

# POSTGRADUATE GUIDES

UKM-GRADUATE SCHOOL OF BUSINESS  
ACADEMIC SESSION

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MBA

Doctor of Business Administration (DBA)

Doctor of Philosophy (PhD)

## **UKM MOTTO, VISION, MISSION & PHILOSOPHY**

### **Motto**

Inspiring futures, nurturing possibilities

### **Philosophy**

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

### **Vision**

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

### **Mission**

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

## **UKM-GRADUATE SCHOOL OF BUSINESS VISION, MISSION & OBJECTIVE**

### **Vision**

To be a globally accredited Graduate School of Business that promotes ideas of change and produces agents of change

### **Mission**

“We strive to advocate pragmatic management ideas and solutions through our research and consulting; and to groom responsible, adept and assertive leaders through our academic programs and executive trainings”

### **Objectives**

To be recognized as the best source of dynamic leaders for business and society to be a place of prominent scholars and professionals  
To be a reputable advocator of national aspiration

## **OVERVIEW – UNIVERSITI KEBANGSAAN MALAYSIA AT GLANCE**

The idea for an institution of higher learning for the Malays was first mooted at the 1903 Rulers' Conference, or Durbar. The Malay intellectual Za'ba, wrote about such a need in the newsletter Lembaga Melayu in 1917. A movement, and subsequent debates, among Malay intellectuals, for the setting up a university using the Malay language as the medium of instruction in the institution of higher learning was formed in 1923 when another Malay thinker Abdul Kadir Adabi, submitted a memorandum on the matter to the HRH the Sultan of Kelantan. However, the effort came to nothing due to many obstacles and resistance from the colonial authorities.

Nevertheless, from 1957 until 1967, a resurgence of nationalism revived the idea, and in 1968, Malay scholars formed a steering committee to bring the vision of a national university to reality. A slew of meetings on cultural and political exchanges eventually secured an agreement from the government of the day. The efforts to realise a Malay language-based institution in all subjects bore fruit and resulted in The National University Of Malaysia (UKM), in May 18 1970, which opened its doors in Lembah Pantai Kuala Lumpur. The first batch of 190 undergraduates and 1 post-graduates registered at 3 faculties; Science, Arts and Islamic Studies.

In 1974, UKM set up a campus in Kebun Kawang, Papar. Later the place was renamed Limauan by the then Sabah Chief Minister Tun Datu Mustapha Datu Harun. The campus housed the Science and Natural Resources faculty, which was moved to Bukit Padang, Kota Kinabalu in 1980. It later relocated to Menggatal, Tuaran in 1990 along with the faculty of Developmental Science which originally was based in the main campus of Bangi. With the formation of University Malaysia Sabah in 1994, UKM's Sabah campus was officially closed in 1996 and the faculties permanently located back to the main campus in Bangi, Selangor.

UKM has since seen tremendous growth in being able to provide an increasing number of places of learning for the people as well undertaking research in various disciplines and fields of study. It now has 13 faculties, a Graduate School of Business (GSB-UKM), as well as 16 research institutes of excellence in education.

UKM has also set up UKM Holdings Sdn. Bhd, operating as a commercial entity to benefit from all the expertise it has while also generating income for the University.

The university's main campus in Bangi, Selangor Darul Ehsan spans an area of 1,096.29 hectares approximately 35 kilometres from Kuala Lumpur. The campus is situated in a valley surrounded by hills and greenery, providing a serene and conducive environment for learning and knowledge exploration. The faculties and institutes housed in the main campus are the Faculty of Economics and Management, Faculty of Engineering and Built Environment, Faculty of Islamic Studies, Faculty of Science and Technology, Faculty of Social Sciences and Humanities, Faculty of Law, Faculty of Education, Faculty of Information Science and Technology, Graduate School of Business (GSB-UKM), Institute of Malay World and Civilisation (ATMA), Institute of Environment and Development (LESTARI), Institute of Malaysian and International Studies (IKMAS), Institute of Occidental Studies (IKON), Institute of Space Science (ANGKASA), Institute of Microengineering and Nanoelectronics (IMEN), Institute of System Biology (INBIOSIS), Institute of Solar Energy Research (SERI), Fuel Cell Institute (SEL FUEL), Institute of Islam Hadhari (HADHARI), Institute of West Asian Studies (IKRAB), Institute of Ethnic Studies (KITA), Institute of Southeast Asia Disaster Prevention Research (SEADPRI), UKM Medical Molecular Biology (UMBI), Institute of Climate Change Studies (IKP), Institute of Visual Informatics (IVI), Centre of Graduate Management (PPS), Centre of General Studies (PPU), Students Development Centre and other centres of service.

42 years since its inception, UKM has produced 146,362 graduates. The university has since attracted global attention, as seen in the 2,937 students from 42 nations.

UKM was appointed as one of the four research universities of Malaysia in 2006 based on its excellent record in research for 40 years. That recognition has gained further ground when the Malaysia Genome Institute (MGI) and the International Institute of Global Health, United Nations University were set up at the university. Its areas of research were further consolidated and enhanced with the identification of eight niche areas; Challenges to Nation Building, Sustainable Territorial Development, Renewable Energy, Health and Medical Technology, Climate Change, Nanotechnology and Advanced Materials, Biological Diversity in Biotechnology Development and ICT: Content Informatics.

UKM is also the recipient of the Prime Minister's Quality Award 2006, a recognition of its excellent achievements in the academic and management fields. It has also been conferred the status of an Autonomous University in January 2012, while it looks ahead to a Transformation Plan by 2018. With these strong foundations, UKM aims at not just sustaining but also enhancing its level of excellence via its 2000-2020 (PS2020) Strategic Plan in line with its slogan, 'Inspiring Futures, Nurturing Possibilities'. All these developments has brought about greater confidence among its staff to continue upgrading their capabilities while enhancing their talents in a conducive, healthy and supportive environment as provided by the university.

## OVERVIEW – UKM-GRADUATE SCHOOL OF BUSINESS

### History of UKM-Graduate School of Business

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

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

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

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

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

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

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

**FACULTY ADMINISTRATIVE****Dean**

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## **POSTGRADUATE PROGRAMMES**

### **OBJECTIVES**

1. To develop graduates of high calibre who will champion the nation's vision through provision of high quality business graduate programmes.
2. To generate knowledge and act as a catalyst towards reputable scholarly work that is relevant to the nation and to the global community.
3. To manage development and extension programmes of high quality for executives, that is relevant for industrial and universal development.
4. To forge collaborative networks with the industry and other local and foreign institutions with a world-class graduate business school as a centre of excellence.

