



# MBA

## Master of Business Administration

2025/2026



# General Information

This handbook is designed to provide students with general information and guidance about studying in the Universiti Malaya Business School (UMBS) 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 UMBS Office if you have any questions.**



## ACCREDITATION

UMBS 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 UMBS

## EXPERTISE

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

## TOP 58 RANKING

UM is ranked 58th in the QS World University Rankings 2025.

## DIVERSITY

Candidates can learn from our diverse group of lecturers and visiting academics from all regions of the world. UMBS 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 2025/2026

Lampiran B2

ACADEMIC CALENDAR 2025/2026 ACADEMIC SESSION (MASTER AND DOCTORATE LEVEL) AMENDMENT				
SEMESTER I				
Orientation ( <i>Week of Welcome</i> ) - WOW	1	week	05.10.2025	- 12.10.2025
Lectures	6	weeks*	13.10.2025	- 23.11.2025
Mid Semester I Break	1	week	24.11.2025	- 30.11.2025
Lectures	8	weeks*	01.12.2025	- 25.01.2026
Revision Week	1	weeks*	26.01.2026	- 01.02.2026
Semester I Final Examination	3	weeks*	02.02.2026	- 22.02.2026
Semester I Break	2	week	23.02.2026	- 08.03.2026
	22	weeks		
SEMESTER II				
Lectures	7	weeks*	09.03.2026	- 26.04.2026
Mid Semester II Break	1	week	27.04.2026	- 03.05.2026
Lectures	7	weeks*	04.05.2026	- 21.06.2026
Revision Week	1	week*	22.06.2026	- 28.06.2026
Semester II Final Examination	3	weeks*	29.06.2026	- 19.07.2026
Semester II Break	4	weeks	20.07.2026	- 16.08.2026
	23	weeks		
SPECIAL SEMESTER				
Lectures	7	weeks*	27.07.2026	- 13.09.2026
Special Semester Final Examination	1	week*	14.09.2026	- 20.09.2026
Special Semester Break	1	week	21.09.2026	- 28.09.2026
	9	weeks		

**Notes:**

(1) The Module Registration and Examination Schedule can be referred to at <https://umsitsguide.um.edu.my>. All information is subject to change.



# UNIVERSITY VISION, MISSION AND CORE VALUES

## Vision

A global university impacting the world.

## Mission

Pushing the boundaries of knowledge and nurturing aspiring leaders.

## Core Values

Passion, Oneness, Integrity, Sincerity and Empathy



# FACULTY VISION, MISSION AND OBJECTIVES

## Vision

A global university impacting the world.

## Mission

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

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

## Objectives

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

# THE ESTABLISHMENT OF FACULTY OF BUSINESS AND ECONOMICS



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

In line with the growing demand for business and economics programmes, the Universiti Malaya, Faculty of Business and Economics (FBEC) was subsequently established on 6<sup>th</sup> 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 1<sup>st</sup> 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 four (4) 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)

# 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 UMBS. 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**

# 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 with a **minimum CGPA of 3.00 out of 4.00;**

### OR

Professional Certificate : ACCA Level 7 and above;

Related accredited professional body;

### AND

- A minimum of **three (3) years full-time** working experience after completing first degree; **and**
- A minimum score of Band 4.0 for **MUET** OR **IELTS** with a minimum of overall score of Band 6.0 OR **TOEFL iBT (Centre-based)** score of 60 and **TOEFL Essentials (Online)** score of 8.5 (online) OR **PTE Academic** with a minimum score of 59 OR **B1 Preliminary, B2 First, C1 Advanced, C2 Proficiency** score of 169 – For International Applicants only **and**
- Pass the Interview and assessment 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 weekday evening classes from 6.00 pm until 9.00 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
<b>Total</b>	<b>46</b>

