



POSTGRADUATE GUIDES

GRADUATE SCHOOL OF BUSINESS

Academic Session 2024-2025



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DEAN WELCOMING NOTE

Welcome to UKM-Graduate School of Business – the business school that means business.

As one of the most senior public business schools within the region we strive to work with our partners in the public and private sectors in preparing for their future managers. Our close and constant collaborations with our stakeholders result in flexible and relevant academic programmes that focus on personal, managerial and industrial competencies. These competencies are aimed toward grooming exemplary, talented and responsible leaders who would be assertive and adept within their chosen, respective fields.

Today, the global transformation of higher education goes beyond academic programmes. At UKM-GSB we deliberate and question everything we do as to what impact we do bring to the society. Our events, research, projects, executive development training, consulting and publications, among others, ought to be relevant and must help enhance quality of life. We are indeed reconceptualizing and raising the bar of excellence in management education. That is our commitment – that is our *raison d'être*.

We aim high even when we know this is surely going to be a challenging venture. But we would not have started it were it not necessary. And if you embrace similar dream as we do, i.e. to make a difference, come aboard and take part in this exciting journey. You will never regret.

“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it” – Michelangelo

Cheers

UKM-GSB Dean

ACADEMIC CALENDAR 2024/2025 SESSION, UKM-GRADUATE SCHOOL OF BUSINESS

Perkara/ Items	Semester 1		Semester 2	
	Tarikh/ Dates	Tempoh/ Duration	Tarikh/ Dates	Tempoh/ Duration
Pendaftaran Diri Pelajar Baharu (Pascasiswazah) <i>Registration for New Students (Postgraduate)</i>	11 – 18 Oktober 2024 <i>11 – 18 October 2024</i>	1 minggu <i>1 week</i>	12 - 18 April 2025 <i>12 - 18 April 2025</i>	1 minggu <i>1 week</i>
Pendaftaran Diri Pelajar Lama (Pascasiswazah) <i>Registration for Returning Students (Postgraduate)</i>	14 – 20 Oktober 2024 <i>14 – 20 October 2024</i>	1 minggu <i>1 week</i>	14 - 20 April 2025 <i>14 - 20 April 2025</i>	1 minggu <i>1 week</i>
Lapor Diri Pelajar Baharu <i>New Students Reporting</i>	19 Oktober 2024 <i>19 October 2024</i>	1 hari <i>1 day</i>	19 April 2025 <i>19 April 2025</i>	1 hari <i>1 day</i>
Sesi Pembelajaran 1 <i>Lectures Term 1</i>	19 Oktober 2024 – 5 Januari 2025 <i>19 October 2024 – 5 January 2025</i>	11 minggu <i>11 weeks</i>	19 April - 6 Julai 2025 <i>19 April - 6 July 2025</i>	11 minggu <i>11 weeks</i>
Sesi Pembelajaran 2 <i>Lectures Term 2</i>	6 Januari – 16 Mac 2025 <i>1 January - 16 March 2025</i>	10 minggu <i>10 weeks</i>	7 Julai - 14 September 2025 <i>7 July - 14 September 2025</i>	10 minggu <i>10 weeks</i>
Minggu Penilaian Akhir <i>Final Assessment Week</i>	17 Mac – 23 Mac 2025 <i>17 March – 23 March 2025</i>	1 minggu <i>1 week</i>	15 September – 21 September 2025 <i>15 September – 21 September 2025</i>	1 minggu <i>1 week</i>
Cuti Semester <i>Semester Break</i>	24 Mac – 11 April 2025 <i>24 March – 11 April 2025</i>	3 minggu <i>3 weeks</i>	22 September - 13 Oktober 2025 <i>22 September - 13 October 2025</i>	3 minggu <i>3 weeks</i>

Cuti Umum Semester 1

Hari Deepavali - 31 Oktober 2024 (Khamis)
 Hari Keputeraan Sultan Selangor –
 11 Disember 2024 (Rabu)
 Hari Krismas - 25 Disember 2024 (Rabu)
 Tahun Baharu - 1 Januari 2025 (Rabu)
 Hari Tahun Baru Cina - 29 & 30 Januari 2025
 (Rabu & Khamis)
 Hari Thaipusam - 11 Februari 2025 (Selasa)

Public Holidays Semester 1

Deepavali - 31st October 2024 (Thursday)
Sultan of Selangor's Birthday - 11th December 2024
(Wednesday)
Christmas Day - 25th December 2024 (Wednesday)
New Year's Day - 1st January 2025 (Wednesday)
Chinese New Year - 29th & 30th January 2025
(Wednesday & Thursday)
Thaipusam - 11th February 2025 (Tuesday)

Cuti Umum Semester 2

Nuzul Quran - 17 Mac 2025 (Isnin)
 Hari Raya Aidil Fitri - 31 Mac & 1 April 2025
 (Isnin & Selasa)
 Hari Pekerja - 1 Mei 2025 (Khamis)
 Hari Wesak - 12 Mei 2025 (Isnin)
 Hari Keputeraan YDP Agong –
 2 Jun 2025 (Isnin)
 Hari Raya Aidil Adha - 6 Jun 2025 (Jumaat)
 Awal Muharam (Maal Hijrah) - 27 Jun 2025
 (Jumaat)
 Hari Kebangsaan - 31 Ogos 2025 (Ahad)

Public Holidays Semester 2

Nuzul Quran - 17th March 2025 (Monday)
Hari Raya Aidil Fitri - 31st March & 1st April 2025
(Monday & Tuesday)
Labour Day - 1st May 2024 (Thursday)
Wesak Day - 12th May 2025 (Monday)
Birthday of Yang di-Pertuan Agong - 2nd June
2025 (Monday)
Hari Raya Aidil Adha - 6th June 2025 (Friday)
Awal Muharram - 27th June 2025 (Friday)
National Day - 31st August 2025 (Sunday)

Vision, Mission & Philosophy UKM

Motto

Inspiring futures, nurturing possibilities

Philosophy

UKM affirms the integration of faith in Allah and constructive knowledge; along with the amalgamation of theory and practice as the core fundamentals in the advancement of knowledge, the building of an educated society and the development of the university

Vision

UKM is committed to be ahead of society and time in leading the development of a learned, dynamic and moral society.

Mission

To be the learning centre of choice that promotes the sovereignty of Bahasa Melayu and internationalises knowledge rooted in the national culture

Vision & Mission UKM-GSB

Vision

Pemangkin kelestarian perniagaan dalam pendidikan tanpa sempadan

Business sustainability catalyst in borderless education

Mission

Membugar akademia dalam menerapkan pendidikan, penyelidikan dan jalinan industri yang berimpak dan lestari

Rejuvenating academia in instilling impactful and sustainable education, research and industrial ties

OVERVIEW – UNIVERSITI KEBANGSAAN MALAYSIA AT GLANCE

The first outburst of the need for higher education for the Malays occurred during the Kings' Council Meeting 1903. A scholar Za'ba wrote about the idea in the 'Lembaga Melayu' press in 1917. Thoughts movement, debate and determination by the Malay intellectuals to establish a university that uses the Malay language as the language of instruction in a tertiary institution began in 1923 when Abdul Kadir Adabi, another Malay intellectual, submitted a memorandum suggesting the idea to the Sultan of Kelantan. However, such thoughts and determination failed to be materialized due to various obstacles and colonialism pressure.

From 1957 to 1967, striving to establish a national university intensified to fulfill the demands and the spirit of patriotism for the nation and the country. In 1968, Malay scholars founded a sponsoring committee that planned to establish a national institution. Various culture forums and political talks were held to obtain the government and people's support to form a higher education institution with the Malay language as its medium of communication in all research fields and studies. The struggle that never ceased achieved its success with the establishment of Universiti Kebangsaan Malaysia (UKM) on 18th May 1970 that started its first operations in Lembah Pantai, Kuala Lumpur. The first batch of graduates consisted of 192 people and two (2) graduates registered in three faculties; Faculty of Science, Faculty of Arts and Faculty of Islamic Studies.

In 1974, UKM established a Sabah UKM campus in Kebun Kawang, Papar. The name Kebun Kawang was later changed to Limauan by Tun Datu Mustapha Datu Harun, the then Chief Minister of Sabah. The Faculty of Science and Natural Resources was moved to Bukit Padang, Kota Kinabalu, in 1980. Then it was moved to Menggatal, Tuaran, in 1990 alongside the Faculty of Developmental Science, which was essentially placed in the main campus in Bangi. With the establishment of the University Malaysia Sabah in 1994, the Sabah UKM campus was officially closed down in 1996. Both faculties moved back to the main campus in Bangi, Selangor.

Since its 49 years of establishment, UKM has produced 204,857 graduates. This university continues to grow as a public university with thirteen (13) faculties and twelve (12) research excellence institutes. UKM has an entity that operates commercially, which is UKM Holdings Sdn. Bhd. as its approach in commercializing and socializing expertise with the public and generating finance for the university.

The main campus in Bangi started operating in 1977 within an area of 1,096.29 hectares. The main campus accommodates nine (9) faculties and eleven (11) research institutes. Meanwhile, the Faculty of Health Sciences, the Faculty of Dentistry and the Faculty of Pharmacy are located in the UKM Kuala Lumpur campus at Jalan Raja Muda Abdul Aziz of 22 hectares. The Faculty of Medicine, Hospital Canselor Tuanku Muhriz (HCTM) and The UKM Medical Molecular Biology Institute (UMBI) are located in UKM Kuala Lumpur, Cheras, with an area of 22.3 hectares.

Based on the excellence in research of over four decades, UKM was selected as one of the research universities in Malaysia in 2006. To ensure that the executed research gives meaning to the country's development and society, UKM has taken measures to create strategies to attain Cabaran Perdana Malaysia/Global. Among the measures taken was to identify and mobilize research that can help solve seven (7) major research thrust of the initial challenges: Akal Budi Melayu; Islam Kontemporari; Integrasi ASEAN; Pernerkasaaan B40; Pengukuhan STEM; Malaysia Lestari; dan Malaysia Sihat Sejahtera.

UKM is also the receiver of the Prime Minister Quality Award 2006, achieved self-accreditation status in 2010 and the Autonomy University status in January 2012. These awards are UKM's accomplishments of excellence in academics and management.

Now, UKM's goal to become a university with its motto "Mengilham Harapan, Mencipta Masa Depan" is translated into UKM's Strategic Plans 2019-2021. The Strategic Plans 2019-2021 conceptualizes "House of Quality" ruled out five (5) central cores; research, academics, internationalization, talent and finance that will be used as stepping stones

to launch UKM further into the local and international levels alongside UKM's vision and mission; "Kualiti Teras Kebitaraan Universiti."

In memory of the fighting spirit of UKM pioneers, awareness of the institution's establishment history is continuously restored. Realizing that UKM is an institution carrying the society's aspirations, UKM residents, regardless of whether they are staff or students, are reminded to immerse and understand the needs of the people through questions that hover in the life of the country in line with the role of UKM as the "Sovereign of the

National Trust" (Pendaulat Amanah Negara). However, this does not limit the university's reach in all developments. It also does the same with the turmoils at international levels. A university with a wide range of cross-disciplinary expertise is thought to have the ability to go beyond the psychological line that enables it to function in agile in global arenas while solving problems that hinder universal life.

OVERVIEW – UKM-GRADUATE SCHOOL OF BUSINESS

History of UKM-Graduate School of Business

UKM-Graduate School of Business upholds its tradition of prioritizing quality and excellence in Business education and research, a legacy it inherited from the Business fraternity in Universiti Kebangsaan Malaysia, Malaysia's national university.

Chronology of Developments Leading to UKM-GSB's Establishment:

- Universiti Kebangsaan Malaysia (UKM) formed the Faculty of Economics and Administration in 1972. At this time, 'Business Management' existed as a unit besides 'Economics'. Courses for the Bachelor of Business (BBA) programme began to be offered.
- The Business Management Unit then transformed into a faculty under the dynamic leadership of its first Dean, Professor Dato' Dr. Nik Rashid Nik Ismail (May 1979-Sept. 1980, July 1981-May 1982).
- The maiden batch of 105 graduates received their degrees in 1978/ 79, becoming Malaysia's pioneer BBA graduates from a local public university.
- Thereafter, this faculty under the name of Faculty of Business Management, made remarkable progress in successive stages of development, under the able leaderships of Professor Dr. Hamzah Ismail (June 1982 - May 1984), Professor Dr. Ismail Rejab (June 1984 - May 1986), Professor Dr. Hamzah Ismail (June 1986 - June 1987), Professor Dr. Barjoyai Bardai (July 1987 - Sept. 1988), Assoc. Prof. Datuk Dr. Kamaruddin Shariff (Sept. 1988- August 1993), Professor Dr. Aziz Abdul Hamid (Sept. 1993 - August 1995), Assoc. Prof. Dr. Muhammad Muda (Sept. 1995 - June 1998), Professor Dr. Zakaria Ismail (June 1998 - April 1999) and Professor Dr. Takiah Hj. Iskandar (April 1999 - Feb. 2005).

