



Othman Yeop Abdullah  
Graduate School of Business

Universiti Utara Malaysia



## ACADEMIC PROGRAMME PORTFOLIOS 2017



## Othman Yeop Abdullah Graduate School of Business (OYAGSB) Universiti Utara Malaysia, Malaysia

The Othman Yeop Abdullah Graduate School of Business (OYAGSB) is a graduate school of business that focuses on professional and multidisciplinary postgraduate business education. Our programme portfolios include Master of Business Administration (MBA), Doctor of Business Administration (DBA), Doctor of Philosophy (PhD), and Doctor of Management (D Management). MBA and DBA Programmes offer a range of specialisations.

Our programme portfolios are recognised locally by the Malaysian Qualification Agency (MQA) and internationally by international accreditation bodies of the Association to Advance Collegiate Schools of Business (AACSB), the Association of MBAs (AMBA), and the Alliance on Business Education and Scholarship for Tomorrow (ABEST21), signifying our position among the top business schools in the world. We are also Global Partner of Chartered Management Institute (CMI), and the MBA graduates are also awarded a professional title 'Chartered Manager'. Our programmes have attracted corporate figures, senior officials, high-ranking individuals in the society, attesting the true standards of the quality of business and management education we offer.

### Our Vision

To be a premier graduate school of business

### Our Mission

We nurture leaders who make a difference in a responsible and sustainable manner

### Our Core Values

- O** Openness: We inculcate openness to new possibilities in pursuit of excellence.
- Y** Yearning: We yearn for a continuous innovation-focused education and excellence in scholarly work.
- A** Accountability: We foster the culture of accountability, responsibility, integrity and professionalism in our pursuit of excellence.
- G** Growth: We believe in continuous efforts for growth to meet the demands of an increasingly complex and dynamic environment.
- S** Sustainability: We strive to achieve our goals for sustainable future in our continuous pursuit of excellence.
- B** Balance: We strive for work-life balance in our quest for excellence.

## Chartered Manager Master of Business Administration (MBA)

Our MBA programme is internationally accredited by AMBA, AACSB, and ABEST21. Our MBA programme is also accredited by the Chartered Management Institute (CMI) as the world's leading professional body in management and leadership. Upon the successful completion of the MBA, our students will be awarded a Chartered Manager status. The strength of our programme is the embedment of internationalisation, innovation, entrepreneurship, and experiential learning into the teaching and learning process via case studies and engagement of corporate leaders, who are also our associate faculty members. Students will work with experienced and certified coaches throughout the programme, either face-to-face or online. Through our coaching scheme, students will be given insight into career prospects as well as support for our programme.

Our MBA programme is one of the most significant and impactful educational experiences in the market. We have partnered with the Chartered Management Institute (CMI) the world's leading professional body for leaders and managers to distinguish our programme. Our new partnership combines the optimum of academic qualifications and professional recognition to enable our students to maximise the impact of their learning experience with UUM.

### Programme Objectives

Our MBA programme focuses on developing future business leaders with soft and hard skills and competencies to deal with the constantly changing business environment in a competent and efficient manner. The programme equips students with multidisciplinary knowledge and perspectives and develops their ability to lead flexible, responsive, and responsible organisations in the era of globalisation.

Our MBA programme aims to:

- develop a new generation of knowledge workers, who will be able to lead in the times of globalisation, complexity and uncertainty with ease and confidence;
- provide a comprehensive set of skills and in-depth knowledge of management and management-related disciplines that will enable graduate managers to contribute to a global world in a sustainable and socially responsible manner, starting new or managing 'old' business fostering innovation and leading change.
- enable chartered manager graduates to apply critically managerial perspectives in their organisation.

Output of Our MBA Programme:

- Our highly recognised UUM MBA
- CMI Level 7 Strategic Management and Leadership Professional Qualification
- Chartered Manager Registration
- CMI Membership for the duration of the course and a further 12-month post-graduation.

### Target Audience

We are looking for high-potential young professionals with a minimum three years of relevant professional work experience after their undergraduate degree (or equivalent), open-minded, ambitious, passionate, eager to share their experience, and well nationally grounded, but with an exceptional international outlook, sensitive to the world around with already demonstrated leadership skills and/or a great leadership potential. We also welcome non-traditional applicants who may benefit from our Accreditation for Prior (Experiential) Learning (AP(E)L) process.

### Programme Structure

Students are required to complete 48 credits; which consist of 36 credits of core courses, 6 credits of elective courses, and 6 credits of project paper. Students are expected to complete the whole programme in 16 months. The programme structure is as follows:

#### a. Core Courses (36 credits)

- **OJMP6013 Operations and Innovation Management**

This course focuses on the management and design of operations and innovation and the processes involved. Specifically, it looks at the strategic and operational levels of the processes in the operations network and the physical arrangement of the operation's facilities, technology and people. Topics of discussion include design in operations management, the

design of products and services, process planning and improvement, facility layout, quality management, supply chain management, lean and Just-in-Time systems, and other infrastructure issues.