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

## Core Course (18 Credit Hours)

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

**Table-2**

Course Code	Course Name	Credit Hours
CQX7001	Research Methodology  <i>Note :</i> <i>1. Students are required to register Research Methodology and obtain at least Grade B (PASS) and above before registering for CQC7049 Statistical Analysis.</i> <i>2. Students are required to register Research Methodology before registering for CQX7004 Research Project.</i>	3
CQX7004	Research Project  <i>Note :</i> <i>1. Pre-requisite – Register CQX7001 Research Methodology</i> <i>2. Students are required to register CQX7004 Research Project in two (2) consecutive semesters</i>	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	3
<b>TOTAL</b>		<b>25</b>

# 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.

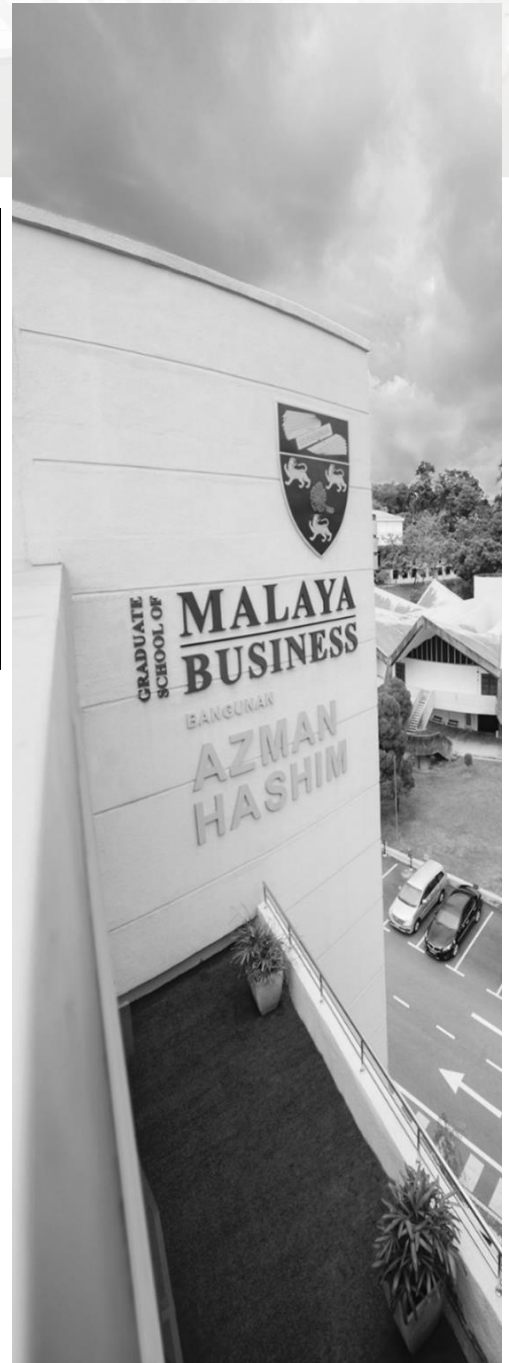
# PROGRAMME STRUCTURE

## 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)	<ol style="list-style-type: none"><li>1. Finance</li><li>2. Marketing</li><li>3. Business Analytics</li><li>4. Dynamic Management</li><li>5. Work Psychology</li></ol>



# 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 <i>Note : Pre-requisite – PASS CQX7001 Research Methodology</i>
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 <i>Note : Pre-requisite – PASS CQX7001 Research Methodology</i>
	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 UMBS. 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 UMBS. 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)	Period
Semester 1	October to February
Semester 2	February to June
Special Semester	July to August

Please refer to the latest academic calendar issued by Academic Service Department (ASD): <https://aasd.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)**

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

2 <sup>nd</sup> 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

3 <sup>rd</sup> 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)**

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

2 <sup>nd</sup> 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

3 <sup>rd</sup> 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)**

1 <sup>st</sup> 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

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

3 <sup>rd</sup> 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

4 <sup>th</sup> 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

# STUDY PLAN B

## Graduating MBA in 2 Years / 4 Normal Semesters

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

1 <sup>st</sup> 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

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

3 <sup>rd</sup> 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

4 <sup>th</sup> 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)**

1 <sup>st</sup> 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
2 <sup>nd</sup> 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
3 <sup>rd</sup> 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
4 <sup>th</sup> 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
5 <sup>th</sup> SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Research	CQX7004	Research Project Progress 2 (P2)	4
SUBTOTAL			4
TOTAL			46