On 1st April 2004, Pusat Pengajian Siswazah Perniagaan (PSP) (The Graduate School of Business) was created as a School under FEB's management. PSP at this time acted as the graduate arm of this bigger faculty, with the appointment of Professor Datuk Dr. Noor Azlan Ghazali as its Chair from 1st April 2004, succeeded by Professor Dr. Rahmah Ismail from 15th March 2005. This chair position changed to Professor Dr. Noor Ghani Md. Nor (when Professor Rahmah was appointed Deputy Dean of the new faculty), and later to Professor Dr. Fauzias Mat Nor, from 16th April 2007.

On 1st October 2007, Lembaga Pengurusan (the Board of Management of) UKM approved the establishment of UKM-Graduate School of Business as a separate entity from the Faculty of Economics and Business, with Professor Dr. Fauzias Mat Nor, appointed on 1st January 2008, as its first Dean. This new entity conferred with autonomy status, is officially named UKM-Graduate School of Business (UKM-GSB).

It is entrusted UKM-GSB to manage the D.B.A., M.B.A., PhD and programmes, leaving the Master of Economics and Ph.D. (Economics) programmes to be run under the Faculty of Economics and Business's School of Economics. UKM-GSB reports to Tabung Amanah (Trustee Committee) that reports directly to the Honourable Vice-Chancellor.

First semester intake (July 2008) of new students managed directly by UKM-GSB. The new Ph.D. (by thesis) programme with specialisations in Accounting, Marketing, Management (Organizational Behaviour/ Human Resource Management, Strategy, Operations) and Finance, began to be offered, along with the new improved DBA (with coursework and dissertation).

DEANERY TEAM

Dean

Prof. Dr. Zafir Khan Mohamed Makhbul

Deputy Dean (Academic)

Deputy Dean (Research & Innovation)

Assoc. Prof. Ts. Dr. Mohd Helmi Ali

Deputy Dean (Partnership & Income Generation)

Dr. Mara Ridhuan Che Abdul Rahman

Head Of Postgraduate Programme (Research)

Assoc. Prof. Dr. Ahmad Azmi Mohd Ariffin

Head Of Postgraduate Programme (Coursework)

Dr. Suguna Siniah

Head Of Quality Management

Dr. Ngan Sue Lin

Chief Assistant Registrar (Head of Administration)

Madam Jumriah Nunurung

Faculty Members

Finance And Accounting

Prof. Dr. Low Soo Wah
Dr. Mara Ridhuan Che Abdul Rahman
Dr. Nur Laili Ab Ghani
Assoc. Prof. Dr. Puan Yatim
Dr. Roslan Ja'afar
Dr. 'Ainul Huda Binti Jamil

Management

Prof. Dr. Zafir Khan Mohamed Makhbul
Prof. Dr. Khairul Anuar Mohd Ali
Prof. Ts. Dr. Mohd Helmi Ali
Assoc. Prof. Dr. Wan Mohd Hirwani Wan Hussain
Assoc. Prof. Dr. Abdullah Al Mamun
Dr. Ida Rosnita Ismail
Dr. Ina Md Yasin
Dr. Suguna Sinniah
Dr. Ngan Sue Lin
Dr. Mazlida Mat Deli

Marketing

Prof. Dr. Norzalita Abd Aziz
Assoc. Prof. Dr. Ahmad Azmi Mohd Ariffin
Assoc. Prof. Dr. Nik Mohd Hazrul Nik Hashim

Adjunct Professors

Tuan Hj. Ahmad Zakie Bin Hj Ahmad Shariff

Distinguished Professor

Prof. Dr. Christian M. Ringle

Visiting Professor

Prof. Dr. Ming-Lang Tseng
Prof. Dr. Ming-Kim Lim

Industry Advisor

Mr Manokaran Mottain - Former Group Chief Economist of Alliance Bank Malaysia
Dato' Sri Haji Mohammad Mentek - The Chief Secretary Ministry of Communications & Multimedia Malaysia
Datuk Wan Razly Abdullah Wan Ali - President & Group CEO of Affin Bank Berhad
Dato' Sri Suriani Binti Dato' Ahmad - Secretary General, Ministry of Entrepreneur and Cooperatives Development (MECD)
Dato' Hj. Mohd Nizam Abdul Malik - Country Chief Executive & Director of Bureau Veritas CIF South East Asia Operating Region

MBA PROGRAMME

These recently revised MBA programme, which have been co-developed with our industrial partners, fits better with the requirements of the industry as well as with the working candidates /students. Among the improvements we have made include:

- A management programme that fulfils the requirements of the Malaysian Qualifying Agency (MQA) and leads to MBA
- MBA based on the lock step, modular approach
- Fast-paced, action-packed, 1-year full-time MBA in UKM, Bangi
- Flexible programme on every alternate weekend, 2-year part-time MBA in UKM Kuala Lumpur
- Highly customizable to the needs of the industry in terms of content, delivery and duration of studies
- Special focus on Action Learning and Leadership Development
- Variety of industrial-driven specialised and elective courses

Whilst strongly grounded in academic theory, the MBA emphasizes on practical learning where industry relevant knowledge transfers provide real management solutions and techniques for the MBA Graduates to apply in their respective Organizations.

Our MBA is instrumental and highly practical in ensuring high competency of the Graduates in realizing their potentials and long-term career prospects through the job-related nature of the courses.

MBA

PROGRAMME STRUCTURE



MANAGERIAL COMPETENCY

- Business Economics
- Managerial Accounting
- Managerial Finance
- Strategic Marketing
- Operation Management & Decision Analysis
- Business Ethics & Governance
- Corporate Strategy
- Human Resources Management
- Leadership Development
- Organisational Management

INDUSTRIAL ELECTIVES

- Employment Relationships
- Performance Management
- Micro-Economics of Competitiveness
- Advanced Micro-Economics of Competitiveness
- Micro-Economics of Competitiveness Analysing Clusters

INDUSTRIAL SPECIALISATION

MANAGEMENT

- Management Information System
- Organisational Theory and Practice
- Corporate Behaviour
- Organisation Development and Change Management

MARKETING

- Consumer Behaviour
- Product Management
- Services Marketing
- Sales Analysis and Strategy

HUMAN RESOURCE

- Managing New Workforce
- Human Resource Innovation
- Human Resource Analytics
- Sustainable Human Resource Management

FINANCE

- Financial Statement Analysis for Decision Making
- Applied Corporate Finance
- Investment Management
- Financial Markets and Institutions

ISLAMIC FINANCE

- Islamic Economy and Society
- Fiqh Muamalah in Islamic Banking & Finance
- Islamic Banking Products and Operations
- Islamic Financial Systems and Markets

PUBLIC MANAGEMENT

- Public Policy Development
- Public Policy and Programme Implementations
- Public Sector Finance and Accountability
- Public Sector Performance Management and Evaluation

- Islamic Wealth Management
- Takaful Products
- Takaful Operations
- Exploring Islamic Capital Market
- Introduction to Sukuk

- Global Marketing Strategy
- Digital and Social Media Marketing
- Green Marketing
- Hospitality and Tourism Marketing

- Analysing Public Policy
- Public Management Reform
- Economic Policy and Development
- Negotiations and Conflict Management
- Foreign Policy and National Security
- Local Government Policy
- Policy and Management of Science, Technology and Innovation

RESEARCH & PROJECT MANAGEMENT

- Research Methodology
- Project Management
- MBA Project

MANAGERIAL COMPETENCY

CORE COURSES (20 CREDIT HOURS)

ZCMA6012 Business Economics

Business and managerial economics is a branch of applied economics which combines the economic theory and decision science analytical tools in assisting managers to come up with optimum decisions in managing businesses. Among the topic covered are marginal analysis, demand and supply analysis. The market analysis includes perfect competition market, monopoly, oligopoly and monopolistic competition.

Learning Outcome:

- To understand the importance of economics in order to make business decision
- To develop the economic analytical skills in the decision-making process;
- To effectively analyze the factors affecting the organizational decision-making process
- To demonstrate teamwork, leadership and communication skills.

ZCMA6022 Managerial Accounting

This course provides the understanding on the importance of managerial accounting especially for top management and management team in organization. This includes the understanding of the theoretical, practical and instruments that can be used in the preparation, review and presentation of strategic planning, budgeting, control and decision-making using various management accounting tools.

Learning Outcome:

- To identify the concepts of planning, directing operation, decision making and performance evaluation
- To demonstrate thought process of decision making;
- To demonstrate ability to prepare and review relevant management accounting reports for/from perspective of relevant stakeholders (e.g.: BOD, CFO, CEO, Senior Manager, HOD, etc.);
- To demonstrate ability to source information and data in professional and ethical manner.

ZCMA6032 Managerial Finance

This course helps students to improve their analytical skills especially in financial decision making in a business organization. Students are exposed to topics such as the relationship between returns and risks in the business environment, valuation models, capital structure and fund allocation. Other focused topics include mergers and acquisitions and risk management.

Learning Outcome:

- To discuss issues related to the financial environment covering financial systems, financial markets and instruments;
- To apply assessment techniques and risk-return relationships in business organizations, capital budgeting and working capital management;
- To address issues related to raising capital, discusses theoretical framework of capital structure and dividend policy;
- To analyze issues related to mergers, acquisitions, and risk management to develop business financial plans.

ZCMA6042 Strategic Marketing

This course essentially discusses the core theories, practices and instruments of marketing management employed in the development of market value to be offered and subsequently to communicate this value to the target market. The focus will be given on the marketing decision making analyses at strategic level particularly with regards to the market positioning strategy, which act as the core strategy for marketing competitiveness. Business cases are used to demonstrate how marketing problems could be solved effectively by putting together integrated marketing mix strategies to achieve the intended marketing growth objective – product/branding strategy, pricing strategy, distribution strategy as well as promotional or marketing communication strategy.perspectives.

Learning Outcome:

- To analyze the marketing environments effectively to determine the best segment of consumer market to be targeted;

- To formulate competitive market positioning and branding strategies by conducting consumer or market behavior analysis as well as competitor analysis;
- To plan strategic marketing strategies to achieve the marketing growth objective effectively.

ZCMA6062 Operations Management And Decision Analysis

This course is designed to address the key operations issues, concept or ideas in manufacturing and service organizations. Thus, this course will help the students to gain an understanding of what operations management involve, how it relates to other functional areas in an organization, the types of problems that are faced by operations managers, and common decision-making process. This course provides the important concepts related with operations management and decision analysis; explain how the concepts could be applied to solve problems in business/organizations and present/solve case studies on problem related with operations issues for organizations.

Learning Outcome:

- To understand the role of operations management in the overall business strategy of the firm;
- To evaluate the interdependence of the operations (production) system with other key functional areas of the firm;
- To integrate the application of operations management policies and techniques to manufacturing sector as well as service firms;
- To analyze the relevant factors affecting the business decision-making process and organizational objectives.

ZCMA6072 Business Ethics and Governance

The course aims to develop an understanding of the underlying concepts of business ethics and governance which are relevant to the contemporary business environment. It is designed to foster students' understanding of the ethical influences on economic, financial, managerial and environmental aspects of business. The course also aims to develop a student's ability to critically analyze ethical issues in business. The course also reviews corporate governance regulatory frameworks and processes essential to the

understanding of the principles and best practices in Malaysia and around the world.

Learning Outcome:

- To identify business ethics, governance and corporate governance frameworks and philosophical underpinnings;
- To demonstrate ability to analyze ethical, social and governance structure of corporations;
- To demonstrate awareness of local and global corporate ethical and governance issues/ cases/scandals as point of reference;
- To demonstrate willingness to be accountable for future actions.

ZCMA6082 : Corporate Strategic

This is an integrative course that aims to bring together the various disciplines that have been studied and integrate it at the policy and strategic level. In this course, emphasis is given on the method of making strategic decisions to maintain or increase the competitiveness of business entities. In addition, students are exposed to issues faced by upper-level managers. This course also helps students analyze the internal and external environments of business entities, and provides guidance on how to develop and implement appropriate strategies for a business entity.

Learning Outcome:

- To integrate various functional disciplines in analyzing corporate policy and strategic issues;
- To critically examine business issues of corporations;
- To formulate short and long term strategy, and the systems and processes for implementing strategies well.

ZCMA6092 : Human Resource Management

This course allows students to understand the main functions, theories and concepts of human resource management. The course objective is to develop students' competencies in identifying, diagnosing, and solving problems related to human resource management by applying relevant tools, techniques, and approaches effectively. Students will be exposed to understanding problem solving and decision-making about human resource management issues in organizations across its numerous functions. In line

with the current challenges and emerging trends, students will learn how to develop positive work relationships, manage diversity and inclusion, and understand the human resource management dynamics relevant to the emerging trends.

Learning Outcome:

- To understand the basic concepts, principles and human resource management theories;
- To identify, diagnose, and solve human resource management problems by applying relevant tools, techniques, and approaches effectively;
- To demonstrate effective written and verbal communication, teamwork, and critical and analytical thinking in solving management problems by complying with social and ethical values;
- To formulate and suggest strategies to organizations to be sustainable and competitive by using human resources.

ZCMA6102 : Leadership Development

The subject of leadership has attracted attention for the past 20 years. This course is designed to enable students to understand the importance of the subject of leadership in terms of theory, concepts and fundamentals concept to an organization. The objective of this course is to enable students to understand the subject of leadership and recognize the types of leadership in organizations as well as apply leadership theory. This course can understand the leadership techniques in decision making process as well as organizational leadership.

