MASTER OF PUBLIC ADMINISTRATION AND LEADERSHIP (Coursework Mode)

The Master of Public Administration and Leadership programme is a combination of courses conducted by the Faculty of Economics and Management (FEM) and other faculties/centres in Universiti Kebangsaan Malaysia (UKM) managed by the Centre for Professional Development and Leadership (Professional-UKM). The programme aims to strengthen management knowledge for those involved in the administration and management of organisations, either in the public or private sector. The block system is used to show the differences of various levels of competence in the programme structure. The programme is based on six (6) blocks of courses that must be taken by students. Students are required to take all courses in blocks 1, 2 and 3, and elective courses in block 4. In block 5, students can choose cross-disciplinary courses according to students' career development needs. Block 6 is a compulsory master's research project for all students.

Program Objectives

The goal of the Master of Public Administration and Leadership programme is to develop knowledgeable, skilled, and professional human capital who apply the latest knowledge in the field in line with the concept of lifelong learning. This programme is implemented to achieve the objective of producing:

   .   competent and professional leaders/administrators in the organisation;
   i.   a visionary, ethical, and innovative leaders/administrators in carrying out management responsibilities;
  ii.   leaders/administrators who are able to lead the organisation towards the achievement of organisational goals;
 iii.   leaders/administrators who are able to make decisions using research and information analysis skills.

Admission requirements

- Bachelor's degree from the university or any institution of higher learning recognised by the UKM Senate; **and**
- Currently serving in any organisation; **and**
- Have at least there (3) years of work experience.

Form of Registration and Period of Study
Part-time (three (3) to six (6) semesters)

To meet this objective, the courses offered are grouped according to blocks that will develop the diversity of competencies needed as a successful organisational manager. The competency blocks are as in the table below:

Block Name	Description
Block 1 Core	The courses in this block aim to impart knowledge and enhance skills and calibre in administration and leadership as well as cultivate the attitudes needed in a career as an organisational administrator.
Block 2 Public Administration	The courses in this block aim to increase the level of knowledge in the field of administration, especially public administration, through past researches, publication in well-known journals, and direct experience in case studies.
Block 3 Research Method	The courses in this block are intended for students to deepen their knowledge in research in the context of research design, and quantitative and qualitative approaches in research to shape students into scholars who can serve as reference experts, researchers, and referees.
Block 4 Management Professionalism and Leadership	The courses in this block aim to shape students into organisational leaders, through selected organisational case studies and the sharing of experiences from industry practitioners.
Block 5 Administrative Diversity	The courses in this block aim to strengthen the professionalism of administrators in terms of leadership and administration, specifically with exposure to issues related to the interests and fields of students. This will support students 'career planning to enhance expertise in a dynamic industry and diverse needs.
Blok 6 Research Project	Research is conducted by students in the field of administration and leadership under the guidance of a lecturer appointed as supervisor. The research report results must be completed within a period not exceeding two (2) semesters.

List of Courses

BLOCK	CODE	CURRENT COURSE	UNIT
Block 1 **Core (10 units)**	**EPPM6112**	Organizational Design and Decision Making*	2
	EPPM6122	Leadership and Organizational Excellence*	2
	EPPM6132	Strategic Thinking in Leadership*	2
	EPPM6142	Public Policy and Administration*	2
	EPPM6152	Data Analytics for Decision Support	2
Block 2 **Public Administration (8 units)**	**EPPM6212**	Public Fund Administration*	2
	EPPM6222	Political Development and Malaysian Politics*	2
	EPPM6232	Ethics and Integrity*	2
	EPPM6242	Organisational Excellence Through Human Capital*	2
Block 3 **Research Method (6 units)**	**EPPM6313**	Quantitative Research Method*	3
	EPPM6323	Qualitative Research Method*	3
Block 4 **Management Professionalism and Leadership (choose five (5) only)** **(5 units)**	**EPPM6401**	Marketing and Public Relations	1
	EPPM6411	Public Accountability	1
	EPPM6421	Risk Management	1
	EPPM6431	Negotiation and Conflict Resolution	1
	EPPM6441	Entrepreneurial Mind and Innovation	1
	EPPM6451	Legal Issues in Administration	1
	EPPM6461	Effective Communication and Networking	1
	EPPM6471	Digital Media and Society	1
	EPPM6481	Information Technology for Effective Management	1
	EPPM6491	Effective Performance Assessment	1

Block 5 **Administrative Diversity** **(6 units)** **COURSE OPTIONS** 1. **FSSH** 2. **IKMAS** 3. **LESTARI**	**EPPM6511**	Psychology for Professional	1
	EPPM6521	Current Issues in Leadership	1
	EPPM6531	Creative Thinking in Decision Making	1
	EPPM6541	Mentoring and Performance Coaching	1
	EPPM6551	Leading Diversity in Organization	1
	EPPM6572	Islamic Management and Leadership	2
	EPPM6562	Statistical Method for Data Analytics	2
Other Faculties/RCs Elective Courses			
Faculty of Social Sciences & Humanities (FSSH)	**SKPR6053**	Leadership & Organization Development	3
	SKPR6033	Personnel Selection & Performance Appraisal	3
Institute of Malaysian and International Studies (IKMAS)	**OOHH6032**	Introduction to Globalization and Occidentalism	2
Institute for Environment & Development (LESTARI)	**JSXX6012**	Sustainability Science	2
Block 6 **(10 units)**	**EPPM6669**	Master in Public Administration and Leadership Research Project*	10

* Compulsory courses

Learning Outcomes of Master of Public Administration and Leadership:

1. **PLO 1** Critically evaluate theories and concepts in organisational leadership and administration and relate them to societal issues.
2. **PLO 2** Apply theories and concepts of leadership and administration in organisational management decision making
3. **PLO** 3 Conduct research in leadership and administration with minimum supervision and adhere to legislation, ethics and professional codes of practice.
4. **PLO** 4 Demonstrate leadership qualities through communication and collaboration among partners and stakeholders.
5. **PLO** 5 Build alternative solutions to problems in organisational administration using scientific skills and critical thinking.
6. **PLO** 6 Demonstrate lifelong learning skills in the areas of leadership and administration.