# STUDY PLAN C

Graduating MBA in 2 ½ Years / 5 Normal Semesters

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

1 <sup>st</sup> 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
2 <sup>nd</sup> 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
3 <sup>rd</sup> 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
4 <sup>th</sup> 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
5 <sup>th</sup> 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
<b>COURSE CODE</b>	<p><b>CQX7001</b></p> <p><i>Note :</i></p> <ol style="list-style-type: none"> <li>1. Students are required to register Research Methodology and obtain at least Grade B (PASS) and above before registering for CQC7049 Statistical Analysis.</li> <li>2. Students are required to register Research Methodology before registering for CQX7004 Research Project.</li> </ol>
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Develop an understanding of the research concepts and theories in designing a research.</li> <li>2. Analyse the literature critically to find the research gap.</li> <li>3. Compare and contrast quantitative and qualitative methods</li> <li>4. Prepare a feasible research proposal</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>
COURSE TITLE	Economics for Managers
<b>COURSE CODE</b>	<b>CQC7002</b>
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> <li>1. Identify main elements of micro and macroeconomic theories and principles and their relation to business issues.</li> <li>2. Apply economic theory, technical information and appropriate methods in effectively analysing and solving business-related issues.</li> <li>3. Apply microeconomic analysis as a problem-solving tool according to different types of market structure.</li> <li>4. Evaluate the current macroeconomics issues in Malaysia in a critical and creative manner.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

## APPENDIX - Details of Core Courses

COURSE TITLE	Strategic Marketing
COURSE CODE	CQC7004
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> <li>1. Explain marketing concepts and theories.</li> <li>2. Analyse how consumer and business markets influence organisation's marketing decision.</li> <li>3. Apply marketing mix in formulating effective marketing strategies.</li> <li>4. Design a strategic marketing plan for a business.</li> </ol>
<b>SYNOPSIS</b>	<p>The course introduces students to the theory and application of marketing. It integrates marketing concepts and applies them to the dynamic business environment.</p>

COURSE TITLE	Corporate Strategy
COURSE CODE	CQC7007
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> <li>1. Identify the environment, context and approaches to strategic decisions.</li> <li>2. Discuss the concepts, theories and practices of strategies planning and management.</li> <li>3. Develop the skills to integrate different aspects of corporate management.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

## APPENDIX - Details of Core Courses

COURSE TITLE	Accounting and Finance for Decision Making
COURSE CODE	CQC7046
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. Appraise important ratios for assessing the financial performance and position of a business.</li> <li>3. Evaluate time value concept, capital budgeting techniques, and cost relevance and behaviour concept in business decision-making.</li> <li>4. Demonstrate the use of working capital management and financial planning in formulating short and long-term financial decision-making.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

COURSE TITLE	Operations Management
COURSE CODE	CQC7047
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Interpret the functions of operations management in an organisation</li> <li>2. Examine issues and challenges of operations management in a competitive environment.</li> <li>3. Evaluate decision models in operations management for decision making.</li> <li>4. Organise the quick concept, quality, cost, elasticity and dependency in actual operations management</li> </ol>
<b>SYNOPSIS</b>	<p>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</p>

# APPENDIX - Details of Core Concentration Courses

COURSE TITLE	*Human Capital Management
COURSE CODE	CQC7006
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Examine the concepts and practices of managing organisations and human capital.</li> <li>2. Explain global issues that are related to managing organisations and human capital.</li> <li>3. Adapt different techniques in evaluating the effectiveness of practices in managing organisations and human capital.</li> <li>4. Demonstrates skills in applying empirical research results into the practical management of human capital.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

COURSE TITLE	*Strategic Information Systems
COURSE CODE	CQC7030
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Interpret the concepts and issues in Information systems.</li> <li>2. Evaluate the use of information in organisation.</li> <li>3. Combine the various information systems available in the organisation.</li> <li>4. Compare the appropriate information systems package to solve problems in organisation.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

