UNIVERSITI MALAYA, GRADUATE SCHOOL OF BUSINESS (UMGSB) HANDBOOK

2024/2025

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 (September 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.

HIGH PROFILE

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

REASONS
TO STUDY
AT UMGSB

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.

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ACADEMIC CALENDAR 2024/2025

ACADEMIC CALENDAR 2024/2025 ACADEMIC SESSION (MASTER'S AND DOCTORATE LEVEL)					
SEMESTER I					
Orientation Week			29.09.2024	-	06.10.2024
Lectures	7	weeks*	07.10.2024	-	24.11.2024
Mid Semester I Break	1	week	25.11.2024	-	01.12.2024
Lectures	7	weeks*	02.12.2024	-	19.01.2025
Revision Week	1	week*	20.01.2025	-	26.01.2025
Semester I Final Examination	3	weeks*	27.01.2025	-	16.02.2025
Semester I Break	4	weeks	17.02.2025	-	16.03.2025
	23	weeks			
SEMESTER II					
Lectures	7	weeks*	17.03.2025	-	04.05.2025
Mid Semester II Break	1	week	05.05.2025	-	11.05.2025
Lectures	7	weeks*	12.05.2025	-	29.06.2025
Revision Week	1	week*	30.06.2025	-	06.07.2025
Semester II Final Examination	3	weeks*	07.07.2025	-	27.07.2025
Semester II Break	4	weeks	28.07.2025	-	24.08.2025
	23	weeks			
SPECIAL SEMESTER					
Lectures	7	weeks*	28.07.2025	-	14.09.2025
Special Semester Final Examination	1	week*	15.09.2025	-	21.09.2025
Break	1	week	22.09.2025		28.09.2025
	9	weeks			

Note:

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

Deepavali	01 November 2024 (Friday)
Christmas Day	25 December 2024 (Wednesday)
New Year	01 January 2025 (Wednesday)
Chinese New Year	29 & 30 January 2025 (Wednesday & Thursday)
Federal Territory Day	01 February 2025 ((Saturday)
Thaipusam	11 February 2025 (Tuesday)
Nuzul Al-Quran	17 March 2025 (Monday)
Eidul Fitri	31 March & 01 April 2025 (Monday & Tuesday)
Wesak Day	12 May 2025 (Monday)
His Majesty the King's Birthday	02 June 2025 (Monday)
Eidul Adha	06 June 2025 (Friday)
Awal Muharam	27 June 2025 (Friday)

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

P	O	I	S	E
PASSION	ONENESS	INTEGRITY	SINCERITY	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 three faculties namely, Faculty of Business and Accountancy - FBA, Faculty of Economics and Administration - FEA and International Institute Of Public Policy & Management – INPUMA) to focus on developing these programmes. However, on 1st February 2024 INPUMA has been placed under Deputy Vice-Chancellor (Academic & International) Office.   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 economics 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, one (1) Director, one (1) Faculty Manager and six (6) Head 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)
- Master of Management (MM)
- Master of Accounting (Reporting and Management Accountability) (MAcc)
- Master of Marketing (MMkt)
- Euro Asian MBA-MSc Programme (Dual Degree)
- 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

Year 2000

Year 2020

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, MM, MAcc, MMkt, Euro Asian MBA-MSc Programme (Dual Degree), 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

2024/2025

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 overall IELTS (Academic) score of Band 6.0 with a score of 6.0 for each components (Writing, Speaking. Reading and Listening) **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; **and**

- PASS the interview by Faculty

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 five (5) 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 *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*	3
CQX7004	Research Project *Note :* *1. Pre-requisite – PASS CQX7001 Research Methodology* *2. Students are required to register CQX7004 Research Project in two (2) consecutive semesters*	7
CQC7002	Economics for Managers	3
CQC7004	Strategic Marketing	3
CQC7046	Accounting and Finance for Decision Making	3
CQC7047	Operations Management	3
CQC7007	Corporate Strategy *Note: Corporate Strategy is a Capstone Course. Students are required to register for this course after completing 5 core courses (15 credits) and 4 core concentration courses (12 credits)*	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 single 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.
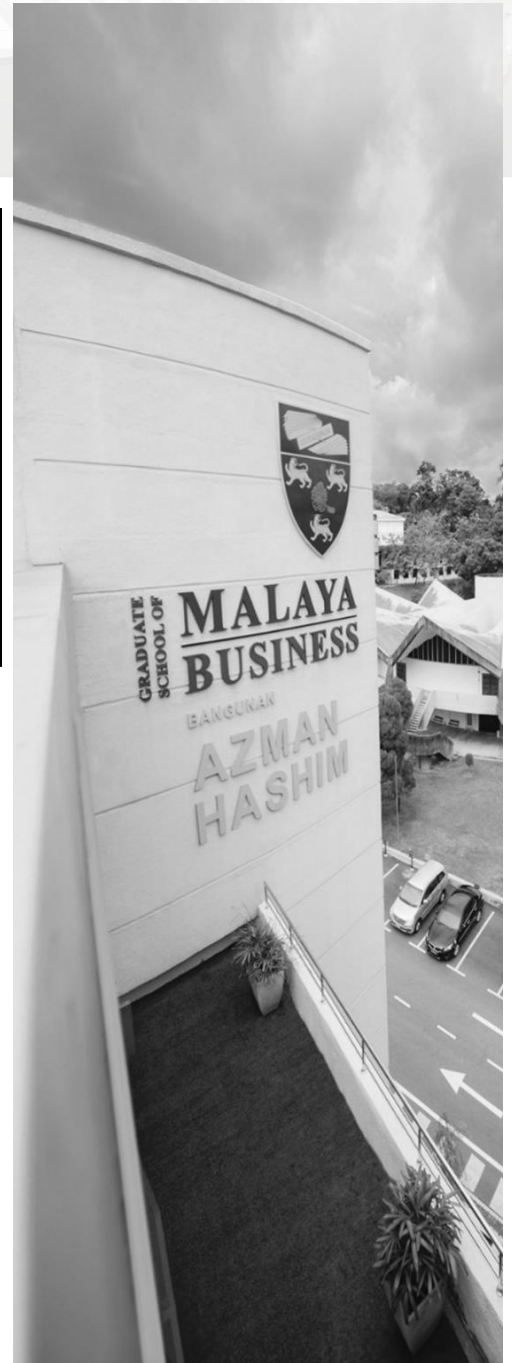
PROGRAMME STRUCTURE
Concentration Courses

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

Table-3

Component	Concentration	Package
Concentration Packages	1st concentration package *(21 credit hours | 7 courses including core concentration)*	1. Finance 2. Marketing 3. Business Analytics 4. Dynamic Management 5. 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.

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	CQC7008	Internal Audit: Governance, Risk and Control
2	CQC7016	International Finance
3	CQC7017	Corporate Finance
4	CQC7018	Capital Markets, Investments, and Portfolio Management
5	CQC7024	Consumer Behaviour
6	CQC7025	Services Marketing
7	CQC7026	Global Branding
8	CQC7028	Integrated Marketing Communications
9	CQC7029	Electronic Commerce
10	CQC7036	Islamic Perspective in Business and Economics
11	CQC7041	Organisational Behaviour
12	CQC7042	Performance Management and Rewards Systems
13	CQC7043	Training Management

Note: Elective Courses are offered in alternate semesters

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

TABLE – 4 GENERAL MBA
ELECTIVES (9 CREDIT HOURS)

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

Note: Elective Courses are offered in alternate semesters

PROGRAMME STRUCTURE

MBA WITH SINGLE CONCENTRATION

Table-5 presents the courses available for students who wish to choose MBA with Single 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 SINGLE 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 – 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

PROGRAMME STRUCTURE

MBA WITH SINGLE CONCENTRATION (CONT…)

Table-5 presents the courses available for students who wish to choose MBA with Single 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 SINGLE CONCENTRATION

PACKAGE 3 – 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

PACKAGE 4 – 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

PROGRAMME STRUCTURE

MBA WITH SINGLE CONCENTRATION (CONT…)

Table-5 presents the courses available for students who wish to choose MBA with Single 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 SINGLE CONCENTRATION

PACKAGE 5 – 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) consecutive semesters, applicable for normal and special semesters. If students fail to complete in two (2) consecutive semesters, they will obtain an F grade, which requires them to repeat the course for another two (2) consecutive 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 Examiner (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 internal examiner and supervisor.

