



FAKULTI PERNIAGAAN DAN EKONOMI
Faculty of Business and Economics



MIDDLE MANAGEMENT DEVELOPMENT PROGRAMME (MMDP)

2025

Prepared By

CENTRE OF BUSINESS EXCELLENCE (CBE)

FACULTY OF BUSINESS AND ECONOMICS, UNIVERSITI MALAYA

ABOUT US

The Faculty of Business and Economics (FBEc) at Universiti Malaya is a leading provider of business, management, and economics education in Malaysia. We offer high-quality programs and conduct applied research tailored to meet the needs, expectations, and aspirations of the community.



Aligned with FBEc's mission, the Centre of Business Excellence (CBE) was established to strengthen industry engagement by offering comprehensive educational and training opportunities that address the evolving needs of professionals and businesses. Our dedication to continuous learning is evident in our tailored approach to upskilling and professional development.

OVERVIEW MMDP

Discover our Middle Management Development Programme (MMDP), a cornerstone in succession planning.

Designed to elevate thinking, confidence, and management careers, it enhances job processes and boosts morale.

Gain insights into key business disciplines through interactive sessions, ensuring practical application and immediate impact.

Participants will be provided with an understanding of the concepts and fundamental principles in key business management disciplines including: -



BENEFITS OF MMMDP

- »» **01** **Increase team performance** with enhanced leadership skills
- »» **02** **Improved decision-making** processes and analysis
- »» **03** **A broader understanding of** financial and accounting principles

- »» **04** **An appreciation of strategic issues in** the context of a global marketplace
- »» **05** **Identify new trends and market** demands in a complex business and economic environment
- »» **06** **Gain new insights based on rigorous** management best practice and research

TRAINING MODULES

MMDP contains a total of ten (10) modules:

Module 1: Leadership

Module 2: Business Communication

Module 3: Big Data Fundamentals & Applications

Module 4: Robust Product Design

Module 5: Finance and Accounting

Module 6: Talent Management

Module 7: Strategic Leadership for Operational Excellence

Module 8: Economic Foundations and Strategic Applications
for Business Growth

Module 9: Understanding Human Behavior for Workplace Success

Module 10: Strategic Decision Mindset



MODULE 1: LEADERSHIP

Leadership module provides a comprehensive analysis of contemporary leadership competencies, emphasising self-awareness and the art of influence to achieve business results. Participants will explore the dimensions of effective leadership, power dynamics, and innovative leadership approaches.

Topic 1 – Leading in Today’s Dynamic World

Topic 2 – Leadership that Promotes Action and Collaboration

Topic 3 – Propel Results with Relevant Leadership

Duration: 2 days

MODULE 2: BUSINESS COMMUNICATION

Business Communication module aims to provide participants with the necessary guides for developing a simple, yet highly effective and efficient style of presentation skills, up to a professional level. This hands-on module is designed for employees interested in developing their presentation skills at the workplace.

Topic 1 – Presentation & Professionalism

Topic 2 – Embracing Presentation Anxiety

Topic 3 – In the Shoes of the Audience

Topic 4 – Structuring an Effective Presentation Flow

Topic 5 – Language Usage in a Professional Presentation

Topic 6 – Strategic Communication Styles

Topic 7 – Engaging with Audience through Effective Delivery

Topic 8 – Using Visual Aids Effectively

Topic 9 – Saying the Unsaid through Non-Verbal Communication

Consultation, Preparation & Practice

Final Individual Presentation, Analysis & Evaluation

Duration: 3 days

MODULE 3: BIG DATA FUNDAMENTALS & APPLICATIONS

This module introduces participants to the world of Big Data and its transformative impact on industrial decision-making and business operations. Participants will explore the foundations of Big Data, its significance in today's data-driven landscape, and how it can be leveraged to improve business performance. The module covers the fundamentals of Big Data analytics and its practical applications across various industries. It offers participants the knowledge to apply data-driven strategies for business growth and operational efficiency.

Topic 1 – Understanding Big Data

Topic 2 – Big Data Ecosystem & Technologies

Topic 3 – Data Collection & Management

Topic 4 – Ethical & Legal Considerations in Big Data

Topic 5 – Big Data Analytics Framework

Topic 6 – Business Intelligence & Data-Driven Decision Making

Topic 7 – Big Data Challenges & Future Trends

Duration: 2 days

MODULE 4: ROBUST PRODUCT DESIGN

The "Robust Product Design" module is designed to provide participants with a comprehensive understanding of the product design process, emphasizing robust design principles. It includes advanced techniques such as Design of Experiments (DOE), Taguchi Method, orthogonal arrays, Target Performance Measurement (TPM), and signal-to-noise ratio analysis. The program includes practical exercises and real-world applications to ensure participants can effectively implement robust design strategies.

