



**UNIVERSITI
MALAYA**

**UNIVERSITY OF MALAYA
GRADUATE SCHOOL OF BUSINESS (UMGSB)
POSTGRADUATE HANDBOOK**

GRADUATE
SCHOOL OF
**MALAYA
BUSINESS**
BANGSARAN
**AZMAN
HASHIM**

**The 1st
4 PALMES**

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

**TOP 100
RANKING**

UM is ranked 87th in the QS World University Rankings 2018.

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.

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. The accreditations bestow our programmes the international credibility and status.

Master of Management

2019/2020

ACADEMIC CALENDAR 2019/2020

SEMESTER 1				
Introduction Week	1 week	01.09.2019	-	06.09.2019
Lectures	8 weeks*	09.09.2019	-	03.11.2019
Mid-Semester I Break	1 week*	04.11.2019	-	10.11.2019
Lectures	6 weeks	11.11.2019	-	22.12.2019
Revision Week	1 week*	23.12.2019	-	29.12.2019
Examinations Semester I	3 weeks	30.12.2019	-	19.01.2020
Semester I Break	4 weeks*	20.01.2020	-	16.02.2020
	24 weeks			

SEMESTER 2				
Lectures	9 weeks	17.02.2020	-	19.04.2020
Mid-Semester II Break	1 week	20.04.2020	-	26.04.2020
Lectures	5 weeks*	27.04.2020	-	31.05.2020
Revision Week	1 week*	01.06.2020	-	07.06.2020
Examinations Semester II	3 weeks	08.06.2020	-	28.06.2020
	19 weeks			

SESSION BREAK				
Semester Break	11 weeks	29.06.2020	-	13.09.2020

SEMESTER 3				
Lectures	7 weeks*	29.06.2020	-	16.08.2020
Examinations	1 week	17.08.2020	-	23.08.2020
Semester Break	2 weeks*	24.08.2020		13.09.2020
	10 weeks			

Note *

Public Holidays	Dates
Awal Muharam	01.09.2019
Replacement Holiday	02.09.2019
SPB Yang Di-Pertuan Agong's Birthday	09.09.2019
Malaysia Day	16.09.2019
Deepavali	27.10.2019
Prophet Muhammad's Birthday	09.11.2019
Christmas Day	25.12.2019
New Year	01.01.2020
Chinese New Year	25&26.01.2020
Region Day	01.02.2020
Thaipusam Day	08.02.2020
Labour Day	01.05.2020
Wesak Day	07.05.2020
Nuzul Quran	10.05.2020
Hari Raya Aidilfitri	24&25.05.2020
Awal Muharam	31.07.2020
National Day	20.08.2020

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DEAN'S WELCOME

A very warm welcome to all new students to the Faculty of Business and Accountancy (FBA). Congratulations for choosing FBA to further your postgraduate studies. You are among the privileged few to be accepted at one of the most prestigious and competitive business schools in the region. I can assure that you have made the right choice to join the FBA family. It is my pleasure and honour to share a few words with you about our faculty and what we aim to be.

Our mission is to provide quality education and training to ensure that our students are equipped with appropriate skills, aptitudes and characteristics that will prepare them to be successful professionals in the future and assume leading roles in the government, business and community. We emphasise on excellent teaching, innovative research and quality publication besides industry collaboration. We are ranked amongst the top business schools in Asia and are proud to be in the leading position in Malaysia. FBA is the first public business school in the country to receive an international accreditation from the Association of MBAs (AMBA), UK — an accreditation that we have maintained since 2007. In February 2016, we achieved yet another very important milestone by receiving full accreditation for 5 years from the very prestigious accreditation body for business schools, the Association to Advance Collegiate Schools of Business (AACSB). We are also awarded 4 PALMES 'Top Business School' by EDUNIVERSAL ranking of the World Business Schools in recognition of our strong international influence. Furthermore, we are now working towards the European Quality Improvement System (EQUIS) accreditation. These international accreditations and recognitions signify that our programmes are of top quality and are recognised internationally. We are building on these hallmarks of excellence by working towards our aim to be among the leading business schools in the world. Another remarkable milestone achieved in 2016 is the completion of our new home, the Azman Hashim Building. This brand new iconic and state-of-the-art building is fully equipped with modern facilities to provide a very conducive and comfortable learning environment to the students.

We are extremely proud of our highly qualified lecturers who are committed to provide the best in their teaching and are, at the same time, actively engaged in pursuing scholarly research in a myriad of areas encompassing accounting, finance, marketing strategies, organisational behaviour, management information systems, and operations management. We are confident that you would benefit from our global setting as our classes comprise of students from various profiles, professional backgrounds and nationalities. This diverse environment will certainly enhance the exchange of ideas and expose you to an array of perspectives. Please explore our handbook and website to know more about FBA and how to get the most out of your education with us. The handbook provides information on programme structure, study plan, synopsis of various courses offered, academic standards and facilities available at the faculty as along with the information about our entire academic staff. I wish you all the best in your studies and hope that you will have a wonderful and memorable time at FBA.