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 MASD : https://masd.um.edu.my/academic-calendar

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)

1st 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**

2nd 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 Progress 1 (P1)	3
		SUBTOTAL	**15**

3rd 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 Progress 2 (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 Single Concentration)

1st 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**

2nd 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 Progress 1 (P1)	3
		SUBTOTAL	**15**

3rd 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 Progress 2 (P2)	4
		SUBTOTAL	**16**
		TOTAL	**46**

STUDY PLAN B
Graduating MBA in 2 Years / 4 Normal Semesters

Table 8a: Study Plan B (General MBA)

1st SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
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	12

2nd 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

3rd 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 Progress 1 (P1)	3
		SUBTOTAL	12

4th SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Elective *		Elective Course (II)	3
Elective *		Elective Course (III)	3
Research	CQX7004	Research Project Progress 2 (P2)	4
		SUBTOTAL	10
		TOTAL	46

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

STUDY PLAN B

Graduating MBA in 2 Years / 4 Normal Semesters

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

1st SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
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	**12**

2nd 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

3rd 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 Progress 1 (P1)	3
		SUBTOTAL	**12**

4th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Elective		Concentration Course (II)	3
Elective		Concentration Course (III)	3
Research	CQX7004	Research Project Progress 2 (P2)	4
		SUBTOTAL	**10**
		TOTAL	**46**

STUDY PLAN C

Graduating MBA in 2 ½ Years / 5 Normal Semesters

Table 9a: Study Plan C (General MBA)

1st SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7004	Strategic Marketing	3
Core	CQC7046	Accounting and Finance for Decision Making	3
Core	CQC7047	Operations Management	3
		SUBTOTAL	9

2nd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7002	Economics for Managers	3
Core Concentration	CQC7006	Human Capital Management	3
Core Concentration	CQC7040	Leadership	3
Core Concentration	CQC7030	Strategic Information System	3
		SUBTOTAL	12

3rd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQX7001	Research Methodology	3
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Elective *		Elective Course (I)	3
Elective *		Elective Course (II)	3
		SUBTOTAL	12

4th SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7007	Corporate Strategy	3
Elective *		Elective Course (III)	3
Research	CQX7004	Research Project Progress 1 (P1)	3
		SUBTOTAL	9

5th SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Research	CQX7004	Research Project Progress 2 (P2)	4
		SUBTOTAL	4
		TOTAL	46

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

STUDY PLAN C

Graduating MBA in 2 ½ Years / 5 Normal Semesters

Table 9b: Study Plan C
MBA with Single (I) Concentration

1st SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQC7004	Strategic Marketing	3
Core	CQC7046	Accounting and Finance for Decision Making	3
Core	CQC7047	Operations Management	3
		SUBTOTAL	9

2nd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQC7002	Economics for Managers	3
Core Concentration	CQC7006	Human Capital Management	3
Core Concentration	CQC7040	Leadership	3
Core Concentration	CQC7030	Strategic Information System	3
		SUBTOTAL	12

3rd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQX7001	Research Methodology	3
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Elective		Concentration Course (I)	3
Elective		Concentration Course (II)	3
		SUBTOTAL	12

4th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQC7007	Corporate Strategy	3
Elective		Concentration Course (III)	3
Research	CQX7004	Research Project Progress 1 (P1)	3
		SUBTOTAL	9

5th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Research	CQX7004	Research Project Progress 2 (P2)	4
		SUBTOTAL	4
		TOTAL	**46**

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	Research Methodology
COURSE CODE	**CQX7001** *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*
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 stars 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	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 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.

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 *Note : Pre-requisite – PASS CQX7001 Research Methodology*
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 and 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 ***Note :*** 1. ***Pre-requisite – PASS CQX7001 Research Methodology*** 2. ***Students are required to register CQX7004 Research Project in two (2) consecutive semesters***
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.

EURO ASIAN MBA – MSc
PROGRAMME
DUAL DEGREE PROGRAMME

2024/2025

EURO ASIAN MBA-MSC PROGRAMME

- A unique 2-year experience
- Combine a one-year MSc from the University of Glasgow (UofG) with our master's degrees.

INTRODUCTION

The Euro-Asian MBA-MSc programme is an exciting partnership designed in collaboration with the University of Glasgow (UofG), allowing you to combine a one-year MSc from our partner university in Europe with our master's degrees.

This programme draws on both European and Southeast Asian-specific business experiences, giving you a unique insight into leadership in today's international business world.

You'll spend your first year studying in Malaysia on the UM MBA programme before joining on the MSc Programme at UofG.

At Glasgow, you'll have the choice of one of three world-class MSc programmes, including:
- International Business
- Financial Technology (FinTech)
- Environment & Sustainable Development

ENTRY REQUIREMENTS

- 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 3 years managerial work experience; **and**
- A personal statement and a detailed CV describing your work experience with specific emphasis on the managerial roles and responsibilities. (Managerial work experience should include and highlight responsibility for planning business aims/objectives and prioritising workload to deliver these. Communicating these to the team you are managing and relevant colleagues. Please note it is a requirement to have at least a team of 3 reporting to you); **and**
- English Language Requirements (for International Candidate):
    - **International English Language Testing System (IELTS) Academic module (not General Training)**
        - 6.5 with 2 sub-tests at 6.5 and 2 sub-tests at 6.0. Tests must have been taken within 4 years 5 months of start date. Combined scores from two tests taken within 6 months of each other can be considered

- **TOEFL (ib, my best or athome)**
    - 90 with minimum R 20, L 19, S 19, W 23.
    - Tests must have been taken within 4 years 5 months of start date. Combined scores from two tests taken within 6 months of each other can be considered.
- **PTE (Academic)**
    - 60 with minimum 59 in all subtests.
    - Tests must havemonths of each other can be considered.
    - been taken within 4 years 5 months of start date. Combined scores from twotests taken within 6 **Duolingo**
    - 125 with 125 in 2 or more sub-scores including literacy and no sub-score below 115 for direct entry, 120 with no sub-score lower than 110 for in-sessional support, 115 for 5-week PSE, 110 for 10 week PSE, 105 for 14 week PSE, 100 for 18 week PSE.

- Pass the Interview and Assessment by Faculty

PROGRAMME STRUCTURE

Table 1: Components of Programme Structure and Credit Hours

COURSES	CREDIT HOURS
Core Courses @ UM	18
Elective Courses @ UofG	21
Research Project / Dissertation @ UofG	7
Total	**46**

YEAR 1: MBA @ UM

CORE COURSES (18 CREDIT HOURS)

Core courses are designed to expose the students to the essence of the management of business organisations. The students must enrol on all these courses as they provide a strong foundation for further specialisation into other areas they decided to pursue later. These core courses represent every major 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 *Note : Students are required to register Research Methodology and obtain atleast Grade B (PASS) and above before register for CQX7004 Research Project*	3
CQC7002	Economics for Managers	3
CQC7004	Strategic Marketing	3
CQC7046	Accounting and Finance for Decision Making	3
CQC7047	Operations Management	3
CQC7007	Corporate Strategy	3
	TOTAL	**18**

PROGRAMME STRUCTURE
YEAR 2: MSc @ UofG

Once in Glasgow, choose between one of three world-class, triple accredited MSc programmes, including International Business, Financial Technology (FinTech) and Environment & Sustainable Development.

ELECTIVE COURSES (21 CREDIT HOURS) AND RESAEARCH PROJECT / DISSERTATION (7 CREDIT HOURS)

1. International Business

International Business will provide you with advanced knowledge and skills in international business, cross-cultural management and entrepreneurship in an international context.
- 9 core courses
- 2 optional courses
- 1 independent piece of research work in the form of a dissertation

NO	CODE	COURSES	CREDIT HOURS
1	G_UOG1001	Entrepreneurial Finance for SMEs	3 (10)
2	G_UOG1002	Global Business Environment	3 (10)
3	G_UOG1003	International Entrepreneurship and Innovation	3 (10)
4	G_UOG1004	International Management Solutions	6 (20)
5	G_UOG1005	International Strategic Management	3 (10)
6	G_UOG1005	Managing Across Cultures and Comparative Management	3 (10)
7	G_UOG1007	Managing The Multinational Enterprise and Subsidiary	3 (10)
8	G_UOG1008	Market Analysis	3 (10)
9	G_UOG1009	Specialist Research Methods	3 (10)
10	G_UOG1010	Understanding Transnational Corporations	3 (10)
11	G_UOG1011	Managing Innovation and Technology Transfer	3 (10)
12	G_UOG1012	International Business and Entrepreneurship In Emerging Economies	3 (10)

PROGRAMME STRUCTURE
YEAR 2: MSc @ UofG

Once in Glasgow, choose between one of three world-class, triple accredited MSc programmes, including International Business, Financial Technology (FinTech) and Environment & Sustainable Development.

ELECTIVE COURSES (21 CREDIT HOURS) AND RESAEARCH PROJECT / DISSERTATION (7 CREDIT HOURS)

2. Financial Technology (FinTech)

Fast-moving trends in technology and banking have altered the landscape for those seeking to make an impact in the world of finance. The MSc Financial Technology provides an advanced education in the multiple converging skills and knowledge bases that are required by the organisations of the future.
•7 core courses
•Optional courses
•Fintech Pathways Project, choosing from an Industry, Start-up or Research Pathway

NO	CODE	COURSES	CREDIT HOURS
1	G_UOG2001	A Systems Approach to Technology Management: Knowledge, Expertise and Understanding	3 (10)
2	G_UOG2002	Business Models for Innovation In Finance	3 (10)
3	G_UOG2003	Digital Entrepreneurship	3 (10)
4	G_UOG2004	Foundations Of Financial Technology	3 (10)
5	G_UOG2005	Human Error and Systems Security	3 (10)
6	G_UOG2006	Financial Technology (Fintech) Regulation	3 (10)
7	G_UOG2007	Technology and the Management Of Information	3 (10)
8	G_UOG2008	Advances In Machine Learning in Finance	3 (10)
9	G_UOG2009	Artificial Intelligence in Finance	3 (10)
10	G_UOG2010	Big Data Analytics	3 (10)
11	G_UOG2011	Forensics (M)	3 (10)
12	G_UOG2012	Financial Information Retrieval	3 (10)
13	G_UOG2013	Financial Risk Management	6 (20)
14	G_UOG2014	Professional Skills and Issues (H)	3 (10)
15	G_UOG2015	Fintech Pathways Project: Industry Pathway	18 (60)
16	G_UOG2016	Fintech Pathways Project: Research Pathway	18 (60)
17	G_UOG2017	Fintech Pathways Project: Start-Up Pathway	18 (60)

PROGRAMME STRUCTURE
YEAR 2: MSc @ UofG

Once in Glasgow, choose between one of three world-class, triple accredited MSc programmes, including International Business, Financial Technology (FinTech) and Environment & Sustainable Development.

