UNIVERSITI MALAYA

Universiti Malaya
Graduate School of Business (UMGSB)
Postgraduate Programmes

HANDBOOK
2021-2022

AMBA ACCREDITED

4 PALMES
TOP
BUSINESS SCHOOL

EFMD

AACSB
ACCREDITED

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 especially those provided in the table below:

NO	DOCUMENTS	LINK
1	Universiti Malaya (Master's Degree) Rules 2019	https://bit.ly/3k3ve9R
2	Universiti Malaya (Master's Degree) Regulations 2019	https://bit.ly/3Ebzn3m
3	Universiti Malaya (Doctoral Degree) Rules 2019	https://bit.ly/3noyHlj
4	Universiti Malaya (Doctoral Degree) Regulations 2019	https://bit.ly/3EbAksE
5	Universiti Malaya Code of Research Ethics	https://bit.ly/3hpJWGq
6	Universiti Malaya Code Ethics	https://adobe.ly/371aQA8
7	Universiti Malaya Policy on Authorship	https://bit.ly/3hkmdHF
8	Universiti Malaya Intellectual Property and Commercialisation Policy	https://adobe.ly/3nI24Nb
9	Universiti Malaya Role & Responsibility of Supervisor	https://bit.ly/3E3HjDX
10	Universiti Malaya Role & Responsibility of Candidate	https://bit.ly/38XAlll
11	Universiti Malaya Guidelines for Preparation of Research Project, Dissertation and Thesis	https://adobe.ly/31hYcJp
12	Programmes Fee	https://bit.ly/3np8RO1
	Any other resolutions approved by the Senate from time to time	

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 2021).

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 60 RANKING

UM is ranked 59th in the QS World University Rankings 2021.

FIRST 4 PALMES IN MALAYSIA

UMGSB is the only local university in Malaysia to receive a 4 PALMES award by EDUNIVERSAL, which is recognised as Top Business School.

EXPERTISE

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

DIVERSITY

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

TABLE OF CONTENTS

ACADEMIC CALENDAR 2021/2022

ACADEMIC CALENDAR FOR 2021/2022 ACADEMIC SESSION
(HIGHER DEGREE LEVEL)
(amended June 2021)

SEMESTER I

Course Registration (Module) *(Refer Registration Schedule at https://umsitsguide.um.edu.my/)*	2 weeks	24.09.2021	- 08.10.2021
Lectures	7 weeks*	18.10.2021	- 05.12.2021
Mid-Semester I Break	1 week	06.12.2021	- 12.12.2021
Lectures	7 weeks*	13.12.2021	- 30.01.2022
Revision Week	1 week*	31.01.2022	- 06.02.2022
Semester I Final Examination	2 weeks	07.02.2022	- 20.02.2022
Semester Break	3 weeks	21.02.2022	- 13.03.2022
	23 weeks		

SEMESTER II

Course Registration (Module) *(Refer Registration Schedule at https://umsitsguide.um.edu.my/)*	2 weeks	18.02.2022	- 04.03.2022
Lectures	7 weeks*	14.03.2022	- 01.05.2022
Mid-Semester II Break	1 week*	02.05.2022	- 08.05.2022
Lectures	7 weeks*	09.05.2022	- 26.06.2022
Revision Week	1 week	27.06.2022	- 03.07.2022
Semester II Final Examination	2 weeks*	04.07.2022	- 17.07.2022
	20 weeks		

SEMESTER BREAK

Break	9 weeks*	18.07.2022	- 18.09.2022

SPECIAL SEMESTER

Course Registration (Module)	1 week	01.07.2022	- 08.07.2022
Lectures	7 weeks*	18.07.2022	- 04.09.2022
Special Semester Final Examination	1 week	05.09.2022	- 11.09.2022
Break	1 week*	12.09.2022	- 18.09.2022
	10 weeks		

* The Academic Calendar has taken into account public and festive holidays

National Day (31 August 2021)
Malaysia Day (16 September 2021)
Maulidur Rasul (19 October 2021)
Deepavali (4 November 2021)
Christmas Day (25 December 2021)
New Year (1 January 2022)
Thaipusam (18 January 2022)
Federal Territory Day (1 February 2022)

Chinese New Year (1 & 2 February 2022)
Nuzul Al-Quran (19 April 2022)
Labour Day (1 May 2022)
Eidul Fitri (2 & 3 May 2022)
Wesak Day (15 May 2022)
His Majesty's King's Birthday (6 June 2022)
Eidul Adha (9 July 2022)
Awal Muharam (30 July 2022)
National Day (31 August 2022)

DEAN'S WELCOME

Assalamualaikum and warm greetings.

I am very pleased to welcome all new students to the Universiti Malaya, Graduate School of Business (UMGSB)

Congratulations! Let me assure you that you have made the right choice to join us here in UMGSB, We select the best among the best and the fact that you are here now means that you are among the privileged few to be accepted to study in one of the most prestigious and competitive business schools in the region. You are now part of the University of Malaya family, the best university in Malaysia.

At UMGSB we aim to provide quality education and training to ensure our students are equipped with appropriate skills, aptitudes, and characteristics so that the students are ready for their careers. We aspire to prepare them to be successful professionals in the future and assume leading roles in the government, business, and community.

We put strong emphasis on excellent teaching, innovative research, and quality publication as well as industry collaboration. We are ranked amongst the top business schools in Asia and proud to be in the leading positions in Malaysia. Our programmes are reviewed and revised on regular basis to ensure the syllabus are suitable with the latest developments in the industry as well as achieving the gold standards set by the international accreditation and professional bodies. UMGSB is the first public business school in Malaysia to receive an international accreditation from The Association of MBAs (AMBA), UK, the accreditation we maintain since 2007. In February 2016, we achieved another very important milestone, full accreditation for 5 years from the very prestigious accreditation body for business school, the Association to Advance Collegiate Schools of Business (AACSB). In addition, we are currently working towards accreditation by European Quality Improvement System (EQUIS). These international accreditations and recognitions signify that our programmes are of top quality and recognized internationally. We are building on these hallmarks of excellence by working towards our ambition to become among the leading business schools in the world.

It is our aim to provide conducive learning environment and to continuously upgrade our facilities.

The Azman Hashim Building, the iconic and state-of-the-art building fully equipped with modern facilities, offers a very conducive and comfortable learning environment for the students. This building was fully funded by a generous donation from Yayasan Azman Hashim. Even though we are challenged by tight budget, we strive to continuously upgrade other facilities to ensure a safe and comfortable environment for our students and staff.

We have well qualified lecturers who are committed to provide the best in their teaching and at the same time actively engaged in pursuing scholarly research in a myriad of areas from accounting, finance, marketing strategies, organisational behavior, management information systems, and operations management. We are confident that you would benefit from our global setting as our class is made up of students from various profiles, professional backgrounds, and nationalities. This diverse environment will certainly enhance your learning experience through exchange of ideas and expose you to an array of perspectives.

Please refer to our handbook and website for more information about UMGSB and how to get the most of your education in UMGSB. The handbook provides information on programme structure, study plan, synopsis of various courses that are offered, academic standards and various facilities that are available in the UMGSB as well as information on all our academic staff. I wish you all the best in your studies and I hope you will have a wonderful and memorable time in the UMGSB.

PROFESSOR DR. CHE RUHANA ISA
Dean

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 ACCOUNTANCY

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 accounting and business programmes, the Universiti Malaya, Faculty of Business and Accountancy (UMFBA) was subsequently established on 1st February 1997 to focus on developing these programmes. UMFBA strives to meet the challenges of preparing the Candidates to play a vital role in the industry and nation building. UMFBA seeks to remain at the forefront of business and accounting education and continues to enjoy the reputation of an excellent knowledge-based institution.

UMFBA is headed by a Dean and assisted by three (3) Deputy Deans and five (5) Heads of Departments. The five (5) departments are Business Strategy and Policy, Marketing, Finance and Banking, Accounting and Operations and Management Information Systems.

Currently, UMFBA offers nine (9) programmes:

Postgraduate Level
- Master of Business Administration (MBA)
- Master of Management (MM)
- Master of Accounting (Reporting and Management Accountability, MAcc)
- Master of Marketing (MMkt)
- Doctor of Philosophy (PhD)
- Doctor of Management (DMgt)

Undergraduate Level
- Bachelor of Business Administration (BBA)
- Bachelor of Accounting (BAcc)
- Bachelor of Finance (BFin)

As part of our effort to strengthen our programmes, UMFBA 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 and are advisors to several financial institutions such as the Public Islamic Bank, UOB, Zurich Takaful Malaysia Berhad and AIA Public Takaful.

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 UM. UMGSB is located within the Faculty of Business & Accountancy (FBA) in the brand new state-of-the-art Bangunan Azman Hashim (Azman Hashim Building).

UMGSB now offers six (6) highly sought-after programmes, namely MBA, MM, MAcc, MMkt, PhD and DMgt. 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 Accountancy 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.

ACADEMIC MEMBERS & RESEARCH INTEREST

Department of Accounting

Che Ruhana Isa, PhD (UPM), MSc (LSE), BBA (Acc) (Oklahoma State), Associate Member MIA, CFiA (M)
Professor
Management Accounting and Control Systems, Strategic Management Accounting, Accounting for SMEs
Email: cruhana@um.edu.my
CV: http://umexpert.um.edu.my/cruhana

Ruzita Jusoh, PhD (USM), MSc (Missouri), BSc (Alabama), CFiA (M)
Professor
Management Accounting and Control Systems, Performance Measurement and Management
Email: geee@um.edu.my
CV: http://umexpert.um.edu.my/geee

Zakiah Saleh, PhD (Cardiff), PgDip (Cardiff), MAcc (Glasgow), BSBA (Minnesota), Associate Member MIA, CFiA (M)
Professor
Public Sector Accounting, Financial Accounting and Reporting, Accountability and Governance
Email: zakiahs@um.edu.my
CV: http://umexpert.um.edu.my/zakiahs

Anna Azriati Che Azmi, PhD (Reading), MSc (Reading), BAcc (UUM), CFiA (M)
Associate Professor
International Accounting, Taxation, Tax Education
Email: annaazriati@um.edu.my
CV: http://umexpert.um.edu.my/annaazriati

Ervina Alfan, PhD (Manchester), MBA (Acc) (UM), BAcc (Staffordshire), CFiA (M)
Associate Professor
Financial Reporting, Public-Private Partnerships
Email: ervina_alfan@um.edu.my
CV: http://umexpert.um.edu.my/ervina_alfan

Mazni Abdullah, PhD (Stirling), MBA (Acc) (UM), BAcc (UM), CA (M), CFiA (M), MMIM
Associate Professor
International Financial Reporting Standards, Financial Reporting, Accounting Education, Taxation, Corporate Governance
Email: mazni@um.edu.my
CV: http://umexpert.um.edu.my/mazni

Mohd Zulkhairi Mustapha, PhD (Cardiff), CFiA (M), PgDip (Cardiff), MBA (Acc)(UM), BSc (Acc)(Cardiff)
Associate Professor
Corporate Governance, GST, Tax Audit and Compliance, Tax Incentives
Email: zulkhairi@um.edu.my
CV: http://umexpert.um.edu.my/zulkhairi

Rusnah Muhamad, PhD (UM), MSc (Stirling), BAcc (UM), FCPA (Australia)
Associate Professor
Financial Accounting and Auditing, Islamic Banking, Religiosity and Ethics
Email: rusnah@um.edu.my
CV: http://umexpert.um.edu.my/rusnah

Zarina Zakaria, PhD (Nottingham), MBA (Acc) (UM), BSc (Cardiff), ACCA, CFiA (M)
Associate Professor
Sustainability Reporting and Practice, Internal Auditing, Accountability & Governance
Email: zarinaz@um.edu.my
CV: http://umexpert.um.edu.my/zarinaz

Azlina Abdul Jalil, PhD (Deakin), MAcc (UiTM), BSc (LSE)
Senior Lecturer
Earnings Management and Corporate Governance, Financial Reporting and Disclosures, Accounting for SMEs
Email: azlinajalil@um.edu.my
CV: http://umexpert.um.edu.my/azlinajalil

Dalilawati Zainal, PhD (UM), MAcc (UiTM), BAcc (IIUM)
Senior Lecturer
Corporate Social Reporting, Corporate Governance, Financial Reporting & Accounting
Email: dalilawati@um.edu.my
CV: http://umexpert.um.edu.my/dalilawati

Elaine Oon Yen Nee, DPhil (Cambridge), MPhil (Cambridge), BCom (La Trobe), CA (M), CPA (Australia), CFP (Malaysia)
Senior Lecturer
Strategic Management, International Business, Corporate Governance, Family Firms and Gender Diversity
Email: oonelaine@um.edu.my
CV: http://umexpert.um.edu.my/oonelaine

Haslida Abu Hasan, PhD (Sheffield), MCommerce (Macquarie), BAcc (UUM), CFiA (M)
Senior Lecturer
Public Sector Accounting, Auditing, Performance Measurement, CSR
Email: haslida@um.edu.my
CV: http://umexpert.um.edu.my/haslida

Kamisah Ismail, PhD (UM), MAcc (UiTM), BAcc (UM)
Senior Lecturer
Management Accounting and Control Systems
Email: kamisah.ismail@um.edu.my
CV: http://umexpert.um.edu.my/kamisah-ismail

ACADEMIC MEMBERS & RESEARCH INTEREST

Khairul Saidah Abas Azmi, PhD (Essex), MSc Forensic Accounting (Wollongong), BAcc (UITM)
Senior Lecturer
Fraudulent Accounting, Forensic Accounting, Ethics and Governance, Public Sector, Auditing Practices, Project and Business Management, Developing and Emerging Economies, and Qualitative Studies
Email: khairul_saidah@um.edu.my
CV: http://umexpert.um.edu.my/khairul_saidah

Mohd Haniff Zainuldin, PhD (Adelaide), MAcc (UITM), BAcc (Adelaide)
Senior Lecturer
Financial Reporting, Corporate Governance, Islamic Banking, Ethics
Email: haniff.zainuldin@um.edu.my
CV: https://umexpert.um.edu.my/haniff-zainuldin

Noor Adwa Sulaiman, PhD (Manchester), MSc (Acc) (UPM), BAcc (UiTM)
Senior Lecturer
Auditing (Audit Quality, Regulation of Accounting and Auditing, and Audit Methodology), Corporate Governance and Financial Reporting
Email: adwa@um.edu.my
CV: http://umexpert.um.edu.my/adwa

Noor Sharoja Sapiei, PhD (Monash), MBA (Acc) (UM), BEc (Acc and Finance) (Aberystwyth), ACCA (UK)
Senior Lecturer
Tax Compliance & Administration, Islamic Taxation, Accounting and Tax Education
Email: noorsharoja@um.edu.my
CV: http://umexpert.um.edu.my/noorsharoja

Nurliana Md Rahin. PhD (Flinders), MBA (UM), BAcc (IIUM)
Senior Lecturer
Financial Accounting and Reporting, Corporate Social Reporting, Sustainability and Corporate Governance
Email: lianarahin@um.edu.my
CV: http://umexpert.um.edu.my/lianarahin

Suhaily Shahimi, PhD (UM), MAcc (UiTM), BAcc (UUM)
Senior Lecturer
Internal Auditing, External Auditing, Risk Management and Corporate Governance
Email: suhaily@um.edu.my
CV: http://umexpert.um.edu.my/suhaily

Suria Zainuddin, PhD (UM), MAcc (UiTM), BAcc (UM)
Senior Lecturer
Management Accounting and Control Systems
Email: vsuriaz@um.edu.my
CV: http://umexpert.um.edu.my/suriaz

Yazkhiruni Yahya, PhD (UM), MSc (Acc)(IIUM), BAcc (IIUM)
Senior Lecturer
Islamic Accounting and Auditing, Accounting and Auditing Judgement Decision Making Research (JDM), Internal and External Audit, Corporate Governance
Email: yazkhiruni@um.edu.my
CV: http://umexpert.um.edu.my/yazkhiruni

ACADEMIC MEMBERS & RESEARCH INTEREST

Department of Business Strategy and Policy

Mohd Nazari Ismail, PhD (Manchester), MBA (SUNY Buffalo), BSc (Wales)
Professor
International Business, Strategic Management, Management Islamic Perspectives in Business & Management
Email: mdnazari@um.edu.my
CV: http://umexpert.um.edu.my/mdnazari

Aida Idris, PhD (UM), MBA (Ohio), BSc Eng (Aberdeen)
Associate Professor
Entrepreneurship, Strategic Management
Email: aida_idris@um.edu.my
CV: http://umexpert.um.edu.my/aida_idris

Chan Wai Meng, PhD (UM), LLM (UM), LLB (UM)
Associate Professor
Commercial Law, Company Law
Email: chanwm@um.edu.my
CV: http://umexpert.um.edu.my/chanwm

Mohammad Nazri Mohd Nor, PhD (UiTM), MBA (UKM), BBA (UKM), DBS (UiTM)
Associate Professor
Knowledge Management, Organisational Behaviour and Human Capital Management
Email: nazrry@um.edu.my
CV: http://umexpert.um.edu.my/nazrry

Norizah Mohd Mustamil, DBA (Curtin), MBA (UM), BBA (UM)
Associate Professor
Business Ethics, Human Resource Management, Mixed Methods
Email: norizahmm@um.edu.my
CV: http://umexpert.um.edu.my/norizahmm

Sharmila Jayasingam, PhD (USM), MBA (USM), BTech. Mgmt (UTM)
Associate Professor
Leadership, Knowledge Management, Organisational Behaviour
Email: sharmila@um.edu.my
CV: http://umexpert.um.edu.my/sharmila

Azni Zarina Taha, PhD (Aston), MBA (UM), BSc (Missouri-Columbia)
Senior Lecturer
Strategic Management, Tourism Management, Service Management
Email: aznitaha@um.edu.my
CV: http://umexpert.um.edu.my/aznitaha

Lee Su Teng, PhD (UM), MIT (UM), BSc (UPM)
Senior Lecturer
Human Resources, Generational Cohort, Employee Engagement
Email: stlee@um.edu.my
CV: http://umexpert.um.edu.my/stlee

Mohd Said Othman, MBA (Aoyama Gakuin), BEc (UM)
Senior Lecturer
International Business, Entrepreneurship
Email: msaidothman@um.edu.my
CV: http://umexpert.um.edu.my/msaidothman

Ong Lin Dar, PhD (UM), MBA (UUM), BBA (UM)
Senior Lecturer
Organisational behaviour, Human Resource Management, Leadership
Email: lindar@um.edu.my
CV: http://umexpert.um.edu.my/lindar

Quah Chee Heong, PhD (UM), MBA (UM), BBA (UM)
Senior Lecturer
International Business, International Monetary System, Austrian Economics
Email: quahch@um.edu.my
CV: http://umexpert.um.edu.my/quahch

Raida Abu Bakar, PhD (RMIT), MBA (UM), BSc (Purdue)
Senior Lecturer
Organisational Psychology, Qualitative Research
Email: raida@um.edu.my
CV: http://umexpert.um.edu.my/raida

Rajenthyran Ayavoo, **PhD (Manchester), MBA-HR (UKM), BIBM (UUM)**
Senior Lecturer
Technological Capability, Innovation, Collaboration, Knowledge Management
Email: rajenthyran.ayavoo@um.edu.my
CV: http://umexpert.um.edu.my

Rosmawani Che Hashim, PhD (IIUM), LLM (Nottingham), LLB (Shariah) (IIUM), LLB (IIUM)
Senior Lecturer
International Trade Law, Commercial Law, Islamic Banking and Finance Law
Email: wanie285@um.edu.my
CV: http://umexpert.um.edu.my/wanie285

Safiah Omar, PhD (UiTM), MBA (UiTM), BBsMN (Sunderland)
Senior Lecturer
Human Resource Management, Organisational Behaviour, Strategic Management
Email: safiah@um.edu.my
CV: http://umexpert.um.edu.my/safiah

Tey Lian Seng, PhD (UM), MBA (Multimedia), BEc (Jinan)
Senior Lecturer
Strategic Management, Knowledge Management, Innovation
Email: teyls@um.edu.my
CV: http://umexpert.um.edu.my/teyls

ACADEMIC MEMBERS & RESEARCH INTEREST

Department of Finance and Banking

Rubi Ahmad, PhD (Monash), MBA (Memphis), BBA (Memphis)
Professor
Bank Performance & Regulations, Corporate Finance
Email: rubi@um.edu.my
CV: http://umexpert.um.edu.my/rubi

Izlin Ismail, PhD (Nottingham), MSc (Cass), BSc (LSE)
Associate Professor
Capital Markets, International Finance, Debt Financing, Financial History
Email: izlin@um.edu.my
CV: http://umexpert.um.edu.my/izlin

Mohd Edil Abd. Sukor, PhD (Melbourne), MBA (IIUM), BShariah (UM)
Associate Professor
Stock Return Seasonalities (Investment), Islamic Finance
Email: mohdedil@um.edu.my
CV: http://umexpert.um.edu.my/mohdedil

Nurul Shahnaz Ahmad Mahdzan, PhD (Nottingham-UK), MBA (UM), BBA (Ohio)
Associate Professor
Personal Finance, Economics, Risk Management & Insurance
Email: n_shahnaz@um.edu.my
CV: http://umexpert.um.edu.my/n_shahnaz

Abu Hanifa Md. Noman Alam, PhD (UM)
Senior Lecturer
Economic Development and Growth (Energy Economics), Banking (Market Structure, Regulation, Efficiency, Risk, Performance)
Email: abuhanifa@um.edu.my
CV: https://umexpert.um.edu.my/abuhanifa

Aidil Rizal Shahrin, PhD (UM), MEc (UM), BBA (UTM)
Senior Lecturer
Microeconomics, Econometrics, Macroeconomics
Email: aidil_rizal@um.edu.my
CV: http://umexpert.um.edu.my/aidil_rizal

Fauzi Zainir, PhD (Coventry), MBA & MSc (Miami), BSc (Nebraska)
Senior Lecturer
Financial Development, Financial Savings and Corporate Finance
Email: zfauzi@um.edu.my
CV: http://umexpert.um.edu.my/zfauzi

Jacinta Chan Phooi M'ng, PhD (UM), MSc (UNITAR), BCom (UNSW)
Senior Lecturer
Capital Markets and Investment, Derivatives, Algorithmic Quantitative Trading, Technical Analysis
Email: jacinta@um.edu.my
CV: http://umexpert.um.edu.my/jacinta

Koh Hsieng Yang Eric, PhD (Nottingham), MBA (SCU), BCom (Melbourne), CFA, CPA
Senior Lecturer
Bank Management, Risk Management
Email: erickoh@um.edu.my
CV: http://umexpert.um.edu.my/erickoh

Md Mahfuzur Rahman, PhD (UM), BBA (IIUM)
Senior Lecturer
Behavioural Finance and Financial Decision Making, Consumer Behaviour, Environment Economics
Email: mahfuzur@um.edu.my
CV: http://umexpert.um.edu.my/mahfuzur