### **DEGREES OFFERED**

The Master and Doctoral degrees offered by UKM-GSB are as follows:

#### **MASTER PROGRAMMES**

Master of Business Administration (MBA)

- Full Time
- Part Time

#### **DOCTORAL PROGRAMMES**

Doctor of Business Administration (DBA)

Doctor of Philosophy (PhD)

## **PROGRAMME OF STUDY**

### **• Master of Business Administration (MBA)**

#### Coursework

Students have to register and pass 48 units/credit hours of coursework including Research Projects and CELP (for full time students only). All courses must be completed with a minimum C grade and CGPA at least 3.0 (out of 4.0) for every semester. CELP is a form of business attachment for MBA full-time students for 14 weeks executive level business attachment is a valuable opportunity for students to explore potential career interests and obtain experience which may open doors for future employment.

### **• Doctor of Business Administration (DBA)**

#### Coursework and Dissertation (Mix Mode)

Students need to achieve a minimum grade of B for every course taken (all coursework 32 units) and a cumulative grade point average (CGPA) of at least 3.0 (out of 4.0) to remain in the program. Students have to register for thesis for every semester after completing all the coursework.

### **• Doctor of Philosophy (PhD)**

#### Thesis (by research)

Students need to pass all required courses to be eligible to advance to the thesis research stage. Since courses are pre-requisites to support thesis research, PhD (thesis) students will get a 'Pass'/'Fail' grade for each course taken. Students have to register for thesis for every semester.

## MASTER OF BUSINESS ADMINISTRATION

The Master of Business Administration (MBA) programme aims at providing an integrated and relevant knowledge of business and management. This programme is designed for those seeking to advance their careers in business and management. For those who have already embarked on their careers, this programme offers the opportunity to reflect on their managerial experiences and extend their knowledge into new areas. Thus, the programme is expected to increase students' abilities to think critically about management theory and practice, and to be able to solve a wide range of managerial problems.

### PROGRAMME LEARNING OUTCOMES

PLO1: Demonstrate leadership and teamwork qualities.

PLO2: Demonstrate effective communication skills.

PLO3: Ability to master contemporary knowledge of business and management.

PLO4: Ability to make effective, creative and innovative business decisions.

PLO5: Ability to conduct business research independently.

PLO6: Be aware of both local and global business environment.

PLO7: Ability to behave ethically with high sense of responsibility to society.

PLO8: Have lifelong learning skills and be able to manage relevant information.

### WHO SHOULD ATTEND?

Professionals, managers and executives who wish to enhance their managerial skills that are relevant for career advancements in the public and corporate sectors.

### PROGRAMME STRUCTURE

#### MASTER OF BUSINESS ADMINISTRATION (MBA)

8 Core courses (W)	16 units
4 Specialization (WM)	8 units
8 Elective courses (L)	8 units
4 Action Learning (L)	16 units
Total	48 units

### **Core Courses – Managerial Competency**

\*8 compulsory courses

ZCMA6012	Ekonomi Perniagaan ( <i>Business Economics</i> )
ZCMA6022	Perakaunan Untuk Pengurus ( <i>Managerial Accounting</i> )
ZCMA6032	Kewangan Untuk Pengurus ( <i>Managerial Finance</i> )
ZCMA6042	Pemasaran Strategik ( <i>Strategic Marketing</i> )
ZCMA6052	Pengurusan Organisasi dan Sumber Manusia ( <i>Organisation and Human Resource Management</i> )
ZCMA6062	Pengurusan Operasi Dan Analisa Keputusan ( <i>Operations Management and Decision Analysis</i> )
ZCMA6072	Etika dan Tadbir Urus Perniagaan ( <i>Business Ethics and Governance</i> )
ZCMA6082	Strategi Korporat ( <i>Corporate Strategy</i> )

### **Specialisation C courses– Industrial Competency**

\*4 courses for each specialisation

#### **Management Specialisation**

ZCMB6112	Sistem Pengurusan Maklumat ( <i>Management Information System</i> )
ZCMB6122	Teori dan Praktik Organisasi ( <i>Organisational Theory and Practice</i> )
ZCMB6132	Kelakuan Korporat ( <i>Corporate Behaviour</i> )
ZCMB6142	Pembangunan Organisasi dan Pengurusan Perubahan ( <i>Organisation Development and Change Management</i> )

#### **Finance Specialisation**

ZCMC6112	Analisa Penyata Kewangan Untuk Pembuatan Keputusan ( <i>Financial Statement Analysis for Decision Making</i> )
ZCMC6122	Kewangan Korporat Gunaan ( <i>Applied Corporate Finance</i> )
ZCMC6132	Pengurusan Pelaburan ( <i>Investment Management</i> )
ZCMC6142	Pasaran dan Institusi Kewangan ( <i>Financial Markets and Institutions</i> )

**Marketing Specialisation**

ZCMD6112	Kelakuan Pengguna ( <i>Consumer Behaviour</i> )
ZCMD6122	Pengurusan Produk ( <i>Product Management</i> )
ZCMD6132	Pemasaran Perkhidmatan ( <i>Services Marketing</i> )
ZCMD6142	Analisis dan Strategi Jualan ( <i>Sales Analysis and Strategy</i> )

**Islamic Finance Specialisation**

ZCME6112	Ekonomi dan Kewangan Islam ( <i>Islamic Economics &amp; Finance</i> )
ZCME6122	Fiqh Muamalah dalam Perbankan dan Kewangan Islam ( <i>Fiqh Muamalah in Islamic Banking and Finance</i> )
ZCME6132	Produk dan Operasi Perbankan Islam ( <i>Islamic Banking Products and Operations</i> )
ZCME6142	Sistem dan Pasaran Kewangan Islam ( <i>Islamic Financial Systems and Markets</i> )

**Public Management Specialisation**

ZCMG6112	Pembangunan Dasar Awam ( <i>Public Policy Development</i> )
ZCMG6122	Pelaksanaan Polisi dan Program Awam ( <i>Public Policy and Programme Implimentations</i> )
ZCMG6132	Kewangan dan Akauntabiliti Sektor Awam ( <i>Public Sector Finance and Accountability</i> )
ZCMG6142	Pengurusan dan Penilaian Prestasi Sektor Awam ( <i>Public Sector Performance Management and Evaluation</i> )

**Action Learning Courses**

\*4 compulsory courses

ZCMF6512	Metodologi Penyelidikan ( <i>Research Methodology</i> )
ZCMF6522	Pengurusan Projek ( <i>Project Management</i> )
ZCMF6514	Projek MBA ( <i>MBA Project</i> )
ZCMF6518	Perkembangan Kepimpinan ( <i>Leadership Development</i> )



