



**UTM**  
UNIVERSITI TEKNOLOGI MALAYSIA

Faculty of Management



# POSTGRADUATE ACADEMIC HANDBOOK

2015/2016

[www.management.utm.my](http://www.management.utm.my)

**POSTGRADUATE ACADEMIC HANDBOOK**  
**Faculty of Management**  
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**ATTENTION**

**The content of this book is true and accurate at the time of publication.  
UTM Faculty of Management reserves the right to change any information contained  
herewith.**

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# WELCOME



Welcome to the Faculty of Management, Universiti Teknologi Malaysia. It gives me pleasure to introduce you to the programs offered at the faculty. We have a team of dedicated academicians and our distinctive programs are accredited by MQA (Malaysian Qualification Agency). Currently, the faculty has 1702 enrolments comprising 999 undergraduates in five programs and 703 postgraduates, 411 of which are doing their PhDs. Our academic programs curricular blend theory with

practice, evidenced by the use of Harvard Business School Case Studies as teaching materials and Problem-based Learning as a pedagogical approach.

Our students are not only academically excellent possessing technical qualities required by today's competitive employers from the public and private sectors, but also are of high caliber and well exposed to local and international environments, developed through our intensive student-centered approach. Students are encouraged to participate in the Global Outreach Program (GOP), a hands-on approach that provides students with an international exposure and the opportunity to exchange experiences in innovation and creativity with foreign counterparts, as well as many highly competitive business and managerial competitions at national as well as international levels.

Most of the lecturers at the faculty have PhDs and are dedicated in their pursuit of academic excellence through their teaching, research and consultancy in areas of business, human resource development, finance and management related disciplines. The academic programs offered are at par with any established universities in the world in terms of expertise, dedication and commitment as we adhere to international academic standards.

We look forward to welcoming you to the Faculty of Management, UTM.

*Sincerely,*

**Professor Dr. Zainab Khalifah**  
**Dean, Faculty of Management**  
**T08, Universiti Teknologi Malaysia**  
**81310 Johor Bahru, JOHOR**

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# INTRODUCTION

## UNIVERSITI TEKNOLOGI MALAYSIA

Universiti Teknologi Malaysia (UTM), an innovation-led and graduate-focused Research University is located in Kuala Lumpur, the capital city of Malaysia and in Skudai, Johor, the southern city in Iskandar Malaysia, a vibrant economic corridor in the south of Peninsular Malaysia.

‘The number of postgraduates enrolled in UTM for PhD studies is 5,121 students, which is the highest in the region and among top ten in the world. It has 5,043 international students from more than 60 countries around the world, the highest among research universities in Malaysia’.

### Our Strategic Thrusts

**Contribute** - to human capital development by providing quality education.

**Provide** - leadership & contribution through research & innovation.

**Achieve** - desirable image & branding that fulfills the requirements of stakeholders.

**Contribute** - to society through community engagement and outreach.

### Our Philosophy

The divine law of Allah is the foundation for science and technology. UTM strives with total and unified effort to attain excellence in science and technology for universal peace and prosperity in accordance with His will.

### Our Vision

To be recognized as a world-class centre of academia and technological excellence.

### Our Mission

To be a leader in the development of human capital and innovative technologies that will contribute to the nation’s wealth creation.

### Our Quality Policy

UTM is committed to excellence in the development of human resource as well as science and technology through innovation to meet the expectations and hopes of its customers.

### The UTM Quality Objective

The UTM Quality Objective states that the University will strive to achieve quality of the highest level through continuous improvement. Emphasis is given to innovation, creativity & ‘zero defect’ processes. An integrated approach is adopted to achieve this objective by:

1. Enhancing scholarship, nurturing outstanding personality & developing individual potential;
2. Pioneering the frontiers of knowledge that contributes to inventions in new technologies;
3. Diversifying student-access to higher education to increase opportunities for education through a broad-based education system;
4. Increasing the variety of continuous education programs;
5. Increasing research according to stipulated specifications & producing findings that can be commercialized;
6. Increasing consulting work on a contractual basis;
7. Increasing publication to meet market needs;
8. Enhancing quality of teaching through assessment on teaching;
9. Enhancing the university management system to ensure efficiency, efficacy and adaptability.

# FACULTY OF MANAGEMENT

The Faculty of Management is established in 1991 comprises of three departments, namely Department of Business Administration, Department of Accounting and Finance and Department of Human Resource Development. A wide range of academic programs from Bachelor to PhD levels are offered at the faculty. Our mission supports the National Education Blueprint for Higher Education 2015 – 2025.



Five undergraduate programs are as follows:

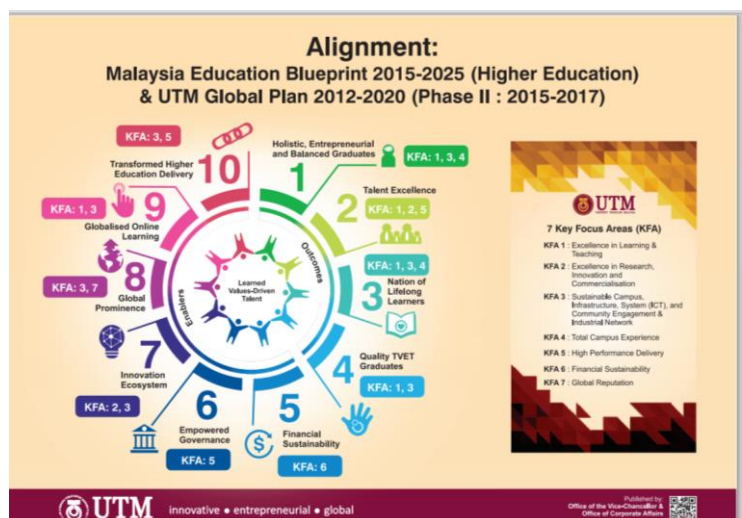
- Bachelor of Management (Technology),
- Bachelor of Management (Marketing),
- Bachelor of Science (Human Resource Development),
- Bachelor of Psychology with Human Resource Development
- Bachelor of Accounting

Five Masters programmes are as follows:

- Master of Technology & Innovation Management
- Master of Management  
Specialisation: Technology Management
- Master of Human Resource Development
- Master of Philosophy  
Field: Management
- Master of Philosophy  
Field: Human Resource Development

Doctor of Philosophy programme is as follows:

- Field: Management.



The academic programs are designed and delivered in line with our inspiration to become a leading social science and management academic institution.

### **Philosophy**

The divine law of Allah is the foundation for science and technology. Universiti Teknologi Malaysia strives with total and unified effort to develop excellence in science and technology for universal peace and prosperity, in accordance with His Will.

### **Vision**

To become a world class school of social science and management towards achieving excellence in science and technology

### **Mission**

To produce reliable, confident and outstanding graduates in the field of social sciences and management who are able to meet the challenges of a technology-driven era.

## The Management Team of Faculty of Management



**DEAN**  
**PROF. DR. ZAINAB KHALIFAH**



DEPUTY DEAN (ACADEMIC)  
PROF. DR. KHALIL MD NOR



DEPUTY DEAN (RESEARCH & INNOVATION)  
PROF. DR. ROHAIZAT BAHARUN



DEPUTY REGISTRAR  
YASNI NURUL HUDA BINTI HJ. MOHD. YASSIN



SENIOR ASSISTANT REGISTRAR  
MOHD. NOR FAIZAL JAMALUDDIN



INFORMATION TECHNOLOGY MANAGER  
SHAFUDIN MOHD YATIM



HEAD OF DEPARTMENT ACCOUNTING AND  
FINANCE  
DR. NORIZA MOHD JAMAL



HEAD OF DEPARTMENT  
BUSINESS ADMINISTRATION  
DR. UNGKU NORULKAMAR UNGKU AHMAD



HEAD OF DEPARTMENT  
HUMAN RESOURCE DEVELOPMENT  
ASSOC. PROF. DR. NORHANI BAKRI



ACADEMIC MANAGER (UNDERGRADUATE)  
ASSOC. PROF. DR. NOR IAADAH ABDUL RAHMAN



ACADEMIC MANAGER  
(POST-GRADUATE)  
DR. KHAIRIAH SOEHOD



ACADEMIC MANAGER (RESEARCH)  
DR. AHMAD BIN JUSOH



## Master Degree Program (Taught Course and Mixed-Mode)

Faculty of Management offers one Master Degree by taught course and two Master programs by mixed-mode. The programmes are as follows:

Master by taught course

- Master of Technology and Innovation Management

Master by mixed mode

- Master of Management  
Specialisation: Technology Management
- Master of Human Resource Development

The program provides students with a broad introduction to key aspects of business that would prepare them for future careers in industrial, commercial and professional areas.

### Teaching Methods

The academic staff applies active learning and experiential approaches conducted in a relatively informal learning environment in their teaching. Courses taught may incorporate lectures, seminars, practical training and projects.



### Assessments

The formal taught courses will be graded and recorded as Grade Point Average (GPA) and the final GPA over all semesters will be recorded as cumulative GPA (CGPA).

Generally, taught courses will have continuous assessments that contribute 50-70% of the final mark and the final examination at the end of the semester will be the balance that should add up to be 100%.

One of the components in the program is a research project where candidates will be assessed as PASS or FAIL based on a master project or dissertation and assessment reports by supervisors and examiners.