Mohd Zaidi Md Zabri PhD (UIAM), Master in Islamic Banking and Finance (UIAM), BBA (UITM)
Senior Lecturer
Islamic Social Finance
Email: zaidizabri@um.edu.my
CV: https://umexpert.um.edu.my/zaidizabri

Mohamed Hisham Abu Hanifa, PhD (INCEIF KL), MSC (IIUM), BAcc (Hons) (UNITEN)
Senior Lecturer
Accounting, Islamic Finance, Capital Market
Email: mhisham@um.edu.my
CV: http://umexpert.um.edu.my/mhisham

Norazlin Ab Aziz, PhD (Glasgow), MEcons (Malaya), BEcons (IIUM)
Senior Lecturer
Islamic Finance, Islamic Capital Market, Sustainable Development, Textual Analysis
Email: azlinaziz@um.edu.my
CV: http://umexpert.um.edu.my/

Rozaimah Zainudin, PhD (UM), MBA (UiTM), BBA (UiTM)
Senior Lecturer
Derivative Market, Risk Management, Corporate Finance
Email: rozaimah@um.edu.my
CV: http://umexpert.um.edu.my/rozaimah

Shahrin Saaid Shaharuddin, PhD (UM), MBus (Monash), PgDip (Monash), BComm (Murdoch)
Senior Lecturer
Corporate Finance, Money and Banking
Email: shahrin@um.edu.my
CV: http://umexpert.um.edu.my/shahrin

Wan Marhaini Wan Ahmad, PhD (Edinburgh), MEc (IIUM), BShariah (UM)
Senior Lecturer
Islamic Finance, Islamic Banking, Islamic Economics, Fiqh al-Muamalat
Email: wmarhaini@um.edu.my
CV: http://umexpert.um.edu.my/wmarhaini

ACADEMIC MEMBERS & RESEARCH INTEREST

Department of Marketing

Ezlika M. Ghazali, PhD (Warwick), MBA (UM), BBA (De Montfort)
Associate Professor
Consumer Behaviour, E-Loyalty, Switching Behaviour, Green Consumer, Ethical and Social Marketing, Digital Marketing
Email: ezlika@um.edu.my
CV: http://umexpert.um.edu.my/ezlika

Norbani Che Ha, PhD (Monash, Australia), MBA (Denver), BSBA (Denver)
Associate Professor
Marketing Capabilities and Sustainability, Consumer Behaviour, Islamic and Halal Marketing, Small & Medium Enterprises
Email: norbanicheha@um.edu.my
CV: http://umexpert.um.edu.my/norbanicheha

Yusniza Kamarulzaman, PhD (Cardiff), PgDip (Cambridge), PgDip (Cardiff), MBA (UKM), BBA (UiTM)
Associate Professor
Retailing, Digital Marketing, Tourism Marketing, Halal Marketing, Branding, Entrepreneurship Marketing
Email: yusniza@um.edu.my
CV: http://umexpert.um.edu.my/yusniza

Amrul Asraf Mohd Any, PhD (Nottingham), MSc (Strathclyde), BSc (UiTM), Dip (UiTM)
Senior Lecturer
Services Marketing, Customer Participation, Value Co-creation, Digital Marketing, Food Marketing
Email: amrul_asraf@um.edu.my
CV: http://umexpert.um.edu.my/amrul_asraf

Mozard Mohtar, PhD (Aston), MBA (UM), B. Journalism (Missouri-Columbia)
Senior Lecturer
Branding, Marketing, Advertising, Consumer Psychology
Email: mozardt@um.edu.my
CV: http://umexpert.um.edu.my/mozardt

Nor Hazlina Hashim, PhD (Wollongong), M. Comm. (USM), B. Mass Comm (UITM)
Senior Lecturer
Integrated Marketing Communication, Digital Marketing, Content Marketing
Email: n_hashim@um.edu.my
CV: https://umexpert.um.edu.my/n_hashim

Thinaranjeney Thirumoorthi, PhD (UM), MBA (UPM), BBA (UPM), Dip (UPM)
Senior Lecturer
Tourism Marketing and Management, Consumer Behaviour
Email: thinaranjeney@um.edu.my
CV: http://umexpert.um.edu.my/thinaranjeney

Zalfa Laili Hamzah, PhD (UM), MSc, BSc (UPM), CTESOL (Australia)
Senior Lecturer
Corporate, Product, Service and Digital Branding, Corporate Image and Reputation, Consumer Behaviour, Green Consumer, Sustainable Consumption, Islamic Marketing
Email: zalfa@um.edu.my
CV: http://umexpert.um.edu.my/zalfa

Shamsul Izwan Saharani, MBA (North London), BA Dbl. Mjrs. (Acadia)
Lecturer
Hospitality and Tourism Marketing, Marketing Communications, Consumer & Organisational Behaviour, Marketing Management & Entrepreneurship
Email: ssaharani@um.edu.my
CV: http://umexpert.um.edu.my/ssaharani

ACADEMIC MEMBERS & RESEARCH INTEREST

Department of Operations and Management Information Systems

Suhaiza Hanim Dato Mohamad Zailani, PhD (Lancaster), MSc (OR) (Lancaster), BSc (UPM)
Professor
Operations Management, Supply Chain and Logistic
Email: shmz@um.edu.my
CV: http://umexpert.um.edu.my/shmz

Noor Ismawati Jaafar, DBA (Macquarie), MBA (UM), BAcc (UM), CFiA (M)
Professor
Management Information Systems, IT Governance, Accounting Information Systems
Email: isma_jaafar@um.edu.my
CV: http://umexpert.um.edu.my/isma_jaafar

Kanagi Kanapathy, DBA (UniSA), MBA (IIUM), BSc (USM)
Associate Professor
Operations Management, Quality Managemen, Supply Chain Management
Email: kanagik@um.edu.my
CV: http://umexpert.um.edu.my/kanagik

Suhana Mohezar Ali, PhD (UniSA), MBA (UM), BSc (UM)
Associate Professor
Supply Chain Management, Operations Management, Technology Management, Logistics Management
Email: suhanamohezar@um.edu.my
CV: http://umexpert.um.edu.my/suhanamohezar

Sedigheh Moghavvemi, PhD (UM), MSc (Azad Islamic University of Tehran, Iran), BSc (University of Allameh Tehran, Iran)
Associate Professor
Management Information System (Technology Adoption)
Email: sedigheh@um.edu.my
CV: http://umexpert.um.edu.my/sedigheh

Azmin Azliza Aziz, PhD (Warwick), MSc (Macquarie), BSc (UTM)
Senior Lecturer
Operational Research, Applied Statistics, Industrial Mathematics
Email: aazliza@um.edu.my
CV: http://umexpert.um.edu.my/aazliza

Farzana Parveen Tajudeen, PhD (UM), MBA (UM), BSc (UNOM, India)
Senior Lecturer
Social Media Impact and Management, Digital transformation, Artificial Intelligence for Business, Technology Adoption and Impact
Email: farzanatajudeen@um.edu.my
CV: http://umexpert.um.edu.my/farzanatajudeen

Marini Nurbanum Mohamad, Phd (Cranfield), MBA (UM), BBA (UM)
Senior Lecturer
Supply Chain Managment, Operations Management, Technology Management
Email: marininur@um.edu.my
CV: https://umexpert.um.edu.my/marininur

Phoong Seuk Wai, PhD (USM), MSc (USM), BSc Ed (UPSI)
Senior Lecturer
Applied Statistics, Time Series, Econometric, Applied Macroeconomics, Education
Email: phoongsw@um.edu.my
CV: http://umexpert.um.edu.my/phoongsw

Shamshul Bahri Zakaria, PhD (Brunel), MBA (UM), BBA (UKM)
Senior Lecturer
Management Information Systems, Social Informatics, Health Informatics
Email: esbi@um.edu.my
CV: http://umexpert.um.edu.my/esbi

Yeong Wai Chung, PhD (USM), MSc (USM), BSc (UTM)
Senior Lecturer
Quality and Productivity Measurement (Statistical Quality Control)
Email: yeongwc@um.edu.my
CV: http://umexpert.um.edu.my/yeongwc

MASTER DEGREE
BY
COURSEWORK

MBA

Master of Business Administration

HANDBOOK
2021-2022

Universiti Malaya
Graduate School of Business (UMGSB)
Postgraduate Programme

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 lectures, case studies, written assignments, group projects, presentations and class discussions, each student is equipped with the necessary knowledge and experience to analyse and evaluate issues for better solutions..

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

Programme Learning Outcomes

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

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

MBA
PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university; **and**

- A minimum of **three (3) years full-time** working experience after completing first degree; **and**

- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

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

Career Prospects

Graduates with an MBA 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 in business organisations and other fields such as 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 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 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 more concentration areas enables students to concentrate on the area(s) they want to learn more from the program while optimising their learning experience.

Courses are divided into three (3) main categories: **Core Courses** , Concentration/ Elective Courses and Research Project with 18, 21 and 7 credit hours, respectively (*See Table-1*).

Overall, the design of the courses and components allows students to enhance their learning opportunities and acquire the skills that are essential to their career growth. In total, the students are required to take 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 or compulsory 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 CQX7003 Research Project*	3
CQC7002	Economics for Managers	3
CQC7004	Strategic Marketing	3
CQC7047	Operations Management	3
CQC7046	Accounting & Finance for Decision Making	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)*	3
TOTAL		**18**

PROGRAMME STRUCTURE

MBA Programme

Students are given the three (3) 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 the core courses comprising six (6) courses with 18 credit hours. In addition, they are also required to take CQC7056 Business Ethics, Governance and Sustainable Society, a three (3) credit hours course. In order to complete the remaining six (6) courses or 18 credit hours, they can pick and choose any elective as shown in **Table-4**

II.   MBA with single concentration

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

III.   MBA with double concentration

Students are required to take all the core courses comprising six (6) courses with 18 credit hours. In addition, they are also required to take CQC7056 Business Ethics, Governance and Sustainable Society, a three (3) credit hours course. In order to complete the remaining six (6) courses or 18 credit hours, students may choose two (2) areas of concentration from the packages as shown in **Table -6**

Regardless of the options chosen, the students still need to take up another seven (7) credit hours of the CQX7003 Research Project to complete the required credit hour of 46 credit.
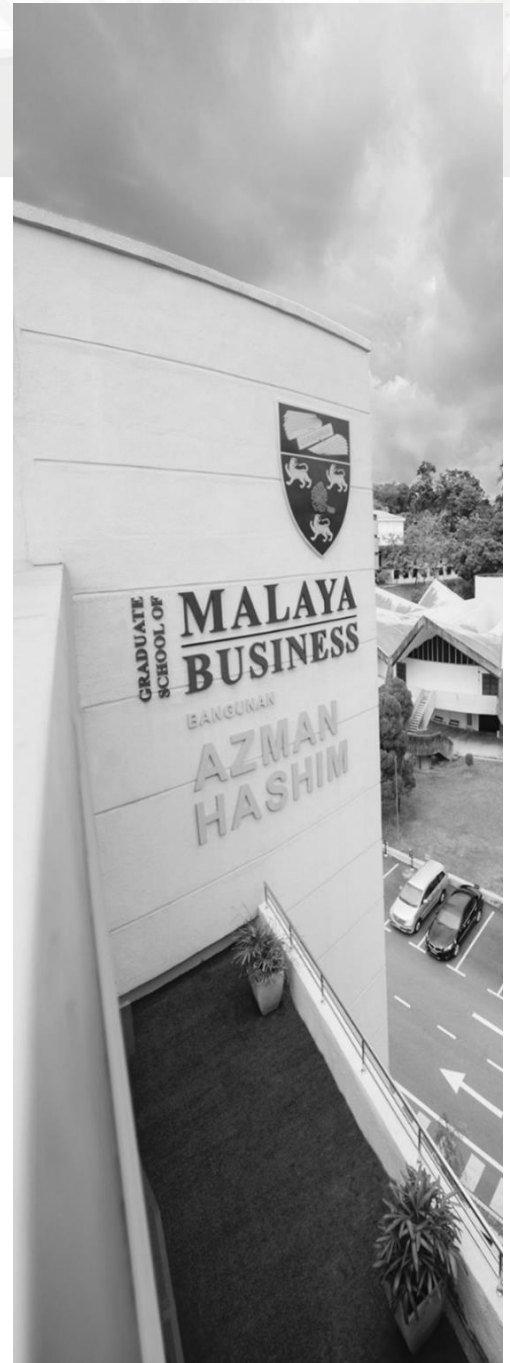
PROGRAMME STRUCTURE

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)* 2nd concentration package *(9 credit hours | 3 courses from 1st Concentration) + (9 credit hours | 3 courses from 2nd Concentration) + (3 credit hours | 1 course are core concentration)*	(1) Finance (2) Accounting (3) Marketing (4) Business Analytics (5) Dynamic Management (6) Organisation Development (7) Work Psychology

PROGRAMME STRUCTURE
GENERAL MBA

Table-4 presents the courses available for the students who wish to choose General MBA. In addition, they are also required to take CQC7056 Business Ethics, Governance and Sustainable Society, a three (3) credit hours course. In order to complete the remaining six (6) courses or 18 credit hours, they can pick and choose any elective

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

TABLE – 4 GENERAL MBA

CORE CONCENTRATION (3 CREDIT HOURS)

NO	CODE	COURSES
1	CQC7056	Business Ethics, Governance, and Sustainable Society

ELECTIVES (18 CREDIT HOURS)

NO	CODE	COURSES
1	CQC7017	Corporate Finance
2	CQC7018	Capital Markets, Investments, and Portfolio Management
3	CQC7055	Islamic Financial System
4	CQC7016	International Finance
5	CQC7054	Applied Econometrics
6	CQC7061	Digital Finance
7	COA7003	Business Accountability and Sustainability
8	COA7007	Taxation and Business Decisions
9	CQC7045	Internal Audit and Business Management
10	COA7005	Management Accounting Control System and Accountability
11	CQC7008	Internal Audit: Governance, Risk and Control
12	CQC7009	Internal Audit Engagement
13	CQC7024	Consumer Behaviour
14	CQC7026	Global Branding
15	CQC7060	Digital Marketing
16	CQC7025	Services Marketing
17	CQC7028	Integrated Marketing Communications
18	CQC7059	Retailing

PROGRAMME STRUCTURE
GENERAL MBA (Cont..)

Table-4 presents the courses available for the students who wish to choose General MBA. In addition, they are also required to take CQC7056 Business Ethics, Governance and Sustainable Society, a three (3) credit hours course. In order to complete the remaining six (6) courses or 18 credit hours, they can pick and choose any elective

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

TABLE – 4 GENERAL MBA

ELECTIVES (18 CREDIT HOURS)

NO	CODE	COURSES
19	CQC7048	Business Intelligence and Analytics
20	CQC7049	Statistical Analysis *Note : Pre-requisite – PASS CQX7001 Research Methodology*
21	CQC7058	Global Supply Chain Management
22	CQC7029	Electronic Commerce
23	CQC7030	Strategic Information System
24	CQC7044	International Business Management
25	CQC7050	Change Management In Disruptive Times
26	CQC7051	Sustainable Service Innovation
27	CQC7006	Human Capital Management
28	CQC7057	Sustainable Entrepreneurship
29	CQC7040	Leadership
30	CQC7043	Training Management
31	CQC7042	Performance Management and Rewards Systems
32	CQC7041	Organisational Behaviour
33	CQC7052	Cross-Cultural Management
34	CQC7053	Positive Psychology for Managers
35	CQC7036	Islamic Perspective in Business and Economics

PROGRAMME STRUCTURE

MBA WITH SINGLE CONCENTRATION

Table-5 presents the courses available for the students who wish to choose MBA with Single Concentration. In order 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	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	CQC7017	Corporate Finance
Concentration	CQC7018	Capital Markets, Investments, and Portfolio Management
Concentration	CQC7055	Islamic Financial System
Elective	CQC7016	International Finance
Elective	CQC7054	Applied Econometrics
Elective	CQC7061	Digital Finance

PACKAGE 2 – ACCOUNTING (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	COA7003	Business Accountability and Sustainability
Concentration	COA7007	Taxation and Business Decisions
Concentration	CQC7045	Internal Audit and Business Management
Elective	COA7005	Management Accounting Control System and Accountability
Elective	CQC7008	Internal Audit: Governance, Risk and Control
Elective	CQC7009	Internal Audit Engagement

PROGRAMME STRUCTURE
MBA WITH SINGLE CONCENTRATION (CONT…)

Table-5 presents the courses available for the students who wish to choose MBA with Single Concentration. In order 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 – MARKETING (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	CQC7024	Consumer Behaviour
Concentration	CQC7026	Global Branding
Concentration	CQC7060	Digital Marketing
Elective	CQC7025	Services Marketing
Elective	CQC7028	Integrated Marketing Communications
Elective	CQC7059	Retailing

PACKAGE 4 – BUSINESS ANALYTICS (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	CQC7048	Business Intelligence and Analytics
Concentration	CQC7049	Statistical Analysis *Note : Pre-requisite – PASS CQX7001 Research Methodology*
Concentration	CQC7058	Global Supply Chain Management
Elective	CQC7029	Electronic Commerce
Elective	CQC7030	Strategic Information System
Elective	CQC7060	Digital Marketing

PROGRAMME STRUCTURE
MBA WITH SINGLE CONCENTRATION (CONT…)

Table-5 presents the courses available for the students who wish to choose MBA with Single Concentration. In order 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 – DYNAMIC MANAGEMENT (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7056	**Business Ethics, Governance, and Sustainable Society**
Concentration	CQC7044	**International Business Management**
Concentration	CQC7050	**Change Management In Disruptive Times**
Concentration	CQC7051	**Sustainable Service Innovation**
Elective	CQC7006	Human Capital Management
Elective	CQC7057	Sustainable Entrepreneurship
Elective	CQC7052	Cross-Cultural Management

PACKAGE 6 – ORGANISATION DEVELOPMENT (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7056	**Business Ethics, Governance, and Sustainable Society**
Concentration	CQC7006	**Human Capital Management**
Concentration	CQC7040	**Leadership**
Concentration	CQC7043	**Training Management**
Elective	CQC7042	Performance Management and Rewards Systems
Elective	CQC7050	Change Management in Disruptive Times
Elective	CQC7041	Organisational Behaviour

PROGRAMME STRUCTURE
MBA WITH SINGLE CONCENTRATION (CONT…)

Table-5 presents the courses available for the students who wish to choose MBA with Single Concentration. In order 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 7 – WORK PSYCHOLOGY (21 CREDIT HOURS)

MEANING	CODE	COURSES
Core Concentration	CQC7056	Business Ethics, Governance, and Sustainable Society
Concentration	CQC7041	Organisational Behaviour
Concentration	CQC7052	Cross-Cultural Management
Concentration	CQC7053	Positive Psychology for Managers
Elective	CQC7036	Islamic Perspective in Business and Economics
Elective	CQC7057	Sustainable Entrepreneurship
Elective	CQC7040	Leadership

PROGRAMME STRUCTURE

MBA WITH DOUBLE CONCENTRATION

Table-6 presents the courses available for the students who wish to choose MBA with Double Concentration. In addition, they are also required to take CQC7056 Business Ethics, Governance and Sustainable Society, a three (3) credit hours course. In order to complete the remaining six (6) courses or 18 credit hours, students may choose two (2) areas of concentration from the packages. *Note : Please take note that elective courses are offered alternate semester.*

Table-6 MBA WITH DOUBLE CONCENTRATION

CORE CONCENTRATION (3 CREDIT HOURS)

CODE	COURSE
CQC7056	Business Ethics, Governance, and Sustainable Society

PACKAGE 1 – FINANCE (9 CREDIT HOURS)

CODE	COURSES
CQC7017	Corporate Finance
CQC7018	Capital Markets, Investments, and Portfolio Management
CQC7055	Islamic Financial System

PACKAGE 2 – ACCOUNTING (9 CREDIT HOURS)

CODE	COURSES
COA7003	Business Accountability and Sustainability
COA7007	Taxation and Business Decisions
CQC7045	Internal Audit and Business Management

PACKAGE 3 – MARKETING (9 CREDIT HOURS)

CODE	COURSES
CQC7024	Consumer Behaviour
CQC7026	Global Branding
CQC7060	Digital Marketing

PROGRAMME STRUCTURE
MBA WITH DOUBLE CONCENTRATION (CONT..)

Table-6 presents the courses available for the students who wish to choose MBA with Double Concentration. In addition, they are also required to take CQC7056 Business Ethics, Governance and Sustainable Society, a three (3) credit hours course. In order to complete the remaining six (6) courses or 18 credit hours, students may choose two (2) areas of concentration from the packages.
Note : Please take note that elective courses are offered alternate semester.

Table-6 MBA WITH DOUBLE CONCENTRATION

PACKAGE 4 – BUSINESS ANALYTICS (9 CREDIT HOURS)

CODE	COURSES
CQC7048	Business Intelligence and Analytics
CQC7049	Statistical Analysis
CQC7058	Global Supply Chain Management

PACKAGE 5 – DYNAMIC MANAGEMENT (9 CREDIT HOURS)

CODE	COURSES
CQC7044	International Business Management
CQC7050	Change Management In Disruptive Times
CQC7051	Sustainable Service Innovation

PACKAGE 6 – ORGANISATION DEVELOPMENT (9 CREDIT HOURS)

CODE	COURSES
CQC7006	Human Capital Management
CQC7040	Leadership
CQC7043	Training Management

PROGRAMME STRUCTURE
MBA WITH DOUBLE CONCENTRATION (CONT..)

Table-6 presents the courses available for the students who wish to choose MBA with Double Concentration. In addition, they are also required to take CQC7056 Business Ethics, Governance and Sustainable Society, a three (3) credit hours course. In order to complete the remaining six (6) courses or 18 credit hours, students may choose two (2) areas of concentration from the packages.
Note : Please take note that elective courses are offered alternate semester.

Table-6 MBA WITH DOUBLE CONCENTRATION

PACKAGE 7 – WORK PSYCHOLOGY (9 CREDIT HOURS)

CODE	COURSES
CQC7041	Organisational Behaviour
CQC7052	Cross-Cultural Management
CQC7053	Positive Psychology for Managers

PROGRAMME STRUCTURE
CQX7003 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 CQX7003 Research Project. The timeframe for students to complete the Research Project is two (2) semesters, applicable for regular and special semesters. If students fail to complete in two (2) semesters, they will obtain an F grade, which requires them to repeat the course for another two (2) semesters and pay the full fees for the course.

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

The examiners for the Research Project comprised of:
i.   Supervisor (60% of the assessments) and
ii. Internal Assessor (40% of the assessments).

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

STUDY PLAN

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

Table-6: Semester

Semester(s)	Intake
Semester 1 (23 weeks)	September to January
Semester 2 (19 weeks)	February to June
Special Semester (10 weeks)	July-August

Please refer to the latest academic calendar issued by AASC.

