

HANDBOOK SEMESTER 2, 2023/2024

UNIVERSITI MALAYA,
GRADUATE SCHOOL
OF BUSINESS
(UMGSB)

MALAYA

يونيڤرسيتي مالاي

General Information

This handbook is designed to provide students with general information and guidance about studying in the UMGSB Programmes and should be referred to in conjunction with the Universiti Malaya's other rules and regulations.

This handbook does not supersede any of the Universiti Malaya Rules and Regulations or any other resolutions approved by the Senate from time to time.

We consider it each student's responsibility to make themselves familiar with the contents of this handbook and also the above rules and regulations. We believe that the information provided in this handbook may help you avoid any unnecessary problems.

Please do not hesitate to contact the UMGSB Office if you have any questions. The handbook was correct at time of printing (February 2024).



ACCREDITATION

UMGSB is fully accredited by the Association of MBAs (AMBA) and the Association to Advance Collegiate Schools of Business (AACSB) International. These accreditations represent the highest standard of achievement in postgraduate business education in terms of curriculum, teaching, research and facilities.

REASONS TO STUDY AT UMGSB

HIGH PROFILE

Networking with our high-profile group of Candidates ranging from Senior Manager to C-Level.

TOP 65 RANKING

UM is ranked 65th in the QS World University Rankings 2024.

EXPERTISE

UMGSB programmes source industrial experts to share their experience and knowledge with the students. UMGSB has an international faculty with academics trained from top universities around the world.

DIVERSITY

Candidates can learn from our diverse group of lecturers and visiting academics from all regions of the world. UMGSB has the highest composition of international Candidates in the country from Germany, Denmark, Sweden, the United States of America, Ecuador, Iraq, Iran, Palestine, Yemen, Saudi Arabia, Jordan, Turkey, Libya, South Africa, Korea, Japan, China, India, Pakistan, Bangladesh, Indonesia, Thailand, Philippines, Singapore, Myanmar and Vietnam.

TABLE OF CONTENTS

CONTENT	PAGE
ACADEMIC CALENDAR	5
UM VISION, MISSION AND CORE VALUES	6
THE ESTABLISHMENT OF FACULTY OF BUSINESS AND ECONOMICS (FBEC)	7
THE ESTABLISHMENT OF UNIVERSITI MALAYA GRADUATE SCHOOL OF BUSINESS	8
MASTER OF BUSINESS ADMINISTRATION (MBA)	11
MASTER OF MANAGEMENT (MM)	53
MASTER OF MARKETING (MMkt)	75
MASTER OF ACCOUNTING (REPORTING AND MANAGEMENT ACCOUNTABILITY) (MAcc)	94
DOCTOR OF PHILOSOPHY (PhD)	118

ACADEMIC CALENDAR 2023/2024

ACADEMIC CALENDAR 2023/2024 ACADEMIC SESSION (MASTER'S AND DOCTORAL LEVEL)				
SEMESTER I				
Lectures	7 weeks*	09.10.2023	-	26.11.2023
Mid-Semester I Break	1 week	27.11.2023	-	03.12.2023
Lectures	7 weeks*	04.12.2023	-	21.01.2024
Revision Week	1 week*	22.01.2024	-	28.01.2024
Semester I Final Examination	2 weeks*	29.01.2024	-	11.02.2024
Semester Break	3 weeks	12.02.2024	-	03.03.2024
	<u>21 weeks</u>			
SEMESTER II				
Lectures	5 weeks*	04.03.2024	-	07.04.2024
Mid-Semester II Break	1 week	08.04.2024	-	14.04.2024
Lectures	9 weeks*	15.04.2024	-	16.06.2024
Revision Week	1 week *	17.06.2024	-	23.06.2024
Semester II Final Examination	2 weeks*	24.06.2024	-	07.07.2024
	<u>18 weeks</u>			
SEMESTER BREAK				
Break	9 weeks*	08.07.2024	-	08.09.2024
SPECIAL SEMESTER				
Lectures	7 weeks*	08.07.2024	-	25.08.2024
Special Semester Final Examination	1 week*	26.08.2024	-	01.09.2024
Break	1 week	02.09.2024		08.09.2024
	<u>9 weeks</u>			

Note:

(*) The Academic Calendar has taken into account public and festive holidays and is subject to change:

Maulidur Rasul	28 September 2023	Eidul Fitri	10 & 11 April 2024
Deepavali	12 November 2023	Labour Day	01 May 2024
Christmas Day	25 December 2023	Wesak Day	22 May 2024
New Year	01 January 2024	His Majesty' the King's Birthday	03 June 2024
Thaipusam	25 January 2024	Eidul Adha	17 June 2024
Federal Territory Day	01 February 2024	Awal Muharam	07 July 2024
Chinese New Year	10 & 11 February 2024	National Day	31 August 2024
Nuzul Al-Quran	28 March 2024	Malaysia Day	16 September 2024

UNIVERSITY VISION, MISSION AND CORE VALUES

Vision

A global university impacting the world.

Mission

Pushing the boundaries of knowledge and nurturing aspiring leaders.

Core Values

Passion, Oneness, Integrity, Sincerity and Empathy



FACULTY VISION, MISSION AND OBJECTIVES

Vision

A global university impacting the world.

Mission

We aspire to be the leader and preferred institution in business and accounting education by:

- Providing graduates quality education and global perspective that meet the evolving needs of various stakeholders
- Contributing to the advancement of knowledge in the area of business and accounting through quality research and publication.

Objectives

- To produce graduates who are socially responsible, knowledgeable and highly skilled in business, management and accounting.
- To explore and expand the frontiers of knowledge through teaching, research and publication.
- To establish a closer relationship and improve cooperation with the private and public sectors, as well as with other institutions of higher learning – local and international

THE ESTABLISHMENT OF FACULTY OF BUSINESS AND ECONOMICS



Business education in the Universiti Malaya dates back to 1966 when the Faculty of Economics and Administration first offered business and accounting courses.

In line with the growing demand for business and economics programmes, the Universiti Malaya, Faculty of Business and Economics (FBEc) was subsequently established on 6th September 2021 (a merger of two faculties namely, Faculty of Business and Accountancy and Faculty of Economics and Administration) to focus on developing these programmes. FBEC strives to meet the challenges of preparing the Candidates to play a vital role in the industry and nation building. FBEC seeks to remain at the forefront of business and accounting education and continues to enjoy the reputation of an excellent knowledge-based institution.

FBEC is headed by a Dean and assisted by five (5) Deputy Deans, two (1) Directors and six (6) Heads of Departments. The six (6) departments are Accounting, Finance, Management and Marketing, Decision Science, Economics and Political Science, Public Administration and Development Studies.

Currently, FBEC offers fifteen (15) programmes:

Postgraduate Level

- Master of Business Administration (MBA)
- Euro Asian MBA-MSc Programme (Double Degree with University of Glasgow (UofG))
- Master of Management (MM)
- Master of Accounting (Reporting and Management Accountability, MAcc)
- Master of Marketing (MMkt)
- Master of Economics (MEc)
- Master of Development Studies (MDS)
- Master of Public Administration (MPA)
- Master of Applied Statistics (MAS)
- Doctor of Philosophy (PhD)
- Doctor of Business Administration (DBA)

Undergraduate Level

- Bachelor of Business Administration (BBA)
- Bachelor of Accounting (BAcc)
- Bachelor of Finance (BFin)
- Bachelor of Economics (BEc)

As part of our effort to strengthen our programmes, FBEC has collaborated with various business communities and government agencies. In addition, there are several Faculty members who are affiliated with professional bodies such as the Malaysian Institute of Accountants (MIA), Malaysian Institute of Certified Public Accountants (MICPA), Association of Chartered Certified Accountants (ACCA) and Chartered Financial Analyst (CFA), Chartered Institute of Marketing (CIM)

THE ESTABLISHMENT OF UNIVERSITI MALAYA GRADUATE SCHOOL OF BUSINESS



The Universiti Malaya Graduate School of Business (UMGSB) was established in May 2000. The main objective is to strengthen the management of postgraduate programmes in business and management of UMGSB is located within the Faculty of Business and Economics (FBEc) in the brand new state-of-the-art Bangunan Azman Hashim (Azman Hashim Building).

UMGSB now offers seven (7) highly sought-after programmes, namely MBA, Euro Asian MBA-MSc Programme, MM, MAcc, MMkt, PhD and DBA. All the programmes are well-recognised by a number of international and professional accreditations bodies. UMGSB offers invaluable experiences through its rigorous, extensive and innovative programmes that meet an individual's personal and professional goals.

Our MBA programme has been accredited by the Association to Advance Collegiate Schools of Business (AACSB) and Association of MBAs (AMBA). We are also passionate about the contribution of our faculty members and postgraduate students to our business community and society.

Lectures at UMGSB are delivered in seminar rooms or mini theatre equipped with Internet connection, computer and audio-visual display with modern technology. Students have access to the UM library, which is regarded as the best in the country and one of the largest in the region. Students are provided comprehensive study facilities and electronic access to a vast array of specialist research databases, online journals and many of the leading financial information services. However, as far as accommodation services are concerned, the Student Residential Colleges and the International House may only accommodate the students subject to availability. Nevertheless, it is common for both local and international students to live in off-campus housing whilst studying in Malaysia and UM. Living off-campus is not what it used to be either. Today, many off-campus student housing options offer everything on-campus living does and more. Being at the central of Kuala Lumpur, UM has a well-connected public transportation systems supported with UM shuttle buses with tracking app for students' travelling within campus and to the city. Please check out the UM transportation link guide.

AZMAN HASHIM BUILDING

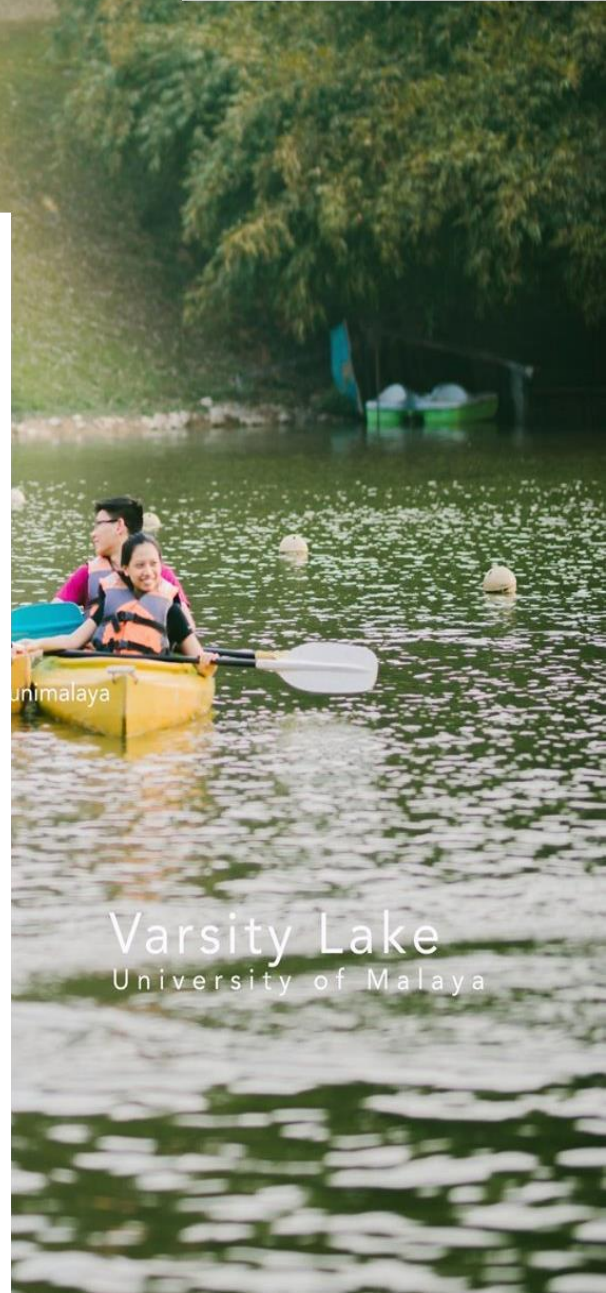
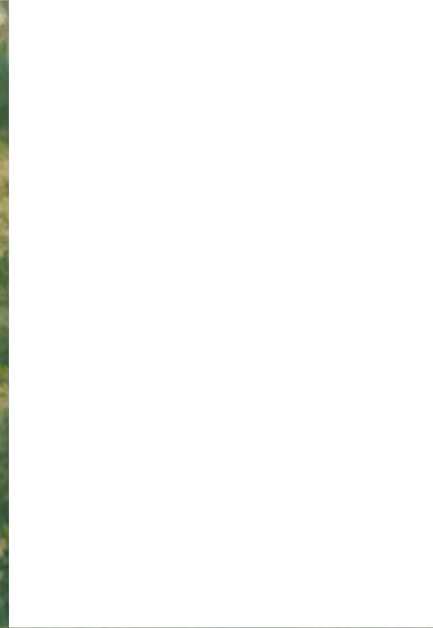
Ambank Group Chairman Tan Sri Azman Hashim personally funded the RM25mil building project through the Yayasan Azman Hashim charitable institution to Universiti Malaya (UM). The AHB was built on the car park space opposite to the Faculty of Business and Economics (FBEc) dedicated to the postgraduate students of UMGSB. The construction of the building started in November 2013 and was completed in April 2016.

The design concept was inspired by the principles of Feng Shui philosophy which aims at establishing a link with the local traditions while projecting the future, using the latest technologies. Feng Shui literally means "Wind and Water", in honour of the two elements that shape the Earth and determine the healthy characters of a place.

With a built-up area of approximately 79,501 sq ft, AHB can accommodate up to 850 postgraduate students, and houses a theatre room and a banquet, seminar rooms, discussion rooms, a trading lab, a marketing lab, computer labs, a grab and go café, a 24-hour wi-fi service and 80 parking bays.



MASTER DEGREE
BY
COURSEWORK



MBA

MASTER OF BUSINESS ADMINISTRATION

Varsity Lake
University of Malaya

MASTER OF BUSINESS ADMINISTRATION

Programme Educational Objectives

The objectives of the MBA programme are to produce graduates who can:

- Graduates are able to integrate advance knowledge of business administration related areas into actions that address wide range of business issues.
- Graduates are able to demonstrate professional values and ethics in various business-related disciplines for career advancement.
- Graduates are able to participate in various professional activities that contribute to the wellbeing of societies.

INTRODUCTION

The Universiti Malaya (UM) Master of Business Administration (MBA) programme is a rigorous programme that seeks to expose the students to theoretical concepts and analytical and practical tools that will prepare them for the challenges in an increasingly dynamic business environment..

Courses are structured to provide a broad understanding of theories with real-world issues beyond the boundaries of textbooks. Through a blended of lectures, case studies, written assignments, group projects, presentations and class discussions, each student is equipped with the necessary knowledge and experience to analyse and evaluate issues for better solutions..

The pedagogies are aimed at optimising the efficiency of the learning process. Each student is required to complete a minimum of 46 credit hours of learning and research project that cover various business concentrations. Thus, on average, the students would require 1½ to 2½ years of study.

Programme Learning Outcomes

In line with the above goals, at the end of the programme, the graduates of MBA will be able to achieve the following programme outcomes:

- Critically evaluate theories and advanced concepts in business.
- Apply theories and integrate the concepts that support decision making process in the dynamic business environment.
- Conduct applied research independently and/or apply practical skills in solving contemporary business problems.
- Demonstrate effective communication and teamwork while maintaining high ethics and professionalism.
- Generate solutions from quantitative and qualitative data using digital technologies and appropriate software in a global business context.
- Demonstrate managerial and leadership skills with responsibility, autonomy and accountability in career development.
- Exemplify self-advancement through lifelong learning in entrepreneurial projects.
- Contribute ethically and professionally towards the development of sustainable society.

MBA PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university; **and**
- A minimum of **three (3) years full-time** working experience after completing first degree; **and**
- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

Note : *Candidates that fulfill the requirements maybe called for an admission interview to gauge specific skills / knowledge required for the programme.*

Career Prospects

Our MBA degree opens doors for graduates to ascend to higher executive leadership within organisations. Our graduates can pivot towards managerial roles across diverse sectors including business organisations, healthcare, engineering, retailing, hospitality, and the public sector.

Target Market

The UM-MBA programme is designed for executives and managers aspiring to acquire the skills, knowledge, and competencies to position themselves in the organisation better. The target participants of the programme are those who:

- Graduates **from** various industries who wish to learn the overall business functions
- Individuals who are seeking for career progression
- Individuals who intend to change industry or job function;
- Graduates who expect to develop skills and critical thinking in business administration
- Individuals who wish to acquire the appropriate entrepreneurial skills to kick-start their own business.



PROGRAMME STRUCTURE

The MBA programme **offers day and evening classes from 6.30 pm until 9.30 pm, emphasising** quality teaching and student participation. The **minimum and maximum periods of candidature are three (3) and eight (8) semesters**, respectively. It should be noted that any withdrawal from the semester(s) by the candidate will be counted in the duration of the programme.

The new MBA structure with six (6) concentration areas enables students to concentrate on the area(s) they want to learn more from the program while optimising their learning experience.

The programme is structured into three (3) main categories: Core Courses (18 Cr), Concentration / Elective Courses (21 Cr) and Research Project (7 Cr) (See Table-1).

The design of our courses and components is strategically geared towards maximizing students' learning opportunities and fostering the acquisition of indispensable skills crucial for their career advancement. In total, students are required to complete 46 credits, as shown in Table-1 (see *next page*).



PROGRAMME STRUCTURE

Table 1: Components of Programme Structure and Credit Hours

Courses	Credit hours
*Core Courses	18
Core Concentration / Concentration Courses / Elective Courses	21
Research Project	7
Total	46

**Each core, concentration and elective course carry three (3) credit hours.*

Core Course (18 Credit Hours)

Core (i.e., compulsory) courses are designed to expose students to the fundamentals of management in business organisations. The students must enrol in all core courses as they serve as a strong foundation for further specialisation into other areas they decided to pursue later on. These core courses cover essential discipline in Accounting, Business Strategy and Policy; Finance and Banking; Operations and Management Information Systems; and Marketing. The list of core courses is shown below in Table-2

Table-2

Course Code	Course Name	Credit Hours
CQX7001	Research Methodology <i>Note : Students are required to register Research Methodology and obtain atleast Grade B (PASS) and above before register for CQC7049 Statistical Analysis and CQX7004 Research Project</i>	3
CQX7004	Research Project	7
CQC7002	Economics for Managers	3
CQC7004	Strategic Marketing	3
CQC7046	Accounting & Finance for Decision Making	3
CQC7047	Operations Management	3
CQC7007	Corporate Strategy <i>Note: Corporate Strategy is a Capstone Course. Students are required to register for this course after completing 5 core courses (15 credits)</i>	3
TOTAL		25

PROGRAMME STRUCTURE

MBA Programme

Students are given the two (2) options to pursue the MBA programme. Selection for concentration is made in the second semester of the academic calendar.

I. General MBA

Students are required to take all core courses comprising six (6) courses with 18 credits. In addition, they are also required to take CQC7006 Human Capital Management, CQC7030 Strategic Information System, CQC7040 Leadership and CQC7056 Business Ethics, Governance, and Sustainable Society. To complete the remaining six (6) courses or 18 credits, students can pick and choose any elective as shown in **Table-4**

II. MBA with Concentration

Students are required to enroll in all core courses comprising six (6) courses with 18 credit hours. To complete the seven (7) courses or 21 credit hours, students need to choose one (1) package as shown in **Table-5**

Regardless of the options chosen, students still need to enroll in another seven (7) credits of the CQX7004 Research Project to complete the required credit hour of 46 credit.

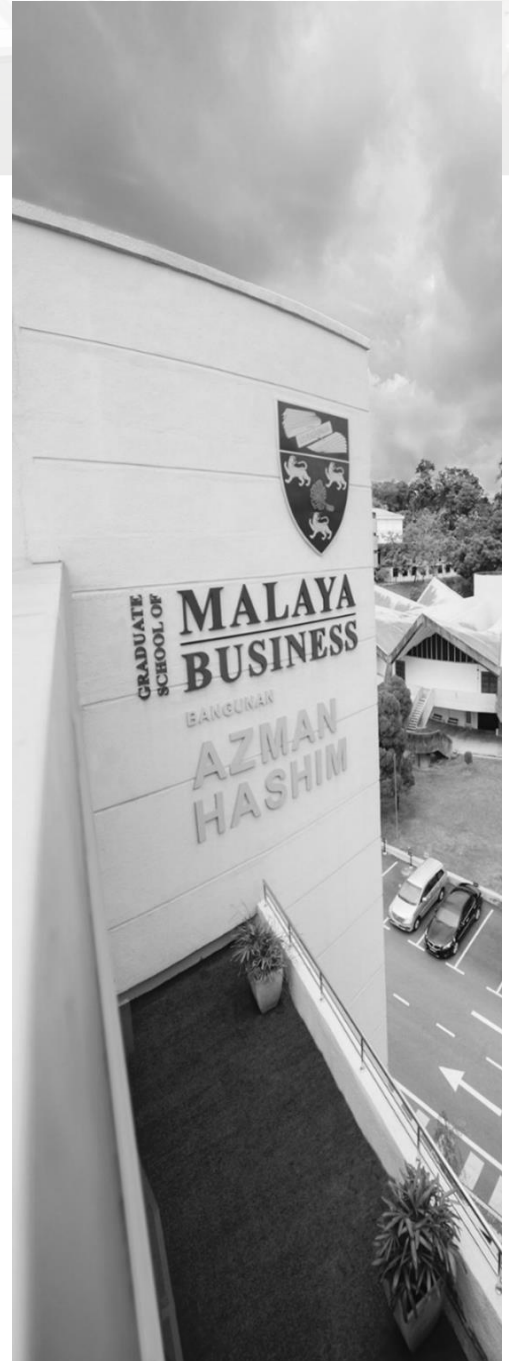
PROGRAMME STRUCTURE

Concentration Courses

Table-3 is the summary of concentration packages that are offered.