### **Elective Courses – Industrial Competency**

\*Choose 8 courses

ZCMB6261	Daya Saing Dari Sudut Mikro Ekonomi ( <i>Micro-Economics of Competitiveness</i> )
ZCMB6271	Daya Saing Dari Sudut Mikro Ekonomi Lanjutan ( <i>Advanced Micro-Economics of Competitiveness</i> )
ZCMB6281	Daya Saing Dari Sudut Mikro Ekonomi - Penganalisaan Kluster ( <i>Micro-Economics of Competitiveness - Analysing Clusters</i> )
ZCMC6211	Pasaran Modal Malaysia: Gambaran Keseluruhan dan Analisis Kewangan * ( <i>Malaysian Capital Market: Overview and Financial Analysis</i> )
ZCMC6221	Panduan Praktikal Untuk Pasaran Ekuiti Malaysia * ( <i>A Practical Guide to the Malaysian Equity Market</i> )
ZCMC6231	Dinamik Pasaran Sekuriti Hutang Swasta Malaysia * ( <i>Dynamics of the Malaysian Debt Market</i> )

*\*If the students manage to complete all the three courses successfully, they will be awarded Professional Certificate: Malaysian Equity Market per MoU between UKM and RAM Holdings Berhad.*

ZCMD6221	Strategi Pemasaran Global ( <i>Global Marketing Strategy</i> )
ZCMD6231	Pemasaran Hospitaliti dan Pelancongan ( <i>Hospitality and Tourism Marketing</i> )
ZCMD6241	Pemasaran Digital dan Media Sosial ( <i>Digital and Social Media Marketing</i> )
ZCME6211	Meneroka Pasaran Modal Islam ( <i>Exploring Islamic Capital Market</i> )
ZCME6221	Produk Takaful ( <i>Takaful Products</i> )
ZCME6241	Pengenalan Kepada Sukuk ( <i>Introduction to Sukuk</i> )
ZCMG6211	Analisis Dasar Awam ( <i>Analysing Public Policy</i> )
ZCMG6221	Pembaharuan Pengurusan Awam ( <i>Public Management Reform</i> )
ZCMG6231	Dasar Ekonomi dan Pembangunan ( <i>Economic Policy and Development</i> )

**STUDY PLAN**  
**MASTER OF BUSINESS ADMINISTRATION (MBA – FULL TIME)**  
**UKM-GRADUATE SCHOOL OF BUSINESS**

Total credits = 48 credits for two semesters

COMPONENT	SEMESTER 1		CREDIT HOURS
	COURSES		
Core Courses	ZCMA6012	Business Economics	2
	ZCMA6022	Managerial Accounting	2
	ZCMA6032	Managerial Finance	2
	ZCMA6042	Strategic Marketing	2
	ZCMA6052	Organization and Human Resource Management	2
	ZCMA6062	Operations Management and Decision Analysis	2
	ZCMA6072	Business Ethics and Governance	2
	ZCMA6082	Corporate Strategy	2
Research Component	ZCMF6512	Research Methodology	2
	ZCMF6522	Project Management	2
Elective Courses (Compulsory)	ZCMF6518	Leadership Development	4
<b>TOTAL CREDIT HOURS</b>			<b>24</b>

COMPONENT	SEMESTER 2		CREDIT HOURS
	COURSES		
Specialisation Courses	Specialisation 1		2
	Specialisation 2		2
	Specialisation 3		2
	Specialisation 4		2
Research Component	ZCMF6514	MBA Project	4
Elective Courses	ZCMF6518	Leadership Development	~4
	Elective 1		1
	Elective 2		1
	Elective 3		1
	Elective 4		1
	Elective 5		1
	Elective 6		1
	Elective 7		1
	Elective 8		1
TOTAL CREDIT HOURS			24

## List of MBA Courses (Full Time)

### Core Courses – Managerial Competency

\*8 compulsory courses

ZCMA6012	Ekonomi Perniagaan ( <i>Business Economics</i> )
ZCMA6022	Perakaunan Untuk Pengurus ( <i>Managerial Accounting</i> )
ZCMA6032	Kewangan Untuk Pengurus ( <i>Managerial Finance</i> )
ZCMA6042	Pemasaran Strategik ( <i>Strategic Marketing</i> )
ZCMA6052	Pengurusan Organisasi dan Sumber Manusia ( <i>Organisation and Human Resource Management</i> )
ZCMA6062	Pengurusan Operasi Dan Analisa Keputusan ( <i>Operations Management and Decision Analysis</i> )
ZCMA6072	Etika dan Tadbir Urus Perniagaan ( <i>Business Ethics and Governance</i> )
ZCMA6082	Strategi Korporat ( <i>Corporate Strategy</i> )

### Specialisation Courses– Industrial Competency

\*4 courses for each specialisation

#### Management Specialisation

ZCMB6112	Sistem Pengurusan Maklumat ( <i>Management Information System</i> )
ZCMB6122	Teori dan Praktik Organisasi ( <i>Organisational Theory and Practice</i> )
ZCMB6132	Kelakuan Korporat ( <i>Corporate Behaviour</i> )
ZCMB6142	Pembangunan Organisasi dan Pengurusan Perubahan ( <i>Organisation Development and Change Management</i> )

#### Finance Specialisation

ZCMC6112	Analisa Penyata Kewangan Untuk Pembuatan Keputusan ( <i>Financial Statement Analysis for Decision Making</i> )
ZCMC6122	Kewangan Korporat Gunaan ( <i>Applied Corporate Finance</i> )
ZCMC6132	Pengurusan Pelaburan ( <i>Investment Management</i> )
ZCMC6142	Pasaran dan Institusi Kewangan ( <i>Financial Markets and Institutions</i> )

### **Marketing Specialisation**

ZCMD6112	Kelakuan Pengguna ( <i>Consumer Behaviour</i> )
ZCMD6122	Pengurusan Produk ( <i>Product Management</i> )
ZCMD6132	Pemasaran Perkhidmatan ( <i>Services Marketing</i> )
ZCMD6142	Analisis dan Strategi Jualan ( <i>Sales Analysis and Strategy</i> )

### **Islamic Finance Specialisation**

ZCME6112	Ekonomi dan Kewangan Islam ( <i>Islamic Economics &amp; Finance</i> )
ZCME6122	Fiqh Muamalah dalam Perbankan dan Kewangan Islam ( <i>Fiqh Muamalah in Islamic Banking and Finance</i> )
ZCME6132	Produk dan Operasi Perbankan Islam ( <i>Islamic Banking Products and Operations</i> )
ZCME6142	Sistem dan Pasaran Kewangan Islam ( <i>Islamic Financial Systems and Markets</i> )