Learning Outcome:

- To understand the importance of theory, concept in leadership;
- To demonstrate the types of leadership in political and social terms in organizations;
- To analyze the latest techniques in leadership and organizational ethics in ensuring an effective environment;
- To formulate effective strategies for effective organizational sustainability.

ZCMA6112 : Organisational Management

The course is designed to help students to comprehend the main and current functions, theories and concepts of management. The objectives of the course include developing students' competencies in analyzing projects and managerial issues, and applying management theories and applying management theories and concepts, principles and tactical issues pertaining to human resource management. Students will be provided with an insight in problem-solving and decision-making on HRM issues in organization such as workforce planning, hiring and selection, training and development, compensation and benefits, and performance evaluation.

Learning Outcome:

- To understand the importance of theories and concepts;
- To have the ability and the potential in managing conceptual understanding in solving managerial problems;
- To assist students to understand concepts and activities of human resource management;
- To understand how organization is able to sustain and be competitive using human resources.

INDUSTRIAL SPECIALISATION (8 CREDIT HOURS)

MANAGEMENT

ZCMB6112 : Management Information System

This course exposes students to the importance of information management in a business. It focuses on digital firm planning, development and management. At the end of the course students in understanding and are able to demonstrate the ability to understand theories and concepts in information management. Students are also able to evaluate and identify business opportunities that require information management to be resolved.

Learning Outcome:

- To identify information management in business;
- To properly identify management information system in doing business;
- To identify the various models available for information management;
- To identify problems that arise in information management systems

ZCMB6122 : Organizational Theory and Practice

The course is designed to equip managers / administrators / students with the ability to understand and manage organizational change that took place due to the current development in global business environment. Also, the students are expected to apply the organizational design concept to acquire organizational competitiveness at the global level. The topics in this course relate to concepts and principles that influence decision makers such as ethical values, change and innovation management, organizational conflicts and power, organizational size, organization life cycle and decline.

Learning Outcome:

- To understand the importance of concepts and principles in organization theory and design;
- To analyze and diagnose problems within organizations and problems relating to organization design, and apply the concepts and principles of organization theory;
- To integrate and conceptualize effective solutions to the organization problems.

ZCMB6132 : Corporate Behavior

The course is designed to fulfill students' needs in understanding (a) the theoretical and practical aspects of organizational behavior at three levels of analysis, which are individual, team, and organizational level, and (b) the relevance of this study domain for managerial success. Among the topics that will be discussed are the individual differences, motivation, team dynamics, communication, organizational politics, organizational conflicts, leadership, and organizational culture.

Learning Outcome:

- To understand the basic concepts, principles, and theories of organizational behavior in line with the development in this field of study;
- To analyze issues and problems in organizational behavior, as well as to apply organizational behavior knowledge in solving the related problems;
- To develop competencies in problem solving, conflict handling, negotiating, communicating and working in team;
- To understand the organizational needs and suggest strategies in achieving organizational aims.

ZCMB6142 : Organisation Development and Change Management

This course is designed to prepare students with conceptual framework in understanding the strategic importance to develop and manage change in organization. This course will provide the skills and understanding to the students in designing, executing, evaluating the effectiveness of change and organizational development. Explanations will be provided to the students on the type of change resistance as well as how to reduce and manage the resistance. Business cases and relevant articles will be used to illustrate how theories and approaches in organizational development and change management are applied in real organizational settings and how change can be implemented effectively.

Learning Outcome:

- To plan for positive change management process in an organization;
- To apply various approaches to reduce change resistance;
- To analyze and evaluate problems related to change process;
- To measure the progress and assess the effectiveness level of change implementation.

FINANCE**ZCMC6112 : Financial Statement Analysis for Decision Making**

This course will enable the students to understand the analysis of financial statements from the perspectives of credit and equity analyst, the main user of financial statements. However, managers, auditors, educators and controllers can also benefit from the understanding on the techniques of dissociation of economic process, which will result in figure or numbers from an accounting process that, at times, are disguising the real situation.

Learning Outcome:

- To understand and explain the accounting process and its impact on the published financial statements;
- To apply the financial statements data in decision making;
- To analyze traditional research and latest research regarding the use financial data.

ZCMC6122 : Applied Corporate Finance

This course examines important issues in corporate finance from the perspective of financial managers for significant investment and financing decisions. The course not only covers topics that are deemed important to financial managers, but these topics are also important to decision-making in marketing, operations management, and corporate strategy. Topics covered include the concepts of present value and the opportunity cost of capital, discounted cash flow analysis and other valuation techniques, issues in short-and-long-term financial management, risk and return, capital asset pricing model, capital budgeting and risk analysis, corporate capital structure and financing decisions, dividend policy, investment and financial

decisions in the global context, M&As, and issues of corporate governance and control.

Learning Outcome:

- To apply several capital budgeting techniques using spreadsheet, appreciating the strengths and weaknesses of these techniques;
- To understand how to incorporate risk and uncertainty into capital budgeting decisions;
- To explain key issues surrounding a company's dividend policy and capital structure choices;
- To understand the restructuring choices faced by managers and how these choices can help resolve agency problems within a company.

ZCMC6132 : Investment Management

The coverage of this course includes an introduction to various investment alternatives and securities valuation methods that enable investors to formulate investment strategies that are in line with their risk-return objectives. Important theories in portfolio management will be covered which include portfolio theory and equilibrium models of Markowitz's portfolio theory, Capital Market Theory and Arbitrage Price Theory. Portfolio formation and its valuation will also be covered. Investments in bonds and equities including assessment, management and analysis of related risks will be discussed as alternatives in investing. Finally, Sharpe, Jensen, Treynor and other portfolio evaluation methods will be introduced to evaluate investment performance.

Learning Outcome:

- To demonstrate a good understanding of financial theory which is the basis of investment valuation and risk-return concept;
- To apply the results of fundamental and technical analysis in making investment decisions;
- To apply various performance measures to evaluate the performance of portfolio investments;
- To build and apply relevant strategies in managing portfolios.

ZCMC6142 : Financial Markets and Institutions

The course consists of specific topics in money, financial markets and banking. The topics in the monetary section; include recent developments in monetary theory and policy, the design of monetary policy and its conduct, discussion on inflation, interest rates, and exchange rates, issues in monetary policy such as role of central bank, transmission mechanism. Issues in the different types of market: stock, bond and credit market will be discussed. The banking section covers issues related to intermediation theories, transaction costs, asymmetry information and innovations in the banking industry. The role of central bank as a regulator, banking sector fragility and financial sector fragility will also be dwelled into.

Learning Outcome:

- To understand the financial markets and its system and also domestic and international finance;
- To understand money and capital market theories, in particular the behavior of interest rates and stock market;
- To understand the legal and environment aspects of financial markets and institutions, and able to relate this to the monitoring of the operation of financial markets.

MARKETING**ZCMD6112 : Consumer Behaviour**

The course introduces a wide range of behavioral concepts, and explores the strategic implication of customer behavior for marketers. The course challenges students to explore the realities and implication of buyer behavior in traditional and e-Commerce markets. Key to the course in demonstrating how and understanding of buyer behavior can help to improve strategic decision making. How does who do what and why? The field of consumer behavior attempts to explain and predict the ways in which consumer think and behave in given situations. How do consumers interpret advertising information? Why do people buy? Why not? Who and what are consumer relying upon for information? How can marketers predict behaviors from attitude? How do consumers make decision? How do we consume and dispose of product? To answers these questions, consumer behavior draws heavily on the disciplines of psychology, economics, sociology and anthropology. Consumer behavior is an integral part of our

daily life's. The psychological and social processes involved in buying and consuming goods and services form the subject matter of this course. In this course, you will survey the relevant theory and learn how to apply this concept to real work marketing situations. Class-time discussion of theory always will be supported with examples drawn from past and current business practice as well as consumers' everyday lives; we will be considering the social, ethical, regulatory, environmental and technological contexts in which consumers think and act.

Learning Outcome:

- To effectively apply the relevant marketing tools or analytical frameworks of service marketing to solve problems and issues in organizations & marketplace;
- To make the most ideal decision (to diagnose problem and suggest solutions) with regards to issues in service marketing;
- To generate and manage information from various sources as well as to portray leadership skills.

ZCMD6122 : Product Management

This course takes a theoretical and technical approach in cooperating situational and problem-based learning to enhance students' creativity, constructive thinking, and analytical skills. Lectures are coupled with alternate case and practical discussion involving product development decisions. Arranged of techniques are introduced to ensure that product ideas, concepts, attributes, design, and prototype, complement with the end-user's expectation. To encourage active learning, students will be attached to real-life projects in a group atmosphere via collaboration with a third-party or industrial partner.

Learning Outcome:

- To appreciate the importance of NPD and related strategies in relation to consumer values and firm survival;
- To understand the NPD process and able to think critically, creatively, and analytically in a group environment towards achieving specific development goals;
- To comprehend the need for deep understanding of the target market and how consumers behave to formulate appropriate product concepts and strategies;

- To relate basic marketing concepts such as product positioning, pricing, branding, segmentation, and introduction strategies.

ZCMD6132 : Services Marketing

Service marketing is not a self-enclosed task but is integral to service organizations as a whole and the object of the activity is people that is reactive, not passive. The turn of the century has seen profound changes in the global economy. Services had played a crucial part in these changes because service are become the way organizations met their market. We use and purchase service everyday-banking, supermarkets, medical service, restaurant, holiday, transportation, hair dressers, schools, college/universities and etc. Professional service of B2B or B2C are prominent such as legal service, financial service and planning, management, consultancy, and many more. Well experiential service relate tourism, sport, entertainment and events are rowing, in addition many products related organizations such as Toyota, FedEx, now have a strong service component. Thus, service pose unique and challenges that require a distinctive approach and understanding to development of marketing strategy. This course will expand our understanding of marketing management concept as well as model and we adapt it to the service sector. We will analyze and examining on improving service quality, customer satisfaction, generate loyalty and hence and creating service culture. Through discussion on 7Ps of service marketing, we can understand theory, internal marketing and relationship marketing rather than just look at traditional customer focus external marketing.

Learning Outcome:

- To provide insights and exposure to the basic theories and concepts of sales management with an emphasis in building ongoing business relationship with customers;
- To focus on sales strategies that can create high customers value and achieve sustainable growth through sales management;
- To understand the sales management process involves in the selection, training, reward, motivation, and performance evaluation of sales force in advancing business sustainability.

ZCMD6142 : Sales Analysis and Strategy

The course will cover the role of selling and interaction with marketing leading to success for an organization; the psychology of why people buy and the difference of selling in B2C and B2B environment; the importance of sales process and sales strategy and application of business cases; and the 4 key elements in sales management.

Learning Outcome:

- To understand the role of strategic sales management in complex environment;
- To analyze complex sales organization and customer services leading to effective sales performance;
- To optimize and appreciate sales resources to meet customers' expectations;
- To develop the sales strategy and skills in dealing with the dynamic sales environment in the future.

ISLAMIC FINANCE

ZCME6112 : Islamic Economics and Finance

This course introduces students to the concept of the Islamic Worldview and further distinguishes the conventional (Western) view on Economics, Business and Finance with the lifestyle prescribed by Shariah. Among the topics discussed include the Goals (Maqasid) of Shariah, Islamic Economics as well as the Role, Goals and Responsibilities of Business from an Islamic perspective. The course will also provide an overview of Finance in the context of Islam and further touch roughly on basic topics such as Riba and prohibitions on it, Islamic Currency, Business Contracts in Islam as well as Ethics and Governance based on Islamic principles. Next, the history, developments and current issues related to Islamic Finance and Banking at the global level and in Malaysia are also discussed.

Learning Outcome:

- To link the Islamic worldview to basic concepts and economic activities;
- To compare the characteristics of Islamic economy and Islamic economic system with modern conventional economy pioneered by western countries;

- To study the development of contemporary thinking on Islamic economics, especially related to Islamic Finance and Banking in the last 30 years;
- To discuss issues of Islamic economic and financial implementation for contemporary society.

ZCME6122 : Fiqh Muamalah in Islamic Banking and Finance

This course discusses the detailed concept of Islamic Law of Transactions (Fiqh Muamalat) and Shariah contracts used in the current practices of Islamic banking and finance. The course emphasizes the understanding of the basic concepts of Shariah as well as the products and services related to Islamic banking, Takaful and Islamic capital market. Among the Shariah contracts that will be discussed in this course includes Mudharabah, Musharakah, Murabahah, Istisna', Salaam and Takaful as well as the concept of issuance related to Musharakah Mutanaqisah, Tawarruq and Bay Al-Inah. The course also discusses the Shariah compliant products offered in the local and global market as well as the challenges in Islamic banking and finance industry.

Learning Outcome:

- To elaborate the Shariah principles related to Islamic financial transactions (Fiqh Muamalat);
- To emphasize the prohibited elements in Shariah such as riba, gharar and maysir as well as the Shariah compliant contracts in Islamic financial transactions;
- To analyze the characteristics and requirements in Shariah contracts and financial instruments;
- To implement the Shariah compliant contracts and demonstrate the understanding on Shariah principles in Islamic financial activities.