Table-3

Component	Concentration	Package
Concentration Packages	Concentration Package (21 credit hours 7 courses including core concentration)	1. Finance 2. Accounting 3. Marketing 4. Business Analytics 5. Dynamic Management 6. Work Psychology



PROGRAMME STRUCTURE

GENERAL MBA

Table-4 presents the courses available for students who wish to choose General MBA. They are also required to enroll in CQC7006 Human Capital Management, CQC7030 Strategic Information System, CQC7040 Leadership and CQC7056 Business Ethics, Governance and Sustainable Society. To complete the remaining three (3) courses or 9 credit hours, they can pick and choose any elective.

Note : Please take note that elective courses are offered alternate semester.

TABLE – 4 GENERAL MBA
CORE CONCENTRATION (12 CREDIT HOURS)

NO	CODE	COURSES
1	CQC7006	Human Capital Management
2	CQC7030	Strategic Information System
3	CQC7040	Leadership
4	CQC7056	Business Ethics, Governance, and Sustainable Society

ELECTIVES (9 CREDIT HOURS)

NO	CODE	COURSES
1	COA7003	Business Accountability and Sustainability
2	COA7005	Management Accounting Control System and Accountability
3	COA7007	Taxation and Business Decisions
4	CQC7008	Internal Audit: Governance, Risk and Control
5	CQC7009	Internal Audit Engagement
6	CQC7016	International Finance
7	CQC7017	Corporate Finance
8	CQC7018	Capital Markets, Investments, and Portfolio Management
9	CQC7024	Consumer Behaviour
10	CQC7025	Services Marketing
11	CQC7026	Global Branding
12	CQC7028	Integrated Marketing Communications
13	CQC7029	Electronic Commerce
14	CQC7036	Islamic Perspective in Business and Economics

PROGRAMME STRUCTURE

GENERAL MBA (Cont..)

Table-4 presents the courses available for students who wish to choose General MBA. They are also required to take CQC7006 Human Capital Management, CQC7030 Strategic Information System, CQC7040 Leadership and CQC7056 Business Ethics, Governance and Sustainable Society. To complete the remaining three (3) courses or 9 credit hours, they can pick and choose any elective

Note : Please take note that elective courses are offered alternate semester.

**TABLE – 4 GENERAL MBA
ELECTIVES (9 CREDIT HOURS)**

NO	CODE	COURSES
15	CQC7041	Organisational Behaviour
16	CQC7042	Performance Management and Rewards Systems
17	CQC7043	Training Management
18	CQC7044	International Business Management
19	CQC7045	Internal Audit and Business Management
20	CQC7048	Business Intelligence and Analytics
21	CQC7049	Statistical Analysis Note : Pre-requisite – PASS CQX7001 Research Methodology
22	CQC7050	Change Management In Disruptive Times
23	CQC7051	Sustainable Service Innovation
24	CQC7052	Cross-Cultural Management
25	CQC7053	Positive Psychology for Managers
26	CQC7054	Applied Econometrics
27	CQC7055	Islamic Financial System
28	CQC7057	Sustainable Entrepreneurship
29	CQC7058	Global Supply Chain Management
30	CQC7059	Retailing
31	CQC7060	Digital Marketing
32	CQC7061	Digital Finance

PROGRAMME STRUCTURE

MBA WITH CONCENTRATION

Table-5 presents the courses available for students who wish to choose MBA with Concentration. To complete the seven (7) courses or 21 credit hours, students need to choose one (1) package.

Note : Please take note that elective courses are offered alternate semester.

Table-5 MBA WITH CONCENTRATION

PACKAGE 1 – FINANCE (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7006	Human Capital Management
	CQC7030	Strategic Information System
	CQC7040	Leadership
	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	CQC7017	Corporate Finance
	CQC7018	Capital Markets, Investments, and Portfolio Management
	CQC7055	Islamic Financial System

PACKAGE 2 – ACCOUNTING (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7006	Human Capital Management
	CQC7030	Strategic Information System
	CQC7040	Leadership
	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	COA7003	Business Accountability and Sustainability
	COA7007	Taxation and Business Decisions
	CQC7045	Internal Audit and Business Management

PROGRAMME STRUCTURE

MBA WITH CONCENTRATION (CONT...)

Table-5 presents the courses available for students who wish to choose MBA with Concentration. To complete the seven (7) courses or 21 credit hours, students need to choose one (1) package.

Note : Please take note that elective courses are offered alternate semester.

Table-5 MBA WITH CONCENTRATION

PACKAGE 3 – MARKETING (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7006	Human Capital Management
	CQC7030	Strategic Information System
	CQC7040	Leadership
	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	CQC7024	Consumer Behaviour
	CQC7026	Global Branding
	CQC7060	Digital Marketing

PACKAGE 4 – BUSINESS ANALYTICS (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7006	Human Capital Management
	CQC7030	Strategic Information System
	CQC7040	Leadership
	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	CQC7048	Business Intelligence and Analytics
	CQC7049	Statistical Analysis Note : Pre-requisite – PASS CQX7001 Research Methodology
	CQC7058	Global Supply Chain Management

PROGRAMME STRUCTURE

MBA WITH CONCENTRATION (CONT...)

Table-5 presents the courses available for students who wish to choose MBA with Concentration. To complete the seven (7) courses or 21 credit hours, students need to choose one (1) package.

Note : Please take note that elective courses are offered alternate semester.

Table-5 MBA WITH CONCENTRATION

PACKAGE 5 – DYNAMIC MANAGEMENT (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7006	Human Capital Management
	CQC7030	Strategic Information System
	CQC7040	Leadership
	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	CQC7044	International Business Management
	CQC7050	Change Management In Disruptive Times
	CQC7051	Sustainable Service Innovation

PACKAGE 7 – WORK PSYCHOLOGY (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7006	Human Capital Management
	CQC7030	Strategic Information System
	CQC7040	Leadership
	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	CQC7041	Organisational Behaviour
	CQC7052	Cross-Cultural Management
	CQC7053	Positive Psychology for Managers

PROGRAMME STRUCTURE

CQX7004 Research Project (7 Credits)

The Research Project for MBA programme introduces students to research, thereby allowing them to conduct in-depth research in their area of concentration. The research report should demonstrate the students' ability to carry out research and report their findings accurately and coherently.

This research component is in partial fulfilment of the requirements for the MBA degree at UMGSB. MBA students must register, complete and pass the Research Project before the degree can be awarded.

Students are required to obtain a **Pass (Grade B and above) in CQX7001 Research Methodology** before registering for the CQX7004 Research Project. The timeframe for students to complete the Research Project is two (2) semesters, applicable for regular and special semesters. If students fail to complete in two (2) semesters, they will obtain an F grade, which requires them to repeat the course for another two (2) semesters and pay the full fees for the course.

The minimum number of words is 15,000 and the maximum number of words is 30,000 (footnotes, references, appendixes, tables and figures are excluded). The evaluation of the Research Project report consists of a **written report (80%)** and an **oral presentation (20%)**.

The examiners for the Research Project comprised of:

- i. Supervisor (60% of the assessments) and
- ii. Internal Assessor (40% of the assessments).

Grading of the Research Project is subject to the Rubric adopted by UMGSB. Upon submission and examination, the students will have to make corrections to the report based on the comments and recommendations of the assessor and supervisor(s).

STUDY PLAN

The UM academic year consists of two regular semesters and a special semester. Each of the semester is divided into two blocks by a 1-week mid-semester break with 14 learning weeks followed by two weeks of examinations. The general academic year and semesters in UM are as follows :

Table-6: Semester

Semester(s)	Intake
Semester 1	October to February
Semester 2	February to June
Special Semester	July to August

Please refer to the latest academic calendar issued by AASD.

Below is the duration for MBA Programme

Duration	Semester
Minimum (1.5 YEARS)	Three (3) Normal Semesters
Maximum (4 YEARS)	Eight (8) Normal Semesters



STUDY PLAN A

Graduating MBA in 1 ½ Years / 3 Normal Semesters

Definition

- **“semester”** means a specific duration determined by the University in an academic session which constitutes normal semesters and special semesters.
- **“Normal Semester”** means Semester I or Semester II as provided in the Calendar of Study.
- **“Special Semester”** means a semester with a shorter duration from a Normal Semester and offered after Semester II.

***Table 7a: Study Plan A (General MBA)**

1 st SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQX7001	Research Methodology	3
Core	CQC7002	Economics for Managers	3
Core	CQC7004	Strategic Marketing	3
Core	CQC7046	Accounting and Finance for Decision Making	3
Core	CQC7047	Operations Management	3
SUBTOTAL			15

2 nd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core Concentration	CQC7006	Human Capital Management	3
Core Concentration	CQC7030	Strategic Information System	3
Core Concentration	CQC7040	Leadership	3
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Research	CQX7004	Research Project (RP1)	3
SUBTOTAL			15

3 rd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7007	Corporate Strategy	3
Elective *		Elective Course (I)	3
Elective *		Elective Course (II)	3
Elective *		Elective Course (III)	3
Research	CQX7004	Research Project (P2)	4
SUBTOTAL			16
TOTAL			46

* Students can also select any concentration courses in lieu of electives.

STUDY PLAN A

Graduating MBA in 1 ½ Years / 3 Normal Semesters

**Table 7b: Study Plan A
(MBA with Concentration)**

1 st SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQX7001	Research Methodology	3
Core	CQC7002	Economics for Managers	3
Core	CQC7004	Strategic Marketing	3
Core	CQC7046	Accounting & Finance for Decision Making	3
Core	CQC7047	Operations Management	3
SUBTOTAL			15

2 nd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core Concentration	CQC7006	Human Capital Management	3
Core Concentration	CQC7030	Strategic Information System	3
Core Concentration	CQC7040	Leadership	3
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Research	CQX7004	Research Project (RP1)	3
SUBTOTAL			15

3 rd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7007	Corporate Strategy	3
Elective		Concentration Course (I)	3
Elective		Concentration Course (II)	4
Elective		Concentration Course (III)	5
Research	CQX7004	Research Project (P2)	4
SUBTOTAL			16
TOTAL			46

STUDY PLAN B

Graduating MBA in 2 Years / 4 Normal Semesters

Table 8a: Study Plan B (General MBA)

1 st SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7002	Economics for Managers	3
Core	CQC7004	Strategic Marketing	3
Core	CQC7046	Accounting & Finance for Decision Making	3
Core	CQC7047	Operations Management	3
SUBTOTAL			12

2 nd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQX7001	Research Methodology	3
Core Concentration	CQC7006	Human Capital Management	3
Core Concentration	CQC7030	Strategic Information System	3
Core Concentration	CQC7040	Leadership	3
SUBTOTAL			12

3 rd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7007	Corporate Strategy	3
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Elective *		Elective Course (I)	3
Research	CQX7004	Research Project (RP1)	3
SUBTOTAL			12

4 th SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Elective *		Elective Course (II)	3
Elective *		Elective Course (III)	3
Research	CQX7004	Research Project (RP2)	4
SUBTOTAL			10
TOTAL			46

STUDY PLAN B

Graduating MBA in 2 Years / 4 Normal Semesters

**Table 8b: Study Plan B
(MBA with Concentration)**

1 st SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7002	Economics for Managers	3
Core	CQC7004	Strategic Marketing	3
Core	CQC7046	Accounting & Finance for Decision Making	3
Core	CQC7047	Operations Management	3
SUBTOTAL			12

2 nd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQX7001	Research Methodology	3
Core Concentration	CQC7006	Human Capital Management	3
Core Concentration	CQC7030	Strategic Information System	3
Core Concentration	CQC7040	Leadership	3
SUBTOTAL			12

3 rd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7007	Corporate Strategy	3
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Elective		Concentration Course (I)	3
Research	CQX7004	Research Project (RP1)	3
SUBTOTAL			12

4 th SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Elective		Concentration Course (II)	3
Elective		Concentration Course (III)	3
Research	CQX7004	Research Project (RP2)	4
SUBTOTAL			10
TOTAL			46



Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	Research Methodology
COURSE CODE	CQX7001 <i>Note : Students are required to register Research Methodology and obtain atleast Grade B (PASS) and above before register for CQC7049 Statistical Analysis and CQX7004 Research Project</i>
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Develop an understanding of the research concepts and theories in designing a research. 2. Analyse the literature critically to find the research gap. 3. Compare and contrast quantitative and qualitative methods 4. Prepare a feasible research proposal
SYNOPSIS	This course focusses on the concepts of research methodology. The process of doing research, literature review, framework and hypothesis development, instrument development and sampling design are discussed. This course elaborates on the quantitative and qualitative research methods. The course also guides the students to develop an achievable research proposal.

COURSE TITLE	Economics for Managers
COURSE CODE	CQC7002
LEARNING OUTCOMES	At the end of the course, the students are able to: 1. Identify main elements of micro and macroeconomic theories and principles and their relation to business issues. 2. Apply economic theory, technical information and appropriate methods in effectively analysing and solving business-related issues. 3. Apply microeconomic analysis as a problem-solving tool according to different types of market structure. 4. Evaluate the current macroeconomics issues in Malaysia in a critical and creative manner.
SYNOPSIS	This course covers economic issues related to managerial decision-making including consumer demand, supply, elasticity, producer's cost, market structures, aggregate models of macro economy and government policies including fiscal and monetary policy.

APPENDIX - Details of Core Courses

COURSE TITLE	Strategic Marketing
COURSE CODE	CQC7004
LEARNING OUTCOMES	At the end of the course, the students are able to: 1. Explain marketing concepts and theories. 2. Analyse how consumer and business markets influence organisation's marketing decision. 3. Apply marketing mix in formulating effective marketing strategies. 4. Design a strategic marketing plan for a business.
SYNOPSIS	The course introduces students to the theory and application of marketing. It integrates marketing concepts and applies them to the dynamic business environment.

COURSE TITLE	Corporate Strategy
COURSE CODE	CQC7007
LEARNING OUTCOMES	At the end of the course, the students are able to: 1. Identify the environment, context and approaches to strategic decisions. 2. Discuss the concepts, theories and practices of strategies planning and management. 3. Develop the skills to integrate different aspects of corporate management.
SYNOPSIS	This course is designed to expose students to the theory and practice of strategic planning and management. Strategic planning and management involve setting goals and effective execution of strategies to attain the pre-determined goals. The course emphasises on students' ability to think conceptually and develop an effective analytical framework for strategic decision making. The use of real cases allows students to test their ability to identify and solve issues or problems that are strategic in nature.

APPENDIX - Details of Core Courses

COURSE TITLE	Accounting and Finance for Decision Making
COURSE CODE	CQC7046
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Determine the nature and purposes of the three major financial statements (balance sheet, income statement, and cash flow statement) for use in business decision-making. 2. Appraise important ratios for assessing the financial performance and position of a business. 3. Evaluate time value concept, capital budgeting techniques, and cost relevance and behaviour concept in business decision-making. 4. Demonstrate the use of working capital management and financial planning in formulating short and long-term financial decision-making.
SYNOPSIS	This course provides an introduction to accounting and finance. It covers some basic principles, underlying concepts, and processes in accounting and financial management of a business organisation. Topics include measuring and reporting financial statements, analysing and interpreting financial statement, time value of money concept, financial planning, capital budgeting and methods of managing working capital.

COURSE TITLE	Operations Management
COURSE CODE	CQC7047
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Interpret the functions of operations management in an organisation 2. Examine issues and challenges of operations management in a competitive environment. 3. Evaluate decision models in operations management for decision making. 4. Organise the quick concept, quality, cost, elasticity and dependency in actual operations management
SYNOPSIS	This course focuses on functions of operations management related to prediction system, process strategies, layout, inventory management and project management. Related issues and challenges are also discussed. Students are also exposed to tools for decision making purposes

APPENDIX - Details of Core Concentration Courses

COURSE TITLE	*Human Capital Management
COURSE CODE	CQC7006
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Examine the concepts and practices of managing organisations and human capital. 2. Explain global issues that are related to managing organisations and human capital. 3. Adapt different techniques in evaluating the effectiveness of practices in managing organisations and human capital. 4. Demonstrates skills in applying empirical research results into the practical management of human capital.
SYNOPSIS	The course is divided into two parts, namely: organisational management and human resource management. The first part covers basic functions and roles of managers in a challenging work environment. It highlights the concepts and practices of planning, organising, leading and controlling. The second part of the course examines the practical issues in managing human resources. They include planning and executing effective staffing strategies and managing programmes to develop employees' effectiveness and enhance organisational performance.

COURSE TITLE	*Strategic Information Systems
COURSE CODE	CQC7030
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Interpret the concepts and issues in Information systems. 2. Evaluate the use of information in organisation. 3. Combine the various information systems available in the organisation. 4. Compare the appropriate information systems package to solve problems in organisation.
SYNOPSIS	This course focuses on various concepts and theories of Strategic information system such as digital transformation, IT infrastructure, IT strategy, Business Strategy etc. Current issues such as the use of smart technologies inside the organisation and globally, technological trends, and others are also discussed.

*Note : This course appears in every 1st concentration package

APPENDIX - Details of Concentration / Elective Courses

COURSE TITLE	*Leadership
COURSE CODE	CQC7040
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Illustrate dimensions of effective and ineffective leadership skills which includes traits, values, and leader behaviour. 2. Justify how behavioural processes of a leader influences the effectiveness and charisma of a leader 3. Explain different leadership styles to match the situational favourableness and environment. 4. Formulate how leaders gain power and use them in various influence tactics to influence the situation and the players within and beyond the organisation.
SYNOPSIS	This course encompasses the history and evolution of leadership research in comparison to traditional leadership theories. The course also looks at contemporary leadership theories such as visionary leadership and learning oriented leadership. The need to relook at traditional leadership theories and embrace new leadership styles can be attributed to the globalization process, the introduction to concepts such as learning organisation, virtual teams, and the emergence of knowledge workers. The course starts off with a discussion on a leader is responsible in providing direction, developing good quality leader-member exchange, and change orientation.

COURSE TITLE	* Business Ethics, Governance and Sustainable Society
COURSE CODE	* CQC7056
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Demonstrate the fundamentals of ethics and governance concepts, issues, and challenges in the context of organisational practices. 2. Integrate an individual ethical principle as an essential dimension in the decision-making process. 3. Coordinate the role of company directors, shareholders, stakeholders, and regulatory bodies in promoting good corporate governance. 4. Integrate the tool of ethical frameworks through a community services program.
SYNOPSIS	The aim of this course is to expose students with the theoretical background of ethics and governance in the context of a business environment. The course will emphasize on the complexity of ethical frameworks in implementing ethics in organisational functions including human resource management, marketing, accounting, finance, and technology. Furthermore, students will analyse local and international ethical cases to help them to improve their ability to engage with the ethical decision-making process. As a result, students should be able to understand, describe, and evaluate the implementation of ethics and governance from the stakeholder perspective. This course will also expose students to practice what they have learned through the engagement with community service program.

*Note : This course appears in every 1st concentration package

APPENDIX - Details of Elective Courses

COURSE TITLE	Corporate Finance
COURSE CODE	CQC7017
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Analyse project and business valuation issues. 2. Integrate risk and real investment in managerial decision-making as applied in the real world. 3. Formulate corporate financing decisions and their implication to the firm's performance. 4. Analyse corporate restructuring as possible strategies for business expansion and performance.
SYNOPSIS	Corporate finance deals with the tools and analyses used for corporate financial decision-making. It may be divided into long-term and short-term decisions and techniques with the primary goal of enhancing corporate value by ensuring that the return on capital exceeds the cost of capital without taking excessive financial risks.

COURSE TITLE	Capital Markets, Investments and Portfolio Management
COURSE CODE	CQC7018
LEARNING OUTCOMES	At the end of the course, the students are able to: 1. Identify the characteristics of capital markets, financial instruments and their risks and returns for investment decision and investment timing purposes. 2. Explain the theories, analytical tools and asset pricing models for market analysis as well as investment decision-making for individuals and institutions. 3. Apply security and technical analysis using macroeconomic, industry and firm opportunities for valuation and investment timing purposes. 4. Evaluate the key features of investment strategies, portfolio construction, management and performance evaluation.
SYNOPSIS	This course covers the review of capital markets and financial instruments, techniques of analysing and evaluating individual securities and constructing optimal portfolios. Other applications considered will include asset pricing models, stock and bond management and portfolio performance evaluation methods.

APPENDIX - Details of Elective Courses

COURSE TITLE	Islamic Financial System
COURSE CODE	CQC7055
LEARNING OUTCOMES	At the end of this course, students are able to: 1. Relate on the concept of Shariah and its implication on the governance and regulatory frameworks in the Islamic finance industry. 2. Appraise the fundamental aspects of the theory of Islamic commercial contract. 3. Differentiate various types of Islamic commercial contracts applied in Islamic business and finance 4. Interpret the adaptation of the Islamic commercial contracts in contemporary business and financial transactions.
SYNOPSIS	Throughout the course the students will be exposed to the concepts and principles of Shariah and their implication to business and financial transaction. The focus shall be made on the forms of contracts used in developing the instruments and products in the banking and non-banking sector and the financial markets as well as the governing laws that regulate their implementation. It will enable the students to gain insights into the Islamic finance industry in Malaysia and other countries especially in their legal frameworks, financial structures and instruments.
COURSE TITLE	International Finance
COURSE CODE	CQC7016
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Examine the current and projected context, nature, role and significance of international financial management activities in organisations. 2. Assess the current developments in international finance and integrate their implications toward participants in the international financial system. 3. Analyse theoretical model and financial data in international finance for decision making. 4. Coordinate international macroeconomics policies and institutions in regulatory frameworks to manage global finance.
SYNOPSIS	In this course, the students are exposed to various international finance theories and application strategies in decision making. This course provides the understanding on overall international market issues including foreign exchange, foreign exchange determinants, methods of financing and managing international financial risks and portfolio.