Professor Dr. Che Ruhana Isa
Dean

DIRECTOR'S WELCOME

Welcome to University of Malaya Graduate School of Business (UMGSB)! You are joining a vibrant and enthusiastic community of individuals who are committed to education, career progression and lifelong learning. I hope that you will very soon feel part of this community and explore the opportunities for networking, self-development and other extra-curricular activities that are on offer. During your stay here, you will make new and lasting friendships. The facilities provided in UMGSB are excellent, and I hope that you will enjoy sharing these facilities with your colleagues.

The purpose of this Handbook is to provide you a guide to the **Master of Management (MM) programme** so that your journey will be a smooth-sailing one from here on. We are the No. 1 University in Malaysia and Top 100 in the world; UMGSB is one of the Asia's most prestigious and competitive business schools, which runs exchange programmes with numerous universities across the world. So, I urge you to make the most of the opportunities we offer. You are now entering into a time in your life when fresh opportunities will open up to you, both in your chosen field of study and elsewhere. Studying for a postgraduate degree at UM is demanding, but all of you have shown the talent and desire to meet this challenge. I hope that you will work hard and at the same time enjoy while you are with us.

Associate Professor Dr. Yusniza Kamarulzaman

Deputy Dean (Higher Degree) / Director, UMGSB

UM VISION, MISSION AND CORE VALUES

Vision

To be an internationally renowned institution of higher learning in research, innovation, publication and teaching.

Mission

To advance knowledge and learning through quality research and education for the nation and humanity.

Core Values

Integrity, Respect, Academic Freedom, Open-mindedness, Accountability, Professionalism, Meritocracy, Teamwork, Creativity and Social Responsibility

FACULTY VISION, MISSION AND OBJECTIVES

Vision

To be an internationally renowned institution of higher learning in research, innovation, publication and teaching.

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

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

Currently, FBA offers eight (8) programmes. The six (6) programmes offered at postgraduate level include 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) and Doctor of Management (DMgt), while the three (3) undergraduate programmes include Bachelor of Business Administration (BBA), Bachelor of Accounting (BAcc) and Bachelor of Finance (BFin).

As part of our effort to strengthen our programmes, FBA 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), Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) and Chartered Financial Analyst (CFA) and are advisors to several financial institutions such as the Bank Muamalat, Public Islamic Bank and AIA Public Takaful.

THE ESTABLISHMENT OF UNIVERSITY OF MALAYA GRADUATE SCHOOL OF BUSINESS

The University of 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). Lectures are delivered in seminar rooms equipped with Internet connection, computer and audio-visual display with modern technology. 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 of MBAs (AMBA). We are also passionate about the contribution of our faculty members and postgraduate students to our business community and society.

FACILITIES AND RESOURCES

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.

AZMAN HASHIM BUILDING (AHB) FACILITIES

Ambank Group Chairman Tan Sri Azman Hashim personally funded the RM25mil building project through the Yayasan Azman Hashim charitable institution to University of Malaya (UM). The AHB was built in the car park opposite to the Faculty of Business and Accountancy for postgraduate students to continue their postgraduate studies. 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.

REASONS TO STUDY AT UMGSB

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. The accreditations bestow our programmes the international credibility and status.

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.

Top 100 Ranking

UM is ranked 87th in the QS World University Rankings 2018.

Diversity

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

High Profile

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

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.

FBA's MANAGEMENT TEAM



**PROFESSOR DR. CHE
RUHANA ISA**

Dean

DEPUTY DEANS



**ASSOCIATE PROFESSOR
DR. YUSNIZA
KAMARULZAMAN**

*Deputy Dean
(Postgraduate)*



**ASSOCIATE PROFESSOR
DR. MOHD ZULKHAIRI
MUSTAPHA**

*Deputy Dean
(Undergraduate)*



**ASSOCIATE PROFESSOR DR.
NOOR ISMAWATI JAAFAR**

*Deputy Dean
(Research & Development)*

HEADS



**DR. NORIZAH
MOHD
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*BUSINESS POLICY
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**ASSOCIATE
PROFESSOR DR.
NORBANI CHE HA**

MARKETING



**ASSOCIATE
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*OPERATIONS &
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OFFICERS



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**NORMALA AB
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**NURHAZWANI ABDUL
RAHMAN**

ASSISTANT BURSAR

PROGRAMME COORDINATORS AND HEADS OF UNITS

BACHELOR COORDINATORS



DR. SURIA ZAINUDDIN

BAcc
COORDINATOR



DR. LEE SU TENG

BBA
COORDINATOR



**DR. MOHD EDIL BIN ABD
SUKOR**

BFin
COORDINATOR

MASTER COORDINATORS



DR. TEY LIAN SENG

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MAcc
COORDINATOR



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PhD & DMgt
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ACADEMIC MEMBERS & RESEARCH INTEREST

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MASTER OF MANAGEMENT

Introduction

The University of Malaya (UM), Master of Management (MM) is an integrative programme designed for aspiring managers and executives with a focus on management skills, business decision-making and the global context of business. The programme provides skills and knowledge in a broad range of management disciplines and aims at ensuring that graduates can make a significant contribution to management through career-long self-development.