* PLO = Programme Learning Outcome

SYNOPSIS MASTER OF PUBLIC ADMINISTRATION AND LEADERSHIP PROGRAMME

EPPM6112 Organizational Design and Decision Making

This course aims to provide knowledge and skills on the theory and organisational structure design to support leaders in an organisation. In addition, this course discusses the challenges in organisational transformation, especially in the need to make accurate and effective decisions. The course also discusses research in theory and organizational structure design.

References

Anderson D. L. 2017. Cases and exercises in organization development & change. 2nd ed. Sage Publication, Inc.

Anderson, D. L. (2019). Organization development: The process of leading organizational change. Sage Publications.

Daft, R. L. (2015). Organization theory and design. 12th ed. Boston, Mass: Cengage Learning.

Greenwood, R., Morris, T., Fairclough, S., & Boussebaa, M. (2010). The organizational design of transnational professional service firms. Organizational Dynamics, 39(2), 173-183.

Latham, J. R. (2016). [Re] create the organization you really want; Leadership and organization design for sustainable excellence. Colorado Springs, CO: Organization Design Studio, Ltd.

EPPM6122 Leadership and Organizational Excellence

This course aims to increase knowledge of the diversity of leadership theory approaches within organisations. It aims to provide students with the skills to evaluate the effectiveness of organisational leadership approaches. Among the topics discussed are the theory and style of individual leadership in organisations as well as leadership in managing a business.

References

Anderson D. L. (2017). Cases and exercises in organization development & change. 2nd ed. Sage Publication, Inc.

Anderson, D. L. (2019). Organization development: The process of leading organizational change. Sage Publications.

Johnson, C. E. (2017). Meeting the ethical challenges of leadership: Casting light or shadow, 6th ed. Sage Publications.

Northouse, P. G. (2017). Introduction to leadership: Concept and practice, 4th ed. Sage Publication Inc, Thousand Oaks, California, US.

Northouse, P. G. (2019). Leadership: Theory and practice, 8th ed. Sage Publication Inc., Thousand Oaks, California, US.

EPPM6132   Strategic Thinking in Leadership

This course aims to strengthen students' understanding of the dynamics in the organisational environment and build students' strategic thinking as leaders in the organisation. This course will train students to think critically and creatively in developing organisational strategies in leading the organisation towards a more competitive. The course covers at least four dimensions of competence: industry and competitor analysis, corporate strategy, multi-national strategy, and strategy implementation.

References

Hitt, M. A., Ireland, R. D., Hoskisson, R. E., Rowe, G., & Sheppard, J. (2016). Strategic management: Concepts and cases: Competitiveness and globalization. 12th ed. Nelson College Indigenous.

Olson, A. K., & Simerson, B. K. (2015). Leading with strategic thinking: Four ways effective leaders gain insight, drive change, and get results. John Wiley & Sons.

Pherson, K. H., & Pherson, R. H. (2017). Critical thinking for strategic intelligence. Sage Publication Inc.

Stowell, S. J., & Mead, S. S. (2016). The art of strategic leadership: How leaders at all levels prepare themselves, their teams, and organizations for the future. John Wiley & Sons.

Thompson, J., Jonathan M. S., & Martin, F. (2017). Strategic management: Awareness and change. 8th ed. Cengage Learning Business Press.

EPPM6142   Public Policy and Administration

This course discusses several issues pertaining to public administration and public policy. Among others are political dichotomy and administration, scientific and strategic management, administrative reform and reinventing government, the structure of bureaucracy, decentralisation, ombudsman, e-government, sources of power, and administrative system. With regard to public policy, this course discusses system, elite, rational, incremental, game and group theories and look at how these

theories explain the process of planning, implementation, monitoring, and decision making in public policy

References

Farazmand, A. (Ed.). (2018). Global encyclopedia of public administration, public policy, and governance. New York, NY: Springer.

Holzer, M., & Schwester, R. W. (2016). Public administration: An introduction. 2nd ed. Routledge.

Khan, A. (2017). Cost and optimization in government: An introduction to cost accounting, operations management, and quality control. Routledge.

Kraft, M. E., & Furlong, S. R. (2019). Public policy: Politics, analysis, and alternatives. Cq Press.

Theodoulou, S. Z., & Roy, R. K. (2016). Public administration: A very short introduction. Oxford University Press.

EPPM6152   Data Analytics for Decision Support

This course aims to train students to analyse and design decision models and data products to support decision making. Among its contents is the decision analysis approach to develop decision models with tactical and strategic added value. Students will learn to describe essential structures in a decision problem such as objectives, decision variables, uncertainties, outcomes, selection criteria, and probabilities. Data science approaches were also introduced to develop data products. Data products are the output of results from analytics such as information, knowledge or mathematical models that can be used to support the decision-making process. Data science, machine learning, and the latest decision support technologies and business intelligence are also discussed. Among the technologies discussed and used include (1) prescriptive tools, (2) data visualization tools, and (3) data mining tools for predictive analysis. Case studies are used to reinforce concepts discussed in class.