APPENDIX - Details of Elective Courses

COURSE TITLE	Applied Econometrics
COURSE CODE	CQC7054
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Estimate using statistical analysis, including the classical regression model, to estimate relevant economic parameters, predict economic outcomes, and test economic hypotheses using quantitative data. 2. Formulate the basic assumptions of the classical linear regression model and correct any violations of these assumptions, such as autocorrelation, multicollinearity, heteroscedasticity and other biasness. 3. Formulate time series data analysis and find quantitative solutions via applying latest software in social science research. 4. Formulate panel data analysis and find quantitative solutions via applying latest software in social science research.
SYNOPSIS	Throughout these course students will be exposed to econometrics methods being used in cross sectional data, time series data and panel data by using statistical software.

COURSE TITLE	Digital Finance
COURSE CODE	CQC7061
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Examine the nature and developments of digital finance related to money, lending and payment systems. 2. Demonstrate the applications of digital finance innovations in financial markets. 3. Evaluate the risk and challenges of digital finance applications among consumers and businesses and their implications to regulations. 4. Describe the role and future of digital finance in designing business solutions.
SYNOPSIS	In this course, students are introduced to the nature and evolutions of digital finance. The applications of digital finances in relation to money, lending, payment systems and financial market are examined. This course also discusses the risk and challenges brought about by the usage of digital finance among consumers and business and how these issues impact regulations. Finally, students will be able to describe the role and future of digital finance in business decision making.

APPENDIX - Details of Elective Courses

COURSE TITLE	Business Accountability and Sustainability
COURSE CODE	COA7003
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Illustrate the concepts that relate to business accountability and sustainability. 2. Measure the development of corporate sustainability. 3. Describe various issues and current practices that relate to corporate social and responsibility and sustainability. 4. Explain the relation between sustainability concept and business strategy.
SYNOPSIS	This course provides knowledge on various concepts that relate to business accountability and sustainability. It reviews the development of corporate sustainability and elaborates various theories and international initiatives in sustainability. This course also discusses current issues and practices on corporate social responsibility and sustainability. The links between sustainability and Business strategies are also discussed.

COURSE TITLE	Taxation and Business Decisions
COURSE CODE	COA7007
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Analyse the Malaysian taxation environment. 2. Propose the various tax planning techniques relating to sole proprietor, partnership and companies. 3. Measure Malaysian taxation system in order to make good business decisions. 4. Master the latest tax issues on businesses.
SYNOPSIS	The course covers the tax planning as part of the overall strategy of businesses. Latest issues on tax will be discussed to assist the students to make business decisions more confidently.

APPENDIX - Details of Elective Courses

COURSE TITLE	Internal Audit and Business Management
COURSE CODE	CQC7045
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Determine relevant aspects of organisational behaviour in the performance of the internal audit role. 2. Examine global analytical techniques, assess industry environments to make strategic decisions in the context of an internal audit function. 3. Appraise management skills in managing an internal audit function. 4. Integrate accounting and finance information of the organisation 5. Solve issues related to application of information technology in the internal audit environment
SYNOPSIS	The course aims to provide exposure to global analytical techniques, industry environments and strategic decision making and enhance understanding of key aspects of global business environment as well as inculcate the required management and negotiation skills in the performance of the internal audit function.

COURSE TITLE	Management Accounting Control System and Accountability
COURSE CODE	COA7005
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Demonstrate the changing direction of management accounting, the factors driving change and the information needs in the design of management accounting control systems. 2. Examine management control, performance measurement systems and accountability. 3. Describe relevant management accounting control techniques in planning and control of operations in a broad range of settings. 4. Integrate behavioural and organisational implications of financial and non-financial criteria in performance measurement.
SYNOPSIS	This course covers topics in management accounting and control systems. Issues related to management control systems, management control environment, performance measurement systems and accountability are discussed. Topics covered include nature of management control system and its environment, management control alternatives, environmental uncertainty and strategies, financial responsibility centres and performance measurement systems. Emphasis is also given to the current related issues in management accounting and control systems.

APPENDIX - Details of Elective Courses

COURSE TITLE	Internal Auditing: Governance, Risk and Control
COURSE CODE	CQC7008
LEARNING OUTCOMES	At the end of this course, students should be able to: 1. Determine the basic theories, concepts and processes of internal auditing. 2. Examine the Institute of Internal Auditor's Attribute Standards. 3. Describe the internal audit function's role in organisational governance. 4. Arrange the appropriate internal audit planning process that address the relevant issues in governance, risk and control.
SYNOPSIS	This course enables students to understand and apply basic concepts and processes of internal auditing. It discusses the importance of internal auditing knowledge in ensuring good corporate governance and risk management. Students will also be exposed to relevant ethical issues.

COURSE TITLE	Internal Audit Engagement
COURSE CODE	CQC7009
LEARNING OUTCOMES	<i>At the end of the course, students are able to:</i> 1. Determine the functions of internal auditor and duties on audit engagements. 2. Examine the steps involved in conducting internal audit engagement and design an internal audit. 3. Implement the use of various procedures to undertake audit engagements and suggest appropriate tools for undertaking a specific engagement. 4. Coordinate an internal audit engagement process..
SYNOPSIS	This course enables students to learn the basic steps in conducting risk-based audit engagement. Students will be exposed to other engagements conducted by internal auditors such as quality audit and performance audit. Students will also be introduced to the application of several tools such as sampling techniques.

APPENDIX - Details of Elective Courses

COURSE TITLE	Consumer Behaviour
COURSE CODE	CQC7024
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Examine concepts and theories in consumer behaviour. 2. Interpret consumer behaviour models in the global contexts. 3. Demonstrate the internal and external influences affecting consumer behaviour. 4. Integrate theories of consumer behaviour to determine market opportunities.
SYNOPSIS	The course will focus on the psychological factors influencing individual consumption behaviour. The major topics in this course are: information processing; behavioural learning; personality and psychographics; consumer beliefs, attitudes, and behaviour; consumer decision making process, situational influences, group processes, cultural processes, and global issues in consumer behaviour.

COURSE TITLE	Global Branding
COURSE CODE	CQC7026
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Examine concepts and theories in branding. 2. Demonstrate the various approaches in developing brand equity. 3. Coordinate a global brand audit using suitable research approach. 4. Explain various strategies for a sustainable global brand.
SYNOPSIS	This course will expose students to theory and practice of brand management. The course is divided into four parts: (i) introduce concept of brand and brand management, (ii) identify and establish brand positioning and values, (iii) describes the planning and implementation of brand marketing programmes, and (iv) discusses how brand performance could be measured and interpreted. Particular attention will be given to international issues and global branding strategies.

APPENDIX - Details of Elective Courses

COURSE TITLE	Digital Marketing
COURSE CODE	CQC7060
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Determine the role and importance of digital marketing in a rapidly changing business environment. 2. Analyse the various strategic approaches to digital marketing. 3. Measure the effectiveness of digital marketing campaign on company's strategy. 4. Form a marketing campaign using digital platforms such as social media, blogs/vlogs and content marketing.
SYNOPSIS	This course introduces digital media marketing by covering all the major digital platforms including social media. Students will also learn how the effectiveness of digital media marketing campaigns can be measured.

COURSE TITLE	Services Marketing
COURSE CODE	CQC7025
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Compare the characteristics of services and their impacts on marketing strategies for services. 2. Demonstrate the elements of services marketing mix and relevant tools in developing strategies for service organisations. 3. Identify the challenges faced by service organisations/professionals. 4. Develop a situational analysis of contemporary issues in services.
SYNOPSIS	Understanding the field of services marketing is a pre-requisite for those who want to pursue careers in both private and public sectors. Since services possess several unique characteristics that require a distinctive approach to its marketing strategy, this course provides students the understanding of service offerings, their customers and markets. The rapid diffusion of technology has also created new forms of services that offer opportunities for organisations to engage with customers. Therefore, this course extends the marketing concepts and models and adapts them in the context of services. It also discusses the application of services marketing mix and the relevant tools in developing strategies.

APPENDIX - Details of Elective Courses

COURSE TITLE	Integrated Marketing Communications
COURSE CODE	CQC7028
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Examine concepts and tools of Integrated Marketing Communications (IMC) in business decisions. 2. Describe legal, ethical, and professional issues and practices in IMC. 3. Measure the effectiveness of media mix and message strategies in promotional campaigns. 4. Form IMC campaigns using suitable promotional tools for effective communications.
SYNOPSIS	This course provides a managerial examination of the role of communications within the marketing mix, i.e., promotion. It explores all aspects of advertising and promotion in depth and detail, with an emphasis on real-world practice and application. Course topics include setting communication objectives, designing and executing a message strategy, using media, and developing an integrated marketing communication strategy designed to connect with and motivate the consumer toward an intended action or belief.

COURSE TITLE	Retailing
COURSE CODE	CQC7059
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Describe the principles, practices, and concepts used in retailing. 2. Identify the complex nature, trends, and competitive environment of retailing. 3. Select appropriate retail locations and sites, store layout and design, and visual merchandising. 4. Integrate the key elements of retailing mix and merchandising mix for effective retail strategies.
SYNOPSIS	The aim of this course is to enrich students' understanding of retailing and merchandising. The course will familiarize students with the decisions involved in developing a sustainable competitive advantage in retailing and the concepts and principles for making those decisions. Students will be exposed to retail strategic frameworks and real cases encompassing various areas of retailing and merchandising. An applied perspective will be adopted whereby students are encouraged to apply concepts and perspectives learned in the course

APPENDIX - Details of Elective Courses

COURSE TITLE	Business Intelligence and Analytics
COURSE CODE	CQC7048
LEARNING OUTCOMES	At the end of this course, students are able to: 1. Interpret the basic concepts of Business Intelligence and Analytics. 2. Evaluate the different types of analytics that can be used by organisations 3. Analyse the application of various business intelligence and analytic tools to support decision making 4. Demonstrate the use of business intelligence tools to explore data
SYNOPSIS	This course focuses on the concepts and techniques of business intelligence and analytics. Different types of analytics such as descriptive, predictive, prescriptive and discovery analytics are discussed. Business Intelligence tools will be used to explore and visualize data that helps managers to understand the results in a better way and make effective decisions.

COURSE TITLE	Statistical Analysis
COURSE CODE	CQC7049
	<i>Note : Pre-requisite – PASS CQX7001 Research Methodology</i>
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Interpret the principles of statistics and some advanced applications 2. Demonstrate the ability to design a sound quantitative approach that is appropriate for analysis 3. Analyse data using appropriate statistical tools 4. Interpret research findings critically and ethically.
SYNOPSIS	This course aims to expose students to the importance of statistical analysis in conducting a research. Two statistical software namely SPSS and PLS will be applied throughout the course. Among the topics covered include factor analysis, ANOVA, multiple regression, measurement and structural models as well as mediation and moderation analysis.

APPENDIX - Details of Elective Courses

COURSE TITLE	Global Supply Chain Management
COURSE CODE	CQC7058
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Interpret the functions and processes in supply chain management. 2. Examine issues and challenges related to sustainable supply chain management 3. Evaluate the different strategies used for managing supply chain. 4. Propose solutions for supply chain management problems using decision models
SYNOPSIS	This course focuses on concepts and techniques in supply chain management involving distribution network analysis and configuration. This course also discusses topics related to transportation, logistics planning, procurement and inventory control.

COURSE TITLE	E-Commerce
COURSE CODE	CQC7029
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Interpret the concepts, theories and applications in electronic commerce. 2. Illustrate the issues related to the use of electronic commerce. 3. Analyse the various electronic commerce strategies. 4. Demonstrate the use of various electronic commerce platforms
SYNOPSIS	This course focuses on various concepts and theories of electronic commerce such as e-retailing, e-advertising, e-supply chain, e-payment, e-learning, etc. Current issues such as the use of cookies in e-commerce application, taxation issues, intellectual properties and others are also discussed.

APPENDIX - Details of Elective Courses

COURSE TITLE	International Business Management
COURSE CODE	CQC7044
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Determine the challenges faced by firms operating in international business environment. 2. Examine why firms engage in international business using related theories. 3. Integrate the international business systems and strategies in institutions. 4. Explain the approaches, methods and techniques used by managers of international firms.
SYNOPSIS	The course exposes students to significant features in the environment of international business and discusses theories that seek to explain why firms engage in international business. In addition, students are familiarised with the system and institutions related to international business. The course also examines approaches, methods and techniques used by managers of the international firms.

COURSE TITLE	Change Management in Disruptive Times
COURSE CODE	CQC7050
LEARNING OUTCOMES	At the end of this course, students are able to: 1. Determine the effects of external environment that influence different types of organisational change. 2. Appraise the theories on individual, group and system change to different environmental context. 3. Demonstrate the implication of organisation development and change on organisational effectiveness. 4. Identify the different levels of individual and organisational change enablers that enhance organisational receptivity for change.
SYNOPSIS	This course helps individuals understand why organisations undertake change. It provides an understanding on the differences between individual, group, systems, and organisational change. This course includes topics relating to development in change management, framework on organisational change, theories on organisational change, cultural excellence paradigm, organisational learning, power and politics, organisational development and change.

APPENDIX - Details of Elective Courses

COURSE TITLE	Sustainable Service Innovations
COURSE CODE	CQC7051
LEARNING OUTCOMES	At the end of this course, students are able to: 1. Determine different types of technologies in service innovation in different industries and the nature of the innovation. 2. Compare the different types of service innovation, its role in the economy, nature of innovation, and sustainability of the innovation. 3. Appraise the service innovation design to existing services by applying the concept of new service development, service quality, service encounters, supporting facility, location, and project management. 4. Relate the service operation in areas of demand forecasting, managing capacity and demand, managing waiting lines, service supply relationships, managing facilitating goods and growth, and globalisation of services.
SYNOPSIS	This course provides a detailed understanding of the concepts and theories in service management. It also directs the student on the understanding of the important issues that need to be examined in designing a new service enterprise. Students are also required to apply the knowledge of service operations.

COURSE TITLE	Sustainable Entrepreneurship
COURSE CODE	CQC7057
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Analyse the entrepreneurial mind set in terms of strategies, approach, attitudes, and behaviour. 2. Determine sources of finance and human capital for venture creation. 3. Differentiate sources of finance and human capital for venture creation. 4. Integrate various components of a business plan.
SYNOPSIS	This course is designed to prepare students to succeed in the new, global economy by coaching them to think and acts like an entrepreneur. In addition, the course will also briefly through light on the skills required to acquire and manage ventures within and outside corporate environment. Course topics include the entrepreneurial revolution, the business opportunity, venture and growth capital, entrepreneurship beyond start-up and developing a business plan.

APPENDIX - Details of Elective Courses

COURSE TITLE	Training Management
COURSE CODE	CQC7043
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Examine the principles of learning and adult education. 2. Organise the training needs of individuals and organisations. 3. Differentiate various approaches in instructional design and training methodology. 4. Identify issues relevant to designing, managing and assessment of training outcomes.
SYNOPSIS	The course will enable students to understand the concepts and processes related to training and staff development in the organisation. It will expose students to various approaches to instructional design and training methodologies. Students will be trained to analyse individual and organisational training needs, design appropriate training plan for its implementation and evaluate its effectiveness.

COURSE TITLE	Performance Management and Rewards Systems
COURSE CODE	CQC7042
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Determine the basic concepts in performance management and reward systems. 2. Formulate the effectiveness of different types of employee performance indicators. 3. Combine the benefits of effective reward systems for employees. 4. Identify the practical performance and rewards measures in enhancing employee productivity.
SYNOPSIS	The course introduces the general concepts of performance management and reward systems in organisations to the students. It also explores different types of best practices and trends in managing performance and rewarding employees. This course will enable students to use their knowledge to design an effective performance management and reward system.

APPENDIX - Details of Elective Courses

COURSE TITLE	Organisational Behaviour
COURSE CODE	CQC7041
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Analyse the different psychological theories that describe differences in individual behaviour. 2. Implement techniques to motivate employees to organisations. 3. Examine the implication of individual processes, social dynamics and organisation practices on organisation performance. 4. Relate suitable solutions to organisational problems arising from employee behavioural differences
SYNOPSIS	This course helps individuals understand individual behaviour in an organisational context and develop their interpersonal competencies to effectively work as managers or professionals. This course includes topics such as personality and attitudes, perception and attribution, motivation, communication, work stress, group and team dynamics, leadership, decision making, quality, ethics, job and organisation design, conflict management, organisational culture and politics and organisational change.

COURSE TITLE	Cross-Cultural Management
COURSE CODE	CQC7052
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Determine factors which contribute to cultural diversity. 2. Distinguish various models of acculturation. 3. Explain “unity in diversity” strategies in the context of organisational management. 4. Adapt research methods and reporting techniques in studies and projects
SYNOPSIS	In this course, students are exposed to the principles of cultural diversity. The concept and process of acculturation in a multicultural setting will be discussed. Students will also have the opportunity to learn how cultural diversity can be managed in the context of organisational management.

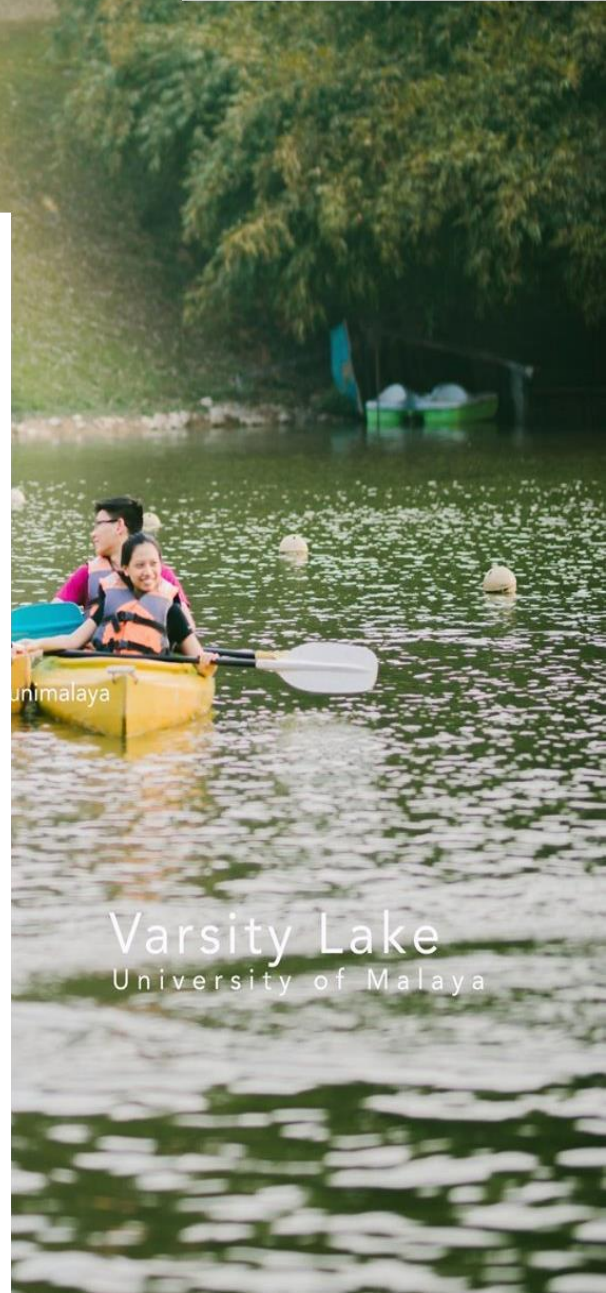
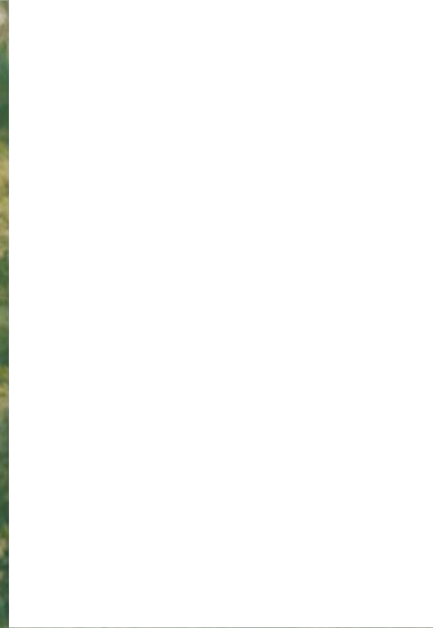
APPENDIX - Details of Elective Courses

COURSE TITLE	Positive Psychology for Managers
COURSE CODE	CQC7053
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Illustrate an understanding of the principles and theories of positive psychology 2. Measure the psychological and emotional needs of individuals to sustain their well-being at the workplace. 3. Integrate various approaches in relating to individual strengths to promote flourish individual and organisational lives. 4. Identify suitable solutions to organisational problems arising using positive management perspectives
SYNOPSIS	This course is designed to explore the concepts (biological, psychological, social, and emotional), research behind the concepts, techniques, and exercises that enhance wellbeing in the workplace. In addition, students have the opportunity to engage in a detailed analysis and evidence-based positivity change process using self-assessment measures and concrete positive psychology and wellbeing enhancing activities.