- **OKMA6013 Accounting for Managers**

This course is designed for non-accountants to understand and appreciate the role and function of management accounting information. The main emphasis is to provide managerial executives with the necessary understanding of fundamental management accounting concepts and tools that will improve problem-solving skills. The course covers management accounting concepts, cost management concepts, traditional costing systems, activity-based accounting, cost volume profit analysis, pricing and product related decisions, quality cost management, profit planning, standard costs, balanced scorecard, and management accounting and control systems.

- **OPMM6013 Strategic Marketing**

This course examines the underlying logic and processes for designing and implementing market-driven strategies from market segmentation and product positioning to the design of distribution channels and promotions strategy. This course covers new challenges for market-driven strategy, strategic market segmentation, market targeting and strategic positioning, innovation and new product strategy, strategic brand management, value-chain strategy, developing pricing strategies, promotion, advertising, and sales promotion strategies, and sales, digital and direct marketing strategies.

- **OPMM6023 Strategic Management**

Survival and competition have become imperative for organisations in the current global scenario. The course develops the strategic thinking and decision-making abilities of students, especially in relation to understanding the use of various strategies in different situations. Topics include strategic management processes, evaluating company's internal and external environment, crafting and executing strategy, and competition in the foreign and global environment, tailoring strategy to fit specific industry and company situation, diversification strategies, essential elements to execute the strategy, and evaluation of strategy and making corrective adjustments.

- **OPMH60513 Organisational Behaviour**

This course is designed to develop critical understanding and analysis of the impacts of micro, meso, and macro-level behaviour, processes and structure on organisational effectiveness. At the micro level, topics for discussion include personality and attitude that affect individual behaviour while leadership, conflicts and group dynamics are explored at the meso-level analysis. The macro-level analysis deals with organisational systems such as culture.

- **OJMT6013 E-Business**

This course is designed to help students acquire expertise and knowledge on e-business present in all contemporary business organisations. This course also focuses on the role of information and goods and digital products in the new economy. The course develops students' strategic thinking and decision-making abilities, especially in relation to the use of various models of e-business. Topics for discussion include e-business, e-commerce model and benefits, internet and e-business, electronic data and marketplace, e-business application and strategies, emerging trends and technologies in e-business, customer relationship management, mobile app and e-business, online product and services, e-marketing, marketing and advertising, digital marketing tools, e-commerce changes business: strategy, structure and process, digital business service implementation an optimisation, e-commerce security and payment systems.

- **OWFM6013 Corporate Finance**

This course focuses on financial management and is designed to enhance the overall understanding of corporate finance. Specifically, the course aims to integrate students' ability to analyse, interpret, and use facts and figures effectively to arrive at making financial decisions. The course also exposes students to contemporary local and global issues and their effect on business. Topics cover introduction to corporate finance, accounting statements and cash flow, financial planning and growth, time value of money, bonds and stocks valuation, risk and return, the capital asset pricing model, the cost of capital, the basics of capital budgeting, capital budgeting, capital structure, dividend policy, cash conversion, inventory, and receivables management.

- **OMMU6013 Business Ethics, CSR, and Sustainability**

This course highlights the issues of business ethics, CSR, and sustainability. The course discusses the extent of how business ethics, CSR, and sustainability are interrelated. Areas of discussion include ethical philosophy and relevant theories and model. Also, the course combines insights from relevant theories and the application of the domains of CSR and sustainability. Also, the course discusses and analyses the role of ethical knowledge and perspective and its significance in business and corporate organisations.

- **OEEM6013 Economics for Business**

Managerial economics integrates the principles and tools of economic analysis with managerial decision-making. Microeconomics theories of demand, production and cost, and market structure are combined with the tools of marginal analysis and econometrics to help understand the role of economics in formulating and solving managerial problems. Students will apply economic reasoning to managerial decisions in demand analysis and sales forecasting, production and cost analysis, product pricing, and competitive strategies. Topics include demand and supply analysis, production and cost analysis, market structures and product pricing, game theory and strategic behaviour, and government and the market economy.

- **OQQP6013 Decision Making in Business**

This course focuses on modern quantitative techniques and tools to tackle managerial problems in both public and private sectors. The techniques help decision makers to make better decisions in solving, evaluating, and analysing uncertainty, risk, and multiple objectives decision problems. Topics include an introduction to modelling, probability concepts, decision theory, decision trees, forecasting, inventory management, linear programming, and transportation and assignment models, waiting line analysis, network flow models, and project management.

- **OPME6013 Innovation and New Venture Creation**

Entrepreneurs and established firms have to respond to changes in their environment to survive. However, the changing environment also accords opportunities for innovations and new ventures. This course exposes students to various concepts, approaches and techniques to manage innovations and new ventures (business, social, or international). Topics cover innovation imperative, social innovation, sustainability-led innovation, entrepreneurial creativity, and creating new ventures.