References

Efraim, T., Sharda, R., & Delen, D. (2016). Business intelligence and analytics: Systems for decision support. 10th ed. New Jersey: Pearson.

Marugan, A. P., & Márquez, F. P. G. (2017). Decision-making management: A tutorial and applications. 1st ed. Academic Press.

Power, D. J., & Heavin, C. (2017). Decision support, analytics, and business intelligence. 3rd ed. Business Expert Press.

Rainer, R. K., Prince, B., & Watson, H. J. (2017). Management information systems: Concepts and applications. John Wiley & Sons Incorporated.

Sharda, R., Delen, D., & Turban, E. (2016). Business intelligence, analytics, and data science: A managerial perspective. Pearson.

EPPM6212   Public Fund Administration

This course links knowledge in financial systems and public administration. Students will be exposed to the concepts and practices of effective and efficient public fund management that cover public revenue and expenditure of public funds. In addition, the aspects of ethics and integrity are also emphasised in the management of public funds, which are very important to leaders who are trustworthy and have integrity. Qualitative and quantitative methods were also introduced to students to implement a more systematic and transparent administration of public funds.

References

Bartle, J. R., Hildreth, W. B., & Marlowe, J. (2012). Management policies in local government finance, 6th ed. International City/County Management Association.

Brigham, E. F., & Houston, J. F. (2021). Fundamentals of financial management, 16th ed. Cengage Learning.

Finkler, S. A., Smith, D. L., & Calabrese, T. D. (2018). Financial management for public, health, and not-for-profit organizations, 6 ed. CQ Press.

Gruber, J. (2019). Public finance and public policy, 6th ed. Worth Publishers.

Menifield, C. E. (2020). The basics of public budgeting and financial management: A handbook for academics and practitioners. Hamilton Books.

EPPM6222   Political Development and Malaysian Politics

This course aims to discuss several concepts of political developments and their relationship with Malaysia's administrative system and political leadership. Among essential concepts that will be given attention are the political system and the nature of democracy in Malaysia, the role of civil society and NGO, methods for maintaining stability and political liberalisation. Emphasis will be given on the debate on Asian Values and the strong state that becomes a benchmark for Malaysia's political development. This course will also examine the style and approach of some influential leaders in Malaysia.

References

Abdul Rahman, M. F., & Sakdan, M. F. (2013). Konflik politik perkauman: Strategi penyelesaian cara Malaysia. Kuala Lumpur: Dewan Bahasa dan Pustaka.

Fukuyama, F. (2014). Political order and political decay: From the industrial revolution to the globalization of democracy. New York: Macmillan.

Lancaster, C., & Van de Walle, N. (Eds.). (2018). The Oxford handbook of the politics of development. Oxford   University Press.

Ismail, M. T. (2014). Saga neokonservatif: Abdullah Badawi, UMNO, dan konservatisme. Penerbit Universiti   Kebangsaan Malaysia.

Weiss, M. L. (Ed.). (2014). Routledge handbook of contemporary Malaysia. Routledge. Oxon: Routledge.

EPPM6232   Ethics and Integrity

This course aims to provide knowledge and understanding of the theory and application of ethics in making an organisation and individual with integrity. At the end of this course, students can apply the values of ethics and integrity that must be nurtured as an organisational leader to realize an organisation that is distinguished and with integrity in line with the will of society.

References

Bauman, D. C. (2013). Leadership and the three faces of integrity. The Leadership Quarterly, 24(3), 414-426.

Cox, R. W. (2015). Ethics and integrity in public administration: Concepts and cases. New York: Routledge.

Downe, J., Cowell, R., & Morgan, K. (2016). What determines ethical behavior in public organizations: Is it rules or   leadership?   Public   Administration Review, 76(6), 898-909.

MacDonald, C., Hartman, L. P., & DesJardins, J. R. (2017). Business ethics: Decision making for personal integrity   and   social   responsibility, 4th ed. Burr Ridge, IL: McGraw-Hill.

Su, H. Y. (2014). Business ethics and the development of intellectual capital. Journal of Business Ethics, 119(1), 87-98.

EPPM6242   Organisational Excellence Through Human Capital

This course aims to provide knowledge and skills on human resource management in the context of theory and practice. It covers an understanding of the important functions of human resource management and the organisation's latest practices/ techniques in implementing human resource management. This course is also able

to provide skills to students in conducting research in the field of human resource management.

References

Brock, M. E., & Buckley, M. R. (2012). The role of stress in workers' compensation: Past, present and future. Public Personnel Management, 41(1), 1-14.

Kooij, D. T., Guest, D. E., Clinton, M., Knight, T., Jansen, P. G., & Dikkers, J. S. (2013). How the impact of HR practices on employee well-being and performance changes with Age. Human Resource Management Journal, 23(1), 18-35.

Mohd, Z. (2013). Pengurusan sumber manusia berdaya saing. Universiti Kebangsaan Malaysia.

Sharon, P., & Swapnalekha, B. (2015). Human resource management: Text & cases, 2$_{nd}$ ed. Vikas Publishing House.

Van den Brink, M., Fruytier, B., & Thunnissen, M. (2013). Talent management in academia: performance systems and HRM policies. Human Resource Management Journal, 23(2), 180-195.