## Master Program (Taught Course)

### Master of Technology and Innovation Management

Students must complete the following courses to be eligible for the award of Master of Technology and Innovation Management

#### CORE COURSES

Course title	Credit
▪ Managing Technology and Innovation	
▪ Business Planning and Organizing	3
▪ Costing and Financial Analysis	3
▪ Marketing of Technology & Innovative Products	3
▪ Human Resource and Talent Management for Innovation	3

#### Elective Courses (among others) - Choose FOUR Course

Course title	Credit
▪ Finance and Funding of Technology Enterprise	3
▪ Business and Intellectual Property Law	3
▪ Leading Knowledge Workers for Innovation	3
▪ Value Configurations and Competitive Strategy	3
▪ Business Networking and Managing Alliances	3
▪ Managing Technology Change and Transformation	3
▪ Valuation and Intellectual Property Management	3
▪ Strategic Management of Technology	3
▪ Policy and Economics of Technological Innovation	3

#### PROJEK SARJANA

Course title	Credit
▪ Project 1 (Decision Making and Creative Problem Solving)	3
▪ Project 2 (Operations and Project Management for Technology Initiatives)	6

#### BENGKEL PENGURUSAN

Course title	Credit
▪ MMJT 2023/	
▪ MHAT 2023      Advanced Managerial Techniques	3

#### KURSUS WAJIB FAKULTI

Course title	Credit
▪ MMJP1183/	
▪ MHAD1013      Research Methodology	3

#### University Elective (among others) - Choose ONE Course

Course title	Credit
▪ Seminar on Global Development, Economic and Social Issues	3
▪ Philosophy of Science and Civilization	3
▪ Dynamics of Leadership	3
▪ Malaysian Society and Culture	3
▪ Malay Language for Postgraduates	3
▪ Organizational Behavior and Development	3
▪ IT Project Management	3
▪ Japanese Language	3

**TOTAL** **45**

**Length of Programme: 3-6 Semesters, Full Time | 4 – 8 Semesters, Part Time**

**Intake: September & February**

### MASTER OF TECHNOLOGY AND INNOVATION MANAGEMENT (MHAAT)

This programme is co-owned with Malaysia-Japan International Institute of Technology (MJIIT) and is designed for students who are interested to pursue their studies in technology inclined areas. The curriculum is developed and designed with MJIIT's Japanese counterparts and emulates the technology management elements offered by Japanese universities. Specifically, the focus of this program is to develop the necessary competencies needed to lead and manage in technology based situations. The ability to deal with complex and novel problems will become more important as students advance to more senior positions. This includes competencies in managing the generation and development of creative ideas, manage organizational processes, lead people effectively, make use of resources resourcefully and collaborate and network with others.

#### Programme Objectives:

At the end of this programme, graduates are able to:

1. Predict, generate and interpret new creative ideas and techniques to handle technology changes and manage new technology and innovative product and service development.
2. Lead organisation to compete based on technological and innovative management knowledge
3. Work in a multi-disciplinary team and contribute towards a dynamic society
4. To adhere to professional, ethical and community standard as well as to be involved in lifelong learning.

# Master of Technology and Innovation Management

## Course Synopsis

### **MMJT 1013/MHAT1013 MANAGING TECHNOLOGY AND INNOVATION**

Innovation involves moving an idea from its inception to commercialization. It requires a systematic process of invention, development, production and commercialization. In addition, innovation is tightly related to the internal capabilities of organizations. This includes its ability to nurture learning and creativity as well as developing the organization's absorptive capacity.

### **MMJT 1063/MHAT 1063 FINANCE AND FUNDING OF TECHNOLOGY ENTREPREISE**

One of the main resources of any organization is its financial resources. As such, optimum use of the financial resources is important. Likewise, business also expected to generate returns on their financial resources. This requires prudent decision on how to deploy the organization's financial resources. In addition, organizations need to also to assess its performance using financial criteria and seek alternative sources of funding for its activities.

### **MMJT 1023/MHAT 1023 BUSINESS PLANNING AND ORGANIZING**

Successful execution of any idea depends on developing a plan that enables its execution. Planning requires an assessment of an organization's internal and external environment. In addition, business plans need to also be answer questions that stakeholders such as bankers and investors have about a company. Subsequently, execution of the plan requires that the company organize itself in manner that supports the requirements of the plan.

### **MMJT 1073/MHAT 1073 BUSINESS AND INTELLECTUAL PROPERTY LAW**

This course discusses businesses operations within legal system that defines the boundaries of its behaviour and also accords it protection. These boundaries and protection enables business transactions to be conducted in a harmonious manner. In addition, knowledge intensive firms have to protect its most important asset i.e. its intellectual property. Understanding the legal framework and the instrument available to do this is important for managers.

### **MMJT 1033/ MHAT 1033 COSTING AND FINANCIAL ANALYSIS**

Effective management of cost is an important issue in ensuring the profitability of business. This course will provide the students with the know-how on how to measure and manage cost as well as how to assess the financial health of a business. This includes developing the ability to read and interpret financial statements and using the data in these statements for decision making.

### **MMJT 1083/MHAT 1083 LEADING KNOWLEDGE WORKERS**

Leadership plays an important role in motivating employees. In knowledge intensive organization, it is even more important because the creative contribution of employees cannot be produced from coercive approaches. An enlightened leadership is necessary to enable this happens. A focus on the quality of leader-member relationship and its determinant is an important aspect of effective leadership in knowledge intensive organizations. Developing the know-how to lead in such a manner is the focus of this course

### **MMJT 1043/MHAT 1043 MARKETING OF TECHNOLOGY PRODUCTS**

The ultimate test of the success of an innovation is its success in the market. To achieve this requires an understanding of markets and customer expectations. For technology products, this involves understanding the expectations of consumer and industrial markets. Likewise, this information has to be translated into an innovation plan that produces sellable products. Ensuring market success also requires an understanding the processes of marketing.

### **MMJT 1093/MHAT 1093 VALUE CONFIGURATIONS AND COMPETITIVE STRATEGIES**

At the root of competitive success is the ability to create and deliver value to customers. All strategies involve assessing the opportunities available or that can be created in the market, scanning the competitive environment and developing the capabilities needed to support the chosen competitive approach. Finally, these decisions have to be executed effectively.

### **MMJT 1053/MHAT 1053 HUMAN RESOURCE AND TALENT MANAGEMENT**

A key concern for many corporations today is developing future leaders to ensure the long-term viability and sustainability of the business. Yet most organizations focus on training their managers for operational leadership. Leadership at the senior level involves strategic capabilities that are distinct from operational leadership. Developing this capability requires a systematic approach to managing talent.

### **MMJT 1103/MHAT 1103 BUSINESS NETWORKING AND MANAGING ALLIANCES**

Innovation and technology development often happens through finding and creating new combinations of existing technologies. This, in turn, requires that managers and researchers with multiple source of technologies. In addition to giving access to many sources of technologies, being networked also helps open up access to markets. Organizations and managers also have to build alliances and collaboration in sharing technologies and managing innovations.

**MMJT 1113/MHAT 1113 MANAGING TECHNOLOGY CHANGE AND TRANSFORMATION**

The implementation of technologies takes place within the context of an organization's business processes and social system. As such, technology implementation needs to take into account these two factors. More often than not, the use of new technologies requires changes to business processes and human behavior. Making the transformation to ensure the compatibility between these factors is critical and managers need to understand how to manage them.

**MMJT 2023 /MHAT 2023 ADVANCED MANAGERIAL TECHNIQUES**

The ultimate measure of a manager's capability is his/her ability to plan and execute managerial processes. The Managerial Competency Workshop is designed to develop the skills in using managerial techniques. Students will be given the choice of taking five topics. Each topic is to be conducted in 1 day workshops (8 hours). The instructors will come from a mix of practitioners and academicians with work and/or consultancy experience.

**MMJT 1123/MHAT 1123 VALUATION AND MANAGEMENT OF INTELLECTUAL PROPERTY**

The creation of economic value requires that managers are able to price the value of products, technologies, businesses and intellectual property. This is important in ensuring optimum return on investment and creating a balance technology portfolio. Likewise, an understanding of the value of products, technologies, businesses and intellectual property aids decisions on outsourcing, divestment and acquisitions.

**MMJP1183/MHAD1013 RESEARCH METHODOLOGY**

This course will provide the general aspect of research methodology for graduate students that include research philosophy, problem formulation, research design, experimental techniques, data analysis, thesis writing and literature search.

**MMJT 1153/MHAT 1153 PROJECT 1**

At the beginning of the project student has to attend a 14 hrs lecture (modular) on Decision Making and Creative Problem Solving. Developing decision making skills is a critical part of the development of managerial talent. In technology companies, managers need to also nurture creativity and take a creative approach in problem solving. This creative mindset is developed through developing thinking styles that are not traditional and open to unknown possibilities. The student is then required to complete a Master's project that addresses a technology/innovation management problem, preferably at the organization he/she works for. The student has to demonstrate ability to integrate the various fields he has studied. In this Master Project 1, the student is expected to cover introduction (problem statement, objective and scope), literature review, methodology, proposed method of solution and plan. The student is required to write a draft report and to present and defend the proposal.