- **ODMR6013 Business Research Methods**

The course aims to provide a comprehensive understanding of the diverse research methods used in social sciences in general and in management in particular. It also aims to develop the required skills for implementing the methods. The uses and usefulness of the different methods will be discussed as well as and their relevance to the study of contemporary social science and management research issues. Topics of discussion include the nature of research, problem identification and formulation, methods of observation and data collection, analysis and interpretation, research communications, and project development.

**b. Elective Courses (6 credits)**

Students can choose elective courses from the following streams (subject areas):

1. Accounting

- **OKMA6023 Accounting and Fraud**

This course introduces accounting fraud and the role of the forensic accountant. The course emphasises accounting fraud schemes, both conventional and cyber space. The course also provides a comprehensive coverage of detection, prevention and investigation process as well as an extensive array of tools and techniques used to investigate accounting fraud. The course covers an introduction to accounting fraud, ethics, values and regulations, profiling of fraudsters, conventional accounting fraud schemes, and financial crimes and accounting fraud in cyberspace.

- **OKMA6033 Contemporary Issues in Accounting**

This course is designed for users of financial statements to comprehend the role of corporate governance in external financial reporting, which encompasses both financial accounting and auditing. Topics of discussion include an overview of corporate governance and corporate reporting, key accounting issues in financial reporting, auditors' role in enhancing the credibility of financial statements, financial reporting quality, the future of corporate reporting, and risk management and internal control. Emerging issues in corporate reporting include sustainability reporting, integrated reporting and risk reporting are also discussed.

## 2. Islamic Banking and Finance

- **OWFF6013 Islamic Financial Markets, Instruments, and Institutions**

This course concentrates on financial theories and practices of the conventional and Islamic financial markets, instruments and institutions. Students will be guided to explore the main concepts underpinning both types of financial system. The course also addresses the evolution of conventional and Islamic financial institutions and markets both locally and globally as well as their prospects. Topics cover an overview of financial institutions and financial markets in Malaysia, money and the Islamic economic system, theory and structure of Islamic financial system, Islamic money markets, Islamic capital market, Sukuk market, Shariah issues relating to Islamic financial instruments, and regulatory framework in selected jurisdictions.

- **OWFF6023 Contemporary Islamic Banking**

This course analyses various Shariah and practical issues in Islamic banking and finance. The course emphasises the principles of Islamic banking system, Shariah contracts and principles in Islamic banking, banker-customer relationship, understanding of contemporary Islamic banking activities, and current developments in this growing and robust industry. Topics consist of an overview of Islamic banking system, principles of Islamic banking system, products and services of Islamic banking, Islamic banking sources of funds, Islamic banking uses of funds, structuring Islamic financing, controversial issues in Islamic banking and finance, international trade financing, social finance, risk management, and financial technology in Islamic Finance.

## 3. Business Analytics

- **OJMT6023 Data Mining for Business Applications**

This course focuses on the use of data mining for business applications using SAP Hana and not much on the programming or the mathematics and statistics involved in it. The emphases are on understanding the pros and cons of various tools available and identifying cases for the application. Topics of discussion include an introduction to data mining, data mining process, data mining tools, data mining techniques, data mining applications using SAP Hana, and the future of data mining.

- **OJMT6033 Data Visualization for Consumer Insights**

This course focuses on how to create a visualisation of large data sets to effectively extract and communicate meaning behind the data in short time. It will also introduce concepts from other disciplines such as human-computer interaction, colour theory, design theory, and human visual perception to shape the thinking for a better perspective on what is being done. It enables students to visualise both numerical and qualitative data for better perception and comprehension of insights by the decision maker. However, this course does not focus on beautification or artistic visualisation, but it certainly ensures effective visualisation. There is no pre-requisite for programming, but concepts for extracting and transforming data would be highly desirable. Topics consist of an introduction to visualisation, principles of data visualisation, data visualisation technologies, data visualisation types, visualisation of using SAP Lumira, and data visualisation for storytelling.

## 4. Entrepreneurship, Creativity and Innovation

- **OPME6023 Entrepreneurship Development**

This course provides insight into the strategic practices used in developing and managing growing business ventures in unpredictable environments. It also identifies and exploits opportunities that emerge in these new competitive environments. The course covers the evolution of entrepreneurship, intrapreneurship, the social and

ethical perspectives of entrepreneurship, creativity and innovation, environmental assessment in entrepreneurship, financial resources for new ventures, constructing an effective business plan, and the challenge of entrepreneurial growth.

- **OPME6033 Entrepreneurship and Strategy**

This is a course for individuals looking at building their strategic abilities around entrepreneurship – in the start-up environment, in the corporation, and from a social perspective. Areas of discussion include entrepreneurship and strategy, strategies for opportunity identification, strategies for evaluating opportunities, developing new venture strategy, market entry, financial resource capabilities, the evolving management team, and building networks and strategic alliances.

