UTM | Faculty of Management
UNIVERSITI TEKNOLOGI MALAYSIA

POSTGRADUATE
ACADEMIC HANDBOOK
FACULTY OF MANAGEMENT

2025/2026

All praise be to Allah, and peace and blessings be upon His Last Messenger, his pure family, his noble Companions, and all those who follow them with endless kindness.

Assalamu'alaikum and welcome to the Faculty of Management (FM), Universiti Teknologi Malaysia (UTM) with full of excitement and gratitude. FM offers a wide range of postgraduate Ph.D. and Master programs with multidisciplinary in nature covering contemporary management, agile accounting, modern finance, innovative marketing, and digital transformation.

Multidisciplinary academic programs are essential in modern higher education as the demands of government, business, and society continually evolve. This shifting landscape calls for sustainable innovation and data-driven solutions through adaptability, agility, resilience, and the integration of artificial intelligence (AI). At FM, we not only acknowledge these dynamic changes but also actively engage, respond, participate, and lead in addressing these evolving needs.

FM has always been a cornerstone of UTM's success, especially in nurturing and enrolling postgraduate students. Today, we proudly host over 270 Ph.D. candidates and around 50 master's students. To those of you present, consider yourselves truly fortunate to be part of FM as you embark on this exciting academic journey. I firmly believe that our diverse Doctor of Philosophy and Master's programs will not only guide you, but also inspire and empower you to reach greater heights and make a lasting impact on society.

FM emphasizes holistic success by combining excellence, noble character, and the upholding of truth for the benefit of family, community, and country. As postgraduate students, it is important to cultivate critical thinking, problem-solving, leadership, teamwork, integrity, and lifelong learning. These qualities embody true wisdom and the essence of being a noble human being. To achieve this holistic excellence, study with persistence and actively engage with supervisors, lecturers, peers, and the wider research community.

Lastly, life is not always straightforward, especially during postgraduate studies. Therefore, embrace the challenges with determination, study passionately with all your heart, and cherish the moments that reveal the true essence of perseverance. You are not alone in your journey, because at UTM you will find supportive staff, excellent facilities, and a harmonious environment. Together, we can make this a home of academic excellence, where learning and thriving go hand in hand.

Selamat maju jaya dan terima kasih.

Professor Dr. Ahmad Jusoh,
Dean,
Faculty of Management,
Universiti Teknologi Malaysia

FACULTY OF MANAGEMENT ADMINISTRATION

The Faculty of Management (FM) has grown alongside UTM since its inception and has been serving the nation for over 50 years. Since 2017, FM has played an important role in supporting UTM's synergy initiatives. Beginning in 2023, FM once again stands proudly at the forefront, driving contemporary and innovative studies in management technology, accounting and finance, marketing and entrepreneurship, as well as information systems. The FM management team is presented in Table 1 below.

Table 1: FM Management Team

Position	Name	Email
Dean	Prof. Dr. Ahmad Jusoh	ahmadj@utm.my
Deputy Dean (Academic & Student Affairs)	Assoc. Prof. Dr. Nor Zafir Md. Salleh	zafir@utm.my
Deputy Dean (Research, Development & Innovation)	Assoc. Prof. Dr. Mahadi Bahari	mahadi@utm.my
Director of Accounting & Finance	Assoc. Prof. Dr. Dewi Fariha Abdullah	dewifariha@utm.my
Director of Marketing & Entrepreneurship	Assoc. Prof. Dr. Zuraidah Sulaiman	zuraidahs@utm.my
Director of Management & Technology	Dr. Roshazlizawati Mohd. Nor	roshazlizawati@utm.my
Director of Information Systems	Assoc. Prof. Ts. Dr. Suraya Miskon	suraya@utm.my
Postgraduate Academic Manager	Dr. Halina Mohamed Dahlan	halina@utm.my
External Program Academic Manager	Dr. Siti Zaleha Omain	zaleha@utm.my
Deputy Registrar	Mr. Mohd Syazli Md Tahir	msyazli@utm.my
Senior Assistant Registrar	Mdm. Raudah Md Auzir	raudah@utm.my

FACULTY OF MANAGEMENT POSTGRADUATE ADMINISTRATION

At the Faculty of Management (FM), all academic matters, including those related to postgraduate studies, fall under the responsibility of the Dean, supported by the Deputy Dean (Academic & Student Affairs), the Postgraduate Academic Manager, Directors, and Heads of Programs. Decisions on postgraduate academic matters are deliberated in the Faculty Academic Committee (JKA) meeting, which is convened once a month at the beginning of the week. This committee serves as the official platform at the faculty level before selected matters are escalated to the School of Graduate Studies (SPS) for further action.