Courses are structured to provide a strategic perspective on the use of core business and management theories, thereby helping to extend understanding of the complex behaviour of organisations as well as their interactions with the business environment.

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 wish 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 the average, the students would require 1½ to 2 years of study.

General Information

Based on the UM (Master's Degree) Rules & Regulations 2014, details are available in the **UM (Master's Degree) Rules 2014 and UM (Master's Degree) Regulations 2014** which can be accessed at <https://hep.um.edu.my/student-relation-amp-disciplinary>

Programme Educational Objectives

The objectives of the MM programme is to produce graduates who can:

- Apply knowledge, understanding and experience in managing and leading an organisation strategically.
- Resolve management issues innovatively and are able to lead and communicate effectively.
- Practice ethical and professional values in a socially responsible manner in career advancement.

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:

- Evaluate management theories and concepts.
- Apply theories and concepts in management's decision making.
- Conduct independent research in management context that adheres to legal, ethical and professional guidelines.
- Effectively practice social responsibility in the context of management.
- Formulate solutions to address management issues using scientific and critical thinking skills.
- Demonstrate lifelong learning skills in their learning development and career.

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 an equivalent qualification;
- At least a band 6.0 for IELTS or a minimum score of 550 for the paper based TOEFL (for international applicants)

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 services, healthcare, engineering and public sector.

Target Market

The UMGSB 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:

- Employees of various industry backgrounds who wish to learn the overall business 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 business administration
- Individuals who wish to acquire the appropriate entrepreneurial skills to kick-start their own business.

Programme Structure

The programme offers weekend classes with the emphasis on quality teaching and student participation. The minimum and maximum periods of candidature are 3 and 8 semesters respectively. 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 two (2) categories: core 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 is to allow students to maximise their learning and develop skills essential for their career development. Students are required to take a total of 43 credit hours as follows:

Courses	Credits Hours
Core Courses	27
Elective Courses	6
Research Project	10
Total	43

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

Core Courses (27 Credits)

Core courses are designed to expose students to the fundamentals of management of business organisations. The courses are as follows:

CQX7001	Research Methodology
CQD7001	Economics for Management
CQD7002	Accounting and Finance for Management
CQD7003	Marketing Management
CQD7004	Leading Organisations
CQD7005	Organisational Behaviour for Managers
CQD7006	Organisational Strategy
CQD7007	Managerial Ethics and Governance
CQD7008	Human Resource Management

Elective Courses (6 Credits)

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

CQC7029 E-commerce
CQC7037 Legal Environment of Business
CQC7038 Industrial Relations
CQC7042 Performance Management and Rewards Systems
CQC7043 Training Management
CQD7009 Total Quality Management

CQX7002 Research Project (10 Credits)

The Research Project for MM 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 has the 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 degree at UMGSB. MM 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 in **CQX7001 Research Methodology** before getting registered for Research Project.

Plagiarism is a serious academic offence. Disciplinary action will be taken based on the decision of an internal hearing committee upon plagiarism case. The definition of plagiarism according to University of Malaya Code of Ethics, pp.16 is as follows:

- Another person's idea from a published article or book is taken word by word;
- Another person's idea from an article or book is taken but changed using one's own words;
- Another person's ideas are taken from discussions whether in a conference, seminar, forum, talk or informal discussion between two parties;
- Data, diagrams, tables, photographs or any illustrative material originating from others are taken as though they belong to him/her.

The time frame for students to complete the Research Project is at least **one (1) semester** (excluding Special Semester) and maximum **two (2) semesters**.

Students are charged a fee as follows:

(a) Complete Research Project Course in one (1) semester

- Students are required to register **10 credits** and will need to pay 100% charges plus recurring fee in the first (1) semester.
- However, if students are not able to complete the course in one (1) semester, students are required to register another **5 credits** and will need to pay 50% charges plus recurring fee in the second (2) semester.

(b) Complete Research Project Course in two (2) semesters

- Students are required to register **5 credits** and will need to pay 100% charges plus recurring fee in the first (1) semester.
- Students required to register **5 credits** and no registration fees will be charged, but students will need to pay a recurring fee in the second (2) semester.

(c) Incomplete Research Project Course in two (2) semesters

- Students who fail to complete Research Project Course within two (2) semesters will be given the **FAIL (F)** status. Students are required to re-register the course for **5 credits** in the third (3) semester and will need to pay 50% charges plus recurring fee.

The evaluation of the Research Project report consists of a written report and an oral presentation. The breakdown of scores is as follows:

- Supervisor (60%)
- Internal Assessor (40%)

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).

If a student fails the Research Project, the report will then have to be resubmitted for examination.