ZCME6132 : Islamic Banking Products and Operations

Islamic banking is one of the main pillars in the Malaysian economic environment and its importance is seen as one of the main drivers to enhance the economy as a whole. This course explores the Shariah compliance financial products and services offered by the Islamic Financial Institutions (IFIs) in Malaysia. This includes the Islamic wealth management, Islamic financial transactions and Islamic investment opportunities and

credit instruments available for the individuals and business entities. The main focus of this course discusses the challenges faced by the IFIs to comply with the Shariah principles and demonstrate the distinctive features in Islamic financial products and services with its conventional counterparts.

Learning Outcome:

- To describe the categories and structures for Islamic banking and investment instruments;
- To analyze the operations and structures of Islamic financing and investment instruments;
- To evaluate the challenges and Shariah issues in Islamic banking products and operations.

ZCME6142 : Islamic Financial Systems and Markets

This course provides the opportunities for students to enhance their theoretical understanding and analytical skills related to Islamic financial system in Malaysia and other countries. The topics include global financial system, functions of Islamic financial market, the history of Islamic and conventional financial institutions, Islamic financial products and services, similarities and differences of Islamic financial institutions in selected countries as well the monitoring activities by the Bank Negara Malaysia as the regulator.

Learning Outcome:

- To describe the history and current development of Islamic financial system;
- To compare between the conventional and Islamic financial system especially in the dual banking system in Malaysia;
- To analyze the functions and responsibilities of Islamic Financial Institutions including the current products and services offered in Islamic financial market;
- To evaluate the functions, responsibilities and monitoring activities conducted by Bank Negara Malaysia as the regulator.

PUBLIC MANAGEMENT

ZCMG6112 : Public Policy Development

Public policy relates to the actions, reasons and impacts of public policy implementation by the government. This course is designed to provide the exposure on the definitions and scope of public policy. It also covers the process of developing public policy as well as the measures to evaluate and enhance public policy. This understanding will lead to effective decision making and focuses on the relevant models in formulating and implementing the public policy. From this course, students will receive overall understanding and factors contributing to the development and success of public policy implementation. Students will be able to develop alternative and relevant policies to effectively achieve the objectives.

Learning Outcome:

- To evaluate the process of formulating, analyzing and assessing public policy;
- To summarize public policy in comprehensive and rationalize manner;
- To analyze public policy implementation as a whole and takes into account all environmental factors;
- To demonstrate rationale in planning and developing public policy.

ZCMG6122 : Public Policy and Programme Implementation

This course discusses the issues and challenges in public policy and programme implementation. It also discusses the challenges in implementing any changes to establish efficient public services in government agencies. It is important for the government agencies to enhance their capabilities in establishing efficient public services to be in line with the current economic development and achieve effective outcome. This course looks into the method to increase services especially in the aspect of public policy and programme implementation. It also covers the accountability and implementation issues surrounding the society and respective institutions. From this course, students will receive overall understanding and factors contributing to the development and success of public policy implementation. Students will be able to summarize and implement effective public policy.

Learning Outcome:

- To analyze the challenges in public policy implementation;
- To develop the solutions in reducing the challenges in public policy implementation and achieve effective public services;
- To demonstrate leadership abilities in improving public services and policy implementation;
- To evaluate the trend and demand from the government servants at all levels.

ZCMG6132 : Public Sector Finance and Accountability

This course examines the key issues in performance management in public sector, starting from national development agenda which determined the strategic cycle of planning for results, budgeting, monitoring and evaluation (M&E), results reporting, and auditing. It also discusses the Fiscal Policy with its main components i.e. management revenue, debt (if needed) and budget, as well as financial reporting. This also includes fiscal transformations involving reforms in taxation budgeting and financial reporting. The course explores the function, structure and cycle of budgeting; types and structure of taxation; debt and cash management; accounting and financial reporting. Student will learn about recent developments of which many governments around the world emphasize on the achievement results rather than input utilization.

Learning Outcome:

- To analyze the budgeting and taxation system as well as the importance of effective budgeting and financial management;
- To describe the factors influencing the history and structure of budgeting and management system;
- To evaluate the main factors in developing effective budgeting and financial management at the local, state and national levels;
- To compare the budgeting and financial management policies across various countries and relates its application in Malaysian context.

ZCMG6142 : Public Sector Performance Management

This course provides the introduction on public sector performance management as well as non-government organizations (NGO) or non-profit organizations. The course aims for students to acquire knowledge and understanding of concepts and theories in public sector performance Management. In applying this knowledge and understanding, students will appreciate the importance of performance management in evaluating results and delivering more effective and efficient public service. Students are also expected to critically evaluate performance management outcomes, impacts and application taking into consideration social welfare, public safety and social equity with available resources. The course covers value creation, quality management and evaluation. The topics also include accountability and evaluation model. The evaluation on planning and acquired skills is essential to enhance and implement effective programmes in order to achieve the objectives and satisfy customers' needs. This reflects the accountability towards continuous and future improvements on the programmes.

Learning Outcome:

- To demonstrate knowledge and understanding of the theories and concepts in public sector performance management in developed and developing countries;
- To show awareness of the contribution of performance management towards improving service delivery and apply that knowledge and understanding to the analysis of real-life problems;
- To identify and analyze key success factors in public sector performance management;
- To develop performance management and evaluation based on strategic alignment and balanced scorecard.

HUMAN RESOURCE**ZCMH6112 : Managing New Workforce**

This course is intended to provide an understanding to the students about new workforce management that includes Generation Y and Generation Z in organizations. Changes in the forms of work such as online freelance work (e-lancing) in the gig economy require managers to understand the nature,

wants, competencies, and attitude of this workforce to ensure that this workforce can contribute to the organization's high performance. Students will learn the management techniques, including the new workforce's attitude, motivation, communication, expectation, and wants influence by the spread of digitalization.

Learning Outcome:

- To understand the theories and principles of new workforce management;
- To analyze new workforce management issues and problems as well as use the management knowledge to solve problems that occur;
- To develop management skills such as effective communication, teamwork, decision making, and conflict management;
- To understand organizational needs and suggest strategies to achieve the organization's aim.

ZCMH6122 : Human Resource Innovation

This course provides students an understanding of human resource innovations, which are idea, method, and new technology creation and execution that fulfil the needs of organization and expanded workforce, based on the future needs and not limited only to responding to the changes of the current situation. Students will be able to acquire this knowledge through a combination of theories and action-oriented approach in identifying and finding solutions to the human resource management issues that restrain the organization competitiveness.

Learning Outcome:

- To understand the basic concepts, principles and innovation theories;
- To analyze human resource management issues and problems as well as use the knowledge in innovation to solve problems that occur;
- To develop innovation skills related to human resource innovation such as creative thinking, effective communication, teamwork, decision making, and conflict management;
- To understand organizational needs and suggest strategies to achieve the organization's aim.

ZCMH6132 : Human Resource Analytics

This course is designed to expose students to the importance of data analytic in human resource management. Through this course, students will be able to understand and acquire focused skills in analyzing, implementing, reporting and using the data analytics application in human resource management. In addition, students will be explained about the driving and restraining factors to the data analytics usability in human resource management, including ethics concerning its application and the existing limitations.

Learning Outcome:

- To understand the basic concepts, principles and data analytics theories in human resource management;
- To identify and analyze human resource management issues and problems that require the application of data analytics in solving problems that occur;
- To develop skills related to data analytics in human resource management such as critical and articulate thinking, effective communication, teamwork, decision making, and conflict management;
- To understand organizational needs and suggest strategies to achieve the organization's aim.

ZCMH6142 Sustainable Human Resource Management

This course is designed to provide exposure and understanding to students about the concept of sustainable human resource management. Students will learn about the evolution of sustainable human resource management and its importance by combining the sustainable elements in human resource management to face the current challenges. Through theories and conceptual models, students will also learn sustainable human resource management characteristics and cultivate, develop, and sustain them in organizations. This course will also allow students to identify sustainable human resources through articles in journals and case studies and subsequently apply the concepts and theories in solving identified problems.

Learning Outcome:

- To understand the basic concepts and sustainable human resources theories;

- To identify and analyze sustainable human resource management issues and problems as well as use the knowledge in innovation to solve problems that occur;
- To develop relevant skills such as critical and articulate thinking, effective communication, teamwork, decision making, and conflict management;
- To understand organizational needs and suggest strategies to achieve the organization's aim.

RESEARCH AND PROJECT MANAGEMENT (8 CREDIT HOURS)**ZCMF6512 Research Methodology**

This course introduces students to various research techniques and trains them in understanding the overall research process that includes identifying research problem, collecting, analyzing, interpreting, and reporting data, for the purpose of decision making or solving problems in the business environment. Emphasis will be given to the descriptive research design and causal design, measurement and sampling, commonly used data analysis methods, data interpretation and writing, and reporting of research findings. Students will also be taught to write a research proposal and a mini research.

Learning Outcome:

- To understand on the importance of quality data and to conduct research in order to make business decision;
- To differentiate various research designs in achieving specific research objectives;
- To develop a good research proposal that includes statement of the problem, research objectives, literature review, theoretical framework, hypothesis formation and research methodology;
- To analyze data, and making inferences and conclusions.

ZCMF6522 Project Management

The course aims to introduce students to the concepts and methods in project management. Relevant Tools/techniques and best practices that can

be used by manager to manage a project successfully will be discussed. In addition, students will be exposed to practical problem that is relevant to strengthen the understanding and use of such methods. This course will prepare students to understand the importance of integration and project management processes; understanding the 10-core project management knowledge and applying methods and best practices of project management with high ethical standards.

Learning Outcome:

- To build a realistic project management plan;
- To describe the application of methods and best practices;
- To explain procedures to manage risks and project risks.

ZCMF6514 MBA Project

This course provides an opportunity for students to practice what they have learned about business management especially in the context of research and project management. Students will solve problems and/or issues related to “real life” project assignments in groups using concepts, theories and business management modules. In addition, students will use the latest management techniques and methods when operating, administering and / or managing the project. The experience of operating and managing projects in groups will give an advantage to UKM MBA graduates in their careers, especially those who previously had no experience in the field of Management.

Learning Outcome:

- To establish the competencies in management as well as research methodology and project management;
- To analyze and solve problems/issues related to the project using concepts, theories and business management modules;
- To recommend the latest management techniques and methods while handling, administration and / or manage projects;
- To demonstrate effective leadership skills in achieving the project objectives.

INDUSTRIAL ELECTIVES (9 CREDIT HOURS)

ZCMB6231 Employment Relationship

Overall, this course prepares students to understand the concepts, approaches, processes and practices of employment relationship. The course also explains the relationship between Industrial Relations and Company Performance as well as the role of the ILO (International Labor Organization) in Employment Relations. This course will develop students’ ability in applying knowledge to analyze current issues in industrial relations as well as being able to recommend policies, strategies and implement processes in employment relations.

Learning Outcome:

- To describe the systems and elements in industry management and the roles performed by the workers, trade unions and government;
- To analyze latest issues in employment relationship to achieve effective decision making;
- To develop capacity in applying the knowledge in labor management and enhancing the labor productivity.

ZCMB6241 Performance Management

This course covers the issues involving how the objectives and goals of organizational strategy performance can be supported and achieved through employee performance management as well as through the continuous development of employees individually or in groups. The main focus includes establishing the learning experiences and interventions aimed at changing and improving the performance of employees in an organization as a measure of improving organizational performance as well as personal development of employees.

Learning Outcome:

- To design organizational management performance processes that support organizational mission and strategy;
- To compare various organizational performance management programs and best practices in identifying the most effective factors in organizational performance management;

- To evaluate the standards of job performance and performance benchmarks that describe overall responsibilities of employees.

ZCMB6261 Micro-economics of Competitiveness (MOC)

The MOC course covers the core concepts of competitiveness and quality business environment; competition across locations and global strategy for multinational companies; mapping the diamond model of competitiveness to determine the state of competitiveness of a nation or region and cluster as well as cluster development of advanced and developing countries. The main themes of this course is on economic competitiveness and development. This course emphasizes on the roles play by the business establishments in creating economic competitiveness and advancement. It does not only strives to explore the roles of theory and policy but also the organizational structure, institutional structure as well as the change process required for continuous improvement in the context of competitiveness.

Learning Outcome:

- To understand the core concepts of competitiveness, business eco-system and clusters and their stages of development;
- To appreciate the drivers of competitiveness;
- To apply the diamond model of competitiveness to determine the state of competitiveness of a nation.

ZCMB6271 Advanced Micro-economics of Competitiveness (MOC)

The MOC II course focuses on the elaboration of the relevance and inter-relationship of core concepts of competitiveness. The MOC II course also evaluates the examples of mapping of the diamond model of competitiveness and the analysis of competitiveness of a nation or region as well as cluster and cluster development of advanced and developing countries. The course also highlights the successful factors in enhancing clusters development. This course laid out adequate foundation to analyze industrial competition and the related competitive strategies. Further training in the economics and management fields are recommended. This course is mainly delivered by using case method as well as lecture and suggested readings.

Learning Outcome:

- To understand further the core concepts of competitiveness, business eco-system and clusters and their stages of development;
- To understand the determinants of competitiveness and apply the diamond model of competitiveness in the analysis of competitiveness of a region;
- To develop economic strategy in strengthening the clusters development.