EPPM6313   Quantitative Research Method

This course aims to guide students to understand quantitative research methods, apply deductive approaches in conducting research, and apply research report writing techniques based on quantitative research methods. To meet the requirements of this course, students need to master hands-on courses based on the suitability of the study to be conducted.

References

Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2016). Quantitative methods for business. 13 ed. Cengage Learning.

Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approaches, 5$_{th}$ ed. Sage Publications.

Cooper, D. R., Schindler, P. S., & Sharma, J. K. (2019). Business research methods. 12$_{th}$ Ed. McGraw Hill.

Balnaves, M., & Caputi, P. (2014). Introduction to quantitative research methods: An investigative approach. Sage Publication Inc., Thousand Oaks, California, US.

Vogt, W. P. (Ed.). (2015). SAGE quantitative research methods (Vol. 1-IV). Sage Publication Inc., Thousand Oaks, California, US.

EPPM6323   Qualitative Research Method
This course is designed to equip students with the knowledge to explore a more complex phenomenon. Students will be exposed to different methods in qualitative research, such as case study, grounded theory, phenomenology, ethnography, action research and content analysis, and find out the suitability of each method with the research question. This is important for students in the process of data collection and management, as well as the analysis of numerous and unstructured qualitative data. The course also provides students with qualitative data management software such as NVIVO.

References
Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods   approaches. 5th ed. Sage Publications.
Creswell, J. W., & Poth, C. N. (2016). Qualitative inquiry and research design: Choosing among five   approaches. 4th ed. Sage Publications.
Hennink, M. M. (2014). Focus group discussions: Understanding qualitative research. 1st Ed. UK: Oxford   University Press.
Ravitch, S. M., & Carl, N. M. (2019). Qualitative research: Bridging the conceptual, theoretical, and   methodological. Sage Publications.
Silverman, D. (2017). Doing qualitative research, 5th Ed. UK: Sage Publications Ltd.

EPPM6401   Marketing and Public Relations
Marketing is an art and knowledge of science in selecting target markets as well as the process of acquiring and developing customers through creating, delivering and communicating about the best customer value. In comparison, public relations are a planned and continuous effort to strengthen and maintain the goodwill and understanding of the organisation with the public. These elements are essential for meeting organisations' goals, whether profit or non-profit oriented (private and public sectors). This course provides an overview of the marketing and public relations process to allow students to apply key concepts to practical business situations. Topics to be discussed include marketing mix strategies, marketing management processes, consumer behaviour and public relations strategies.

References
Chaudhary, P. V. (2019). Retail marketing in the modern age. Sage Publications.
Dühring, L. (2017). Reassessing the relationship between marketing and public relations: New perspectives from   the philosophy of science and history of Thought. Springer VS, Wiesbaden.

Edwards, L. (2018). Understanding public relations: Theory, culture and society. Sage Publication Ltd.

Mizrahi, J. (2015). Writing for public relations: A practical guide for professionals. Business Expert Press.

Treadwell, D., & Treadwell, J. B. (2005). Public relations writing: Principles in practice. 2ⁿᵈ ed. Sage Publication.

EPPM6411   Public Accountability

This course aims to provide in-depth knowledge and understanding of public accountability; the focus is on resolving important accountability issues to the government, accounting profession, and public. It involves theoretical and practical discussions of public accountability and governance. The focus of the course is on the accountability frameworks, legal requirements, and the role of managers/ directors, auditors, audit committees, and public funds committees in strengthening public accountability and governance. Upon completion of this course, students are able to analyse current accountability issues, identify appropriate solution methods, and relate them to legal roles and social responsibility.

References

Andrews, M., Pritchett, L., & Woolcock, M. (2017). Building state capability: Evidence, analysis, action (p. 288). Oxford University Press.

Bovens, M., Schillemans, T., & Goodin, R. E. (2014). Public accountability. The Oxford Handbook of Public   Accountability, 1(1), 1-22.

Dowdle, M. W. (2017). Public accountability: Conceptual, historical and epistemic mappings. Regulatory theory: Foundations and applications, 197-215.

Hoque, Z. (Ed.). (2015). Making governments accountable: The role of public accounts committees and national audit offices. Routledge.

Plaatjies, D. (Ed.). (2013). Protecting the inheritance: Governance & public accountability in democratic   South Africa. Jacana Media.

EPPM6421   Risk Management

This course provides an effective understanding and skills in risk management. This course covers the concepts of risk and loss, principles, processes and techniques of systematically managing risk.

References

Christoffersen P. F. (2016). Elements of Financial Risk Management. 2ⁿᵈ Ed. Academic Press.

Crouhy, M., Galai, D. & Mark, R. (2014). The essentials of risk management, 2ⁿᵈ Ed. New York: McGraw-Hill

Hull, J. C. (2018). Risk management and financial institutions. 5ᵗʰ Ed. US: Wiley.

Pojasek, R. (2017). Organizational risk management and sustainability: A practical step-by-step guide. CRC Press.

Venkataraman, R. R., & Pinto, J. K. (2018). Operation management: Managing global supply chains. 2ⁿᵈ ed. Sage Publication Ltd.

EPPM6431 Negotiation and Conflict Resolution

This course aims to discuss various types of conflict at the organisational level and identify the causes. The role of effective negotiation in times of conflict will be studied in this course. Negotiation techniques according to the context of the current conflict will also be described in this course. A description of appropriate conflict management methods such as face-to-face (confront) or cooperation based on the type of conflict will also be discussed.