\*Note : This course appears in every 1<sup>st</sup> concentration package

## APPENDIX - Details of Concentration / Elective Courses

COURSE TITLE	*Leadership
COURSE CODE	CQC7040
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Illustrate dimensions of effective and ineffective leadership skills which includes traits, values, and leader behaviour.</li> <li>2. Justify how behavioural processes of a leader influences the effectiveness and charisma of a leader</li> <li>3. Explain different leadership styles to match the situational favourableness and environment.</li> <li>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.</li> </ol>
<b>SYNOPSIS</b>	<p>This course encompasses the history and evolution of leadership research in comparison to traditional leadership theories. The course also looks at contemporary leadership theories such as visionary leadership and learning oriented leadership. The need to relook at traditional leadership theories and embrace new leadership styles can be attributed to the globalization process, the introduction to concepts such as learning organisation, virtual teams, and the emergence of knowledge workers. The course starts off with a discussion on a leader is responsible in providing direction, developing good quality leader-member exchange, and change orientation.</p>

COURSE TITLE	* Business Ethics, Governance and Sustainable Society
COURSE CODE	CQC7056
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate the fundamentals of ethics and governance concepts, issues, and challenges in the context of organisational practices.</li> <li>2. Integrate an individual ethical principle as an essential dimension in the decision-making process.</li> <li>3. Coordinate the role of company directors, shareholders, stakeholders, and regulatory bodies in promoting good corporate governance.</li> <li>4. Integrate the tool of ethical frameworks through a community services program.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

\*Note : This course appears in every 1<sup>st</sup> concentration package



## APPENDIX - Details of Elective Courses

COURSE TITLE	Corporate Finance
COURSE CODE	CQC7017
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Analyse project and business valuation issues.</li> <li>2. Integrate risk and real investment in managerial decision-making as applied in the real world.</li> <li>3. Formulate corporate financing decisions and their implication to the firm's performance.</li> <li>4. Analyse corporate restructuring as possible strategies for business expansion and performance.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

COURSE TITLE	Capital Markets, Investments and Portfolio Management
COURSE CODE	CQC7018
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> <li>1. Identify the characteristics of capital markets, financial instruments and their risks and returns for investment decision and investment timing purposes.</li> <li>2. Explain the theories, analytical tools and asset pricing models for market analysis as well as investment decision-making for individuals and institutions.</li> <li>3. Apply security and technical analysis using macroeconomic, industry and firm opportunities for valuation and investment timing purposes.</li> <li>4. Evaluate the key features of investment strategies, portfolio construction, management and performance evaluation.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

## APPENDIX - Details of Elective Courses

COURSE TITLE	Islamic Financial System
COURSE CODE	CQC7055
<b>LEARNING OUTCOMES</b>	<p>At the end of this course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Relate on the concept of Shariah and its implication on the governance and regulatory frameworks in the Islamic finance industry.</li> <li>2. Appraise the fundamental aspects of the theory of Islamic commercial contract.</li> <li>3. Differentiate various types of Islamic commercial contracts applied in Islamic business and finance</li> <li>4. Interpret the adaptation of the Islamic commercial contracts in contemporary business and financial transactions.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

COURSE TITLE	International Finance
COURSE CODE	CQC7016
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Examine the current and projected context, nature, role and significance of international financial management activities in organisations.</li> <li>2. Assess the current developments in international finance and integrate their implications toward participants in the international financial system.</li> <li>3. Analyse theoretical model and financial data in international finance for decision making.</li> <li>4. Coordinate international macroeconomics policies and institutions in regulatory frameworks to manage global finance.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