Day 1: Foundations of Robust Product Design

Topic 1 – Introduction to Product Design

Topic 2 – Identifying the Problem Statement

Topic 3 – Concept Generation & Selection

Day 2: Advanced Stages and Practical Application

Topic 4 – Robust Design Techniques

Duration: 2 days

MODULE 5: FINANCE AND ACCOUNTING

Finance and Accounting module is tailored for aspiring middle-level managers, particularly those with limited finance background. It aims to provide a practical understanding of key finance concepts and applications, enabling participants to integrate finance-related implications into their planning, analysis, and control activities.

Topic 1 – Basic Concept of Time Value of Money

Topic 2 – Investment and Project Appraisal

Topic 3 – Risk and Sensitivity Analysis

Topic 4 – Simple Cost and Revenue Concept

Duration: 2 days

MODULE 6: TALENT MANAGEMENT

Talent Management module aims to streamline the strategic thinking of workforce planning by finding the best talent, developing employees, and retaining them. This module aims to streamline the strategic thinking of workforce planning by finding the best talent on board, developing employees, and retaining them.

Topic 1 – Talent Management

Topic 2 – Talent Development

Topic 3 – Retaining Talent and Talent Engagement

Duration: 2 days

MODULE 7: STRATEGIC LEADERSHIP FOR OPERATIONAL EXCELLENCE

Developing Corporate Leadership in the Era of IR 4.0 module equips leaders with the competencies to effectively outline vision and strategy, fostering employee alignment and motivation in the dynamic environment of IR 4.0. Balancing technological advancements with human-centric leadership will be a key focus.

Topic 1 – Understanding the 5 Forces of Operational Excellence

Topic 2 – Strategic Opportunity Identification

Topic 3 – Advanced Hoshin Kanri

Topic 4 – Leadership Commitment to Operational Excellence

Duration: 2 days

MODULE 8: ECONOMIC FOUNDATIONS AND STRATEGIC APPLICATIONS FOR BUSINESS GROWTH

The Economic Foundations and Strategic Applications for Business Growth module equips participants with key economic concepts and their business applications. Using real-world data, participants will explore how principles like supply and demand, inflation, and market dynamics shape business strategy. The course includes theory, case studies, and exercises on global trends, trade wars, and fiscal policies to help navigate challenges and identify growth opportunities.

Topic 1 – Microeconomics & Macroeconomics Fundamentals

Topic 2 – Inflation and Business Costs

Topic 3 – Trade Wars and Global Supply Chains

Topic 4 – Global Economic Predictions and Strategic Planning

Topic 5 – Strategic Business Planning Using Economic Data

Topic 6 – Aligning Business Strategy with National Economic Policies

Topic 7 – Managing Risk in Volatile Markets

Topic 8 – Long-Term Strategic Planning in a Changing Economy

Topic 9 – Sustainability and Economic Growth

Topic 10 – Leveraging Economic Data for Competitive Advantage

Duration: 2 days

MODULE 9: UNDERSTANDING HUMAN BEHAVIOR FOR WORKPLACE SUCCESS

This module is designed to introduce fundamental psychological principles to employees in a manufacturing setting. The focus is on understanding behavior, motivation, communication, and teamwork to improve workplace interactions, safety, and productivity. The module is structured in a way that requires no prior knowledge of psychology, using simple concepts and practical applications.

Topic 1 – Introduction to Human Behavior in the Workplace

Topic 2 – Motivation, Personality & Workplace Interactions

Topic 3 – Communication, Emotional Intelligence & Conflict Management

Topic 4 – Workplace Behavior, Stress Management & Problem-Solving

Duration: 3 days

MODULE 10: STRATEGIC DECISION

MINDSET

The Strategic Decision Mindset module aims to equip managers with strategies to sustain their business. Participants will develop a versatile mindset for strategic thinking, enhance their analytical skills to generate valuable insights, and build key competencies for executing strategic initiatives effectively.

Topic 1 – Problem Identification

Topic 2 – External Environment Analysis

Topic 3 – Internal Analysis: SWOT and TOWS Analysis

Topic 4 – Competitive and Corporate Strategy

Topic 5 – Case Study on Public Listed Company

Duration: 3 days

THE TRAINERS

MODULE 1: LEADERSHIP



EMERITUS PROF. DR MOHD NAZARI ISMAIL

Mohd Nazari Ismail is the Chairperson of BDS Malaysia and Director of the Hashim Sani Centre for Palestine Studies at Universiti Malaya (UM). He is an Emeritus Professor at UM's Faculty of Business and Economics. He was previously Dean of the Faculty of Business and Accountancy and Head of the Strategic Planning and Development Unit of the Universiti Malaya.