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	CQC7004	Strategic Marketing	3
Core	CQC7046	Accounting and Finance for Decision Making	3
Core	CQC7002	Economics for Managers	3
Core	CQC7047	Operations Management	3
		SUBTOTAL	15

2nd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Elective *		Elective Course (I)	3
Elective *		Elective Course (II)	3
Elective *		Elective Course (III)	3
Research	CQX7003	Research Project (RP1)	3
		SUBTOTAL	15

3rd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7007	Corporate Strategy	3
Elective *		Elective Course (IV)	3
Elective *		Elective Course (V)	3
Elective *		Elective Course (VI)	3
Research	CQX7003	Research Project (P2)	4
		SUBTOTAL	16
		TOTAL	46

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

STUDY PLAN A
Graduating MBA in 1 ½ Years / 3 Normal Semesters

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

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

2nd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Concentration		Concentration Course (I a)	3
Concentration		Concentration Course (I b)	3
Concentration		Concentration Course (I c)	3
Research	CQX7003	Research Project (RP1)	3
		SUBTOTAL	**15**

3rd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQC7007	Corporate Strategy	3
Elective		Elective Course (I)	3
Elective		Elective Course (II)	4
Elective		Elective Course (III)	5
Research	CQX7003	Research Project (P2)	4
		SUBTOTAL	**16**
		TOTAL	**46**

STUDY PLAN A

Graduating MBA in 1 ½ Years / 3 Normal Semesters

Table 7c: Study Plan A
(MBA with Double (II) Concentrations)

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

2nd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Concentration		Concentration Course (I a)	3
Concentration		Concentration Course (I b)	3
Concentration		Concentration Course (I c)	3
Research	CQX7003	Research Project (RP1)	3
		SUBTOTAL	**15**

3rd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQC7007	Corporate Strategy	3
Concentration		Concentration Course (II a)	3
Concentration		Concentration Course (II b)	3
Concentration		Concentration Course (II c)	3
Research	CQX7003	Research Project (P2)	4
		SUBTOTAL	**16**
		TOTAL	**46**

STUDY PLAN B

Graduating MBA in 2 Years / 4 Normal Semesters

Table 8a: Study Plan B (General MBA)

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

2nd 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

3rd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7007	Corporate Strategy	3
Elective *		Elective Course (III)	3
Elective *		Elective Course (IV)	3
Research	CQX7003	Research Project (RP1)	3
		SUBTOTAL	12

4th SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Elective *		Elective Course (V)	3
Elective *		Elective Course (VI)	3
Research	CQX7003	Research Project (RP2)	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	CQC7004	Strategic Marketing	3
Core	CQC7046	Accounting & Finance for Decision Making	3
Core	CQC7002	Economics for Managers	3
Core	CQC7047	Operations Management	3
		SUBTOTAL	12

2nd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQX7001	Research Methodology	3
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Concentration		Concentration Course (I a)	3
Concentration		Concentration Course (I b)	3
		SUBTOTAL	12

3rd SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQC7007	Corporate Strategy	3
Concentration		Concentration Course (I c)	3
Elective		Elective Course (I)	3
Research	CQX7003	Research Project (RP1)	3
		SUBTOTAL	12

4th SEMESTER			
COURSE	CODE	COURSE NAME	CREDIT
Elective		Elective Course (II)	3
Elective		Elective Course (III)	3
Research	CQX7003	Research Project (RP2)	4
		SUBTOTAL	10
		TOTAL	46

STUDY PLAN B

Graduating MBA in 2 Years / 4 Normal Semesters

Table 8c: Study Plan B

MBA with Double (II) Concentrations

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

2nd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQX7001	Research Methodology	3
Core Concentration	CQC7056	Business Ethics, Governance and Sustainable Society	3
Concentration		Concentration Course (I a)	3
Concentration		Concentration Course (I b)	3
		SUBTOTAL	12

3rd SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQC7007	Corporate Strategy	3
Concentration		Concentration Course (I c)	3
Concentration		Concentration Course (II a)	3
Research	CQX7003	Research Project (RP1)	3
		SUBTOTAL	**12**

4th SEMESTER			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Concentration		Concentration Course (II b)	3
Concentration		ConcentratIIon Course (II c)	3
Research	CQX7003	Research Project (RP2)	4
		SUBTOTAL	**10**
		TOTAL	**46**

Details of Courses

APPENDIX - Details of Core Courses

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

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 Concentration / Elective Courses

FINANCE

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 Concentration / Elective Courses
FINANCE

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 ad 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.

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 Concentration / Elective Courses
ACCOUNTING

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

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

APPENDIX - Details of Concentration / Elective Courses
ACCOUNTING

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

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

ACCOUNTING

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

COURSE TITLE	Internal Audit Engagement
COURSE CODE	**CQC7009**
LEARNING OUTCOMES	*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.

APPENDIX - Details of Concentration/ Elective Courses

MARKETING

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 Concentration / Elective Courses
MARKETING

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 Concentration / Elective Courses

MARKETING

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 Concentration / Elective Courses

BUSINESS ANALYTICS

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 Concentration / Elective Courses
BUSINESS ANALYTICS

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 Concentration / Elective Courses

BUSINESS ANALYTICS

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 and etc. Current issues such as the use of smart technologies inside the organisation and globally, technological trends, and others are also discussed.

APPENDIX - Details of Concentration / Elective Courses

DYNAMIC MANAGEMENT

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 Concentration / Elective Courses

DYNAMIC MANAGEMENT

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	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.

APPENDIX - Details of Concentration /Elective Courses
DYNAMIC MANAGEMENT

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 Concentration / Elective Courses

ORGANISATION DEVELOPMENT

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	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.

APPENDIX - Details of Concentration / Elective Courses

ORGANISATION DEVELOPMENT

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.

ORGANISATION DEVELOPMENT

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 Concentration / Elective Courses
WORK PSYCHOLOGY

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 Concentration / Elective Courses

WORK PSYCHOLOGY

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 Concentration / Elective Courses

WORK PSYCHOLOGY

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 Research Project

COURSE TITLE	Research Project
COURSE CODE	CQX7003 ***Note : Pre-requisite – PASS CQX7001 Research Methodology***
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 student s' area of concentrations , and the students must meet supervisors for discussion and consultation with regards to the research. At the end of the course, students must submit a Research Report. Students must also present the research output to a panel of examiners comprising the first examiner (supervisor) and a second examiner.

MM

Master of Management

HANDBOOK
2021-2022

MASTER OF MANAGEMENT

INTRODUCTION

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

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

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

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

Programme 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.

Programme Learning Outcomes

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

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

MM PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university; **and**

- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

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

Career Prospects

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

Target Market

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

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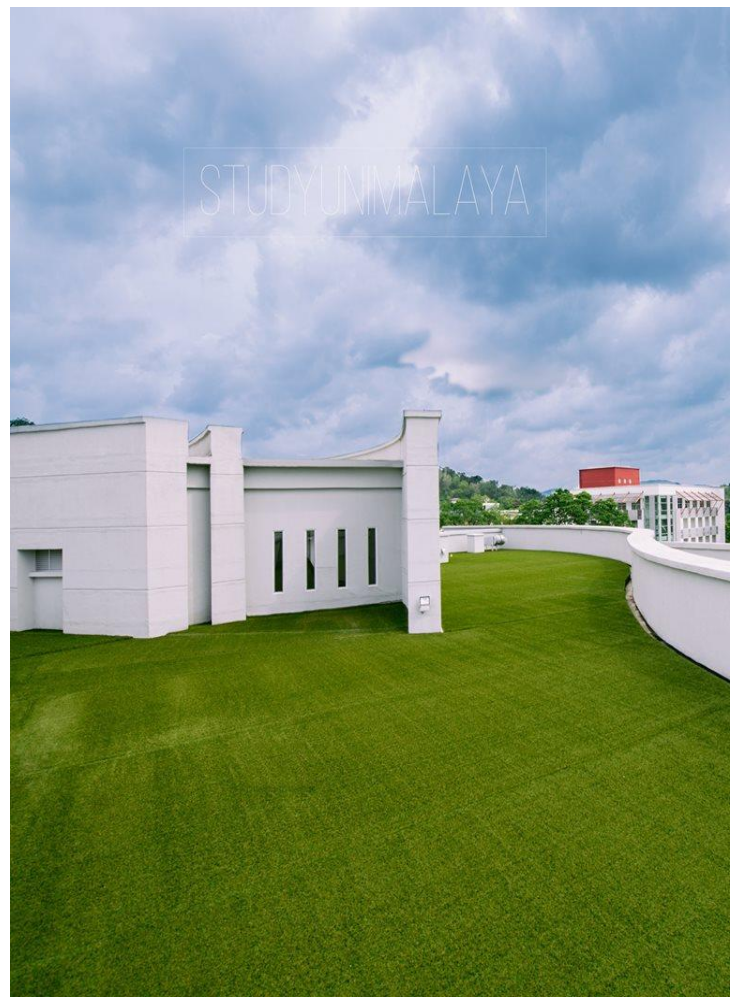
PROGRAMME STRUCTURE

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

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

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

PROGRAMME STRUCTURE
Core Course (12 Credits)
Concentration Courses (18 Credits)

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

The core courses are as follows:

Course Code	Course Name
CQX7001	Research Methodology *Note : Students are required to register Research Methodology and obtain atleast Grade B (PASS) and above before register for CQX7003 Research Project*
CQD7001	Economics for Management
CQD7002	Accounting and Finance for Management
CQD7003	Marketing Management

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

Course Code	Course Name
CQD7012	Leadership in Organisation
CQD7005	Organisational Behaviour for Managers
CQD7014	Managerial Ethics, Governance and Sustainable Society
CQD7015	Human Resource Management and Industrial Relations
CQD7013	Strategic Management and Planning *Note: Corporate Strategy is a Capstone Course. Students are required to register for this course after completing 7 core courses (26 credits)*

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
CQC7060	Digital Marketing
CQC7048	Business Intelligence and Analytics
CQC7049	Statistical Analysis
CQC7058	Global Supply Chain Management
CQC7051	Sustainable Service Innovations
CQC7043	Training Management
CQC7053	Positive Psychology for Managers
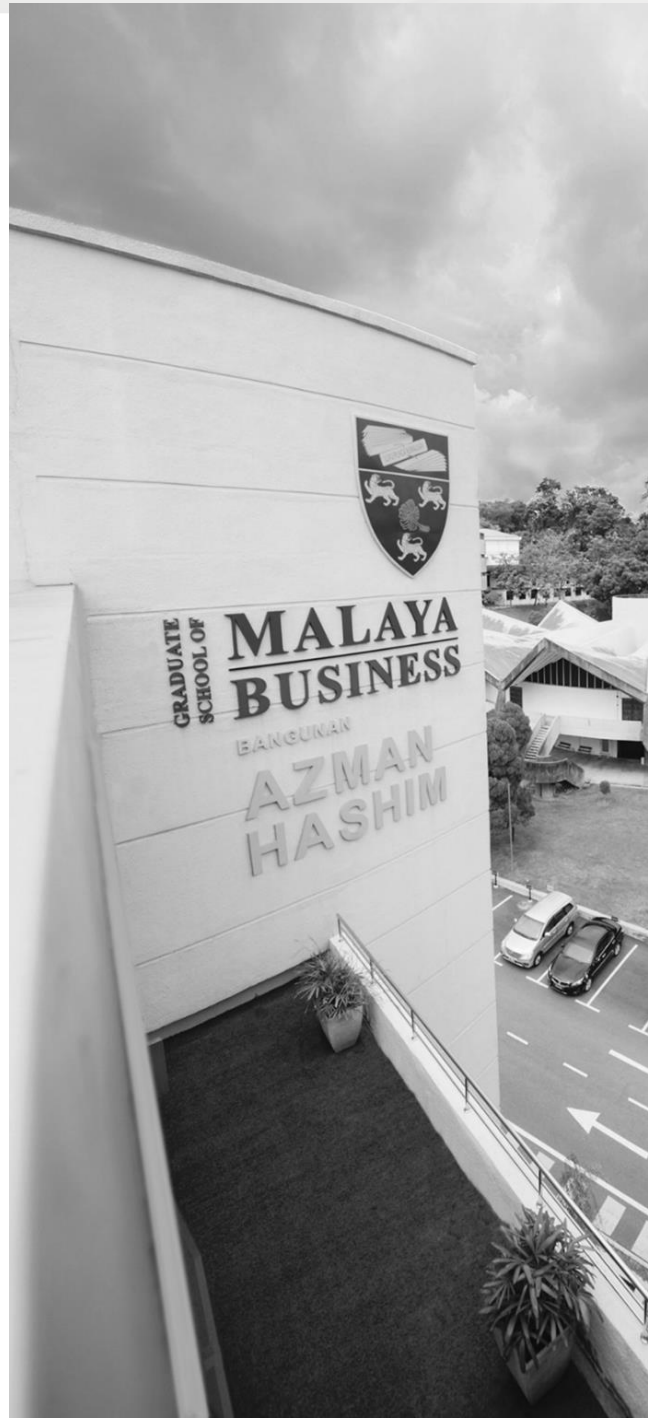
PROGRAMME STRUCTURE
Research Project (7 Credits)

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 CQX7003 Research Project. The timeframe for students to complete the Research Project is **two (2) semesters applicable for normal and special semesters. If students failed to complete in two (2) semesters, they will obtain an F grade, which requires them to repeat the course for another two (2) semesters and pay the full fees for the course.**

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

The examiners for the Research Project comprised of:
i.   Supervisor (60% of the assessments) and
ii. Internal Assessor (40% of the assessments).

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

STUDY PLAN

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

Semester(s)	Intake
Semester 1 (23 weeks)	September to January
Semester 2 (19 weeks)	February to June
Special Semester (10 weeks)	July-August

Please refer to the latest academic calendar issued by AASC.

STUDY PLAN A

Graduating MM in 1 ½ Years / 3 Normal Semesters

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

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

SEMESTER 2			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQD70012	Leadership in organisation	3
Core	CQD7002	Accounting and Finance for Management	3
Core	CQD7008	Human Resource Management and Industrial Relations	4
Elective		Elective 2	3
Research	CQX7003	Research Project (Progress 1)	3
		SUBTOTAL	**16**

SEMESTER 3			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQD7005	Organisational Behaviour for Managers	3
Core	CQD7013	Strategic Management and Planning	4
Research	CQX7003	Research Project (Progress 2)	4
		SUBTOTAL	**11**
		TOTAL	**43**

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

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

SEMESTER 2			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD70012	Leadership in organisation	3
Core	CQD7002	Accounting and Finance for Management	3
Core	CQD7008	Human Resource Management and Industrial Relations	4
Core	CQX7001	Research Methodology	3
		SUBTOTAL	13

SEMESTER 3			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7005	Organisational Behaviour for Managers	3
Core	CQD7013	Strategic Management and Planning	4
Elective		Elective 2	3
Research	CQX7003	Research Project (Progress 1)	3
		SUBTOTAL	13

SEMESTER 4			
COURSE	CODE	COURSE NAME	CREDIT
Research	CQX7003	Research Project (Progress 2)	4
		SUBTOTAL	4
		TOTAL	43

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	Research Methodology
COURSE CODE	**CQX7001**
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	**CQC 7026**
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	CQC 7048
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
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	CQX7003
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

HANDBOOK
2021-2022

Universiti Malaya
Graduate School of Business (UMGSB)
Postgraduate Programme

MASTER OF MARKETING

Programme Educational Objectives

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

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

INTRODUCTION

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

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

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

Programme Learning Outcomes

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

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

MMkt
PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university; **and**

- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

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

Career Prospects

The type of jobs related to MMkt graduates includes management and professional positions. They are:
- Marketing Manager
- Brand Manager
- Marketing Researcher
- Market Analyst
- Customer Service Manager
- Marketing Communications Manager
- Public Relations Manager
- Sales Manager
- Retail Manager

Target Market

The UMGSB MMkt programme is designed for the executives and managers aspiring to acquire the skills, knowledge and competencies to better position themselves in the organisation. The target participants of the programme are:
- Employees of various industry backgrounds who wish to learn the overall marketing functions.
- People who are seeking for career progression.
- People who intend to change industry or job functions.
- Graduates who expect to develop skills and critical thinking in marketing.

PROGRAMME STRUCTURE

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

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

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

*All specialisation and elective courses carry 3 credits

PROGRAMME STRUCTURE
Core Course (14 Credits)
Specialisation Course (12 Credits)

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

The core courses are as follows:

Course Code	Course Name
CQE7001	Marketing Research Methods *Note : Students are required to register Marketing Research Methods and obtain atleast Grade B (PASS) and above before register for CQE7002 Research Project*
CQE7004	Product Development & Innovation
CQE7003	Industry Engagement
CQC7004	Strategic Marketing

*Each core course carry three (3) credit hours except of Industry Engagement five (5) credits

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

PROGRAMME STRUCTURE
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 CQE7002 Research Project.The timeframe for students to complete the Research Project is **two (2) semesters applicable for normal and special semesters. If students failed to complete in two (2) semesters, they will obtain an F grade, which requires them to repeat the course for another two (2) semesters and pay the full fees for the course.**

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

The examiners for the Research Project comprised of:
i.   Supervisor (60% of the assessments) and
ii.   Internal Assessor (40% of the assessments).

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

PROGRAMME STRUCTURE
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.

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 (23 weeks)	September to January
Semester 2 (19 weeks)	February to June
Special Semester (10 weeks)	July-August

Please refer to the latest academic calendar issued by AASC.

STUDY PLAN A

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

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

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

SEMESTER 2			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQE7004	Product Development & Innovation	3
Specialisation	CQC7026	Global Branding	3
Specialisation	CQC7028	Integrated Marketing Communications	3
*Elective		Elective 2	3
Research	CQE7002	Research Project (Part 1)	5
		SUBTOTAL	**17**

*SEMESTER 3			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Core	CQE7003	Industry Engagement	5
Research	CQE7002	Research Project (Part 2)	5
		SUBTOTAL	**10**
		TOTAL	**42**

Note: Special semester will be held for 9 weeks

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	MARKETING RESEARCH METHODS
COURSE CODE	**CQE7001**
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	**CQE7002**
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.

Evaluation Format

All courses adopt an assessment system that incorporates continuous assessment coursework and a final examination. **Coursework carries 60% of the total marks and the final examination contributes 40%.**

Coursework may include written assignments, written case analysis, oral presentations, participation in class discussions and mid-semester tests.

Grading System

The grading system for all courses is as follows:

Marks	Grade	Grade Point	Meaning
90.00 – 100.00	A+	4.00	High Distinction
80.00 – 89.99	A	4.00	Distinction
75.00 – 79.99	A-	3.70	Distinction
70.00 – 74.99	B+	3.30	Pass
65.00 – 69.99	B	3.00	Pass
60.00 – 64.99	B-	2.70	Fail
55.00 – 59.99	C+	2.30	Fail
50.00 – 54.99	C	2.00	Fail
45.00 – 49.99	C-	1.70	Fail
40.00 – 44.99	D+	1.30	Fail
35.00 – 39.99	D	1.00	Fail
00.00 – 34.99	F	0.00	Fail

Repeating a Failed Course

(1) A candidate who fails any Core courses is required to repeat the same course until he achieves at least a passing grade subject to the maximum duration of his candidature. The best grade point will be taken into account for the calculation of the CGPA.

(2) A candidate who fails any Elective course, may repeat the same course or take another course in the same course category as replacement to the failed course. Calculation of CGPA is as follows:

> (1) For a candidate repeating the same course, the best grade point will be taken into account; and

> (2) (b) For a candidate taking a different course as replacement, the grade point of that course will be taken into account cumulatively.

(3) Notwithstanding anything stated in paragraphs (1) and (2) above, if a candidate obtained a fail grade for three (3) times for the same course, the candidate shall be terminated from his programme of study

Academic Probation Period

(1) Any candidate with a GPA of below 3.00 in a semester will be given the result Probation for that semester concerned and be placed in an Academic Probationary Period in the following semester where the candidate registers. This period will remain until the candidate's GPA achieves 3.00.

(2) When a candidate is placed in an Academic Probationary Period in a semester, the Dean of the Faculty or the Deputy Dean of Postgraduate shall caution the candidate concerned about his academic observation status. The caution should contain clear statement as to what amounts to "satisfactory progress" and what the candidate needs to do to achieve it.

Graduation
Requirements

A candidate shall fulfil the following requirements that has been stipulated for a programme of study by Coursework and Mixed Mode:

(1)   Fulfil the requirements of the course component, that is:
   (a)   achieves a final CGPA of 3.00 and above;
   (b)   completes the number of credits as prescribed for his Master's degree;
   (c)   fulfils the Faculty requirements, if any, where he is registered for his Master's programme;
   (d)   fulfils the language requirements as prescribed; and
   (e)   fulfils the other requirements approved by the Senate from time to time.

(2)   For a programme of study by coursework, the number of credits required for the purpose of graduation is at least 2/3 of the total number of credits for his programme of study and shall be obtained from courses carried out by this University except for University collaborative programmes and professional programmes governed by the respective professional body concerned.

(3)   Language requirement as follows:
   ▪ For Malaysian citizens, a pass in the Bahasa Malaysia paper at the Sijil Pelajaran Malaysia (SPM) level or its equivalent.

   ▪ For international students, a pass in Bahasa Malaysia or Malaysian Studies as prescribed for the Master's degree programme.
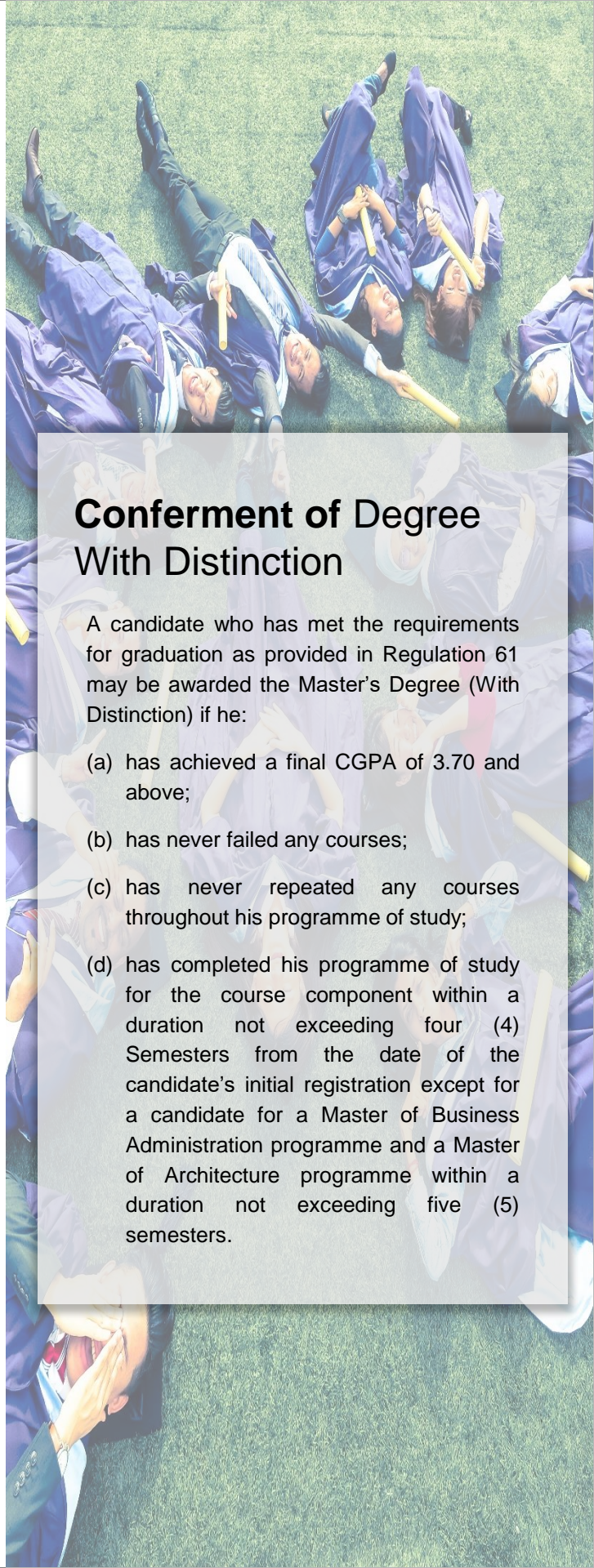
Conferment of Degree With Distinction

A candidate who has met the requirements for graduation as provided in Regulation 61 may be awarded the Master's Degree (With Distinction) if he:

(a)   has achieved a final CGPA of 3.70 and above;

(b)   has never failed any courses;

(c)   has never repeated any courses throughout his programme of study;

(d)   has completed his programme of study for the course component within a duration not exceeding four (4) Semesters from the date of the candidate's initial registration except for a candidate for a Master of Business Administration programme and a Master of Architecture programme within a duration not exceeding five (5) semesters.