References

Coleman, P. T., Deutsch, M., & Marcus, E. C. (Eds.). (2014). The handbook of conflict resolution: Theory and practice. 3ʳᵈ ed. John Wiley & Sons.

Keethaponcalan, S. I. (2017). Conflict resolution: An introduction to third party intervention. London: Lexington Books.

Ramsbotham, O., Miall, H., & Woodhouse, T. (2016). Contemporary conflict resolution, 4ᵗʰ ed. US: John Wiley & Sons Publishing

Roche, W. K., Teague, P., & Colvin, A. J. (Eds.). 2014. The Oxford handbook of conflict management in organizations. Oxford: Oxford University Press.

Vala, J., Waldzus, S., & Calheiros, M. M. (Eds.). (2016). The social developmental construction of violence and intergroup conflict. Springer.

EPPM6441 Entrepreneurial Mind and Innovation

This course aims to provide knowledge and understanding of the definition, theory and process of entrepreneurship, methods and strategies of critical and innovative thinking in business. Students are applied with knowledge and understanding of the fundamental theories and concepts of entrepreneurship, creativity, innovation and critical thinking that can be practised by organisational leaders. Among the topics covered were an introduction to entrepreneurship, creativity theory and innovation;

resources and techniques involving creativity and innovation; strategy and innovation; innovation in the service industry, and protection of creative and innovative ideas.

References

Ahmed, P.K., & Shepherd, C. D. 2013. Innovation management: Context, strategies, systems and processes (Paperback). Financial Times Prentice Hall.

Dawson, P., & Andriopoulos, C. (2021). Managing change, creativity and innovation. 4th ed. Sage Publications Ltd.

Kuratko, D. F. 2020. Entrepreneurship: Theory, process and practice. 11th Ed. South-Western Cengage Learning.

Nicolopoulou, K., Karatas-Ozkan, M., Janssen, F., & Jermier, J. M. (Eds.). (2016). Sustainable entrepreneurship and social innovation. New York: Taylor & Francis.

Tidd, J., & Bessant, J. R. (2020). Managing innovation: Integrating technological, market and organizational change. 7th ed. West Sussex: John Wiley & Sons.

EPPM6451 Legal Issues in Administration

This course aims to provide an understanding of selected issues in the administration of an organisation. Topics discussed were Malaysian Legal System, Law of Contract, Law of Tort, Law of Agency, Law of Intellectual Property, Law of Cyber, Law of Employment, Law of Money Laundering and Business Organisation.

References

Baksh, A. M. N., & Arjunan, K. (2014). Business law in Malaysia. 2nd ed. Petaling Jaya: Lexis Nexis.

Ida Madieha bt. Abdul Ghani Azmi, & Jeong Chin Phuoc (2015). Patent law in Malaysia: Cases and commentary. Singapore: Sweet & Maxwell Asia.

Lee, M. P. (2014). Business law. 2nd Ed. Kuala Lumpur: Oxford Fajar.

Rahman, N. A., & Ahamat, H. (2020). Competition law in Malaysia. Kluwer Law International BV.

Talib, N., & Saw, T. G. (2015). Prinsip-prinsip asas tort. 2nd ed. Singapore: Sweet & Maxwell Asia.

EPPM6461 Effective Communication and Networking

This course aims to provide knowledge and skills on the role and function of communication to enable individuals to manage communication effectively in an organisation. This course presents the theory and practice of organisational

communication as well as provides skills in providing effective communication messages in the workplace.

References

Copley, P. (2014). Marketing communications management: Analysis, planning, implementation. 2nd ed. Sage Publication Ltd.

Dainton, M., & Zelley, E. D. (2018). Applying communication theory for professional life: A practical introduction. 4th ed. Sage publications.

O'Rouke, J. S. (2013). Management communication: Person New International Edition. 5th ed. Kuala Lumpur: Pearson (M) Sdn Bhd.

O'Rourke, J. S. (2019). Management communication: A case analysis approach. 6th ed. New York: Routledge.

Walker, R. (2017). Strategic management communication for leaders. 4th ed. Wessex Press Inc.

EPPM6471   Digital Media and Society

This course provides exposure to the social impact of digital media both theoretically and practically. Digital media includes various types of technology, social networking sites, email, forum, virtual conversation (chat), and online games. The course also focuses on the analysis of practices, social processes and structures, as well as the problems and constraints that arise from the use of these digital media. Students will indirectly be critically involved in creative ideas, information sharing and visibility in the social media realm.

References

Ganis, M., & Kohirkar, A. (2015). Social media analytics: Techniques and insights for extracting business value out of social media. IBM Press.

Jordan-Meier, J. (2018). The four stages of highly effective crisis management: How to manage the media in the digital age. 2nd ed. CRC press.

Schaefer, M. W. (2018). Social media explained: Untangling the world's most misunderstood business trend, Revised and Expanded Second. 2nd ed. Schaefer Marketing Solutions.

Scott, D. M. (2015). The new rules of marketing and PR: How to use social media, online video, mobile applications, blogs, news releases, and viral marketing to reach buyers directly. 5th ed. John Wiley & Sons.

Wong, Y. L. (2015). Digital media primer. 3rd ed. Pearson Higher Ed.

EPPM6481   Information Technology for Effective Management

This course aims to expose students to the importance of information system management in the era of globalisation. The use of an effective information system can provide opportunities for an organisation to innovate. Emphasis is given to the basic concepts, theories, classifications, and functions of information systems that must exist in an organisation. Students can also identify opportunities and constraints faced by the organisation in developing an information system. Among the topics covered are current challenges related to information system management, including hardware and software, communication technology, planning and development of information systems for decision-making, and ethical and security issues.