COURSE TITLE	Islamic Perspective In Business And Economics .
COURSE CODE	CQC7036
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Demonstrate the concept of Tawhid, non-separation of the mundane and spiritual in Islam and Falah or success in Islam. 2. Describe the relationship between Tawhid, Islamic Worldview and Shariah in the context of economics, business and management. 3. Explain Islamic values, principles and practices in economics, business and management. 4. Identify the Islamic Shariah stance on business and economic activities i.e., gambling, the charging of interest on loans, hoarding & etc.
SYNOPSIS	Islam is the religion of the majority of the Malaysian population. It is also the fastest growing religion in many countries including America. Unlike other religions, Islam does not separate the spiritualism from mundane, therefore its teaching covers all aspects of human life – political, economic, social etc. Islam has its own unique perspectives on the fields of economics, business and management based on its Tawhidic framework. The course will clarify how the Tawhidic framework affects the way Muslims view the objectives of life and the objectives of human activities including business and economic activities. The course will also explain some basic Islamic principles, concepts and practices in the fields of economics, business and management.

APPENDIX - Details of Research Project

COURSE TITLE	Research Project
COURSE CODE	CQX7004 <i>Note : Pre-requisite – PASS CQX7001 Research Methodology</i>
LEARNING OUTCOMES	At the end of this course, students are able to: 1. Organise research ethically using appropriate and accurate methodologies. 2. Implement appropriate scientific methods for data analysis. 3. Propose solutions to business problems identified in the research. 4. Formulate research output in critical, systematic and ethical manner.
SYNOPSIS	Students are required to conduct either an academic research project or consultancy project supervised by a lecturer (or with another co-supervisor). The duration given for the research project is 2 semesters. Title for the research must be based on the students' area of concentrations, and the students must meet supervisors for discussion and consultation with regards to the research. At the end of the course, students must submit a Research Report. Students must also present the research output to a panel of examiners comprising the first examiner (supervisor) and a second examiner.



MM

MASTER OF MANAGEMENT

Varsity Lake
University of Malaya

MASTER OF MANAGEMENT

Programme Educational Objectives

The objectives of the MM programme are to produce:

- *Graduates who are able to integrate advance knowledge of managerial areas that address wide range of management issues.*
- Graduates who can demonstrate professional values and ethics in various management related disciplines for career advancement.
- Graduates who participate in various professional activities that contribute to the wellbeing of societies.

INTRODUCTION

The University Malaya (UM), Master of Management (MM) is an integrated programme designed for aspiring managers and executives primarily focusing on management skills, business decision-making, and international business. The programme provides skills and knowledge across a broad range of management disciplines and aimed for the graduates to be able to contribute significantly to the management through self-development during their life-long career.

The design of the course structure is entrenched on the students to understand the core business and management theories/concepts and applying them to solve real-life complex issues faced daily by contemporary companies and organisations.

Through a combination of **lectures, case studies, written assignments, group projects, presentations, and class discussions**, each student is equipped with a practical approach to the exploration of management practice. MM is the logical choice for managers and executives, who wished to continue their life-long learning.

The pedagogies are aimed at optimising the efficiency of the learning process. Each student is required to complete a minimum of **43 credit hours of learning and research activities**. On average, the students would require **1.5 to 2 years of study**.

Programme Learning Outcomes

In line with the above goals, at the end of the programme, the graduates of MM will be able to achieve the following programme outcomes:

- Critically evaluate theories and advanced concepts in management.
- Apply theories and integrate the concepts that support decision making process in the dynamic management environment
- Conduct applied research independently and/or apply practical skills in solving contemporary management problems
- Exemplify effective communication and teamwork while maintaining high ethics and professionalism.
- Generate solutions from quantitative and qualitative data using appropriate digital applications in a global organisational context.
- Demonstrate managerial and leadership skills with integrity and accountability in career development
- Demonstrate self-advancement through lifelong learning by participating in entrepreneurial activities.
- Contribute ethically and professionally towards the development of a sustainable society

MM PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university; **and**
- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

Note : *Candidates that fulfill the requirements maybe called for an admission interview to gauge specific skills / knowledge required for the programme.*

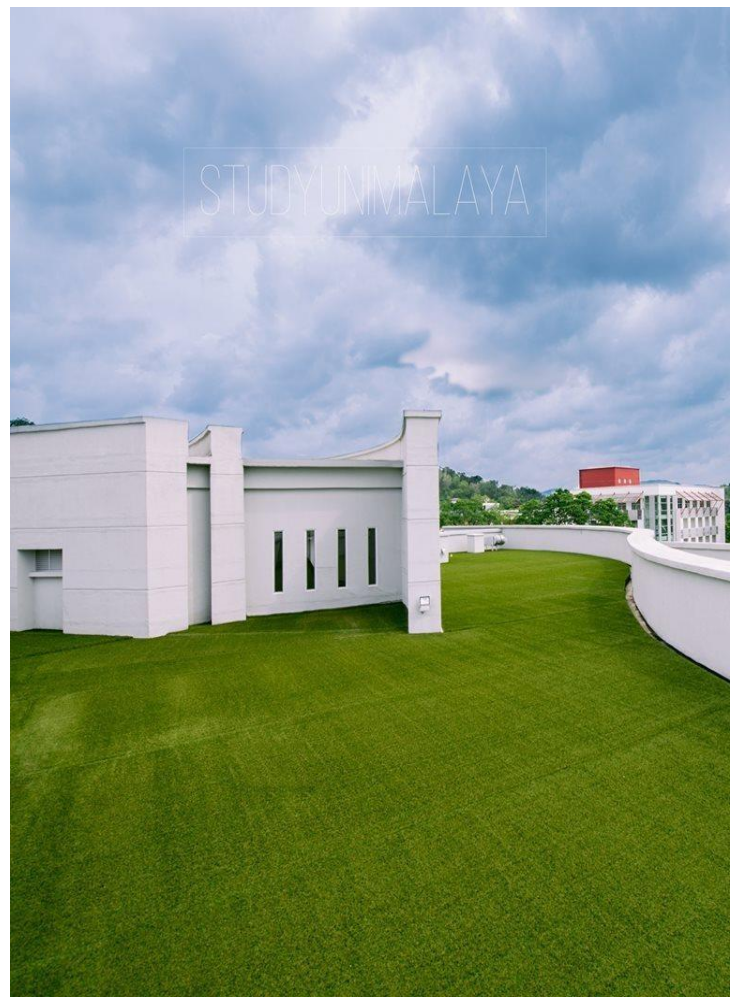
Career Prospects

Graduates with MM degree have the opportunities to move up the ladder to a higher executive position within an organisation. The graduates can move up into the management area of their careers not just in business organisations but also in other fields such as healthcare, engineering, retailing, hospitality and public sector.

Target Market

The UM-MM programme is designed for the executives and managers aspiring to acquire the skills, knowledge and competencies to better position themselves in the organisation. The target participants of the programme are those who:

- wish to learn the overall business functions
- seek career progression
- intend to change industry or job functions
- expect to develop skills and critical thinking in business administration
- wish to acquire the appropriate entrepreneurial skills to kick-start their own business.



PROGRAMME STRUCTURE

The programme offers weekend classes for Core Courses from 8.00 am until 7.00 pm and weekdays for Elective Courses and Research Methodology Course from 6.30 pm until 9.30 pm with the emphasis on quality teaching and student participation. The minimum and maximum periods of candidature are three (3) and eight (8) semesters respectively. It should be noted that any complete withdrawal from the semester(s) by the candidate, the withdrawn semester shall be counted as part of the student's candidature period for completion.

Courses are divided into three (3) categories; core courses, concentration courses, and elective courses. Additionally, the students are required to undertake a research project in their area of interest. The design of each course and its composition is to maximise the students' learning

Courses	Credit hours
*Core Courses	12
Concentration Courses	18
Electives Courses	6
Research Project	7
Total	43



PROGRAMME STRUCTURE

Core Course (12 Credits)

Concentration Courses (18 Credits)

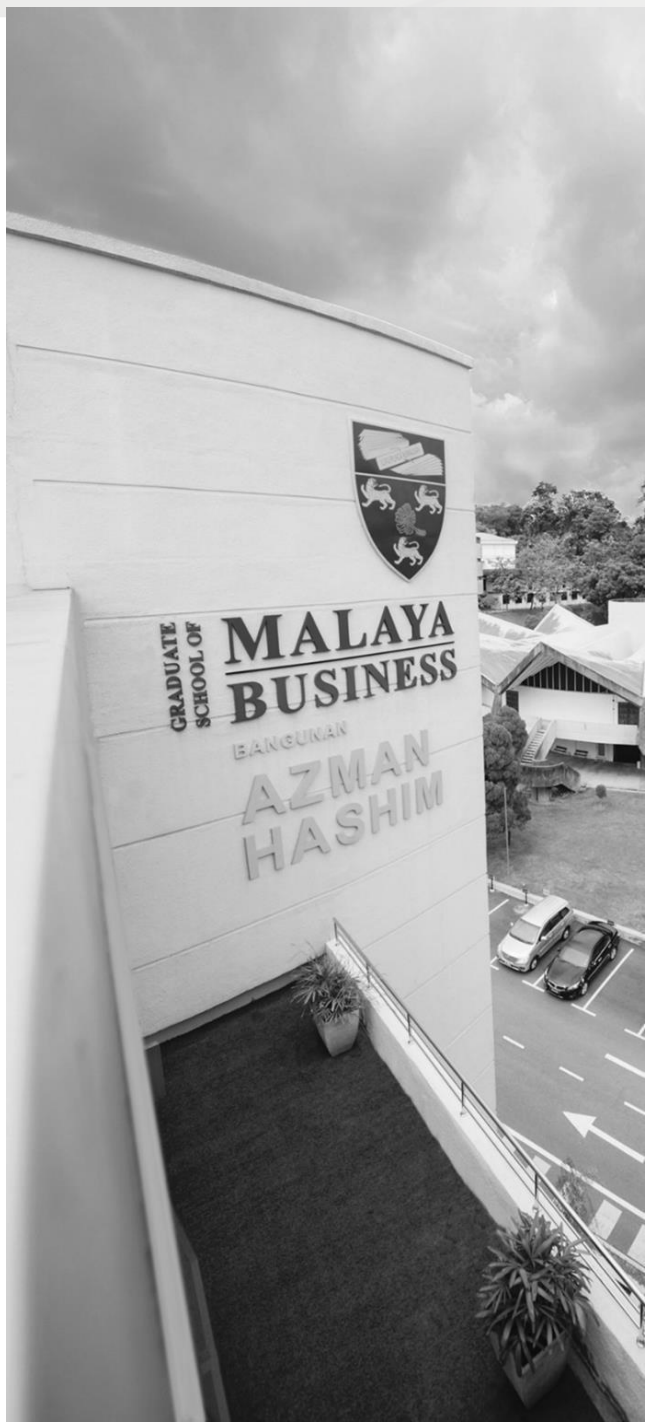
Core courses are designed to expose students to the fundamentals of management of business organisations.

The core courses are as follows:

Course Code	Course Name
CQX7001	Research Methodology <i>Note : Students are required to register Research Methodology and obtain atleast Grade B (PASS) and above before register for CQC7049 Statistical Analysis and CQX7004 Research Project</i>
CQX7004	Research Project
CQD7001	Economics for Management
CQD7002	Accounting and Finance for Management
CQD7003	Marketing Management

Students are required to take **ALL** the concentration courses that makes up to **18 credits**. The following are the list of concentration courses:

Course Code	Course Name
CQD7005	Organisational Behaviour for Managers
CQD7012	Leadership in Organisation
CQD7013	Strategic Management and Planning
CQD7014	Managerial Ethics, Governance and Sustainable Society
CQD7015	Human Resource Management and Industrial Relations



PROGRAMME STRUCTURE

Elective Course (6 Credits)

Students are given a wider range of elective subjects to choose from. The courses are designed to provide students the ability to explore different functions in the organisations that is best suited to their interest and career progression. Students are required to take **TWO (2) elective courses**, which make up 6 credits. The following is the list of elective courses:

COURSE CODE	COURSE NAME
CQC7026	Global Branding
CQC7043	Training Management
CQC7048	Business Intelligence and Analytics
CQC7049	Statistical Analysis <i>Note : Pre-requisite – PASS CQX7001 Research Methodology</i>
CQC7051	Sustainable Service Innovations
CQC7053	Positive Psychology for Managers
CQC7058	Global Supply Chain Management
CQC7060	Digital Marketing



PROGRAMME STRUCTURE

CQX7004 Research Project (7 Credits)

The Research Project for MM programme introduces students to research, thereby providing an opportunity to conduct in depth research in their area of concentration. The research report should demonstrate the students' ability to carry out research and report their findings accurately as well as coherently.

This research component is in partial fulfilment of the requirements for the MM degree at UMGSB. MM students are required to register, complete and pass the Research Project before the degree can be awarded.

Students are required to obtain a **Pass (Grade B and above)** in **CQX7001 Research Methodology** before registering for the CQX7004 Research Project. The timeframe for students to complete the Research Project is **two (2) semesters applicable for normal and special semesters**. **If students failed to complete in two (2) semesters, they will obtain an F grade, which requires them to repeat the course for another two (2) semesters and pay the full fees for the course.**

The minimum number of words is 15,000 and the maximum number of words is 30,000 (footnotes, references, appendixes, tables and figures are excluded). The evaluation of the Research Project report consists of a **written report (80%)** and an **oral presentation (20%)**.

The examiners for the Research Project comprised of:

- i. Supervisor (60% of the assessments) and
- ii. Internal Assessor (40% of the assessments).

Grading of the Research Project is subject to the Rubric adopted by UMGSB. Upon submission and examination, the students will have to make corrections to the report based on the comments and recommendations of the assessor and supervisor(s).

STUDY PLAN

The UM academic year consists of two normal semesters and a special semester. Each of the semesters is divided into two blocks by a 1-week mid-semester break with a total of 14 learning weeks then followed by 2 weeks of examinations. The general academic year and semesters in UM are as follows:

Semester(s)	Intake
Semester 1	October to February
Semester 2	February to June
Special Semester	July to August

Please refer to the latest academic calendar issued by AASC.

Below is the duration for MM Programme

Duration	Semester
Minimum (1.5 YEARS)	Three (3) Normal Semesters
Maximum (4 YEARS)	Eight (8) Normal Semesters



STUDY PLAN A

Graduating MM in 1 ½ Years / 3 Normal Semesters

Definition

- **“semester”** means a specific duration determined by the University in an academic session which constitutes normal semesters and special semesters.
- **“Normal Semester”** means Semester I or Semester II as provided in the Calendar of Study.
- **“Special Semester”** means a semester with a shorter duration from a Normal Semester and offered after Semester II.

SEMESTER 1			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7001	Economics for Managers	3
Core	CQD7003	Marketing Management	3
Core	CQD7014	Managerial Ethics, Governance and Sustainable Society	4
Core	CQX7001	Research Methodology	3
Elective		Elective 1	3
SUBTOTAL			16

SEMESTER 2			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7002	Accounting and Finance for Management	3
Core	CQD7012	Leadership in organisation	3
Core	CQD7015	Human Resource Management and Industrial Relations	4
Elective		Elective 2	3
Research	CQX7004	Research Project (Progress 1)	3
SUBTOTAL			16

SEMESTER 3			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7005	Organisational Behaviour for Managers	3
Core	CQD7013	Strategic Management and Planning	4
Research	CQX7004	Research Project (Progress 2)	4
SUBTOTAL			11
TOTAL			43

STUDY PLAN B

Graduating MM in 2 Years / 4 Normal Semesters

SEMESTER 1			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7001	Economics for Managers	3
Core	CQD7003	Marketing Management	3
Core	CQD7014	Managerial Ethics, Governance and Sustainable Society	4
Elective		Elective 1	3
SUBTOTAL			13

SEMESTER 2			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7002	Accounting and Finance for Management	3
Core	CQD7012	Leadership in organisation	3
Core	CQD7015	Human Resource Management and Industrial Relations	4
Core	CQX7001	Research Methodology	3
SUBTOTAL			13

SEMESTER 3			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7005	Organisational Behaviour for Managers	3
Core	CQD7013	Strategic Management and Planning	4
Elective		Elective 2	3
Research	CQX7004	Research Project (Progress 1)	3
SUBTOTAL			13

SEMESTER 4			
COURSE	CODE	COURSE NAME	CREDIT
Research	CQX7004	Research Project (Progress 2)	4
SUBTOTAL			4
TOTAL			43

A photograph of a person with dark hair, seen in profile, reading a book. They are sitting at a table in a library or study. Behind them is a large window with a view of a cityscape. To the left and right are tall bookshelves filled with books. The lighting is soft, coming from the window.

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	Research Methodology
COURSE CODE	CQX7001 <i>Note : Students are required to register Research Methodology and obtain atleast Grade B (PASS) and above before register for CQC7049 Statistical Analysis and CQX7004 Research Project</i>
LEARNING OUTCOME	At the end of the course, students are able to: 1. Develop an understanding of the research concepts and theories in designing a research. 2. Analyse the literature critically to find the research gap. 3. Compare and contrast quantitative and qualitative methods 4. Prepare a feasible research proposal
SYNOPSIS	This course focuses on the concepts of research methodology. The process of doing research, literature review, framework and hypothesis development, instrument development and sampling design are discussed. This course elaborates on the quantitative and qualitative research methods. The course also guides the students to develop an achievable research proposal

COURSE TITLE	Economics for Management
COURSE CODE	CQD7001
LEARNING OUTCOME	At the end of the course, students are able to: 1. Examine the main elements of micro and macroeconomic theories and principles and their relation to business issues. 2. Solve business-related issues using economic theory and technical information. 3. Measure how firms use microeconomic analysis as a problem-solving tool according to different types of market structure. 4. Integrate current macroeconomics issues in the decision-making process of the business.
SYNOPSIS	This course covers economic issues related to managerial decision-making including consumer demand, supply, elasticity, producer's cost, market structures, aggregate models of macro economy, and government policies including fiscal and monetary policy.

APPENDIX - Details of Core Courses

COURSE TITLE	Accounting and Finance for Management
COURSE CODE	CQD7002
LEARNING OUTCOME	At the end of the course, students are able to: 1. Determine the nature and purposes of the three major financial statements (balance sheet, income statement, and cash flow statement) for use in business decision-making. 2. Appraise important ratios for assessing the financial performance and position of a business. 3. Evaluate time value concept, capital budgeting techniques, and cost relevance and behaviour concept in business decision-making. 4. Demonstrate the use of working capital management and financial planning in formulating short and long-term financial decision-making.
SYNOPSIS	This course provides an introduction to accounting and finance. It covers some basic principles, underlying concepts, and processes in accounting and financial management of a business organisation. Topics include measuring and reporting financial statements, analysing and interpreting financial statement, time value of money concept, financial planning, capital budgeting and methods of managing working capital.

	Marketing Management
COURSE CODE	CQD7003
LEARNING OUTCOME	At the end of the course, students are able to: 1. Examine the concepts and theories in marketing. 2. Evaluate external and internal forces that shape organisations' marketing decisions. 3. Integrate the elements of marketing mix in formulating marketing strategies. 4. Develop a marketing plan for an organisation's products or services.
SYNOPSIS	This course provides students with experience in creating market-driven strategies for the future success of a business. A focus is on developing competencies for a firm that, through strategic differentiation, leads to sustainable competitive advantage in the marketplace. Students are provided ample opportunity to develop and practice creative problem-solving and decision-making skills to fulfil the requirements of today's complex market environment.

APPENDIX - Details of Core Courses

COURSE TITLE	Organisational Behaviors for Managers
COURSE CODE	CQD7005
LEARNING OUTCOME	At the end of this course, students are able to: 1. Analyse psychological theories that describe differences in individual behaviour. 2. Assess techniques to motivate employees. 3. Demonstrate the implication of individual processes, social dynamics and organisation practices on organisation performance. 4. Identify suitable solutions to organisational problems arising from employee behavioural differences.
SYNOPSIS	This course helps individuals understand individual behaviour in an organisational context and develop their interpersonal competencies to effectively work as managers or professionals. This course includes topics such as personality and attitudes, perception and attribution, motivation, communication, work stress, group and team dynamics, leadership, decision making, quality, ethics, job and organisation design, conflict management, organisational culture and politics, and organisational change.

COURSE TITLE	Leadership in Organisation
COURSE CODE	CQD7012
LEARNING OUTCOME	At the end of the course, students are able to: 1. Illustrate dimensions of effective and ineffective leadership skills which includes traits, values, and leader behaviour. 2. Identify how behavioural processes of a leader influences the effectiveness and charisma of a leader 3. Explain different leadership styles to match the situational favourableness and environment 4. Justify how leaders gain power and use them in various influence tactics to influence the situation and the players within and beyond the organisation.
SYNOPSIS	This course encompasses the history and evolution of leadership research in comparison to traditional leadership theories. The course also looks at contemporary leadership theories such as visionary leadership and learning oriented leadership. The need to relook at traditional leadership theories and embrace new leadership styles can be attributed to the globalisation process, the introduction to concepts such as learning organisation, virtual teams, and the emergence of knowledge workers. The course starts off with a discussion on a leader is responsible in providing direction, developing good quality leader-member exchange, and change orientation.

APPENDIX - Details of Core Courses

COURSE TITLE	Strategic Management and Planning
COURSE CODE	CQD7013
LEARNING OUTCOME	At the end of the course, students are able to: 1. Describe the environment, context and approaches to strategic decisions. 2. Relate the concepts, theories and practices of strategies planning and management to business context. 3. Develop the skills to integrate different aspects of corporate management. 4. Integrate the principles and frameworks of strategic management real cases.
SYNOPSIS	This course is designed to expose students to the theory and practice of strategic planning and management. Strategic planning and management involve setting goals and effective execution of strategies to attain the pre-determined goals. The course emphasizes students' ability to conceptualize and develop an effective analytical framework for strategic decision making. The use of real cases allows students to test their ability to identify and solve issues or problems that are strategic in nature.

