of the author (without a title); abstract; keywords; introduction, method; result and discussion; conclusion and recommendation and references. While discussion about literature review and previous studies included in the introduction or result and discussion.

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3. **Abstract.** It is written in 170-200 words, in two languages; Bahasa Indonesia and English. Abstract in English is written first and then abstract in Bahasa Indonesia. The abstract should include the purpose of research, data / object of research, method, result or conclusion.
4. **Keywords.** The keywords should be written in English. Keywords should be chosen carefully and is able to reflect the concepts / variables contained in the article, with the number of three to six keywords.
5. **Introduction.** It is the state of arts of the research, which consists of the background of the study, the motivation of the study, the theories and the objectives of the study. It is written in the form of paragraph.
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8. **Conclusion and recommendation.** It consists of the conclusion, clarity of new findings, new theories and the possibility of the future research development.
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Rozemeijer, F. A & Van Weele, A. J. 2005. Making the Most of Corporate Purchasing: Understanding Organizational Behaviour, in Calvi, R. and Merminod, N., *Researches in purchasing and supply management, Proceedings*. Presented at the 14th IPSERA Conference, Archamps, France. 893-903.

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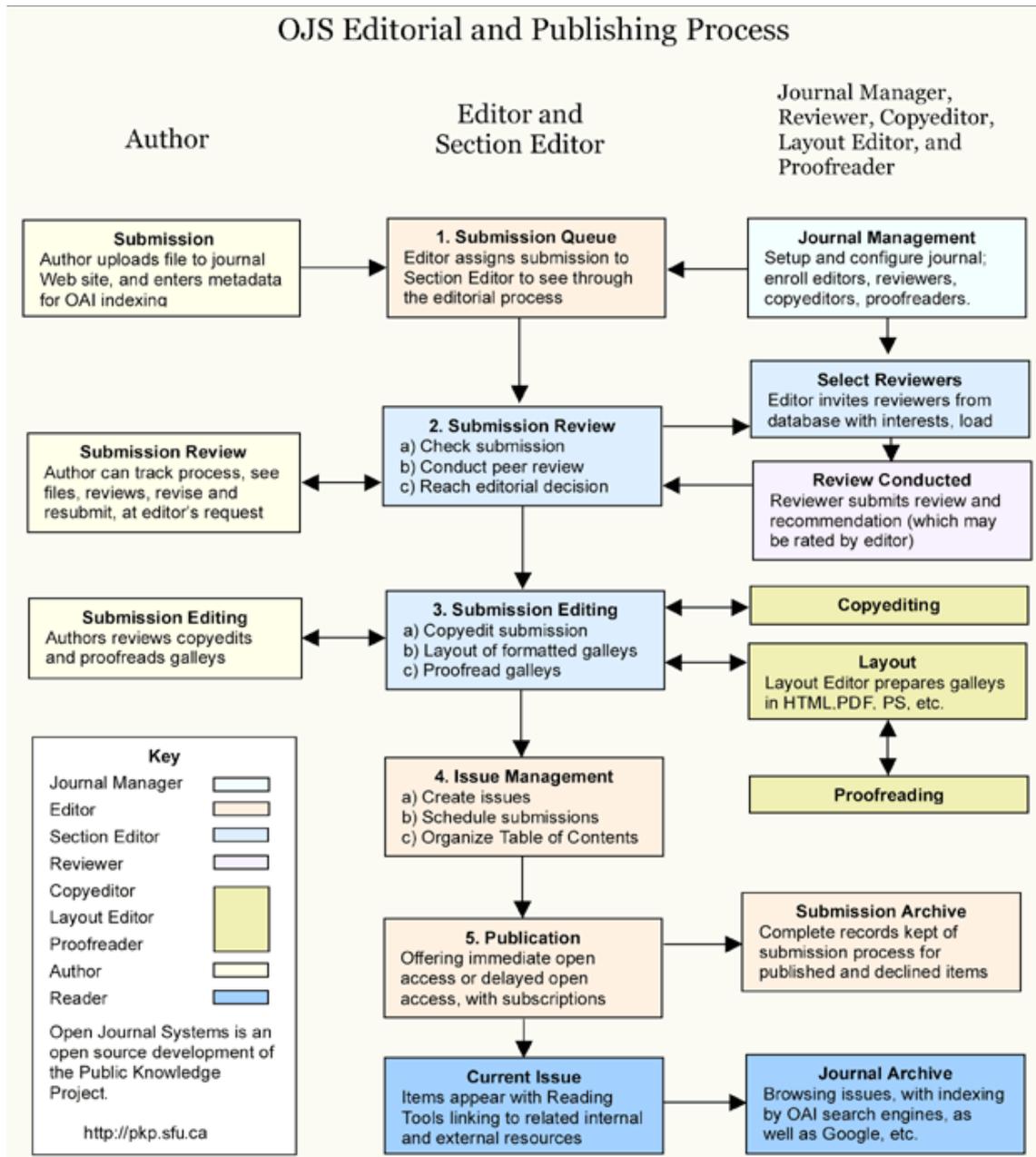
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**For internet sources:**

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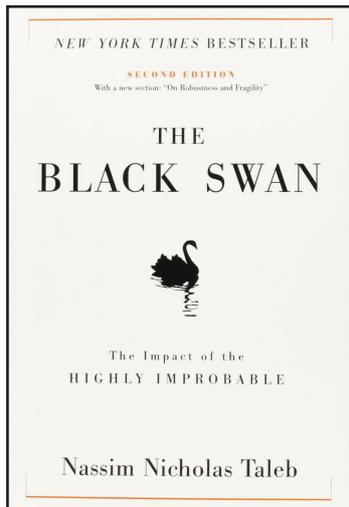
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## Book Review

Title	: The Black Swan: The Impact of the Highly Improbable
Author	: Nassim Nicholas Taleb
Publisher	: The Random House Publishing Group
Year	: 2007
Page	: 400 pages
Reviewer	: Vitradesie Noekent, Faculty of Economics, Universitas Negeri Semarang.