Note: Please refer to the Research Handbook for details of the Research Project

STUDY PLAN

Study Plan: 3 Normal Semesters

SEMESTER 1			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7004	Leading Organisation	3
Core	CQD7001	Economics for Management	3
Core	CQX7001	Research Methodology	3
Elective		Elective 1	3
SUBTOTAL			12

SEMESTER 2			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7002	Accounting and Finance for Management	3
Core	CQD7003	Marketing Management	3
Core	CQD7005	Organisational Behaviour for Managers	3
Core	CQD7006	Organisational Strategy	3
Research	CQX7002	Research Project	5
SUBTOTAL			17

SEMESTER 3			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7008	Human Resource Management	3
Core	CQD7007	Managerial Ethics and Governance	3
Elective		Elective 2	3
Research	CQX7002	Research Project	5
SUBTOTAL			14
TOTAL			43

Study Plan: 4 Normal Semesters

SEMESTER 1			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7004	Leading Organisation	3
Core	CQD7001	Economics for Management	3
Core	CQD7008	Human Resource Management	3
*Elective		Elective 1	3
SUBTOTAL			12

SEMESTER 2			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7002	Accounting and Finance for Management	3
Core	CQD7005	Organisational Behaviour for Managers	3
Core	CQX7001	Research Methodology	3
SUBTOTAL			9

SEMESTER 3			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7007	Managerial Ethics and Governance	3
Research	CQX7002	Research Project	5
*Elective		Elective 2	3
SUBTOTAL			11

SEMESTER 4			
COURSE	CODE	COURSE NAME	CREDIT
Core	CQD7006	Organisational Strategy	3
Core	CQD7003	Marketing Management	3
Research	CQX7002	Research Project	5
SUBTOTAL			11
TOTAL			43

*LIST OF ELECTIVE COURSES (CHOOSE 2)	
CQC7029	E-commerce
CQC7037	Legal Environment of Business
CQC7038	Industrial Relations
CQC7042	Performance Management and Rewards Systems
CQC7043	Training Management
CQD7009	Total Quality Management

Academic Performance Requirements

Students are **required** to obtain a Grade Point Average (GPA) and a Cumulative Grade Point Average (CGPA) of at least 3.0 for every semester. To graduate, the students must obtain a minimum CGPA of 3.0.

Students with a GPA of less than 3.00 in a normal semester will be placed on an Academic Probationary Period in the following normal semester. The candidature of any student who is placed on an Academic Probationary Period for **TWO** consecutive normal semesters will be terminated. The probation period shall end when the student has successfully attained a GPA of 3.00 and above.

Students obtain a GPA of less than 3.00 for 3 consecutive semesters including Special Semester (if any), his/her candidature will be TERMINATED.

Students must obtain a minimum grade B for all **core courses**, failing which students must repeat the course, subject to a maximum of three attempts. After the third attempt, if the student fails to redeem with a minimum grade B, his/her candidature will be **TERMINATED**.

Any student who fails to register continuously for a duration of 2 semesters with the University shall cease to be a student and his name will be dropped from the register of students of the University.

For **elective courses**, students must obtain a minimum of grade **B**.

Repeating a Failed Course

A student who fails any Elective course, may repeat the same course or take another course from the same category as a replacement to the failed course.

A student who fails any core course is required to repeat the same course until he achieves at least a passing grade (maximum of three attempts), subject to the maximum duration of his candidature. The best grade will be taken in to account for the calculation of the CGPA.

For a student repeating the same course, the best grade point will be taken into account.

For a student taking a different course as a replacement, the grade point of that course will be calculated cumulatively.

If a student obtains a fail grade three (3) times for the same course, the student shall be terminated from his programme of study.

Graduation Requirements

1. Students must fulfil the following requirements for graduation:
 - a. Achieve a final minimum CGPA of 3.0 and above.
 - b. Complete 43 credit hours including core, elective courses and research project requirements as prescribed for the Master's degree programme.
 - c. Fulfil Faculty requirements if any, for courses that must be passed with at least grade B.
 - d. Fulfil the language requirements as prescribed for the Master's degree programme.
2. From the total credits that are required for graduation, at least 80% of the total credit must be obtained from courses conducted by the University of Malaya.
3. Language requirement as follows:
 - a. For Malaysian citizens, a pass in the Bahasa Malaysia paper at the *Sijil Pelajaran Malaysia* (SPM) level, or its equivalent.
 - b. For international students, a pass in Bahasa Malaysia or Malaysian Studies as prescribed by the Institute of Post Graduate Studies, University of Malaya.

Conferment of Degree with Distinction

Students who have fulfilled the graduation requirements may be conferred the Master's Degree (With Distinction) if they:

- a. Have achieved a final CGPA of 3.70 and above.
- b. Have not obtained the grade "Fail" for any courses.
- c. Have not repeated any course for the purpose of improving the grade of that course during the entire duration of their Master's degree programme.
- d. Have completed their programme of study within a period not exceeding **four (4)** semesters (normal and special semester) from the date of the initial registration.

Registration of Course

Registration of course has to be completed by week 2 of a semester. Student who does not complete the registration within the specified period is not allowed to pursue the said course.