**MMJT1143/MHAD1083 POLICY AND ECONOMICS OF TECHNOLOGICAL INNOVATION**

This course aims to introduce and develop a critical understanding on the micro and macro-economics and public policy aspects of technological innovation. No previous knowledge of economics will be pre-supposed from students taking the course. At the end of the course student should be able to: explain and critically discuss the role of technological change in the competitiveness of national economies; assess and apply some concepts which economists have developed in order to analyse technological change; evaluate the systems of innovation in different countries; and evaluate the policy instruments used by governments for promoting and facilitating science, technology and innovation.

**MMJT 2016/MHAT 2016 PROJECT 2**

Similar to Project 1, student has to attend 14hrs lecture (modular) on Operations and Project Management for Technology Initiatives. The proper execution of ideas and its transformation into commercial products is an important element in every innovation process and this requires that the organization's operational processes be designed to produce the desired products efficiently and effectively. For technology products, this involves planning the R&D activities in an integrated manner along with the development, production and marketing activities. Master Project 2 is a continuation of the project, and takes off from the approved plan in Project 1. The main activities are data collection, analysis and interpretation to address the problem identified earlier. The student is required to write a complete report and to present and defend the findings.

**UHAP 6013 SEMINAR ON GLOBAL DEVELOPMENT, ECONOMIC AND SOCIAL ISSUES**

Discussion on this subject includes issues related to globalization and development, economic and social crisis that has become a global concern. It aims in developing skills in understanding and analyzing global issues and recommending relevant solutions. Issues will be discussed in details.

**UHAW 6023 SEMINAR ON SCIENCE PHILOSOPHY AND SOCIAL DEVELOPMENT**

This course discusses UTM's philosophy and the philosophy of knowledge, concepts, goals, history, and the importance of the philosophy of science, the relationship of science and religion, and comparisons between Islam and Western science. This course also discusses the universal view about God, nature and mankind, the role and importance in the formation of culture and civilization, as well as the concept and importance of Maqasid Syariah in science. Also being debated are the issues and challenges of civilizations between the West and the East; development and the environment; economics and law; state administration and management; scientific research; communications and information technology; and family education.



#### **UPPF 6033 DYNAMICS OF LEADERSHIP**

This course is intended to encourage students discover and develop their personal leadership qualities. They will be exposed to leadership theories so that they could develop an insight that leadership itself is a dynamic relationship based on mutual influence and common purpose between leaders and followers. Levels of analysis of leadership theory: individual, group and organizational.

#### **UHAZ 6123 MALAYSIAN SOCIETY AND CULTURE**

This course is designed for international postgraduates from countries of non-Malay origins. Students will be exposed to various aspects of the Malaysian culture such as belief system, religious festivals, customs and etiquettes of different ethnic groups in Malaysia. Emphasis will be given to the Malay culture as it makes the core for the Dasar Kebudayaan Kebangsaan. Students will also be briefly introduced to basics of Malay language as the national language of Malaysia.

#### **UCCM 1263 IT PROJECT MANAGEMENT**

This subject presents a hands-on perspective to Information Technology project management in an organization. This subject will assist post-graduate students to plan and implement their post-graduate projects as well as other IT projects effectively. The subject is organized into three main sections, which covers I) Basic concepts, life cycle and framework of project management II) Detailed description of each project management knowledge areas under the Project Management Institute (PMI) Body of Knowledge (PMBOK) and its applications and III) other project management methodologies such as Prince II, Adaptive and Extreme Project Management. The Project Management areas include – project integration, scope, time, cost, quality, human resource, communications, risk and procurement management.

#### **ULAJ 6013 JAPANESE LANGUAGE**

The ability to converse using foreign languages is an asset that is highly demanded in this era of globalization. This “Japanese Language for Postgraduates” course is specially designed to equip postgraduates with the basic skills of learning Japanese Language. This course is designed using the Y3K formula consisting of: Yomi (Reading), Kaki (Writing)-Hiragana & Katakana, Kiku (Listening) and Kaiwa (Speaking). Cultural elements will be incorporated in each lesson and students will be required to do a presentation about Japanese culture and work ethics. By the end of this course, the postgraduates will be able to read, write and converse in basic Japanese Language and this will benefit them in their future career.

#### **ULAM 6323 MALAY LANGUAGE FOR POSTGRADUATES**

Mata Pelajaran ini ditawarkan kepada pelajar Sarjana Lanjutan dan Doktor Falsafah Luar Negara dari rumpun Melayu seperti Indonesia, Brunei, Selatan Thailand dan Singapura. Dalam kursus ini pelajar diberi pendedahan tentang penulisan karya ilmiah. Mereka juga akan diajar tentang kaedah penulisan ilmiah khususnya tatacara menulis perenggan. Di samping itu mereka akan didedahkan dengan gaya penulisan ilmiah. Selain itu format-format penulisan seperti kutipan, bibliografi dan suntingan diterangkan agar sesuai dengan format penulisan ilmiah UTM.

#### **URCP 6013 ENVIRONMENTAL ETHICS**

Environmental ethics is the discipline in philosophy that studies the moral relationship of human beings to, and also the value and moral status of, the environment and its nonhuman contents. It covers the challenge of environmental ethics to the anthropocentrism (i.e., human-centeredness) embedded in traditional western ethical thinking; the early development of the discipline in the 1960s and 1970s; the connection of deep ecology, feminist environmental ethics, and social ecology to politics; and the attempt to apply traditional ethical theories, and virtue ethics, to support contemporary environmental concerns. It focus on environmental literature on wilderness, and possible future developments of the discipline.

#### **UIBE 1123 ORGANIZATIONAL BEHAVIOR AND DEVELOPMENT**

This course helps students integrate behavioral science theories, tools, concepts, and techniques learned in the lab to an OB application in a “real” organization. Participants are exposed to the important topics central to organizational development and change. Some of the topics include multiple views of organizations that influence organizational change, the evolution of organizational development and its challenges. The course also covers the nature of planned change, theories and types of change, the role of values and ethics in organizational change, and the concept of emergent change to enable participants to have an overall view of how available approaches to planned change management can be applied in organizational settings.

#### **URCP 6023 INFORMATION AND COMMUNICATION TECHNOLOGY ETHICS IN SOCIETY**

This course exposes students with a comprehensive overview of the current ethical issues in information and communication technology (ICT) use including social and humanistic studies of computing. It aims to provide students with a broader knowledge background on ICT ethics and understanding of problems and solutions in developing ethical environment for public and private organizations. Topics that are being discussed, among others, are knowledge foundation in ICT ethics, issues and trends in ICT ethics, emerging issues facing ICT users ranging from privacy, intellectual property, security and crime to ethics in social networking. The course will discuss the ethical responsibilities of professionals and promote the critical examination and responsible uses of ICT include social media.

# Master of Management

## Specialisation: Technology Management

Students must complete the following courses to be eligible for the above degree.

### CORE COURSES

Course title	Credit
▪ Research Methodology	3
▪ Corporate Finance	3
▪ Managing Organisation and Change	3
▪ Strategic Operation Management	3
▪ Marketing Management	3

### Elective Courses - Choose TWO courses

Course title	Credit
▪ Entrepreneurship and Commercialisation	3
▪ Technology and Innovation Management	3
▪ Policy and Economic of Technology Innovation	3
▪ Financial Decisions in Technology Venture	3
▪ Strategic Management of Technology	3
▪ Managing Emerging Technology Ventures	3
▪ Managing Intellectual Property	3

### University Elective (among others) - Choose ONE Course

Course title	Credit
▪ Seminar on Global Development, Economic and Social Issues	3
▪ Seminar on Science Philosophy and Social Development	3
▪ Malaysian Society & Culture	3
▪ Bahasa Malaysia Akademik 1	3

### DISSERTATION

Course title	Credit
▪ Dissertation	24

**TOTAL** **48**

The program is designed for students who are interested in a career in business and management. Students will be equipped with the knowledge and research skills required for management and technology studies. Research based studies are offered where core management disciplines are combined with opportunities to pursue areas of personal interests related to technological issues

### Program Objectives

**At the end of this program, graduates are able:**

- Apply knowledge and skills in the field of management (technology).
- Analyse and solve problems related to the field of management (technology) using scientific, critical, creative and innovative approach.
- Plan, manage and lead organisational activities effectively and professionally.
- Communicate effectively with regards to issues related to the field of management (technology).
- Search, manage and evaluate information related to the field of management (technology) for life-long learning.

**Length of Programme: 3-6 Semesters, Full Time | 4 – 8 Semesters, Part Time**

**Intake: September and February**

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible and in some semesters certain modules may not be available.



# Master of Management

## Specialisation : Technology Management

### Course Synopsis

#### 1. CORE COURSES

##### MHAD 1013 RESEARCH METHODOLOGY

This course aims to deepen the understanding of different research methodologies in the social sciences and considers the opportunities and challenges presented by each methodology. This course is also aims to prepare students to develop their research proposals.

##### MHAD 1023 CORPORATE FINANCE

This course discusses on corporate financial objectives and its functions. It also emphasizes on investment, financing and dividend decisions and finally focuses on mergers and acquisitions of companies. At the end of the course, the students should be able to explain the principles and functions of corporate finance, to define and apply the financial concept and financial tools in corporate finance decision-making, and to explain the justification and motives behind merger and acquisitions.