COURSE TITLE	Managerial Ethics, Governance and Sustainable Society
COURSE CODE	CQD7014
LEARNING OUTCOME	At the end of the course, students are able to: 1. Demonstrate the fundamentals of ethics and governance concepts, issues, and challenges in the context of organisational practices. 2. Form an individual ethical principle as an essential dimension in the decision-making process. 3. Analyse the role of company directors, shareholders, stakeholders, and regulatory bodies in promoting good corporate governance. 4. Organize the tool of ethical frameworks through a community services program.
SYNOPSIS	The aim of this course is to expose students with the theoretical background of ethics and governance in the context of a managerial environment. The course will emphasize on the complexity of ethical frameworks in implementing ethics in organisational functions. Furthermore, students will analyse local and international ethical cases to help them to improve their ability to engage with the ethical decision-making process. As a result, students should be able to understand, describe, and evaluate the implementation of ethics and governance from the stakeholder perspective. This course will also expose students to develop what they have learned through the engagement with community service program.

APPENDIX - Details of Core Courses

COURSE TITLE	Human Resource Management and Industrial Relations
COURSE CODE	CQD7015
LEARNING OUTCOME	At the end of the course, students are able to: 1. Analyse the important of human resource and industrial relations roles in the managerial context. 2. Explain the tripartite relationship between government, employer, employee and trade union in employment relationship. 3. Integrate strategic solutions to organisational problems arising from 4. Human Resource and Industrial Relations related issues. 5. Identify the impact of current human resources and industrial relations practices on the organisation.
SYNOPSIS	This course outlines the roles of Human Resource and Industrial Relations in managing organisational issues. It demonstrates how the strategic objectives of human resource and industrial relations can positively enhance organisational effectiveness and efficiency. It will expose the students to the theories and concepts underlying the tripartite relationship between the government, employer, employee and trade unions on employee relationships. It also evaluates managerial practices that should be in line with the Employment Act 1955 and the Industrial Relations Act 1967.

APPENDIX - Details of Elective Courses

COURSE TITLE	Global Branding
COURSE CODE	CQC7026
LEARNING OUTCOME	At the end of the course, students are able to: 1. Examine concepts and theories in branding. 2. Demonstrate the various approaches in developing brand equity. 3. Coordinate a global brand audit using suitable research approach. 4. Explain various strategies for a sustainable global brand.
SYNOPSIS	This course will expose students to theory and practice of brand management. The course is divided into four parts: (i) introduce concept of brand and brand management, (ii) identify and establish brand positioning and values, (iii) describes the planning and implementation of brand marketing programmes, and (iv) discusses how brand performance could be measured and interpreted. Particular attention will be given to international issues and global branding strategies.

COURSE TITLE	Training Management
COURSE CODE	CQC7043
LEARNING OUTCOME	At the end of the course, students are able to: 1. Examine the principles of learning and adult education. 2. Organise the training needs of individuals and organisations. 3. Differentiate various approaches in instructional design and training methodology. 4. Identify issues relevant to designing, managing and assessment of training outcomes
SYNOPSIS	The course will enable students to understand the concepts and processes related to training and staff development in the organisation. It will expose students to various approaches to instructional design and training methodologies. Students will be trained to analyse individual and organisational training needs, design appropriate training plan for its implementation and evaluate its effectiveness.

APPENDIX - Details of Elective Courses

COURSE TITLE	Business Intelligence and Analytics
COURSE CODE	CQC7048
LEARNING OUTCOME	At the end of this course, students are able to: 1. Interpret the basic concepts of Business Intelligence and Analytics. 2. Evaluate the different types of analytics that can be used by organisations 3. Analyse the application of various business intelligence and analytic tools to support decision making 4. Demonstrate the use of business intelligence tools to explore data
SYNOPSIS	This course focuses on the concepts and techniques of business intelligence and analytics. Different types of analytics such as descriptive, predictive, prescriptive and discovery analytics are discussed. Business Intelligence tools will be used to explore and visualize data that helps managers to understand the results in a better way and make effective decisions.

COURSE TITLE	Statistical Analysis
COURSE CODE	CQC7049 <i>Note : Pre-requisite – PASS CQX7001 Research Methodology</i>
LEARNING OUTCOME	At the end of the course, students are able to: 1. Interpret the principles of statistics and some advanced applications 2. Demonstrate the ability to design a sound quantitative approach that is appropriate for analysis 3. Analyse data using appropriate statistical tools 4. Interpret research findings critically and ethically.
SYNOPSIS	This course aims to expose students to the importance of statistical analysis in conducting a research. Two statistical software namely SPSS and PLS will be applied throughout the course. Among the topics covered include factor analysis, ANOVA, multiple regression, measurement and structural models as well as mediation and moderation analysis.

APPENDIX - Details of Elective Courses

COURSE TITLE	CQC7051
COURSE CODE	Sustainable Service Innovation
LEARNING OUTCOME	At the end of this course, students are able to: 1. Determine different types of technologies in service innovation in different industries and the nature of the innovation. 2. Compare the different types of service innovation, its role in the economy, nature of innovation, and sustainability of the innovation. 3. Appraise the service innovation design to existing services by applying the concept of new service development, service quality, service encounters, supporting facility, location, and project management. 4. Relate the service operation in areas of demand forecasting, managing capacity and demand, managing waiting lines, service supply relationships, managing facilitating goods and growth, and globalisation of services.
SYNOPSIS	This course provides a detailed understanding of the concepts and theories in service management. It also directs the student on the understanding of the important issues that need to be examined in designing a new service enterprise. Students are also required to apply the knowledge of service operations.

COURSE TITLE	Positive Psychology for Managers
COURSE CODE	CQC7053
LEARNING OUTCOME	At the end of the course, students are able to: 1. Illustrate an understanding of the principles and theories of positive psychology 2. Measure the psychological and emotional needs of individuals to sustain their well-being at the workplace. 3. Integrate various approaches in relating to individual strengths to promote flourish individual and organisational lives. 4. Identify suitable solutions to organisational problems arising using positive management perspectives
SYNOPSIS	This course is designed to explore the concepts (biological, psychological, social, and emotional), research behind the concepts, techniques, and exercises that enhance wellbeing in the workplace. In addition, students have the opportunity to engage in a detailed analysis and evidence-based positivity change process using self-assessment measures and concrete positive psychology and wellbeing enhancing activities.

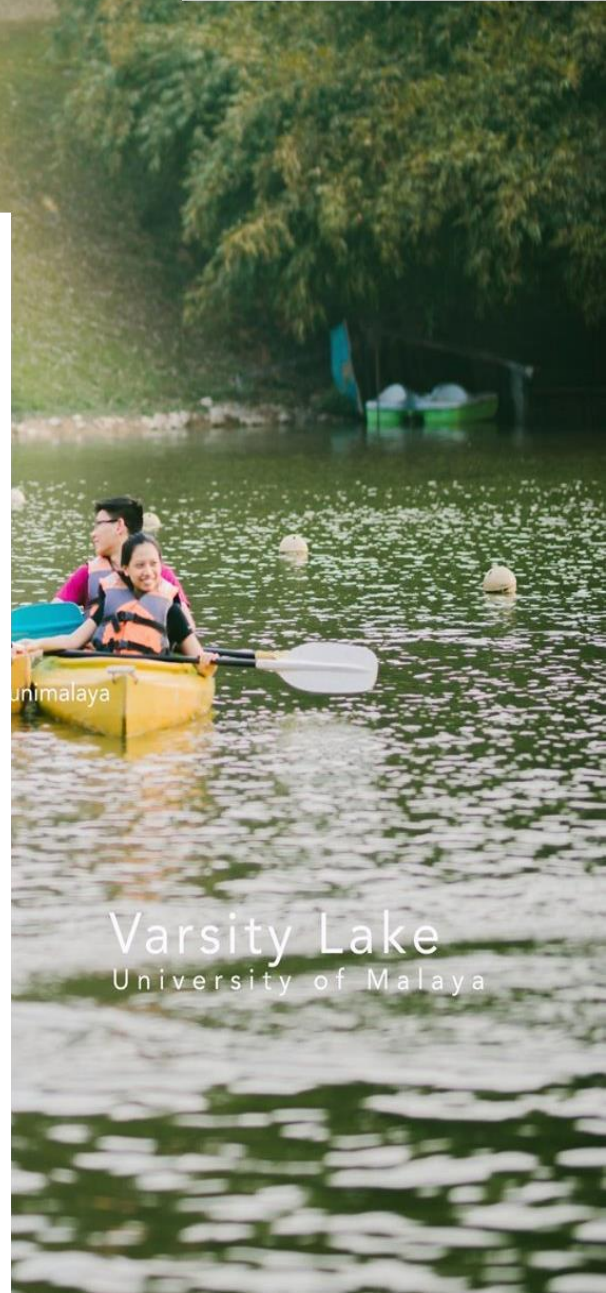
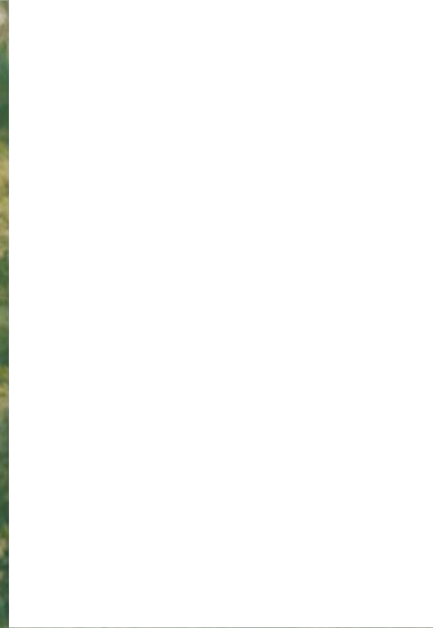
APPENDIX - Details of Elective Courses

COURSE TITLE	Global Supply Chain Management
COURSE CODE	CQC7058
LEARNING OUTCOME	At the end of the course, students are able to: 1. Interpret the functions and processes in supply chain management. 2. Examine issues and challenges related to sustainable supply chain management 3. Evaluate the different strategies used for managing supply chain. 4. Propose solutions for supply chain management problems using decision models
SYNOPSIS	This course focuses on concepts and techniques in supply chain management involving distribution network analysis and configuration. This course also discusses topics related to transportation, logistics planning, procurement and inventory control.

COURSE TITLE	Digital Marketing
COURSE CODE	CQC7060
LEARNING OUTCOME	At the end of the course, students are able to: 1. Determine the role and importance of digital marketing in a rapidly changing business environment. 2. Analyse the various strategic approaches to digital marketing. 3. Measure the effectiveness of digital marketing campaign on company's strategy. 4. Form a marketing campaign using digital platforms such as social media, blogs/vlogs and content marketing.
SYNOPSIS	This course introduces digital media marketing by covering all the major digital platforms including social media. Students will also learn how the effectiveness of digital media marketing campaigns can be measured.

APPENDIX - Details of Research Project

COURSE TITLE	Research Project
COURSE CODE	CQX7004 <i>Note : Pre-requisite – PASS CQX7001 Research Methodology</i>
LEARNING OUTCOME	At the end of this course, students are able to: 1. Organise research ethically using appropriate and accurate methodologies. 2. Implement appropriate scientific methods for data analysis. 3. Propose solutions to business problems identified in the research. 4. Formulate research output in critical, systematic and ethical manner.
SYNOPSIS	Students are required to conduct either an academic research project or consultancy project supervised by a lecturer (or with another co-supervisor). The duration given for the research project is 2 semesters. Title for the research must be based on the students' area of concentrations, and the students must meet supervisors for discussion and consultation with regards to the research. At the end of the course, students must submit a Research Report. Students must also present the research output to a panel of examiners comprising the first examiner (supervisor) and a second examiner.



MMkt

MASTER OF MARKETING

Varsity Lake
University of Malaya

MASTER OF MARKETING

Programme Educational Objectives

The objectives of the MMkt programme are to produce graduates who can:

- Apply knowledge in managing organisations from marketing aspects.
- Solve issues related to marketing through research and be able to communicate effectively.
- Practice the values of professional ethics and social responsibility in a career and appreciate continuous learning.

INTRODUCTION

The Universiti Malaya (UM), Master of Marketing (MMkt) aims to produce graduates with advanced knowledge and skills in marketing who can manage organisations whilst at the same time are concerned with social responsibility and professional ethics.

MMkt supports the vision of UM to become a world-renowned educational institution in terms of teaching by offering a unique master's degree programme in the country on par with similar programmes offered by internationally renowned business schools. It supports the mission of UM by developing a quality and relevant study programme in line with the needs of the country to form a professional and highly skilled marketing management team capable in solving complex organisational marketing issues. Professionalism is cultivated through strategic and comprehensive marketing courses, while complex marketing problem solving skills are nurtured through courses such as Marketing Research, Data Analysis, Research Project, and other essential marketing-related courses. In addition, exposure to the latest marketing theories builds a global mind-set among students while providing solutions to marketing problems.

The pedagogies are aimed at optimising the efficiency of the learning process. Each student is required to complete a minimum of **42 credit hours of learning and research activities**. On the average, the students will require 1 year of study.

Programme Learning Outcomes

In line with the above goals, at the end of the programme, the graduates of MMkt will be able to achieve the following programme outcomes:

- Critically assess theories and concepts in the field of marketing.
- Apply theories and concepts in designing and making marketing decisions.
- Perform independent research in the field of marketing that complies with regulatory, ethical and professional guidelines..
- Exhibit the ability to manage, lead and communicate effectively and to practice social responsibility in the context of marketing.
- Formulate solutions to address marketing issues using scientific and critical thinking skills in a global marketing environment.
- Apply lifelong learning skills in their professional development.

MMkt PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university; **and**
- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

Note : Candidates that fulfill the requirements maybe called for an admission interview to gauge specific skills / knowledge required for the programme.

Career Prospects

The type of jobs related to MMkt graduates includes management and professional positions. They are:

- Marketing Manager
- Brand Manager
- Marketing Researcher
- Market Analyst
- Customer Service Manager
- Marketing Communications Manager
- Public Relations Manager
- Sales Manager
- Retail Manager

Target Market

The UMGSB MMkt programme is designed for the executives and managers aspiring to acquire the skills, knowledge and competencies to better position themselves in the organisation. The target participants of the programme are:

- Employees of various industry backgrounds who wish to learn the overall marketing functions.
- People who are seeking for career progression.
- People who intend to change industry or job functions.
- Graduates who expect to develop skills and critical thinking in marketing.



PROGRAMME STRUCTURE

The programme offers **evening classes from 6.30 pm until 9.30 pm** with the emphasis on quality teaching and student participation. **The minimum and maximum periods of candidature are three (3) and eight (8) semesters respectively.** A full-time MMkt programme at the faculty commences once a year (September). It should be noted that any withdrawal from the semester(s) by candidate will not be excluded from the duration of the programme.

Courses are divided into **three (3) categories: core, specialisation and elective courses.** In addition, the students are required to undertake **a research project in an area of interest.** The design of the courses and components allow students to maximise their learning and develop the skills that are essential for their career development. Students are required to take a total of **42 credits** as follows:

Courses	Credit hours
Core Courses	14
*Specialisation Courses	12
*Elective Courses	6
Research Project	10
Total	42

**All specialisation and elective courses carry 3 credits*



PROGRAMME STRUCTURE

Core Course (14 Credits)

Specialisation Course (12 Credits)

Core courses are designed to expose students to the fundamentals of marketing of business organisations.

The core courses are as follows:

Course Code	Course Name
CQE7001	Marketing Research Methods <i>Note : Students are required to register Marketing Research Methods and obtain atleast Grade B (PASS) and above before register for CQE7009 Research Project</i>
CQE7009	Research Project
CQE7003	Industry Engagement
CQE7004	Product Development & Innovation
CQC7004	Strategic Marketing

**Each core course carry three (3) credit hours except of Industry Engagement five (5) credits and Research Project ten (10) credit.*

Students are required to take **FOUR (4) specialisation courses**, which make up 12 credits. The following is the list of specialisation courses

COURSE CODE	COURSE NAME
CQE7005	Digital Media Marketing
CQC7024	Consumer Behaviour
CQC7026	Global Branding
CQC7028	Integrated Marketing Communications



PROGRAMME STRUCTURE

Elective Course (6 Credits)

Students are required to take **TWO (2) elective courses**, which make up 6 credits. The following is the list of elective courses:

COURSE CODE	COURSE NAME
CQE7006	Tourism & Hospitality Marketing
CQE7007	Marketing Data Analysis
CQE7008	Contemporary Themes in Marketing
CQC7025	Services Marketing
CQC7027	Trade Marketing

Note: Elective Courses are offered in Alternative Semesters



PROGRAMME STRUCTURE

CQE7009 Research Project (10 Credits)

The Research Project for MMkt programme introduces students to research, thereby providing an opportunity to conduct in-depth research in their area of interest. The research report should demonstrate that the student can carry out research and report their findings accurately as well as coherently.

This research component is in partial fulfilment of the requirements for the degree at UMGSB. MMkt students are required to get registered, complete and Pass the Research Project before the degree can be awarded.

Students are required to obtain a Pass ((Grade B and above) in **CQE7001 Marketing Research Methods** before getting registered for CQE7009 Research Project. The timeframe for students to complete the Research Project is **two (2) semesters applicable for normal and special semesters**. If students failed to complete in two (2) semesters, they will obtain an F grade, which requires them to repeat the course for another two (2) semesters and pay the full fees for the course.

The minimum number of words is 15,000 and the maximum number of words is 30,000 (footnotes, references, appendixes, tables and figures are excluded). The evaluation of the Research Project report consists of a **written report (80%)** and an **oral presentation (20%)**.

The examiners for the Research Project comprised of:

- i. Supervisor (60% of the assessments) and
- ii. Internal Assessor (40% of the assessments).

Grading of the Research Project is subject to the Rubric provided by UMGSB. The grading will be based on the report submitted to the examiner. The students are not allowed to make any changes to the content of the presentation after the submission for grading purpose. Upon submission and examination, the students will have to make corrections to the report based on the comments and recommendations of the Internal Examiner and supervisor(s).

PROGRAMME STRUCTURE

CQE7003 Industry Engagement (5 Credits)

The students will be assigned to a company for the industry engagement for 9 weeks. They will play a consultant role in solving the marketing issue(s) assigned by the company.

Each group will be supervised by both academic and industry supervisor. The students need to submit the logbook, reflection, and report to the academic supervisor. The rubrics will be provided to the students during the briefing.

The industry engagement evaluation will be based on continuous assessment:

Component	Assessor	%
Logbook (individual)	Academic supervisor	10
Reflection (individual)	Academic supervisor	10
Proposal presentation (individual)	Academic supervisor	10
Final presentation (individual)	Academic supervisor	10
Final report (group)	Academic supervisor	20
Academic supervisor evaluation	Academic supervisor	20
Industry supervisor evaluation	Industry supervisor	20
Total		100

The logbook must be signed by the industry supervisor. The proposal and final presentation will be held on week 4 and 8 respectively. Only the final report will be graded on a group basis while the remaining components will be assessed individually.

UMGSB will conduct a survey prior to the commencement of the new semester to collect information on the number of students who will register for Industry Engagement for the upcoming semester. This is to smooth the process of assigning the students to a company.

The assignment of the company will be affected if there is a late registration or if the students fail to fill out the survey.

STUDY PLAN

The UM academic year consists of two normal semesters and a special semester. Each of the semesters is divided into two blocks by a 1-week mid-semester break with a total of 14 learning weeks then followed by 2 weeks of examinations. The general academic year and semesters in UM are as follows:

Semester(s)	Intake
Semester 1	October to February
Semester 2	February to June
Special Semester	July to August

Please refer to the latest academic calendar issued by AASC.

Below is the duration for MMkt Programme :

Duration	Semester
Minimum (1 YEAR)	Two (2) Normal Semesters + One (1) Special Semester
Maximum (4 YEARS)	Eight (8) Normal Semesters



STUDY PLAN A

Graduating MMkt in 1 Years / 2 Normal Semesters and 1 Special Semester

Definition

- “**semester**” means a specific duration determined by the University in an academic session which constitutes normal semesters and special semesters.
- “**Normal Semester**” means Semester I or Semester II as provided in the Calendar of Study.
- “**Special Semester**” means a semester with a shorter duration from a Normal Semester and offered after Semester II.

SEMESTER 1			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQE7001	Marketing Research Methods	3
Core	CQC7004	Strategic Marketing	3
Specialisation	CQE7005	Digital Media Marketing	3
Specialisation	CQC7024	Consumer Behaviour	3
*Elective		Elective 1	3
SUBTOTAL			15

SEMESTER 2			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQE7004	Product Development & Innovation	3
Specialisation	CQC7026	Global Branding	3
Specialisation	CQC7028	Integrated Marketing Communications	3
*Elective		Elective 2	3
Research	CQE7009	Research Project (Progress 1)	5
SUBTOTAL			17

*SEMESTER 3			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQE7003	Industry Engagement	5
Research	CQE7009	Research Project (Progress 2)	5
SUBTOTAL			10
TOTAL			42

A silhouette of a person with short hair, seen from the side, sitting and reading a book. They are positioned in front of a large window that looks out onto a cityscape. The room is filled with tall bookshelves on both sides, packed with books. The entire image has a warm, orange-brown color cast.

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	MARKETING RESEARCH METHODS
	CQE7001
COURSE CODE	<i>Note : Students are required to register Marketing Research Methods and obtain atleast Grade B (PASS) and above before register for CQE7009 Research Project</i>
LEARNING OUTCOMES	1. Explain the methods, techniques and process of marketing research. 2. Apply appropriate research methods and techniques in each marketing research stage. 3. Utilise appropriate statistical tools to analyse data. 4. Write a marketing research proposal.
SYNOPSIS	This course introduces the concepts and techniques underlying the process of marketing research and its role in decision making. The focus is on developing the skills necessary to design and conduct effective research related to marketing.