In special cases, students may be allowed for late registration until week 7 of special semester on the recommendation of the said course teacher and approved by the Dean of the Faculty. The student may be required to pay a fine at a rate prescribed by the University as well as other determined fees for the course.

Withdrawal from Semester

Withdrawal from a semester is allowed under the provision stipulated in the University of Malaya (Master's Degree) Rules 2014, provided he/she has been undertaking the programme for at least one (1) Semester.

Withdrawal from Semester

Category	Normal Semester	Special Semester	Fee Charges	Calculated for the Duration of Study	Grade
Personal Reason*	Week 1 -2	Week 2	No	Yes	-
	Week 3 -7	Week 2	Yes	Yes	Grade W1
Mobility Programme Reason*	Week 1 -2	Week 1 -2	No	No	Grade W3
	Week 3 -14	Week 3 -7	Yes	No	Grade W1
Medical Reason*	Week 1 -7	Week 1 -3	No	No	Grade W3
	Week 8 -14	Week 4 -7	Yes	No	Grade W1

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

Conditions of Termination from Programme of Study

A student who plagiarized his research report (Master's candidate) as stipulated under the University Malaya (Discipline of Students) Rules 1999;

A student who gave false information pertaining to his admission to the University or committed any academic dishonesty other than stipulated in the University Malaya (Discipline of Students) Rules 1999;

A student who fails to renew his candidature for two (2) consecutive semesters. A student who is re-admitted after terminated from his programme of study and obtains a CGPA of less than 3.00 in the examination for the semester in which he has registered immediately upon re-admission will be terminated from his study.

Students fail to fulfil the conditions and requirements of the programme study within the maximum duration.

Senate uses its discretion to terminate the registration of any student at any time if Senate is of the opinion that the student is incapable to complete his programme of study. The student's name will be removed from the list of University registered students and the student shall stop being a student of the University. The decision made by Senate is final.

A student who fail stop a pay all fees and other payments within the stipulated time by the University may cause the student to be barred from registering in the next semester and his status as the student of the University may be terminated.

A student who registers 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 student 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.

Evaluation Format

All courses adopt an assessment system that incorporates 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	EQUIVALENT GRADE	GRADE POINT	MEANING
90 - 100	A+	4.0	High Distinction
80-89	A	4.0	
75-79	A-	3.7	
70-74	B+	3.3	Pass
65-69	B	3.0	
60-64	B-	2.7	Fail
55-59	C+	2.3	
50-54	C	2.0	
45-49	C-	1.7	
40-44	D+	1.5	
35-39	D	1.0	
< 35	F	0	

DETAILS OF CORE COURSES

CORE COURSES

COURSE TITLE	Research Methodology
COURSE CODE	CQX7001
LEARNING OUTCOME	At the end of the course, the students are able to: <ol style="list-style-type: none">1. Apply research concepts and theories in designing a research.2. Develop a research design in business or management discipline.3. Analyse data using appropriate research tools.4. Interpret research findings critically and ethically.
SYNOPSIS	This course focuses on concepts in research methodology. The process of doing research, literature review and research design are covered in this course. This course also focuses on data analysis techniques both parametric and non-parametric using statistical software.

COURSE TITLE	Research Project
COURSE CODE	CQX7002
LEARNING OUTCOME	At the end of the course, the students are able to: <ol style="list-style-type: none">1. Conduct research using appropriate and accurate methodologies and ethical.2. Analyse data using scientific methods appropriate for the research work being carried out.3. Report the research output in critical, systematic and ethical manner.4. Formulate solution to issues raised in the research by referring to literature review and data analysis.
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 two semesters (excluding Special Semester) but students are allowed to finish the project in one semester. Title for the research must be based on students' area of concentrations and student must meet the supervisor 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 of the first examiner (supervisor) and a second examiner.

COURSE TITLE	Economics for Management
COURSE CODE	CQD7001
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Identify the core elements of microeconomic and macroeconomic theory relevant to managerial issues. 2. Apply the economic theory, technical information and appropriate methods in effectively analysing and solving business-related issues. 3. Compare various types of market structures to solve the managerial issues in an organisation. 4. Evaluate critically and creatively current macroeconomic issues and conditions in Malaysia.
SYNOPSIS	<p>The course focuses on developing and using models of supply and demand in both microeconomic and macroeconomic contexts. Hence, it covers basic economic principles including the microeconomic analysis of the behaviour of individuals and firms, the operation of markets and government intervention in markets through taxes and regulation besides the macroeconomic analysis of the behaviour of economy-wide measures such as output, unemployment, money, interest rates, inflation and exchange rates.</p>

COURSE TITLE	Accounting and Finance for Management
COURSE CODE	CQD7002
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Explain 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. Interpret important ratios for assessing the financial performance and position of a business. 3. Apply time value concept, capital budgeting techniques and cost relevance and behaviour concept in business decision-making. 4. Employ working capital management and financial planning in managing short and long-term financial decision-making.
SYNOPSIS	<p>This course provides an introduction to accounting and finance. It covers some basic principles, underlying concepts and processes in accounting and financial management of a business organisation. Topics include measuring and reporting financial statements, analysing and interpreting financial statement, time value of money concept, financial planning, capital budgeting and methods of managing working capital.</p>