##### MHAD 1033 MANAGING ORGANISATION AND CHANGE

The course aims at broadening and deepening understanding and awareness required for designing organisations as well as managing change in them. It underscores the need to have consistent structure for predictable and efficient operations while allowing adequate flexibility to make timely adaptive responses to shifts in the environment. It discusses opposing images of organisations and explains organisational design, structures and boundaries. Viewing change from strategic perspective, it focuses on diagnosing organisation so that the nature and need for change can be ascertained and appropriate change interventions can be designed and implemented.



##### MHAD 1043 STRATEGIC OPERATION MANAGEMENT

This course examines the key issues in service and manufacturing organizations when creating and producing the products and services. A main aim of the course is to illustrate the value transformation process in operation. In addition, the course will also examine the strategic contribution that operations management can make to the organization's long term success. Other important topics that included are the topic of innovation, quality, inventory and capacity. Discussion on the future of operation management will be carried out towards the end of the course. Thus students are expected to be able to assess and anticipate the current and future scenario.

##### MHAD 1053 MARKETING MANAGEMENT

This subject will expose to the students the marketing management at intermediate and higher level. The subject will discuss the major elements in the marketing activities that includes; marketing in the 21<sup>st</sup> century, marketing research and forecasting, creating customer value, building brand, market offering, delivery value, communicating value and sustaining growth.

## 2. ELECTIVE COURSES

### **MHAD 1063 ENTREPRENEURSHIP AND COMMERCIALISATION**

This course is designed to expose students to the concept of entrepreneurship and commercialization in a broader scope which relate to technological entrepreneurship. The knowledge gained will help students to enhance their skills in their research projects toward technological entrepreneurship area. Students will equip with the skills and knowledge to be a good entrepreneur or manager. Topics discussed comprise of what is entrepreneurship, characteristics of successful technopreneurs, idea generation, identification, recognition and evaluation. Aspects of commercialization such as developing an intellectual property strategy, performing competitive analysis, selecting the target application and market for the technology, identifying the appropriate business model for commercialization, designing a go-to-market-plan, and choosing the sales approach to garner initial customers. Lectures expose students to the key issues of technology transfer, new venture creation, and commercialization. Students also will learn how to get funding through various sources and plan the venture. Also various skills to successfully run and manage entrepreneurial ventures will also be discussed. Finally, students will be guided to prepare a business plan after they have learned the fundamentals of a good business plan (following a chosen model). In general, the focus is on instilling entrepreneurial features among the students and developing the required skills to manage a technology business enterprise.

### **MHAD 1073 TECHNOLOGY AND INNOVATION MANAGEMENT**

Technology and Innovation Management (TIM) is a fundamental issue that faces all firms today. The pace of change in business environment is faster today than ever before as new technologies and innovations force industries and firms to find new ways to compete and survive. The topics covered in this TIM course are integrating technology and strategy; technology innovation and strategy; design and implementation of technology strategy and its enactment; linking new technology and novel customer needs; internal and external corporate venturing; competence/capabilities through New Product Development and time series forecasting.

### **MHAD 1083 POLICY AND ECONOMIC OF TECHNOLOGY INNOVATION**

This course aims to introduce and develop a critical understanding on the micro and macro-economics and public policy aspects of technological innovation. No previous knowledge of economics will be pre-supposed from students taking the course. At the end of the course student should be able to: explain and critically discuss the role of technological change in the competitiveness of national economies; assess and apply some concepts which economists have developed in order to analyse technological change; evaluate the systems of innovation in different countries; and evaluate the policy instruments used by governments for promoting and facilitating science, technology and innovation.

### **MHAD 1093 FINANCIAL DECISIONS IN TECHNOLOGY VENTURES**

This course considers how significant business idea are identified and built into real companies. The student will be exposed on how resources are matched with opportunity and how, within venture capital spectrum, the entrepreneur can secure venture capital financing to form high technology business venture. From the venture capitalist's view, the student will understand the process and procedure of venture capitalist in making an investment. It will gives the student an inside view of venture capital companies when making an entrepreneurial investment evaluation, valuation, structuring and enhancing business formation. This course also highlights the exit strategies used by venture capitalist in their investment portfolio.

### **MHAD 1103 STRATEGIC MANAGEMENT OF TECHNOLOGY**

Technology is now becoming the primary driver for wealth creation and competitiveness for firms. It is very important for firms to manage technology to enhance their performance. It is essential that the concepts and practices of Management of Technology are well understood. The course aims to extend students understandings on the concepts and practices of strategic management in developing, acquiring, and exploiting new and existing technologies. In this course, students will also be exposed with the tools and techniques commonly used in MOT.

### **MHAD 1113 MANAGING EMERGING TECHNOLOGY VENTURES**

This course introduces the techniques and strategies to manage emerging technology enabled ventures. It focuses on techniques and strategies in the context of the technology enabled ventures in their mission to breed a constants flow of high-impact products that create value and stimulate economic growth by bringing new methods, technologies, and ideas to the global market. Thus students are required to explore the particular opportunity and risk in assembling human capital and financial resources to secure market during expansion and growth stages. Students are required to study managerial issues in a real-life technology enabled ventures as well as attending technology exhibitions and seminars.

### **MHAD 1123 MANAGING INTELLECTUAL PROPERTY**

This course introduces the students a substantial view of a broad concept of Intellectual Property Law which consists of copyright, trademarks, patents, industrial designs, trade secret and know-how, dealing with the principles, legal issues, where appropriate, practical consideration which currently relevant to technology-based industries needs. The Law of Trade mark, patent, industrial design, trade secret and know-how will also be introduced to the students as these are familiar features in both industrial and commercial markets. Copyright also provides a very useful and effective way of exploiting a work economically. The course also introduces the students the aspects of infringement,





remedies, the exploitation and also the protection and maintenance of Intellectual Property Right in technology-based industries. The new challenges to IPR will also be discussed and the students will be familiarized with the IPR legal issues in technology-based industries and the relevant cases on Intellectual property law.

### 3.1 UNIVERSITY ELECTIVE COURSE (offered by Faculty of Management)

#### UHAP 6013 SEMINAR ON GLOBAL DEVELOPMENT, ECONOMIC AND SOCIAL ISSUES

Discussion on this subject includes issues related to globalization and development, such as capitalism, socialism, colonialism, poverty, digital divide, war, arm race and environmental issues. It aims in developing skills in understanding and analyzing global issues and recommending relevant solutions.

#### UHAZ 6123 MALAYSIAN SOCIETY AND CULTURE

This course discusses on the various aspects of the Malaysian culture and society. Topics on belief system, religious festivals, customs and etiquettes of different ethnic groups in Malaysia will be introduced to the students.

### 3.2 UNIVERSITY ELECTIVE COURSE (offered by other faculties)

#### UHAW 6023 SEMINAR ON SCIENCE PHILOSOPHY AND SOCIAL DEVELOPMENT

This course discusses UTM's philosophy and the philosophy of knowledge, concepts, goals, history, and the importance of the philosophy of science, the relationship of science and religion, and comparisons between Islam and Western science. This course also discusses the universal view about God, nature and mankind, the role and importance in the formation of culture and civilization, as well as the concept and importance of *Maqasid Syariah* in science. Also being debated are the issues and challenges of civilizations between the West and the East; development and the environment; economics and law; state administration and management; scientific research; communications and information technology; and family education.

#### UHAZ 6313 BAHASA MALAYSIA AKADEMIK 1 (only for Malay-background international students from Indonesia, Brunei, Thailand dan Singapore)

In this course the student will be exposed to the ways of academic writing in Bahasa Melayu. The focus of this course is on the spelling, sentence structure, punctuation and writing style. The student also will be expose to the style and format of writing such as literature writing, bibliography, abstract and editing.



## 4. DISSERTATION

#### MHAD1210/2110/2210/3110/3210/ 1220/2120/2220/3120/3220/4120/4220 DISSERTATION

This course is conducted in two stages. In the first stage, students are expected to prepare a proposal on the topic of their interest within the scope of management of technology area. The proposal consists of introduction, literature review and research methodology. Students are expected to come out with a good topic, clear problem statement and objectives, a comprehensive literature review and an appropriate research method. Before proceeding to the second stage, students will have to present their proposal and will be evaluated by selected examiners via viva-voce and written report. Once students have passed the first stage, they will proceed into the second stage where they will have to collect data, analyse the data, discuss their findings and conclude their dissertations by providing the answers to their problem statement and objectives and provide recommendations to overcome the identified problems related to the research. The dissertation will be evaluated by selected examiners via viva-voce and written report.



# Master of Human Resource Development

To be eligible for the award of Master of Human Resource Development, students must complete the following courses:

## CORE COURSES

Course title	Credit
▪ Theory and Philosophy of Human Resource Development	3
▪ Human Resource Research Method	3
▪ Organization Development	3
▪ Human Resource Development Planning, Design and Evaluation	3
▪ Philosophy of Adult Learning	3

## Elective Courses – Choose Two Courses

Course title	Credit
▪ Knowledge Management	3
▪ Statistical Analysis in Social Research	3
▪ Employment Relations	3
▪ Counselling at Workplace	3
▪ Strategic Organizational Communication	3
▪ Organizational Management	3
▪ Human Resource Development in Islamic Perspectives	3

## University Elective (among others) - Choose ONE Course

Course title	Credit
▪ Seminar on Global Development, Economic and Social Issues	3
▪ Seminar on Science Philosophy and Social Development	3
▪ Malaysian Society & Culture	3
▪ Bahasa Malaysia Akademik I	3

## DISSERTATION

Course title	Credit
▪ Dissertation	24

**TOTAL** **48**

**Length of Programme: 3-6 Semesters, Full Time | 4 – 8 Semesters, Part Time**

**Intake: September and February**

**Please note:** Although every effort is made to provide the full range of modules, some combinations may not be possible and in some semesters certain modules may not be available.