5. **Operations and Supply Chain Management**

- **OJMP6023 Global Supply Chain Management**

The course develops on the global perspective of supply chain management which comprises international supply chain management and processes. The course concentrates on defining global supply-chain processes and performances, demand forecasting in the global supply chains, coordination in the global supply chains, inventory management across the global supply chains, procurement processes in the global supply chains such as global sourcing, off-shoring strategies, supplier selections, etc., the role of information technology in the global supply chains, and sustainability of the global supply-chain management.

- **OJMP6033 Logistic Management**

This course focuses on logistic management which also integrates the concept of procurement, material and warehouse management, transportation management as well as supply chain management. This course is developed to help students design an effective and efficient way to manage logistics and distribution management in both local and international business environments. Topics of discussion include logistics management and transportation systems, logistics information systems, material management, transportation, warehousing, purchasing and procurement, and just in time and quick response.

6. **Human Resource Management**

- **OPMH6023 Leadership in Organisation**

This course provides experiential learning opportunities for students to understand the characteristics of a successful leader and qualities required to attune and align organisations with the ever-changing global and local business environment. Topics include new realities for leaders as a change agent; philosophies, theories, and styles of leadership; the personal side of leaders; leaders as a relationship builder; and leaders as social architect-creating vision and strategic direction, shaping culture and values, and leading change.

- **OPMH6033 Organisational Change Management**

The pace of global, economic and technological development makes change an inevitable feature of organisational life. Conceptions of planned change will focus on several theories of change which describe activities that must take place to initiate and carry out successful organisational change. The need for developing proper attitudes and cognition to overcome resistance during implementation stage is also emphasised. Students will gain an understanding of the interrelationships of communicative behaviour and attitudes with organisational policies, politics, structures, culture, etc. Topics focus on an introduction to managing change, diagnosis for change, the process of change, implementing change, communicating change, and sustaining change.

7. **Communication and Business Negotiation**

- **OCCC6013 Strategic Corporate Communication**

This course discusses the managerial role in strategic corporate communications practice. Students increase their understanding of key dimensions of corporate communications, including marketing, professional ethics, concepts of excellence, strategic planning, media relations, corporate responsibilities, corporate identities, brand management, crisis management, and the application of new media in managing corporate communication.

- **OCCC6023 Communication for Managers**

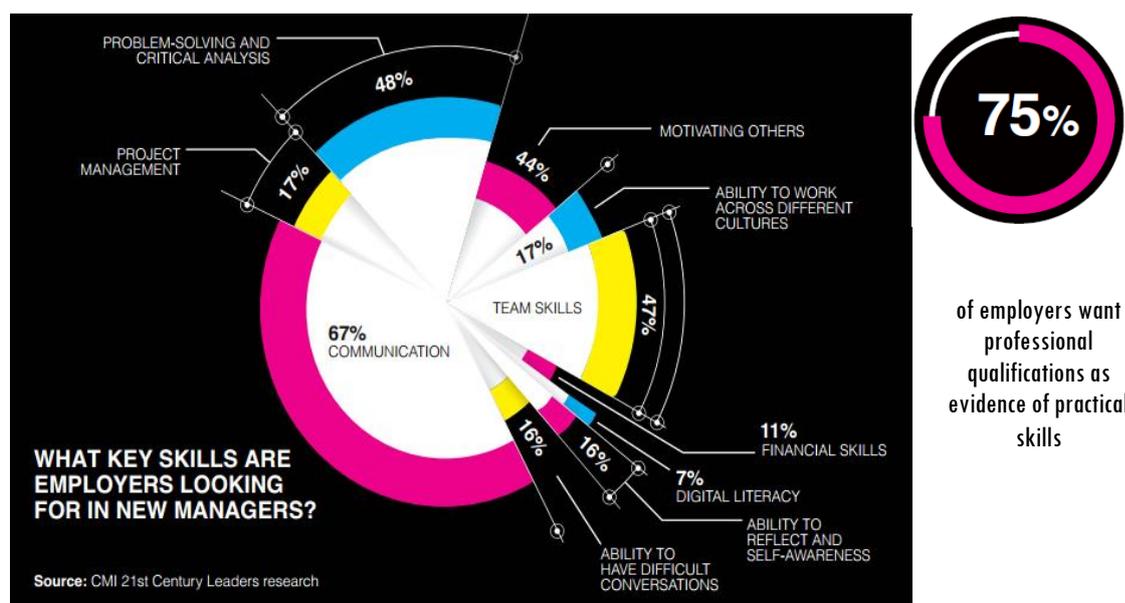
This course is designed to analyse the communication aspects of contemporary management practices. Success in organisations demands good communication skills. Organizations are changing at such a rapid rate that members must adjust and mediate within the organisational environment through communication. Topics covered in this course include principles of communication management, communication identity, leadership and communication, connecting through social relationships and networks, communication and organisational processes, diversity and group communication, and change-related communication.