COURSE TITLE	Marketing Management
COURSE CODE	CQD7003
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Describe the concepts and theories in marketing. 2. Analyse how consumer and business markets influence organisation's marketing decision. 3. Discuss elements of the marketing mix in formulating effective marketing strategies. 4. Design a strategic marketing plan for a business.
SYNOPSIS	<p>This course provides students 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.</p>

COURSE TITLE	Leading Organisations
COURSE CODE	CQD7004
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Discuss important management functions and leadership theories. 2. Analyse how traits, behaviour processes and value of a leader influence perceptions effectiveness and charisma. 3. Analyse contemporary issues in current and challenging management environment. 4. Apply various management related skills and leadership styles to match the situational favourableness and environment.
SYNOPSIS	<p>The course aims at introducing the functions and roles of managers and leaders to the students. The focus is on creating an awareness of the complexity of the task of managing people. This course encompasses the history and evolution of management and leadership research and emphasises the need to relook at traditional management and leadership theories. Students are encouraged to embrace new leadership styles in view of changing management environment which includes globalisation process, the introduction to concepts such as learning organisation, virtual teams and the emergence of knowledge workers.</p>

COURSE TITLE	Organisational Behaviour for Managers
COURSE CODE	CQD7005
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Analyse psychological theories that describe differences in individual behaviour. 2. Apply techniques to motivate employees. 3. Evaluate the implication of individual processes, social dynamics and organisation practices on organisation performance. 4. Suggest suitable solutions to organisational problems arising from employee behavioural differences.
SYNOPSIS	<p>This course helps individuals understand individual behaviour in an organisational context and develop their interpersonal competencies to effectively work as managers or professionals. This course includes topics such as personality and attitudes, perception and attribution, motivation, communication, work stress, group and team dynamics, leadership, decision making, quality, ethics, job and organisation design, conflict management, organisational culture and politics and organisational change.</p>

COURSE TITLE	Organisational Strategy
COURSE CODE	CQD7006
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 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 various aspects of corporate management. 4. Apply principles and frameworks of strategic management in real cases.
SYNOPSIS	<p>This course is designed to expose students to the theory and practice of strategic planning and management. Strategic planning and management involve setting goals and effective execution of strategies to attain the pre-determined goals. The course emphasises on students' ability to conceptualise and develop an effective analytical framework for strategic decision making. The use of real cases allows students to test their ability to identify and solve issues or problems that are strategic in nature.</p>

COURSE TITLE	Managerial Ethics and Governance
COURSE CODE	CQD7007
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Identify important governance and ethical issues that may arise in business today. 2. Apply relevant governance and ethical concepts that are necessary for resolving those issues. 3. Analyse the role of company directors, shareholders and regulatory bodies in promoting good corporate governance. 4. Discuss the role of regulatory bodies in promoting good corporate governance.
SYNOPSIS	<p>Issues related to corporate governance and ethics are highly topical issues in today's world of business. Governance and ethical issues arise in almost every aspect of corporate life and it is the responsibility of managers to handle these issues. The objective of the course is to sensitise the students to these governance and ethical issues in organisation and to provide them techniques for analysing and resolving those issues. With growing public concern about the roles of owners and managers and issues concerning stakeholder participation, the course will discuss the importance of responsible corporate behaviour and good corporate governance.</p>

COURSE TITLE	Human Resource Management
COURSE CODE	CQD7008
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Identify the strategic role of human resource in developing a high-performance work system 2. Appraise the important Human Resource Management issues at the workplace. 3. Propose suitable solutions to organisational problems arising from Human Resource Issues. 4. Analyse the impact of current human resources practices on the organisation.
SYNOPSIS	<p>This course outlines Human Resources' key role in helping companies meet the challenges of global competition. It demonstrates how strategic objectives to lower costs, improve productivity and increase organisational effectiveness are enabled by human resource strategies and technologies. This course also emphasises HR systems that must be designed to achieve the company's strategic aims and how HR increasingly relies on technology to achieve the strategic aims.</p>

DETAILS OF ELECTIVE COURSES

ELECTIVE COURSES

COURSE TITLE	Total Quality Management
COURSE CODE	CQD7009
LEARNING OUTCOME	At the end of the course, the students are able to: <ol style="list-style-type: none">1. Describe the importance of Total Quality Management (TQM) principles and practices.2. Explain how TQM could be implemented for better organisational performance.3. Apply quality tools for process management and appropriate decision making.4. Evaluate the implementation of TQM practices in organisation.
SYNOPSIS	This course focuses on TQM principles and practices that include customer satisfaction, leadership, strategic planning, human resource practices, recruitment and training, benchmarking, supplier partnership and process management. Various statistical tools for performance measurement in organisation are also discussed.