## APPENDIX - Details of Elective Courses

COURSE TITLE	Applied Econometrics
COURSE CODE	CQC7054
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>3. Formulate time series data analysis and find quantitative solutions via applying latest software in social science research.</li> <li>4. Formulate panel data analysis and find quantitative solutions via applying latest software in social science research.</li> </ol>
<b>SYNOPSIS</b>	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
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Examine the nature and developments of digital finance related to money, lending and payment systems.</li> <li>2. Demonstrate the applications of digital finance innovations in financial markets.</li> <li>3. Evaluate the risk and challenges of digital finance applications among consumers and businesses and their implications to regulations.</li> <li>4. Describe the role and future of digital finance in designing business solutions.</li> </ol>
<b>SYNOPSIS</b>	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
<b>LEARNING OUTCOMES</b>	<p>At the end of this course, students should be able to:</p> <ol style="list-style-type: none"> <li>1. Determine the basic theories, concepts and processes of internal auditing.</li> <li>2. Examine the Institute of Internal Auditor's Attribute Standards.</li> <li>3. Describe the internal audit function's role in organisational governance.</li> <li>4. Arrange the appropriate internal audit planning process that address the relevant issues in governance, risk and control.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

COURSE TITLE	Internal Audit and Business Management
COURSE CODE	CQC7045
<b>LEARNING OUTCOMES</b>	<p><i>At the end of the course, students are able to:</i></p> <ol style="list-style-type: none"> <li>1. Determine relevant aspects of organisational behaviour in the performance of the internal audit role.</li> <li>2. Examine global analytical techniques, assess industry environments to make strategic decisions in the context of an internal audit function.</li> <li>3. Appraise management skills in managing an internal audit function.</li> <li>4. Integrate accounting and finance information of the organisation</li> <li>5. Solve issues related to application of information technology in the internal audit environment</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

## APPENDIX - Details of Elective Courses

COURSE TITLE	Consumer Behaviour
COURSE CODE	CQC7024
<b>LEARNING OUTCOMES</b>	At the end of the course, students are able to: <ol style="list-style-type: none"> <li>1. Examine concepts and theories in consumer behaviour.</li> <li>2. Interpret consumer behaviour models in the global contexts.</li> <li>3. Demonstrate the internal and external influences affecting consumer behaviour.</li> <li>4. Integrate theories of consumer behaviour to determine market opportunities.</li> </ol>
<b>SYNOPSIS</b>	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
<b>LEARNING OUTCOMES</b>	At the end of the course, students are able to: <ol style="list-style-type: none"> <li>1. Examine concepts and theories in branding.</li> <li>2. Demonstrate the various approaches in developing brand equity.</li> <li>3. Coordinate a global brand audit using suitable research approach.</li> <li>4. Explain various strategies for a sustainable global brand.</li> </ol>
<b>SYNOPSIS</b>	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
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Determine the role and importance of digital marketing in a rapidly changing business environment.</li> <li>2. Analyse the various strategic approaches to digital marketing.</li> <li>3. Measure the effectiveness of digital marketing campaign on company's strategy.</li> <li>4. Form a marketing campaign using digital platforms such as social media, blogs/vlogs and content marketing.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

COURSE TITLE	Services Marketing
COURSE CODE	CQC7025
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Compare the characteristics of services and their impacts on marketing strategies for services.</li> <li>2. Demonstrate the elements of services marketing mix and relevant tools in developing strategies for service organisations.</li> <li>3. Identify the challenges faced by service organisations/professionals.</li> <li>4. Develop a situational analysis of contemporary issues in services.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

## APPENDIX - Details of Elective Courses

COURSE TITLE	Integrated Marketing Communications
COURSE CODE	CQC7028
LEARNING OUTCOMES	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Examine concepts and tools of Integrated Marketing Communications (IMC) in business decisions.</li> <li>2. Describe legal, ethical, and professional issues and practices in IMC.</li> <li>3. Measure the effectiveness of media mix and message strategies in promotional campaigns.</li> <li>4. Form IMC campaigns using suitable promotional tools for effective communications.</li> </ol>
SYNOPSIS	<p>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.</p>