**c. Project Paper (6 credits)**

At the end of the programme, students are given three months to complete a project paper addressing a current business issue effectively by implementing the newly acquired theories, methodologies and techniques. A senior member of academic staff will be assigned as a project supervisor. The School employs a number of associate faculty members (Professors of Practice) who may also be involved in the supervisory process.

### Chartered Manager Status

As well as studying the MBA, students will also obtain a CMI Level 7 professional qualification in Strategic Management and Leadership which we have been embedded into our programme. The CMI professional qualifications have been developed with employers to ensure managers develop the skills they require. This blended with the academic rigour of our MBA ensures students not only gain the appropriate theory but also develop their capability to apply these within complex modern working environments.



To evidence the students have developed these skills we have also embedded CMI's Premier Accreditation "Chartered Manager" as an output of our MBA. To obtain Chartered Manager status each individual must evidence impact within the work place. The education delivered by UUM provides our students with the 'tools' to deliver this impact. The structure of our programme enables our students to apply their learning within the workplace and reflect on its impact. This provides the evidence for submission to CMI, meaning everyone benefits, the student, their work colleagues and their employer.

## The Impact of Chartered Manager

 **96%**

use Chartered Manager as proof of leading people and managing change.

 **95%**

agree that chartered status shows their integrity and commitment to ethical behaviour.

 **92%**

report greater self-awareness.

 **96%**

use chartered manager to showcase their continual learning and growth.

Finally, by studying with UUM, you will join the Chartered Management Institutes network of over 150,000 leaders and managers around the globe. This provides you not only with access to global leaders from around the world, but also provide you with additional study resources to enhance your learning and development.

In summary, our unique MBA programme combines the best of local education with a high-quality British Qualification and a Global Professional Recognition. It delivers a high impact and valuable educational experience, which combines academic and professional development generating a significant return on investment.

### About CMI

CMI is the world's leading professional body in management and leadership. They are the only organisation licenced to award Chartered Manager status. With over 60 years of history and over 150,000 members globally CMI drives the agenda for modern day leaders and managers.

### Entry Requirements

1. A bachelor's degree from Universiti Utara Malaysia or any other institutions of higher learning recognised by the University with a CGPA of at least 2.75 (or equivalent), with at least three (3) years of relevant work experience; or
2. A bachelor's degree from Universiti Utara Malaysia or any other institutions of higher learning recognised by the University with a CGPA of less than 2.75 (or equivalent) and have at least five (5) years of relevant work experience may be considered, subject to the interview by Postgraduate Committee; or
3. A diploma from institutions of higher learning recognised by the University with at least ten (10) years of relevant work experience, 35 years or older and passed the Accreditation of Prior Experiential Learning (APEL) assessment (Level 7); and
4. Fulfil the English language requirements.

*Note: All applicants are also subject to an admission interview.*

## Doctor of Business Administration (DBA)

Our DBA programme brings together future leaders in the public or private sectors to gain new knowledge, sharpen their intellectual and managerial skills and reflect on their past professional and personal experience. It is a three-year programme that is specifically designed to provide a rich learning experience for professionals who aspire to pursue a terminal academic qualification which is highly professionally geared and relevant. Students will have the opportunity not only to contribute to management theory but also they will be able to contribute to the advanced professional practice and development of professional knowledge.

### Programme Objectives

- Enable students/participants to acquire an in-depth understanding of the business and management processes through learning, consultancy work and research on an increasingly multifaceted and demanding business world;
- Assist companies and organisations in resolving critical problems and promote a business environment of excellent performance;
- Advance the performance and quality of business decisions through reflective practice and active learning.
- Provide a platform for experienced managers to learn from the academics, business leaders and themselves, in a highly conducive learning environment.

### Target Audience

Our programme is designed for seasoned, ambitious professionals who would like to bridge theory and practice, research a particular challenge in a business environment, and acquire advanced knowledge and skills of key business and managerial areas. DBA is an academically rigorous doctoral programme that is specially developed for senior, experienced professional managers and may be contextualised to a specific sector and career path.

### Programme Structure

Our DBA programme is a mixed-mode programme that uses business cases, simulations, lectures, individual and group research, and consultation project to deliver its learning outcomes. Our programme encompasses both coursework and dissertation. Students need to complete 82 credits to graduate. The programme structure is as follows:

#### a. Component 1:

##### 1. 15 credits in business fields

- **BDHS7013 Leadership and Organizational Effectiveness**

This course aims to develop higher-order critical thinking and problem-solving skills to enable contemporary leaders to apply various theoretical and practical perspectives in strategically leading a successful organisation. Topics cover the need for strategic leadership; attributes of strategic leader-traits, knowledge, ability, skills and behaviour; evolution of leadership theories-traditional and emerging models; stimulating unceasing change; and ethical leadership for sustainable business.