### **Public Management Specialisation**

ZCMG6112	Pembangunan Dasar Awam ( <i>Public Policy Development</i> )
ZCMG6122	Pelaksanaan Polisi dan Program Awam ( <i>Public Policy and Programme Implimentations</i> )
ZCMG6132	Kewangan dan Akauntabiliti Sektor Awam ( <i>Public Sector Finance and Accountability</i> )
ZCMG6142	Pengurusan dan Penilaian Prestasi Sektor Awam ( <i>Public Sector Performance Management and Evaluation</i> )

### **Action Learning Courses**

\*4 compulsory courses

ZCMF6512	Metodologi Penyelidikan ( <i>Research Methodology</i> )
ZCMF6522	Pengurusan Projek ( <i>Project Management</i> )
ZCMF6514	Projek MBA ( <i>MBA Project</i> )
ZCMF6518	Perkembangan Kepimpinan ( <i>Leadership Development</i> )

**Elective C courses – Industrial Competency**

\*Choose 8 courses

ZCMB6261	Daya Saing Dari Sudut Mikro Ekonomi ( <i>Micro-Economics of Competitiveness</i> )
ZCMB6271	Daya Saing Dari Sudut Mikro Ekonomi Lanjutan ( <i>Advanced Micro-Economics of Competitiveness</i> )
ZCMB6281	Daya Saing Dari Sudut Mikro Ekonomi - Penganalisaan Kluster ( <i>Micro-Economics of Competitiveness - Analysing Clusters</i> )
ZCMC6211	Pasaran Modal Malaysia: Gambaran Keseluruhan dan Analisis Kewangan * ( <i>Malaysian Capital Market: Overview and Financial Analysis</i> )
ZCMC6221	Panduan Praktikal Untuk Pasaran Ekuiti Malaysia * ( <i>A Practical Guide to the Malaysian Equity Market</i> )
ZCMC6231	Dinamik Pasaran Sekuriti Hutang Swasta Malaysia * ( <i>Dynamics of the Malaysian Debt Market</i> )

*\*If the students manage to complete all the three courses successfully, they will be awarded Professional Certificate: Malaysian Equity Market per MoU between UKM and RAM Holdings Berhad.*

ZCMD6221	Strategi Pemasaran Global ( <i>Global Marketing Strategy</i> )
ZCMD6231	Pemasaran Hospitaliti dan Pelancongan ( <i>Hospitality and Tourism Marketing</i> )
ZCMD6241	Pemasaran Digital dan Media Sosial ( <i>Digital and Social Media Marketing</i> )
ZCME6211	Meneroka Pasaran Modal Islam ( <i>Exploring Islamic Capital Market</i> )
ZCME6221	Produk Takaful ( <i>Takaful Products</i> )
ZCME6241	Pengenalan Kepada Sukuk ( <i>Introduction to Sukuk</i> )
ZCMG6211	Analisis Dasar Awam ( <i>Analysing Public Policy</i> )
ZCMG6221	Pembaharuan Pengurusan Awam ( <i>Public Management Reform</i> )
ZCMG6231	Dasar Ekonomi dan Pembangunan ( <i>Economic Policy and Development</i> )

**STUDY PLAN**  
**MASTER OF BUSINESS ADMINISTRATION (MBA – PART TIME)**  
**UKM-GRADUATE SCHOOL OF BUSINESS**

Total credits = 48 credits for 4 semesters

COMPONENT	SEMESTER 1		CREDIT HOURS
	COURSES		
Core Courses	ZCMA6072	Business Ethics and Governance	2
	ZCMA6022	Managerial Accounting	2
	ZCMA6032	Managerial Finance	2
	ZCMA6042	Strategic Marketing	2
Research Component	ZCMF6512	Research Methodology	2
Elective Courses (Compulsory)	ZCMF6518	Leadership Development	2
<b>TOTAL CREDIT HOURS</b>			<b>12</b>

COMPONENT	SEMESTER 2		CREDIT HOURS
	COURSES		
Core Courses	ZCMA6012	Business Economics	2
	ZCMA6052	Organization and Human Resource Management	2
	ZCMA6062	Operations Management and Decision Analysis	2
	ZCMA6082	Corporate Strategy	2
Research Component	ZCMF6522	Project Management	2
Elective Courses (Compulsory)	ZCMF6518	Leadership Development	2
TOTAL CREDIT HOURS			12



COMPONENT	SEMESTER 3	
	COURSES	CREDIT HOURS
Core Courses	Specialisation 1 Specialisation 2 Specialisation 3 Specialisation 4	2 2 2 2
Research Component	ZCMF6514    MBA Project	2
Elective Courses (Compulsory)	ZCMF6518    Leadership Development	2
TOTAL CREDIT HOURS		12

COMPONENT	SEMESTER 4		CREDIT HOURS
	COURSES		
Core Courses	Electice 1 Electice 2 Electice 3 Electice 4	Elective 5 Elective 6 Elective 7 Elective 8	8
Research Component	ZCMF6514	MBA Project	2
Elective Courses (Compulsory)	ZCMF6518	Leadership Development	2
<b>TOTAL CREDIT HOURS</b>			<b>12</b>

## List of MBA Courses (Full Time)

### Core Courses – Managerial Competency

\*8 compulsory courses

ZCMA6012	Ekonomi Perniagaan ( <i>Business Economics</i> )
ZCMA6022	Perakaunan Untuk Pengurus ( <i>Managerial Accounting</i> )
ZCMA6032	Kewangan Untuk Pengurus ( <i>Managerial Finance</i> )
ZCMA6042	Pemasaran Strategik ( <i>Strategic Marketing</i> )
ZCMA6052	Pengurusan Organisasi dan Sumber Manusia ( <i>Organisation and Human Resource Management</i> )
ZCMA6062	Pengurusan Operasi Dan Analisa Keputusan ( <i>Operations Management and Decision Analysis</i> )
ZCMA6072	Etika dan Tadbir Urus Perniagaan ( <i>Business Ethics and Governance</i> )
ZCMA6082	Strategi Korporat ( <i>Corporate Strategy</i> )

### Specialisation Courses– Industrial Competency

\*4 courses for each specialisation

#### Management Specialisation

ZCMB6112	Sistem Pengurusan Maklumat ( <i>Management Information System</i> )
ZCMB6122	Teori dan Praktik Organisasi ( <i>Organisational Theory and Practice</i> )
ZCMB6132	Kelakuan Korporat ( <i>Corporate Behaviour</i> )
ZCMB6142	Pembangunan Organisasi dan Pengurusan Perubahan ( <i>Organisation Development and Change Management</i> )