ZCMB6281 Micro-Economics of Competitiveness – Analysing Clusters

This course extends the materials covered in the introductory Microeconomics of Competitiveness (MOC) course with a focus on the development of industrial clusters and the use of cluster analysis to promote competitiveness. The course will explore topics such as cluster mapping, cluster analysis and performance, key competitiveness issues and challenges facing a cluster, strategies for cluster competitiveness, and roles of government and institutions for collaboration in cluster development.

Learning Outcome:

- To analyze the related clusters in the context of business competitiveness;
- To recommend the policy of competitiveness with the focus of strengthening clusters development;
- To communicate the findings on research of competitiveness and develop a case research with the focus on clusters development to provide solutions and perform effective decision making.

ZCMD6211 Green Marketing

Green marketing is a new phenomenon that is rooted in the fundamentals of organizational and environmental sustainability. Green marketing has emerged as a contemporary business practice that results in improved firm's reputation contributes to the development of societies and nations. Green marketing is indeed a strategic concept that should not be neglected as it preserves and enhances the individual organization and stability of countries in the long run. This course is imperative for both practitioners and students, especially those who devote to understanding the thoughts and present needs of marketing.

Learning Outcome:

- To understand the roles of green marketing strategy for business and environmental sustainability;
- To make the most of firm resources to achieve organizational growth and Development;
- To develop impactful green marketing strategies to acclimatize with the dynamics of market environments.

ZCMD6221 Global Marketing Strategy

This course explores how global marketing decisions are affected by economic, social, legal, cultural factors, which vary substantially from country to country. Students learn how to analyze the potential of foreign markets, evaluate alternative market and three strategies, compare consumer, differences and similarities across markets, develop market and manage product crisis that affect brand image and long-term profit in foreign markets. Marketing challenges are presented from a practical managerial perspective with reference to many real-world examples.

Learning Outcome:

- To effectively apply the relevant tools or analytical frameworks to solve problems and issues in organizations globally;
- To generate and manage information from various sources as well as to portray leadership;
- To make the most ideal decision (to diagnose problem and suggest solutions) with regards to issues in global marketing.

ZCMD6231 Hospitality and Tourism Marketing

This course discusses marketing theories, concepts and strategies as applied to the hospitality industry. It will also develop student's awareness of existing research in the hospitality field. The model serves as a road map for students in understanding how the various marketing functions and techniques are related. Apart from the 4Ps, this course will also focus on the three other unique dimensions of hospitality marketing namely people, packaging and programming, and partnership. While providing an understanding of the scope and complexity of the industry, the course covers key hospitality marketing and operation issues related to hotels, restaurants, entertainment centers, cruise lines, airlines, theme venues, and countless other hospitality businesses.

Learning Outcome:

- To make ideal decision to solve the issues in hospitality and tourism marketing;
- To generate and manage information from various resources with the aim to develop effective hospitality and tourism marketing strategy;
- To develop effective action plans for hospitality and tourism marketing.

ZCMD6241 Digital and Social Media Marketing

This course aims to provide an understanding and exposure to the concepts and theories of digital marketing and the use of social media in assisting business marketing. Emphasis will be given in terms of the right digital marketing concepts and how to use social media to help business growth. Social media has become an important platform nowadays to help in promoting a business. It is important to understand the right marketing techniques and social media capabilities that can support the survival of a business.

Learning Outcome:

- To develop effective marketing strategy using social media platform;
- To apply the social media and digital marketing tools in achieving the marketing and business objectives as a whole;
- To evaluate the impact of digital marketing and social media as compared to conventional marketing.

ZCME6211 Exploring Islamic Capital Market

This course introduces students to the Islamic Capital Market which comprises of two main components which are the Islamic Stock Market and Islamic Fixed Income Market as well as financial institutions and Financial Intermediaries that are related. Other than the students are introduced to Shariah Laws that are related, this course also gives knowledge about the process of stock listing process in Bursa Malaysia as well as the process of stock selection and evaluation which is in use nowadays. To increase the understanding regarding the importance of various financial institutions' role and the instruments traded on the market on top of the discussion of the relevant cases involving the operation of Islamic Capital Market as well. This course provides the understanding of the theoretical and practical concepts

of Takaful instruments and the Shariah principles related to the operation of Takaful products and services.

Learning Outcome:

- To understand the structure of the Islamic Capital Market by focusing on financial instruments' role and function as well as complex terms which are widely used in Islamic finance and banking;
- To understand the role of investment banks and private banks as well as financial intermediaries that are related to the Islamic Capital Market world;
- To find out the role of Shariah Laws in Islamic finance and banking.

ZCME6221 Takaful Product

This course provides the understanding of the theoretical and practical concepts of Takaful instruments and the Shariah principles related to the operation of Takaful products and services.

Learning Outcome:

- To understand the basic concepts of Takaful and Shariah principles applied in current Takaful operations;
- To identify and understand various Takaful business models as well as Takaful products and services;
- To identify issues and challenges faced by the Takaful industry.

ZCME6231 Takaful Operations

This course provides exposure to students on operations of takaful operators such as Risk Management, Underwriting, Retakaful, Claims Management and Surplus Distribution..

Learning Outcome:

- To acquire basic understanding on the importance of risk management, Retakaful and liability management as well as the current operations of Takaful institutions;
- To understand management process related to underwritings, claims management and surplus distribution in Takaful institutions as well as the difference with the conventional insurance;
- To identify issues and challenges in Takaful operations.

ZCME6241 Introduction to Sukuk

This course provides the basic knowledge on Sukuk as well as the Shariah principles applied in the Sukuk contracts. The course also provides the exposure on the Sukuk issuance process as well as the latest updates on Sukuk, including issues and challenges in the Sukuk market.

Learning Outcome:

- To understand the basic concepts and current structures of Sukuk in the current market;
- To understand the models and Shariah contracts applied in the local and global Sukuk issuance;
- To identify issues and challenges in Sukuk market.

ZCME6251 Islamic Wealth Management

This course gives us an overall overview of Islamic Wealth Management for macro perspective and to analyze the concepts, methods, products, and related issues such as differences between investment and deposit from Shariah perspective; the objective of the Islamic Wealth Management existence and their application nowadays towards poverty eradication and embodiment of a fair and equitable community; related products of Wealth Management by the financial institutions and Islamic Banking as well as their ongoing role and the positions that can be played of IKPI in Malaysia.

Learning Outcome:

- To find out the basic concepts and products of wealth management as well as the similarities and differences between conventional and Islamic methods;
- To understand the objective of Islamic Wealth Management and how its method such as sadaqah, zakat and waqf are able to achieve this objective;
- To find out the management mechanism used by the agencies / responsible parties as Wealth's Administrator as well as issues regarding sadaqah, zakat and, waqf including faraid which is being practiced in Malaysia.

ZCMG6211 Analyzing Public Policy

The course is designed to provide tools on policy analysis, both from a methodological (how to) perspective and a theoretical one. We will also spend time undertaking comparative cross national policy analysis. The course is designed to provide the student with a broad understanding of the tools and techniques we use to analyze public policies. The course is designed to help students develop the skills required to define and critically analyze policy issues and problems, choose the relevant methods and techniques for policy analysis, evaluate alternative policy solutions and assess the means and costs of implementation.

Learning Outcome:

- To elaborate the overall process and analysis of public policy development;
- To establish and analyze effective implementation of public policy;
- To develop case research and integrate the findings with the aim to provide the ideal public policy recommendation.

ZCMG6221 Public Management Reform

Since the eighties many governments around the world have undertaken significant reform processes with the aim of introducing managerial principles and tools in the public sector. Even if it is possible to identify common paths in such reform processes, it is true that they have been implemented in different ways and with different results in different countries. Accordingly, the course aims to explore public management reform implementation in different countries (OECD countries such as UK, US, Japan, Australia) including Malaysia to identify similarities and differences. At the end of the course, students will be able to analyze, in a comparative perspective, public management reforms in different countries and suggest recommendations on how to implement them better. At the end of the course, students will be able to analyze, in a comparative perspective, public management reforms in different countries and suggest recommendations on how to implement them better. The aim of the course is to move the public management reform debate forward by considering the ways in which these and other questions are currently being answered across a range of countries and systems. The course will be divided into three parts. The first set of sessions will delve on what public management

reform is and how it develops within public sector organizations. These sessions will explore theoretical foundations of public management reform. Specifically, the course will propose a model for analyzing public management reform in a comparative perspective. The second set of sessions tackles the issues related to public management reform in the other countries such as OCED including Malaysia. Case studies on these reforms will comprise the bulk of this session. The third set of sessions focuses on the results of public management reform and sheds light on the "next step" to implement them better.

Learning Outcome:

- To appreciate the wide-ranging policy issues and theories in public management reform;
- To obtain the knowledge and skills to critically evaluate public management reform;
- To effectively participate in the contemporary policy debate on public management reforms in Malaysia and other countries.

ZCMG6231 Economic Policy and Development

This course aims to enhance the understanding of the theory and practice of economic policy and development; evaluate the effectiveness of economic development in the country and beyond and; elaborate on key factors that are central to the development of effective economic development policies. The course deals with the principal issues of economic development, with the objective of preparing students for advanced study and policy-oriented research in this subject area. Emphasis will be on economy-wide aspects of economic development, with special references to international dimensions of national development policy making. The basic approach is to present the relevant theory, examine the empirical validity of alternative models and draw out their policy implications. Major policy issues are discussed with illustrations from actual experiences in selected developing countries including Malaysia. As an integral part of the course, an attempt will be made to train students to collect and interpret data on developing economies.

Learning Outcome:

- To appreciate the wide-ranging policy issues and theories in economic development;
- To analyze the environmental factors and recommend ideal structure for economic development;
- To acquire the knowledge and skills to critically evaluate economic problems of developing countries.

ZCMG6241 Negotiations and Conflict Management

This course aims to provide the understanding and exposure on the basic concepts and theories in conflict resolution through other means apart from court settlement. This course addresses the concepts that governs mediation and negotiation on top of various alternative exists to resolve disputes.

Learning Outcome:

- To elaborate basic concepts and theories in conflict management;
- To analyze the roles of mediator and negotiator in conflict management.

ZCMG6251 Foreign Policy and National Security

Foreign Policy and National Security focus on the relationship between foreign policy and national security in Malaysia and across various countries in general. This course elaborates how various countries formulate their foreign policies based on threats affecting their national security both from a regional and international perspective. This course covers Malaysian foreign policy established since the date of independence in 1957 until now as well as the foreign policy approach adopted by the Malaysian government to address various challenges and threats affecting national security. The leadership role played by Malaysia in the region and recently become the Chairman of ASEAN will also be examined. The role of leadership will be explored from the perspective of Malaysia's role as a non-permanent member of the United Nations Security Council.

Learning Outcome:

- To elaborate the key concepts of foreign policy and national security and the relationship between the two countries;

- To evaluate the different approaches in Malaysian foreign policy adopted to address national, regional and international threats;
- To integrate the strategies adopted by Malaysia in addressing regional and international threats.

ZCMG6261 Local Government Policy

The role of local government and the success in establishing local government policy are important driving forces in economic and social change. Collaborative efforts are needed to ensure the efficiency and effectiveness of local government. This requires seamless cooperation at all levels from the federal, state and local authorities. This course provides an overview of local government policy, citizen and business participation as well as fiscal management and local government administration. The local and international government policies from selected countries will also be discussed. Case studies will be presented to highlight some of these respective terms related to local and international government policies.

Learning Outcome:

- To evaluate the important roles, structures and history of local government;
- To elaborate the process of establishing the policy and local government management;
- To analyze the main factors and pillars contributing to the development of effective policies in local government management.

ZCMG6271 Policy and Management of Science, Technology and Innovation (STI)

The role and success of establishing science, technology and innovation (STI) are an important driving forces in economic and social change. The effort required to become an expert in STIs includes mastery of the innovation system in the country which emphasize on learning, relationship development and capability as well as fostering enterprise and entrepreneurship. This course provides an overview and examination of the STI policies in selected countries. Case studies will be presented to highlight some of these terms.

Learning Outcome:

- To understand the importance of science, technology and innovation policy in national development;
- To analyze the issues and problems of public management in the fields of science, technology and innovation;
- To identify solutions to several problems in the management of science, technology and innovation.