Withdrawal from **A Course**

The following provisions shall apply to withdrawal from any course:
  (1) A withdrawal from any course means withdrawal from one (1) or more courses in any semester.
  (2) A candidate is not allowed to withdraw from a course after the verification of registration is made.
  (3) Not withstanding anything stated in Regulation 9, in certain circumstances, the Deputy Vice Chancellor concerned may make a decision otherwise.

Withdrawal from Semester

The following provisions shall apply in relation to any withdrawal from a semester:
(1) "Withdrawal from a semester" means withdrawal from all registered courses and all teaching and learning activities as well as research activities for the semester concerned. The candidate is only allowed to withdraw from a semester after he has undergone at least one (1) semester of his programme of study except for medical reasons.
(2) Withdrawal from a semester is categorised as follows:
  (a) semester leave on personal reasons
  (b) semester leave on mobility programme reasons
  (c) semester leave on medical reasons.
(3) All applications for withdrawal from a semester shall be made to the Dean of the Faculty for consideration and approval.
(4) Details of withdrawal from a semester is stated below:

Category	Normal Semester	Special Semester	Fee Charges	Calculated for the Duration of Study	Grade
Personal Reason*	Week 1 –2	Week 2	No	Included	No Grade
	Week 3 –7	Week 2	Yes	Included	Grade W1
Mobility Programme Reason*	Week 1 -2	Week 1 -2	No	Not Included	Grade W3
	Week 3 -14	Week 3 -7	Yes	Not Included	Grade W1
Medical Reason*	Week 1 -7	Week 1 -3	No	Not Included	Grade W3
	Week 8 –14	Week 4 -7	Yes	Not Included	Grade W1

*Note: * Candidate who withdraws from a semester will be charged a minimum payment to retain the candidature.*

Withdrawal from **Semester**

(5) A candidate may withdraw from a semester not later than the second lecture week of a Semester. The candidate will not be charged fees and registration records for the course concerned will be expunged.

(6) Application for withdrawal from a semester for personal reasons [third to seventh lecture week] and on mobility programme reasons [third to fourteenth lecture week] will be subjected to the course fees and the course concerned will be recorded as Grade W1.

(7) A candidate is not permitted to withdraw from a semester after the seventh lecture week of a Normal Semester except for medical reasons which is supported by a medical report that is issued by a Registered Medical Officer. The application has to be made to the Dean of the Faculty for consideration and approval. If the application is approved, the course concerned will be recorded as Grade W1. The fees remain liable to be paid.

(8) Application for withdrawal from a semester due to medical reasons before the seventh lecture week of the Normal Semester may be approved subject to medical reports issued by a Registered Medical Officer of the University Student Health Clinic/government hospital/teaching hospital/University Malaya Medical Centre/Private Medical Centre. If approved, the fees will not be charged and the course concerned will be recorded as Grade W3.

(9) If the application is not approved, the candidate shall be required to continue with his studies for the semester concerned. Failure of the candidate to continue with his studies may result in the candidate being given a Grade F for the course concerned.

(10) Withdrawal from any semester is not allowed once the examination period has commenced.

(11) The maximum duration a candidate may be permitted to withdraw from a semester is two (2) Normal Semesters during his studies which may be either continuously or otherwise, except during the last semester of his studies. Withdrawal of the candidate will be taken into account as part of his maximum duration except for medical reasons supported by medical reports from a Registered Medical Practitioner.

Withdrawal from Programme of Study

The following provisions apply to withdrawal from a programme of study:

(1) Withdrawal from programme of study means withdrawal from the programme of study that is currently being undertaken by the candidate.

(2) Application for withdrawal from the programme of study shall be made to the Dean of the Faculty using a prescribed form.

(3) A candidate, who has been approved to withdraw from his programme of study after the second lecture week shall:

    (a) pay the prescribed fees and other payments as stated in Part IV in this regulation, and

    (b) be recorded Grade W2 for any courses registered in the semester where the candidate withdraws from the programme.

(4) Any decision with respect to withdrawal from a Degree programme of study shall be final.

Failed and Terminated from Programme of Study

(1) A candidate is termed as failed and terminated from the programme of study if:

(a) he does not achieve at least a minimum passing grade for the core course including compulsory courses by the Faculty after three (3) attempts;

(b) obtains a GPA of less than 3.00 for three (3) consecutive semesters including Special Semester (if any);

(c) a candidate who is re-admitted after being terminated from his programme of study and obtains a CGPA of less than 3.00 for the examinations in the semester in which he has registered immediately upon re-admission will be terminated from his study;

(d) the candidate's Progress Report is unsatisfactory for two 2) consecutive semesters;

(e) fails in his Candidature Defence presentation twice (2);

(f) fails in the dissertation's examination and viva voce (if any); or

(g) fails to fulfil the conditions and graduation requirements of the programme of study within the specified maximum duration.

(2) Any candidate may also be terminated from the programme of study if:

(a) the candidate was found to plagiarise his dissertation or research report as stipulated under the University of Malaya (Discipline of Students) Rules 1999;

(b) the candidate was found to have given false information pertaining to his admission to the University or committed any academic dishonesty other than that stipulated in the University of Malaya (Discipline of Students) Rules 1999; or

(c) failure to renew his candidature for two (2) consecutive semesters.

(3) Senate may use its discretion to terminate the registration of any candidate at any time if the Senate is of the opinion that the candidate is incapable to continue with his programme of study. The candidate's name will be removed from the list of student register of the University and the candidate shall cease being a student of the University. The decision made by the Senate according to subrule 6(5) shall be final.

.

Failed and Terminated from Programme of Study

(4) The failure of any candidate to pay all fees and other payments within the stipulated time by the University may cause the candidate to be barred from registering in the following semester and his status as a student of the University may be terminated.

(5) A candidate is not permitted to register concurrently for any other programme of study that will lead to the award of any degree in this University or any other university or institution. Any candidate found to be in breach of this regulation may have his candidature terminated by the University without refund of any fees and other payments that have been paid.

(6) When a candidate has been terminated from his programme of study, the termination notice shall be sent to the candidate by the Director of Academic Administration and Services Centre.

(7) Termination of Programme of Study on Medical/Medical Psychology/Chronic Disease Reason. A candidate, whose withdrawal from a semester has been approved on medical/medical psychology/chronic disease reason for four (4) normal semesters consecutively, may be terminated from his programme of study upon being certified by a Registered Medical Practitioner/Clinical Psychology Specialist/Registered Psychiatrist of the University Student Health Clinic/government hospital/teaching hospital/University Malaya Medical Centre/Private Medical Centre after the candidate's case has been re-examined by the concerned Registered Medical Practitioner/Clinical Psychology Specialist/Registered Psychiatrist in the following semester.

MASTER DEGREE
BY
MIXED MODE

MAcc

Master of Accounting

HANDBOOK
2021-2022

MASTER OF ACCOUNTING

Programme Educational Objectives

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

INTRODUCTION

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

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

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

Programme Learning Outcomes

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

- Synthesize the accounting knowledge and technical skills to produce an accountable reporting and applied in management.
- Apply concept, principle and research method in accounting field with a specific emphasis on accountability aspects.
- Analyze financial statements and business reports critically.
- Generate good ethical practice and social responsibility in conducting accounting research.

- Construct research projects in accounting field that incorporate ethical, moral and professional values.
- Demonstrate good communication (written and oral) and teamwork skills.
- Employ analytical knowledge, quantitative and/ or qualitative in a technical and practical manner to solve accounting issues.
- Apply digital, numerical and technical skills in managing information for current as well as continuous life-long learning

MAcc
PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university or Accounting Professional Qualification recognised by MQA, University and Senate; **and**

- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

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

Career Prospects

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

Target Market

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

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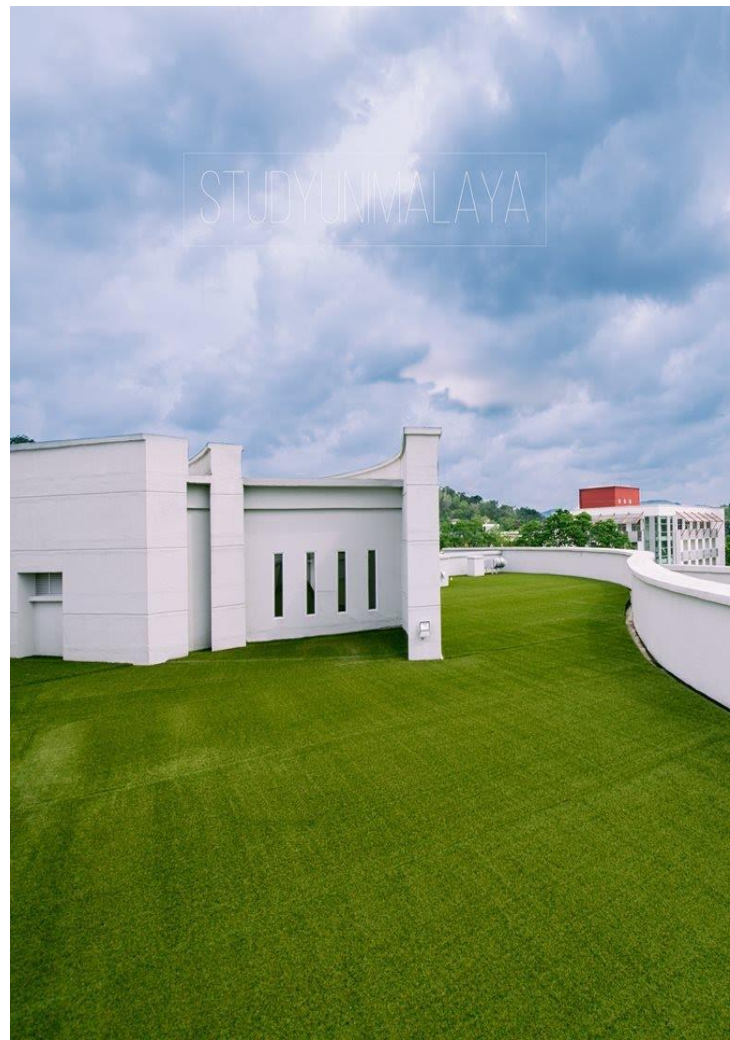
PROGRAMME STRUCTURE

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

The **minimum and maximum periods of full time candidature are three (3) or four (4) and eight (8) or nine (9) semesters respectively**. **The minimum and maximum periods of part time candidature are five (5) or six (6) and twelve (12) or thirteen (13) semesters respectively**. It should be noted that any withdrawal from the semester(s) by a candidate will be counted as part of the duration of the programme.

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

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

Table 1: Components of Programme Structure and Credit Hours
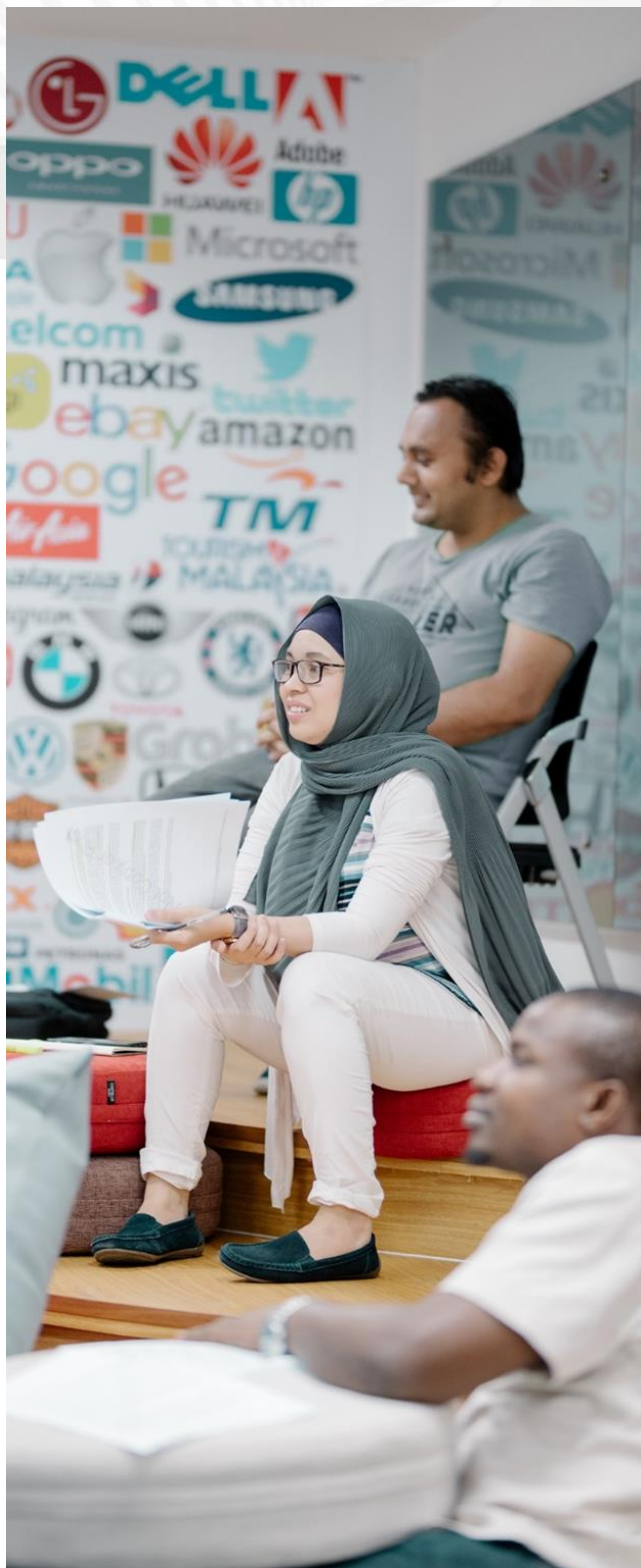
PROGRAMME STRUCTURE
CORE COURSE (13 CREDITS)

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

The core courses are as follows:

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

PROGRAMME STRUCTURE
Elective Course (3 Credits)

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

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

Additional requirements:

· Submit e-supervision activity to document formal supervisory meetings via MAYA Portal: http:/maya.um.edu.my

· Submit e-Progress Report at the end of every semester via MAYA Portal: http:/maya.um.edu.my

· Present and pass Proposal Defence latest by Semester 2.

· Present and pass Candidature Defence latest by Semester 3.

· Pass the viva (oral examination).
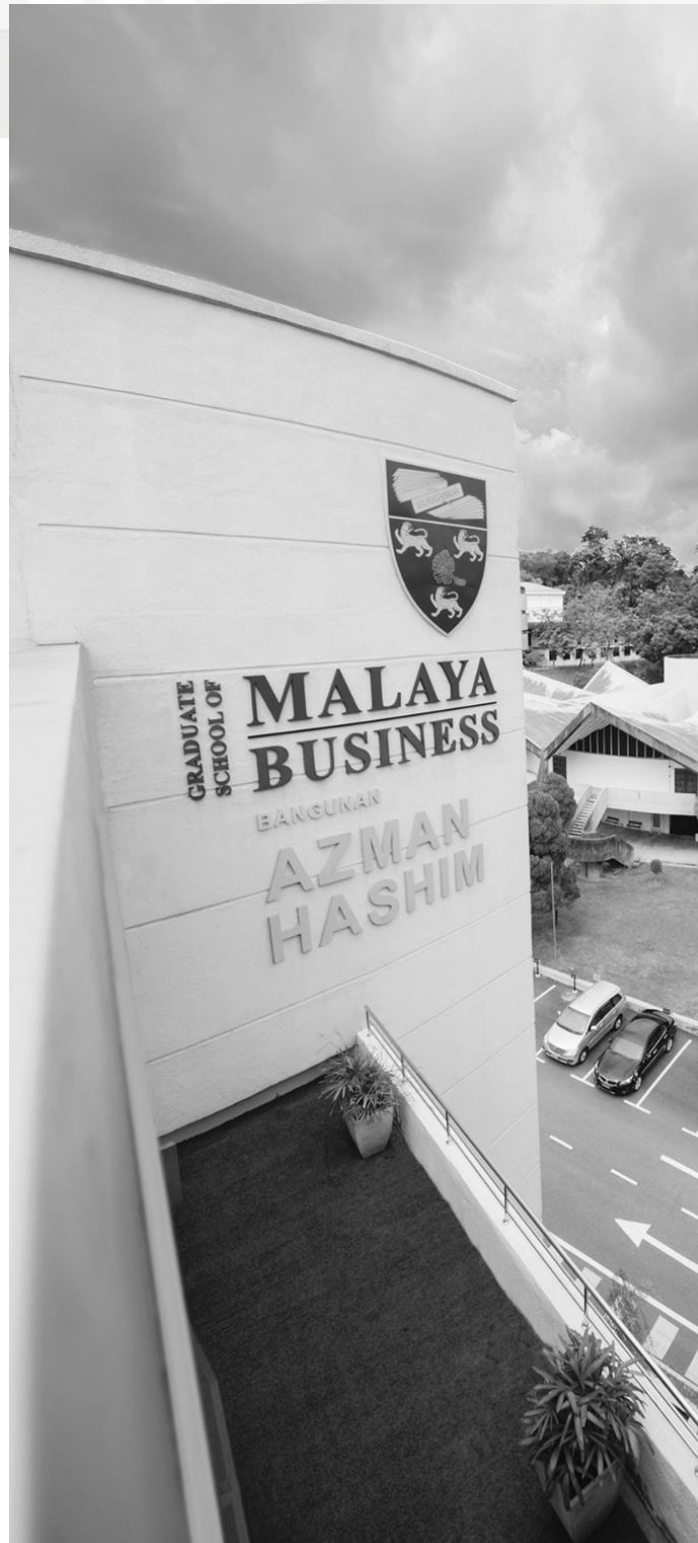
PROGRAMME STRUCTURE
Research Dissertation (30 Credits)

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

This research component is in partial fulfilment of the requirements for the degree at UMGSB. MAcc students are required to register for the dissertation, complete and obtain a pass in the Dissertation before the degree can be awarded. Students shall carry out their individual academic research under the supervision of an assigned supervisor. The students must obtain a Pass **in COA7001 Accounting Research Methodology before registering for the Dissertation.**

The time frame for students to complete the Dissertation is minimum of two (2) semesters and maximum of five (5) semesters. Students are charged recurring fee on every registered semester for dissertation course (COA7002).
Students who fail to complete their dissertation within the maximum of five (5) semesters will be given the FAIL (F) status.

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 UMGSB. Upon submission and viva-voce examination, students will have to make corrections in their report based on the comments and recommendations of their assessor and supervisor(s).

RESEARCH PROGRESS
Research Dissertation (30 Credits)

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

e-Log Book

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

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

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

RESEARCH PROGRESS
Research Dissertation (30 Credits)

E-Progress Report

- Students are required to complete and submit their progress report online via MAYA portal: http://maya.um.edu.my at the end of each semester.
- The period of submission of the research progress report is between Week 16 until Week 18 of each semester before the registration of the following semester begins based on the prescribed procedures.
- The students' respective supervisor(s) shall evaluate the student's research progress report in accordance with the prescribed procedures and complete the evaluation within one (1) week from the date of receipt.
- A student whose progress is satisfactory shall be recommended to continue with his/her candidature. While a student who receives unsatisfactory evaluation in the e-progress report for two (2) consecutive semesters shall risk termination of candidature by the Faculty.
- Students who fail to submit the report are evaluated as unsatisfactory in their progress.
- The Director of Advanced Academic Service Centre (AASC) shall be informed of the student's candidature termination by the Faculty.

RESEARCH PROCESS
Research Dissertation (30 Credits)

Proposal Defence

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

Students are required to submit three (3) copies of their complete research proposal report consisting of 3000 to 7000 words to the UMGSB office, not later than two (2) weeks before the date of the presentation. The report must include the following:

Important Note:

- **introduction, statement of problem 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 required equipment;**
- **importance and relevance of study;**
- **preliminary findings / pilot test (initial findings, if any)**
- **proposed work schedule based on the designated date of submission of thesis/dissertation; and**
- **brief bibliography.**
- **References (APA format)**
- **Plagiarism Report (must not exceed 20 percent)**

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 again 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
Research Dissertation (30 Credits)

Candidature Defence

MAcc students are expected to complete a dissertation proposal in a timely fashion. Students are required to present and pass (satisfactory) the Candidature Defence latest by Semester 4.

Students are required to submit three (3) copies of completed research progress report consisting of 8000 to 10,000 words to the UMGSB Office not later than two (2) weeks before the date of presentation, which includes the following:

- **introduction, statement of problem and scope of research;**
- **research objective;**
- **complete literature review;**
- **credible research methodology;**
- **importance and relevance of study;**
- **initial findings (*preliminary findings*) / pilot test (if any)**
- **proposed work schedule based on the designated date of submission of thesis/dissertation; and**
- **brief bibliography**
- **References (APA format)**
- **Plagiarism Report (must not exceed 20 percent)**

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 again in the following semester; OR*
- *Unsatisfactory results for both attempts at Candidature Defence may put the student at risk of termination from the programme.*

RESEARCH PROCESS
Research Dissertation (30 Credits)

Dissertation Submission

- After passing the Candidature Defence, student must write a dissertation as the final phase of the MAcc programme. The minimum number is 30,000 words and maximum word length for dissertation is 40,000 words (footnotes, references, appendixes, tables and figures are excluded).

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

- A student shall inform the Faculty about the submission of his/her dissertation for examination in accordance to the procedure prescribed, subject to approval of the dissertation title by the Faculty.