The Master of Human Resource Development (HRD) program is designed for students who desire to inspire others and promote learning within individuals, communities, and organizations at the local and global level. Graduates will be equipped with the capacity to provide leadership; manage resources; design and implement processes for organizational learning; evaluate and develop staff; liaise with government, organizations and stakeholders; plan, monitor and review policies and programs; implement change in organizations; and demonstrate awareness of multiple perspectives and interconnectedness between learning, development, work and life.



## Program Objectives

**At the end of this program, graduates are able to:**

- Apply knowledge and skills in the field of Human Resource Development.
- Analyse and solve problems related to the field of Human Resource Development using scientific, critical, creative and innovative approach.
- Plan, manage and lead organisational activities effectively and professionally.
- Communicate effectively with regards to issues related to the field of Human Resource Development
- Search, manage and evaluate information related to the field of Human Resource Development for life-long learning

# Master of Human Resource Development

## Course Synopsis

### 1. CORE COURSES

#### **MHAR 1013 THEORY AND PHILOSOPHY OF HUMAN RESOURCE DEVELOPMENT**

This course aims to serve the need of the students to understand the foundation of the theory and philosophy of this field. The discussion will include the history, theory, foundation, perspectives of HRD and Strategic HRD. In this course, students will be expected to lead a 'talking circle' on related topic that require them to critically discuss on HRD theoretical implications to real world practice.

#### **MHAR 1023 HUMAN RESOURCE RESEARCH METHOD**

This course addresses the research aspect of HR and explains its various concepts using illustrations and cases. This course the concepts and techniques of HR research – its theoretical foundations, qualitative and quantitative aspects. This course aims to deepen the understanding of different Human Resource Research Methodologies in the HR and considers the opportunities and challenges presented by each methodology. This course is also aims to prepare students to develop their research proposals.

#### **MHAR 1033 ORGANIZATIONAL DEVELOPMENT**

This course discusses the growth and relevance of organization development, the nature of planned change, the organization development practitioner, the process of organization development i.e. human process intervention, techno-structural intervention, human resource management intervention, strategic change intervention and application of organizational development.

#### **MHAR 1043 HUMAN RESOURCE DEVELOPMENT PLANNING, DESIGN AND EVALUATION**

This course examines HRD from the perspective of organizing and managing HRD function through planning, designing, implementing and assessing HRD interventions. Ideas, constructs, and models are discussed for thinking about the possibilities for effective HRD practice. The discussion will also include specific perspectives on HRD that link HRD to enhance organizational strategy and to develop performance capability through learning interventions that meet strategic needs. Students will be expected to debate about the various role and competencies that are foundational to HRD practice.

#### **MHAR 1053 PHILOSOPHY OF ADULT LEARNING**

This course discusses the history, purpose and philosophies of adult learning. It emphasizes on adults' development throughout the life span, uniqueness of the adult learners, motivation and barriers to adult learning, learning theories, and adult learning process. This course will also discuss topics related to issues and dilemmas in fostering adult learning. In this course, students will be expected to lead a discussion on their chosen topic and discuss and reflect its theoretical implications to real world practice.



## 2. FACULTY ELECTIVE COURSES

Students are required to select one option from the following:

### **MHAR 1063 KNOWLEDGE MANAGEMENT**

This course exposes students to the concepts of knowledge and knowledge management. It also covers the topics on key components of knowledge management solutions, including infrastructure, processes, systems, tools, and technologies. The impacts of knowledge management, the factors that influence knowledge management and the essential steps for performing a knowledge management assessment are also described. The practical implications of knowledge management and relevant topics pertaining to knowledge management are addressed through case studies and article discussions. This includes discussions on utilizing HRD functions in creating a knowledge-based workforce as well as issues surrounding the managing of organizational knowledge such as problems in implementing knowledge management and ethical issues.

### **MHAR 1073 STATISTICAL ANALYSIS IN SOCIAL RESEARCH**

This course aims to enable students to understand the basic concept of statistics and its application in the data analysis. It focuses on both descriptive and inferential statistics. Among the topics to be covered in this course are presentations of data in table and graphs, frequency distributions, measure of central tendency, dispersion, t-test, chi-square, analysis of variance, correlation and regression. Besides that, students will also be taught in analyzing the data using non-parametric methods as well as assessing the reliability of the instrument through statistical analysis. The students will have a hands-on experience using SPSS for doing all the analyses.

### **MHAR 1093 COUNSELLING AT WORKPLACE**

This course requires students to identify and apply problem solving method through the industrial counselling method. Topics discussed include counselling definition, comparison of APA and IHES, managing life through IHES counselling, 23 human potentials and the relationship with counselling at the work place, conscious mind, subconscious mind, super mind and body mind and its implication at the work place, application of industrial counselling skills for problem at the work place through Employee Assistance Programme (EAP). Students will also be required to analyse case studies in the industry pertaining to counselling and analyse decision making models and problem solving models in counselling at the workplace.

### **MHAR 1113 STRATEGIC ORGANIZATIONAL COMMUNICATION**

The purpose of this course is three-fold: to build on your basic knowledge of organizational communication principles and concepts, to enhance your ability to apply these concepts in organizational assessment activities and generating strategies for organizational change, and to acquire skill and experience in doing organizational research in applied settings.

### **MHAR 1133 HUMAN RESOURCE DEVELOPMENT FROM THE ISLAMIC PERSPECTIVE (HRDI)**

This course discusses the concepts of human resource development from the Islamic perspective. This includes the discussion of the philosophy of HRD in Islam, organizational employee development in Islam, the concepts of man and human capital, holistic human development as well as incorporating Islamic element in performance development and evaluation. The view of employee development and performance from the Islamic perspective is one that is more holistic and inclusive and could affect profoundly the field of HRD. The practical implications of HRDI and relevant topics pertaining to HRD and the Islamic literature are addressed through case studies and article discussions. This includes discussions on utilizing HRD functions in creating a Islamic-based workforce.

### **MHAR 1053 EMPLOYMENT RELATIONS**

This course is designed to provide general background of employment relations with particular emphasis on the role of the employers, trade unions and workers in the evolution of the employment relationship. It will also cover the multi-disciplinary theoretical and empirical foundations of research on employment relations. Number of current theoretical and policy debated shaping the field will also be discussed. Emphasis will be given to recent research from various industries that illustrate the mix of methods.

### **MHAR 1113 ORGANIZATIONAL MANAGEMENT**

This subject will study the aspects of organizational management in more depth. This subject will discuss the theory and management application in an formal and non-formal organization including private and public organization. This subject also emphasis on the organization as a dynamic system and a job groups which have hard implication on the effectiveness of management and organization.



### 3.1 UNIVERSITY ELECTIVE COURSE (offered by Faculty of Management)

#### UHAZ 6013 SEMINAR ON GLOBAL DEVELOPMENT, ECONOMIC AND SOCIAL ISSUES

Discussion on this subject includes issues related to globalization and development, such as capitalism, socialism, colonialism, poverty, digital divide, war, arm race and environmental issues. It aims in developing skills in understanding and analyzing global issues and recommending relevant solutions.

#### UHAZ 6123 MALAYSIAN SOCIETY AND CULTURE

This course discusses on the various aspects of the Malaysian culture and society. Topics on belief system, religious festivals, customs and etiquettes of different ethnic groups in Malaysia will be introduced to the students.

### 3.2 UNIVERSITY ELECTIVE COURSE (offered by other faculties)

#### UHAW 6023 SEMINAR ON SCIENCE PHILOSOPHY AND SOCIAL DEVELOPMENT

This course discusses UTM's philosophy and the philosophy of knowledge, concepts, goals, history, and the importance of the philosophy of science, the relationship of science and religion, and comparisons between Islam and Western science. This course also discusses the universal view about God, nature and mankind, the role and importance in the formation of culture and civilization, as well as the concept and importance of *Maqasid Syariah* in science. Also being debated are the issues and challenges of civilizations between the West and the East; development and the environment; economics and law; state administration and management; scientific research; communications and information technology; and family education.

#### UHAZ 6313 BAHASA MALAYSIA AKADEMIK 1 (only for Malay-background international students from Indonesia, Brunei, Thailand dan Singapore)

In this course the student will be exposed to the ways of academic writing in Bahasa Melayu. The focus of this course is on the spelling, sentence structure, punctuation and writing style. The student also will be expose to the style and format of writing such as literature writing, bibliography, abstract and editing.

## 4. DISSERTATION

#### MHR 2180/2280/3180/3280/2190/2290/ 3190/3290/4190/4290 DISSERTATION

This course is conducted in two stages. In the first stage, students are expected to prepare a proposal on the topic of their interest within the scope of management or technology area. The proposal consists of introduction, literature review and Human Resource Research Methodology. Students are expected to come out with a good topic, clear problem statement and objectives, a comprehensive literature review and an appropriate Human Resource Research Method. Before proceeding to the second stage, students will have to present their proposal and will be evaluated by selected examiners via viva-voce and written report. Once students have passed the first stage, they will proceed into the second stage where they will have to collect data, analyse the data, discuss their findings and conclude their dissertations by providing the answers to their problem statement and objectives and provide recommendations to overcome the identified problems related to the research. The dissertation will be evaluated by selected examiners via viva-voce and written report.