**STUDENT STUDY PLAN
MASTER OF BUSINESS ADMINISTRATION
UKM-GRADUATE SCHOOL OF BUSINESS**

CORE COURSES

ZCMA6012	Business Economics
ZCMA6022	Managerial Accounting
ZCMA6032	Managerial Finance
ZCMA6042	Strategic Marketing
ZCMA6062	Operations Management and Decision Analysis
ZCMA6072	Business Ethics and Governance
ZCMA6082	Corporate Strategy
ZCMA6092	Human Resource Management
ZCMA6102	Leadership Development
ZCMA6112	Organisational Management

RESEARCH COMPONENT

ZCMF6512	Research Methodology
ZCMF6522	Project Management

SPECIALISATION COURSES

**student requires to choose ONLY ONE (1) Specialisation Area*

***Specialisation 1 (Management)**

- i) ZCMB6112 Management Information System
- ii) ZCMB6122 Organisational Theory and Practice
- iii) ZCMB6132 Corporate Behaviour
- iv) ZCMB6142 Organisation Development and Change Management

***Specialisation 2 (Finance)**

- i) ZCMC6112 Financial Statement Analysis for Decision Making
- ii) ZCMC6122 Applied Corporate Finance
- iii) ZCMC6132 Investment Management
- iv) ZCMC6142 Financial Markets and Institutions

***Specialisation 3 (Marketing)**

- i) ZCMD6112 Consumer Behaviour
- ii) ZCMD6122 Product Management
- iii) ZCMD6132 Services Marketing
- iv) ZCMD6142 Sales Analysis and Strategy

***Specialisation 4 (Islamic Finance)**

- i) ZCME6112 Islamic Economy and Society
- ii) ZCME6122 Fiqh Muamalah in Islamic Banking & Finance
- iii) ZCME6132 Islamic Banking Products and Operations
- iv) ZCME6142 Islamic Financial Systems and Markets

***Specialisation 5 (Public Management)**

- i) ZCMG6112 Public Policy Development
- ii) ZCMG6122 Public Policy and Programme Implementations
- iii) ZCMG6132 Public Sector Finance and Accountability
- iv) ZCMG6142 Public Sector Performance Management and Evaluation

***Specialisation 6 (Human Resource)**

- i) ZCMH6112 Managing New Workforce
- ii) ZCMH6122 Human Resource Innovation
- iii) ZCMH6132 Human Resource Analytics
- iv) ZCMH6142 Sustainable Human Resource Management

ELECTIVE COURSES

**students may choose any 9 courses across clusters*

Management Cluster

ZCMB6231	Employment Relationships
ZCMB6241	Performance Management
ZCMB6261	Micro-Economics of Competitiveness
ZCMB6271	Advanced Micro-Economics of Competitiveness
ZCMB6281	Micro-Economics of Competitiveness - Analysing Clusters

Marketing Cluster

ZCMD6211	Green Marketing
ZCMD6221	Global Marketing Strategy
ZCMD6231	Hospitality and Tourism Marketing
ZCMD6241	Digital and Social Media Marketing

Islamic Finance Cluster

ZCME6211	Exploring Islamic Capital Market
ZCME6221	Takaful Products
ZCME6231	Takaful Operations
ZCME6241	Introduction to Sukuk
ZCME6251	Islamic Wealth Management

Public Management Cluster

ZCMG6211	Analysing Public Policy
ZCMG6221	Public Management Reform
ZCMG6231	Economic Policy and Development
ZCMG6241	Negotiations and Conflict Management
ZCMG6251	Foreign Policy and National Security
ZCMG6261	Local Government Policy
ZCMG6271	Policy and Management of Science, Technology and Innovation

DOCTORAL PROGRAMMES

GSB offers two academic programmes at the doctoral level: Doctor of Business Administration (DBA) and Doctor of Philosophy (Ph.D.) with option for specializations in Finance/ Marketing/ Management.

NATURE OF THE DOCTORAL PROGRAMMES IN UKM-GSB

Our doctoral programmes are specially designed for the academic, research and consultancy professions. They are intensively research-driven, and aimed to generate scholarly research that will significantly contribute to the theory and methodology of the business discipline. Hence, they are rigorous and demanding, assuring mastery of the discipline at an advance level.

The breadth and depth of the knowledge expected for DBA graduates, for example, are reflective of our commitment to excellence and quality, as well as for relevance and rigor, with a flexible curriculum offering options to pursue special interest areas within business, management and finance fields.

For our PhD. programme too, the mandatory coursework assures that vital relevant theories, conceptual frameworks, and research skills be equipped to groom our doctoral students for innovative research at the frontiers of knowledge, within Business specialized discipline(s) of their choice.

DOCTORAL RESEARCH FIELDS

GSB will draw expertise for research supervision focusing on, but will not be limited to, the following fields: -

- Finance (includes Money and Capital Markets, Banking, Corporate/ International Finance and Investment)
- Management of Organizations (includes Organizational Behavior, Human Resource Management, Strategy, Operations Research, Quality Management and Management of Technological Innovation)
- Marketing (includes Services Marketing, Customer Behavior, International Marketing, Product Innovation and Hospitality Marketing)

Core Courses for PhD



Doctoral journey PhD Program

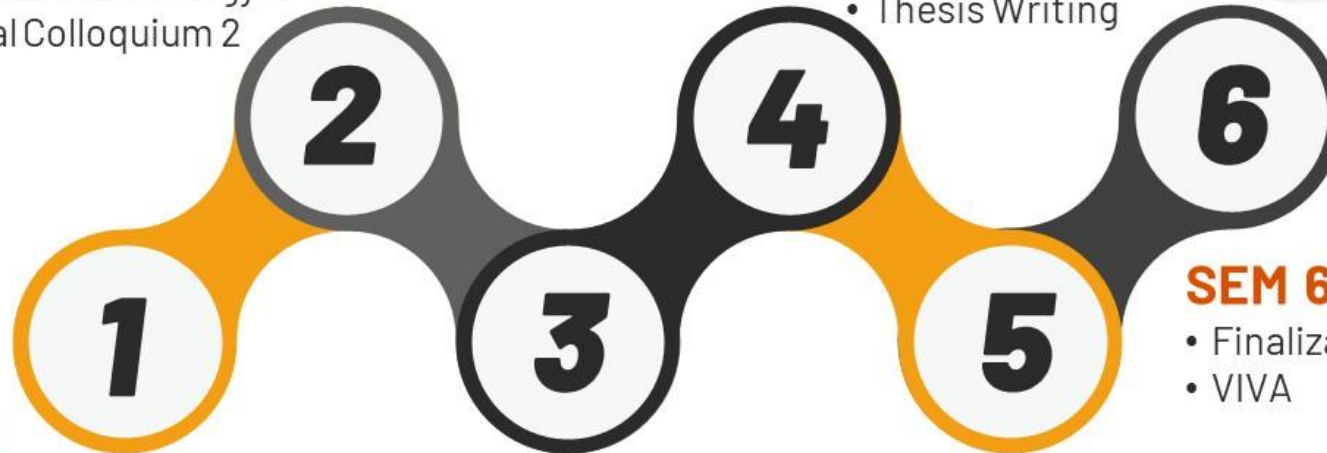


SEM 2

- Research Methodology 2
- Doctoral Colloquium 2

SEM 4

- Data Collection
- Data Analysis
- Thesis Writing



SEM 1

- Core Specialization Course
- Research Methodology 1
- Doctoral Colloquium 1

SEM 3

- Proposal Defense
- Data Collection

SEM 5

- Data Analysis
- Thesis Writing

SEM 6

- Finalization of Thesis
- VIVA

COURSES IN PHD PROGRAMME

RESEARCH COMPONENTS

ZCDF8014 : Research Methodology 1

This course introduces students to a diversity of research methodology in business and management. It exposes students to efficient planning and execution of research process i.e., problem identification, literature review, model development, data collection, analytical techniques, and research presentation. Emphasis will be given to quantitative and qualitative research designs and philosophy, to assist students in identifying their research interest and to different knowledge domains. Students will also be exposed to various fields of research in business, journal information search, assessing published research, academic writing, and publication. At the end of the course, students are required to present their initial research proposal in Research Colloquium 1.

Learning Outcome:

- Acquire an understanding on the importance of quality data and to conduct research in order to make business decisions;
- Acquire the ability to differentiate various research designs in achieving specific research objectives;
- Able to develop a good research report comprising of problem statement, research objectives, literature review, methodology, data analysis, findings and discussion of findings;
- Acquire the skill in using the relevant statistical softwares to analyze the data;
- Acquire the skill in using and interpreting the analyzed data to fulfill the research objectives.

ZCDF8024 : Research Methodology 2

The primary objective of this course is to extend student's understanding of various research approaches and methodologies in the business and management discipline. The course emphasizes on practical side (hands-on) of research, covering various techniques in quantitative and qualitative research. Students will be exposed to theory-testing and advanced analytical procedures, including how to synthesize the literature, interpret findings, and prepare for proposal defense/viva. The course imparts fundamental skills to undertake supervised research projects in a chosen

area of interest. At the end of the course, students have to present their work-in-progress research paper at the Colloquium 2.

Learning Outcome:

- Prepare solid and high impact research proposals;
- Analyze research data using sophisticated and contemporary methods;
- Write and be able to defend a good doctoral thesis.

SPECIALISATION COURSE

ZCZF8013 : Advanced Organizational Management

The course aims to provide students with adequate organizational management knowledge based on theoretical and empirical perspective. Topics that will be discussed includes strategic management, entrepreneurship, human resource management, organizational behavior, knowledge management, international business and research issues in management. This class will be conducted as a combination of lectures and discussions. Discussions will normally focus on academic articles, either empirical or theoretical in nature as well as cases.

Learning Outcome:

- Master theories in the field of business management;
- Acquire the latest knowledge related to empirical studies;
- Identify research focus in the field of organizational management;
- Communicate and share ideas with others in the field of organizational management.

ZCZD8793: Marketing Theory and Thought

This course introduces the students to the philosophy of the core marketing discipline in the context of value exploration, communication and delivery process. Apart from that, the course will also discuss the core marketing models, frameworks and concepts in details. The emphasis of this course is more on the applications of these theories and models in both academic as well as practical research as both are critically important in today's business world. Finally, students are expected to be able to extend the existing theories to address specific research issues or problems in the context of marketing.

Learning Outcome:

- Synthesize the thoughts and literature in the marketing area;
- Analyze and extend the existing marketing theories to address new research issues;
- Apply and utilize the gap analyses to design marketing research systematically;
- Plan a study based on theoretical framework to contribute to the body of knowledge and practice in the marketing context effectively.

ZCZC8313: Financial Theory

This course introduces the students to the philosophy of the core marketing discipline in the context of value exploration, communication and delivery process. Apart from that, the course will also discuss the core marketing models, frameworks and concepts in details. The emphasis of this course is more on the applications of these theories and models in both academic as well as practical research as both are critically important in today's business world. Finally, students are expected to be able to extend the existing theories to address specific research issues or problems in the context of marketing.

Learning Outcome:

- Gain an appreciation of the concept of a comprehensive framework that unifies and explains the discipline of finance;
- Apply financial concepts and theories to explain economic behavior and problems through past studies;
- Master a solid foundation in preparation for doing research in finance.

**STUDENT STUDY PLAN
DOCTOR OF PHILOSOPHY (PhD)
UKM-GRADUATE SCHOOL OF BUSINESS**

RESEARCH COMPONENT

ZCMD8014 Research Methodology 1
ZCMD8024 Research Methodology 2

SPECIALISATION COURSES

***student requires to choose ONLY ONE (1) Specialisation Area**

***Specialisation 1 (Management)**

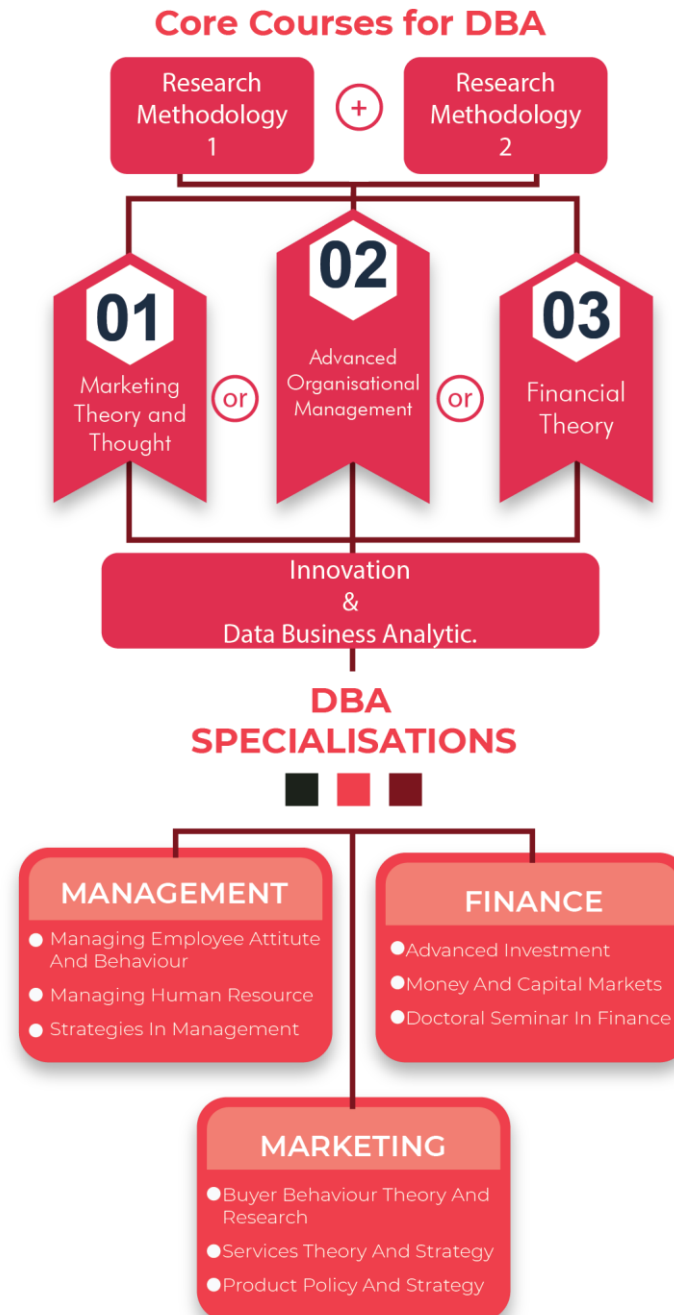
- i) ZCZF8013 Advanced Organizational Management

***Specialisation 2 (Finance)**

- i) ZCZC8313 Financial Theory

***Specialisation 3 (Marketing)**

- i) ZCZD8793 Marketing Theory and Thought



Doctoral journey DBA Program



SEM 2

- Specialization Course 1
- Specialization Course 2
- Specialization Course 3
- Research Methodology 2
- Doctoral Colloquium 2

SEM 4

- Data Collection
- Data Analysis
- Dissertation Writing

SEM 6

- Finalization of Dissertation
- VIVA



SEM 1

- Core Specialization Course
- Innovation & Business Analytic Data
- Research Methodology 1
- Doctoral Colloquium 1

SEM 3

- Proposal Defense
- Data Collection

SEM 5

- Data Analysis
- Dissertation Writing

COURSES IN DBA PROGRAMME

RESEARCH COMPONENT

ZCDF8014: Research Methodology 1

This course introduces students to a diversity of research methodology in business and management. It exposes students to efficient planning and execution of research process i.e., problem identification, literature review, model development, data collection, analytical techniques, and research presentation. Emphasis will be given to quantitative and qualitative research designs and philosophy, to assist students in identifying their research interest and to different knowledge domains. Students will also be exposed to various fields of research in business, journal information search, assessing published research, academic writing, and publication. At the end of the course, students are required to present their initial research proposal in Research Colloquium 1.