COURSE TITLE	E-Commerce
COURSE CODE	CQC7029
LEARNING OUTCOME	At the end of the course, the students are able to: <ol style="list-style-type: none">1. Describe concepts, theories and applications in electronic commerce.2. Explain issues related to the use of electronic commerce.3. Discuss electronic commerce strategy.4. Apply various platforms for electronic commerce.
SYNOPSIS	This course focuses on various concepts and theories of electronic commerce such as e-retailing, e-advertising, e-supply chain, e-payment and e-learning, etc. Current issues such as the use of cookies in e-commerce application, taxation issues, intellectual properties and others are also discussed.

COURSE TITLE	CQC7037
COURSE CODE	Legal Environment of Business
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Describe basic framework of the Malaysian Legal System. 2. Apply the legal principles in selected areas of commercial law in Malaysia. 3. Explain basic concepts and principles of company law in Malaysia.
SYNOPSIS	<p>Understanding the role of the law in business transactions and how it impacts on doing business is crucially important. Businesses need to understand the legal environment in which they operate to manage their businesses. Legal issues arise in almost every aspect of doing business and it is the responsibility of managers to understand these issues to avoid legal pitfalls. The objective of the course is to introduce students to these legal issues and to provide them the necessary legal knowledge to understand and resolve those issues.</p>

COURSE TITLE	Industrial Relations
COURSE CODE	CQC7038
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Explain main principles and concepts underlying workplace industrial relations. 2. Describe the impact of Industrial relations on Malaysian employees and employers. 3. Examine employment decisions made that could enhance or hinder relationship between employer and employees. 4. Make employment decisions that are in line with the Industrial Relations law and practices.
SYNOPSIS	<p>The course explains main principles and concepts underlying workplace industrial relations, impacts of industrial relations on Malaysian employees and employers and employment decisions that could enhance or hinder relationship between the two stated stakeholders. It also evaluates employment decisions and employment practices that are in line with the industrial relations law and practices.</p>

COURSE TITLE	Performance Management and Rewards Systems
COURSE CODE	CQC7042
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Identify basic concepts in performance management and reward systems. 2. Evaluate the effectiveness of different types of employee performance indicators. 3. Evaluate the benefits of effective reward systems for employees. 4. Design practical performance and rewards measures in enhancing employee productivity.
SYNOPSIS	<p>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.</p>

COURSE TITLE	Training Management
COURSE CODE	CQC7043
LEARNING OUTCOME	<p>At the end of the course, the students are able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an understanding of the principles of learning and adult education. 2. Evaluate the training needs of individuals and organisations. 3. Apply various approaches in instructional design and training methodology. 4. Evaluate issues relevant to designing, managing and assessment of training outcomes.
SYNOPSIS	<p>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.</p>

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 who have completed their second semester and have achieved a Cumulative Grade Point Average (CGPA) of 3.50 and above are eligible to apply. The duration of the exchange programme is one semester, which is approximately four to five months. Students must be registered as a full-time student with the host institution for the duration of the exchange programme. There is no payment of tuition fees to the host institution, but tuition fees will have to be paid to the University of Malaya. This is the unique feature of our exchange programme – paying local fees for an international experience. Students should choose courses in the host institution that are equivalent to the elective courses offered by the UM-MM 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 UM-MM 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. Details of the exchange programme can be obtained from UMGSB and the University of Malaya's International and Corporate Relations Office (ICR).

For further information, please contact:

International Student Centre

University of Malaya

Tel: +603-7967 7711 / 7712 / 7715

Fax: +603-7967 / 7710

Email: isc@um.edu.my

FEES AND FINANCE

Malaysian Student Fees

COMPONENT OF FEES	MASTER OF MANAGEMENT COURSEWORK	
	Credit Hours	CQCKS RM344/ch
Semester 1		
Candidature		330.00
Alumni Fee		110.00
Graduation Fee – 1st Payment		110.00
Insurance		15.00
Other Services Fee		330.00
<i>Recurring Fees: -</i>		
i) Registration		50.00
ii) Service		100.00
iii) Health		27.00
iv) Library		200.00
v) Welfare		10.00
vi) Recreation		10.00
vii) ICT		100.00
Tuition Fees	15	5,160.00
Examination Fees	15	450.00
Research Fees		-
Supervision Fees		-
Submission of Dissertation/Thesis – 1st Payment		-
Total		7,002.00
Semester 2		
Graduation Fee – 2nd payment		110.00
<i>Recurring Fees</i>		497.00
Tuition Fees	18	6,192.00
Examination Fees	18	540.00
Project Paper		
Examination Fees		
Research Fees		-
Supervision Fees		-
Submission of Dissertation/Thesis – 2nd Payment		-
Total		7,339.00
Special Semester		
<i>Recurring Fees</i>		163.50
Tuition Fees		0.00
Examination Fees		0.00
Total		163.50
Semester 3		
Insurance		15.00