## Grade Point Value System

Grading system in the Faculty of Management for Postgraduate Programs is based on the points listed in the table.

Marks	Grade	Point Value	Level of Achievement
90 - 100	A+	4.00	<b>Excellent Pass</b>
80 - 89	A	4.00	
75 - 79	A-	3.67	
70 - 74	B+	3.33	<b>Good Pass</b>
65 - 69	B	3.00	
60 - 64	B-	2.67	<b>Pass</b>
55 - 59	C+	2.33	<b>Fail</b>
50 - 54	C	2.00	
45 - 49	C-	1.67	
40 - 44	D+	1.33	
35 - 39	D	1.00	
30 - 34	D-	0.67	
00 - 29	E	0.0	

ACADEMIC STANDING				
i) Taught Course - determined by CGPA.				
ii) Mixed Mode - determined by CGPA and research grade.				
iii) Research - determined by research grade.				
The academic standing for each semester including short semester for Taught Course programs is determined by GPA as listed in the Table below:				
Academic Standing	Taught Course	Research Grade	Condition to Proceed with the Study	Award of the Degree
Good Pass (KB)	CGPA $\geq 3.00$	Satisfactory (MM)	Qualified	Qualified
Conditional Pass (KS)	$2.67 \leq$ CGPA $< 3.00$	Unsatisfactory (TM)	Qualified	Not Qualified
Fail (KG)	CGPA $< 2.67$	Fail (GG)	Study Terminated	Not Qualified

Apart from grades in the table, the following subject grades apply for certain courses:

- i) **HL/HG**: Attendance Pass/ Attendance Fail for subjects with the status of Compulsory Attendance (HW).
- ii) **TD**: Withdraw from a registered course
- iii) **MM/TM/GG**: Satisfactory (MM) / Unsatisfactory (TM) / Fail (GG) grade for a research course.

### Non Completion (TS) Grade:

- i) Based on reasons acceptable to the University, TS status is awarded as the final assessment for an incomplete course.
- ii) A student who has obtained TS status for any course is required to sit for a Special Assessment within a prescribed period of time.

## Master Degree by Research

*'The program aims to contribute to the expansion of knowledge through research activities in the areas of management and human resource development. Students will produce a thesis reflecting substantial work based on independent research that reflects in-depth knowledge of the research subject, evidence of independent thought as well as the ability to present the research clearly..'*

The Faculty of Management offers two Master Programs by research.

- Master of Philosophy  
Field: Management
- Master of Philosophy  
Field: Human Resource Development

The research programs have been designed to meet the needs of students at various stages of their careers. These degrees are offered on a full-time or part-time basis.

### Study Mode

A research thesis as an academic project to develop knowledge and capability related to human resource development or management studies inclined towards technological issues is required at the end of the course. Students will carry out a research to produce a maximum of 200 page thesis (including references).

### Assessment

**Progress Report** – Online progress report on the research verified by the student's supervisor must be sent to the School of Graduate Studies at the end of every semester. Students who fail to submit the progress report will be awarded an "unsatisfactory" status.

### Attendance

Students must ensure that they could be contacted by the supervisor whenever necessary. A full-time student is eligible for an annual leave of 30 days with approval from the supervisor and endorsed by the faculty. The student is required to be in UTM at least once a week. However, part-time students must be present in UTM and spend an average of 20 hours per week for the whole duration of their studies.

### Final Submission

Submission of proposal and final dissertation is subject to the approval of respective supervisors. Students will be assessed by a panel of examiners and results of the assessment will be graded as pass, pass with minor corrections, pass with major corrections or fail.

### Submission of Thesis

Students who have completed their oral examination (viva voce) are required to submit three (3) bound hard copies as well as a digital copy of the thesis.

## Master of Philosophy

### Field: Management



This program is designed to provide advanced research based studies in management related to technology-based issues. Research activities are aimed at developing in-depth understanding of the state of knowledge in a technology-inclined management discipline that will contribute to the expansion of new knowledge. Students will engage in a significant research investigation of a specific inquiry resulting in the production of a thesis either with a theoretical or applied focus.

Students will have the opportunity to analyze issues, and contribute or expand knowledge in their area of interest through observations, literature review and data analysis.

At the end of the program, students must submit a maximum of a 200 page thesis (including references) on a topic which has been agreed upon by the faculty. The conferment of the degree is subject to the successful completion of the thesis and viva voce defense.

In addition to the thesis, to be eligible for the award, students must complete the following university courses:

#### Core Course

- Research Methodology

Credit

0

#### University Elective (among others) - Choose ONE Course

##### Offered by Faculty of Management

- Seminar on Global Development, Economic and Social Issues 3
- Malaysian Society & Culture 3

##### Offered by other faculties

- Seminar on Science Philosophy and Social Development 3
  - Bahasa Malaysia Akademik 1 3
- (only for Malay-background international students from Indonesia, Brunei, Thailand dan Singapore)

Length of Programme: 3-6 Semesters, Full Time | 4 – 8 Semesters, Part Time

Intake: Throughout the year





## Master of Philosophy

### Field: Human Resource Development

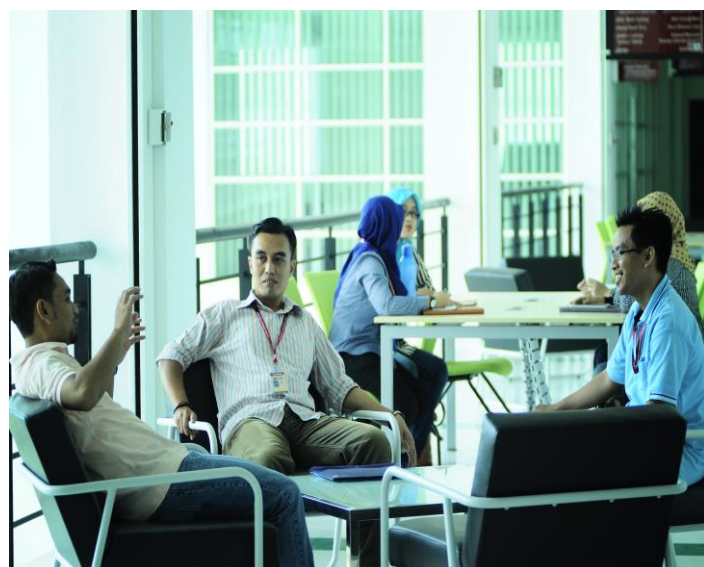
This program is designed to provide advanced research based studies in Human Resource Development (HRD). It is aimed at developing understanding and to contribute to the expansion of new knowledge on the state of knowledge in the areas of HRD discipline through research activities. Students will be engaged in a significant research investigation of a specific inquiry resulting in the production of a thesis with either a theoretical or an applied focus.

The program provides an opportunity for students to critically analyze issues that would contribute and expand knowledge related to HRD field based on observation, literature review and data analysis.

At the end of the program, students must submit a maximum of a 200 page thesis (including references) on a topic which has been agreed upon by the faculty. The conferment of the degree is subject to the successful completion of the thesis and viva voce defense.

In addition to the thesis, to be eligible for the award, students must complete the following university courses:

Core Course	Credit
▪ Research Methodology	0
<b><u>University Elective (among others) - Choose ONE Course</u></b>	
<b><u>Offered by Faculty of Management</u></b>	
▪ Seminar on Global Development, Economic and Social Issues	3
▪ Malaysian Society & Culture	3
▪	
<b><u>Offered by other faculties</u></b>	
▪ Seminar on Science Philosophy and Social Development	3
▪ Bahasa Malaysia Akademik 1	3
(only for Malay-background international students from Indonesia, Brunei, Thailand dan Singapore)	



Length of Programme: 3-6 Semesters, Full Time | 4 – 8 Semesters, Part Time

Intake: Throughout the year

## Doctor of Philosophy

### Field: Management

The program is an advanced research degree which involves an academic exercise to produce a research thesis under the close supervision of a faculty member. The PhD thesis should make scholarly contributions in the chosen field of study.

The PhD program usually takes three years (full time) or six years (part-time) to complete. Students will be supervised by academic staff who will advise them on the direction and structure of the research throughout the entire PhD study. The student will work closely with supervisor(s) during the first year which is the design phase. Following a successful defense session, students would start to gather research data in the second year, and write their thesis in the final year students.

#### Program Objectives

At the end of the program, graduates are able to:

- Apply knowledge and skills related to field of management
- Analyse and solve problem scientifically, critically and creatively using innovative approach in management field
- Plan, manage and lead activities in an organization effectively and professionally.
- To communicate effectively at different level of organization.
- To acquire, manage and evaluate information related to management field continuously

**Length of Programme:** 6-12 semesters, full time | **8-16 semesters**, part time

**Intake:** Throughout the year

In addition to a thesis, to be eligible for the award, students must complete the following university courses:

#### SUBJECTS

Core Course	Credit
▪ Research Methodology	0
<i>University Elective (among others) - Choose ONE Course</i>	
<i>Offered by Faculty of Management</i>	
▪ Seminar on Global Development, Economic and Social Issues	3
▪ Malaysian Society & Culture	3
<i>Offered by other faculties</i>	
▪ Seminar on Science Philosophy and Social Development	3
▪ Bahasa Malaysia Akademik 1	3
(only for Malay-background international students from Indonesia, Brunei, Thailand dan Singapore)	

## Academic Staff and Research Areas

**Universiti Teknologi Malaysia** has a track record of excellence in research and is committed to a year by year increase in the number of its postgraduate students as well as being known as an outstanding international research university.