Learning Outcome:

- Acquire an understanding on the importance of quality data and to conduct research in order to make business decisions;
- Acquire the ability to differentiate various research designs in achieving specific research objectives;
- Able to develop a good research report comprising of problem statement, research objectives, literature review, methodology, data analysis, findings and discussion of findings;
- Acquire the skill in using the relevant statistical softwares to analyze the data;
- Acquire the skill in using and interpreting the analyzed data to fulfill the research objectives.

ZCDF8024 : Research Methodology 2

The primary objective of this course is to extend student's understanding of various research approaches and methodologies in the business and management discipline. The course emphasizes on practical side (hands-on) of research, covering various techniques in quantitative and qualitative research. Students will be exposed to theory-testing and advanced analytical procedures, including how to synthesize the literature, interpret findings, and prepare for proposal defense/viva. The course imparts

fundamental skills to undertake supervised research projects in a chosen area of interest. At the end of the course, students have to present their work-in-progress research paper at the Colloquium 2.

Learning Outcome:

- Prepare solid and high impact research proposals;
- Analyze research data using sophisticated and contemporary methods;
- Write and be able to defend a good doctoral thesis.

CORE COURSES

ZCDF8034 : Innovation and Data Business Analytics

This course aims to provide an understanding and exposure to concepts and theories in marketing, management, including market analysis, market segmentation, strategic analysis and more dynamic financial planning. This course is more practical with the use of techniques and strategies in the use of computers for big data analysis. This course helps to analyze business strategies better and competitively in helping an organization.

Learning Outcome:

- Demonstrate in-depth understanding of analytical data and research data management;
- Demonstrate a good understanding of the concept of the use of big data in research;
- Apply fundamental and technical analysis data in decision making in research;
- Understand and explain the analytical process of strategy in research;
- Construct and use relevant strategies in managing data.

ZCZF8013 : Advanced Organizational Management

The course aims to provide students with adequate organizational management knowledge based on theoretical and empirical perspective. Topics that will be discussed includes strategic management, entrepreneurship, human resource management, organizational behavior, knowledge management, international business and research issues in management. This class will be conducted as a combination of lectures and

discussions. Discussions will normally focus on academic articles, either empirical or theoretical in nature as well as cases.

Learning Outcome:

- Master theories in the field of business management;
- Acquire the latest knowledge related to empirical studies;
- Identify research focus in the field of organizational management;
- Communicate and share ideas with others in the field of organizational management.

ZCZD8793: Marketing Theory and Thought

This course introduces the students to the philosophy of the core marketing discipline in the context of value exploration, communication and delivery process. Apart from that, the course will also discuss the core marketing models, frameworks and concepts in details. The emphasis of this course is more on the applications of these theories and models in both academic as well as practical research as both are critically important in today's business world. Finally, students are expected to be able to extend the existing theories to address specific research issues or problems in the context of marketing.

Learning Outcome:

- Synthesize the thoughts and literature in the marketing area;
- Analyze and extend the existing marketing theories to address new research issues;
- Apply and utilize the gap analyses to design marketing research systematically;
- Plan a study based on theoretical framework to contribute to the body of knowledge and practice in the marketing context effectively.

ZCZC8313: Financial Theory

This course introduces the students to the philosophy of the core marketing discipline in the context of value exploration, communication and delivery process. Apart from that, the course will also discuss the core marketing models, frameworks and concepts in details. The emphasis of this course is more on the applications of these theories and models in both academic as well as practical research as both are critically important in today's business world. Finally, students are expected to be able to extend the existing

theories to address specific research issues or problems in the context of marketing.

Learning Outcome:

- Gain an appreciation of the concept of a comprehensive framework that unifies and explains the discipline of finance;
- Apply financial concepts and theories to explain economic behavior and problems through past studies;
- Master a solid foundation in preparation for doing research in finance.

SPECIALISATION COURSES

ZCZB8533: Managing Employee Attitude and Behavior

This course provides a micro perspective on organisational behaviour theories and researches. Discussion topics include individual differences (by considering the personalities, perception, emotion, attitude, and behaviour), employee motivation, and leadership. This course will also provide exposure to research issues in organisational behaviour. Students are expected to follow the current development of specific research areas and conduct an empirical evaluation in that particular area.

Learning Outcome:

- Understand various theories in organisational behaviour;
- Have the knowledge to conduct an empirical study in organisational behaviour;
- Identify different focuses in organisational behaviour study;
- Able to communicate and share ideas in related areas.

ZCZB8543: Managing Human Resources

The course explores human resource management subject based on conceptual and empirical perspectives. This course will put the students in the forefront of understanding how organisation could acquire sustained competitiveness through individuals. Through this course, students will appreciate that the role of human resource managers is beyond the conventional service function but also plays active role in strategic management and decision making. Students will be introduced to different issues pertaining to the different functions of human resource management.

Learning Outcome:

- Obtain exposure to conceptual and empirical perspectives and strategic relating to human resource management;
- Find new, review and write relevant literatures on current issues in human resource management subject;
- Mastering the development of selected research areas.

ZCZB8553 : Strategies in Management

This course is an advanced course in strategy management. The content of this course will provide students with an understanding of the latest advances and issues in strategy management. Students will also apply theories related to strategy management through assignments, article reviews and case studies. This course aims to develop students' abilities in evaluating and applying theories, concepts and techniques related to strategies in evaluating business organizations.

Learning Outcome:

- Understand theory in strategy management;
- Perform literature highlights and develop research proposals in the field of strategy management;
- Apply appropriate strategies and understand the impact on non -profit businesses and organizations.

ZCZD8723 : Customer Behavior Theory and Research

This course aims to provide an overview of theories and research on consumer behavior. Besides appreciating research on consumer buying behavior, students are expected to be able to critically analyze past empirical studies related to consumer behavior. This would help students acquire valuable ideas to develop research frameworks for their proposed research. Students will be exposed to a novel and systematic research approach prior to reviewing landmark research and relevant empirical literature. Key topics include consumer perceptions, consumer motivation and learning, personality, and theories related to buyer decision-making and behavior. Attention will be given to understanding the process in consumer buying behavior, including problem identification, information search, alternative product evaluations, and post-purchase behavior.

Learning Outcome:

- Understand and able to integrate theoretical structures for conceptualizing a research;
- Develop and plan or design a research project on an individual basis;
- Address a feasible research problem, develop hypotheses, and advance the knowledge in the literature;
- Possess intellectual and progressive mind-set in designing conceptual and empirical research studies.

ZCZD8743 : Product Policy and Strategy

This course takes a multi-disciplinary and global approach to product innovation issues faced by marketing managers. Both physical products and process perspectives are considered in the context of study. The balance between theory and practical application is also emphasized throughout the learning process. Students will be exposed to a systematic research approach before reviewing the relevant literature. This course aims to provide valuable input to the extant literature on product policy and strategy, while inspiring the formulation of theoretical frameworks, research hypotheses, and questionnaires for research. Key topics include best practices in product innovation, examining specific activities in the new product development process, customer reactions to products, as well as issues related to branding, packaging, export products, and green products. Students are also trained to diagnose problems and find pragmatic solutions to the problems faced by product managers.

Learning Outcome:

- Integrate product theory and research;
- Design and plan product-related research independently;
- Conduct research (conceptual) that contributes to the knowledge of previous studies;
- Demonstrate broad and progressive thinking in the field of new product development.

ZCZD8753 : Service Theory and Strategy

The course introduces the students to the philosophy of the services marketing discipline. In this course, the related main services marketing theories, models and frameworks will be discussed in details. The focus of this course is on the development of marketing strategies and theories related to the three unique factors of services marketing mix – the influence

of people, process and physical environments on services marketing. Apart from that, the aspects of service branding, service recovery as well as customer relationships and experience will also be touched. Students are expected to be able to extend the existing theories to address specific marketing issues or problems in the context of service industry.

Learning Outcome:

- Evaluate the marketing environments that influence service excellence;
- Synthesize services marketing's literature and theories to expand the related body of knowledge;
- Analyze services marketing problems or issues and suggest effective solution strategy.

ZCZC8333 : Advanced Investment

This course represents an advanced study in the field of investments. The course will cover theoretical concepts of investments and basic methods of empirical financial research. The course aims to familiarize students with important papers in the field of investments, and to cultivate new research ideas. Although there is no formal pre-requisite, students are expected to have had some basic courses in investments. This class will be conducted in the form of lectures and discussions of academic empirical and theoretical articles.

Learning Outcome:

- Demonstrate a deep understanding of the concepts of investment theory and basic techniques of empirical financial research;
- Apply fundamental and technical analysis in making investment decisions;
- Apply various performance measures to evaluate investment performance;
- Apply investment theory to develop a research framework and subsequently produce an empirical study on investment issues;
- Deliver a professional presentation on a research paper.

ZCZC8343: Advanced Money and Capital Markets

This course is designed to improve the skills of thinking conceptually as well as being able to translate these skills into writing and provide criticism in areas related to the money and capital markets. At the end of this course,

students will be able to identify issues and problems in the theory of mediation, the theory of the structure of financial development, the theory of the implementation of national monetary policies and the theory of interest rates. Students are also able to evaluate and critique highlights of past works from specific theoretical scholars, and analyzing the data for each theory discussed. Students are also able to evaluate the application of financial policy on the external and capital market. Students' performance is assessed through written exercises, written and oral critiques, conceptual and empirical research reports, participation in lectures and tests.

Learning Outcome:

- Conducts an effective literature review with emphasis on specific issues in the theories discussed;
- Identify, generate and manage important information required in a money and capital market study. Ability to diagnose local and international issues plus problems prevalent in the money and capital market;
- Relate the practices of market participants to specific theories set out. Ability to conduct and lead research groups in the areas of money and capital market;
- Make written reviews and/or research proposal on issues related to money and capital market;
- Present research papers professionally;
- Analyze (through the calculation of data) the impact of monetary policy on money and capital market participants.

ZCZC8353 : Doctoral Seminar in Finance

The objective of this course is to provide an overview of major topics and recent development in finance, particularly in corporate finance. The course also will help prepare doctoral students for research in corporate finance related area. In addition to the discussion of key scholarly papers in the field, rather than to be encyclopaedic in its coverage the course also introduces students to selected areas of research and research methods depending on the expertise of the course instructor.

Learning Outcome:

- Understand fundamental theories in finance discipline and able to articulate the principles and tenets of contemporary issues in finance;

- Integrate critical and analytical thinking skills in evaluating contemporary financial research and apply research skills as well as enhance scholarly writing skills.

**STUDENT STUDY PLAN
DOCTOR OF BUSINESS ADMINISTRATION (DBA)
UKM-GRADUATE SCHOOL OF BUSINESS**

CORE COURSES

ZCZF8013 Advanced Organizational Management
ZCDF8034 Innovation and Data Business Analytics
ZCZF8313 Financial Theory

RESEARCH COMPONENT

ZCMD8014 Research Methodology 1
ZCMD8024 Research Methodology 2

SPECIALISATION COURSES

***student requires to choose ONLY ONE (1) Specialisation Area**

*Specialisation 1 (Management)

- i) ZCZB8533 Managing Employee Attitude and Behavior
- ii) ZCZB8543 Human Resource Management
- iii) ZCZB8553 Strategies in Management

*Specialisation 2 (Finance)

- i) ZCZC8333 Advanced Investment
- ii) ZCZC8343 Advanced Money and Capital Markets
- iii) ZCZC8353 Doctoral Seminar in Finance

*Specialisation 3 (Marketing)

- i) ZCZD8723 Customer Behavior Theory and Research
- ii) ZCZD8743 Product Policy and Strategy
- iii) ZCZD8753 Service Theory and Strategy
- iv) ZCZD8793 Marketing Theory and Thought

Passing the Coursework

Students need to achieve a minimum grade of B for every course taken and a cumulative grade point average (CGPA) of at least 3.0 (out of 4.0) to remain in the programme. Since courses are pre-requisites to support thesis research, Ph.D. students will get a Pass/Fail grade for each course taken. Ph.D. students also need to pass all required courses to be eligible to advance to the thesis research stage.