ELECTIVE COURSES (21 CREDIT HOURS) AND RESAEARCH PROJECT / DISSERTATION (7 CREDIT HOURS)

3. Environment & Sustainable Development

This programme will give you the tools to apply economic analysis to a range of environmental management problems focusing on developing countries.
•4 core courses
•2 optional courses
•1 independent piece of research work in the form of a dissertation

NO	CODE	COURSES	CREDIT HOURS
1	G_UOG3001	Environmental Economics	6 (20)
2	G_UOG3002	Sustainability And Green Finance	6 (20)
3	G_UOG3003	Theory And Principles Of Sustainability	6 (20)
4	G_UOG3004	Aid And Development	6 (20)
5	G_UOG3005	Behavioural Economics: Theory And Applications	6 (20)
6	G_UOG3006	Development Policy	6 (20)
7	G_UOG3007	The Economics Of Inequality And Deprivation	6 (20)
8	G_UOG3008	Financial Institutions And Markets In Developing Countries	6 (20)
9	G_UOG3009	Growth And Development	6 (20)
10	G_UOG3010	Policies For Sustainability And Development	6 (20)
11	G_UOG3011	Understanding Development: A Multidisciplinary Approach	6 (20)
12	G_UOG3012	Dissertation GCDS	18 (60)

STUDY PLAN

Graduating Euro Asian MBA-MSc Programme 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.
- **"Special Semester"** means a semester with a shorter duration from a Normal Semester and offered after Semester II.

YEAR 1: MBA CORE COURSES @ UM

1st SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQX7001	Research Methodology	3
Core	CQC7004	Strategic Marketing	3
Core	CQC7046	Accounting and Finance for Decision Making	3
		SUBTOTAL	9

2nd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7002	Economics for Managers	3
Core	CQC7047	Operations Management	3
Core	CQC7007	Corporate Strategy	3
		SUBTOTAL	9

STUDY PLAN

Graduating Euro Asian MBA-MSc Programme 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.
- **"Special Semester"** means a semester with a shorter duration from a Normal Semester and offered after Semester II.

YEAR 2: MSc ELECTIVE COURSES AND RESEARCH PROJECT / DISSERTATION @ UofG

1st SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Elective	G_UOGXXXX	Elective	3 (10)
Elective	G_UOGXXXX	Elective	3 (10)
Elective	G_UOGXXXX	Elective	3 (10)
Elective	G_UOGXXXX	Elective	3 (10)
		SUBTOTAL	**12**

2nd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Elective	G_UOGXXXX	Elective	3 (10)
Elective	G_UOGXXXX	Elective	3 (10)
Elective	G_UOGXXXX	Elective	3 (10)
Research	G_UOGXXXX	Research Project / Dissertation	7 (20)
		SUBTOTAL	**16**
		GRAND TOTAL	**46**

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	Research Methodology
COURSE CODE	**CQX7001** *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*
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 Elective Courses

Detailed information for elective courses at University of Glasgow (UofG) are available here :
https://www.gla.ac.uk/schools/business/postgraduate/internationaljointprogrammes/universiti-malaya/#year1mba,year2msc

MM

Master of Management

2024/2025

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.**

Your learning approach will include relevant and current case studies as well as guest lectures delivered by industry professionals.

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 overall IELTS (Academic) score of Band 6.0 with a score of 6.0 for each components (Writing, Speaking. Reading and Listening) **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; **and**

- PASS the interview by Faculty.

Career Prospects

Graduates with an MM degree have the opportunity 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 the public sector.

Practical Skills

The programme covers a broad spectrum of management activities, including all the key areas needed to become a successful manager and leader. On graduation, you will be:

Adepting, obtaining, analysing, synthesising , and evaluating evidence in management decision-making in an area of commerce specialisation.

A strategic and critical thinker in relation to business and commerce-related issues and in developing solutions to problems in organisations and in society.

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.**

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 experiences and develop skills, which are key for their career development. Students are required to take a total of **43 credit hours** as follows:

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 *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*
CQX7004	Research Project *1. Pre-requisite – PASS CQX7001 Research Methodology* *2. Students are required to register CQX7004 Research Project in two (2) consecutive semesters*
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
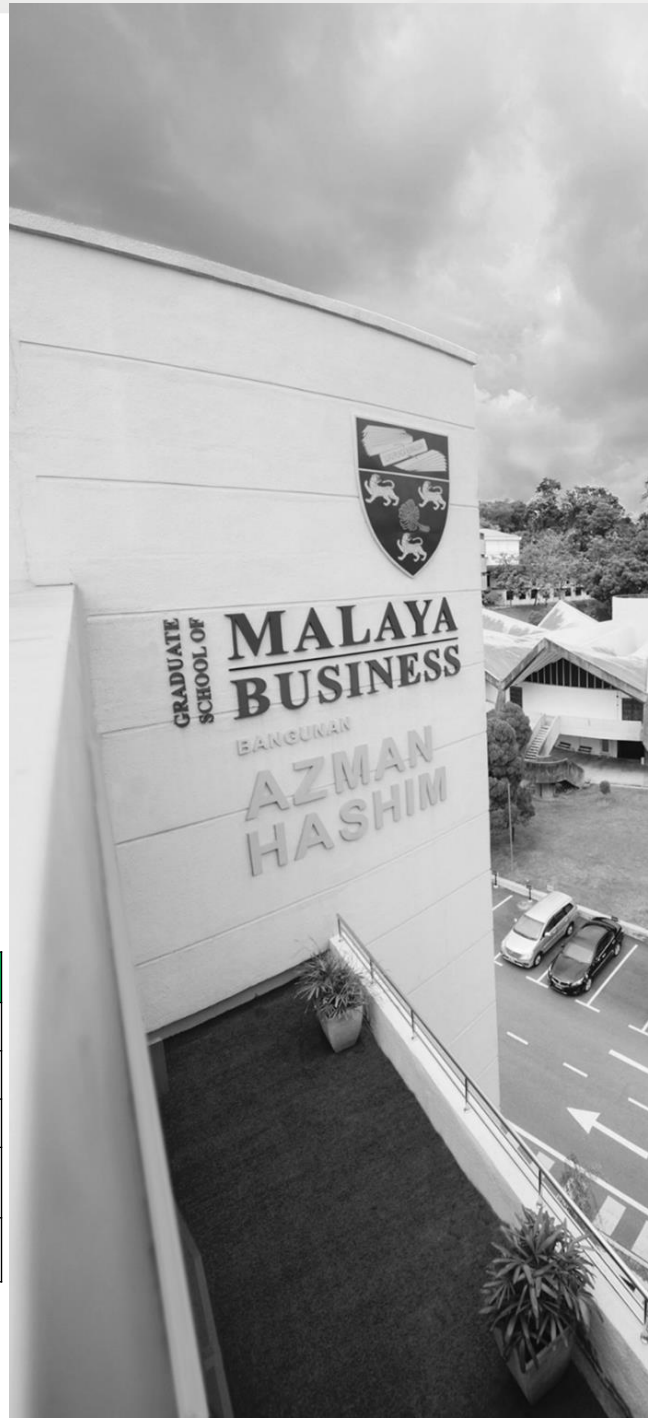
PROGRAMME STRUCTURE
Elective Course (6 Credits)

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 *Note : Pre-requisite – PASS CQX7001 Research Methodology*
CQC7051	Sustainable Service Innovations
CQC7053	Positive Psychology for Managers
CQC7058	Global Supply Chain Management
CQC7060	Digital Marketing

Note: Elective Courses are offered in alternate semesters

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) consecutive semesters, applicable for normal and special semesters. If students fail to complete in two (2) consecutive semesters, they will obtain an F grade, which requires them to repeat the course for another two (2) consecutive 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 Examiner (40% of the assessments).

The research project will be graded using the rubric adopted by the UMGSB. Upon submission and examination, the students revise the report in accordance with the internal examiner's and supervisor's comments and suggestions.

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 MASD : https://masd.um.edu.my/academic-calendar

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.

COURSE	CODE	COURSE NAME	CREDIT
1st SEMESTER			
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**

COURSE	CODE	COURSE NAME	CREDIT
2nd SEMESTER			
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(P1)	3
		SUBTOTAL	**16**

COURSE	CODE	COURSE NAME	CREDIT
3rd SEMESTER			
Core	CQD7005	Organisational Behaviour for Managers	3
Core	CQD7013	Strategic Management and Planning	4
Research	CQX7004	Research Project Progress 2 (P2)	4
		SUBTOTAL	**11**
		TOTAL	**43**

STUDY PLAN B

Graduating MM in 2 Years / 4 Normal Semesters

1st SEMESTER			
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**

2nd SEMESTER			
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**

3rd SEMESTER			
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 (P1)	3
		SUBTOTAL	**13**

4th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Research	CQX7004	Research Project Progress 2 (P2)	4
		SUBTOTAL	**4**
		TOTAL	**43**

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	Research Methodology
COURSE CODE	**CQX7001** *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*
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 stars 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** *Note : Pre-requisite – PASS CQX7001 Research Methodology*
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** *Note :* *1. Pre-requisite – PASS CQX7001 Research Methodology* *2. Students are required to register CQX7004 Research Project in two (2) consecutive semesters*
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

2024/2025

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 overall IELTS (Academic) score of Band 6.0 with a score of 6.0 for each components (Writing, Speaking. Reading and Listening) **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; **and**

- PASS the interview by Faculty.

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 *Note : Students are required to register Marketing Research Methods and obtain atleast Grade B (PASS) and above before register for CQE7009 Research Project*
CQE7009	Research Project 1. *Pre-requisite – PASS CQE7001 Marketing Research Methods* 2. *Students are required to register CQE7009 Research Project in two (2) consecutive semesters*
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 alternate 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) consecutive semesters applicable for normal and special semesters. If students failed to complete in two (2) consecutive semesters, they will obtain an F grade, which requires them to repeat the course for another two (2) consecutive 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 Examiner (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.

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 MASD: https://masd.um.edu.my/academic-calendar

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 Year / 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.