COURSE TITLE	INDUSTRY ENGAGEMENT
	CQE7003
COURSE CODE	
LEARNING OUTCOMES	1. Apply marketing knowledge in practical settings. 2. Use good verbal and written marketing communication skills. 3. Demonstrate professional marketing standards and ethics in the industrial tasks/settings.
SYNOPSIS	This course strengthens the professional skills of students by reviewing real marketing cases from a wide range of industries including global and local markets. This course covers work integrated learning experience where their knowledge and skills will be used and evaluated in the context of a real organisation. Feedback from industry and/or society is also important for their experience.

APPENDIX - Details of Core Courses

COURSE TITLE	PRODUCT DEVELOPMENT & INNOVATION
COURSE CODE	CQE7004
LEARNING OUTCOMES	1. Explain the stages of new product development. 2. Describe the tools and methods for product design and development. 3. Analyse the factors that lead to new product success. 4. Develop a plan for a new product by applying the relevant models and framework in new product development (NPD).
SYNOPSIS	This course introduces students to the techniques and models of designing and developing a new product or service through theoretical and practical approaches. They will learn the related tools and methods in analysing market opportunities. Students will also acquire the skills for developing an effective New Product Development Plan by integrating all the components of new product development.

COURSE TITLE	STRATEGIC MARKETING
COURSE CODE	CQC7004
LEARNING OUTCOMES	1. Explain marketing concepts and theories. 2. Analyse how consumer and business markets influence organisation's marketing decision. 3. Apply marketing mix in formulating effective marketing strategies. 4. Design a strategic marketing plan for a business.
SYNOPSIS	The course introduces students to the theory and application of marketing. It integrates marketing concepts and applies them to the dynamic business environment.

APPENDIX - Details of Specialisation Courses

COURSE TITLE	DIGITAL MEDIA MARKETING
COURSE CODE	CQE7005
LEARNING OUTCOMES	1. Explain the role and importance of digital marketing in a rapidly changing business environment. 2. Examine various strategic approaches to digital marketing. 3. Assess effectiveness of digital marketing campaign on company's strategy. 4. Develop a marketing campaign using digital platforms such as social media, blogs and content marketing
SYNOPSIS	This course provides an introduction to digital media marketing by covering all the major digital platforms including social media. Students will also learn how the effectiveness of digital media marketing campaigns can be measured.

COURSE TITLE	CONSUMER BEHAVIOUR
COURSE CODE	CQE7024
LEARNING OUTCOMES	1. Discuss the concepts and theories in consumer behaviour. 2. Describe the consumer behaviour model. 3. Analyse the internal and external influences affecting consumer behaviour. 4. Apply theories of consumer behaviour in marketing situations.
SYNOPSIS	This course will focus on the psychological factors influencing individual consumption behaviour. The major topics covered in this course are information processing, behavioural learning, personality and psychographics, consumer beliefs, attitudes and behaviour, consumer decision making process, situational influences, group processes, cultural processes and global issues in consumer behaviour.

APPENDIX - Details of Specialisation Courses

COURSE TITLE	GLOBAL BRANDING
COURSE CODE	CQC7026
LEARNING OUTCOMES	1. Discuss the terminologies, concepts and theories in branding. 2. Analyse various approaches in developing brand equity. 3. Conduct global brand audit using suitable research approach. 4. Apply various strategies in developing a sustainable global brand.
SYNOPSIS	This course will expose students to theory and practice of brand management. The course is divided into four parts: (i) introduce concept of brand and brand management, (ii) identify and establish brand positioning and values, (iii) describe the planning and implementation of brand marketing programmes and (iv) discuss how brand performance could be measured and interpreted. Particular attention will be given to international issues and global branding strategies.

COURSE TITLE	INTEGRATED MARKETING COMMUNICATIONS
COURSE CODE	CQC7028
LEARNING OUTCOMES	1. Apply concepts and tools of Integrated Marketing Communications (IMC) in making business decisions. 2. Discuss the roles of IMC adhering to legal, ethical and professional practices in an organisation. 3. Discuss the current issues in IMC. 4. Apply skills of using marketing communications tools for effective communications.
SYNOPSIS	This course provides a managerial examination of the role of communications within the marketing mix, i.e., promotion. It explores all aspects of advertising and promotion in depth and detail with an emphasis on real-world practice and application. Course topics include setting communication objectives, designing and executing a message strategy, using media and developing an integrated marketing communication strategy designed to connect with and motivate the consumer toward an intended action or belief.

APPENDIX - Details of Elective Courses

COURSE TITLE	TOURISM & HOSPITALITY MARKETING
COURSE CODE	CQE7006
LEARNING OUTCOMES	1. Describe concepts and theories in tourism and hospitality marketing. 2. Examine the consumers' decision-making process in tourism and hospitality. 3. Analyse the impacts of marketing environment and its influences on tourism and hospitality products. 4. Design a tourism and hospitality product plan.
SYNOPSIS	This course introduces students to the theory and application of marketing in tourism and hospitality. It explains how contemporary tourism marketing is influenced by current trends. Students are required to design a plan for tourism and hospitality products by combining various aspects such as product, place, price, promotion, partnership, packing, programming, position, people and planning.

COURSE TITLE	MARKETING DATA ANALYSIS
COURSE CODE	CQE7007
LEARNING OUTCOMES	1. Utilise appropriate data analysis software. 2. Implement data analysis using appropriate statistical techniques. 3. Interpret data critically and ethically. 4. Utilise data for inferences and reporting.
SYNOPSIS	This course exposes students to the techniques of quantitative and qualitative marketing data analysis. This course will also guide them in using a variety of analytical software and interpreting the data.

COURSE TITLE	CONTEMPORARY THEMES IN MARKETING
COURSE CODE	CQE7008
LEARNING OUTCOMES	1. Identify contemporary themes in marketing. 2. Apply marketing knowledge to examine contemporary issues. 3. Differentiate various marketing approaches related to contemporary issues. 4. Appraise the impacts of new theories and practices on the discipline of marketing.
SYNOPSIS	This course aims to promote awareness and appreciation of the vastness of scientific knowledge in marketing. It also introduces students to the latest marketing themes and issues from leading academic journals.

APPENDIX - Details of Elective Courses

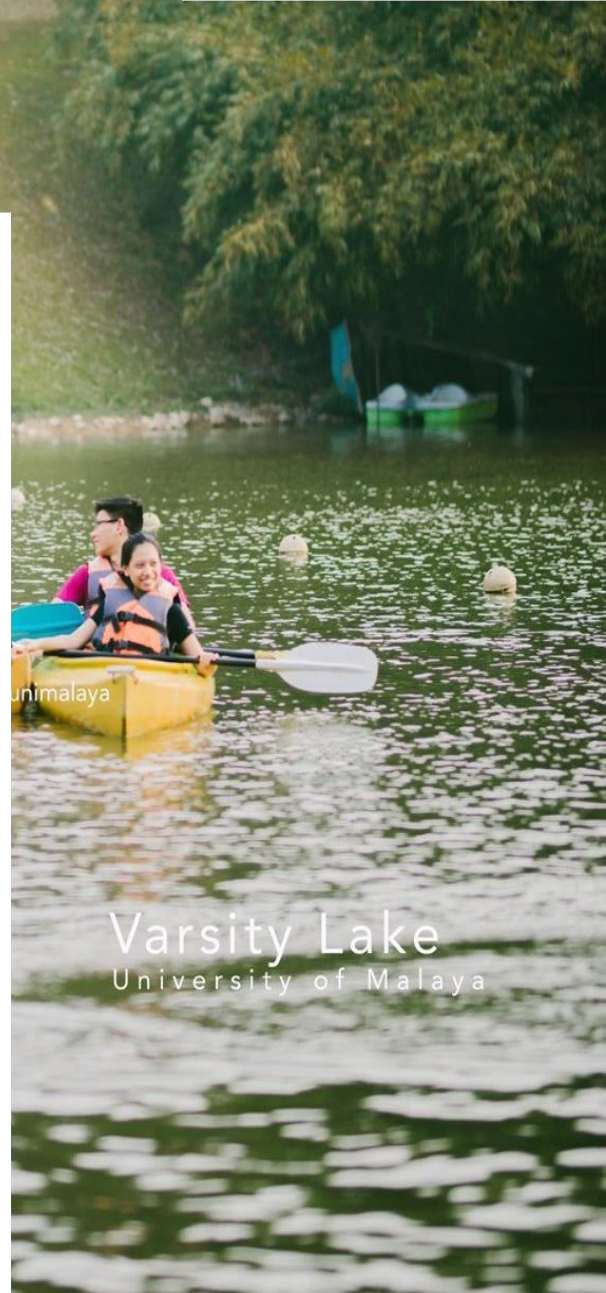
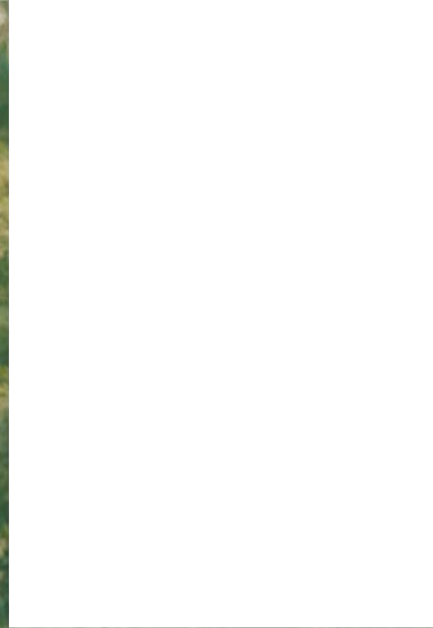
COURSE TITLE	SERVICES MARKETING
COURSE CODE	CQC7025
LEARNING OUTCOMES	1. Explain the characteristics of services and their impacts on marketing strategies for services. 2. Apply the elements of services marketing mix and relevant tools in developing strategies for service organisations. 3. Appraise the challenges faced by service organisations/professionals. 4. Develop a situational analysis of contemporary issues in services.
SYNOPSIS	Understanding the field of services marketing is a pre-requisite for those who want to pursue careers in both private and public sectors. Since services possess several unique characteristics that require a distinctive approach to its marketing strategy, this course provides students the understanding of service offerings, their customers and markets. The rapid diffusion of technology has also created new forms of services that offer opportunities for organisations to engage with customers. Therefore, this course extends the marketing concepts and models and adapts them to the context of services. It also discusses the application of services marketing mix and the relevant tools in developing strategies.

COURSE TITLE	TRADE MARKETING
COURSE CODE	CQC7027
LEARNING OUTCOMES	1. Interpret the methods and processes used in the distribution of consumer and industrial products and services. 2. Elaborate the ways in which distribution functions are carried out in the integrated channel system. 3. Analyse the role of a variety of producers, wholesalers and retailers as parts of this system. 4. Apply theories, concepts and creative thinking skills in solving marketing channel issues and challenges.
SYNOPSIS	This course introduces students to marketing channels. Marketing channels represent one of the four key components of the marketing mix (i.e., Distribution) used by organisations to meet customer needs and optimise performance. Distribution strategy and its use are seen as key differentiators in an increasingly competitive marketplace. Therefore, a strong knowledge in the development of marketing channels, structure and operation is necessary for the overall understanding of marketing strategies used in the global economy.

APPENDIX - Details of Research Project

COURSE TITLE	RESEARCH PROJECT
COURSE CODE	CQE7009
LEARNING OUTCOMES	1. Conduct marketing research ethically using appropriate and accurate methodologies. 2. Analyse data using scientific methods for marketing research. 3. Report the research output in a critical, systematic and ethical manner. 4. Formulate solutions to marketing research problems.
SYNOPSIS	This course requires students to undertake a project of academic marketing research using the scientific method. Students should focus their research on a marketing discipline such as advertising, branding, services, retail etc. At the end of the course, they must submit a research report with a maximum of 30,000 words and present it to the panel of examiners.

MASTER DEGREE
BY
MIX MODE



MAcc

MASTER OF ACCOUNTING (REPORTING
AND MANAGEMENT ACCOUNTABILITY)

Varsity Lake
University of Malaya

MASTER OF ACCOUNTING

Programme Educational Objectives

The objectives of the MAcc programme are to produce graduates who can:

- Apply knowledge and technical skills to provide quality research in the education sector, governmental sector and research institutions through an emphasis on accountability virtues in all reporting and management aspects.
- Propose technical and practical solutions to accounting issues through good, quality research besides demonstrating the ability to lead and communicate effectively with colleagues in a working environment.
- Demonstrate positive attitude towards continuous learning, putting ethical and professional values into practice and apprehending social responsibilities in career advancement.

INTRODUCTION

The Universiti Malaya (UM), Master of Accounting (Reporting and Management Accountability) (MAcc) programme is a rigorous programme that seeks to equip students with advanced knowledge and strong foundations on theoretical concepts including analytical tools of accounting and its related areas. The aim is to prepare the students for the challenges being faced by accounting and business as well as academic world where robust analysis in research and practice is crucial and critically important.

Courses are structured to provide a broad understanding of theories with related real issues pertinent in the broad field of accounting particularly pertaining to reporting and management accountability. Through a combination of lectures, case studies, written assignments, group project, presentations and class discussions, each student is equipped with the necessary knowledge and experience to understand, identify the issues and to formulate the necessary research strategy in order to address the issues.

The pedagogies are aimed at optimising the efficiency of the learning process. Each student is required to complete **a minimum of 46 credit hours** of learning and research activities that cover various accounting related fields. On average, students would require 1½ to 2 years of study.

Programme Learning Outcomes

In line with the above goals, at the end of the programme, the graduates of MAcc will be able to achieve the following programme outcomes:

- Synthesize the accounting knowledge and technical skills to produce an accountable reporting and applied in management.
- Apply concept, principle and research method in accounting field with a specific emphasis on accountability aspects.
- Analyze financial statements and business reports critically.
- Generate good ethical practice and social responsibility in conducting accounting research.
- Construct research projects in accounting field that incorporate ethical, moral and professional values.
- Demonstrate good communication (written and oral) and teamwork skills.
- Employ analytical knowledge, quantitative and/ or qualitative in a technical and practical manner to solve accounting issues.
- Apply digital, numerical and technical skills in managing information for current as well as continuous life-long learning

MAcc PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university or Accounting Professional Qualification recognised by MQA, University and Senate; **and**
- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

Note : Candidates that fulfill the requirements maybe called for an admission interview to gauge specific skills / knowledge required for the programme.

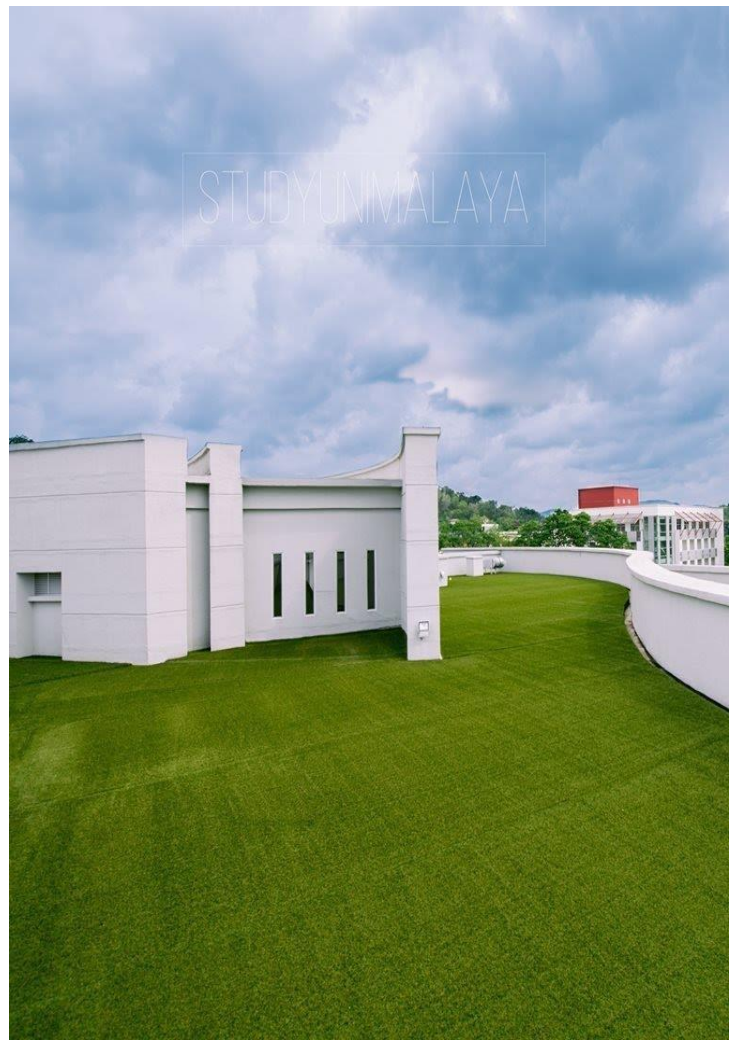
Career Prospects

The graduates of MAcc are expected to acquire advanced knowledge and research skills to administer and manage the financial affairs of various organisations, especially the business organisations in the private sector as well as ministries and departments in the public sector. The programme also serves as an avenue for students to acquire the necessary knowledge in pursuit of a higher degree - the doctoral level. The doctoral degree is deemed as necessary for any individual who wishes to serve the institutions of higher learning as academics.

Target Market

The UM-MAcc programme is designed for the executives and managers aspiring to acquire the skills, knowledge and competencies to better position themselves in the organisation. The target participants of the programme are:

- Employees of various industry backgrounds who wish to learn the overall accounting functions;
- People who are seeking career progression
- People who intend to change industry or job functions
- Graduates who expect to develop skills and critical thinking in accounting



PROGRAMME STRUCTURE

The programme offers **weekday classes** from **6.30 pm** until **9.30 pm** and **weekend classes** from **9.00 am** until **6.00 pm** with the emphasis on quality teaching and student participation.

The **minimum and maximum periods of full time candidature** are **three (3) semesters** and **maximum is eight (8) semesters**. It should be noted that any withdrawal from the semester(s) by a candidate will be counted as part of the duration of the programme.

Courses are divided into **two (2) categories: core and elective courses**. In addition, the students are required to undertake a research dissertation in an area of their interest. The design of the courses and components allow the students to maximise their learning and develop the skills that are essential for their career development. Students are required to take a total of **46 credits** as follows:

Courses	Credit hours
Core Courses	13
Elective Course	3
Research Dissertation	30
Total	46

Table 1: Components of Programme Structure and Credit Hours



PROGRAMME STRUCTURE

CORE COURSE (13 CREDITS)

Core courses are designed to expose the students to main accounting areas namely financial reporting and management accounting with the emphasis on accountability perspectives as well as research methodology courses. The courses will equip the students with the necessary skills they need in conducting research and inculcate the awareness on accountability issues surrounding all areas in business and accounting.

The core courses are as follows:

Course Code	Course Name
COA7001	Accounting Research Methodology
COA7011	Dissertation
COA7003	Business Accountability and Sustainability
COA7004	Financial Reporting and Accountability
COA7005	Management Accounting Control System and Accountability



PROGRAMME STRUCTURE

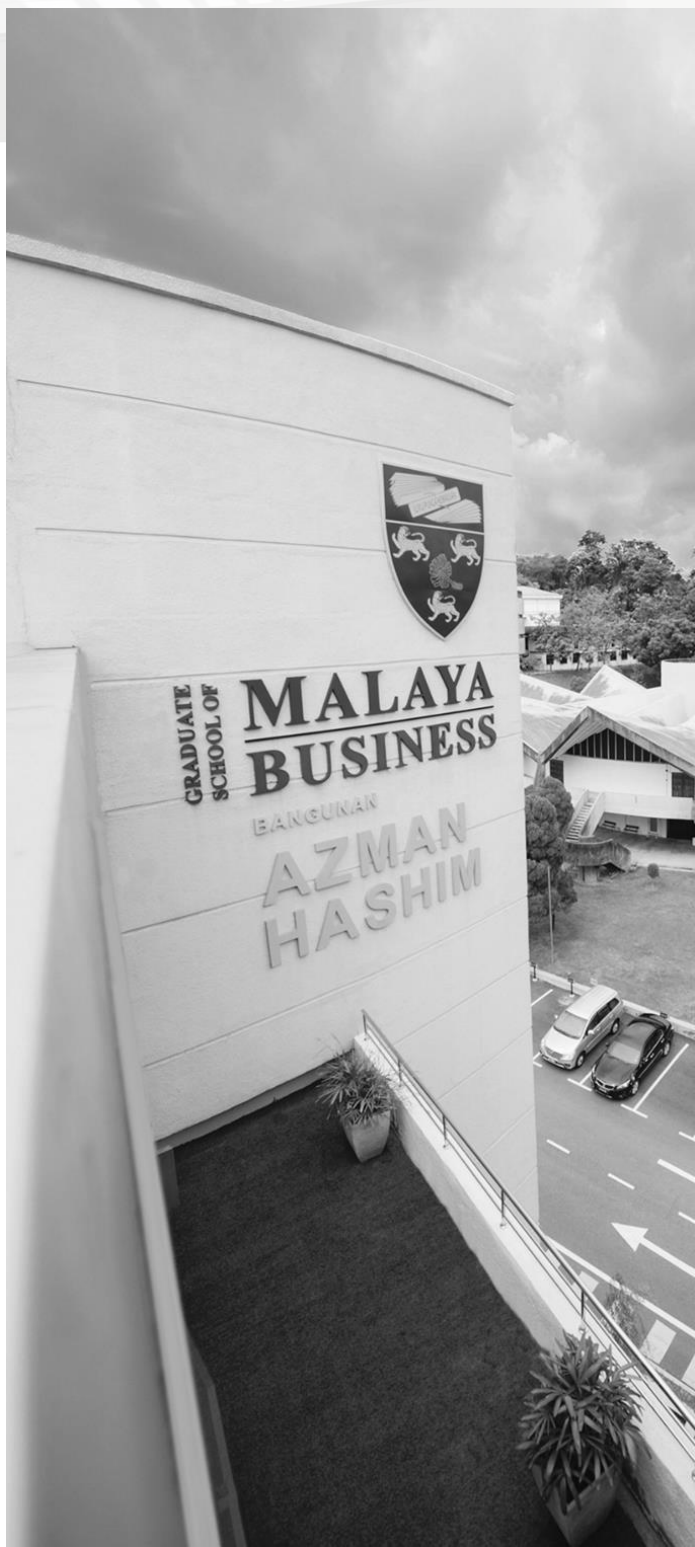
Elective Course (3 Credits)

Students must take **ONE (1) elective course** out of **FIVE (5) elective courses**. The following is the list of elective courses:

COURSE CODE	COURSE NAME
COA7006	Auditing and Assurance
COA7007	Taxation and Business Decisions
COA7008	Public Sector Governance and Accountability
COA7009	Accounting and Auditing Issues for Islamic Transactions
COA7010	Contemporary Issues in Accounting Research

Additional requirements:

- Submit e-supervision activity to document formal supervisory meetings via MAYA Portal: <http://maya.um.edu.my>
- Submit e-Progress Report at the end of every semester via MAYA Portal: <http://maya.um.edu.my>
- Present and pass Proposal Defence latest by Semester 2.
- Present and pass Candidature Defence latest by Semester 3.
- Pass the viva (oral examination).