Prof Nazari has consulted for various organizations, including FELDA, Dewan Bahasa and Pustaka, Proton, Matsushita, and the Royal Malaysian Police. He holds a B.Sc. in Economics from the University of Wales, an MBA from the State University of New York, and a PhD from Manchester Business School.

He was a Fulbright Scholar at the University of Michigan in 1999, a Fulbright Visiting Specialist at Pfeiffer University in 2005, and a visiting fellow at Oxford Center for Islamic Studies in June 2005.

MODULE 2: BUSINESS COMMUNICATION



MS. AZHANNI MUHAMMAD

Azhanni Muhammad has over 20 years of experience in academic and corporate training. She earned her B.Ed. TESL in 1995 and an MSc in Corporate Communication in 2003 from Universiti Putra Malaysia. In 2008, she completed her MA in Communication Studies at Ohio University, USA, where she is currently pursuing a Ph.D. in Communication Studies with a focus on Organizational/Corporate Communication, specifically in Crisis Communication and Image Repair Strategy.

Her extensive training background includes work with diverse public and private sector clients, such as the Public Service Department of Brunei, Malaysia's Ministry of Defence, Kuala Lumpur City Hall, and major corporations including Panasonic, Daikin, Monier and many more.

MODULE 3: BIG DATA FUNDAMENTALS & APPLICATIONS



DR ELAYARAJA A/L ARUCHUNAN

Dr. Elayaraja Aruchunan is a renowned expert in ESG data science with over 18 years of experience in machine learning, big data analytics, and decision science. He holds a PhD from Curtin University, Australia, and currently serves as a Senior Lecturer at Universiti Malaya. Dr. Aruchunan specializes in developing innovative solutions for real-world challenges through advanced data science techniques, particularly in ESG analytics.

As an accredited HRD Corp trainer, he offers professional training in Python, data mining, machine learning, and big data, helping professionals bridge the gap between theory and practice. A passionate educator and researcher, Dr. Aruchunan has published extensively and collaborates internationally. He is also an advocate for STEM education and a member of prestigious societies such as IEEE and PERSAMA. Recognized by the Academy of Sciences Malaysia, he is a distinguished leader in his field.

MODULE 4: ROBUST PRODUCT DESIGN



ASSOC. PROF. IR. DR MOHD SAYUTI AB KARIM

Associate Prof. Ir. Dr. Sayuti is an expert in advanced manufacturing and product innovation at Universiti Malaya. With a PhD in Engineering Science, he has led numerous design and manufacturing projects, earning over 40 research publications and 10 patents. His expertise spans product design, machine learning, and simulation techniques such as FEA and CFD.

Dr. Sayuti is also the General Manager of Zecttron Sdn Bhd, a UM spin-off, driving innovation in the industry. A Chartered Engineer and registered professional engineer, he combines academic excellence with practical business and technical insights to foster innovation and growth.

MODULE 5: FINANCE AND ACCOUNTING



ASSOC. PROF. DR KOH HSIENG YANG ERIC

Eric H.Y. Koh is an Associate Professor in the Department of Finance with research interests in bank and risk management. He holds a PhD from The University of Nottingham, is a CFA charter holder, and is a CPA Australia member. His career spans external auditing and senior management roles in banking. In addition to teaching undergraduate and postgraduate courses, he facilitates professional training and serves on the Examination Committee of the Asian Institute of Chartered Bankers. His professional background includes external auditing and senior management roles in the banking sector, where he led business performance analysis and risk management projects.

Dr Eric has authored and co-authored several books and numerous peer-reviewed journal articles, contributing significantly to the fields of finance and risk management. His work reflects a deep integration of theoretical knowledge and practical experience, making him a valuable asset to both academia and the finance industry.

MODULE 6: TALENT MANAGEMENT



DR KHAIRUDDIN NAIM MOHD ZAIN

Khairuddin Naim Mohd Zain is a Senior Assistant Registrar and an Ordinary Member of the Malaysian Institute of Management (MIM). He received his Doctor of Philosophy (PhD) in Human Resource Management from Universiti Malaya (UM). He is currently a Deputy Dean (Higher Degree, Research and Innovation) at the Faculty of Sports and Exercise Science, University Malaya.