1st SEMESTER			
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**

2nd SEMESTER			
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 (P1)	5
		SUBTOTAL	**17**

* 3rd SEMESTER (SPECIAL SEMESTER)			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQE7003	Industry Engagement	5
Research	CQE7009	Research Project Progress 2 (P2)	5
		SUBTOTAL	**10**
		TOTAL	**42**

Note: Special semester will be held for 7 weeks

STUDY PLAN B

Graduating MMkt in 1 1/2 Years / 3 Normal Semesters + 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.

1st SEMESTER			
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
		SUBTOTAL	**12**

2nd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQE7004	Product Development & Innovation	3
Specialisation	CQC7026	Global Branding	3
Specialisation	CQC7028	Integrated Marketing Communications	3
Elective		Elective 1	3
		SUBTOTAL	**12**

*3rd SEMESTER (SPECIAL SEMESTER)			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQE7003	Industry Engagement	5
Research	CQE7009	Research Project Progress 1 (P1)	5
		SUBTOTAL	**10**

4th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Elective		Elective 2	3
Research	CQE7009	Research Project Progress 2 (P2)	5
		SUBTOTAL	**8**
		TOTAL	**42**

Note: Special semester will be held for 7 weeks

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	MARKETING RESEARCH METHODS
COURSE CODE	**CQE7001** *Note : Students are required to register Marketing Research Methods and obtain atleast Grade B (PASS) and above before register for CQE7009 Research Project*
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
COURSE CODE	**CQE7003**
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** *1. Pre-requisite – PASS CQE7001 Marketing Research Methods* *2. Students are required to register CQE7009 Research Project in two (2) consecutive semester*
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
MIXED MODE

MAcc
MASTER OF ACCOUNTING
(REPORTING AND MANAGEMENT
ACCOUNTABILITY)

2024/2025

MASTER OF ACCOUNTING

Programme Educational Objectives

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

- **Apply accounting knowledge and research skills to provide quality accounting services to the education, business and professional services and government sector.**
- **Communicate effectively to propose solutions to problems to management and / or research teams.**
- **Advance their knowledge and understanding continuously to enhance the education, business, professional services and government sectors.**
- **Practice ethical and professional values in providing services to the education, business, professional services and government sectors.**

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 43 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:

- Appraise the accounting knowledge and technical skills to demonstrate accountability in reporting.
- Apply concepts, principles and research skills in accounting disciplines.
- Develop a critical analysis on financial statements and business reports.
- Act professionally incorporating values and ethics in work conducts and behavior.
- Integrate analytical and critical thinking skills to undertake appropriate accounting research in generating solutions to accounting problems.
- Display leadership qualities through communicating and working effectively with peers and stakeholders.
- Solve and communicate business and societal issues using accounting knowledge and research skills.
- Use digital, numerical and technical skills in managing information for life-long learning.
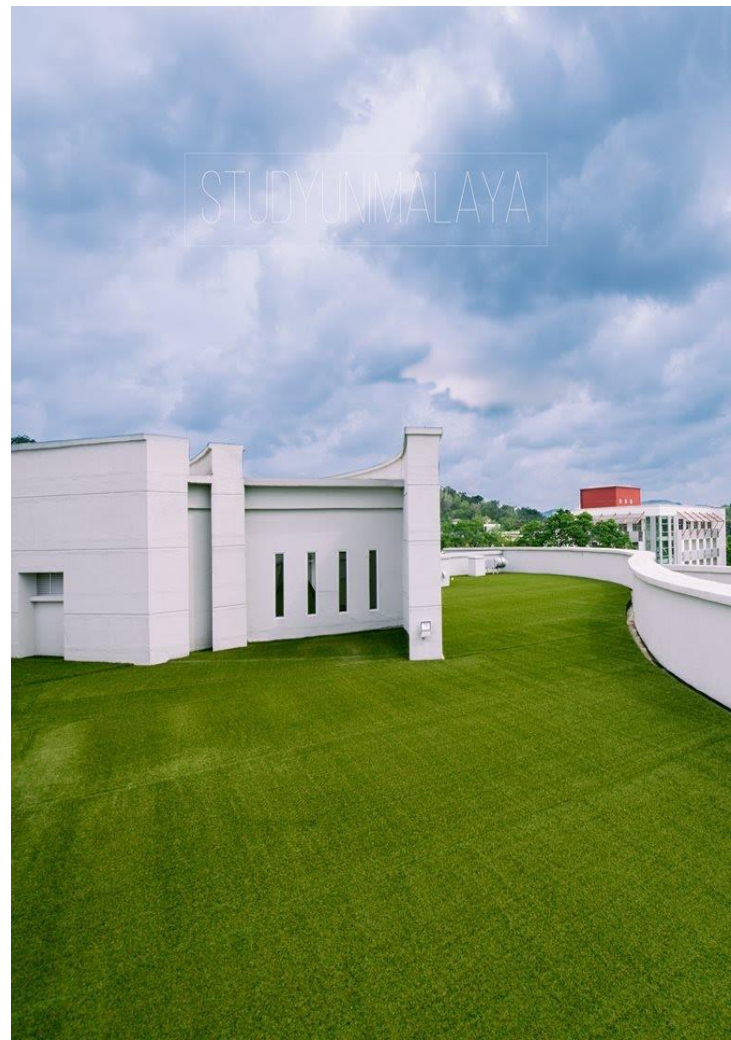
MAcc
PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- a bachelor's degree (Honours) qualification in accounting or related field as listed below with a minimum CGPA of 3.00 out of 4.00 or accounting qualifications from any recognised accounting bodies as approved by Senate; **and**

Finance | Economics

- a minimum of IELTS score 6.5 **OR** TOEFL score 550 (paper based) / 213 (computer based) / 79 (internet based) **OR** PTE score of 63 for the paper-based (Academic) for international application whose first language is not English; **and**

- Pass the Interview and assessment by Faculty.

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.

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 fulltime candidature are three (3) semesters and maximum is eight (8) semesters**.

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 **43 credits** as follows:

COURSES	CREDIT HOURS
Core Courses	15
Elective Course	3
Dissertation	25
Total	**43**

Table 1: Components of Programme Structure and Credit Hours

PROGRAMME STRUCTURE
CORE COURSE (15 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
AA067001	Accounting Research Methodology
AA067002	Dissertation
AA067003	Contemporary Issues in Accounting Research
AA067004	Business Accountability and Sustainability
AA067005	Financial Reporting, Auditing and Accountability
AA067006	Accountability in Management Accounting Control System and Taxation

PROGRAMME STRUCTURE
Elective Course (3 Credits)

Students must take **ONE (1) elective course** out of **THREE (3) elective courses**. The following is the list of elective courses:

COURSE CODE	COURSE NAME
AA067007	Ethics and Corporate Governance
AA067008	Quantitative Data Analysis
CQC7009	Internal Audit Engagement

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).
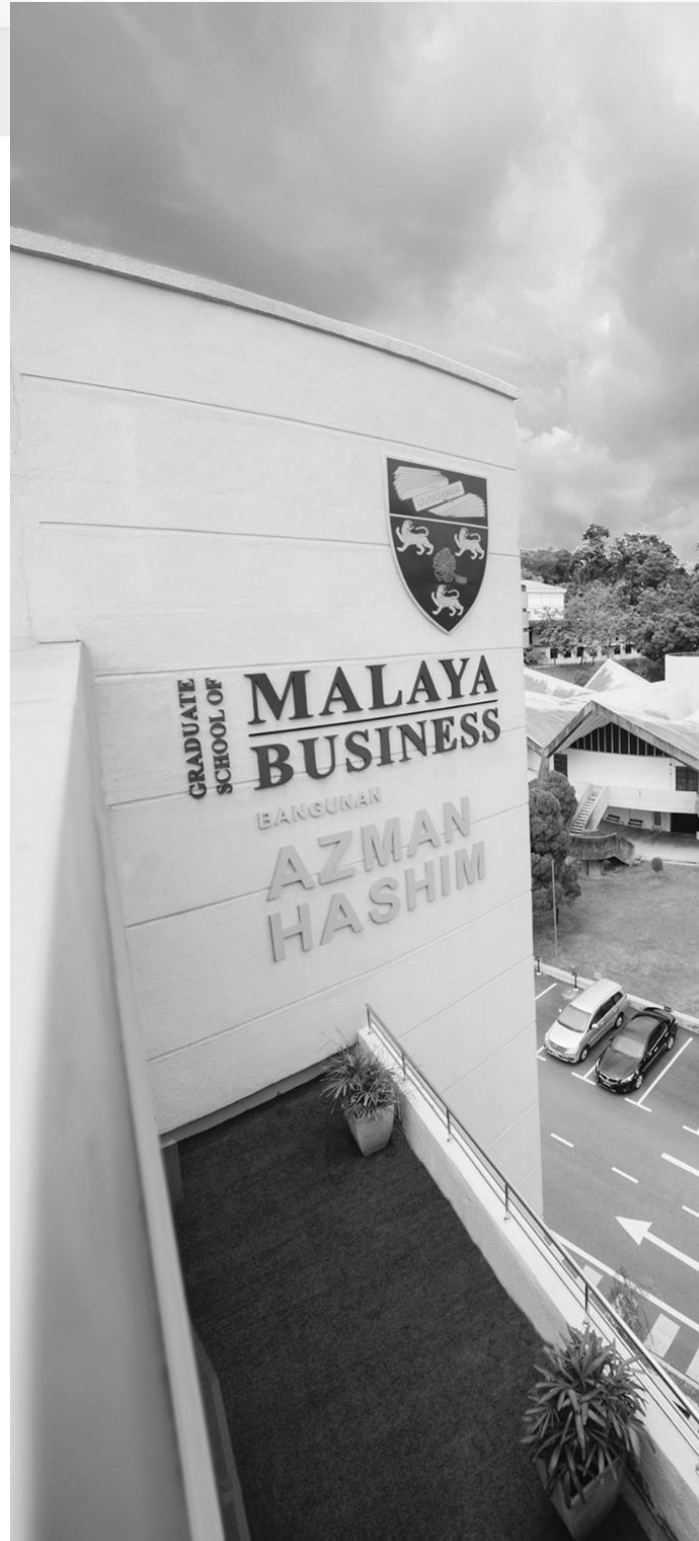
PROGRAMME STRUCTURE
Dissertation

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

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 (

E-Progress Report

- Candidates are only permitted to complete and submit their e-progress report via MAYA Portal : http://maya.um.edu.my at the end of each semester if he/she has registered AA067002 dissertation course with active status.
- 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.*
- *A candidate who receives unsatisfactory evaluation in the e-progress report for two (2) semesters will be terminated from the programme by the University.*
- *A candidates who fail to submit the report are evaluated as unsatisfactory in their progress and shall risk termination of candidature by the University.*

RESEARCH PROCESS
Dissertation

Proposal Defence (PD)

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

Candidate are required to submit five (5) copies of their complete research proposal report consisting of 3,000 to 7,000 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

Candidature Defence (CD)

Candidate are only permitted to present Candidature Defence (CD) if he/she has registered AA067002 dissertation course with active status and PASS all courses including Bahasa Course and PD.