PROGRAMME STRUCTURE

COA7011 Dissertation (30 Credits)

Dissertation for the MAcc programme introduces students to research, thereby providing an opportunity to conduct in depth research in their area of concentration. The research report should demonstrate that the student has the ability to carry out research and incorporate constructive criticism besides reporting his/her findings accurately and coherently.

This research component is in partial fulfilment of the requirements for the degree at UMGSB. MAcc students are required to register for the dissertation, complete and obtain a pass in the Dissertation before the degree can be awarded. Students shall carry out their individual academic research under the supervision of an assigned supervisor.

For dissertation, students shall be evaluated based on written reports submitted under Proposal Defence and Candidature Defence. Assessment of the dissertation is subject to the Rubric adopted by University.

RESEARCH PROGRESS

Dissertation (30 Credits)

Students are expected to start their research journey from the first semester of the programme. Along the journey, the students are required to produce some deliverables that will assist them towards completing their dissertation. To further assist the students, workshops have been planned to coincide with the deliverables. The deliverables are as follows:

e. Log Book

Students are required to complete and submit the record of their meetings with their supervisor(s) online via MAYA portal: <http://maya.um.edu.my> at the end of each meeting .

The purpose of this online supervision activity is to:

- enables the keeping of a record of your meetings with your supervisor(s);
- assist the students in clearly identifying the outcomes of each meeting and the actions that are required on the part of the students;
- support the self-evaluative and reflective process that is necessary while writing a dissertation;
- provide evidences of that process to the Board of Examiners.

Student's responsibility: It is the responsibility of the student to keep the e-Log Book up to date. Students are expected to comply with the supervisor(s)' suggestions and recommendations as stated by the student in the e-Log Book and approved by the supervisors.

RESEARCH PROGRESS

Dissertation (30 Credits)

E-Progress Report

- Students are required to complete and submit their progress report online via MAYA portal: <http://maya.um.edu.my> at the end of each semester.
- The students' respective supervisor(s) shall evaluate the student's research progress report in accordance with the prescribed procedures and complete the evaluation within one (1) week from the date of receipt.
- A student whose progress is satisfactory shall be recommended to continue with his/her candidature. While a student who receives unsatisfactory evaluation in the e-progress report for two (2) consecutive semesters shall risk termination of candidature by the University.
- Students who fail to submit the report are evaluated as unsatisfactory in their progress.

RESEARCH PROCESS

Dissertation (30 Credits)

Proposal Defence

MAcc students are expected to complete a dissertation proposal in a timely fashion. Students are required to present and pass the Proposal Defence latest by Semester 2.

Students are required to submit five (5) copies of their complete research proposal report consisting of 3000 to 7000 words to the UMGSB office, not later than two (2) weeks before the date of the presentation. The report must include the following:

Important Note:

- Abstract (500 words in Malay and English language);
- Introduction, problem statement and scope of research;
- Research objective;
- Summary of literature review;
- Description of conceptual framework **OR** summary of experimental methods **OR** summary of research design and equipment;
- Importance and relevance of study;
- Preliminary findings / pilot test (initial findings, if any)
- Proposed work schedule based on the submission date of thesis/dissertation for examination;
- Brief bibliography : APA format
- Plagiarism report (must not exceed 20%)

Important Note:

- ***Proposal Defence is deemed satisfactory, the student may proceed with the proposed research; OR***
- ***If Proposal Defence is deemed unsatisfactory, the student is required to present the Proposal Defence for 2nd Attempt in the following semester; OR***
- ***Unsatisfactory results for both attempts at Proposal Defence may put the student at risk of termination from the programme.***

RESEARCH PROCESS

Dissertation (30 Credits)

Candidature Defence

MAcc students are expected to complete a dissertation proposal in a timely fashion. Students are required to present and pass (satisfactory) the Candidature Defence latest by Semester 3.

Students are required to submit five (5) copies of completed research progress report consisting of 5000 to 10,000 words to the UMGSB Office not later than two (2) weeks before the date of presentation, which includes the following:

- Abstract (500 words in Malay and English);
- Objective and statement of problem;
- Importance and relevance of the study;
- Brief and concise literature review;
- Research methodology;
- Research findings that have been obtained at this stage;
- Brief and concise bibliography : APA format
- Research plan that leads to the submission of the dissertation/thesis for Examination;
- List of publications or conference papers presented during the candidature period; and
- Plagiarism report (must not exceed 20%)

Important Note:

- ***If Candidature Defence is deemed satisfactory, the student may proceed with the proposed research; OR***
- ***If Candidature Defence is deemed unsatisfactory, the student is required to present the Candidature Defence for 2nd Attempt in the following semester; OR***
- ***Unsatisfactory results for both attempts at Candidature Defence, student will termination from the programme.***

RESEARCH PROCESS

Dissertation (30 Credits)

Dissertation Submission

- After passing the Candidature Defence, student must write a dissertation as the final phase of the MAcc programme. The minimum number is 30,000 words and maximum word length for dissertation is 40,000 words (footnotes, references, appendixes, tables and figures are excluded).
- The dissertation must reflect original and significant research in the student's chosen field. It must meet high standards of scholarship as well as contribute to the body of knowledge in that field.
- A student shall inform the Faculty about the dissertation submission for examination in accordance to the procedure prescribed, subject to approval of the dissertation title by the Faculty.
- Upon approval of the dissertation title from the Faculty, the student must submit five (5) printed soft bound copies to UMGSB Office and soft copy of dissertation report through MAYA Portal. The dissertation must be checked and approved by supervisor(s), through the Head of Department/Deputy Dean/Deputy Director for examination.
- Examiners will be proposed by the supervisor(s). The nomination will be endorsed by the Committee of Higher Degree (with prior approval by the Faculty).
- Students must follow the format of dissertation set by the University and complete the Dissertation Submission for Examination form with verification by supervisor(s).
- A student who does not fulfil the required minimum (30,000 words) or maximum (40,000 word) limit shall apply for approval with justifications from the Faculty at least one (1) month before the date of dissertation submission for examination.
- Upon submitting the dissertation for examination, students do not have to register for the following semester unless the Committee of Examiners recommends a re-examination following the Committee of Examiners' Meeting and/or Viva.

STUDY PLAN

The UM academic year consists of two normal semesters and a special semester. Each of the semesters is divided into two blocks by a 1-week mid-semester break with a total of 14 learning weeks then followed by 2 weeks of examinations. The general academic year and semesters in UM are as follows:

Table 2: Semesters

Semester(s)	Intake
Semester 1	October to February
Semester 2	February to June
Special Semester	July to August

Please refer to the latest academic calendar issued by AASC.

Below is the duration for MAcc Programme:

Duration	Semester
Minimum (1.5 YEARS)	Three (3) Normal Semesters
Maximum (4 YEARS)	Eight (8) Normal Semesters



STUDY PLAN

Graduating MAcc in 1 ½ Years / 3 Normal Semesters

Definition

- **“semester”** means a specific duration determined by the University in an academic session which constitutes normal semesters and special semesters.
- **“Normal Semester”** means Semester I or Semester II as provided in the Calendar of Study.
- **“Special Semester”** means a semester with a shorter duration from a Normal Semester and offered after Semester II.

The MAcc programme offers classes with an emphasis on quality teaching and student participation in the learning process.

Students may take a **minimum of two (2) courses (6 credits) and a maximum of four (4) courses (13 credits) per semester**. Under these parameters, a student can take anytime between three (3) and eight (8) semesters to graduate. This allows students more flexibility to study at their own pace.

Table 3: Study Plan

SEMESTER 1-COURSES			
COURSE	CODE	COURSE NAME	CREDIT
Core	COA7001	Accounting Research Methodology	4
Core	COA7003	Business Accountability and Sustainability	3
Core	COA7004	Financial Reporting and Accountability	3
SUBTOTAL			10

SEMESTER 2-COURSES			
COURSE	CODE	COURSE NAME	CREDIT
Core	COA7005	Management Accounting Control System and Accountability	3
Elective – Choose 1	COA7006	Auditing and Assurance	3
	COA7007	Taxation and Business Decisions	3
	COA7008	Public Sector Governance and Accountability	3
	COA7009	Accounting and Auditing Issues for Islamic Transactions	3
	COA7010	Contemporary Issues in Accounting Research	3
SUBTOTAL			6

SEMESTER 2 & 3-DISSERTATION			
COURSE	CODE	COURSE NAME	CREDIT
Dissertation	COA7011	Dissertation	30
SUBTOTAL			30
TOTAL			46

SCHEDULE OF GRADUATE ON TIME

in 2 1/2 years or 5 normal semesters

Students are advised to follow the following Graduate on Time (GOT) Schedule. The following study plan addresses specifically the assessments, the research activities and the processes concerning dissertation.

Table 4: Graduate on Time

SEMESTER	ACTIVITIES	ASSESSMENT
1 & 2	• Register and pass the required courses (based on Structure) and Language Requirement (if required) • Fill-up e-logbook to document formal supervisory meetings. • Present and pass the Proposal Defence. • Complete e-progress report.	Proposal Defence
3	• Register and pass the required courses (based on Structure) and Language Requirement (if required) • Register the Dissertation Course • Data collection and Analysis • Fill-up e-logbook to document formal supervisory meetings. • Present and pass the Candidature Defence • Complete e-progress report.	Candidature Defence
4&5	• Register the Dissertation Course • Dissertation Writing • Fill-up e-logbook to document formal supervisory meetings. • Submission of Dissertation • Complete e-progress report. • Board of Examiner and Viva Voce	Viva Voce

The following flowchart summarises the processes involved in the dissertation examination.

A photograph of a person in profile, reading a book. They are in a library or study, with tall bookshelves filled with books on either side. A large window in the background shows a view of a city with buildings and trees. The lighting is soft, coming from the window.

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	Accounting Research Methodology
COURSE CODE	COA7001
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Describe different paradigms in accounting research. 2. Discuss concepts, principles and methods in accounting research as well as the strength and weakness of the methods. 3. Design a research methodology that is suitable to be used in each accounting research. 4. Structure a proposal for an accounting research.
SYNOPSIS	This course introduces students to quantitative and qualitative aspects as well as techniques in accounting research. Methodological issues in various accounting research design will be reviewed and discussed.

COURSE TITLE	Business Accountability and Sustainability
COURSE CODE	COA7003
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Elaborate the concepts related to business accountability and sustainability. 2. Review the development of corporate sustainability. 3. Discuss various issues and current practices related to corporate social and responsibility and sustainability. 4. Discuss the relation between sustainability concept and business strategy.
SYNOPSIS	This course provides knowledge on various concepts related to business accountability and sustainability. It reviews the development of corporate sustainability and elaborates various theories and international initiatives in sustainability. This course also discusses current issues and practices on corporate social responsibility and sustainability. The links between sustainability and business strategy are also discussed.

APPENDIX - Details of Core Courses

COURSE TITLE	Financial Reporting and Accountability
COURSE CODE	COA7004
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Evaluate the conceptual framework that governs the principles in financial accounting and reporting. 2. Analyse the financial statements of companies. 3. Apply the appropriate accounting treatment for transactions according to the approved accounting standards 4. Discuss the accountability issues in financial accounting and reporting.
SYNOPSIS	This course requires students to apply appropriate accounting procedures and analyse the company's financial statements. The topics discussed include the conceptual framework and accountability issues in financial accounting and reporting.

COURSE TITLE	Management Accounting Control System and Accountability
COURSE CODE	COA7005
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Identify the changing direction of management accounting, the factors driving change and the information needs in the design of management accounting control systems. 2. Discuss management control, performance measurement systems and accountability. 3. Apply relevant management accounting control techniques in planning and control of operations in a broad range of settings. 4. Evaluate behavioural and organisational implications of financial and non-financial criteria in performance measurement.
SYNOPSIS	This course covers topics of management accounting and control systems. Issues related to management control systems, management control environment, performance measurement systems and accountability are discussed. Topics covered include nature of management control system and its environment, management control alternatives, environmental uncertainty and strategies, financial responsibility centres and performance measurement systems. Emphasis is also laid to the current related issues in management accounting and control systems.

APPENDIX - Details of Elective Courses

COURSE TITLE	Auditing and Assurance
COURSE CODE	COA7006
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Identify legal, professional and ethical considerations relevant to statutory audits of financial statements, other assurance engagements and related services. 2. Evaluate corporate governance issues, significant business risks and internal control of an entity and assess their effect on engagement strategy. 3. Discuss the ways to plan, perform and complete statutory audits, other assurance engagements and related services in accordance with professional standards. 4. Report findings and conclusions to interested parties in accordance with the nature of the engagement and professional and legal provisions.
SYNOPSIS	This course is aimed at developing comprehensive knowledge related to conduct of financial statement audits and audit reporting. It also covers other assurance engagements in the context of professional and external regulatory framework. Part of the topics includes legal and ethical consideration for auditors as well as current issues in auditing.

COURSE TITLE	Taxation and Business Decisions
COURSE CODE	COA7007
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Analyse the Malaysian taxation environment. 2. Differentiate various tax planning techniques relating to sole proprietor, partnership and companies. 3. Analyse Malaysian taxation system in order to make good business decisions. 4. Criticise latest tax issues on businesses.
SYNOPSIS	The course covers the tax planning as part of the overall strategy of businesses. Latest issues on tax will be discussed to assist the students to make business decisions more confidently.

APPENDIX - Details of Elective Courses

COURSE TITLE	Public Sector Governance and Accountability
COURSE CODE	COA7008
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Discuss the characteristics and mechanisms of public sector governance and its relationship with public accountability. 2. Evaluate the framework of governance as well as related theories and models related to public sector governance and accountability. 3. Assess the international trends in public sector reforms and their implications on governance and accountability. 4. Compare different principles of governance developed by international bodies such as IFAC, IIA, CIPFA and World Bank.
SYNOPSIS	This course provides students an understanding of the nature, principles, mechanisms, importance and limitations of governance and accountability in the context of public sector financial management and accounting. Topics covered include traditions of public management; framework, models and theories of governance and accountability; budgeting, accounting, auditing and performance management in the context of public sector reforms; and efforts taken by promoters of good governance including IFAC, IIA, CIPFA and World Bank.

COURSE TITLE	Accounting and Auditing Issues for Islamic Transactions
COURSE CODE	COA7009
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Distinguish the characteristics of Islamic and conventional systems 2. Discuss how accounting treatments are applied to Islamic contracts i.e. Islamic banking, <i>takaful</i> and Islamic financial markets 3. Evaluate Shariah Principles, AAOIFI and MFRS to Islamic financial transactions. 4. Discuss current issues pertaining <i>Shariah</i> governance and <i>Shariah</i> audit
SYNOPSIS	The course provides necessary knowledge and skills in accounting and auditing for Islamic financial Institutions (IFIs). The course provides an overview of Islamic accounting and auditing concepts and current issues applicable to Islamic transactions.

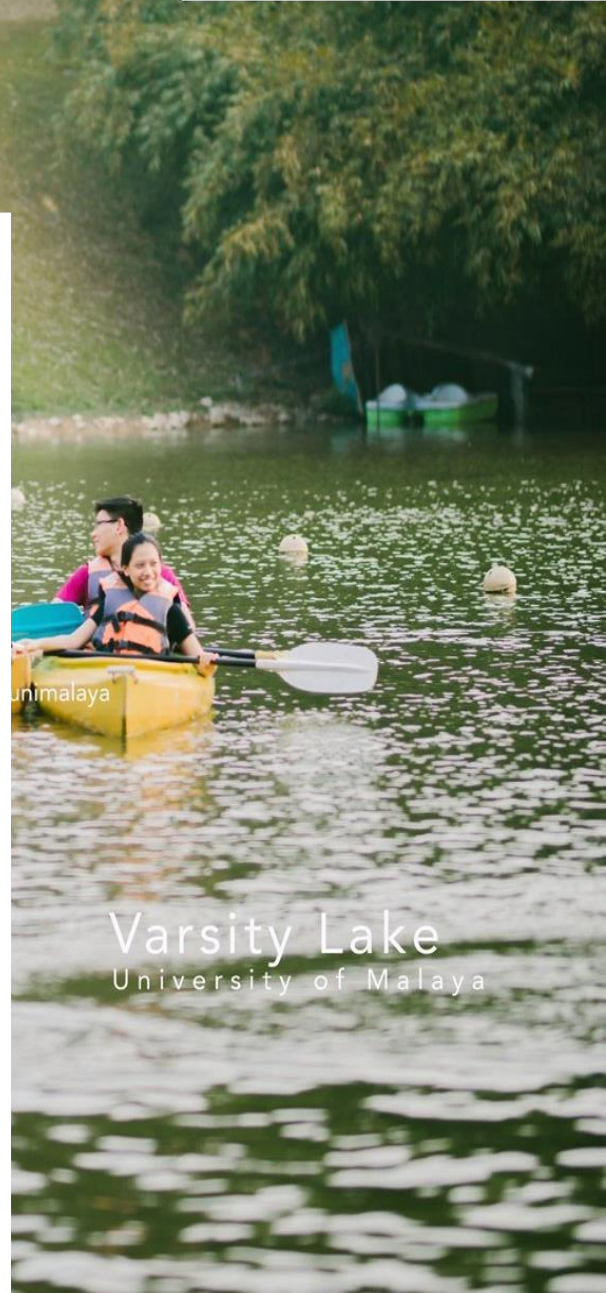
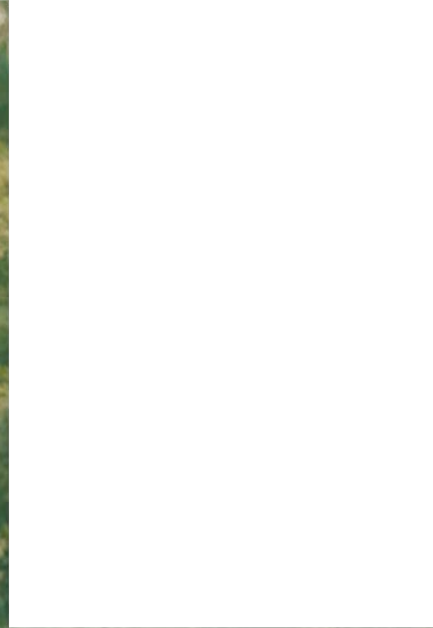
APPENDIX - Details of Elective Courses

COURSE TITLE	Contemporary Issues in Accounting Research
COURSE CODE	COA7010
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Discuss the contemporary issues in accounting research 2. Identify the gaps in accounting research 3. Apply the use of relevant theories in their research proposal 4. Develop a literature review for research proposal
SYNOPSIS	This course covers issues in accounting research including non-mainstream areas. Specifically, the students will be exposed to various issues and theories employed in accounting research and they will be able to develop an extensive literature review for research proposal.

APPENDIX - Details of Dissertation

COURSE TITLE	Dissertation
COURSE CODE	COA7011
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Review literature relevant to the research problem 2. Apply analytical, qualitative/quantitative techniques to solve research problems. 3. Describe contributions to knowledge and implications for practice. 4. Write a dissertation in clear and coherent manner.
SYNOPSIS	This course introduces students to accounting research by providing an opportunity to conduct research in their area of concentration. The dissertation should demonstrate students' ability to carry accounting research as well as to report their findings accurately and coherently.

DOCTORAL DEGREE
BY
RESEARCH



PhD

DOCTOR OF PHILOSOPHY

Varsity Lake
University of Malaya

Doctor of Philosophy

Programme Educational Objectives

The objectives of the PhD programme are to produce graduates who can:

- advance innovation in research and practice;
- lead research as an adept researcher and/or practitioner at the national and/or international levels;
- disseminate research output and/or provide expert advice in an ethical and professional manner.

INTRODUCTION

The Universiti Malaya (UM) Doctor of Philosophy (PhD) focuses on developing professionals with higher critical thinking skills in the field of business and capable of conducting academic research.

This programme offers high-quality doctoral training to postgraduate candidates. You will be assigned an academic supervisor who will provide guidance on the formal specification of your topic, the structure and organisation of your thesis and the general direction of your research.

To assist you in the transition to independent research and to help you acquire the necessary skills, you are required to complete a Research Method course and another additional course related to your area of research.

On average, candidates would require three (3) years of study.