### DEPARTMENT OF BUSINESS ADMINISTRATION

**Abu Saim Md Shahabuddin (Dr.):** Economic Hisbah, Islamic Perspectives on Business, Human Developmental Issues in Business Setting, Entrepreneurial Firms with Specific Interest in Family-Owned Enterprises

**Adaviah Mas'od:** Management

**Ahmad Jusoh (Dr.):** Quality Management, Service Quality, Technology Management

**Ahmad Shariffuddin Shamsuddin:** Advertising, Branding

**Ahmad Zaidi Bahari:** Entrepreneurship, Accounting

**Amran Md. Rasli (Prof. Dr.):** Commercialization, Mathematics & Statistics

**Aslan Amat Senin (Dr.):** Technology and Innovation Management; Science, Technology & Innovation Policy Research

**Batiah Mahadi (Dr.):** Human Resource Management

**Choi Sang Long (Dr.):** Human Resource Management, HRD, Organisational Behavior

**Delma Poniman:** Management, Marketing

**Ebi Shahrin Suleiman (Dr.):** Management

**Farrah Merlinda Muharram (Dr.):** Technology Management, Entrepreneurship

**Goh Chin Fei (Dr.):** Management

**Hakimah Mohammad Zin:** Undang-undang

**Hapriza Ashaari (Dr.):** Employment/Labor Law, Industrial Relations and Trade Unionism Law, Commercial and Business Law

**Inda Sukati (Dr.):** Supply Chain Management, Supply Chain Orientation, Customer Relationship Management, Supplier Relationship Management, Customer Satisfaction, Service Marketing, Customer Perception

**Kamariah Ismail (Assoc. Prof. Dr.):** Commercialization of University Patents, Entrepreneurship, Technopreneurship, Innovation and SMEs.

**Khairiah Soehod (Dr.):** Commercial Law, Employment Law, Occupational Safety and Health, Commercialization, Entrepreneurship

**Khalil Md. Nor (Prof. Dr.):** Technology Acceptance, Strategic Information System, e-Commerce, Knowledge Management

**Lekha Laxman (Dr.):** Criminal and Civil Litigation; Environmental Protection (Biosafety & Biosecurity); Conservation of Biodiversity; Sustainable Development; Intellectual Property (Biotechnology) Law; Bioethics; Biodiversity Access and Benefit Sharing; Food Security; Cyber/E-Commerce Law; Insurance Fraud; Corporate Governance

**Lim Guan Choo (Dr.):** Economics, Currency & Financial Crises.

**Lokman Ali:** Financial Management, Financial Planning, Economics, Strategic Management and Business Strategy, Engineering Economic, Engineering Management

**Low Hock Heng (Dr.):** Operation Management, Commercialization

**Md. Mohar Muhammad:** Entrepreneurship

**Md. Razib Arshad (Dr.):** Technology Management (MOT) with special interest in Technology Transfer and Commercialization, Strategic Alliances, Venture Capital and Financing Technology Ventures, and Education issues MOT

**Mohaiminah Khayoon:** Marketing Management, Marketing Information System, ICT & Knowledge Transfer, Technopreneurship

**Mohamad Shah Kassim:** International Business

**Mohd. Shakir Ramli:** Management of Technology, Engineering Management and Entrepreneurship

**Mohd. Shoki Md. Ariff (Assoc. Prof.):** Quality management (Total quality management, service quality, Quality Assurance), talent management, marketing, risk management, Balanced-Score Card, Services ISO 9001, ISO 17025, ISO 14001, ISO 31000

**Noor Azmi Mohamad (Dr.):** Leadership and Strategy Management

**Noor Hazarina Hashim (Dr.):** Website evaluation, Email marketing, destination marketing and ICT and Leisure applications in the Tourism, Travel, Hospitality industries

**Nor Sa'adah Abd. Rahman (Assoc. Prof. Dr.):** Commercial Law, Intellectual Property, Cyber Law

**Nor Zafir Md Salleh:** Marketing

**Noraini Abu Talib (Assoc. Prof. Dr.):** Management of Technology, R&D Management, Managing Innovation

**Nordin Omar:** Management

**Norhayati Mohamad Zakwan @ Zakuan (Dr.):** Quality Engineering and Management, Supply Chain Management, Risk Management, Sustainability Development, Talent Management

**Norliza Mohd. Salleh:** Statistical Analysis, Inferential Statistics, Management Science, Mathematics in Business and Economics

**Norzaidahwati Zaidin:** Business Internationalization, Performance Measurement (Services Business)

**Rohaizat Baharun (Prof. Dr.):** Retail Productivity, Retail Performance, Education Marketing, Segmentation Strategy, Customer Satisfaction, Marketing Orientation Marketing for Halal Product and Organic Products, Country-of-Origin, Religiosity, Religious-Centrism, Ethnocentric

**Roshazlizawati Mohd Nor:** Undang-undang

**Ruzita Selamat:** Management

**Sayyed Mahdi Ziaei (Dr.):** Economics of Monetary and fiscal policy, International Trade, Development Economics, Economics Engineering, , Economy, Econometric. Energy and Environmental

**Shafuddin Mohd. Yatim:** Corporate Social Responsibility, Cross Sector Social Partnership, Corporate Community Involvement, Social Enterprise, Creating Public Value, Waqf and Project Management

**Siti Zaleha Omain:** Operation Management, Supply Chain Management

**Tan Owee Kowang (Dr.):** New Product Development and Operation Management

**Thoo Ai Chin (Dr.):** Management

**Umar Haiyat Abdul Kohar (Dr.):** Entrepreneurship, Corporate Business

**Ungku Norulkamar Ungku Ahmad (Dr.):** Organizational Behavior, Strategic Management, Human Resource Management

**Zainab Khalifah (Prof. Dr.):** Tourism Management

**Zuraidah Sulaiman (Dr.):** Marketing, E-Marketing, Online Consumer behavior

## DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT

**Ahmad Shukri Mohd. Nain:** Organizational Analysis, Organizational Culture, Leadership, Socio-economic Development, Social Impact Assessment & Management

**Aminah Ahmad Khalid:** Training needs analysis, Instructional Design, Adult Learning, Politic and Current issues

**Azlah Mohd. Ali:** Ethics, Instructional Technology System and HRD

**Azlineer Md. Sharif (Dr.):** HR Role, Human Resource Information System (HRIS)

**Azra Ayue Abdul Rahman:** Information Technology

**Dayana Syuhana Sejeli:** Human Resource Development (HRD), Marketing

**Fadilah Zaini (Dr.):** Malaysian History

**Halimah Mohd Yusoff (Dr.):** Organizational Psychology, Training & Development, Leadership

**Hamdan Hj. Abd. Kadir (Dr.):** Counselling

**Hamidah Abd. Rahman:** Anthropology and Sociology

**Hashim Fauzy Yaacob (Dr.):** Organizational Communication, Corporate Communication, Intercultural Communication, Media Studies, Political History

**Husain Mahmood:** Anthropology & Sociology

**Irmawati Norazman:** Human Resource Development (HRD)

**Ishak Mad Shah (Assoc. Prof. Dr.):** Social Psychology, Organization Leadership, Research Methodology, Personality Psychology, Motivation Conflict and Stress Management

**Kassim Thukiman (Assoc. Prof. Dr.):** History, Political Science and International Relations.

**Lily Suriani Mohd. Arif (Dr.):** Human and organizational communication and New media, Multimodality communication

**Mastura Mahfar (Dr.):** Counseling

**Mohd Atif Amsyar Md Amurad:** Human Resource Development (HRD)

**Mohd. Azhar Abd. Hamid (Dr.):** Creative & critical thinking; Creativity in organization; Transformative learning; Adult learning

**Mohd. Fauzi Othman (Dr.):** Adult learning, Organizational Learning, Knowledge Management

**Mohd. Koharuddin Mohd Balwi (Dr.):** Ethics, work Ethics, Islamic Ethics and Politics

**Mohd. Nasir Masroom:** Islamic Counselling, Psychology in Islam, Spiritual Health from Islamic Perspective

**Mohd.Nasir Markom (Dr.):** Communication, and Human Resource Development

**Muhd. Sharil Bakri:** Organizational change, organizational development, ASEAN Studies (politic, economy, social, strategic, environment)

**Nor Akmar Nordin:** Industrial & Organizational, Psychology

**Norashikin Mahmud (Dr):** Mental health, Occupational Safety and health, Gender study, Industrial and Organizational Psychology related issues

**Norhani Bakri (Assoc. Prof. Dr.):** Anthropology & Sociology, Industrial Sociology, Techno- Sociology.

**Norlin Ahmad:** Sociology and Antropology.

**Nur Naha Abu Mansor (Assoc. Prof. Dr.):** Learning and People Development, Human Resource

**Nurul-Azza binti Abdullah (Dr.):** Human Resource Development (HRD)

**Rozeyta Omar (Assoc. Prof. Dr.):** Cross Cultural Management, Community Studies, Rural Studies, Social Impact Studies

**Roziana Shaari (Dr.):** Human Resource Development, Knowledge Sharing, Organizational Development & learning, Adult Learning