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

Candidate are required to submit five (5) copies of completed research progress report consisting of 5,000 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

Dissertation Submission for Examination

- Candidate are only permitted to submit the dissertation report for examination if he/she has registered AA067002 dissertation course with active status and PASS all courses including Bahasa Course, PD and CD

- After passing the Candidature Defence, candidate 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 candidate's chosen field. It must meet high standards of scholarship as well as contribute to the body of knowledge in that field.

- Candidate 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 candidate 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, through the Head of Department/Deputy Dean/Deputy Director for examination.

- Examiners will be proposed by the supervisor. The nomination will be endorsed by the Committee of Higher Degree (with prior approval by the Faculty).

- Candidate must follow the format of dissertation set by the University and complete the Dissertation Submission for Examination form with verification by supervisor.

- Candidate 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, candidate 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.

RESEARCH PROCESS
Dissertation

Final Dissertation Submission

The final submission dissertation report must follow the format of dissertation 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)
- Dissertation Correction Report
- Turnitin Report
- Repository Policy for UM Postgraduate
- PG Candidature Requirement Checklist

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 MASD : https://masd.um.edu.my/academic-calendar.

Below is the duration for MAcc Progarmme:

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

1st SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA067001	Accounting Research Methodology	3
Core	AA067003	Contemporary Issues in Accounting Research	3
Core	AA067004	Business Accountability and Sustainability	3
		SUBTOTAL	**9**

2nd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA067005	Financial Reporting, Auditing and Accountability	3
Core	AA067006	Accountability in Management Accounting Control System and Taxation	3
Core	AA067002	Dissertation	Progressive
Elective – Choose 1	AA067007	Ethics and Corporate Governance	3
	AA067008	Quantitative Data Analysis	3
	CQC7009	Internal Audit Engagement	3
		SUBTOTAL	**9**

3rd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA067002	Dissertation	25
		SUBTOTAL	**25**
		TOTAL	**43**

SCHEDULE OF GRADUATE ON TIME
in 1.5 years or 3 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	• Register and pass the required courses (based on Structure) and Malay Language Requirement (for International Students) • Fill-up e-logbook to document formal supervisory meetings. • Present and pass the Proposal Defence. • Complete e-progress report.	**Proposal Defence**
2	• 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**
3	• Register the Dissertation Course • Dissertation Writing • Submission Dissertation Report for Examination • Fill-up e-logbook to document formal supervisory meetings. • Complete e-progress report. • Board of Examiner and Viva Voce	**Viva Voce**

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

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	Accounting Research Methodology
COURSE CODE	**AA067001**
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Evaluate various paradigms in accounting research. 2. Apply concepts, principles and methods in accounting research. 3. Determine research methodology that is suitable to be used in each accounting research. 4. Develop accounting research proposal.
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	Dissertation
COURSE CODE	**AA067002**
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Review literature relevant to the research problem 2. Apply analytical, qualitative/quantitative techniques to solve the research problems. 3. Describe contributions to knowledge and the implications for practice. 4. Write and present a dissertation in a clear and coherent manner.
SYNOPSIS	This course provides opportunity for student to research their chosen specialization area. The dissertation shall exhibits student ability on conducting accounting research and to report their findings with accuracy and coherent

APPENDIX - Details of Core Courses

COURSE TITLE	Contemporary Issues in Accounting Research
COURSE CODE	AA067003
LEARNING OUTCOMES	At the end of the course, students are 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 able to develop an extensive literature review for research proposal.

COURSE TITLE	Business Accountability and Sustainability
COURSE CODE	AA067004
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Illustrate concepts relating to accountability and sustainability. 2. Evaluate the development of corporate sustainability. 3. Propose solutions to issues relating to sustainability practices. 4. Perform analysis on the application of sustainability into 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 strategy are also discussed. This course also exposes students to practice what they have learned through engagement with selected organisations through service learning approach.

APPENDIX - Details of Core Courses

COURSE TITLE	Financial Reporting, Auditing and Accountability
COURSE CODE	AA067005
LEARNING OUTCOMES	At the end of this course, students are able to: 1. Evaluate the financial reporting framework that governs the principles in financial accounting and reporting. 2. Solve accountability issues in financial accounting and reporting. 3. Evaluate legal, professional and ethical considerations relevant to statutory audits of financial statements and governance issues. 4. Develop audit planning, evidence gathering, audit completion and preparation of audit report, other assurance and non-assurance engagements.
SYNOPSIS	This course requires students to apply appropriate accounting procedures and analyze the company's financial statements. Among the topics discussed included the conceptual framework and accountability issues in financial accounting and reporting.

COURSE TITLE	Accountability in Management Accounting Control Systems and Taxation
COURSE CODE	AA067006
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. Evaluate management control mechanisms, performance measurement systems and accountability. 3. Analyse the Malaysian taxation environment and the various tax planning techniques in order to make good business decisions. 4. Criticise latest tax issues on businesses.
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 centers and performance measurement systems. The course also 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	Ethics and Corporate Governance
COURSE CODE	**AA067007**
LEARNING OUTCOMES	At the end of this course, students are able to: 1. Analyse the corporate governance and ethical concepts in the organisational context. 2. Evaluate individual and organisational ethical principles in the decision-making process. 3. Assess the roles of board of directors, stakeholders and regulatory bodies in assuring good corporate governance. 4. Integrate different ethical paradigms in corporate governance issues.
SYNOPSIS	This course requires students to analyse and evaluate corporate governance and ethical concepts in the decision-making process. Topics include the roles of board of directors and stakeholders as well as the integration of different ethical paradigms in a variety of corporate governance issues

COURSE TITLE	Quantitative Data Analysis
COURSE CODE	**AA067008**
LEARNING OUTCOMES	At the end of the course, students are able to: 1. Interpret the principles of statistics and 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.
SYNOPSIS	This course aims to expose students to the importance of statistical analysis in conducting 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	Internal Audit Engagement
COURSE CODE	**CQC7009**
LEARNING OUTCOMES	At the end of the course, students are able to: 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.

DOCTORAL DEGREE
BY
RESEARCH

PhD
Doctor of Philosophy

2024/2025

Doctor of Philosophy

Programme Educational Objectives

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

- demonstrate the creation and interpretation of new knowledge through original and rigorous research in related fields.

- develop the ability that can contribute to developing and understanding the chosen areas.

- conceptualise, design and implement research independently and responsibly to address complex business and economics problems.

- adopt appropriate methods/techniques for research and academic enquiry.

- demonstrate collaborative and interpersonal communication skills

- commit and seek learning for continuous development

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:

- demonstrate a critical and in-depth understanding of frontier knowledge by generating substantial and original contributions to the related field adapt appropriate practical skills and research methodologies leading to innovative research;
- synthesise and integrate existing and new knowledge in one or more discipline areas to address challenges and concerns in the related field.
- design and implement advanced methodologies to resolve complex and emerging problems.
- communicate information, insights, ideas, problems and solutions cogently with experts in the field and general audience.

- build rapport to work effectively as part of a team to achieve decided outcomes.
- use suitable digital and analytical techniques to research problems.
- demonstrate intellectual leadership qualities and management skills to effectively collaborate with diverse partners.
- demonstrate commitment to lifelong learning and professional development with entrepreneurial mindset .
- perform research adhering to legal, ethical, professional and sustainable practices

PhD PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A bachelor's and master's degree **in related disciplines** as listed below with a minimum CGPA of 3.00 out of 4.00 or its equivalent from a recognised university as approved by Senate;

Business Management | Marketing | Finance | Logistics | Statistics | Information System Management | Psychology | Economics | Accounting | Operation

- Pass the Interview and Assessment by Faculty

OR

- A bachelor's and master's degree from **not related disciplines** with a minimum of CGPA of 3.00 out of 4.00 may be considered if at least one (1) of the following criteria is met;

  o A full-time working experience of five (5) years in management level; or

  o Produce academic publications in relevant fields; or

  o A recipient of scholarship; or

  o A government agency staff; or

  o A graduate of the Universiti Malaya; or

  o A graduate from Top 100 universities in the latest QS World University Ranking.

- Pass the Interview and Assessment by Faculty

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.

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.