Programme Learning Outcomes

In line with the above goals, at the end of the programme, the graduates of PhD will be able to achieve the following programme outcomes:

- synthesise and contribute knowledge in the respective research field;
- adapt appropriate practical skills and research methodologies leading to innovative research;
- communicate the significance and implications of the research in national and international contexts;
- conduct research independently and adhere to legal, ethical and/or professional codes of practice;
- display leadership qualities through effective communication and collaboration with peers and stakeholders;
- address issues of research using appropriate critical thinking, problem solving and/or scientific skills;
- integrate information for lifelong learning.

PhD PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A master's degree and bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university; **and**
- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

Note : *Candidates that fulfill the requirements maybe called for an admission interview to gauge specific skills / knowledge required for the programme.*

Career Prospects

Doctoral graduates are highly trained specialists in their fields. Graduates may enter a career in academia or industry consultation and undertaking specialist roles as researchers, managers, analysts and consultants in the area of management, finance, banking, marketing and etc.

Who Should Apply?

The programme is designed for individuals who want to focus their researches on an area of interest that prepares them for careers as researchers, teachers and scholars.



PROGRAMME STRUCTURE

INTRODUCTION

The minimum and maximum periods of candidature are **four (4) and twelve (12) semesters respectively**.

The design of the programme structure allows the candidates to maximise their learning and develop the skills that are essential for their research development.

Candidates are required to take and pass **TWO (2)** courses which are offered **weekdays from 6.30 to 9.30 pm** with an emphasis on quality teaching and candidate participation. The courses are a **core course** on **Research Methodology** and an **elective course** of based on their research field.

Candidates must **PASS** thesis examination and submit all related deliverables.

Any withdrawal from the semester(s) by a candidate will not be excluded from the duration of the programme.



PROGRAMME STRUCTURE

THE COURSES

Core Course

The course is designed to expose the candidates to the fundamentals of research methodology.

COURSE CODE	COURSE NAME
CVX8001	Research Method
CVA8006	Thesis

Elective Courses

Candidates are required to take **ONE (1) elective course** out of the **FIVE (5) elective courses** offered, which makes up 3 credits. Candidates is encouraged to choose the most relevant elective to his/her research, and this is not necessarily an elective from the department of which he/she is registered with.

The following is the list of elective courses:

COURSE CODE	COURSE NAME
CVA8001	Accounting Issues and Practices
CVA8002	Financial Issues and Practices
CVA8003	Marketing Issues and Practices
CVA8004	Operations Management and Information Systems Issues and Practice
CVA8005	Business Management Issues and Practice



PROGRAMME STRUCTURE

CVA8006 THESIS

Candidates must submit a doctoral thesis with minimum number of 60,000 words and NOT exceeding the maximum number of 100,000 words (footnotes, references, appendixes, tables and figures are excluded) at the end of the programme. The candidates are also required to defend the thesis in a viva-voce session.

The Faculty shall appoint at least one (1) supervisor for each candidate to guide with the thesis writing. For appointment criteria of supervisors kindly refer to the Supervision Policy for Postgraduate Candidate.

Additional Research Deliverables:

- Submit e-supervision activity to document formal supervisory meetings via MAYA Portal: <http://maya.um.edu.my>
- Submit e-Progress Report at the end of every semester via MAYA Portal: <http://maya.um.edu.my>
- Present and pass Proposal Defence latest by Semester 2.
- Present and pass Candidature Defence latest by Semester 5.
- Pass the viva (oral examination).

RESEARCH DELIVERABLES

Candidates are expected to start their research journey from the first semester of the programme. The journey starts with an acknowledgement of roles and responsibilities and a postgraduate student alongside the respective supervisors. In this respect, it is expected that ALL students complete and sign the supervisor-candidate undertaking of responsibility form which could be downloaded from: <https://adobe.ly/3CFMnNY> and to return the form to UMGSB upon signing it.

Along the journey, the candidates are required to produce some deliverables that will assist them towards completing the doctoral thesis.

The deliverables are as follows:

E-Log Book

Candidates are required to complete and submit the record of their meetings with their supervisor(s) online via MAYA portal: <http://maya.um.edu.my> at the end of each meeting.

The purpose of this online supervision activity is to:

- keep records of your meetings with your supervisor(s);
- assist candidates in clearly determining the outcomes of each meetings and most importantly to plan the necessary follow-up actions that are required;
- support the self-evaluative and reflective process that is necessary while writing a thesis;
- provide evidences of that process to the Board of Examiners.

Note: It is the responsibility of each candidate to keep the e-log book up to date.

RESEARCH DELIVERABLES

E-Progress Report

Candidates are required to complete and submit their progress report online via MAYA portal: <http://maya.um.edu.my> at the end of each semester.

The candidates' respective supervisor(s) shall evaluate the candidate's research progress report in accordance with the prescribed procedures and complete the evaluation within one (1) week from the date of receipt.

Important Notes:

- A candidate whose progress is satisfactory shall be recommended to continue with his/her candidature. While a candidate who receives unsatisfactory evaluation in the e-progress report for two (2) consecutive semesters shall risk termination of candidature by the University.
- Candidates who fail to submit the report are evaluated as unsatisfactory in their progress and shall risk termination of candidature by the University.

RESEARCH DELIVERABLES

Proposal Defence

Candidates are expected to complete a thesis proposal in a timely fashion.

Candidates are required to present and pass (satisfactory) the Proposal Defence latest by Semester 2.

Candidates are required to submit five (5) copies of the complete research proposal report within 3000-7000 words range to the UMGSB office not later than two (2) weeks before the date of the presentation.

The report must include the followings:

- **Abstract (500 words in Malay and English language);**
- **Introduction, problem statement and scope of research;**
- **Research objective;**
- **Summary of literature review;**
- **Description of conceptual framework OR summary of experimental methods OR summary of research design and equipment;**
- **Importance and relevance of study;**
- **Preliminary findings / pilot test (initial findings, if any)**
- **Proposed work schedule based on the submission date of thesis/dissertation for examination;**
- **Brief bibliography : APA format; and**
- **Plagiarism report (must not exceed 20%)**

Important Note:

- If the result of the Proposal Defence is satisfactory, the candidate may proceed with the proposed research;
- If the Proposal Defence is deemed unsatisfactory, the candidate is required to present the Proposal Defence again in the following semester; Failure to present in the following semester shall be deemed as failure to fulfill the deliverable.
- Unsatisfactory results for both attempts at Proposal Defence and poor evaluation of progress by the candidate's respective supervisor/(s) for two consecutive semesters may put the candidate at risk of termination from the programme.

RESEARCH DELIVERABLES

Candidature Defence

Upon success of Proposal Defence, candidates are expected to present and pass (satisfactory) Candidature Defence latest by Semester 5.

Candidates are required to submit five (5) copies of the complete research progress report within 5000-10000 words range to the UMGSB Office not later than two (2) weeks before the date of presentation, which includes the following:

- **Abstract (500 words in Malay and English);**
- **Objective and statement of problem;**
- **Importance and relevance of the study;**
- **Brief and concise literature review;**
- **Research methodology;**
- **Research findings that have been obtained at this stage;**
- **Brief and concise bibliography : APA format**
- **Research plan that leads to the submission of the dissertation/thesis for Examination;**
- **List of publications or conference papers presented during the candidature period; and**
- **Plagiarism report (must not exceed 20%)**

Important Note:

- If Candidature Defence is deemed satisfactory, the candidate may proceed with the proposed research;
- If Candidature Defence is deemed unsatisfactory, the candidate is required to present the Candidature Defence again in the following semester; OR
- Unsatisfactory results for both attempts at Candidature Defence and poor evaluation of progress by the candidate's respective supervisor/(s) for two consecutive semesters may put the candidate at risk of termination from the programme.

RESEARCH DELIVERABLES

Thesis Seminar

Prior to thesis submission, candidates are required to submit a notice of Intention to Submit and to present their research in the PhD Thesis Seminar within two (2) months after the submission of the notice. Upon which, UMGSB shall allocate and inform the candidate of the time and date of the Thesis Seminar.

For the Thesis Seminar, candidates must submit presentation slides and an abstract of 500 words to UMGSB Office not later than three (3) working days before the Thesis Seminar.

RESEARCH DELIVERABLES

Thesis Submission & Examination

Thesis Submission for Examination

Candidates are advised to take into consideration the inputs from the Thesis Seminar before finalising the thesis that is going to be submitted for examination.

The submitted thesis must follow the format of thesis set by the University and the submission must be made complete with the Submission of Thesis for Examination form with verification by supervisor(s). The word count for minimum is 60,000 words and maximum is 100,000 words (footnotes, references, appendixes, tables and figures are excluded) and plagiarism report must not exceed 20 percent. Candidate who do not fulfil the required minimum or maximum word limit shall apply with justifications for an exemption and must obtain an approval from the Faculty at least one (1) month before the date of submission of his/her thesis for examination. The thesis title must be made sure to be in accordance with the title approved by the Faculty.

The thesis must reflect original and significant research in the candidate's chosen field. It must meet high standards of scholarship as well as contribute to the body of knowledge in that field.

For the thesis submission for examination, candidates must submit five (5) printed soft bound copies to UMGSB Office and soft copy through MAYA Portal. The thesis must be checked and declared by the supervisor(s), through the Head of Department/Deputy Dean/Deputy Director for examination.

RESEARCH DELIVERABLES

Thesis Submission & Examination

Thesis Submission for Examination (cont'd)

Candidates shall submit his/her thesis for examination after the title has been approved within the stipulated duration. Candidates are only permitted to submit thesis for examination if he/she has registered as a candidate for the programme.

Upon thesis submission for examination, candidates are no longer required to register for the following semester unless the Committee of Examiners recommends a re-examination following the Committee of Examiners' Meeting and/or Viva.

Plagiarism

Plagiarism is the act of copying or including in one's own work, without adequate acknowledgement, the work of another or your own previously assessed original work.

Candidates are responsible for ensuring that no plagiarism has taken place in all of candidates' research deliverables during the candidature.

The University's degrees and other academic awards are given in recognition of candidates' personal achievement and plagiarism is considered as an academic fraud and an offence against University discipline.

Plagiarism, at whatever stage of a candidates' course, whether discovered before or after graduation, will be investigated and dealt with appropriately by the University.

Viva Voce

Candidates shall be required to attend a viva voce with respect to his/her thesis. The Committee of Examiners has the authority to determine the method of conducting a viva voce.

RESEARCH DELIVERABLES

Final Thesis Submission

Final Thesis Submission

The submitted thesis must follow the format of thesis set by the University and the submission must be made complete with the followings:

- Final Submission Form
- TWO (2) printed hardbound copies in rexine (dark red or maroon)
- ONE (1) electronic copy (PDF format / Pendrive)
- Thesis Correction Report
- Turnitin Report
- Repository Policy for UM Postgraduate
- PG Candidature Requirement Checklist

RESEARCH DELIVERABLES

Publication(s)

As part of the fulfilment of graduation for the doctoral degree, candidates of this programme are required to provide proof of the publication acceptance of the following:

- **at least one (1) article in journals Indexed in Web of Science (WoS); OR**
 - (a) Science Citation Index Expanded (SCIE); or
 - (b) Social Sciences Citation Index (SSCI); or
 - (c) Arts & Humanities Citation Index (AHCI);
- **at least one (1) article in journals Indexed in Scopus (Q1/Q2); OR**
- **at least two (2) article in journals Indexed in Scopus or *Emerging Sources Citation Index* (ESCI) or *ERA Journal List* (*Australian Research Council*); OR**
- **at least one (1) book published by publishers *Web of Science* (WoS) *Master Book List* or Penerbit Universiti Malaya or Dewan Bahasa and Pustaka or Majlis Penerbitan Ilmiah Malaysia (MAPIM) or any publishers listed and recognized by Academic Responsible Centre (PTj); OR**
- **at least two (2) publications in Book Chapter published by publishers *Web of Science* (WoS) *Master Book List* or Penerbit Universiti Malaya or Dewan Bahasa and Pustaka or Majlis Penerbitan Ilmiah Malaysia (MAPIM) or any publishers listed and recognized by Academic Responsible Centre (PTj). Two (2) book chapters from different books are equivalent to one (1) publication.**

STUDY PLAN

The UM academic year consists of two normal semesters and a special semester. Each of the semesters is divided into two blocks by a 1-week mid-semester break with a total of 14 learning weeks then followed by 2 weeks of examinations. The general academic year and semesters in UM are as follows:

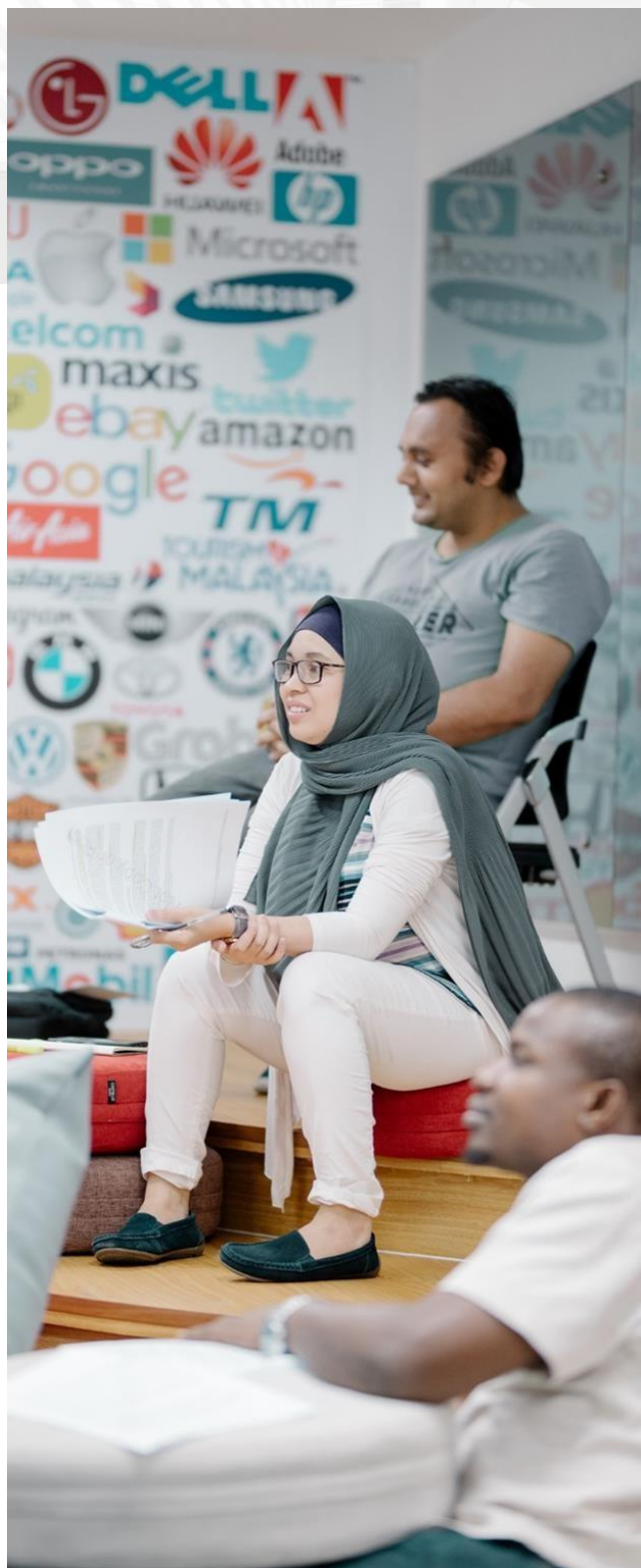
Table 2: Semesters

Semester(s)	Intake
Semester 1	October to February
Semester 2	February to June
Special Semester	July to August

Please refer to the latest academic calendar issued by AASD.

Below is the duration for PhD Programme:

Duration	Semester
Minimum (2 YEARS)	Four (4) Normal Semesters
Maximum (6 YEARS)	Twelve (12) Normal Semesters



STUDY PLAN

Graduating PhD in 2 Years / 4 Normal Semesters

Definition

- **“semester”** means a specific duration determined by the University in an academic session which constitutes normal semesters and special semesters.
- **“Normal Semester”** means Semester I or Semester II as provided in the Calendar of Study.

Table 3: Study Plan

SEMESTER 1			
COURSE	CODE	COURSE NAME	CREDIT
Core	CVX8001	Research Method	3
Core	CVA8006	Thesis	
Elective – Register 1 course as stated in Offer Letter	CVA8001	Accounting Issues and Practices	3
	CVA8002	Financial Issues and Practices	3
	CVA8003	Marketing Issues and Practices	3
	CVA8004	Operations Management and Information Systems Issues and Practice	3
	CVA8005	Business Management Issues and Practice	3
SEMESTER 2			
COURSE	CODE	COURSE NAME	CREDIT
Core	CVA8006	Thesis	
SEMESTER 3			
COURSE	CODE	COURSE NAME	CREDIT
Core	CVA8006	Thesis	
SEMESTER 4			
COURSE	CODE	COURSE NAME	CREDIT
Core	CVA8006	Thesis	

SCHEDULE

Graduating PhD in 2 Years / 4 Normal Semesters

Candidates are advised to follow the following Graduate on Time (GoT) Schedule to ensure that they are able to graduate in 2 years time.

Table 4: Schedule Graduate on Time

SEMESTER	ACTIVITIES	ASSESSMENT
1	• Registered and Pass required courses. • Fill-up e-supervision activity to document formal supervisory. • Present and Pass Proposal Defence. • Complete e-progress report.	Proposal Defence
2	• Registered and Pass required courses. • Data collection. • Data analysis. • Publication • Present and Pass Candidature Defence. • Fill-up e-supervision activity to document formal supervisory. • Complete e-progress report.	Candidature Defence
3	• Thesis writing. • Publication • Fill-up e-supervision activity to document formal supervisory • Complete e-progress report.	
4	• Thesis Submission for Examination • Fill-up e-supervision activity to document formal supervisory • Complete e-progress report. • Present the research in PhD Thesis Seminar. • Fulfil publication requirement. • Viva-voce	PhD Thesis Seminar Viva-voce

A blue-tinted photograph of a person in profile, reading a book. They are positioned in front of a large window that looks out onto a cityscape. Tall bookshelves filled with books are visible on both sides of the person. The overall mood is quiet and studious.

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	RESEARCH METHOD
COURSE CODE	CVX8001
SYNOPSIS	This course is designed to provide an overview of the quantitative and qualitative methods for social science research, particularly business research. Topics covered include business research process, the research paradigm, theory building, ethical issues, problem definition, propositions and hypotheses development, measurement and scaling concepts, primary and secondary data, sampling design, questionnaire design, interviews, observation, experimental research, case studies and grounded theory.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Discuss the epistemology and philosophy underpinning the characteristics and process of quantitative and qualitative research. ▪ Critically evaluate literature from relevant research material. ▪ Evaluate the ethical and policy issues in a particular research project. ▪ Apply appropriate technique for collecting, managing, analysing and reporting quantitative and qualitative data. ▪ Write a research proposal

APPENDIX - Details of Elective Courses

COURSE TITLE	ACCOUNTING ISSUES AND PRACTICES
COURSE CODE	CVA 8001
SYNOPSIS	This course is design to expose the candidate to appraise concepts, theories and methods in accounting discipline. It also discusses issues, gaps and future of accounting research. In addition, candidates are required to synthesise literature in order to develop conceptual/theoretical research framework. It discusses the relevant research methods for the candidate to develop their analytical skills in research.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Appraise concepts, theories and methods in accounting discipline. ▪ Discuss issues, gaps and future of accounting research. ▪ Synthesise accounting literature towards the development of theoretical research framework in accounting.

COURSE TITLE	FINANCIAL ISSUES AND PRACTICES
COURSE CODE	CVA 8002
SYNOPSIS	This course is design to expose the candidates to the issues in finance theories, research methods and empirical evidence. This course examines the fundamental finance theories, concepts and principles for the candidates to identify the relevant theories applicable to their own research. It discusses the relevant research methods for the candidates to develop their analytical skills in research. The topics covered are Corporate Finance, Asset Pricing Theory, Efficient Market Hypothesis and Risk Management.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Appraise concepts, theories and methods in finance discipline. ▪ Discuss current knowledge gaps, issues and contemporary advances in finance research. ▪ Synthesise finance theories with current financial issues towards development of theoretical research framework in finance.

APPENDIX - Details of Elective Courses

COURSE TITLE	MARKETING ISSUES AND PRACTICES
COURSE CODE	CVA 8003
SYNOPSIS	This course is designed to expose candidates to the issues and practices in marketing discipline. It also discusses issues, gaps and future of marketing research. In addition, candidates are required to synthesise literature in order to develop a conceptual/theoretical research framework. It discusses the relevant research methods for the candidates to develop their analytical skills in research.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Appraise concepts, theories and methods in marketing discipline. ▪ Discuss knowledge gaps, issues and contemporary advances in marketing research. ▪ Synthesise literature in marketing towards the development of theoretical research framework in marketing.

COURSE TITLE	OPERATIONS MANAGEMENT AND INFORMATION SYSTEM ISSUES AND PRACTICES
COURSE CODE	CVA 8004
SYNOPSIS	This course is design to expose candidates to appraise concepts, theories and methods in operations management and information system disciplines. It also discusses issues, gaps and future of operations management and information system research. In addition, candidates are required to synthesise literature in order to develop a conceptual/theoretical research framework. It discusses the relevant research methods for the candidates to develop their analytical skills in research operation management and information systems.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Appraise concepts, theories and methods in operations management and information system disciplines. ▪ Discuss issues, gaps and future of operations management and information system research. ▪ Synthesise literature towards the development of a theoretical research framework in operation management and information systems.

HANDBOOK SEMESTER 2, 2023/2024

UNIVERSITI MALAYA,
GRADUATE SCHOOL
OF BUSINESS
(UMGSB)

MALAYA

يوزوردهي مالايا