COURSE TITLE	Retailing
COURSE CODE	CQC7059
LEARNING OUTCOMES	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Describe the principles, practices, and concepts used in retailing.</li> <li>2. Identify the complex nature, trends, and competitive environment of retailing.</li> <li>3. Select appropriate retail locations and sites, store layout and design, and visual merchandising.</li> <li>4. Integrate the key elements of retailing mix and merchandising mix for effective retail strategies.</li> </ol>
SYNOPSIS	<p>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</p>

## APPENDIX - Details of Elective Courses

COURSE TITLE	Business Intelligence and Analytics
COURSE CODE	CQC7048
LEARNING OUTCOMES	<p>At the end of this course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Interpret the basic concepts of Business Intelligence and Analytics.</li> <li>2. Evaluate the different types of analytics that can be used by organisations</li> <li>3. Analyse the application of various business intelligence and analytic tools to support decision making</li> <li>4. Demonstrate the use of business intelligence tools to explore data</li> </ol>
SYNOPSIS	<p>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.</p>

COURSE TITLE	Statistical Analysis
COURSE CODE	CQC7049
	<b>Note : Pre-requisite – PASS CQX7001 Research Methodology</b>
LEARNING OUTCOMES	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Interpret the principles of statistics and some advanced applications</li> <li>2. Demonstrate the ability to design a sound quantitative approach that is appropriate for analysis</li> <li>3. Analyse data using appropriate statistical tools</li> <li>4. Interpret research findings critically and ethically.</li> </ol>
SYNOPSIS	<p>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.</p>

## APPENDIX - Details of Elective Courses

COURSE TITLE	Global Supply Chain Management
COURSE CODE	CQC7058
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Interpret the functions and processes in supply chain management.</li> <li>2. Examine issues and challenges related to sustainable supply chain management</li> <li>3. Evaluate the different strategies used for managing supply chain.</li> <li>4. Propose solutions for supply chain management problems using decision models</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

COURSE TITLE	E-Commerce
COURSE CODE	CQC7029
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Interpret the concepts, theories and applications in electronic commerce.</li> <li>2. Illustrate the issues related to the use of electronic commerce.</li> <li>3. Analyse the various electronic commerce strategies.</li> <li>4. Demonstrate the use of various electronic commerce platforms</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

## APPENDIX - Details of Elective Courses

COURSE TITLE	International Business Management
COURSE CODE	CQC7044
LEARNING OUTCOMES	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Determine the challenges faced by firms operating in international business environment.</li> <li>2. Examine why firms engage in international business using related theories.</li> <li>3. Integrate the international business systems and strategies in institutions.</li> <li>4. Explain the approaches, methods and techniques used by managers of international firms.</li> </ol>
SYNOPSIS	<p>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.</p>

COURSE TITLE	Change Management in Disruptive Times
COURSE CODE	CQC7050
LEARNING OUTCOMES	<p>At the end of this course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Determine the effects of external environment that influence different types of organisational change.</li> <li>2. Appraise the theories on individual, group and system change to different environmental context.</li> <li>3. Demonstrate the implication of organisation development and change on organisational effectiveness.</li> <li>4. Identify the different levels of individual and organisational change enablers that enhance organisational receptivity for change.</li> </ol>
SYNOPSIS	<p>This course helps individuals understand why organisations undertake change. It provides an understanding on the differences between individual, group, systems, and organisational change. This course includes topics relating to development in change management, framework on organisational change, theories on organisational change, cultural excellence paradigm, organisational learning, power and politics, organisational development and change.</p>



## APPENDIX - Details of Elective Courses

COURSE TITLE	Sustainable Service Innovations
COURSE CODE	CQC7051
<b>LEARNING OUTCOMES</b>	<p>At the end of this course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Determine different types of technologies in service innovation in different industries and the nature of the innovation.</li> <li>2. Compare the different types of service innovation, its role in the economy, nature of innovation, and sustainability of the innovation.</li> <li>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.</li> <li>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.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

COURSE TITLE	Sustainable Entrepreneurship
COURSE CODE	CQC7057
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Analyse the entrepreneurial mind set in terms of strategies, approach, attitudes, and behaviour.</li> <li>2. Determine sources of finance and human capital for venture creation.</li> <li>3. Differentiate sources of finance and human capital for venture creation.</li> <li>4. Integrate various components of a business plan.</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