- Upon approval of the dissertation title from the Faculty, the student must submit five (5) printed soft bound copies and one soft copy (PDF format) of dissertation to UMGSB Office. The dissertation must be checked and approved by supervisor(s), through the Head of Department/Deputy Dean/Deputy Director for examination.

- Examiners will be proposed by the supervisor(s). The nomination will be endorsed by the Committee of Higher Degree (with prior approval by the Faculty). For the external examiner's nomination, approval from the University Senate is required.

- Students must follow the format of dissertation set by the University and complete the "Submission of Dissertation for Examination" form with verification by supervisor(s).

RESEARCH PROCESS
Research Dissertation (30 Credits)

- A student who does not fulfil the required minimum (30,000 words) or maximum (40,000 word) limit shall apply for approval with justifications from the Faculty at least one (1) month before the date of submission of his/her dissertation for examination.

- Upon submitting the dissertation for examination, students do not have to register for the following semester unless the Committee of Examiners recommends a re-examination following the Committee of Examiners' Meeting and/or Viva.

The possible results of Dissertation Examination:

- Attained sufficient academic merit for the award of the degree without amendments/corrections to the dissertation; OR

- Attained sufficient academic merit for the award of the degree subject to minor corrections to be made within a period of three (3) months as required by the Committee of Examiners and subject to confirmation of the corrections by the supervisor; OR

- Attained sufficient academic merit for the award of the degree subject to major corrections to be made within a period of between three (3) to six (6) months as required by the Committee of Examiners and subject to confirmation of the corrections by the Supervisor and Internal Examiner; OR

- Required to undertake further work and submit the dissertation for Re-examination before his/her candidature lapses; OR

- Failed to attain academic merit and it is recommended to Senate that the candidate has failed in the dissertation examination and is not allowed to submit the dissertation for re-examination.

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 (23 weeks)	September to January
Semester 2 (19 weeks)	February to June
Special Semester (10 weeks)	July-August

Please refer to the latest academic calendar issued by AASC.
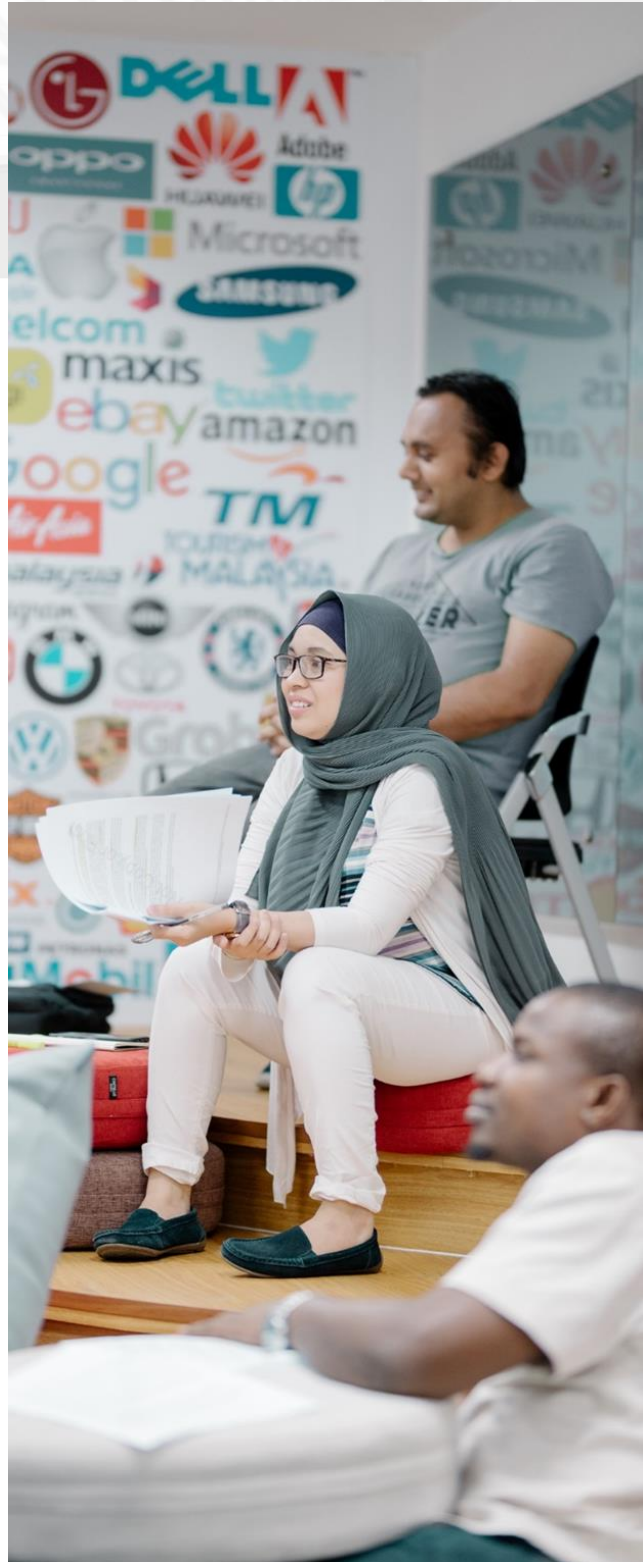
STUDY PLAN

Graduating MAcc in 1 ½ Years / 3 Normal Semesters

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

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

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

Table 3: Study Plan

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

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

SEMESTER 2 & 3-DISSERTATION			
COURSE	**CODE**	**COURSE NAME**	**CREDIT**
Dissertation	COA7002	Dissertation	30
		SUBTOTAL	**30**
		TOTAL	**46**

SCHEDULE OF GRADUATE ON TIME
in 1 1/2 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	· Take required courses. · Present Proposal Defence	**Proposal Defence**
2	· Take required courses. · Fill-up e-supervision activity to document formal supervisory meetings · Complete e-progress report. · Data collection and analysis. · Fill-up e-supervision activity to document formal supervisory meetings. · Present Candidature Defence. · Complete e-progress report.	**Candidature Defence**
3	· Dissertation writing · Fill-up e-supervision activity to document formal supervisory meetings. · Submit 1-month notice for dissertation submission · Complete e-progress report. · Submit dissertation for examination	**Examination of dissertation**

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

Evaluation Format

Overall, the programme is based on a **course component (16 credits)** and **research component (30 credits).** Generally, the courses reflect 70% continuous assessment and 30% final examination, except for COA7001 Accounting Research Methodology where the course is based on 100% continuous assessment. The research component is contained in COA 7002 Dissertation, where the evaluation is based on 100% written research report. Before the dissertation can be submitted, students will go through the process of preparing and presenting the Proposal Defence and Candidature Defence which will be evaluated by a panel of examiners.

Grading System

The grading system for all courses is as follows:

Marks	Grade	Grade Point	Meaning
90.00 – 100.00	A+	4.00	High Distinction
80.00 – 89.99	A	4.00	Distinction
75.00 – 79.99	A-	3.70	Distinction
70.00 – 74.99	B+	3.30	Pass
65.00 – 69.99	B	3.00	Pass
60.00 – 64.99	B-	2.70	Fail
55.00 – 59.99	C+	2.30	Fail
50.00 – 54.99	C	2.00	Fail
45.00 – 49.99	C-	1.70	Fail
40.00 – 44.99	D+	1.30	Fail
35.00 – 39.99	D	1.00	Fail
00.00 – 34.99	F	0.00	Fail

Graduation
Requirements

As the programme is mixed mode, students will have to satisfactorily meet both the course and research components requirements in order to graduate.

a. Course Components Requirement
A candidate shall fulfil the following requirements that has been stipulated for a programme of study by Coursework and Mixed Mode:
(1) Fulfil the requirements of the course component, that is:
    (a) achieves a final CGPA of 3.00 and above;
    (b) completes the number of credits as prescribed for his Master's degree;
    (c) fulfils the Faculty requirements, if any, where he is registered for his Master's programme;
    (d) fulfils the language requirements as prescribed; and
    (e) fulfils the other requirements approved by the Senate from time to time.
(2) The number of credits required for the purpose of graduation is at least 2/3 of the total number of credits for his programme of study and shall be obtained from courses carried out by this University except for University collaborative programmes and professional programmes governed by the respective professional body concerned.

b. Research Component Requirement
Students must fulfil the following requirements for graduation:

- For programme of study by mixed mode, the candidate shall fulfil requirements of the research component, as prescribed in Regulation 59.
- Must achieve a **Pass in the dissertation examination;**
- **Fulfil Faculty requirements** if any, for the Master's degree programme.
- **Fulfil the language requirements** as prescribed for the Master's degree programme
- **Fulfil other requirements** as prescribed by the Senate from time to time.
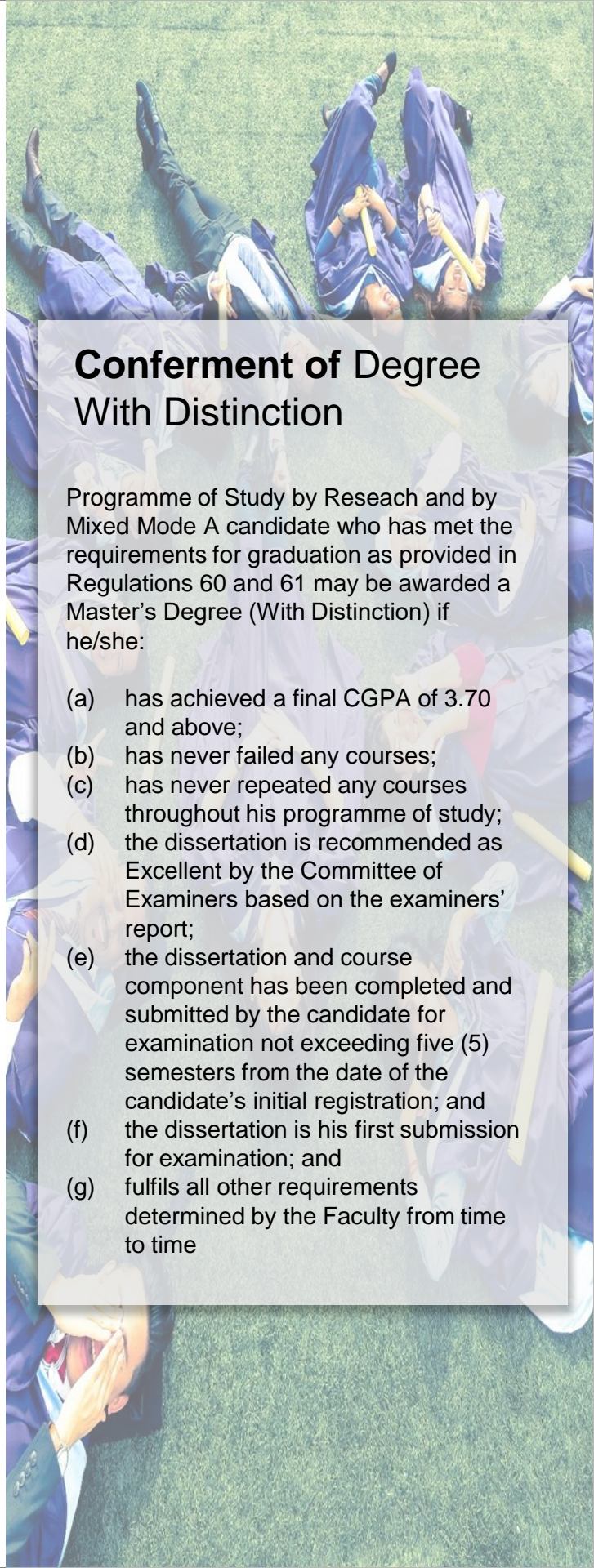
Conferment of Degree With Distinction

Programme of Study by Reseach and by Mixed Mode A candidate who has met the requirements for graduation as provided in Regulations 60 and 61 may be awarded a Master's Degree (With Distinction) if he/she:

(a) has achieved a final CGPA of 3.70 and above;
(b) has never failed any courses;
(c) has never repeated any courses throughout his programme of study;
(d) the dissertation is recommended as Excellent by the Committee of Examiners based on the examiners' report;
(e) the dissertation and course component has been completed and submitted by the candidate for examination not exceeding five (5) semesters from the date of the candidate's initial registration; and
(f) the dissertation is his first submission for examination; and
(g) fulfils all other requirements determined by the Faculty from time to time

Details of Courses

APPENDIX - Details of Core Courses

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

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

APPENDIX - Details of Core Courses

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

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

APPENDIX - Details of Elective Courses

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

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

APPENDIX - Details of Elective Courses

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

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

APPENDIX - Details of Elective Courses

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

APPENDIX - Details of Dissertation

COURSE TITLE	Dissertation
COURSE CODE	COA7002
LEARNING OUTCOMES	At the end of this course, the students should be able to: 1. Review literature relevant to the research problem 2. Apply analytical, qualitative/quantitative techniques to solve research problems. 3. Describe contributions to knowledge and implications for practice. 4. Write a dissertation in clear and coherent manner.
SYNOPSIS	This course introduces students to accounting research by providing an opportunity to conduct research in their area of concentration. The dissertation should demonstrate students' ability to carry accounting research as well as to report their findings accurately and coherently.

APPENDIX 1: Rubric for Proposal Defence

EVALUATION RUBRIC FOR PROPOSAL DEFENCE

Criteria	High Pass (Mark: 4)	Pass (Mark: 3)	Low Pass (Mark: 2)	Fail (Mark: 1)	Assessment (A)	Weight (B)	Total (A X B)
Problem Statement							
Student demonstrates ability to state a problem clearly and well-conceptualized	Demonstrates an excellent ability describe research problem.	Demonstrates a good ability describe research problem.	Demonstrates a fair ability describe research problem.	Demonstrates no or little ability describe research problem.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	4.5	
Literature Review							
Student demonstrates ability to integrate relevant literature.	Demonstrates an excellent understanding of relevant literature.	Demonstrates a good understanding of relevant literature.	Demonstrates a fair understanding of relevant literature.	Demonstrates no or little understanding of relevant literature.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	4.5	
Conceptual/ Theoretical framework							
Student demonstrates ability to develop conceptual/theoretical framework.	Conceptual/ Theoretical framework is well developed.	Conceptual/ Theoretical framework is appropriately developed.	Conceptual/ Theoretical framework is fairly developed.	Conceptual/ Theoretical framework is poorly developed.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	4.5	
Research Methods							
Student demonstrates knowledge of appropriate research strategies and methods.	Demonstrates an excellent knowledge of research and methods.	Demonstrates a good knowledge of research and methods.	Demonstrates a fair knowledge of research and methods.	Demonstrates no or little knowledge of research and methods.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	4	
Oral Presentation							
Student demonstrates ability to orally present problem, objectives, approach and plan for dissertation research.	Demonstrates an excellent ability to present orally the proposed dissertation research.	Demonstrates a good ability to present orally the proposed dissertation research.	Demonstrates a fair ability to present orally the proposed dissertation research.	Demonstrates no or little ability to present orally the proposed dissertation research.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	4	
Question and Answer							
Student demonstrates ability to respond to questions about dissertation research.	Demonstrates excellent ability to respond to questions about proposed dissertation research.	Demonstrates good ability to respond to questions about proposed dissertation research.	Demonstrates fair ability to respond to questions about proposed dissertation research.	Demonstrates no or little ability to respond to questions about proposed dissertation research.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	3.5	
					GRAND TOTAL MARKS (100%)		

APPENDIX 2: Rubric for Candidate Defence

Criteria	High Pass (Mark: 4)	Pass (Mark: 3)	Low Pass (Mark: 2)	Fail (Mark: 1)	Assessment (A)	Weight (B)	Total (A X B)
Problem statement							
Student demonstrates ability to state a problem clearly and well-conceptualized	Demonstrates an excellent ability describe research problem.	Demonstrates a good ability describe research problem.	Demonstrates a fair ability describe research problem.	Demonstrates no or little ability describe research problem.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	4	
Literature Review							
Student demonstrates ability to integrate relevant literature.	Demonstrates an excellent understanding of relevant literature.	Demonstrates a good understanding of relevant literature.	Demonstrates a fair understanding of relevant literature.	Demonstrates no or little understanding of relevant literature.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	3	
Conceptual / Theoretical framework							
Student demonstrates ability to develop conceptual/theoretical framework.	Conceptual/ Theoretical framework is well developed.	Conceptual/ Theoretical framework is appropriately developed.	Conceptual/ Theoretical framework is fairly developed.	Conceptual/ Theoretical framework is poorly developed.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	3.5	
Research Methods							
Student demonstrates knowledge of appropriate research strategies and methods.	Demonstrates an excellent knowledge of research and methods.	Demonstrates a good knowledge of research and methods.	Demonstrates a fair knowledge of research and methods.	Demonstrates no or little knowledge of research and methods.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	3	
Research Findings							
Student demonstrates ability to interpret findings.	Findings are interpreted correctly and address the research questions.	Findings are interpreted correctly but not fully address the research questions.	Findings are interpreted correctly, but do not address the research questions.	Findings are interpreted wrongly and do not address the research questions.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	4	
Oral Presentation							
Student demonstrates ability to orally present problem, objectives, approach and plan for dissertation research.	Demonstrates an excellent ability to present orally the proposed dissertation research.	Demonstrates a good ability to present orally the proposed dissertation research.	Demonstrates a fair ability to present orally the proposed dissertation research.	Demonstrates no or little ability to present orally the proposed dissertation research.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	4	
Question and Answer							
Student demonstrates ability to respond to questions about dissertation research.	Demonstrates excellent ability to respond to questions about proposed dissertation research.	Demonstrates good ability to respond to questions about proposed dissertation research.	Demonstrates fair ability to respond to questions about proposed dissertation research.	Demonstrates no or little ability to respond to questions about proposed dissertation research.	☐ High Pass (4) ☐ Pass (3) ☐ Low Pass (2) ☐ Fail (1)	3.5	
					GRAND TOTAL MARKS (100%)		

DOCTORAL DEGREE
BY
RESEARCH

PhD

Doctor of Philosophy

HANDBOOK
2021-2022

Universiti Malaya
Graduate School of Business (UMGSB)
Postgraduate Programme

Doctor of Philosophy

Programme Educational Objectives

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

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

INTRODUCTION

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

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

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

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

Programme Learning Outcomes

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

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

PhD PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A master's degree and bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university; **and**

- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

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

Career Prospects

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

Who Should Apply?

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

PROGRAMME STRUCTURE
INTRODUCTION

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

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

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

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

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

PROGRAMME STRUCTURE
THE COURSES

Core Course

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

COURSE CODE	COURSE NAME
CVX8001	Research Method

Elective Courses

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

The following is the list of elective courses:

COURSE CODE	COURSE NAME
CVA 8001	Accounting Issues and Practices
CVA 8002	Financial Issues and Practices
CVA 8003	Marketing Issues and Practices
CVA 8004	Operations Management and Information Systems Issues and Practice
CVA8005	Business Management Issues and Practice

PROGRAMME STRUCTURE
THE THESIS

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

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

Additional Research Deliverables:

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

RESEARCH DELIVERABLES

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

Along the journey, candidates 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 thesis.

The deliverables are as follows:

E-Log Book

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

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

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

RESEARCH DELIVERABLES

E-Progress Report

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

The period of submission of the research progress report is between Week 16 until Week 18 of each semester before the registration of the following semester begins based on the prescribed procedures.

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

Important Notes:

- A candidate whose progress is satisfactory shall be recommended to continue with his/her candidature. While a candidate who receives unsatisfactory evaluation in the e-progress report for two (2) consecutive semesters shall risk termination of candidature by the Faculty.

- Candidates who fail to submit the report are evaluated as unsatisfactory in their progress and shall risk termination of candidature by the Faculty.

- The Director of Advanced Academic Service Centre (AASC) shall be informed of the candidate's candidature termination by the Faculty.

RESEARCH DELIVERABLES

Proposal Defence

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

Candidates are required to present and pass (satisfactory) the Proposal Defence latest by Semester 2 and will be assessed by at least one (1) internal and one (1) external examiner.

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

The report must include the followings:

- **introduction, statement of problem 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 required equipment;**
- **importance and relevance of study;**
- **preliminary findings / pilot test (initial findings, if any)**
- **proposed work schedule based on the designated date of submission of thesis/dissertation; and**
- **brief bibliography.**
- **References (APA format)**
- **Plagiarism Report (must not exceed 20 percent)**

Important Note:

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

RESEARCH DELIVERABLES

Candidature Defence

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

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

- **introduction, statement of problem and scope of research;**
- **research objective;**
- **complete literature review;**
- **credible research methodology;**
- **importance and relevance of study;**
- **initial findings (*preliminary findings*) / pilot test (*if any*)**
- **proposed work schedule based on the designated date of submission of thesis/dissertation; and**
- **brief bibliography**
- **Research plan that leads to the submission of the thesis**
- **List of publications or conference papers presented during the period of candidature, (if any);**
- **Plagiarism Report (must not exceed 20 percent)**

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

RESEARCH DELIVERABLES

Thesis Seminar

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

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

The panel for the PhD thesis seminar comprises of:
- chairman who is the Head of Department or a representative;
- supervisor(s); **AND**
- an internal assessor.

The results of the seminar include:
- Satisfactory and proceed with final thesis submission for examination; OR
- Unsatisfactory and required further refinement.

RESEARCH DELIVERABLES
Thesis Submission & Examination

Submission for Examination

Approximately two months before the planned submission deadline, candidates must review the thesis submission information on UMGSB website and complete the Notice of Intent to Submit form to ensure that submission is able to be completed in good time. This form triggers the administrative processes for submission preparation which include the nomination of examiners, the approval of the thesis title by the Faculty and the arrangement for Thesis Seminar.

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

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

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

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

Refer to UMGSB Thesis Handbook

RESEARCH DELIVERABLES
Thesis Submission & Examination

Submission for Examination (cont'd)

Candidates shall submit his/her thesis for examination after the title has been approved within the stipulated duration. Any candidates who fail to do so shall renew his/her candidature registration in subsequent semester unless an approval is given by the Dean of the Faculty to extend the submission deadline. If the Dean of the Faculty is the candidate's supervisor, the extension of submission deadline is subject to the approval by the Deputy Vice Chancellor concerned.

Candidates are only permitted to submit thesis for examination if he/she has registered as a candidate for the programme.

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

Plagiarism

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

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

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

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

RESEARCH DELIVERABLES
Thesis Submission & Examination

Viva Voce

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

The following are possible results of a viva voce:

- attainment of sufficient academic merit for the award of the degree without any amendments/corrections;
- attainment of sufficient academic merit for the award of the degree subject to the candidate making minor corrections within a period of not exceeding three (3) months as recommended and verified by the Supervisor;
- attainment of sufficient academic merit for the award of the degree subject to the candidate making major corrections within a period of not exceeding six (6) months as recommended and verified by the Supervisor and the Internal Examiner;
- requirement to undertake further work and submit the thesis for re-examination within the period of six (6) to twelve (12) months from the date of the Senate meeting;
- non-attainment of an academic merit in the examination of thesis for a Doctoral Degree and recommendation to Senate that a Master's Degree be awarded on condition that the candidate fulfils the requirements for award of the Master's Degree concerned;
- non-attainment of academic merit and recommendation to Senate that the candidate has failed in the thesis examination and is not allowed to submit the thesis for re-examination.
- failure to submit the thesis for examination within the stipulated correction period and recommendation to Senate that candidate has failed and exited from the programme
- the Committee of examiners' recommendation is postponed due to plagiarism report received. The Committee of Examiners' meeting will resume within a period of not more than two (2) months after receiving the full report from the Special Investigation Committee.