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

Core Course

The course is designed to expose the candidates to the fundamentals of research methodology and theories and issues

COURSE CODE	COURSE NAME
AA088001	Thesis
AA088002	Research Methodology
AA088003	Theories and Issues in business and economics

PROGRAMME STRUCTURE
THESIS

Candidate 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

Candidate 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

Candidate are only permitted to complete and submit their e-progress report via MAYA Portal : http://maya.um.edu.my at the end of each semester if he/she has registered AA088001 thesis course with active status.

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.*
- *A candidate who receives unsatisfactory evaluation in the e-progress report for two (2) semesters will be terminated from the programme by the University.*
- *A 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 (PD)

Candidate are only permitted to present Proposal Defence (PD) if he/she has registered AA088001 thesis course with active status.

Candidate are expected to complete a thesis proposal in a timely fashion. Candidate are required to present and pass (satisfactory) the Proposal Defence latest by Semester 2.

Candidate are required to submit five (5) copies of the complete research proposal report within 3,000-7,000 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 (CD)

Candidate are only permitted to present Candidature Defence (CD) if he/she has registered AA088001 thesis course with active status and PASS all courses including Bahasa Course and PD.

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

Candidate are required to submit five (5) copies of the complete research progress report within 5,000-10,000 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 semesters will be terminated from the programme.*

RESEARCH DELIVERABLES

Thesis Seminar

Candidate are only permitted to present thesis seminar if he/she has registered AA088001 thesis course with active status and PASS all courses including Bahasa Course, PD and CD.

Candidate must submit presentation slides and an abstract of 500 words to UMGSB Office not later than three (3) working days before the thesis seminar.
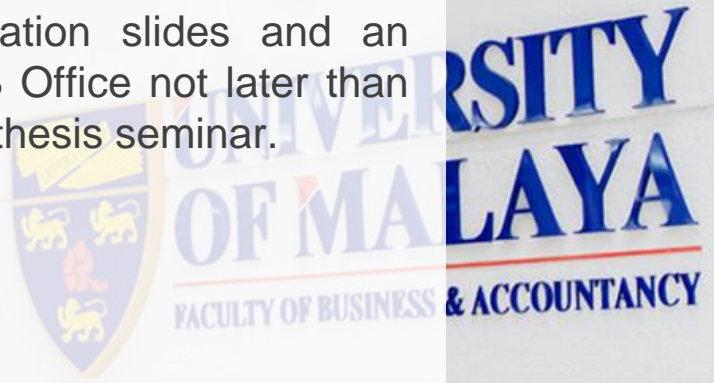
RESEARCH DELIVERABLES
Thesis Submission For Examination

Thesis Submission for Examination

Candidate 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, candidate 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 For Examination

Thesis Submission for Examination (cont'd)

Candidate shall submit his/her thesis for examination after the title has been approved within the stipulated duration.

Candidate are only permitted to submit thesis for examination if he/she has registered AA088001 thesis course with active status and PASS all courses including Bahasa Course, PD, CD and Thesis Seminar.

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.

Candidate 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

Candidate 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
- Publication Consent Form
- 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 MASD : https://masd.um.edu.my/academic-calendar

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

1st SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA088001	Thesis	Progressive
Core	AA088002	Research Methodology	3
Core	AA088003	Theories and Issues in business and economics	3

2nd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA088001	Thesis	Progressive

3rd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA088001	Thesis	Progressive

4th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA088001	Thesis	Progressive

SCHEDULE
Graduating PhD in 2 Years / 4 Normal Semesters

Candidate 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	• Register and pass the required courses (based on Structure) and Language Requirement (if required) • Register the Thesis Course • Fill-up e-logbook to document formal supervisory meetings. • Complete e-progress report. • Present and pass the Proposal Defence. • Publication 1 • Data collection and analysis	**Proposal Defence**
2	• Register the Thesis Course • Thesis Writing. • Fill-up e-logbook to document formal supervisory meetings. • Complete e-progress report. • Present and pass the Candidature Defence. • Publication 2	**Candidature Defence**
3	• Register the Thesis Course • Fill-up e-logbook to document formal supervisory meetings. • Complete e-progress report. • Present the research in PhD Thesis Seminar. • Submission of Thesis for Examination	**PhD Thesis Seminar**
4	• Board of Examiner and Viva Voce • Correction Period	**Viva Voce**

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	THESIS
COURSE CODE	**AA088001**
SYNOPSIS	This course introduces students to research by providing an opportunity to conduct research in their area of specialization. The thesis should demonstrate students' ability to conduct research as well as to report their findings accurately and coherently.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ demonstrate comprehensive, systematic, integrated, new, complex and abstract idea of current critical issues in the most advanced frontiers of knowledge of a field of study, discipline or practice. ▪ critically analyse, evaluate and synthesize new, complex and abstract ideas and current critical issues in the most advanced frontiers of knowledge of a field of study/discipline/practice and refine existing concepts and practices. Solve complex, abstract and emerging contemporary issues and challenges by independently applying advanced research methods, analytical tools and skills to creatively generate new knowledge, theories, novel solutions and/or new practices within the field(s) of study/discipline/practice. Make substantial contribution through the creation of new knowledge/theories/ solutions/practice through originality and independent research, which satisfies peer reviews and international standards. ▪ demonstrate mastery of practical, technical skills/practices and scientific skills which is at the forefront of one or more areas of specialization and to develop new complex skills or techniques and solutions to resolve new highly complex and emerging problems. Demonstrate ability to design and implement or adapt highly advanced, specialized research methodologies which is at the forefront of one or more area of specialization. ▪ communicate effectively research findings to peers, scholarly communities and society at large in the relevant field of expertise. Work to deal with different people in learning and working communities and other groups and networks, ethically and professionally. Convey information, insights, ideas, problems and present solutions cogently/coherently to peers, scholarly community and society at large in the field of expertise. Demonstrate advanced/sophisticated leadership skills and abilities to bring effective collaboration with a diversity of partners.

APPENDIX - Details of Core Courses

COURSE TITLE	THESIS (CONT…)
COURSE CODE	**AA088001**
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ use/select/improve existing or develop new appropriate tools/methodologies to support and enhance research activities. Undertake critical evaluation of numerical and graphical data. ▪ work with substantial autonomy, independence, and authority in the conduct and management of research and resources, which contribute, to new knowledge, advanced practices, processes and products. Demonstrate leadership, professionalism and management skills, and take full responsibility for own work, and significantly for others in the research team/organization/projects/ work. Contribute to the technological, social, and cultural progress on academic and professional practice to the society at large on emerging issues at professional/expert/ specialist level. ▪ integrate knowledge for lifelong learning with development of new ideas, solutions, and systems. Take full responsibility for own work and where relevant be accountable for overall management of one's research organization. Initiate and lead entrepreneurial ventures and projects. ▪ demonstrate adherence to legal, professional, and ethically sound codes of practice. Identify emerging ethical and professional issues, its complexities, and implications to advancement of research in the field and its societal impact. Continue to contribute professionally to social, technological, and economic development.

APPENDIX - Details of Core Courses

COURSE TITLE	RESEARCH METHODOLOGY
COURSE CODE	**AA088002**
SYNOPSIS	This course is designed to provide an overview of the quantitative and qualitative methods for social science research, particularly business and economics research. Topics covered include business and economic 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. In addition, this course guides students to critically evaluate literature from relevant research material. Besides, it exposes appropriate techniques for quantitative and qualitative research and integrates ethics in research projects in order to propose various research ideas.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ appraise the epistemology and philosophy underpinning the characteristics and process of quantitative and qualitative research ▪ criticize literature from relevant research material. ▪ integrate ethics in research projects. ▪ adapt appropriate techniques for quantitative and qualitative research. ▪ propose various methods relevant to the research process.

APPENDIX - Details of Core Courses

COURSE TITLE	THEORIES AND ISSUES IN BUSINESS AND ECONOMICS
COURSE CODE	AA088003
SYNOPSIS	This course is designed to expose students to appraise concepts, issues and theories in business and economics. It will also cover discussion on gaps, future research and comparison of theories in business and economics. In addition, students are required to synthesise theories in order to develop their conceptual/theoretical framework.
LEARNING OUTCOMES	At the end of the course, students are able to: • appraise concepts, theories and issues in business and economics. • identify gaps and future research in business and economics. • differentiate various theoretical perspectives in business and economics. • integrate related theoretical perspectives towards the development of conceptual / theoretical framework.

DOCTORAL DEGREE
BY
COURSEWORK

DBA
Doctor of Business Administration

2024/2025

Doctor of Business Administration

INTRODUCTION

The Universiti Malaya (UM) Doctor of Business Administration (DBA) focuses on developing professionals with higher critical thinking skills in the field of business and management and capable of conducting cutting edge research.

DBA programme is a coursework-based doctorate degree programme. This degree programme is designed to meet the needs of high-achieving business professionals who wish to advance their careers and are aspired to climb up the management ladder either in the public or private sectors. The three (3) years doctoral programme aims to support the professionals in developing a rigorous thinking process, acquire deeper management knowledge and advanced research methodologies, and promote analytical skills that enable them to solve complex organisational problems. Through integration of theory and practice curriculum, candidates could associate the practical value of learning theoretical concepts more closely. By enrolling in this comprehensive programme, candidates are offered an opportunity to develop close industry linkages and work with world-class academics who are actively engaged with the corporate, government and NGO sectors; and published in high impact management journals.

The pedagogies are to optimise the efficiency of the learning process. Each candidate is required to complete a minimum of 81 credit hours of learning and research activities. On average, candidates would require three (3) years of study.

Programme Educational Objectives

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

- integrate theories and practical knowledge that exhibit the advancement of organisational management, entrepreneurship, and leadership knowledge in business.
- demonstrate strategic thinking, entrepreneurial and professional skills to solve complex issues and lead effectively and responsibly.
- apply innovative solutions to complex business problems using a broad range of research skills, digital applications and analytical techniques effectively and ethically.
- communicate ideas with experts and engage in continuous personal development to contribute to social and economic development.