**Rabeatul Husna Abd. Rahman (Dr.):** Careers (boundaryless career, career development), turnover, retention, knowledge worker

**Salwa Abdul Patah:** Workforce training and development and Workplace learning and performance.

**Shah Rollah Abdul Wahab (Dr.):** Safety Management, Safety Climate, Safety Performance, Transformational leadership, Organizational Development, Employee Training

**Siti Rahmah Awang:** Mathematics & statistics

**Siti Aisyah Panatik @ Abd. Rahman: (Dr.)** Industrial/Organizational Psychology, Work-Life Interface, Work Design, Occupational well-being, Work-related attitude, Positive Psychology, Psychological Testing & Management Systems, HR Business Partnerships

**Syaharizatul Noorizwan Muktar (Dr.):** Organisational Analysis - Qualitative based, HRM Practices, Knowledge Management,

Management from Islamic Perspective

**Siti Rokiah Siwok:** Family Counseling, Preschool Montessori Approach, Grounded Theory, Qualitative Data Analysis using ATLAS.ti, Industrial and Organizational Psychology and effective Communication

**Thuaibah @ Suaibah Abu Bakar:** Human resource development, Women entrepreneur

**Wan Mohd Azam Wan Mohd Yunus:** Clinical Psychology, Mental Health, Psychological interventions in the workplace, e-mental health, depression

**Zulkifli Hamisan @ Khair (Dr.):** Human Resource Development (HRD),

*'Faculty of Management believes that research is a process that brings value to its people, its students, and value to the wider community'*

## DEPARTMENT OF ACCOUNTING AND FINANCE

**Aniza Othman (Dr.):** Accounting and Entrepreneurship

**Dewi Fariha Abdullah (Dr.):** Internal Auditing, Auditing Intellectual Capital and Performance, Corporate Governance

**Kamaruzzaman Abd. Rahim:** Financial Reporting

**Maisarah Mohamed Saat (Dr.):** Accounting Education, Accounting Ethics, Business Ethics, Behavioural Accounting

**Melati Ahmad Anuar (Assoc. Prof. Dr.):** Financial Management, Corporate Finance, Capital Structure, Financial Appraisal, Stock Pricing, Working Capital Management

**Mohamed Fuad Ahmad (Dr.):** Accounting, Business Planning

**Mohd Effandi Yusoff (Dr.):** Islamic Banking and Finance, Commercialization, Technology Management, Science and Technology Policy, Qualitative Approach

**Mohd. Noor Azli Ali Khan (Dr.):** Internet Financial Reporting, Accounting Change, Language & Annual Report, Financial Reporting & Disclosure



**Mohd. Norfian Alifiah (Dr.):** Accounting and Finance, Bankruptcy, Financial Distress, Capital Structure, Working Capital Management

**Nik Intan Norhan Abd. Hamid (Dr.):** Financial Management, Corporate Finance, Investment, Islamic Finance & Banking, Merger & Acquisitions

**Norhalimah Idris (Dr.):** Competence Acquisition, Informal / Workplace Learning, Mentor/Mentee, Continuous Professional Development, Grounded Theory, Focus Group Discussions, In-depth Interviews, Qualitative Research

**Noriza Mohd. Jamal @ Kamar (Dr.):** Management Accounting, Management Accounting Practices, Cost Management, Supply Chain Management Practices

**Nor Hamimah bt Mastor (Dr.):** Management Accounting, Taxation, Management.

**Nor Khairul Hafiz Bajuri (Dr.):** Corporate Issues Such As Governance, Shareholders Activism, Control, Board At Directors And Visiting Technology. Bumiputera Corporate Development

**Saudah bt. Sofian (Assoc. Prof. Dr.):** Intellectual Capital & Management, Accounting Practice

**Sariati Azman:** Accounting

**Suresh Ramakrishnan (Dr.):** Corporate Finance, Financial Management, Corporate Social Responsibility (CSR)

# HOW TO APPLY

## Entry Requirements

### Master's Degree

To be eligible for admission, student must:

- Possess Bachelor Degree with honours from Universiti Teknologi Malaysia or any institutions of higher learning recognized by the University's Senate with a minimum CGPA of 3.00; **OR**
- Possess Bachelor Degree with CGPA < 3.00 from Universiti Teknologi Malaysia or any institutions of higher learning recognized by the University's Senate **WITH** a minimum of two years working experience.

### Doctor of Philosophy (PhD) Degree

To be eligible for admission, student must:

- Possess a Master's Degree in a related field from any Malaysian University or any other institutions of higher learning recognized by the University's Senate; **OR**
- Possess other qualifications equivalent to a Master's Degree recognized by the University's Senate; **OR**
- Currently following Master Degree at UTM and acknowledged by the academic committee of the faculty with approval from the University's Senate.

### English Requirement (International Students ONLY)

International students must have a valid TOEFL or IELTS certificate.

**Applications** must be accompanied by certified transcripts and the final graduation certificate (if available) from the candidate's earlier university, setting out examination results to date and the official results of IELTS or equivalent English tests where applicable. Applicants should also include two formal academic references. Applications can be completed online at [www.sps.utm.my](http://www.sps.utm.my). Application and Reference forms may also be downloaded from the individual course pages.

Candidate for Master or PhD degree by research is required to prepare a brief research proposal (3-5 pages). The proposal should clearly specify the research question(s) and methodology. There are no prescribed areas of study for research and all business-based subjects will be considered, provided that a suitable supervisor is available. Candidates can put forward a request for a particular supervisor.

Potential graduates are encouraged to contact academic members directly to informally discuss research ideas. Academic staff may be able to offer some guidance, but it remains the responsibility of each applicant to draft a proposal that is suitable for the degree they have chosen. Applicants should refer to the research interests of members of faculty as detailed in this prospectus and the following websites:

- Department of Business Administration at: <http://www.management.utm.my/expertise-management>
- Department of Human Resource Development at <http://www.management.utm.my/expertise-hrd>
- Department of Accounting and Finance at <http://www.management.utm.my/expertise-accounting>

## WHERE ARE WE?

### Skudai, Johor

#### The Perfect Location

*‘Skudai is a rapidly expanding suburb of Johor Bahru, the largest city and the capital of the state of Johor in southern Malaysia. It is part of the new growth corridor of southwest Johor, which includes the Senai International Airport, Tanjung Pelepas Port and the new administrative capital of Johor, Bandar Nusajaya. It has a population between 160,000 and 210,000. The headquarters for the Johor Bahru Central Municipal Council and home to the Universiti Teknologi Malaysia campus...’*

#### SHOPPING

Skudai has a large catchment area with a number of shopping centres located around Skudai. The shopping centres are Skudai Parade, AEON Taman Universiti, Bukit Indah, Kulai and Tebrau City, KIP Mart, Skudai Mall, The Store in Taman Ungku Tun Aminah, Sutera Mall in Taman Sutera Utama, U Mall in Taman Pulau Utama, Bestmart in Taman Nusa Bestari, and Giant Hypermarket, TESCO, MYDIN and Johore Premium Outlet (JPO) which is all located nearby.

#### FOOD

Foods are served in restaurants and food stalls around Skudai/Johor Bahru area. A large variety is available throughout the area.



Many people in Skudai are from other states in Malaysia, attracted by better employment opportunities and double the exchange rate in neighbor Singapore and this is the norm in many parts of southern Johor. People from other states in Malaysia would rent houses in Skudai and other parts of Johor, with many preferring to settle down in Johor after living for many years here. This has created a housing boom in this area as many local young people are also starting families of their own. There are those who receive higher income because these residents can earn more from working in Singapore and this has resulted in higher disposable income too, thus spurring the entertainment and automotive sectors in Johor.

#### INTERNATIONAL SCHOOL

List of International Schools located near Skudai, Johor is as follows:

##### Sri Ara Schools

23 Jalan Straits View

Johor Bahru, Johor

80200 Malaysia

Phone: +6 07 222 2089/223 0089

Fax: +6 07 222 6700

Web site: <http://internationalschooljohor.com/>

##### Seri Omega International School

Jalan Persisiran Sutera Danga,

Taman Sutera Utama,

81300 Skudai, Johor Bahru,

Malaysia.

Phone: +607 556 1368/3368

Web site: <http://www.seriomega.com/>

##### Austin Heights Private and International Schools

No.2, Jalan Austin Heights 3/1,

Taman Mount Austin,

81100 Johor Bahru, Malaysia.

Tel: +607-351 5000/ 351 3000/ 351 3003

Fax: +607-352 8373

Email: [enquiry@austinheights.edu.my](mailto:enquiry@austinheights.edu.my)

##### Utama International School JOHOR BAHRU

16, Jalan Beringin, Melodies Garden 80250 Johor Bahru, Johor

Tel : +607 334 7714, 334 7715

Fax : +607 334 7807

Email: [info@sriutama.edu.my](mailto:info@sriutama.edu.my).

## Contact Information

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**Fax: + 6 07 5610109**

**Website: [www.management.utm.my](http://www.management.utm.my)**

**email: [inquiry@management.utm.my](mailto:inquiry@management.utm.my)**

**Facebook: <http://www.facebook.com/management.utm>**

**DISCLAIMER:** All information is correct at the time of printing and subject to change.