RESEARCH DELIVERABLES
Thesis Submission & Examination

Final Submission of Thesis

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 (UM-PT01-PK02-BR028-S0)
- TWO (2) printed hardbound copies in rexine (dark red or maroon)
- ONE (1) electronic copy (PDF format)
- Thesis Correction Report
- Repository Policy for UM Postgraduate
- PG Candidature Requirement Checklist

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.

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) Core Collection databases (https:apps.webofknowledge.com); OR**
    - (a) Science Citation Index Expanded TM; **OR**
    - (b) Social Sciences Citation Index
- at least one (1) book published by publishers listed: **OR**
    - a) Thomson Reuters Web of Science (WoS) Master Book List (http://wokinfo.com.com/mbl/publishers/); **OR**
    - b) Malaysian Scholarly Publishing Council or Majlis Penerbitan Ilmiah Malaysia (MAPIM) (https://www.um.edu.my/research-and-community/information-for-researchers/downloads/myra); **OR**
    - c) Universiti Malaya Press (UM Press) (http://www.umpress.com.my/index.php?route=common/home);
    - d) Dewan Bahasa dan Pustaka (DBP) (http://lamanweb.dbp.gov.my/); **OR**
    - e) Any publishers listed and recognized by Academic Responsible Centre (PTj).
- **at least two (2) publications in Journals Category A : Scopus (https://www.scopus.com/); OR**
- **at least two (2) publications in Jurnal Category B :**
    - a) Journals published by University; **OR**
    - b) Publishers recognized by University or listed in MyJurnal (Malaysian Journal Managemet System); **OR**
    - c) Any journals listed and approved by the faculty; **OR**
    - d) Listed in Malaysian Citation Index (MyCite) (http://www.mycite.my/)
- **at least two (2) publications in Book Chapter from different publishers:**
    - a) Thomson Reuters Web of Science (WoS) Master Book List (http://wokinfo.com.com/mbl/publishers/)
    - b) Universiti Malaya Press (UM Press) (http://www.umpress.com.my/index.php?route=common/home);
    - c) Dewan Bahasa dan Pustaka (DBP) (http://lamanweb.dbp.gov.my/) ; **OR**
    - d) Any publishers listed and recognized by Academic Responsible Centre (PTj)
- Publications must be within the candidature of the candidates and are related to the candidates' research in his/her thesis.
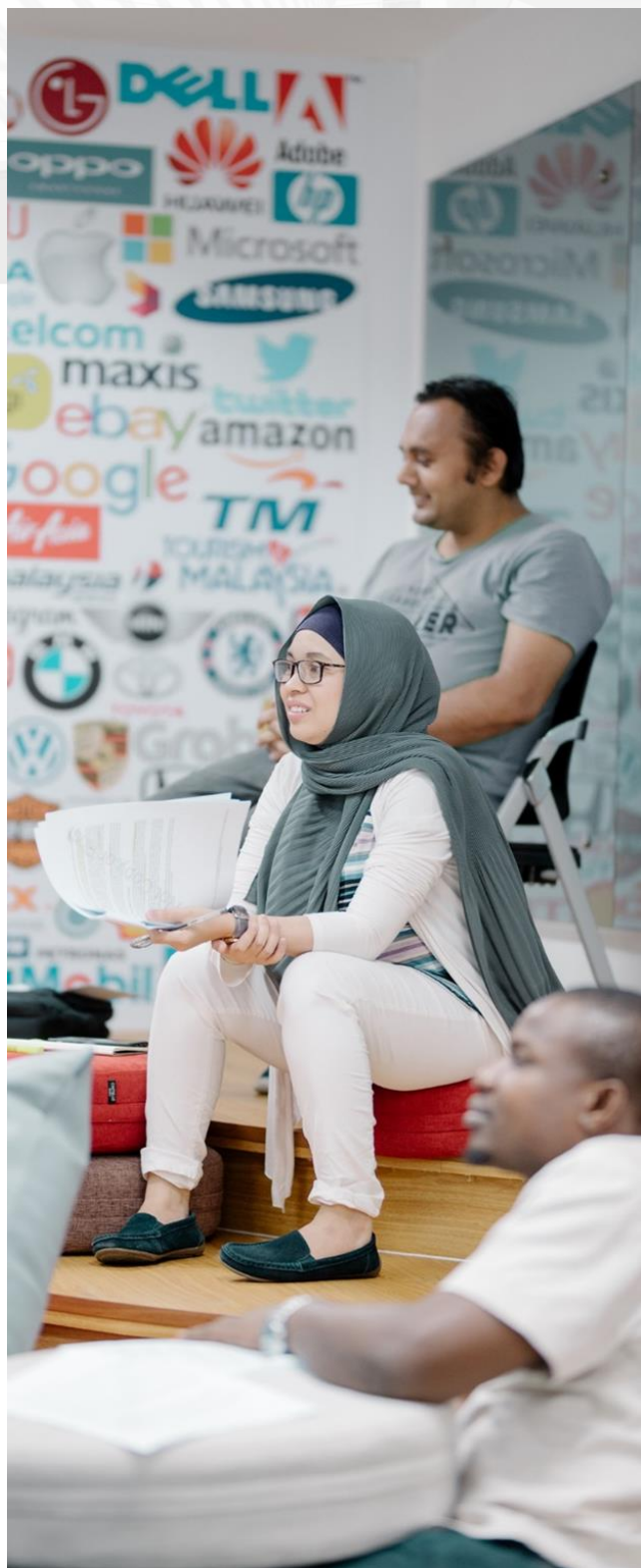
STUDY PLAN

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 (23 weeks)	September to January
Semester 2 (19 weeks)	February to June
Special Semester (10 weeks)	June-August

Please refer to the latest academic calendar issued by AASC.

STUDY PLAN
Graduating PhD in 3 Years / 6 Normal Semesters

Candidates are advised to follow the following Graduate on Time (GOT) Schedule to ensure that they are able to graduate in 3 years time.

Table 3: Study Plan and Graduate on Time Schedule

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

ADDITIONAL INFORMATION

Evaluation Format

All courses adopt an assessment system that incorporates coursework and/or examination.

The coursework may include written reports, oral presentation, case analysis, class participation, journal article review, and term tests.

Academic Performance Requirements

Candidates must obtain a minimum of **grade B** for all courses (Refer to grading system). For those who did not reach the required grade, they are allowed two (2) additional attempts before being terminated.

Grading System

The grading system for all courses is as follows:

Marks	Grade	Grade Point	Meaning
90.00 – 100.00	A+	4.00	High Distinction
80.00 – 89.99	A	4.00	Distinction
75.00 – 79.99	A-	3.70	Distinction
70.00 – 74.99	B+	3.30	Pass
65.00 – 69.99	B	3.00	Pass
60.00 – 64.99	B-	2.70	Fail
55.00 – 59.99	C+	2.30	Fail
50.00 – 54.99	C	2.00	Fail
45.00 – 49.99	C-	1.70	Fail
40.00 – 44.99	D+	1.30	Fail
35.00 – 39.99	D	1.00	Fail
00.00 – 34.99	F	0.00	Fail

Awarding of Distinction Thesis

Candidates for the programme of study by Research and by Mixed Mode are entitled to be awarded a distinction thesis if they fulfil the conditions below:

(1) the thesis is first submission for examination;
(2) not exceeding the maximum duration of study;
(3) recommended as excellent by one of the examiners in the examiner's report;
(4) the performance of the candidate during viva voce examination is excellent;
(5) the research output has been published or accepted for publication as prescribed for the requirement for graduation of the programme; and
(6) recommended by the Committee of Examiners.

Conferment of Doctoral Degree (With Distinction)

A candidate who has met the requirements for graduation as provided in Regulations 60 and 61 may be awarded a Doctoral Degree (With Distinction) if he:

(a) has achieved a final CGPA of 3.70 and above;
(b) has never failed any courses;
(c) has never repeated any courses throughout his programme of study;
(d) the thesis is recommended as Excellent by the Committee of Examiners based on the examiners' report;
(e) the thesis and coursework component has been completed and submitted by the candidate for examination not exceeding six (6) semesters from the date of the candidate's initial registration;
(f) the thesis is his first submission for examination; and
(g) fulfils all other requirements determined by the Faculty from time to time

Graduation Requirements

1. has achieved sufficient academic merit and has passed in the examination of his thesis and viva voce.

2. Candidates are required to provide proof of acceptance of the following prior to graduation:
- At least **one (1) article in journals** indexed by Thomson Reuters Web of Science (WoS); **OR**
- At least **one (1) book** published by publishers listed in the Thomson Reuters Web of Science (WoS) Master Book List; **or** Universiti Malaya Press (UM Press); **or** Dewan Bahasa dan Pustaka (DBP); **or** any publishers recognised by the Faculty, **OR**
- At least **two (2) article in Journals Category A** indexed by Scopus; **OR**
- At least **two (2) article in Journals Category B** in journals published by University; **or** Publishers recognized by University; **or** listed in MyJurnal (Malaysian Journal Managemet System); **or** any journals listed and approved by the faculty; **or** listed in Malaysian Citation Index (MyCite); **OR**
- At least **two (2) publications Book Chapter from different publishers in** Thomson Reuters Web of Science (WoS) Master Book List **or** Universiti Malaya Press (UM Press) **or** Dewan Bahasa dan Pustaka (DBP) **or** any publishers listed and recognised by the Faculty.

3. has fulfilled other requirements determined by the Faculty where the candidate is pursuing his programme of study;
4. has fulfilled the language requirements as prescribed; and
5. has fulfilled the other requirements approved by the Senate from time to time.

Any approved thesis or part thereof that is subsequently published shall state clearly that it was submitted for the Doctoral Degree of the University. Throughout his/her study, a candidate may with the approval of his/her supervisor(s), or the Dean of the Faculty publish papers of his/her work provided due reference is made to the University in the publication.

Details of Courses

APPENDIX - Details of Core Courses

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

APPENDIX - Details of Elective Courses

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

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

APPENDIX - Details of Elective Courses

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

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

APPENDIX - Details of Elective Courses

COURSE TITLE	BUSINESS MANAGEMENT ISSUES AND PRACTICES
COURSE CODE	**CVA 8005**
SYNOPSIS	This course is designed to expose the candidates to appraise concepts, theories and methods in business management. It also discusses issues, gaps and future of business management research. In addition, candidates are required to synthesise literature in order to develop conceptual/theoretical research framework. It discusses the relevant research methods for the candidates to develop their analytical skills in business management research.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Appraise concepts, theories and research methods in business management disciplines. ▪ Analyse issues, gaps and future of business management research. ▪ Synthesise literature in business management towards the development of conceptual/theoretical research framework in business management.

APPENDIX 1: Rubric for Proposal Defence

Problem Statement, Research Objectives and Research Questions					
Demonstrates weak ability in describing research problems, questions and objectives.	Demonstrates inadequate ability in describing research problems, questions and objectives.	Demonstrates a fair ability in describing research problems, questions and objectives.	Demonstrates a good ability in describing research problems, questions and objectives.	• 4 • 3 • 2 • 1	**4**
Literature Review					
Demonstrates weak synthesis of relevant literature.	Demonstrates insufficient synthesis of relevant literature.	Demonstrates a good synthesis of relevant literature.	Demonstrates an excellent synthesis of relevant literature.	• 4 • 3 • 2 • 1	**4**
Research Contributions and Gaps					
Research contributions and gaps are poorly articulated.	Research contributions and gaps are insufficiently articulated.	Research contributions and gaps are well articulated.	Research contributions and gaps are excellently articulated.	• 4 • 3 • 2 • 1	**4**
Conceptual/Theoretical Framework					
Conceptual / theoretical framework developed without any evidences/ supports.	Conceptual / theoretical framework developed poorly with limited evidences/ supports.	Conceptual/ theoretical framework developed reasonably with fair evidences/ supports.	Conceptual/ theoretical framework is well developed with relevant evidences/ supports.	• 4 • 3 • 2 • 1	**4**
Research Methodology					
Research approach and design applied are non-suitable and non-justifiable.	Research approach and design applied are poor with inadequate descriptions and justifications.	Research approach and design applied are fair with reasonable descriptions and justifications.	Research approach and design applied are good with clear descriptions and justifications.	• 4 • 3 • 2 • 1	**4**
Question and Answer					
Demonstrates weak ability to respond to questions related to the proposed research.	Demonstrates limited ability to respond to questions related to the proposed research.	Demonstrates a fair ability to respond to questions related to the proposed research.	Demonstrates a good ability to respond to questions related to the proposed research.	• 4 • 3 • 2 • 1	**5**
					TOTAL MARKS (100%)

APPENDIX 2: Rubric for Candidate Defence

Problem Statement, Research Objectives and Research Questions					
Demonstrates weak ability in describing research problems, questions and objectives.	Demonstrates inadequate ability in describing research problems, questions and objectives.	Demonstrates a fair ability in describing research problems, questions and objectives.	Demonstrates a good ability in describing research problems, questions and objectives.	• 4 • 3 • 2 • 1	**3**
Literature Review					
Demonstrates weak synthesis of relevant literature.	Demonstrates insufficient synthesis of relevant literature.	Demonstrates a good synthesis of relevant literature.	Demonstrates an excellent synthesis of relevant literature.	• 4 • 3 • 2 • 1	**2**
Research Contributions and Gaps					
Research contributions and gaps are poorly articulated.	Research contributions and gaps are insufficiently articulated.	Research contributions and gaps are well articulated.	Research contributions and gaps are excellently articulated.	• 4 • 3 • 2 • 1	**4**
Conceptual/Theoretical Framework					
Conceptual / theoretical framework developed without any evidences/ supports.	Conceptual / theoretical framework developed poorly with limited evidences/ supports.	Conceptual/ theoretical framework developed reasonably with fair evidences/ supports.	Conceptual/ theoretical framework is well developed with relevant evidences/ supports.	• 4 • 3 • 2 • 1	**4**
Research Methodology					
Research approach and design applied are non-suitable and non-justifiable.	Research approach and design applied are poor with inadequate descriptions and justifications.	Research approach and design applied are fair with reasonable descriptions and justifications.	Research approach and design applied are good with clear descriptions and justifications.	• 4 • 3 • 2 • 1	**4**
Preliminary Findings					
Results are not related to research objectives or mostly missing.	Results are ambiguous and not related to research objectives.	Results are presented adequately and structured following the research objectives.	Results are clearly presented and well-structured answering the research objectives accordingly.	• 4 • 3 • 2 • 1	**5**
Question and Answer					
Demonstrates weak ability to respond to questions related to the proposed research.	Demonstrates limited ability to respond to questions related to the proposed research.	Demonstrates a fair ability to respond to questions related to the proposed research.	Demonstrates a good ability to respond to questions related to the proposed research.	• 4 • 3 • 2 • 1	**3**

TOTAL MARKS (100%)

DOCTORAL DEGREE
BY
COURSEWORK

DMgt

Doctor of Management

HANDBOOK
2021-2022

Universiti Malaya
Graduate School of Business (UMGSB)
Postgraduate Programme

Doctor of **M**anagement

Programme Educational Objectives

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

- apply knowledge, understanding, and experience in conducting research to manage and lead an organization strategically.
- solve management issues creatively and innovatively through research and are able to lead and communicate effectively.
- practice ethical and professional values and take into consideration social responsibilities while advancing one's career through continuous life-long learning.

INTRODUCTION

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

DMgt 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 Learning Outcomes

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

- critique management theories and concepts.
- refine theories and concepts to make decisions in an organizational setting.
- design research method that can help solve management problems.
- conduct research with minimal supervision while conforming to legal, ethical and professional practices

- demonstrate mastery of quantitative and qualitative research skills.
- interpret research findings and propose solutions using scientific and critical thinking skills that will be useful for life-long learning.
- demonstrate management and leadership skills through effective communication and tasks deployment.

DMgt PROGRAMME

Entry Requirements

Applicants for the programme should possess:

- A master's degree and bachelor's degree in any field with a **minimum CGPA of 3.00 out of 4.00** or its equivalent from a recognised university; **and**

- A minimum of five (5) years full-time working experience; **and**

- A minimum of IELTS score 6.0 **OR** TOEFL score 550 (paper) / 213 (computer) **OR** PTE score of 55 for the paper-based (Academic) for international application whose first language is not English.

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

Career Prospects

The Doctor of Management (DMgt) 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-DMgt programme is designed for the individuals who want to focus their research on management that prepares them for careers as researchers, teachers and scholars.
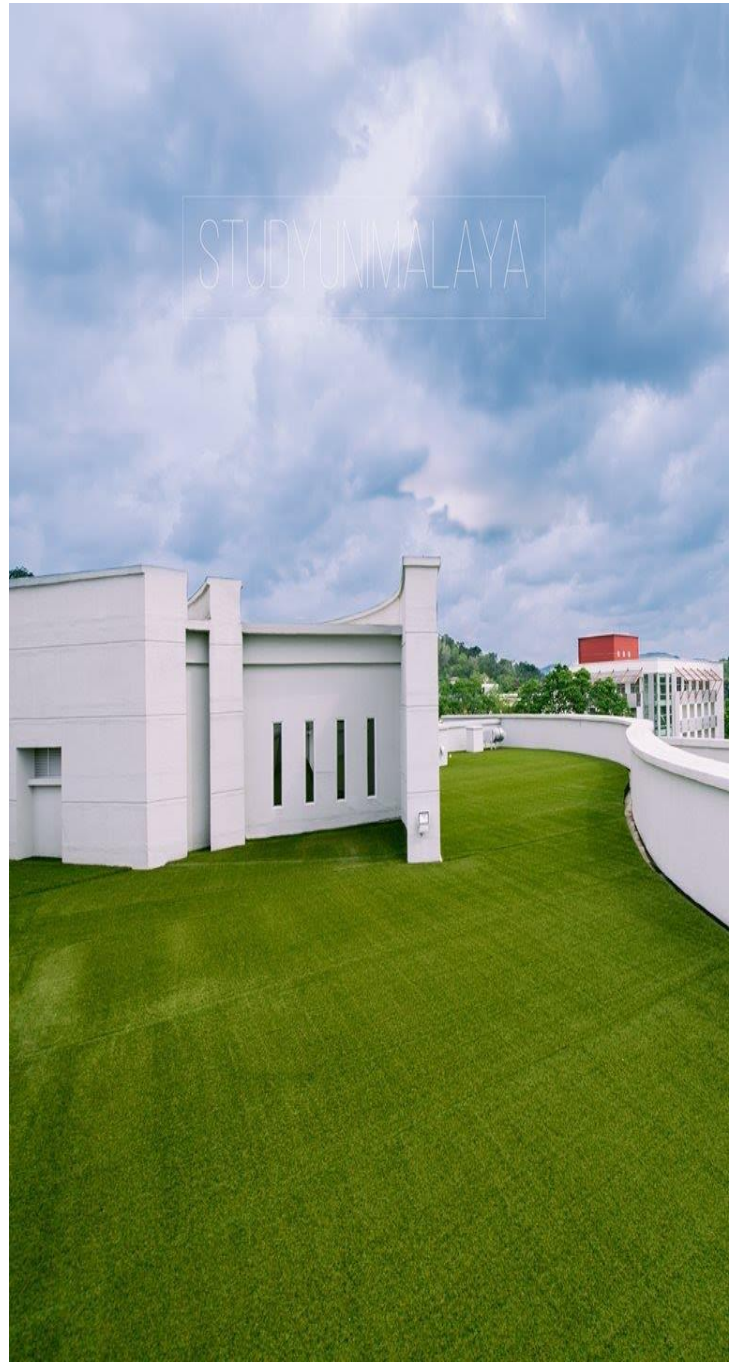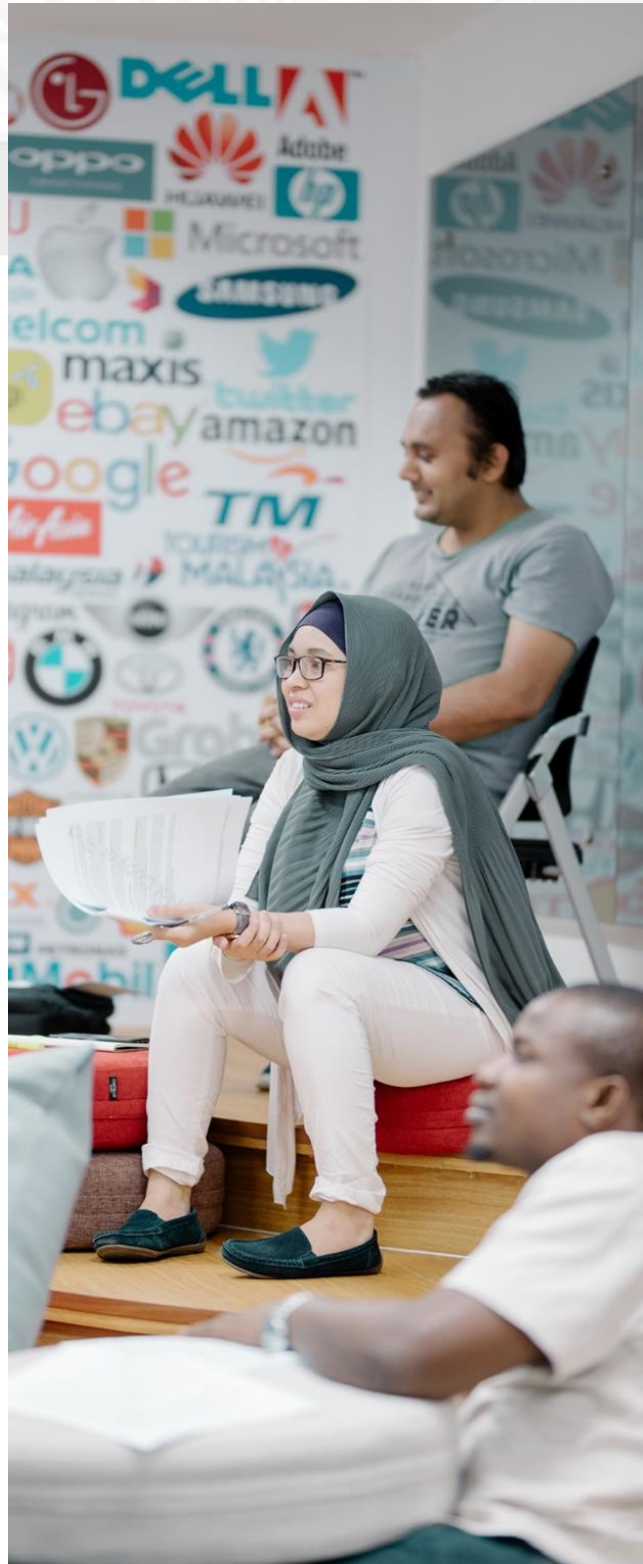
PROGRAMME STRUCTURE

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 DMgt programme at the faculty commences once a year (February). It should be noted that any withdrawal from the semester(s) by a candidate will not be excluded from the duration of programme.