#### Finance Specialisation

ZCMC6112	Analisa Penyata Kewangan Untuk Pembuatan Keputusan ( <i>Financial Statement Analysis for Decision Making</i> )
ZCMC6122	Kewangan Korporat Gunaan ( <i>Applied Corporate Finance</i> )
ZCMC6132	Pengurusan Pelaburan ( <i>Investment Management</i> )
ZCMC6142	Pasaran dan Institusi Kewangan ( <i>Financial Markets and Institutions</i> )

**Marketing Specialisation**

ZCMD6112	Kelakuan Pengguna ( <i>Consumer Behaviour</i> )
ZCMD6122	Pengurusan Produk ( <i>Product Management</i> )
ZCMD6132	Pemasaran Perkhidmatan ( <i>Services Marketing</i> )
ZCMD6142	Analisis dan Strategi Jualan ( <i>Sales Analysis and Strategy</i> )

**Islamic Finance Specialisation**

ZCME6112	Ekonomi dan Kewangan Islam ( <i>Islamic Economics &amp; Finance</i> )
ZCME6122	Fiqh Muamalah dalam Perbankan dan Kewangan Islam ( <i>Fiqh Muamalah in Islamic Banking and Finance</i> )
ZCME6132	Produk dan Operasi Perbankan Islam ( <i>Islamic Banking Products and Operations</i> )
ZCME6142	Sistem dan Pasaran Kewangan Islam ( <i>Islamic Financial Systems and Markets</i> )

**Public Management Specialisation**

ZCMG6112	Pembangunan Dasar Awam ( <i>Public Policy Development</i> )
ZCMG6122	Pelaksanaan Polisi dan Program Awam ( <i>Public Policy and Programme Implimentations</i> )
ZCMG6132	Kewangan dan Akauntabiliti Sektor Awam ( <i>Public Sector Finance and Accountability</i> )
ZCMG6142	Pengurusan dan Penilaian Prestasi Sektor Awam ( <i>Public Sector Performance Management and Evaluation</i> )

**Action Learning Courses**

\*4 compulsory courses

ZCMF6512	Metodologi Penyelidikan ( <i>Research Methodology</i> )
ZCMF6522	Pengurusan Projek ( <i>Project Management</i> )
ZCMF6514	Projek MBA ( <i>MBA Project</i> )
ZCMF6518	Perkembangan Kepimpinan ( <i>Leadership Development</i> )

### **Elective C courses – Industrial Competency**

\*Choose 8 courses

ZCMB6261	Daya Saing Dari Sudut Mikro Ekonomi ( <i>Micro-Economics of Competitiveness</i> )
ZCMB6271	Daya Saing Dari Sudut Mikro Ekonomi Lanjutan ( <i>Advanced Micro-Economics of Competitiveness</i> )
ZCMB6281	Daya Saing Dari Sudut Mikro Ekonomi - Penganalisaan Kluster ( <i>Micro-Economics of Competitiveness - Analysing Clusters</i> )
ZCMC6211	Pasaran Modal Malaysia: Gambaran Keseluruhan dan Analisis Kewangan * ( <i>Malaysian Capital Market: Overview and Financial Analysis</i> )
ZCMC6221	Panduan Praktikal Untuk Pasaran Ekuiti Malaysia * ( <i>A Practical Guide to the Malaysian Equity Market</i> )
ZCMC6231	Dinamik Pasaran Sekuriti Hutang Swasta Malaysia * ( <i>Dynamics of the Malaysian Debt Market</i> )

*\*If the students manage to complete all the three courses successfully, they will be awarded Professional Certificate: Malaysian Equity Market per MoU between UKM and RAM Holdings Berhad.*

ZCMD6221	Strategi Pemasaran Global ( <i>Global Marketing Strategy</i> )
ZCMD6231	Pemasaran Hospitaliti dan Pelancongan ( <i>Hospitality and Tourism Marketing</i> )
ZCMD6241	Pemasaran Digital dan Media Sosial ( <i>Digital and Social Media Marketing</i> )
ZCME6211	Meneroka Pasaran Modal Islam ( <i>Exploring Islamic Capital Market</i> )
ZCME6221	Produk Takaful ( <i>Takaful Products</i> )
ZCME6241	Pengenalan Kepada Sukuk ( <i>Introduction to Sukuk</i> )
ZCMG6211	Analisis Dasar Awam ( <i>Analysing Public Policy</i> )
ZCMG6221	Pembaharuan Pengurusan Awam ( <i>Public Management Reform</i> )
ZCMG6231	Dasar Ekonomi dan Pembangunan ( <i>Economic Policy and Development</i> )

## **DOCTORAL PROGRAMMES**

GSB offers two academic programmes at the doctoral level: the Doctor of Business Administration (DBA) with options to major and minor within the three (3) traditional Business functional areas, and the Doctor of Philosophy (Ph.D.) with options for specializations in Finance/ Marketing/ Management

### **NATURE OF THE DOCTORAL PROGRAMMES IN UKM-GSB**

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

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

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

### **DOCTORAL RESEARCH FIELDS**

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

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

<b>DOCTOR OF BUSINESS ADMINISTRATION</b>	<b>DOCTOR OF PHILOSOPHY</b>
<p><b>TYPE OF PROGRAMME</b></p> <ul style="list-style-type: none"> <li>▪ By Coursework + Thesis</li> </ul>	<p><b>TYPE OF PROGRAMME</b></p> <ul style="list-style-type: none"> <li>▪ By Thesis</li> </ul>
<p><b>COMPETENCY LEVEL ASSESSMENTS:</b></p> <ul style="list-style-type: none"> <li>▪ Pass all coursework with minimum ‘B’ grade for every course &amp; minimum of 3.0 CGPA every semester.</li> <li>▪ Pass Thesis Proposal Examination.</li> <li>▪ Present Research-in-Progress at Doctoral Colloquium.</li> <li>▪ Pass Thesis Examination.</li> <li>▪ One article accepted for publication in SCOPUS/ISI/ERA indexed journal OR one in refereed, well-known journal in the subject matter.</li> </ul>	<p><b>COMPETENCY LEVEL ASSESSMENTS:</b></p> <ul style="list-style-type: none"> <li>▪ Pass Research Methodology courses.</li> <li>▪ Pass Thesis Proposal Examination.</li> <li>▪ Present Research-in-Progress at Doctoral Colloquium.</li> <li>▪ Pass Thesis Examination.</li> <li>▪ One article accepted for publication in SCOPUS/ISI/ERA indexed journal AND one in refereed, well-known journal in the subject matter.</li> </ul>
<p><b>COMPONENT STRUCTURE</b></p> <ul style="list-style-type: none"> <li>▪ 3 Core courses</li> <li>▪ 2 Research Methodology courses</li> <li>▪ 5 courses in the Major field</li> </ul>	<p><b>COMPONENTSTRUCTURE</b></p> <ul style="list-style-type: none"> <li>▪ 2 Research Methodology courses</li> <li>▪ Thesis</li> </ul>

## DOCTORAL LEVEL COUSEWORK

For the DBA programme:-

- 3 Core courses
- 2 Research Methodology courses
- 5 courses in the Major field

Candidates choose one area to be their Major Field and another to be their Minor field, out of the three (3) business functional areas of Finance, Management and Marketing.