- **BDAK8033 Accounting Practice and Regulation**

This course is designed to give a broad-based understanding of financial and management accounting, including auditing and corporate governance, with emphasis on empirical research methods and on accounting practice and regulation. It is primarily a seminar to increase understanding of some key topics in contemporary accounting practice and regulation as well as discussions on seminal research papers of the various branches of accounting. Students are exposed to a wide range of research paradigms in accounting, including from the positivistic, interpretive and critical perspectives. Topics include the role of accounting information in equity and credit analysis, corporate governance reforms, audit quality and strategic use of management accounting information.

- **BDFM8013 Corporate Financial Strategy**

This course is designed to develop students' capabilities to plan, evaluate and execute financial strategies within the context of a firm's overall corporate strategy and ever-changing financial and economic environment. Emphasis is given to shareholder wealth creation and the theoretical and practical issues in capital investment and financing decisions.

- **BDMF8013 Global Economic and Business Issues**

The course discusses and analysed the larger economic forces that shape production, trade flows, capital flows, interest rates, exchange rates, and other variables that create the global economic and business landscape. Tools of microeconomics and international economics to illustrate how globalisation influences performance, strategy, and policy within firms are also explored.

- **BDMM8033 Global Strategic Marketing and Competitive Analysis**

This course enhances one's understanding of important global strategic marketing theories and concepts. The significance of competitive analysis to a modern business organisation will be discussed and reviewed. For all practical purposes, this course encourages students to review and discuss current strategic marketing and competitive issues critically.

## 2. 9 credits in research method

- **BDMR8013 Business Research and Methodology**

This course is designed to equip students with knowledge and skills necessary for the development and implementation of their own research dissertation based on quantitative and qualitative methods. The course covers three main phases of research-planning, design and implementation. Topics include the philosophical basis of research- ontology, epistemology and axiology; formulation of problem statement; literature review--systematic critical review and establishing a research gap; research design--applying the procedures and techniques of various research methodologies; data collection strategy; data analysis techniques; and reporting of results.

- **BDMR8053 Data Analysis**

This course is designed to provide students with the necessary skills to convert and analyse quantitative and qualitative data to information in a systematic manner. Students are exposed to various styles of interpretation of data, analytic approach, and the process of analysis. Students will learn the steps involved in analysing different types of data and how to report the different types of results in their research project to inform the research audience.

- **BDMI 8013 Research Proposal Construction**

This course is designed to assist students in the preparation of their research proposal. At the end of the course, students are expected to submit an acceptable draft of their proposal that discusses the topic of study, the motivation of inquiry, key literature, and methodological approaches to studying the topic of interest.

## 3. 6 credits of elective courses

- **BDMM8043 Contemporary Issues in Marketing**

This course aims to provide students with an overview of the latest developments in scholarship and practice in marketing and, importantly, make clear links between the two. The course covers selected key topics that are currently impacting on the way marketing is researched and practised. It also discusses emergent marketing ideas and applications. By locating these topics in their wider global, social and economic contexts, students will be able to identify a series of theoretical concerns surrounding the interrelationships between marketing, society and culture.

- **BDMH8013 Strategic Human Resource Management**

This course discusses strategic policies, practices and functions of human resource management in a business environment. It seeks to provide a critical understanding of the role of human resource management in the accomplishment of strategic business objectives and goals through the exploration of various theoretical and applied perspectives. Also, issues and challenges of local and global strategic human resource management are discussed.

- **BDMH8023 Business Negotiation**

The purpose of this course is to understand the theory and processes of negotiation in a variety of settings. A basic premise of the course is that while managers need analytic skills to discover optimal solutions to problems, they also need a broad array of negotiation skills to get these solutions accepted and implemented. Upon completion of the course, DBA students should be able to recognise the two major negotiating approaches (distributive and integrative) and understand the complexities that occur when multiple parties are involved in a negotiation.

- **BDMN8033 Organisational Change Management**

The pace of global, economic and technological development makes change an inevitable feature of organisational life. This course focuses on various theoretical perspectives of change and analyses the change process and activities for successful organisational change. The need for developing proper attitudes and cognition to overcome resistance to change is also emphasised. Other topics to explore include the role of organisational policies, politics, structures, and culture for effective change management and strategy.

- **BDME8033 Seminar in Corporate Entrepreneurship**

The new, fast-paced, competitive environments are affecting virtually all parts of a business organisation simultaneously. Growth-oriented firms need to adopt a new competitive mind-set, one in which flexibility, speed, innovation and strategic leadership are valued highly. The purpose of this course is to develop a detailed understanding of the opportunity in the environment and how the growing business venture can exploit. The course facilitates discussion on entrepreneurial leadership and entrepreneurial growth, and decisions entrepreneurs face in giving the growing venture a direction and strategy to adopt. There are issues and decisions the entrepreneurs must consider in successfully managing the growth of the venture and eventually its consolidation.

- **BDMN8043 Managing Strategy and Innovation**

Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. However, the changing environment also accords opportunities for new businesses. This course exposes students about how to make strategic choices effectively and use a mix of approaches and techniques that promote innovation and entrepreneurial conduct in organisations.