The author, Nassim Nicholas Taleb mention himself as part literary essayist, part empiricist, part no-nonsense trader who spent more than 21 years as a risk taker before becoming a flâneur and researcher in philosophical, mathematical and (mostly) practical problems with probability. He is currently Distinguished Professor of Risk Engineering at NYU's Tandon School of Engineering as only a quarter time position.

The Black Swan is the second book in Taleb's five-volume series on uncertainty: *Fooled by Randomness* (2001), *The Bed of Procrustes: Philosophical and Practical Aphorisms* (2010), *Antifragile: Things That Gain from Disorder* (2012), *Skin in the Game: The Hidden Asymmetries in Daily Life* (2018).

A black swan is an exciting, surprising or almost unpredictable event that can have a contagious impact. Google and 9/11 are black swans according to Taleb. After explaining that the narrative is dangerous, Taleb proceeds to deliver 308 pages, 4 parts, and 19 chapters of it. This is a tough reading book, many phrases you are might not familiar with. Yet, there are hundreds of insights; as Taleb says, the test of an author is whether you reread his work, and I will have to reread so many times to comprehend more.

Theoretically, The Black Swan is named after a classic error of induction wherein an observer assumes that because all the swans he is seen are white, all swans must be white (page xvii). It have three salient features: rare (statistical outliers); disproportionately impactful; and, because of that outsize impact, they compel human beings to explain why they happened—to show, after the fact, that they were indeed predictable (page xviii).

The Black Swan criticizes society for failing to expect extreme events. But it makes sense to focus mainly on preparing for what is likely. It refers to a stand-in for any phenomenon people did not see coming. This has led to a lot of wonks and otherwise genuine, well-meaning, and intelligent people saying Covid-19 is a black swan. In my opinion, Covid-19 is a white swan which was not completely a low probability, high impact event

that no one saw coming. Before Covid-19, there was SARS and other known germs that have enveloped the planet. Hence, a virus that is a threat to humanity is not completely inconceivable since there is no excuse for companies and corporations not to be prepared. There is definitely no excuse for governments not to be prepared for this pandemic.

This book is describing two subsets of our world: Mediocristan and Extremistan (page 35). Mediocristan is called by type 1 randomness. Earnings are related to the amount of work you do, things are predictable, or at least mostly so. You can explain most events with a Gaussian distribution, a bell curve. On the other side, extremistan as type 2 randomness, is the world of influencer- where unfairness reigns, the unexpected happens. Gojek as a super apps is the best example for Indonesia context. If you can describe Extremistan then you do it with power laws and fractal geometry, not bell curves. Nadiem Makarim, a founder of Gojek, challenges our notions about success; some companies and some CEOs that we think of as role models probably just got lucky.

In his book, Taleb squeezes on his learning as a trader, a quant, in the financial markets and tells the reader in essence. His financial advice is to put about 85% of your investment into something very safe and stodgy like T-Bills and then use the remaining 15% on high risk, high payoff instruments and adjust the percentages based on your risk appetite.

However, there is a fictional component to this science book, at one point he is telling the story of a woman author and her paramour and it seemed impossible; she was fiction. Another word picture was a true man of the world (Fat Tony, page 122-125) who had his own social engineering approach to the famous coin flipping problem. The Fat Tony's of the world do not allow even distribution to happen.

Reader are either going to love (e.g. page 235), confuse (e.g. page 235), or hate this book. I choose to love it much. Taleb engaged me work pretty hard to get through the book and I, for one, thank Taleb.

## Back Issues

### Back Issues

*Jurnal Dinamika Manajemen*

*March 2010, Vol. 1, No. 1*

- ❖ Meningkatkan Kualitas Pelayanan Jasa Penerbangan Indonesia Paska Insiden Kecelakaan Pesawat Terbang—*Arief Yulianto*
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- ❖ Kualitas Jasa yang Mempengaruhi Loyalitas dan Relevansinya terhadap Kepuasan—*Siti Fatona*
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- ❖ Peran *Coping With Change* Sebagai Pemeditasi Komitmen terhadap Perubahan pada Intensi Keluar—*I Putu Esa Widaharthana*

- ❖ Analisis Pengaruh ROA, EPS, *Financial Leverage*, *Proceed* terhadap *Initial Return*—*Andhi Wijayanto*

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*September 2010, Vol. 1, No. 2*

- ❖ Relasi Rating Obligasi dan Market Indeks Pasar Modal Indonesia—*Amirah*
- ❖ Efek Rantai Motivasi pada Kinerja Karyawan—*Desti Ranihusna*
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- ❖ Efek Moderasi Kerja Cerdas pada Pengaruh Kompetensi, *Reward*, Motivasi terhadap Kinerja—*Widodo*
- ❖ Efektivitas Pelatihan bagi Peningkatan Kinerja Karyawan—*Ade Rustiana*
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- ❖ Masih Relevankah Strategi *Marketing Mix* Meningkatkan Kepuasan Pelanggan—*Juliana Ohy*

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***March 2011, Vol. 2, No. 1***

- ❖ Arranging The Index of Corporate Governance—*Surifah*
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