For the Doctor of Philosophy (Ph.D.) programme:-

- 2 Research Methodology courses
- Thesis

The 3 “Core Courses” for DBA programme are as follows:

ZCZF8013	Advanced Organizational Management
ZCZD8793	Marketing Theory and Thought
ZCZC8313	Financial Theory

The 2 “Research Skills” courses common for the DBA and Ph.D programmes are as follows:-

ZCZF8084	Research Methodology 1
ZCZF8094	Research Methodology 2



## Major/ Minor Fields/ Specialization Areas

Courses offered within the Major/ Minor fields for DBA and specialization area courses for Ph.D., grouped under Finance, Management and Marketing, are as follows:-

### **MARKETING**

ZCZD8723	Buyer Behavior Theory and Research
ZCZD8733	Advance Marketing Research
ZCZD8743	Product Policy and Strategy
ZCZD8753	Services Theory and Strategy
ZCZD8763	International Marketing Theory and Research
ZCZD8773	Hospitality Marketing Theory and Research

### **FINANCE**

ZCZC8323	Applied Econometrics
ZCZC8733	Advanced Investment
ZCZC8743	Money and Capital Markets
ZCZC8753	Doctoral Seminar in Finance
ZCZC8773	Financial Economics

### **MANAGEMENT**

ZCZB8513	Organizational Theory and Design
ZCZB8523	Organizational Analysis
ZCZB8533	Managing Employee Attitude and Behavior
ZCZB8543	Managing Human Resource
ZCZB8553	Strategies in Management
ZCZB8563	Advance Operations Management
ZCZB8603	Doctoral Seminar in Strategic Management

### **Passing the Coursework**

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

### **Research Supervision**

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

### **Thesis Examination**

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

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

## **COURSE SYNOPSIS**

### **CORE COURSE**

#### **ZCZF8013 ADVANCED ORGANISATIONAL MANAGEMENT**

This course explores organizational management based on theoretical and empirical perspectives. Topics covered include strategic management, entrepreneurship, human resource management, organizational behavior, knowledge management, international business and research issues in management field.

#### **References**

1. Slocurm, J.W, Jackson, S. E, Hellrigel, D (2008) Competency Based Management. Thomson Southwestern.
2. Bateman T. S. and Snell, S (2008) Management: Leading and Collaborating in the Competitive World. McGraw Hill
3. Darf, R. (2007). New Era Management. Thomson Publishing
4. Journal: Academy of Management Journal, Academy of Management Review, American Psychologist, Annual Review of Psychology, Journal of Applied Psychology, Journal of Management, Journal of Management history, Journal of Organizational Behavior, Sloan Management Review, etc.

#### **ZCZD8793 MARKETING THEORY AND THOUGHT**

This course trains the students in terms of critical thinking and synthesizing literatures related to marketing field. It provides opportunities for students to expose to theoretical and applied frameworks. Students must critically analyze and discusses theories and issues faced by marketers and researchers within and across marketing areas. This course also discusses theoretical structures and its underlying assumptions to encourage in-depth discussion and reasoning.

#### **References**

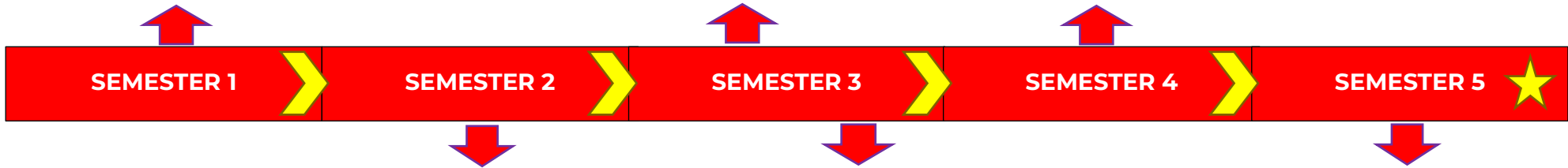
Examples of Specialized Journals - Advances in International Marketing, European Journal of Marketing, Industrial Marketing Management, International Journal of Market Research, International Review of Retail Distribution & Consumer Research, Journal of Advertising Research, Journal of Consumer Research, Journal of Global Marketing, Journal of International Marketing, Journal of Marketing, Journal of Public Policy & Marketing, Journal of Retailing, Journal of Retailing and Consumer Services, Journal of Academy of Marketing Science.

## PhD Program Milestones (UKM-GSB)

- 1. Register, attend orientation, and begin studies**
  - ZCDF8014 Research Metodology 1
  - Students may opt to register in any doctoral course (as Audits) offered by the faculty to enhance understanding of research or gain insight in related fields of specialization. The student, however, needs to adhere to all provisions regulating the class such as attendance, assignments, presentation, and examination.
- 2. Meet with preliminary supervisor in the first few weeks of enrolment**
  - To establish expectations, determine research topic, and map out the research process.
  - If a preliminary supervisor is not assigned prior to enrolment, the student is expected to search for a suitable supervisor either from GSB or FEP.
  - Start working on a research, in line with supervisor's advice and guidance.
  - Students are required to have formal-recorded meetings (log book) with supervisors throughout the study period, normally once in every two weeks.
- 3. Present research-in-progress at Colloquium 1 to gain feedback**
  - Compulsory for all students to present in colloquium to pass Research Methodology 1.
  - Topics include: research issue/problem, significance of study, research gap, research questions and objectives, a brief literature review, and if necessary an initial conceptual model. Duration for presentation is 15 minutes, not more than 10 slides.

- 1. Upgrade the write-up for proposal defence**
  - Prepare write-ups in a form of thesis chapter drafts and obtain approval from supervisors.
  - Advised to have consistent meetings with supervisors to gain constructive feedback and uplift the quality of proposal.
- 2. Submit research proposal**
  - Research proposal should be submitted to the Dean's office in the beginning of Semester 3.
  - Proposal write-ups usually comprise 50-70 pages, 1.5 spacing, and editing is recommended.