- **BDMF8043 Seminar in International Business**

In the dynamic era of the 21st century, globalisation brings a series of opportunities and challenges to multinational corporations especially in penetrating emerging economies in the Asian and African regions. Hence, it is pertinent for would be managers and executives dealing with various aspects related to international business to be exposed and prepared to deal with such uncertainties. This course endeavours to cover the complex but equally rewarding world of international business by providing a platform for debates and discussions of important issues around the globe.

- **BDMF8053 Seminar in Business and Sustainability**

This course examines and discusses issues on the link between businesses and society. Topics include the concept and theory of sustainability; the business case for sustainability; implementation of a sustainability plan; and governance and sustainability. One of the highlights of this course is a project on a real organisation of the student's preference wrestling with the challenge of implementing sustainability. At the completion of this course, students will be prepared to bring an integrated understanding of sustainability to the economic challenges facing any business or community and evaluate their circumstances to support the design of strategic plans for change that will promote profitability, social well-being, and environmental conservation.

**b. Component 2: Business Consultation (3 credits)**

This course is a compulsory component of the DBA program. In this course, students are required to undertake a consultancy assignment in any SME or large firm as a *case study* project. Students are responsible for negotiating the details of the case study with the firm. This case study project is an ideal opportunity for students to integrate theory and practice.

**c. Component 3: Dissertation (49 credits)**

This course provides students with the opportunity to explore an area of interest within strategic management in greater depth. Transferable skills in research, information and project management will be developed, equipping students for the continuously changing business environment of the 21st century. The aim of the course is to enable students to undertake a self-managed process of systematic academic enquiry within the domain of management.

**Entry Requirements**

1. A master's degree from Universiti Utara Malaysia or any other institutions of higher learning recognised by the University or any other equivalent qualifications recognised by the University;
2. Have a minimum of five (5) years of work experience relevant to the chosen area of specialisation; and
3. Fulfil the English language requirement.

OR

4. Senior Managers with a bachelor's degree from any institutions of higher learning recognised by the University with at least ten (10) years of relevant work experience and passed the Accreditation of Prior Experiential Learning (APEL) (Level 8).

## Doctor of Philosophy (PhD)

Our PhD programme is an advanced degree that entails individual research which should generate new knowledge. OYAGSB supervises candidates in the following niche areas: Business Information System, Leadership and Organisational Behaviour, Consumer and Market Analysis, Financial Analysis and Policy, Innovation and Entrepreneurship, Industrial and Development Economics, Corruption and Accounting Fraud, Corporate Governance and Contemporary and Critical Accounting, Operations, Procurement and Supply Chain Management, Global Human Capital and Talent Management, Critical Islamic Finance and Banking, and Business Communication Strategy. Students' research is supervised mainly by our resident faculty, who are both process and subject area specialist. OYAGSB creates an interactive research culture where faculty members work closely with students. OYAGSB provides continuous technical and social knowledge through extensive postgraduate training. OYAGSB PhD programme aims to contribute to the development of the business disciplines where OYAGSB doctoral students are expected to make significant and original contributions to the advancement of theoretical knowledge and perspective in the chosen field.

### Programme Objectives

Our programme aims to develop students with strong research skills and advanced knowledge in their area of study. OYAGSB PhD students are expected to become critical, ethical, responsible and responsive independent researchers and use the acquired research skills and knowledge to make a difference in business and society.

### Target Audience

Our programme welcomes anyone interested in enhancing their research skills and subject expertise for the betterment of business or society at large and furthering the boundaries of knowledge.

### Programme Structure

Our Programme is a research-based degree that has two key components: coursework and thesis. Before undertaking research, students are required to pass two compulsory courses of 8 credits where they will acquire necessary research skills to undertake independent research. The courses are as follows:

- **SZRZ6014 Academic Writing**

This course provides a substantive PhD level content on academic writing. The content includes critical components of academic writing and rhetorical strategies for developing effective writing. This course focuses on producing well-formed, accurate and comprehensible research reports that meet the standards and conventions of academic style.

- **SCLE6014 Research Methodology**

This course provides a comprehensive understanding of research methodology. Topics of discussion include the philosophical assumptions and appropriate methodological applications. This course provides students with the skills needed for their research.

Throughout the programme, research students are strongly encouraged to attend specialist research training and seminars focussing on various aspects of research process, such as developing a research proposal and statement of a research problem, writing literature review, developing research instruments/instrumentation, identifying population and sample, conducting data collection, analysing qualitative and quantitative data, etc.

### Entry Requirements

1. A master's degree from Universiti Utara Malaysia or any other institutions of higher learning recognised by the University. For a master's degree with CGPA, the minimum CGPA is 3.00; or
2. Any other equivalent qualifications recognised by the University; and
3. Fulfil the English language requirement.

Applicants are also advised to observe the following when applying:

- a. Provide a letter of motivation and research proposal (min. 1,000 words). Those whose proposal passes initial screening by the Programme Director will be called for an interview (in person or virtually).