Programme Learning Outcomes

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

- Critically evaluate theories and advanced concepts in business.
- Refine theories and concepts to make business and management decisions.
- Design research methods that can help solve business and management problems.
- Demonstrate mastery of quantitative and qualitative research skills.

- Communicate effectively with experts and general audience
- Demonstrate leadership skills through responsible and effective decision making
- Interpret business and management research findings and propose sustainable solutions using scientific and critical thinking skills that will be useful for life-long learning.
- Conduct business and management research by confirming to legal, ethical, and professional practices.

DBA PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- a bachelor's and master's degree in related disciplines as listed below with a minimum CGPA of 3.00 out of 4.00 or its equivalent from a recognised university as approved by Senate; **and**

Business Management | Marketing | Finance | Logistics | Statistics | Information System Management | Psychology | Economics | Accounting Operation

- a full-time working experience of not less than five (5) years in management level; **and**

- pass the interview and assessment by Faculty.

OR

- a bachelor's and master's degree from not related disciplines with a minimum of CGPA of 3.00 out of 4.00 may be considered if at least One (1) of the following criteria is met; **and**
  - produce academic publications in relevant fields; or
  - a recipient of scholarship; or
  - a government agency staff; or
  - a graduate of the University of Malaya; or
  - a graduate from Top 100 universities in the latest QS World University Ranking.

- a full-time working experience of not less than six (6) years in management level; and

- pass the interview and assessment by Faculty.

Career Prospects

The Doctor of Business Administration (DBA) graduates have a variety of career opportunities. Anyone attaining this doctorate degree is prepared to work in executive positions within organizations and run major corporations and international companies. Alternatively, graduates may pursue an academic career at universities and colleges to teach business and management.

Target Market

The UM-DBA programme is designed for the individuals who want to focus their research on business and management that prepares them for careers as researchers, teachers and scholars.

PROGRAMME STRUCTURE

The programme offers **weekend classes from 9.00 am until 6.00 pm** with the emphasis on quality teaching and candidate participation. The **minimum and maximum periods of candidature are six (6) and twelve (12) semesters** respectively. A full-time DBA programme at the faculty commences once a year (September).

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 a total of **81 credits** that comprises of three (3) components: core courses, elective courses and thesis. The breakdown of the courses and the credit hours are as follows:

Table 1: Components of Programme Structure and Credit Hours

COURSES	CREDIT HOURS
Core Courses	43
Elective Courses	3
Dissertation	35
Total	**81**

PROGRAMME STRUCTURE
CORE COURSE

Core courses are designed to expose candidates to the fundamentals of management of business organizations.
The core courses are as follows:

| COURSE CODE	COURSE NAME
AA078001	Quantitative Research Methods
AA078002	Dissertation
AA078003	Qualitative Research Methods
AA078004	Theories and Practices in Operations and Management
AA078005	Theories and Practices in Accounting and Finance
AA078006	Theories and Practices in Marketing and Information Systems
AA078007	Global Business Immersion

PROGRAMME STRUCTURE
Elective Course

Candidates are required to take **ONE (1) elective course** out of the **TWO (2) elective courses** offered. The following is the list of elective courses:

COURSE CODE	COURSE NAME
AA078008	Quantitative Data Analysis
AA078009	Qualitative Data Analysis

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 5.

· Pass the viva (oral examination).
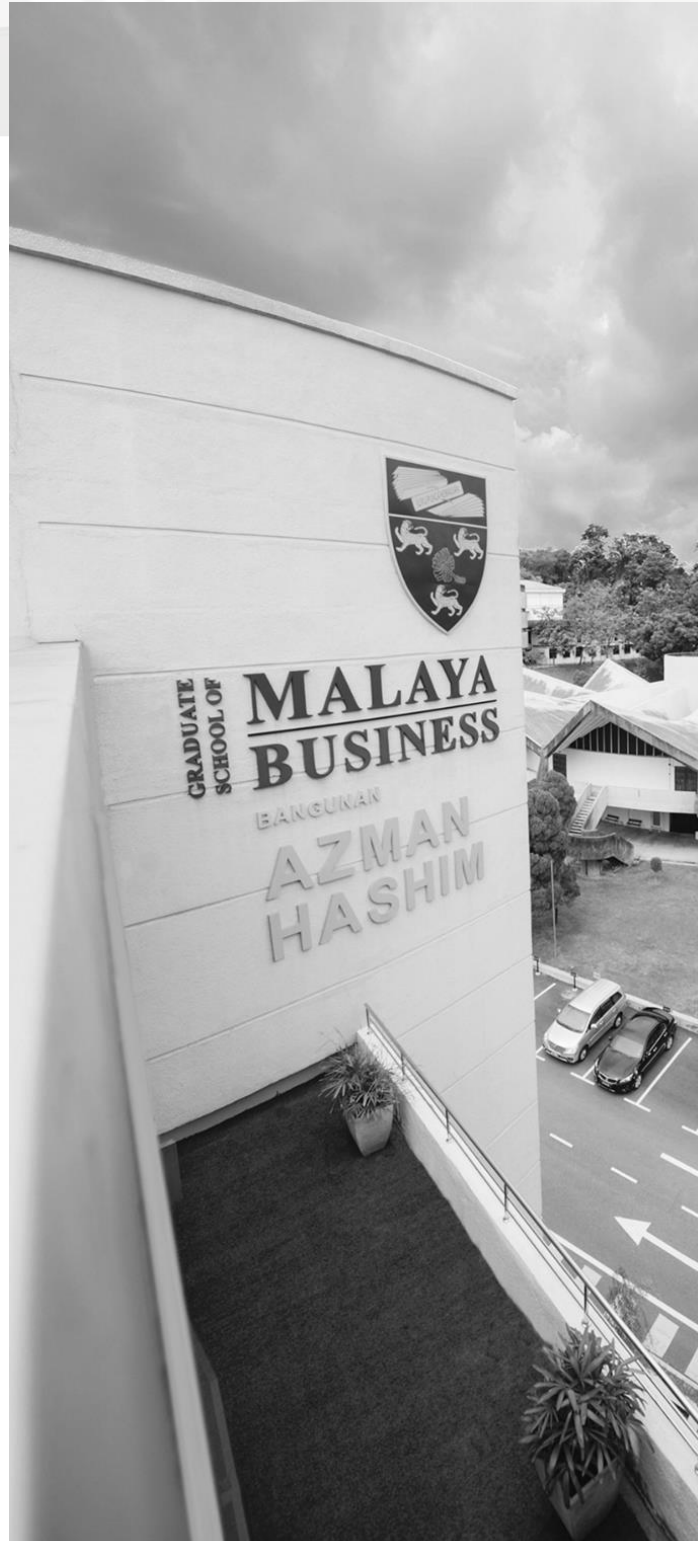
RESEARCH PROCESS
Dissertation

Candidate are expected to start their research journey from the first semester of the programme. Along the journey, the candidates are required to produce some deliverables that will assist them towards completing the doctoral dissertation. 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:

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

Candidate's responsibility: It is the responsibility of the candidate to keep the e-log book up to date. Candidates are expected to comply with the supervisor(s)' suggestions and recommendations as noted by the candidate in the e-Supervision and approved by the supervisors.

RESEARCH PROCESS
Dissertation

E-Progress Report

Candidate are only permitted to complete and submit their e-progress report via MAYA Portal : http://maya.um.edu.my at the end of each semester if he/she has registered AA078002 dissertation course with active status.

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.*
- *A candidate who receives unsatisfactory evaluation in the e-progress report for two (2) semesters will be terminated from the programme by the University.*
- *A candidates who fail to submit the report are evaluated as unsatisfactory in their progress and shall risk termination of candidature by the University.*

RESEARCH PROCESS
Dissertation

Proposal Defence (PD)

Candidate are only permitted to present Proposal Defence (PD) if he/she has registered AA078002 dissertation course with active status.

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

Candidate 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 3,000-7,000 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 PROCESS
Dissertation

Candidature Defence (CD)

Candidate are only permitted to present Candidature Defence (CD) if he/she has registered AA078002 dissertation course with active status and PASS all courses including Bahasa Course and PD.

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

Candidate are required to submit five (5) copies of the complete research progress report within 5,000-10,000 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 semesters will be terminated from the programme.*
- *.*

RESEARCH PROCESS
Dissertation

Dissertation Seminar.

Candidate are only permitted to present dissertation seminar if he/she has registered AA078002 dissertation course with active status and PASS all courses including Bahasa Course, PD and CD.

Candidate must submit presentation slides and an abstract of 500 words to UMGSB Office not later than three (3) working days before the Dissertation seminar.

RESEARCH PROCESS
Dissertation

Dissertation Submission For Examination

- Candidate 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.
- Candidate are only permitted to submit dissertation for examination if he/she has registered AA078002 dissertation course with active status and PASS all courses including Bahasa Course, PD, CD and Dissertation Seminar.
- The word count for minimum is 50,000 words and maximum is 60,000 words (footnotes, references, appendixes, tables and figures are excluded) and plagiarism report must not exceed 20 percent.
- The dissertation 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.
- Candidate shall submit dissertation for examination after the title has been approved within the stipulated duration. Upon approval of the dissertation title from the Faculty, the candidate must submit five (5) printed soft bound copies to UMGSB Office and soft copy through MAYA Portal. The dissertation must be checked and declared by supervisor(s), through the Head of Department/Deputy Dean/Deputy Director for examination.
- Examiners will be proposed by the supervisor(s) for which nomination must be endorsed by the Committee of Higher Degree (prior approval is made by the Faculty).
- The submitted dissertation must follow the format of dissertation set by the University and the submission must be made complete with the Dissertation Submission for Examination form with verification by supervisor(s).
- Candidate who does 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 Dissertation for examination.
- Upon submission of Dissertation 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.