Research Supervision

Once PhD (thesis) students have passed all required courses and DBA's have passed their comprehensive exams, they begin to consult a prospective supervisor on their proposal and a supervisory committee. A Supervisory Committee comprising a Chair and at least two other members will then be formally appointed by the Dean of UKM-GSB, to guide, advise, monitor and assess the student's work throughout the dissertation/thesis research and writing phase. The dissertation/ thesis proposal has to be formally presented and examined for approval, before the candidate qualifies to proceed to the dissertation/thesis research. Before submitting their thesis/ dissertation for examination, candidates are expected to present their research-in-progress, as well as participate actively in GSB's Doctoral Colloquiums.

Thesis Examination

The Doctoral degree is conferred after the candidate has fully satisfied the requirements of the thesis/dissertation examination committee. This involves assessment by at least one external examiner (whose appointment is approved by the UKM Senate). Besides the candidate's supervisory committee, an independent assessor also examines the

candidate's research at the dissertation/ thesis proposal stage, as well as at the final dissertation/ thesis submission stage.

- Social skills and ethical values conforming to professional academic standards
- Mastery of a broad and in-depth knowledge of the theory and empirical literature of the Management/ Finance/ Marketing discipline that will extend and create new knowledge, as well as develop new insights in these disciplines.
- Ability to evaluate and synthesize scholarly literature to generate research that will significantly contribute to new knowledge in Management/ Finance/ Marketing.
- Conceptual, methodological and analytical skills to conceptualize, design, undertake and report their own original research that transcends knowledge frontiers and yield new innovations in the field of Management/ Finance/ Marketing.
- Ability to diagnose complex Management/ Finance/ Marketing problems that prevail in organizations, in the country, or across countries, and competent in seeking solutions to such problems in these disciplines
- Effective communication skills with peers, the academic community and the public, as well as in the Management/ Finance/ Marketing discipline through coherent writing and efficient verbal communications.
- Understand the impact of current international developments on local Management/ Finance/ Marketing practice and ability to think and take actions in a global and multicultural setting.
- Potential in leading research in the Management/ Finance/ Marketing discipline and demonstrate teamwork skills.
- Proficiency in generating and managing information and demonstrate life-long learning skills.

STUDENTS' SERVICES

Accommodation

UKM provides housing for both local and international student. For student who are interested or wish to live on campus the type of room allocated is single and twin sharing, while off-campus housing are for married student (apartment /residential unit).

Students are advised to apply for accommodation before they arrive on campus. Application form for accommodation can be retrieve from student's affairs website: <https://www.ukm.my/portalukm/residential-college/ibu-zain/>. All rooms or accommodation approval is subjected to its availability.

On campus housing, student's rooms are furnished with basic facilities such as closet, table, chair, bed, and mattress. Wi-Fi is also available at a minimal fee which already included in the hostel fees. Other facilities offers to student on campus are cafeteria, self-service laundry, convenience store, sports & recreation, etc.

While off-campus housing, students are also provided with similar facilities but Wi-Fi is only limited to common area. The apartment/residential unit is between 10-15 minutes from the main campus and is well guarded by university's security personnel.

For more information, please contact:

Ibu Zain Residential College
Universiti Kebangsaan Malaysia
43600 UKM Bangi, Selangor

Tel: +603 89215602
Fax: +603 89215600
Email: hbo@ukm.edu.my

TUITION FEE PAYMENT METHODS UKM-GRADUATE SCHOOL OF BUSINESS (UKM-GSB)

KWSP SCHEME

EPF Education Withdrawal Scheme

The withdrawal allows you to withdraw your savings from Account 2 to finance your education. You are eligible to apply if you fulfill the following requirements:

- A Malaysian citizen or
- A Permanent Residence or
- A Non-Malaysian citizen (Expatriate) who became a member of the EPF before 1st August 1998.
- You may apply for this withdrawal scheme to cover the programme fees for every semester or one academic year (one time withdrawal in an academic year).

How to apply at UKM-GSB?

1. Dapatkan **Borang Permohonan Surat Pengesahan Pengeluaran KWSP** yang boleh didapati di Kaunter, UKM-GSB.
2. Surat pengesahan KWSP boleh dituntut dalam masa 3 hari bekerja dari tarikh borang dihantar ke UKM-GSB. Surat tersebut boleh di ambil sendiri di kaunter UKM-GSB
3. Isi borang [KWSP 9H \(AHL\) - Application form & Document Checklist](#) (*web form*)
4. Sediakan surat tawaran pengajian (asal) dan kad pengenalan
5. Bawa dokumen asal dan salinan ke mana-mana cawangan pejabat KWSP terdekat
6. Dalam tempoh 2 minggu bekerja, surat dari KWSP akan diproses dan bayaran akan terus disalurkan ke UKM-GSB.
7. **Jika ingin membuat permohonan bayaran balik (claim) yuran pengajian yang telah didahulukan kepada UKM-GSB, bawa bersekali dengan **Resit Bayaran Yuran Pengajian yang dikeluarkan oleh UKM-GSB** ke kaunter KWSP*

TUITION FEE PAYMENT METHODS

Please refer to the information below on methods to make payment.

I. VIA CREDIT CARD/DEBIT CARD

You can pay using Credit / Debit Card (Visa/MasterCard) over the UKM-GSB Counter.

Operation Hours:

Days	Time
Monday - Thursday	8.30 am – 12.30 pm 2.30 pm – 4.30 pm
Friday	8.30 am – 12.00 pm 3.00 pm – 4.30 pm
Saturday & Sunday Public Holidays	Closed

Attention: Cash payments are not accepted.

II. VIA INTERNET BANKING

A. For CIMB Bank Account Holder Only

1. Via CIMB Clicks <https://www.cimbclicks.com.my>



2. Student can make payment through payment of bills. How to pay via CIMB Clicks:

CIMBclicks –Students need a CIMB Bank account.

- Get e-pin from any CIMB ATM machine.
- Sign-Up to the CIMB Clicks page.
- Login to make payment.
- Select Pay & Transfer.
- Select/Insert receiver's name: '**Universiti Kebangsaan Malaysia (UKM) - GSB**'.
- Insert matric Number, name and Identification Card/ passport (non-citizen) numbers.
- Insert payment amount.
- Click proceed to payment.
- Click Request TAC and insert TAC number after receiving it.
- Ensure that the transaction status is successful and print the statement.
- Keep payment slip as proof of payment Payment will be updated within 3-5 working days.

B. For Other Bank Account Holder/Cash Deposit Machine

Direct payment via online transfer or cash deposit machine to:

Name	:	Universiti Kebangsaan Malaysia
Bank Name	:	CIMB Bank
Bank Account No	:	8002240869

Note:

Please fax or email a proof of payment to UKM-GSB (Finance Section) for the purpose of updating your account and include your full name, Identity Card /Passport number, phone number and email address on the transaction slip. Send transfer details to gsb.finance@ukm.edu.my

III. VIA TELEGRAPHIC TRANSFER

Direct payment via Telegraphic Transfer to:

Name	:	Universiti Kebangsaan Malaysia
Bank Name	:	CIMB Bank
Bank Account No	:	8002240869
Swift Code	:	CIBBMYKL

Note:

Please fax or email a proof of payment to UKM-GSB (Finance Section) for the purpose of updating your account and include your full name, Identity Card /Passport number, phone number and email address on the transaction slip. Send transfer details to gsb.finance@ukm.edu.my

IV. VIA CHEQUE

1. We accept banker's cheque payable to:
UNIVERSITI KEBANGSAAN MALAYSIA

2. You can post or submit by hand to the address below:

UKM-Graduate School of Business (Finance Section)Universiti Kebangsaan Malaysia
43600, UKM Bangi
Selangor Darul EhsanMalaysia

V. REMINDER

1. Please take note that students should make sure that the student's ID (matric number) is correct during the payment transaction and a proof of transaction should be kept for future reference. The students should be fully responsible for any payments that are made using incorrect methods.
2. For international students, please use **ONLY** the above payment method. **DO NOT MAKE A PAYMENT USING FLYWIRE**

VI. COMMUNICATION CHANNELS (FOR ENQUIRIES)

Any enquiries about fees/payment can be addressed to UKM-GSB (Finance Section) at:Phone No : +6 03 8921 5579/5175

Fax No : +6 03 8921 3161

Email : gsb.finance@ukm.edu.my

Other Sponsorship External Links

- **PTPTN – Perbadanan Tabung Pendidikan Tinggi Nasional**
<http://www.ptptn.gov.my/web/guest/pinjaman>
- **MARA – MAJLIS AMANAH RAKYAT**
[MARA Education Loan Scheme for Post Graduate Programme](#)
- **YAYASAN KHAZANAH**
[Khazanah Scholarship Programme](#)
- **KPT – KEMENTERIAN PENDIDIKAN TINGGI**
Local - <https://www.mohe.gov.my/penajaan/ijazah-lanjutan>
International - <https://www.mohe.gov.my/penajaan/antarabangsa>

Financial Loan

1. Affin Bank
2. Alliance Bank
3. Bank Rakyat
4. Bank Muamalat

Library

UKM Library offers an online database as follows:

- i. the use of the library system in client-server VIRTUA.
- ii. functions of cataloguing and online public catalogue (OPAC).
- iii. users can access the online catalogue (online public access catalogue (OPAC) via the Internet with Web browsers Internet Explorer or Netscape Communicator.
- iv. The system of borrowing and returning through a computerized system.
- v. procurement module Dobis / Libis and serials module implemented.

UKM library also provides Wi-Fi Zone, discussion room, theatre room, carrel, lockers, photocopying service, the 24 hours of reading area and room for the disable. Besides that, UKM library provides Siber@PTSL which offer facilities of 150 computers. Library clients can access the internet and the extended services of e-mailing, scanning, and printing. Typing facilities are also provided at the premise. E-journals and CD-ROMs are provided for clients with no charges and flexible time of accessing. For more information, please visit <http://siberptsl.weebly.com/>

UKM-GSB also provides facilities for students such as discussion rooms, carrel, student centre, computer lab, prayer room and student cloakroom.

International Student Service Division (ISSD)

International Student Service Division (ISSD), Centre of International Relations provides services for prospective and current international students such as immigration information, academic counselling, support services, and student activities.

ISSD was established to provide centralized and efficient services for international students in UKM. It began operating as an independent centre on November 1st 2011, first located at Ibu Zain International Student House, and now at the 7th floor of the PUSANIKA building. The functions of the centre include the following:

1. Processing various types of visa applications for students and their dependents.
2. Organizing student activities and functions at the university, national and international levels.
3. Counselling students on various welfare needs such as accommodation, health issues, career and counselling, and other matters related to students' needs.
4. As a One Stop Centre for international students.

Besides that, ISSD also provides a platform for the international students to mingle and experience sharing among intra- and inter-associations through International Student Association. The International Student Association will have activities planned and done by the association itself throughout the year. Furthermore, the International Student Association will also support activities hosted by the International Student Centre such as International Food Festival and International Culture Night.

The following are the list of International Student Association in Universiti Kebangsaan Malaysia:

- Bangladeshi Student Association
- Chinese International Student Association
- Indonesian Student Association
- Iranian Student Association
- Libyan Student Association
- Palestinian Student Association
- Yemenis Student Association

For further info, please contact: Mr. Ong Chang Ee

Tel: 03-8921 4927

e-mail: changee@ukm.edu.my / val@ukm.edu.my

Social Media Links

Official UKM Facebook <https://www.facebook.com/UKMOfficial>

Official UKM Instagram <https://www.instagram.com/ukminsta/>

UKM Twitter https://twitter.com/ukm_my

Official UKM Youtube <https://www.youtube.com/c/ukmtubes>

Official UKM Facebook <https://ms-my.facebook.com/UKMGSBofficial/>

Official UKM-GSB Youtube <https://www.youtube.com/@officialukm-gsb1466/videos>

University Song

Varsiti Kita

Lihat Kampusku yang tenang
Damainya alam ciptaan Tuhan
Paduan ilmu dan keimanan
Amal dan jerih digabungkan

Lautan ilmu kita harumkan
Sumber ilmuan berkembang
Inilah Varsiti Kita
Ditengahkan hasrat rakyat kita

Dari mula untuk semua
Bagai tanda perjuangan kita
Bangun berbakti membela
Memupuk insan jiwa bertakwa

Memimpin manusia semua
Kenal akan adat unggulnya
Membina negara sentiasa
Maju berilmu dan bahagia

Inilah Varsiti Kita
Ditengahkan hasrat rakyat kita
Dari mula untuk semua
Bagai tanda perjuangan kita

*Composer : Nazri Ahmad
Lyrics : Muhammad Hj. Salleh*