References

Baltzan, P. (2020). Business driven information systems. 7th ed. New York: McGraw-Hill/Irwin.

Evans, A., Martin, K., & Poatsy, M. A. (2016). Technology in action complete. 13th ed. Pearson Prentice Hall.

Laudon, K. C., & Laudon, J. P. (2018). Management information systems: Managing the digital firm. 15th ed. Pearson Education.

Olson, D.L. (2015). Information systems project management. New York: Business Expert Press.

Rainer, R. K., Prince, B., & Watson, H. J. (2019). Management information systems: Moving business forward. 4th ed. Wiley.

EPPM6491   Effective Performance Assessment

This course aims to discuss the methods used by human resources in providing effective performance appraisal to employees to achieve higher productivity. Particular focus will be on preparing and conducting objective, complete, and robust performance discussions. With an emphasis on criteria setting, assessment formats and assessment setting discussions will help students better understand ways to get the best performance from employers or employment organisations.

References

Debrincat, G. (2014). The effectiveness of performance appraisal systems: Employee relations and human resource management. Anchor Academic Publishing (aap_verlag).

Goel, D. (2012). Performance appraisal and compensation management: A modern approach. 2nd ed. PHI Learning Pvt. Ltd.

Lotfi, F. H. Z., Najafi, S. E., & Nozari, H. (Eds.). (2017). Data envelopment analysis and effective performance assessment. US: IGI Global.

Murphy, K. R., Cleveland, J. N., & Hanscom, M. E. (2018). Performance appraisal and management. SAGE Publications.

Singh, C., & Khatri, A. (2019). Principles and practices of management and organizational behaviour. Sage Publications Ltd.

EPPM6511   Psychology for Professional

This course introduces students to the concepts and theories of positive psychology and the application of psychological knowledge in everyday life and organisational contexts. Positive psychology is the scientific study of human strength that enables individuals, employees and societies to thrive. This course will cover the following topics, namely theories in positive psychology and well-being, positive employee performance and engagement, positive relationship in the workplace, positive communication and decision making and positive leadership and change.

References

Compton, W. C., & Hoffman, E. (2020). Positive psychology: The science of happiness and flourishing. 3rd ed. US: Sage Publications.

Dainton, M., & Zelley, E. D. (2018). Applying communication theory for professional life: A practical introduction. 4th ed. Sage publications.

Lewis, S. (2016). Positive psychology and change: How leadership, collaboration, and appreciative inquiry create transformational results. UK: John Wiley & Sons.

Lomas, T., Hefferon, K., & Ivtzan, I. (2014). Applied positive psychology: Integrated positive practice. Sage.

Lopez, S. J., Pedrotti, J. T., & Snyder, C. R. (2018). Positive psychology: The scientific and practical explorations of human strengths. 4th ed. Singapore: Sage publications.

EPPM6521   Current Issues in Leadership

This course aims to expose students to the current issues in management, covering a wide range of areas such as social, financial, marketing, operation, entrepreneurship, and business environment. In addition, it also aims to train students to think and communicate more critically through written and oral assignments by commenting on given articles/cases/topics.

References

Grimes, M. G., McMullen, J. S., Vogus, T. J., & Miller, T. L. (2013). Studying the origins of social entrepreneurship: Compassion and the role of embedded agency. Academy of Management Review, 38(3), 460-463.

Sarif, S. M., Ismail, Y., & Sarwar, A. (2013). Creating wealth through social entrepreneurship: A case study from Malaysia. Journal of Basic and Applied Scientific Research, 3(3), 345-353.

Storey, J. (Ed.). (2016). Leadership in organizations: Current issues and key trends. 3rd ed. New York: Routledge.

Van Gorder, C. (2015). The front-line leader: Building a high-performance organization from the ground up. San Francisco: Josey-Boss A Wiley Brand.

Whetten, D. A., & Cameron, K. S. (2015). Developing management skills. 9th ed. Pearson Education.

EPPM6531 Creative Thinking in Decision Making

This course aims to provide knowledge and skills on creative thinking in the decision making of an organisation. This course discusses creativity theory; the formation of a creative organisation; creative management strategies; lateral, creative and critical thinking methodologies; and current issues related to creative thinking in an organisation. This course will also discuss research related to creative thinking.

References

Dawson, P., & Andriopoulos, C. (2021). Managing change, creativity and innovation. 4th ed. Sage Publication.

Hoque, F., & Baer, D. (2014). Everything connects: How to transform and lead in the age of creativity, innovation and sustainability. McGraw-Hill.

Proctor, T. (2013). Creative problem solving for managers: Developing skills for decision making and innovation. 4th ed. Routledge.

Runco, M. A. (2014). Creativity, theories and themes: Research development & practice. 2nd ed. Academic Press.

Thomas, K., & Chan, J. (Eds.). (2013). Handbook of research on creativity. Edward Elgar Publishing.

EPPM6541 Mentoring and Performance Coaching

This course is designed to strengthen students' understanding of effective leadership through mentoring and coaching methods in administration. This course covers problems in the administration that need to be addressed through two different

methods, namely mentoring or coaching. Mentoring and coaching methods are often misunderstood from an application perspective. This course aims to explain the differences between mentoring and coaching, analyse problems in administration and identify various processes that administrators can use in approaching problems, compare and critique/synthesise practices and theories in past research, and evaluate the appropriateness of approaches in achieving performance.