RESEARCH PROCESS
Dissertation

Final Dissertation Submission

The final submission dissertation report must follow the format of dissertation 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)
- Dissertation Correction Report
- Turnitin Report
- Repository Policy for UM Postgraduate
- Publication Consent Form
- PG Candidature Requirement Checklist

RESEARCH PROCESS
Dissertation

Publication

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:

1. at least one (1) acceptance article in journals Indexed in Web of Science (WoS); OR
   - Science Citation Index Expanded (SCIE); or
   - Social Sciences Citation Index (SSCI); or
   - Arts & Humanities Citation Index (AHCI);
2. at least one (1) acceptance article in journals Indexed in Scopus; OR
3. at least one (1) acceptance article in journals Indexed in Malaysian Citation Index (MyCite); OR
4. at least one (1) acceptance 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
5. at least two (2) acceptance 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 MASD : https://masd.um.edu.my/academic-calendar

Below is the duration for DBA Programme

Duration	Semester
Minimum (3 YEARS)	Six (6) Normal Semesters
Maximum (6 YEARS)	Twelve (12) Normal Semesters

STUDY PLAN
Graduating DBA in 3 Years / 6 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.

Candidates are advised to follow the following the study plan:

Table 3: Study Plan

1st SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA078001	Quantitative Research Methods	3
Core	AA078003	Qualitative Research Methods	3
Core	AA078004	Theories and Practices in Operations and Management	8
Core	AA078002	Dissertation	Progressive
		TOTAL CREDITS	**14**

2nd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA078005	Theories and Practices in Accounting and Finance	8
Core	AA078006	Theories and Practices in Marketing and Information Systems	8
Core	AA078002	Dissertation	Progressive
		TOTAL CREDITS	**16**

3rd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA078007	Global Business Immersion	13
Elective	AA0780XX	Choose one (1) elective	3
Core	AA078002	Dissertation	Progressive
		TOTAL CREDITS	**16**

STUDY PLAN
Graduating DBA in 3 Years / 6 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.

Candidates are advised to follow the following the study plan:
Table 3: Study Plan

4th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA078002	Dissertation	Progressive
		TOTAL CREDITS	Progressive

5th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA078002	Dissertation	Progressive
		TOTAL CREDITS	Progressive

6th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	AA078002	Dissertation	35
		TOTAL CREDITS	35
		GRAND TOTAL CREDITS	**81**

SCHEDULE
Graduating DBA in 3 Years / 6 Normal Semesters

Candidates are advised to follow the following research plan to ensure a successful study according to the scheduled duration:

Table 4: Graduate on Time Schedule

SEMESTER	ACTIVITIES	ASSESSMENT
1 & 2	• Register and pass the required courses (based on Structure) and Language Requirement (if required) • Present and pass the Proposal Defence.	**Proposal Defence**
3 & 4	• Register and pass the required courses (based on Structure) and Language Requirement (if required) • Register the Dissertation Course • Data collection and Analysis	
5	• Register the Dissertation Course • Dissertation and Publication writing. • Fill-up e-logbook to document formal supervisory meetings. • Present and pass the Candidature Defence.	**Candidature Defence**
6	• Register the Dissertation Course • Present the research in DBA Dissertation Seminar. • Fulfil the publication requirement. • Submission of Dissertation for Examination • Board of Examiner and Viva Voce	**DBA Dissertation Seminar** **Viva Voce**

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	QUANTITATIVE RESEARCH METHODS
COURSE CODE	**AA078001**
LEARNING OUTCOMES	At the end of the course, students will be able to: 1. Propose suitable quantitative research methods. 2. Integrate literature from relevant research materials. 3. Propose questions, objectives, and hypotheses of study that correspond to the field of quantitative research. 4. Design a research based on the quantitative method.
SYNOPSIS	This course introduces the various paradigms in doing quantitative research. Topics include theory building, ethical issues, problem definition and hypotheses development. Research design that includes measurement and scaling concepts, secondary and primary data, sampling technique, and questionnaire will also be covered in this course.

COURSE TITLE	DISSERTATION
COURSE CODE	**AA078002**
LEARNING OUTCOMES	At the end of the course, students will be able to: 1. Propose studies in accordance with ethical principles 2. Design analytical, qualitative/quantitative techniques to solve research problems. 3. Explain implications of research findings for business 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.

APPENDIX - Details of Core Courses

COURSE TITLE	QUALITATIVE RESEARCH METHODS
COURSE CODE	**AA078003**
LEARNING OUTCOMES	At the end of the course, students will be able to: 1. Propose suitable qualitative research methods. 2. Integrate literature from relevant research materials. 3. Propose questions, objectives, and hypotheses of study that correspond to the field of qualitative research. 4. Design a research based on qualitative methods.
SYNOPSIS	The course examines the methods of qualitative inquiry in a variety of research settings. This course introduces the various paradigms in doing qualitative research. Qualitative research concepts, approaches, designs, strategies, data collection, analysis, and interpretation will be covered.

COURSE TITLE	THEORIES AND PRACTICES IN OPERATIONS AND MANAGEMENT
COURSE CODE	**AA078004**
LEARNING OUTCOMES	At the end of the course, students will be able to: 1. Explain the relevance of operations and management concepts, theories, and issues in the present business context. 2. Verify emerging issues in operations and management. 3. Develop sustainable solutions to organizational practical problems by integrating theoretical and practical perspectives in operations and management
SYNOPSIS	This course appraises concepts, theories and methods in operations and management. It also discusses issues, gaps, and future of operations and management research so that students can provide solutions to organizational practical problems.

APPENDIX - Details of Core Courses

COURSE TITLE	THEORIES AND PRACTICES IN ACCOUNTING AND FINANCE
COURSE CODE	**AA078005**
LEARNING OUTCOMES	At the end of the course, students will be able to: 1. Explain the relevance of accounting and finance concepts, theories, and issues in the present business context. 2. Verify emerging issues in accounting and finance. 3. Develop sustainable solutions to organizational practical problems by integrating theoretical and practical perspectives in accounting and finance.
SYNOPSIS	This course introduces and facilitates the process of critiquing concepts, theories and methods in accounting and finance matters. Candidates are required to synthesise pertinent literature in order to refine key concepts so as to develop a plausible conceptual research framework. Throughout the course, candidates are encouraged to consider and demonstrate the potential application of key accounting and finance concepts to address real world business and/or management matters.

COURSE TITLE	THEORIES AND PRACTICES IN MARKETING AND INFORMATION SYSTEMS
COURSE CODE	**AA078006**
LEARNING OUTCOMES	At the end of the course, students will be able to: 1. Explain the relevance of marketing and information systems concepts, theories, and issues in the present business context. 2. Verify emerging issues in marketing and information systems. 3. Develop sustainable solutions to organizational practical problems by integrating theoretical and practical perspectives in marketing and information systems
SYNOPSIS	This course is aimed to familiarise students with the concepts, theories, and challenges relating to marketing and information systems. Additionally, it assists students in distinguishing between various theoretical perspectives in marketing and information systems research. Students must also synthesise literature in the fields of marketing and information systems in order to propose solutions to practical problems in business world

APPENDIX - Details of Core Courses

COURSE TITLE	GLOBAL BUSINESS IMMERSION
COURSE CODE	**AA078007**
LEARNING OUTCOMES	At the end of the course, students will be able to: 1. Anticipate key challenges affecting international business decisions. 2. Integrate various perspectives of business and cultural issues through comprehensive analyses of global environment. 3. Propose sustainable and ethical solutions to navigate a new business, cultural, political, economic, and social environment. 4. Design a persuasive communication plan to convey the proposed solutions
SYNOPSIS	Global Business Immersion (GBI) is a course designed to enhance students' skills as a successful business leader in today's global business environment. The module aims to help students understand cultural influence in business decision making. GBI engage the students in the pursuit of knowledge through dynamic experiences, depth of thought, imagination, and reflection. GBI offers an experience-based course that prepares students for leadership roles where they will engage with people and institutions around the globe. GBI combines seminars, case reviews and article discussions to add depth and value to the course.

APPENDIX - Details of Elective Courses

COURSE TITLE	QUANTITATIVE DATA ANALYSIS
COURSE CODE	**AA078008**
LEARNING OUTCOMES	At the end of the course, students will be able to: 1. Compile a critical review of articles related to quantitative data analyses 2. Discriminate various quantitative data analyses methods 3. Design appropriate quantitative data analyses to explain or predict a phenomenon 4. Write and report quantitative research findings coherently
SYNOPSIS	This course exposes students to dependence and interdependence statistical technique. Among the topics covered in this course include: data preparation; frequency analysis and cross-tabulation analysis; multiple regression analysis, t-tests; analysis of variance; MANOVA; reliability and validity assessments; factor analysis; cluster analysis; discriminant analysis; and structural equation modelling. This course will also guide student on the use of statistical software to analyse and interpret the data

COURSE TITLE	QUALITATIVE DATA ANALYSIS
COURSE CODE	**AA078009**
LEARNING OUTCOMES	At the end of the course, students will be able to: 1. Compile a critical review of articles related to qualitative data analyses 2. Discriminate various qualitative data analyses methods 3. Design appropriate qualitative data analyses to explain or predict a phenomenon 4. Write and report qualitative research findings coherently
SYNOPSIS	This course exposes students to various techniques in analysing qualitative data. In this course, the students will also be guided on how to use computer software such as NVivo to perform qualitative data analysis. The students will also know how to ensure validity and reliability of qualitative data. At the end of the course, the students will be exposed to effective writing method for qualitative research findings.

UNIVERSITI MALAYA, GRADUATE SCHOOL OF BUSINESS (UMGSB) HANDBOOK

2024/2025