- 1. Finalize data collection and conduct data analysis**
  - Attain required skills for data analysis (e.g., SPSS, PLS-SEM, NVivo). Although some of the analytical techniques have been introduced in the research methods course, it is the responsibility of the individual student to acquire adequate and necessary skills for actual data analysis.
  - Complete data collection, analyse the data, and interpret the results. Students should be able to complete this task by mid Semester 4.
- 2. Provide regular progress updates during the writing period**
  - This is important for supervisors to continuously monitor student progress and make evaluations, particularly at the end of Semester 4 and 5.
- 3. Prepare and submit an article for journal publication**
  - Students have to publish TWO journal articles (indexed in Scopus/WoS) in order to graduate. Or one journal article in Scopus/WoS AND any journal/book chapter published by UKM (\*consult GSB's main office for options and details regarding publication requirement).
  - Identify target journals, prepare paper drafts, revise according to supervisors' feedback (co-authors), and send for publication by end of Semester 4.
  - Submit a complete thesis draft to supervisors by Semester 5.

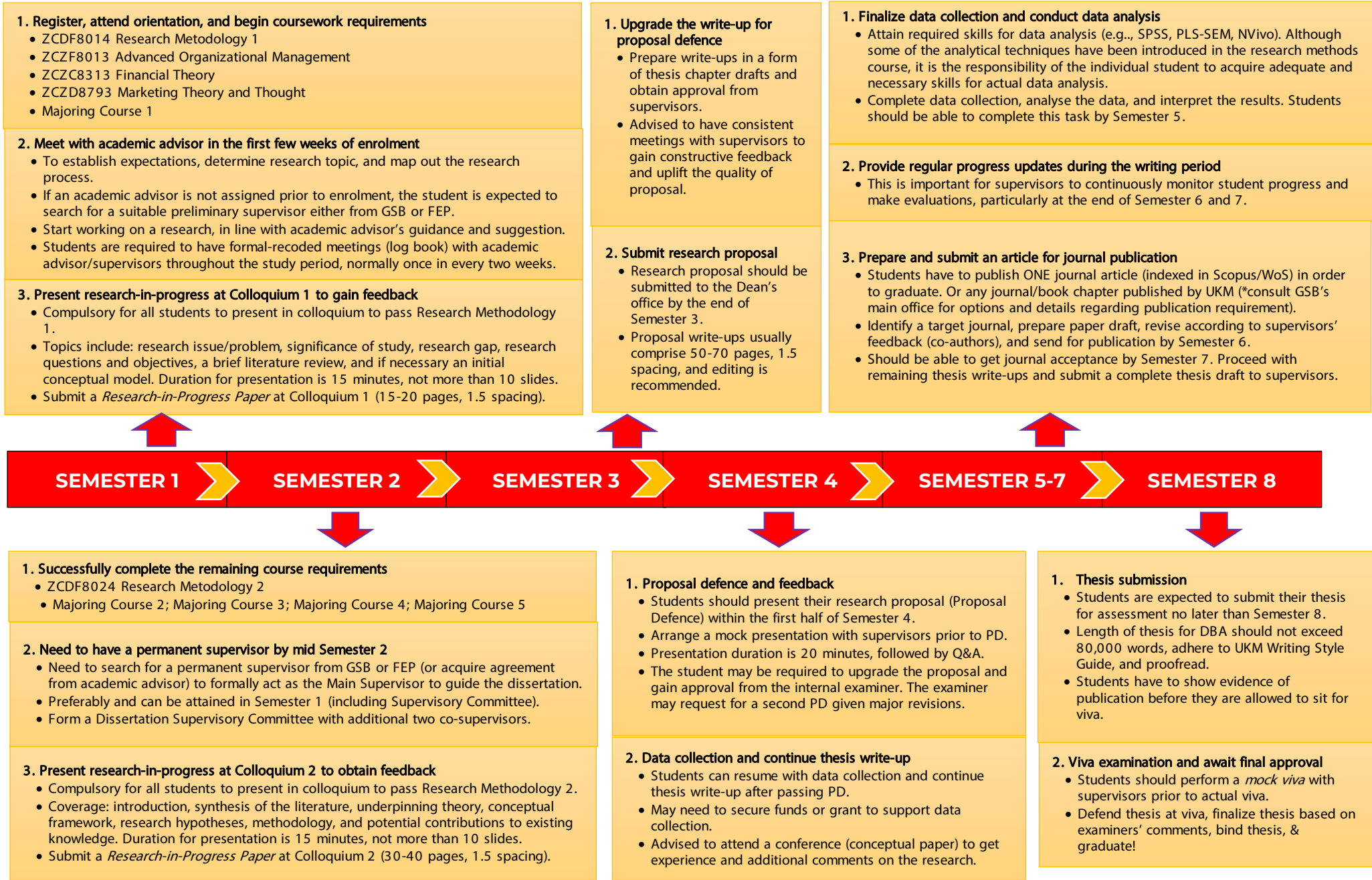


- 1. Successfully complete the second research coursework**
  - ZCDF8024 Research Metodology 2
  - The student may opt to enrol in any doctoral course offered in Semester 2 as "Audits".
- 2. Need to have a permanent supervisor by mid Semester 2**
  - Acquire agreement from preliminary supervisor to formally act as the Main Supervisor to guide the dissertation (preferably and can be attained in Semester 1).
  - Form a Dissertation Supervisory Committee with additional two co-supervisors.
- 3. Present research-in-progress at Colloquium 2 to obtain feedback**
  - Compulsory for all students to present in colloquium to pass Research Methodology 2.
  - Coverage: introduction, synthesis of the literature, underpinning theory, conceptual framework, research hypotheses, methodology, and potential contributions to existing knowledge. Duration for presentation is 15 minutes, not more than 10 slides.

- 3. Proposal defence and feedback**
  - Students should present their research proposal (Proposal Defence) by mid Semester 3.
  - Arrange a mock presentation with supervisors prior to PD.
  - Presentation duration is 20 minutes, followed by Q&A.
  - The student may be required to upgrade the proposal and gain approval from the internal examiner. The examiner may request for a second PD given major revisions.
- 4. Data collection and continue thesis write-up**
  - Students can resume with data collection and continue thesis write-up after passing PD.
  - May need to secure funds or grant to support data collection.
  - Advised to attend a conference (conceptual paper) to get experience and additional comments on the research.

- 2. Thesis submission**
  - Students are expected to submit their thesis for assessment no later than Semester 6.
  - Length of thesis for PhD should not exceed 100,000 words, adhere to UKM Writing Style Guide, and proofread.
  - Students have to show evidence of publication before they are allowed to sit for viva.