References
Edwards, J., Snowden, M., & Halsall, J. (2016). Coaching works! A qualitative study exploring the effects of coaching in a public sector organisation. The Journal of Social Sciences Research, 2(5), 88-92.

Garvey, B., Garvey, R., & Stokes, P. (2021). Coaching and mentoring: Theory and practice. 4th ed.   Sage.

Gray, D. E., Garvey, B., & Lane, D. A. (2016). A critical introduction to coaching and mentoring: Debates, dialogues and discourses. Sage.

Hodge, J. (2016). A morphological and bibliological analysis of the International Journal of Evidence Based Coaching and Mentoring 2003-2012. International Journal of Evidence Based Coaching and Mentoring, 14(1), 86-107.

Roll, M. (Ed.). (2014). The politics of public sector performance: Pockets of effectiveness in developing countries. New York: Routledge.

EPPM6551   Leading Diversity in Organization
The diversity in organisation course aims to provide knowledge and skills in managing diversity in an institution. This course discusses current issues related to diversity in the workplace, including why diversity is essential, how differences among colleagues impact the development of an organisation, and how diversity can create a positive work environment and help tolerance among colleagues. This course will also discuss research related to organisational diversity.

References
Bendl, R., Bleijenbergh, I., Henttonen, E., & Mills, A. J. (Eds.). (2015). The Oxford handbook of diversity in organizations. UK: Oxford University Press.

Byrd, M. Y., & Scott, C. L. (Eds.). (2014). Workforce Diversity: Current and Emerging Issues and Cases. New York: Routledge.

Deresky, H. (2017). International management: Managing across borders and cultures, text and cases. 9th ed. Pearson Higher Education.

Herring, C., & Henderson, L. (2015). Diversity in organizations: A critical examination. New York: Routledge.

Triana, M. (2017). Managing diversity in organizations: A global perspective. New York: Routledge.

SKPR6053   Leadership and Organization Development

This course discusses two aspects of organisational behaviour, namely leadership and organisational development. The main focus of the leadership aspect is on leadership concepts, leadership theories, change-oriented leadership, leadership effectiveness, top-level leadership, and strategic leadership. The organisational development aspect focuses on change and organisational development issues to maximise work motivation and creativity while reducing the processes of isolation, self-estrangement, job dissatisfaction, and conflict in the organisation. Several models and strategies of intervention to prepare the organisation for change are discussed in this course.

References

Achua, C. F., & Lussier, R. N. (2013). Effective leadership. 5th ed. South-Western, Cengage Learning.

Cummings, T. G., & Worley, C. G. (2014). Organization development and change. 10th ed. US: Cengage Learning.

Northouse, P. G. (2021). Leadership: Theory and practice. 9th ed. Sage publications.

Schein, E. H., & Schein, P. (2016). Organizational culture and leadership. 5th ed. New Jersey: John Wiley & Sons.

Yulk, G. A., & Gardner, W. L. 2019. Leadership in organization. 9th ed. US: Pearson Prentice Hall.

SKPR6033   Personnel Selection and Performance Appraisal

This course will present the concept and model of personnel selection and its relation to performance appraisal. Among the critical issues related to personnel selection are personnel selection methods, job analysis, predictor models and criteria, reliability and validity of selection methods, and models of individual differences in performance. This course also discusses performance appraisal to evaluate the effectiveness of predictors in the selection process. Next, the relationship between job performance models with criteria and types of performance appraisal is also discussed. In addition, the importance of psychological testing tools as significant predictors of personnel selection and performance appraisal will also be discussed.

References

Aamodt, M. G. (2015). Industrial/organizational psychology: An applied approach. 8th ed. Cengage Learning.

Armstrong, M. (2017). Armstrong's handbook of performance management: An evidence-based guide to delivering high performance. 6th ed. UK: Kogan Page Publishers.

Gatewood, R., Feild, H. S., & Barrick, M. (2015). Human resource selection. 8th ed. US: Cengage Learning.

Schmitt, N. (2014). The Oxford handbook of personnel assessment and selection. Reprint Edition. Oxford University Press.

Yazid, Z., Abdullah, N. A., & Baharom, R. (2017). Konflik dalam proses penilaian prestasi dalam organisasi. Jurnal Pengurusan (UKM Journal of Management), 49, 41-52.

EPPM6572   Management and Islamic Leadership

This course aims to reveal a critical understanding of the research and scholarly writing in the field of management and leadership from an Islamic perspective. Emphasis is given to theoretical and practical aspects of management and leadership from an Islamic perspective, highlighted in national and international frameworks. The course discussion covers basic and important matters such as worldview, epistemology and ontology, and the values contained in the Quran and Sunnah. Topics of discussion in the aspect of management are the concepts, meanings, principles of management from the Islamic perspective (including management based on tawhid or tawhidic); the question of worldview, epistemology and ontology in management in an Islamic perspective; human reality and role in management; human relationship with Allah (habl min Allah) and the human relationship with beings in management. The titles of leadership are the concepts, meanings and thoughts in Islam; leadership models in Islamic history (leadership of Rasulullah s.a.w., al-khulafa' al-Rasyidin, Umayyah, `Abbasiyyah, Ottomans); characteristics of Islamic leadership (principles, characters, traits, styles and resources); women's leadership; and current issues of leadership.

References

Adnan, A. A., Ismail, S., & Baba, Z. S. (2015). Pengurusan Islam dalam pelbagai perspektif. Kuala Terengganu: Universiti Sultan Zainal Abidin.