<i>Recurring Fees</i>		497.00
Project Paper		3,440.00
Tuition Fees		
Examination Fees		300.00
Research Fees		-
Supervision Fees		-
Submission of Dissertation/Thesis – 3rd Payment		-
Total		4,252.00
Semester 4		
<i>Recurring Fees</i>		497.00
Tuition Fees		
Examination Fees		
Research Fees		-
Supervision Fees		-
Submission of Dissertation/Thesis – 4th Payment		-
Total		497.00
Semester 5		
Insurance		15.00
<i>Recurring Fees</i>		497.00
Project Paper (2nd Time)		-
Tuition Fees		-
Examination Fees		-
Research Fees		-
Supervision Fees		
Total		512.00
Semester 6 onwards		
<i>Recurring Fees</i>		497.00
Project Paper (3rd Time)	3	1,032.00
Examination Fees	3	90.00
Research Fees		-
Supervision Fees		-
Total		1,619.00
Grand Total		21,384.50
Total Credit Hours		43

Note:

1. Fees are subject to amendment by the Management of University of Malaya
2. Information for Scholarship and Finance can be accessed at <https://aasc.um.edu.my/pg-scholarship>

International Student Fees

COMPONENT OF FEES	MASTER OF MANAGEMENT COURSEWORK	
	Credit Hours	CQCKS RM635.00/ch
Semester 1		
Candidature		570.00
Alumni Fee		290.00
Graduation Fee – 1st Payment		195.00
Insurance		2,650.00
Other Services Fee		570.00
<i>Recurring Fees: -</i>		
i) Registration		75.00
ii) Service		150.00
iii) Library		450.00
iv) Welfare		150.00
v) Recreation		75.00
vi) ICT		300.00
Tuition Fees	15	9,525.00
Examination Fees	15	750.00
Research Fees		-
Supervision Fees		-
Submission of Dissertation/Thesis – 1st Payment		-
Total		15,750.00
Semester 2		
Graduation Fee – 2nd payment		195.00
<i>Recurring Fees</i>		1,200.00
Tuition Fees	18	11,430.00
Examination Fees	18	900.00
Project Paper		
Examination Fees		
Research Fees		-
Supervision Fees		-
Submission of Dissertation/Thesis – 2nd Payment		-
Total		13,725.00
Special Semester		
<i>Recurring Fees</i>		225.00
Tuition Fees		0.00
Examination Fees		0.00
Total		225.00
Semester 3		
<i>Recurring Fees</i>		1,200.00
Project Paper		6,350.00
Tuition Fees		
Examination Fees		500.00

Research Fees		-
Supervision Fees		-
Submission of Dissertation/Thesis – 3rd Payment		-
Total		8,050.00
Semester 4		
<i>Recurring Fees</i>		1,200.00
Tuition Fees		
Examination Fees		
Research Fees		-
Supervision Fees		-
Submission of Dissertation/Thesis – 4th Payment		-
Total		1,200.00
Semester 5		
<i>Recurring Fees</i>		1,200.00
Project Paper (2nd Time)		-
Tuition Fees		-
Examination Fees		-
Research Fees		-
Supervision Fees		
Total		1,200.00
Semester 6 onwards		
<i>Recurring Fees</i>		1,200.00
Project Paper (3rd Time)		1,905.00
Examination Fees		150.00
Research Fees		-
Supervision Fees		-
Total		3,255.00
Grand Total		43,405.00
Total Credit Hours		43

Note:

1. Fees are subject to amendment by the Management of University of Malaya
2. Information for Scholarship and Finance can be accessed at <https://aasc.um.edu.my/pg-scholarship>

HOW TO APPLY?

Apply Online at apply.um.edu.my

01: Create Online Profile

02: Prepare supporting documents

- Photo (Passport Size with Blue Background)
- Malaysia NRIC / Passport
- Sijil Pelajaran Malaysia (SPM/MCE) Certificate
- Education Background (*Certificate and Academic Transcript)
- TOEFL / IELTS Certificate (For International Applicants)
- Working Experience Document
- Financial Support - if any

****Please provide English translations if the certificates are not in English***

03: Complete & submit your application

04: Applications will be individually assessed

05: Final Selection

FEEDBACK CHANNELS

We welcome any suggestions/comments/complaints/feedback/thoughts/ideas via multiple channels below:

1. Meet UMGSB personnel or email us at umgsb@um.edu.my
2. Make an appointment with or email the programme coordinator:
MM Coordinator
Dr. Fauzi Zainir
zfauzi@um.edu.my
3. Drop a note in the suggestion box (located at UMGSB Counter).

Note:

- 1. Immediate action will be taken after investigation by the Committee Members**
- 2. All feedbacks are strictly private and confidential to protect the reporting party.**

REACH US

Please note that we have taken the utmost care in compiling the information in this handbook, including the schedules for courses during the 2018/2019 session. While the contents are correct at the time of printing, we reserve the right to change any information as necessary.

While we have produced this handbook to be comprehensive, please do not hesitate to ask us regarding matters not covered in it.

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