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	42
Elective Courses	3
Dissertation	36
Total	**81**

***Each core and elective courses carry 3 credit hours.**

PROGRAMME STRUCTURE
CORE COURSE (3 CREDITS)

Core courses are designed to expose candidates to the fundamentals of management of business organizations.

The core courses are as follows:

Research Methodology courses (12 credits) that comprise of:

COURSE CODE	COURSE NAME
CXA8001	Quantitative Research Methods
CXA8003	Qualitative Research Methods
CXA8004	Quantitative Data Analysis
CXA8005	Qualitative Data Analysis

Note: Each course carries 3 credits

Management-related courses (30 credits) that comprise of:

COURSE CODE	COURSE NAME
CXA8006	Issues and Practices in Management
CXA8007	Governance and Decision Making
CXA8008	Organizational Strategy
CXA8009	Management Intelligence
CXA8010	Organizational Risk Management

Note: Each course carries 6 credits

PROGRAMME STRUCTURE
## Elective Course (3 Credits)

Candidates are required to take **ONE (1) elective course** out of the **FOUR (4) elective courses** offered. The following is the list of elective courses:

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

Note: Each course carries 3 credits

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).
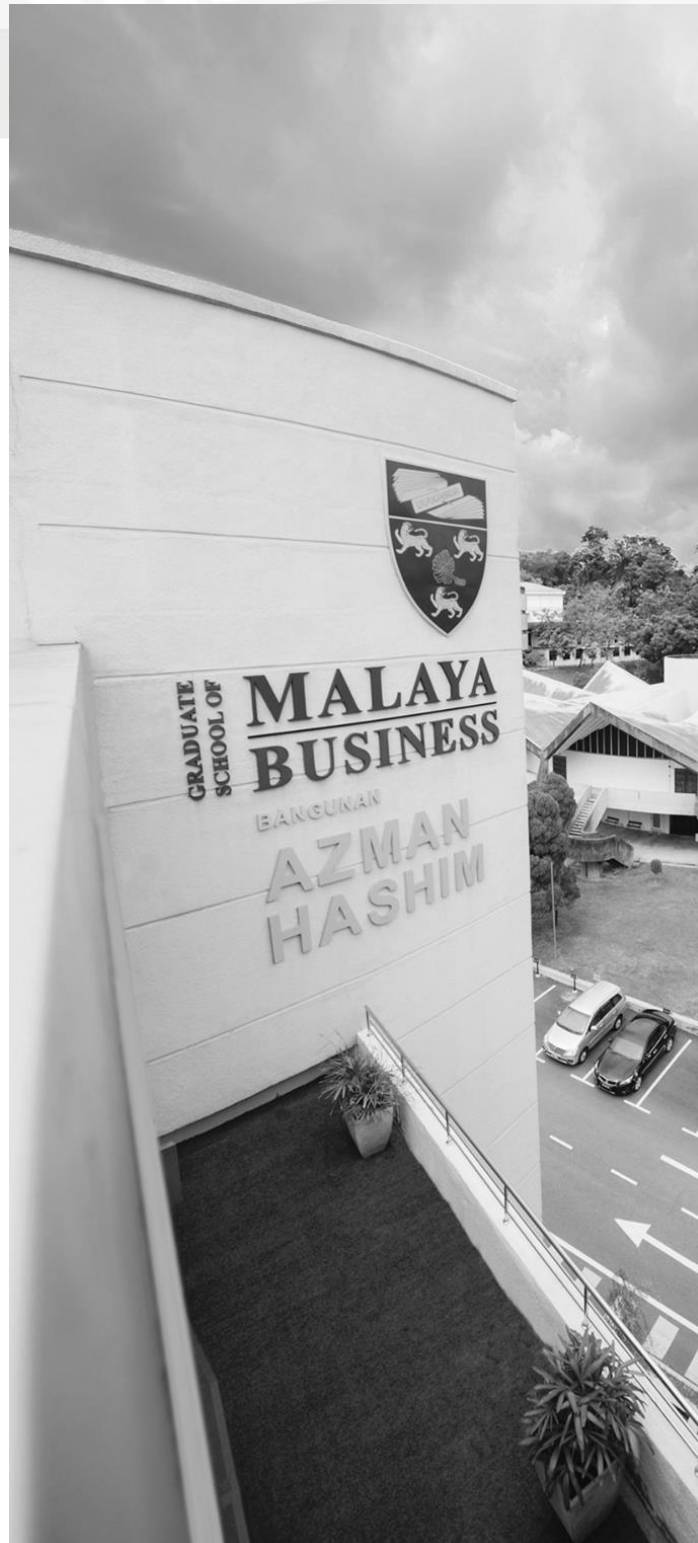
PROGRAMME STRUCTURE
Research Dissertation (36 Credits)

The programme's dissertation carries thirty-six (36) credits. The candidates must submit a doctoral dissertation with the minimum number of 50,000 words and NOT exceeding maximum number of 60,000 words (footnotes, references, appendixes, tables and figures are excluded) at the end of the programme. Candidates are also required to defend the dissertation in a viva-voce session.

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

RESEARCH PROCESS
Research Dissertation (36 Credits)

Candidates 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. To further assist the candidates, workshops have been planned to coincide with the deliverables. 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
Research Dissertation (36 Credits)

E-Progress Report

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

- The period of submission of the research progress report is between Week 16 until Week 18 of each semester before the registration of the following semester begins based on the prescribed procedures.

- 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.

- A candidate whose progress is satisfactory shall be recommended to continue with his/her candidature. While a candidate who receives unsatisfactory evaluation in the e-progress report for two (2) consecutive semesters shall risk termination of candidature by the Faculty.

- Candidates who fail to submit the report are evaluated as unsatisfactory in their progress.

- The Director of Advanced Academic Service Centre (AASC) shall be informed of the candidate's candidature termination by the Faculty.

RESEARCH PROCESS
Research Dissertation (36 Credits)

Proposal Defence

DMgt candidates are expected to complete a Dissertation proposal in a timely fashion. Candidates are required to present and pass (satisfactory) the Proposal Defence latest by Semester 2 and will be assessed by one (1) internal and one (1) external examiner(s).

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

- **introduction, statement of problem 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 required equipment;**
- **importance and relevance of study;**
- **preliminary findings / pilot test (initial findings, if any)**
- **proposed work schedule based on the designated date of submission of thesis/dissertation; and**
- **brief bibliography.**
- **References (APA format)**
- **Plagiarism Report (must not exceed 20 percent)**

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

RESEARCH PROCESS
Research Dissertation (36 Credits)

Candidature Defence

DMgt candidate are expected to complete a dissertation proposal in a timely fashion. Candidates are required to present and pass (satisfactory) the Candidature Defence latest in Semester 5.

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

- **introduction, statement of problem and scope of research;**
- **research objective;**
- **complete literature review;**
- **credible research methodology;**
- **importance and relevance of study;**
- **initial findings (*preliminary findings) / pilot test (if any)*
- **proposed work schedule based on the designated date of submission of thesis/dissertation; and**
- **brief bibliography**
- **Research plan that leads to the submission of the thesis**
- **List of publications or conference papers presented during the period of candidature, (if any);**
- **Plagiarism Report (must not exceed 20 percent)**
-

Important Note:
- *If Candidature Defence is deemed satisfactory, the candidate may proceed with the proposed research; **OR***
- *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 may put the candidate at risk of termination from the programme.*

RESEARCH PROCESS
Research Dissertation (36 Credits)

Dissertation Seminar

Prior to Dissertation submission, candidates are required to submit a notice of Intention to Submit and to present their research in DMgt Dissertation Seminar within two (2) months after the submission of the notice.

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

The panel for the DMgt Dissertation seminar comprises of:
- chairman who is the Head of Department; **OR**
- a representative, supervisor(s); **AND**
- an internal assessor.

The results of the seminar include:
- Satisfactory and proceed with final Dissertation submission for examination; **OR**
    Note: Candidates are required to get an approval from supervisor(s) for the final submission.
- Unsatisfactory and required further refinement.

RESEARCH PROCESS
Research Dissertation (36 Credits)

Dissertation Submission

- A candidate shall inform the Faculty about the submission of his/her dissertation for examination in accordance to the procedure prescribed subject to approval of the dissertation title by the Faculty.
- 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.
- A candidate shall submit his/her dissertation for examination after the title has been approved within the stipulated duration. A candidate who fails to do so shall renew his/her candidature registration in subsequent semester unless an approval is given by the Dean of the Faculty to extend the submission deadline. If the Dean of the Faculty is the candidate's supervisor, the extension of submission deadline is subject to the approval by the Deputy Vice Chancellor concerned.
- Upon approval of the dissertation title from the Faculty, the candidate must submit five (5) printed soft bound copies and one (1) soft copy (PDF format) of dissertation to UMGSB office. 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). For the external examiners' nomination, a further approval from the University Senate is required.
- The submitted dissertation must follow the format of dissertation set by the University and the submission must be made complete with the Submission of Dissertation for Examination form with verification by supervisor(s).

RESEARCH PROCESS
Research Dissertation (36 Credits)

Dissertation Submission

A 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.

The following are possible results of a viva voce:
- Attained sufficient academic merit for the award of the degree without amendments/corrections to the dissertation; OR
- Attained sufficient academic merit for the award of the degree subject to minor corrections to be made within a period of three (3) months as required by the Committee of Examiners and subject to confirmation of the corrections by the supervisor; OR
- Attained sufficient academic merit for the award of the degree subject to major corrections to be made within a period of six (6) months as required by the Committee of Examiners and subject to confirmation of the corrections by the Supervisor and Internal Examiner; OR
- Required to undertake further work and submit the Dissertation for Re-examination within a period of six (6) to twelve (12) months from the date of Senate; OR
- Failed to attain academic merit and it is recommended to Senate that the candidate has failed in the Dissertation examination and is not allowed to submit the Dissertation for re-examination.

RESEARCH PROCESS
Research Dissertation (36 Credits)

Publication

Candidates of the DMgt programme are required to provide proof of acceptance of at least one (1) publication listed in MyCite or journals approved by the Faculty before they can be awarded the doctoral degree.
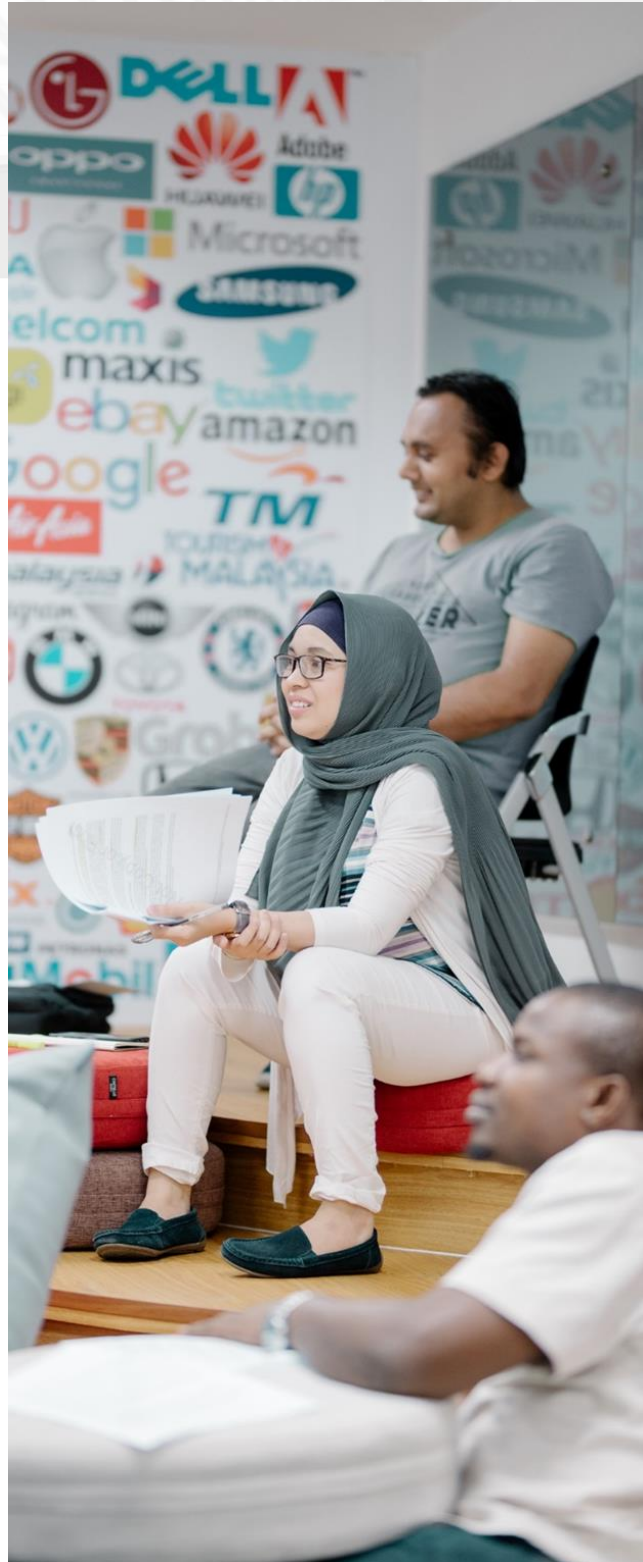
STUDY PLAN

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 (23 weeks)	September to January
Semester 2 (19 weeks)	February to June
Special Semester (10 weeks)	July-August

Please refer to the latest academic calendar issued by AASC.

STUDY PLAN

Graduating DMgt 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.
- **"Special Semester"** means a semester with a shorter duration from a Normal Semester and offered after Semester II.

Candidates are advised to follow the following the study plan:

Table 3: Study Plan and

Year 1				
	CREDIT			**CREDIT**
Semester 1		**Semester 2**		
Core Courses	**12**	**Core Courses**		**12**
CXA8001 Quantitative Research Method	3	CXA8007 Governance and Decision Making		6
CXA8003 Qualitative Research Method	3	CXA8008 Organizational Strategy		6
CXA8006 Issues and Practices in Management	6			
Research Progress Preparation of research intent's notice		**Research Progress** Proposal's development – Proposal Defence		

Year 2				
	CREDIT			**CREDIT**
Semester 1		**Semester 2**		
Core Courses	**12**	**Core Courses**		**9**
CXA8009 Management Intelligence	6	CXA8004 Quantitative Data Analysis		3
CXA8010 Organizational Risk Management	6	CXA8005 Qualitative Data Analysis		3
		Elective Course (Choose 1)		3
Research Progress Research design's refinement		**Research Progress** Data Analysis – (Initial research findings) - Candidature Defence		

Year 3				
	CREDIT			**CREDIT**
Semester 1		**Semester 2**		
CXA8002 Dissertation	18	CXA8002 Dissertation -continuance		18
Research Progress Data Analysis - Initial discussion and conclusion of study		**Research Progress** Submit notice of submission for dissertation submission – DMgt Seminar Submission of dissertation *Viva-voce*		

STUDY PLAN
Graduating DMgt 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	ACTIVITY	OUTCOMES	ASSESSMENT
1	Preparation of research intent's notice	Notice of research intent *(Appointment of supervisor(s))*	
2	Development of proposal	Research Proposal	**Proposal Defence**
3	Refinement of research design	Research design and data collection	
4	Data analysis	Initial research findings	**Candidature Defence**
5	Dissertation writing	Initial discussion and conclusion	**Dissertation Seminar**
6	Final dissertation writing Fulfil publication requirement	Submission of dissertation *(Appointment of examiners)* Submission of article for publication	**Viva-voce**

Evaluation Format

All courses adopt an assessment system that incorporates coursework and/or examination. The coursework may include written reports, case analysis, oral presentation, class participation, journal article review, and term tests.

Grading System

The grading system for all courses is as follows:

Marks	Grade	Grade Point	Meaning
90.00 – 100.00	A+	4.00	High Distinction
80.00 – 89.99	A	4.00	Distinction
75.00 – 79.99	A-	3.70	Distinction
70.00 – 74.99	B+	3.30	Pass
65.00 – 69.99	B	3.00	Pass
60.00 – 64.99	B-	2.70	Fail
55.00 – 59.99	C+	2.30	Fail
50.00 – 54.99	C	2.00	Fail
45.00 – 49.99	C-	1.70	Fail
40.00 – 44.99	D+	1.30	Fail
35.00 – 39.99	D	1.00	Fail
00.00 – 34.99	F	0.00	Fail

Repeating a Failed Course

(1) A candidate who fails any Core courses is required to repeat the same course until he achieves at least a passing grade subject to the maximum duration of his candidature. The best grade point will be taken into account for the calculation of the CGPA.

(2) A candidate who fails any Elective course, may repeat the same course or take another course in the same course category as replacement to the failed course. Calculation of CGPA is as follows:

> (1) For a candidate repeating the same course, the best grade point will be taken into account; and

> (2) (b) For a candidate taking a different course as replacement, the grade point of that course will be taken into account cumulatively.

(3) Notwithstanding anything stated in paragraphs (1) and (2) above, if a candidate obtained a fail grade for three (3) times for the same course, the candidate shall be terminated from his programme of study

Academic Probation Period

(1) Any candidate with a GPA of below 3.00 in a semester will be given the result Probation for that semester concerned and be placed in an Academic Probationary Period in the following semester where the candidate registers. This period will remain until the candidate's GPA achieves 3.00.

(2) When a candidate is placed in an Academic Probationary Period in a semester, the Dean of the Faculty or the Deputy Dean of Postgraduate shall caution the candidate concerned about his academic observation status. The caution should contain clear statement as to what amounts to "satisfactory progress" and what the candidate needs to do to achieve it.

Graduation Requirements

A candidate shall fulfil the following requirements that has been stipulated for a programme of study by Coursework:

a) Coursework Component

1. Fulfil the requirements of the coursework component, that is:

(a) achieves a final CGPA of 3.00 and above;
(b) (b) completes the number of credits as prescribed for his Doctoral programme;
(c) (c) fulfils the Faculty requirements, if any, where he is registered for his Doctoral programme;
(d) (d) fulfils the language requirements as prescribed for his Doctoral programme; and
(e) fulfils the other requirements approved by the Senate from time to time.

2. For a programme of study by coursework, the number of credits required for the purpose of graduation is at least 2/3 from the total number of credits for his programme of study and shall be obtained from courses carried out by this University except for University collaborative programmes and professional programmes governed by the respective professional body concerned.

b) Research Component

1. has achieved sufficient academic merit and has passed in the examination of his thesis and viva voce.
2. Candidates are required to provide proof of acceptance of the following prior to graduation:
    - At least **one (1) article in journals** indexed by Web of Science (WoS); **OR** journals indexed by Scopus; **OR** journal indexed by Malaysian Citation Index (MyCite)

Others

1. has fulfilled other requirements determined by the Faculty where the candidate is pursuing his programme of study;
2. has fulfilled the language requirements as prescribed; and
3. has fulfilled the other requirements approved by the Senate from time to time.

Any approved dissertation or part thereof that is subsequently published shall state clearly that it was submitted for the Doctoral Degree of the University. Throughout his/her study, a candidate may with the approval of his/her supervisor, or the Dean of the Faculty publish papers of his work provided due reference is made to the University in the publication.
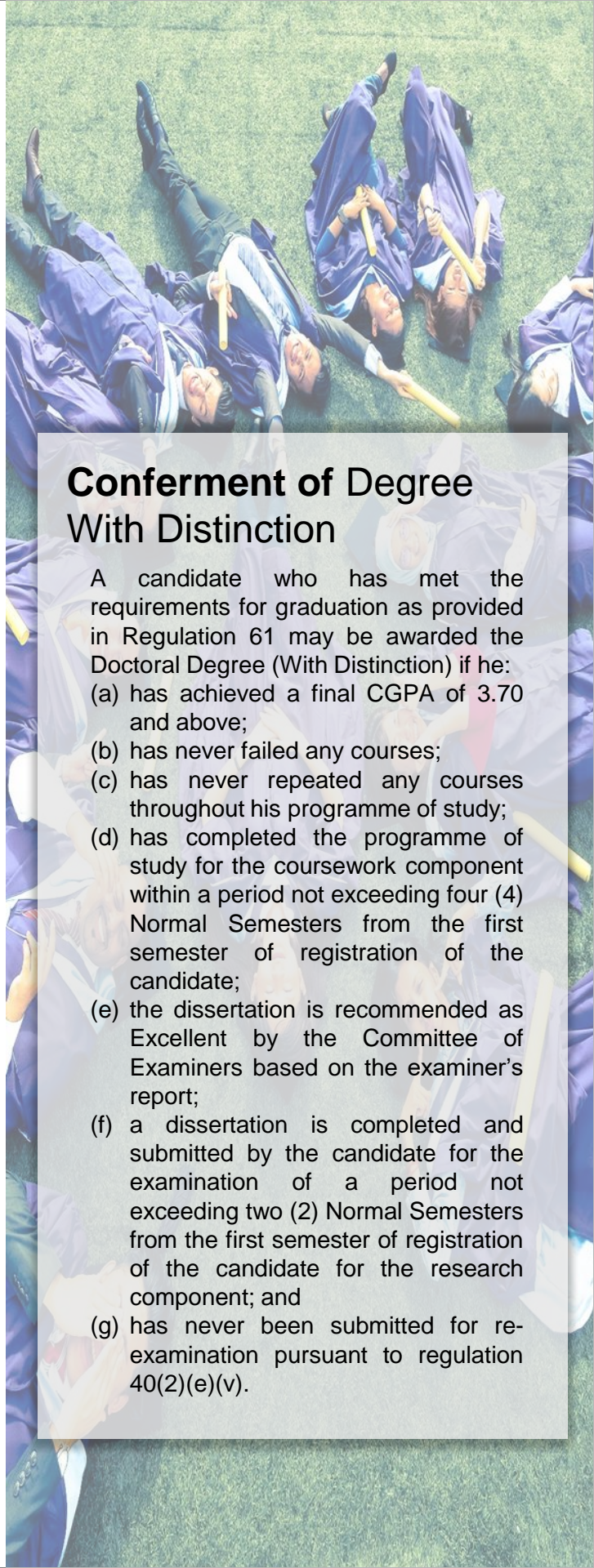
Conferment of Degree With Distinction

A candidate who has met the requirements for graduation as provided in Regulation 61 may be awarded the Doctoral Degree (With Distinction) if he:

(a) has achieved a final CGPA of 3.70 and above;
(b) has never failed any courses;
(c) has never repeated any courses throughout his programme of study;
(d) has completed the programme of study for the coursework component within a period not exceeding four (4) Normal Semesters from the first semester of registration of the candidate;
(e) the dissertation is recommended as Excellent by the Committee of Examiners based on the examiner's report;
(f) a dissertation is completed and submitted by the candidate for the examination of a period not exceeding two (2) Normal Semesters from the first semester of registration of the candidate for the research component; and
(g) has never been submitted for re-examination pursuant to regulation 40(2)(e)(v).