Al-Attas, S. M. N. (2014). The ICLIF leadership competency model (LCM): An Islamic alternative. Kuala Lumpur: Islamic Banking and Finance Institute Malaysia (IBFIM).

Aziz, A. B. (2015). Pengurusan Islam: Model alternatif pengurusan moden. Sinyok: UUM Press.
Che-Ghaffar, C. N. (2015). Kepimpinan dan kepatuhan dalam pengurusan insaniah berdasarkan sirah Nabawiyyah. Kuala Lumpur: DBP
Luat, L. (2015). Pengurusan insan berteraskan Islam. Kuala Lumpur: Dewan Bahasa dan Pustaka.

OOHH6032   Introduction to Globalisation and Occidentalism
This course exposes students to theoretical concepts and perspectives on globalisation and occidentalism. The focus of the discussion emphasises the application of such theoretical concepts and perspectives. The scope of the course covers aspects from the history of civilisation to the development of the contemporary world related to globalisation and occidentalism. Course contents also cover themes such as identity, cultural and linguistic hegemony, as well as economic, political and socio-cultural globalisation.

References
Boatcă, M. (2016). Global inequalities beyond occidentalism. New York: Routledge.
Lechner, F. J., & Boli, J. (Eds.). (2020). The globalization reader. 6ᵗʰ ed. West Sussex: John Wiley & Sons.
Machart, R., Dervin, F., & Gao, M. (Eds.). (2016). Intercultural masquerade: New orientalism, new occidentalism, old exoticism. Springer-Verlag Berlin Heidelberg.
Ritzer, G. (Ed.). (2018). The Blackwell companion to globalization. John Wiley & Sons.
Steger, M. B. (2017). Globalization: A very short introduction (Vol. 86). 4ᵗʰ ed. Oxford University Press.

JSXX6012   Sustainability Science
The sustainability concept is currently considered one of the main components in human development from the economic, social and environmental aspects. This course provides a basic understanding of sustainable development through five main pillars a) a historical evolution of sustainable development and the main question that guides the concept, b) an interlink between environment and community with the primary focus of transforming the community into a sustainable society, c) issues with resource utilisation in the process towards sustainability and to devise methods to be undertaken in achieving sustainable development, d) integration approaches

and knowledge assimilation in understanding sustainability science, and e) a study on practice-oriented cases in applying the four pillars into individual researches.

References
Fukuda-Parr, S. (2016). From the Millennium Development Goals to the Sustainable Development Goals: shifts in purpose, concept, and politics of global goal setting for development. Gender & Development, 24(1), 43-52.

Leventon, J., Fleskens, L., Claringbould, H., Schwilch, G., & Hessel, R. (2016). An applied methodology for stakeholder identification in transdisciplinary research. Sustainability Science, 11(5), 763-775.

Pojman, L. P., Pojman, P., & McShane, K. (2017). Environmental ethics: Readings in theory and application. Boston: Cengage Learning.

Shivakoti, G., Pradhan, U., & Helmi, H. (Eds.). (2016). Redefining diversity and dynamics of natural resources management in Asia, volume 1: Sustainable natural resources management in dynamic Asia. Elsevier.

Stafford-Smith, M., Griggs, D., Gaffney, O., Ullah, F., Reyers, B., Kanie, N., ... & O'Connell, D. (2017). Integration: The key to implementing the Sustainable Development Goals. Sustainability Science, 12(6), 911-919.

Wiek, A., & Lang, D. J. (2016). Transformational sustainability research methodology. In Sustainability Science (pp. 31-41). Springer, Dordrecht.

EPPM6562   Statistical Methods for Data Analytics
This course discusses essential concepts in statistics for data analysis. Students will be able to perform data sampling techniques, and process and present the data. The probability concept will be applied in carrying out inferential analysis. Students are trained to generalise the results towards the study population. Statistical software will be used in the data analysis process.

References
Gould, R., Wong, R., & Ryan, C. N. (2019). Introductory statistics: Exploring the world through data. 3rd ed.   Pearson.

Illowsky, B., & Dean, S. (2017). Introductory statistics. 12th Media Services: Suwanee. GA, USA.

Mann, P. S. (2020). Introductory statistics. 10th Ed. John Wiley.

Triola M. F. (2014). Elementary statistics. 12th Ed. Pearson.

Weiss, N. A. (2015). Introductory statistics. 10th Ed. Pearson.

EPPM6669   Master in Public Administration and Leadership Research Project

This course is a report/project paper in the form of applied research in the field of leadership and administration. Students are exposed to conducting research activities, including, among others, data collection, analysis, and drawing conclusions. Students will be guided by a lecturer appointed as supervisor. The research results are in the form of a manuscript that can be submitted at a conference/seminar/colloquium for presentation and publication. The research report results must be completed within a period not exceeding two (2) semesters. After taking this course, students should be able to conduct research related to leadership and administration issues.

References

Bell, E., Bryman, A., & Harley, B. (2018). Business research methods. 5th ed. Oxford University Press.

Bryman, A. (2012). Social research methods. 4th ed. Oxford University Press.

Cooper, D. R., Schindler, P. S., & Sharma, J. K. (2019). Business Research Methods. 12th ed. New York: Mcgraw-   Hill.

Hair, J. F., Black, W. C., Babin, B.J. & Anderson, R. E. (2010). Multivariate data analysis: A global perspective. 7th ed. Singapore: Pearson.

Sekaran, U., & Bougie, R. (2013). Research methods for business: A skill building approach. 7th ed. John Wiley & Sons, Chichester, West Sussex, UK.