- b. Propose a potential supervisor, preferably who has already agreed to supervise the applicant. Applicants should visit the School's website to identify the potential supervisor they would like to work with.

## Doctor of Management (D Management)

Our Doctor of Management (D Management) programme is a practice-oriented doctoral research programme designed specially to meet the needs of the business sectors, thus providing an alternative route to candidates to acquire a doctoral qualification.

### Programme Objective

OYAGSB D Management students have the opportunity to spend most of their time researching their respective organisation, thereby enhancing their career and developing cutting-edge, evidence-based solutions for their organisation. By addressing operational and strategic challenges within their own industry or organisation through relevant, applied research, students will be ready to undertake the demanding leadership roles and management positions their organisation as a true leader in the sector.

### Target Audience and

OYAGSB D Management programme targets senior industry professionals and practitioners who are keen to read for a doctoral degree and at the same time wish to maintain employment with their current organisation.

### Programme Structure and Features

OYAGSB D Management programme is offered as a full-time mode, by research. Our programme has two key components: coursework and thesis. Before embarking on a research project, students are required to pass two compulsory courses of 8 credits meant to develop their research skills.

- **SZRZ6014 Academic Writing**

This course provides a substantive PhD level content on academic writing. The content includes critical components of academic writing and rhetorical strategies for developing effective writing. This course focuses on producing well-formed, accurate and comprehensible research reports that meet the standards and conventions of academic style.

- **SCLE6014 Research Methodology**

This course provides a comprehensive understanding of research methodology. Topics of discussion include the philosophical assumptions and appropriate methodological applications. This course provides students with the skills needed for their research.

After completing the coursework requirements, students will undertake applied research in their workplace/organisation. The research is focused on practical/applied industrial issues/challenges.

In the course of their programme, D Management students are strongly encouraged to attend the training programmes and seminars offered to other programmes at the School. For instance, they are advised to join the seminar series offered to PhD students on various issues related to research and thesis (proposal development, data analysis, specific research methods and/or instruments, examination process and techniques, and so on).

### Entry Requirements

1. A master's degree from Universiti Utara Malaysia or any other institutions of higher learning recognised by the University. For a master's degree with CGPA, the minimum CGPA is 3.00; or Any other equivalent qualifications recognised by the University; and
2. Fulfil the English language requirement.

The University's flexible entry policy allows for Accreditation of Prior Experiential Learning (APEL) (Level 8), including work-based experience and credits from the recognised professional bodies for applicants who do not have the necessary entry qualifications,

Applicants are also advised to observe the following when applying:

- a. Provide a letter of motivation and research proposal (min. 1,000 words). Those whose proposal passes initial screening by the Programme Director will be called for an interview (in person or virtually).
- b. Propose a potential supervisor, preferably who has already agreed to supervise the applicant. Applicants should visit the School's website to identify the potential supervisor they would like to work with.

## English Requirements (for international applicants)

International applicants should meet any one of the following English language proficiency requirements before they are considered for the OYAGSB programmes.

1. Minimum score on the Test of English as a Foreign Language (TOEFL)
  1. 550 in the TOEFL Paper Based Test; or
  2. 213 in the TOEFL Computer Based Test; or
  3. 80 in the TOEFL Internet Based Test; or
2. Minimum score of 6.0 in the International English Language Testing System (IELTS); or
3. A degree from any English-speaking countries (i.e. Australia, Canada, New Zealand, the United Kingdom, and the United States of America).
4. A degree from any Country where the English is a language of instruction (i.e. Anguilla, Antigua & Barbuda, Australia, Bahamas, Barbados, Bermuda, Botswana, British Indian Ocean Territory, British Virgin Islands, Cameroon, Canada, Cayman Island, Dominica, Falkland Islands, Federated States of Micronesia, Fiji, Gambia, Ghana, Gibraltar, Grenada, Guam, Guernsey, Guyana, India, Ireland, Isle of Man, Jamaica, Jersey, Kenya, Kiribati, Lesotho, Liberia, Madagascar, Malta, Marshall Islands, Mauritius, Montserrat, Namibia, Nauru, New Zealand, Nigeria, Pakistan, Palau, Papua New Guinea, Philippines, Rwanda, Saint Helena, Saint Kitts & Nevis, Saint Lucia, Saint Vincent and the Grenadines, Samoa, Seychelles, Sierra Leone, Singapore, Solomon Islands, South Georgia and the South Sandwich Islands, Sri Lanka, Sudan, Swaziland, Tanzania, Trinidad & Tobago, Turks and Caicos Islands, US Virgin Islands, Uganda, the United Kingdom, the US, Zambia, and Zimbabwe); or
5. A degree from any local public university where English is the medium of instruction.

## Contact Us

For more information about our programmes, visit us at [www.oyagsb.uum.edu.my](http://www.oyagsb.uum.edu.my).

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Fax us at +6049287160.