For the past couples of years, Khairuddin Naim has been specializing in Talent Development. His current interest includes Talent Management, Competency Management and Training and Development. He often conducts workshop on Individual Development Plan for the non-academic Professional and Administrator Talent Pool of Universiti Malaya. From time to time, he conducts workshop for developing Technical/Functional Competencies for Universiti Malaya non-academic staff.

MODULE 7: STRATEGIC LEADERSHIP FOR OPERATIONAL EXCELLENCE



MR YIP CHOONG YU

Yip Choong Yu is a distinguished trainer with over 27 years in Continuous Improvement and Business Transformation across various industries. A certified Six Sigma Master Black Belt and leading Lean Six Sigma expert in Asia Pacific, he has developed and certified over 200 professionals.

Yip has led major transformation projects, particularly in Customer Experience, earning awards for "Best Omnichannel Experience" and "Best Process Excellence." He holds an MSc in Engineering Business Management from Warwick University and has held senior roles like Senior Manager of Process Improvement at Maxis Berhad. His proven, results-oriented training approach aligns with corporate goals, making him a top choice for enhancing organizational excellence.

MODULE 8: ECONOMIC FOUNDATIONS AND STRATEGIC APPLICATIONS FOR BUSINESS GROWTH



DR GOH LIM THYE

Goh Lim Thye holds the position of Senior Lecturer within the Department of Economics at the Faculty of Business and Economics, Universiti Malaya, where he also fulfils the role of Deputy Dean of Development. He obtained his PhD in Economics, as well as a Master of Science in International Economics and a Bachelor of Economics with a specialisation in Finance and Investment Analysis, all from Universiti Putra Malaysia. His research focuses on Development Economics, International Economics, Macroeconomics, and Applied Econometrics.

Goh Lim Thye has been awarded multiple research grants, particularly in areas related to development economics and sustainable growth. Besides his academic and research responsibilities, he is an Associate Editor for the Journal of Institutions and Economics.

MODULE 9: UNDERSTANDING HUMAN BEHAVIOR FOR WORKPLACE SUCCESS



DR MOZARD MOHTAR

Mozard Mohtar is a Senior Lecturer in the Department of Management & Marketing at the Faculty of Business and Economics, Universiti Malaya, where he also serves as Programme Coordinator for the MBA/Euro-Asia MBA-MSc until September 2025. He holds a PhD in Marketing from Aston University, an MBA in Marketing from Universiti Malaya, and a Bachelor of Journalism from the University of Missouri.

With a decade of experience across various industries, including advertising, event marketing, retailing, and brand management, Dr Mozard integrates his practical knowledge into his academic roles. His research and teaching focus on branding and marketing communications, areas he has developed through his academic and professional career.

MODULE 10: STRATEGIC DECISION MINDSET



DR AZNI ZARINA TAHA

Dr. Azni Zarina Taha (PhD, Aston University) is the Executive Director (Bursar) of UMGiving at Universiti Malaya. With a PhD in strategy, an MBA from Universiti Malaya, and a BSc from the University of Missouri, she blends academic expertise with extensive consultancy experience.

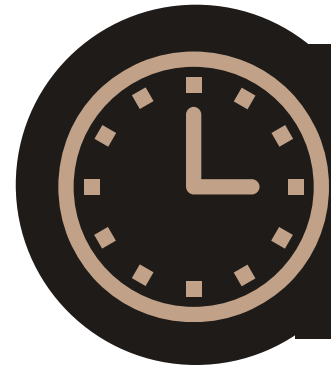
She teaches corporate strategy and change management, applying both theory and insights from her consultancy work. Dr. Azni has delivered training for organizations like Panasonic Malaysia, the Malaysian Armed Forces, and Infineon Technologies.

Her consultancy experience spans diverse sectors, advising high-profile organizations such as KPDN, MATRADE, and KWAP, and working on projects like the Aerospace Industry 4.0 Readiness Index (AIR4S) and profiling mosques for the Islamic Tourism Centre.

MODULES 1-10



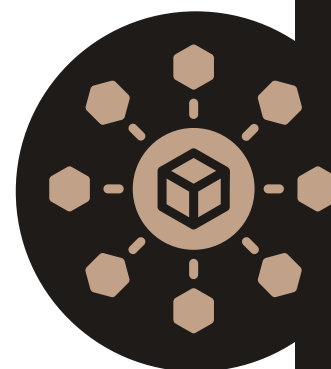
2 or 3 Days



9:00 AM until 5:00 PM



Bangunan Azman Hashim,
Universiti Malaya



Teaching Modules:
Customized on requests (min. 5)

CONTACT US



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