Details of Courses

APPENDIX - Details of Core Courses

COURSE TITLE	QUANTITATIVE RESEARCH METHOD
COURSE CODE	**CXA 8001**
SYNOPSIS	This course introduces the various paradigm in doing quantitative research. Topics in research process include theory building, ethical issues, problem definition and hypotheses development will be discussed. Research design that includes measurement and scaling concepts, secondary and primary data, sampling technique, and questionnaire will also be covered in this course.
LEARNING OUTCOMES	At the end of the course, candidates are able to: • Describe the scientific investigation characteristics and the research process. • Critique literature from relevant research material. • Synthesize research questions, objectives, and hypotheses suitable to research area. • Apply appropriate quantitative techniques in conducting research.

COURSE TITLE	QUALITATIVE RESEARCH METHOD
COURSE CODE	**CXA 8003**
SYNOPSIS	The course examines the methods of qualitative inquiry in a variety of research settings. This course introduces the various paradigm in doing qualitative research. Qualitative research concepts, approaches, designs, strategies, data collection, analysis, and interpretation will be covered.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Discuss the characteristics of qualitative research. ▪ Critique literature from relevant research materials. ▪ Synthesize research questions, objectives and propositions suitable to research area. ▪ Design a research based on the qualitative method.

APPENDIX - Details of Core Courses

COURSE TITLE	QUANTITATIVE DATA ANALYSIS
COURSE CODE	CXA 8004
SYNOPSIS	This course exposes candidates 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 candidate on the use of statistical software to analyse and interpret the data.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Use the dependence statistical techniques. ▪ Use the interdependence statistical techniques. ▪ Apply statistical software to analyze data. ▪ Interpret data analysis output

COURSE TITLE	QUALITATIVE DATA ANALYSIS
COURSE CODE	CXA 8005
SYNOPSIS	This course exposes candidates to various techniques in analysing qualitative data. In this course, the candidates will also be guided on how to use computer software such as NVivo to perform qualitative data analysis. The candidates will also know how to ensure validity and reliability of qualitative data. At the end of the course, the candidates will be exposed to effective writing method for qualitative research findings.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Compare qualitative data analysis methods. ▪ Criticize relevant literature on qualitative data analysis. ▪ Apply qualitative data analysis techniques to describe, explain, or predict a phenomenon. ▪ Report findings from qualitative data effectively.

APPENDIX - Details of Core Courses

COURSE TITLE	ISSUES AND PRACTICES IN MANAGEMENT
COURSE CODE	**CXA 8006**
SYNOPSIS	This course appraises concepts, theories and methods in management and business policy. It also discusses issues, gaps, and future of management and business policy research. In addition, candidates are required to synthesize literature in order to develop conceptual/theoretical research framework.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Appraise concepts, theories and methods in management and business policy disciplines. ▪ Discuss issues, gaps, and future of management and business policy research. ▪ Synthesize literature in management and business policy towards the development of conceptual/theoretical research framework.

COURSE TITLE	GOVERNANCE AND DECISION MAKING
COURSE CODE	**CXA 8007**
SYNOPSIS	This course consists of two major components: accounting for decision making and governance. The first component equips candidates with accounting knowledge that will enable them to make decisions based on accounting information such as financial statements. The second component exposes the Candidates to governance and ethical issues in the organization and prepare them with techniques to analyze and solve those issues.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Explain the basic concepts and principles of financial and managerial accounting. ▪ Interpret financial statements for decision making. ▪ Apply governance and ethical concepts. ▪ Analyze the roles of the board of directors, stakeholders and supervising bodies in encouraging good corporate governance.

APPENDIX - Details of Core Courses

COURSE TITLE	ORGANIZATIONAL STRATEGY
COURSE CODE	**CXA 8008**
SYNOPSIS	The course aims to expose candidates to the advanced theories and practices of strategic planning and management. The focus is on training candidates to conceptualize and analyze the competitive environment, apply the relevant concepts, and develop effective analytical framework for strategic decision making. The emphasis on real cases allows candidates to test their ability to identify and solve issues or problems that are strategic in nature.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Apply available data to structure the competitive environment. ▪ Analyze the competitive environment and context for strategic decisions. ▪ Evaluate alternative strategies critically. ▪ Analyze competitive dynamics among global economic players.

COURSE TITLE	MANAGEMENT INTELLIGENCE
COURSE CODE	**CXA 8009**
SYNOPSIS	This course comprises four components. First, it will introduce the candidates to the field of management information systems where management intelligence will be developed. Second, the course will reveal the importance of data in organization and the science underpinning their management. Third, it will discuss the issue of decision support systems in management intelligence. Lastly, the course will introduce candidates to spreadsheet and optimization models where they will be able to develop a management decision making model.
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Manage data according to data sciences approach. ▪ Determine the appropriate information systems environment to create management intelligence. ▪ Develop the management decision making model. ▪ Interpret complex model in management intelligence.

APPENDIX - Details of Core Courses

COURSE TITLE	ORGANIZATIONAL RISK MANAGEMENT
COURSE CODE	CXA 8010
SYNOPSIS	This course is designed to introduce various unforeseen operations and supply chain risks that may impact an organization. Various emerging risks management tools and techniques will be exposed for addressing and managing the risks identified. The course will help the candidates to realize, understand, and master various state-of-the-art risk management theories and practices (such as loss control, loss financing, and intimal risk reduction mechanisms).
LEARNING OUTCOMES	At the end of the course, candidates are able to: ▪ Determine the key operations and supply chain risks. ▪ Model and quantify the operations and supply chain risks faced by the firm. ▪ Apply risk management tools and techniques to undertake the risk analysis.

APPENDIX - Details of Elective Courses

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

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

APPENDIX - Details of Elective Courses

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

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

APPENDIX - Details of Elective Courses

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

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

APPENDIX 1: Rubric for Proposal Defence

Problem Statement, Research Objectives and Research Questions						
Demonstrates weak ability in describing research problems, questions and objectives.	Demonstrates inadequate ability in describing research problems, questions and objectives.	Demonstrates a fair ability in describing research problems, questions and objectives.	Demonstrates a good ability in describing research problems, questions and objectives.	• 4 • 3 • 2 • 1	**4**	
Literature Review						
Demonstrates weak synthesis of relevant literature.	Demonstrates insufficient synthesis of relevant literature.	Demonstrates a good synthesis of relevant literature.	Demonstrates an excellent synthesis of relevant literature.	• 4 • 3 • 2 • 1	**4**	
Practical Contributions						
Demonstrates weak practical contributions.	Demonstrates limited practical contributions.	Demonstrates fair practical contributions.	Demonstrates substantial practical contributions clearly.	• 4 • 3 • 2 • 1	**4**	
Conceptual/Theoretical Framework						
Conceptual/theoretical framework developed without any evidences/ supports.	Conceptual/theoretical framework developed poorly with limited evidences/supports.	Conceptual/theoretical framework developed reasonably with fair evidences/supports.	Conceptual/theoretical framework is well developed with relevant evidences/supports.	• 4 • 3 • 2 • 1	**4**	
Research Methodology						
Research approach and design applied are non-suitable and non-justifiable.	Research approach and design applied are poor with inadequate descriptions and justifications.	Research approach and design applied are fair with reasonable descriptions and justifications.	Research approach and design applied are good with clear descriptions and justifications.	• 4 • 3 • 2 • 1	**4**	
Question and Answer						
Demonstrates weak ability to respond to questions related to the proposed research.	Demonstrates limited ability to respond to questions related to the proposed research.	Demonstrates a fair ability to respond to questions related to the proposed research.	Demonstrates a good ability to respond to questions related to the proposed research.	• 4 • 3 • 2 • 1	**5**	
					TOTAL MARKS (100%)	

APPENDIX 2: Rubric for Candidature Defence

Problem Statement, Research Objectives and Research Questions						
Demonstrates weak ability in describing research problems, questions and objectives.	Demonstrates inadequate ability in describing research problems, questions and objectives.	Demonstrates a fair ability in describing research problems, questions and objectives.	Demonstrates a good ability in describing research problems, questions and objectives.	• 4 • 3 • 2 • 1	**4**	
Literature Review						
Demonstrates weak synthesis of relevant literature.	Demonstrates insufficient synthesis of relevant literature.	Demonstrates a good synthesis of relevant literature.	Demonstrates an excellent synthesis of relevant literature.	• 4 • 3 • 2 • 1	**4**	
Practical Contributions						
Demonstrates weak practical contributions.	Demonstrates limited practical contributions.	Demonstrates fair practical contributions.	Demonstrates substantial practical contributions clearly.	• 4 • 3 • 2 • 1	**4**	
Conceptual/Theoretical Framework						
Conceptual/theoretical framework developed without any evidences/ supports.	Conceptual/theoretical framework developed poorly with limited evidences/supports.	Conceptual/theoretical framework developed reasonably with fair evidences/supports.	Conceptual/theoretical framework is well developed with relevant evidences/supports.	• 4 • 3 • 2 • 1	**4**	
Research Methodology						
Research approach and design applied are non-suitable and non-justifiable.	Research approach and design applied are poor with inadequate descriptions and justifications.	Research approach and design applied are fair with reasonable descriptions and justifications.	Research approach and design applied are good with clear descriptions and justifications.	• 4 • 3 • 2 • 1	**4**	
Preliminary Findings						
Results are not related to research objectives or mostly missing.	Results are ambiguous and not related to research objectives.	Results are presented adequately and structured following the research objectives	Results are clearly presented and well-structured answering the research objectives accordingly.	• 4 • 3 • 2 • 1	4	
Question and Answer						
Demonstrates weak ability to respond to questions related to the proposed research.	Demonstrates limited ability to respond to questions related to the proposed research.	Demonstrates a fair ability to respond to questions related to the proposed research.	Demonstrates a good ability to respond to questions related to the proposed research.	• 4 • 3 • 2 • 1	**5**	
					TOTAL MARKS (100%)	

Appeal to Review Examination Results of Dissertation

(1) A candidate who is not satisfied with the examination results of the thesis or dissertation may appeal in writing to Director of Academic Administration and Services Centre within one (1) month from the date of notification of examination results.
(2) The candidate's appeal will be considered by the Deputy Vice-Chancellor concerned. If the candidate's appeal does not merit consideration, the candidate will be informed that his appeal was rejected. If the candidate's appeal merits consideration, the appeal will be brought to the Special Senate Committee to review the examination results of the thesis or dissertation and submit its recommendation to the Senate.
(3) The Special Senate Committee shall comprise of the Deputy Vice-Chancellor concerned as Chairman and two (2) members of the Senate from the Science and Arts field.

Appeal to Continue with Studies

(1) A candidate who has failed and exited from a course examination may appeal in writing to continue his studies to the Dean of the Faculty concerned within one (1) semester from the date of notification of his examination results. The candidate's appeal will not be considered if the candidate exceeds the specified period.
(2) The candidate's appeal will be reviewed and considered by the Faculty Appeals Committee before recommended to the University Appeals Committee.
(3) Subject to subregulation (1) above, the following appeals will not be reconsidered:
    (a) a candidate whose appeal has been approved, and failed and exited in the semester in which the candidate was re-admitted; or
    (b) the candidate's appeal was rejected by the University Appeals Committee.

Appeal to Activate Candidature

(1) A candidate whose candidature has lapsed due to failure to renew his candidature, may submit an appeal to the Dean of the Faculty to continue his studies. The appeal shall be made in accordance with the procedure as prescribed by the University.

(2) Approval to activate the candidature may only be given if the lapsed candidature does not exceed two (2) semesters at any one time, subject to the remaining duration of candidature. A candidate whose appeal is approved has to pay a fine at the rate prescribed by the University.

Appeal to Extend Maximum Duration of Candidature

(1) A candidate whose maximum candidature period is about to expire but still requires time to complete the thesis or dissertation, may submit an appeal to extend the maximum period of his candidature to the Dean of the Faculty. The appeal shall be made in the last semester before his candidature lapses and shall be made in accordance with the procedure as prescribed by the University.

(2) Extension of the maximum duration of candidature may be given for one (1) semester only at a time. Notwithstanding the provisions of this subregulation, the maximum extension period that may be approved for a candidate shall not exceed three (3) semesters. The candidate's status after the expiry of maximum extension period is "Failed and Exit"

Failed and Terminated from Programme of Study

(1) A candidate is termed as failed and terminated from the programme of study if:

- he does not achieve at least a minimum passing grade for the core course including compulsory courses by the Faculty after three attempts;
- obtains a GPA of less than 3.00 for three (3) consecutive semesters including Special Semester (if any);
- a candidate who is re-admitted after being terminated from his programme of study and obtains a CGPA of less than 3.00 for the examinations in the semester in which he has registered immediately upon re-admission will be terminated from his study.
- the candidate's progress report is unsatisfactory for two (2) consecutive semesters;
- fails in his Candidature Defense presentation twice (2);
- fails in the thesis or dissertation's examination and viva voce; or
- fails to fulfil the conditions and graduation requirements of the programme of study within the specified maximum duration.

(2) Any candidate may also be terminated from the programme of study if:

- the candidate was found to plagiarise his thesis or dissertation as stipulated under the University Malaya (Discipline of Students) Rules 1999;
- the candidate was found to have given false information pertaining to his admission to the University or committed any academic dishonesty other than that stipulated in the University of Malaya (Discipline of Students) Rules 1999; or
- failure to renew his candidature for two (2) consecutive semesters.

(3) Senate may use its discretion to terminate the registration of any candidate at any time if the Senate is of the opinion that the candidate is incapable to continue with his programme of study. The candidate's name will be removed from the list of student register of the University and the candidate shall cease being a student of the University. The decision made by the Senate according to subrule 6(5) shall be final.

(4) The failure of any candidate to pay all fees and other payments within the stipulated time by the University may cause the candidate to be barred from registering in the following semester and his status as a student of the University may be terminated.

(5) A candidate is not permitted to register concurrently for any other programme of study that will lead to the award of any degree in this University or any other university or institution. Any candidate found to be in breach of this regulation may have his candidature terminated by the University without refund of any fees and other payments that have been paid.

(6) When a candidate has been terminated from his programme of study, the termination notice shall be sent to the candidate by the Director of Academic Administration and Services Centre.

Course Registration

(1) A candidate for a programme of study by Mixed Mode, Coursework and Clinical is required to attend the said programme based on the structure of the programme of study as determined by the Faculty and approved by the Senate. Registration of course(s) other than those prescribed in the programme structure will not be taken into account for the purpose of fulfillment of the degree requirements.

(2) A candidate is required to register for courses as determined by the Faculty and shall be approved by the Senate.

(3) Registration of courses shall be completed before the semester starts. A candidate who fails to complete his course registration within the prescribed period will not be allowed to follow the course and may have his candidature terminated.

(4) A candidate is not allowed to add/drop courses after verification of registration is made.

(5) Any candidate who fails to register continuously for a period of two (2) normal semesters and fail to complete his registration in a specified duration for the following normal semester shall cease to be a candidate and terminated from his study.

(6) Notwithstanding anything stated in Regulation 5, in certain circumstances, the Deputy Vice Chancellor concerned may state otherwise.

Renewal of Candidature

(1) Candidate of all modes of programme of study shall renew his candidature before the commencement of the semester concerned

(2) A candidate who does not register within the stipulated duration for the semester concerned will be recorded as Not Registered.

(3) Any candidate who fails to continuously register for a duration of two (2) Normal Semesters and fails to register the following Normal Semester, will cease to be a candidate and his studies will be terminated.

Withdrawal from A Course

The following provisions shall apply to withdrawal from any course:

    (1) A withdrawal from any course means withdrawal from one (1) or more courses in any semester.

    (2) A candidate is not allowed to withdraw from a course after the verification of registration is made.

    (3) Not withstanding anything stated in Regulation 9, in certain circumstances, the Deputy Vice Chancellor concerned may make a decision otherwise.

Withdrawal from Semester

The following provisions shall apply in relation to any withdrawal from a semester:

(1) "Withdrawal from a semester" means withdrawal from all registered courses and all teaching and learning activities as well as research activities for the semester concerned. The candidate is only allowed to withdraw from a semester after he has undergone at least one (1) semester of his programme of study except for medical reasons.

(2) Withdrawal from a semester is categorised as follows:
   (a) semester leave on personal reasons
   (b) semester leave on mobility programme reasons
   (c) semester leave on medical reasons.

(3) All applications for withdrawal from a semester shall be made to the Dean of the Faculty for consideration and approval.

(4) Details of withdrawal from a semester is stated below:

Category	Normal Semester	Special Semester	Fee Charges	Calculated for the Duration of Study	Grade
Personal Reason*	Week 1 –2	Week 2	No	Included	No Grade
	Week 3 –7	Week 2	Yes	Included	Grade W1
Mobility Programme Reason*	Week 1 -2	Week 1 -2	No	Not Included	Grade W3
	Week 3 -14	Week 3 -7	Yes	Not Included	Grade W1
Medical Reason*	Week 1 -7	Week 1 -3	No	Not Included	Grade W3
	Week 8 –14	Week 4 -7	Yes	Not Included	Grade W1

Note: * Candidate who withdraws from a semester will be charged a minimum payment to retain the candidature.

Withdrawal from Semester

(5) A candidate may withdraw from a semester not later than the second lecture week of a Semester. The candidate will not be charged fees and registration records for the course concerned will be expunged.

(6) Application for withdrawal from a semester for personal reasons [third to seventh lecture week] and on mobility programme reasons [third to fourteenth lecture week] will be subjected to the course fees and the course concerned will be recorded as Grade W1.

(7) A candidate is not permitted to withdraw from a semester after the seventh lecture week of a Normal Semester except for medical reasons which is supported by a medical report that is issued by a Registered Medical Officer. The application has to be made to the Dean of the Faculty for consideration and approval. If the application is approved, the course concerned will be recorded as Grade W1. The fees remain liable to be paid.

(8) Application for withdrawal from a semester due to medical reasons before the seventh lecture week of the Normal Semester may be approved subject to medical reports issued by a Registered Medical Officer of the University Student Health Clinic/government hospital/teaching hospital/University Malaya Medical Centre/Private Medical Centre. If approved, the fees will not be charged and the course concerned will be recorded as Grade W3.

(9) If the application is not approved, the candidate shall be required to continue with his studies for the semester concerned. Failure of the candidate to continue with his studies may result in the candidate being given a Grade F for the course concerned.

(10) Withdrawal from any semester is not allowed once the examination period has commenced.

(11) The maximum duration a candidate may be permitted to withdraw from a semester is two (2) Normal Semesters during his studies which may be either continuously or otherwise, except during the last semester of his studies. Withdrawal of the candidate will be taken into account as part of his maximum duration except for medical reasons supported by medical reports from a Registered Medical Practitioner.

Withdrawal from **Programme of Study**

The following provisions apply to withdrawal from a programme of study:

(1) Withdrawal from programme of study means withdrawal from the programme of study that is currently being undertaken by the candidate.
(2) Application for withdrawal from the programme of study shall be made to the Dean of the Faculty using a prescribed form.
(3) A candidate, who has been approved to withdraw from his programme of study after the second lecture week shall:
   (a) pay the prescribed fees and other payments as stated in Part IV in this regulation, and
   (b) be recorded Grade W2 for any courses registered in the semester where the candidate withdraws from the programme.
(4) Any decision with respect to withdrawal from a Degree programme of study shall be final.

PLAGIARISM AND ETHICS

Plagiarism

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

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

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

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

Ethics

Universiti Malaya is committed to ensuring that research ethics and integrity form parts of the University's ethos and culture.

The University has a research ethics framework and guidelines in which all research activities must comply with.

For more information about research ethics and integrity, the relevant policies, and codes of practice such as the manual for responsible research, please refer to the following link: https://umresearch.um.edu.my/university-of-malaya-research-ethics-committee-umrec

ACADEMIC DISHONESTY

1) **Academic dishonesty may occur in various forms including but not limited to:**

   a) plagiarism – the act of someone using someone else's ideas without citing the source;

   b) false excerpt – quoting sources which never have been used or linking the work produced with reference materials which were never referred to or the source obtained;

   c) falsifying information – fabricating or changing the data in order to create confusion, for example, changing data to obtain a better experimental result;

   d) conspire or abet – copying the work of another candidate, asking someone else to write a person's assignment, or allowing another student to borrow his work;

   e) cheating in exams – bringing or having access to books or any material in any form or format illegally during an examination or assessment or in any assignment which would be used by the lecturer/tutor/examiner as the basis of assessment, and

   f) contract cheating and disguising – the work of a candidate was completed by another person, usually including a payment to the third party but would be submitted as his own work. (2) Any candidate who is found committing an act which amounts to academic dishonesty can be subject to disciplinary action by the University.

STUDENT EXCHANGE PROGRAMME

UM organises a student exchange programme with various institutions around the world. The institutions/countries popular amongst students are the Rouen Graduate School of Business in France, Georg-Simon-Ohm-Fachhochschule Nürnberg in Germany and University of Melbourne in Australia.

The aim of this exchange programme is to prepare students for the global economy by providing them an opportunity to broaden their perspective and gain greater insights into business and management practice besides the cross-cultural perspective of business and management.

Students should choose courses in the host institution that are equivalent to the elective courses offered by the UMGSB programme.

Transfer of credits for courses taken at a host institution can be allowed for up to nine credit hours of elective courses under the UMGSB programme.

Students are requested to obtain prior approval for the courses to be taken at the host institution for consideration of credit transfer. Upon returning to UM, students can apply for credit transfer by submitting the transcript from the host institution.

Eligibility

(1) Students who have completed their second semester and have achieved a Cumulative Grade Point Average (CGPA) of 3.50 and above are eligible to apply.

(2) Students must be registered as a full-time student with the host institution for the duration of the exchange programme.

(3) The Dean of the Faculty is given the authority to accept any person as a mobility programme candidate subject to the following requirements:
(1) not more than one calendar year if he conducts research, or not more than one academic session if he is taking courses.
(2) may register any courses and may sit for the University final examination. The examination results will be given to the candidate or may be sent directly to his university or institution.

Duration

The duration of the exchange programme is one semester, which is approximately four to five months.

Fees

There is no payment of tuition fees to the host institution, but tuition fees will have to be paid to the Universiti Malaya. This is the unique feature of our exchange programme – paying local fees for an international experience

Details of the exchange programme can be obtained from the Universiti Malaya's International Student Centre (ISC) : https://isc.um.edu.my/

STAY CONNECTED

GRADUATE SCHOOL OF BUSINESS
Level 4, Azman Hashim Building
Faculty of Business and Accountancy
Universiti Malaya
50603 Kuala Lumpur
Phone: +603 7967 3850 / 3906 / 3993
Email: umgsb@um.edu.my
Website: https://fba.um.edu.my