## APPENDIX - Details of Elective Courses

COURSE TITLE	Training Management
COURSE CODE	CQC7043
<b>LEARNING OUTCOMES</b>	At the end of the course, students are able to: <ol style="list-style-type: none"> <li>1. Examine the principles of learning and adult education.</li> <li>2. Organise the training needs of individuals and organisations.</li> <li>3. Differentiate various approaches in instructional design and training methodology.</li> <li>4. Identify issues relevant to designing, managing and assessment of training outcomes.</li> </ol>
<b>SYNOPSIS</b>	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
<b>LEARNING OUTCOMES</b>	At the end of the course, students are able to: <ol style="list-style-type: none"> <li>1. Determine the basic concepts in performance management and reward systems.</li> <li>2. Formulate the effectiveness of different types of employee performance indicators.</li> <li>3. Combine the benefits of effective reward systems for employees.</li> <li>4. Identify the practical performance and rewards measures in enhancing employee productivity.</li> </ol>
<b>SYNOPSIS</b>	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
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Analyse the different psychological theories that describe differences in individual behaviour.</li> <li>2. Implement techniques to motivate employees to organisations.</li> <li>3. Examine the implication of individual processes, social dynamics and organisation practices on organisation performance.</li> <li>4. Relate suitable solutions to organisational problems arising from employee behavioural differences</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

COURSE TITLE	Cross-Cultural Management
COURSE CODE	CQC7052
<b>LEARNING OUTCOMES</b>	<p>At the end of the course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Determine factors which contribute to cultural diversity.</li> <li>2. Distinguish various models of acculturation.</li> <li>3. Explain “unity in diversity” strategies in the context of organisational management.</li> <li>4. Adapt research methods and reporting techniques in studies and projects</li> </ol>
<b>SYNOPSIS</b>	<p>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.</p>

## APPENDIX - Details of Elective Courses

COURSE TITLE	Positive Psychology for Managers
COURSE CODE	CQC7053
<b>LEARNING OUTCOMES</b>	At the end of the course, students are able to: <ol style="list-style-type: none"> <li>1. Illustrate an understanding of the principles and theories of positive psychology</li> <li>2. Measure the psychological and emotional needs of individuals to sustain their well-being at the workplace.</li> <li>3. Integrate various approaches in relating to individual strengths to promote flourish individual and organisational lives.</li> <li>4. Identify suitable solutions to organisational problems arising using positive management perspectives</li> </ol>
<b>SYNOPSIS</b>	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
<b>LEARNING OUTCOMES</b>	At the end of the course, students are able to: <ol style="list-style-type: none"> <li>1. Demonstrate the concept of Tawhid, non-separation of the mundane and spiritual in Islam and Falaḥ or success in Islam.</li> <li>2. Describe the relationship between Tawhid, Islamic Worldview and Shariah in the context of economics, business and management.</li> <li>3. Explain Islamic values, principles and practices in economics, business and management.</li> <li>4. Identify the Islamic Shariah stance on business and economic activities i.e., gambling, the charging of interest on loans, hoarding &amp; etc.</li> </ol>
<b>SYNOPSIS</b>	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	<p>CQX7004</p> <p><b>Note :</b></p> <ol style="list-style-type: none"> <li><b>1. Pre-requisite – Register CQX7001 Research Methodology</b></li> <li><b>2. Students are required to register CQX7004 Research Project in two (2) consecutive semesters</b></li> </ol>
LEARNING OUTCOMES	<p>At the end of this course, students are able to:</p> <ol style="list-style-type: none"> <li>1. Organise research ethically using appropriate and accurate methodologies.</li> <li>2. Implement appropriate scientific methods for data analysis.</li> <li>3. Propose solutions to business problems identified in the research.</li> <li>4. Formulate research output in critical, systematic and ethical manner.</li> </ol>
SYNOPSIS	<p>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.</p>