## DBA Program Milestones (UKM-GSB)



## FEES & CHARGES

### 1. Processing fee

Processing fee for local and international applicants are as follows:

APPLICANT	FEE	METHOD OF PAYMENT
Local	RM30.00	By Electronic Funds Transfer Only <a href="http://guest.ukm.my/">http://guest.ukm.my/</a>
International	RM100.00	

### 2. Fees structure

- Postgraduate Fee Structure for Local Students
- Postgraduate Fee Structure for International Students

### MBA Tuition Fee

SEMESTER 2 SESI 2021/2022				MBA FULL TIME		MBA PART TIME	
Year	Semester	Term Payment	Due Date	12 months		24 months	
				Local	International	Local	International
				30,820.00	41,160.00	30,820.00	41,160.00
Y1	S1	For Registration	<b>Before 05/03/2022</b>	4,630.00	6,190.00	2,320.00	3,060.00
		End Term 1	22/05/2022	7,700.00	10,290.00	3,850.00	5,150.00
		End Term 2	14/08/2022	7,700.00	10,290.00	3,850.00	5,150.00
	S2	End Term 3	20/11/2022	7,700.00	10,290.00	3,850.00	5,150.00
		End Term 4	12/02/2023	3,090.00	4,100.00	3,850.00	5,150.00
Y2	S3	End Term 5	21/05/2023			3,850.00	5,150.00
		End Term 6	13/08/2023			3,850.00	5,150.00
	S4	End Term 7	19/11/2023			3,850.00	5,150.00
		End Term 8	11/02/2024			1,550.00	2,050.00
Extension Fee per early Semester				500.00	500.00	500.00	500.00

### DBA Tuition Fee

SEMESTER 2 SESI 2021/2022				PhD			
Year	Semester	Term Payment	Due Date	PhD <sup>FT</sup>		PhD <sup>PT</sup>	
				Local	International	Local	International
				34,650.00	46,800.00	34,650.00	46,800.00
Y1	S1	Registration Fee	Before 05/03/2022	2,310.00	2,340.00	1,890.00	1,980.00
		End Term 1	22/05/2022	2,800.00	3,900.00	2,100.00	2,900.00
		End Term 2	14/08/2022	2,800.00	3,900.00	2,100.00	2,900.00
	S2	End Term 3	20/11/2022	2,800.00	3,900.00	2,100.00	2,900.00
		End Term 4	12/02/2023	2,800.00	3,900.00	2,100.00	2,900.00
Y2	S3	End Term 5	21/05/2023	2,800.00	3,900.00	2,100.00	2,900.00
		End Term 6	13/08/2023	2,800.00	3,900.00	2,100.00	2,900.00
	S4	End Term 7	19/11/2023	2,800.00	3,900.00	2,100.00	2,900.00
		End Term 8	11/02/2024	2,800.00	3,900.00	2,100.00	2,900.00
Y3	S5	End Term 9	19/05/2024	2,800.00	3,900.00	2,100.00	2,900.00
		End Term 10	18/08/2024	2,800.00	3,900.00	2,100.00	2,900.00
	S6	End Term 11	20/11/2024	2,800.00	3,900.00	2,100.00	2,900.00
		End Term 12	13/02/2025	1,540.00	1,560.00	2,100.00	2,900.00
Y4	S7	End Term 13	21/05/2025			2,100.00	2,900.00
		End Term 14	15/08/2025			2,100.00	2,900.00
	S8	End Term 15	23/11/2025			2,100.00	2,900.00
		End Term 16	15/02/2026			1,260.00	1,320.00
Extension Fee per early Semester				1,300.00	1,300.00	1,300.00	1,300.00



### PhD Tuition Fee

SEMESTER 2 SESI 2021/2022				DBA	
Year	Semester	Term Payment	Due Date	DBA <sup>FT</sup>	
				Local	International
				48,400.00	61,800.00
Y1	S1	<b>Registration Fee</b>	<b>Before 05/03/2022</b>	1,815.00	2,340.00
		End Term 1	22/05/2022	3,025.00	3,860.00
		End Term 2	14/08/2022	3,025.00	3,860.00
	S2	End Term 3	20/11/2022	3,025.00	3,860.00
End Term 4		12/02/2023	3,025.00	3,860.00	
Y2	S3	End Term 5	21/05/2023	3,025.00	3,860.00
		End Term 6	13/08/2023	3,025.00	3,860.00
	S4	End Term 7	19/11/2023	3,025.00	3,860.00
		End Term 8	11/02/2024	3,025.00	3,860.00
Y3	S5	End Term 9	19/05/2024	3,025.00	3,860.00
		End Term 10	18/08/2024	3,025.00	3,860.00
	S6	End Term 11	20/11/2024	3,025.00	3,860.00
		End Term 12	13/02/2025	3,025.00	3,860.00
Y4	S7	End Term 13	21/05/2025	3,025.00	3,860.00
		End Term 14	15/08/2025	3,025.00	3,860.00
	S8	End Term 15	23/11/2025	3,025.00	3,860.00
		End Term 16	15/02/2026	1,210.00	1,560.00
Y5	S9	End Term 17	17/05/2026		
		End Term 18	15/08/2026		
	S10	End Term 19	22/11/2026		
		End Term 20	13/02/2027		
Extension Fee per early Semester				1,300.00	1,300.00

- Bank Information:  
Name : Universiti Kebangsaan Malaysia  
Bank Name : CIMB Bank  
Bank Account No : 8002240869  
Swift Code :CIBBMYKL
- Payment Method:
  - a. CIMB Clicks(Internet Banking) at <http://www.cimbclicks.com.my>
  - b. Credit Card/Debit Card at Finance Counter UKM-GSB office

**\* For item (a), please fax or email a proof of payment to UKM-GSB finance unit for the purpose of updating your account.**

Any enquiries, please do not hesitate to contact our UKM-GSB finance unit at:

Telephone number :03-89215579/5175

Fax number :03-89213161

Email address :ichsan@ukm.edu.my/hafizah@ukm.edu.my

## Payment Methods

You can pay to Universiti Kebangsaan Malaysia, Graduate School Of Business (UKM-GSB) via these methods :

- Credit Card / Debit Card

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

**Finance Counter,  
UKM-Graduate School of Business,  
Universiti Kebangsaan Malaysia, Bangi**

## **Payment Methods**

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UKM-Graduate School of Business,  
Universiti Kebangsaan Malaysia, Bangi**

## University Song

### Varsiti Kita

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

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

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

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

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

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





MQA/SWA077 MBA  
MQA/SWA0716 DBA  
MQA/SWA0715 PhD



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