At the operational level, postgraduate academic matters are managed by a dedicated team led by the Postgraduate Academic Manager, assisted by the Heads of Program (HOP). This team coordinates, facilitates, and monitors all postgraduate academic procedures, including student registration, deferment, proposal defense, viva voce, final thesis submission, and graduation applications. Table 2 presents the postgraduate academic team at FM.

Table 2: FM Postgraduate Academic Team

Position	Name	Email
Postgraduate Academic Manager	Dr. Halina Mohamed Dahlan	halina@utm.my
HOP Doctor of Philosophy Field of Research: Management	Dr. Norzaidahwati Zaidin	nzw@utm.my
HOP Doctor of Philosophy Field of Research: Information System	Assoc. Prof. Dr. Ab Razak Che Hussin	abrazak@utm.my
HOP Master of Philosophy Field of Research: Management	Dr. Mohamad Shah Kassim	mshah9344@utm.my
HOP Master of Management Specialization: Technology Management	Assoc. Prof. Dr. Aslan Amat Senin	aslan@utm.my
HOP Master of Information Technology Specialization: Information Technology Management	Dr. Siti Aisyah Salim	aisyahsalim@utm.my
HOP Master in Information Technology Entrepreneurship	Assoc. Prof. Dr. Othman bin Ibrahim	othmanibrahim@utm.my

Students at FM are always provided with high-quality services by the office to expedite their academic affairs. The administrative staff, as listed in Table 3 below, are always ready to assist students. Students may contact the staff via the email addresses provided in the table.

Table 3: FM Postgraduate Administration Staff

Academic matter	Contact Person	Email
Management of postgraduate documents and plagiarism checking for thesis submission for viva-voce	Mdm. Fadillah Abdul Hamid	academic-fm@utm.my
General academic matters	Mdm. Azlina Gombak @ Atan	
Plagiarism checking for proposal defense (PD) submission and management of proposal defense	Mdm. Susilawati Md Sukor	
Management of viva-voce and thesis submission	Ms. Arinah Ahmad	

INFORMATION FOR PROGRAM BY RESEARCH
(Doctor of Philosophy and Master of Philosophy)

Program Code : PFMM3
Program   : Doctor of Philosophy
                Field of Research: Management
MQR Record : MQA/SWA0296
NEC Code   : 0410 (Business and Administration Not Further Defined)

INTRODUCTION

The Doctor of Philosophy (Ph.D.) is the highest research degree, involving an academic exercise to produce a research thesis under the close supervision of a faculty member (Supervisor). The Ph.D. thesis produced should make a significant scholarly contribution to the chosen field of study. Students also have the opportunity to develop and strengthen their research capabilities, enhance their critical and analytical thinking, expand professional networks, and build collaborations in research and publications.

Students will be supervised by academic staff who will guide them on the direction and structure of their research throughout the entire Ph.D. program. Students may propose a research topic of their own interest, or they may choose to work on research projects aligned with their supervisors' areas of expertise. This decision should be based on mutual agreement between the supervisor and the student. The main objective is to nurture independent, skilled, and successful researchers who are capable of pursuing promising ideas and continuing research independently after graduation. Following a successful proposal defense, students will begin collecting and analyzing data, as well as writing their thesis. The conferment of the degree is subject to the successful completion of the thesis and the viva voce. FM offers a research experience that empowers you to unleash your fullest potential in shaping your future. The duration of Ph.D. studies ranges from a minimum of 3 years to a maximum of 8 years.

RESEARCH AREA

- Accounting, Audit, and Taxation
- Finance
- Business Strategy
- Management
- Business Law
- Corporate Governance
- Economics
- Entrepreneurship
- Information System Management
- Management Technology
- Human Resource
- Marketing
- Operation

EDUCATION, LEARNING, AND COURSE OUTCOMES

There are three main components that receive significant attention in FM when developing academic programs, namely the Program Educational Objectives (PEOs), Program Learning Outcomes (PLOs), and Course Learning Outcomes (CLOs).

The PEOs represent the target achievements expected of each student within three years after graduation. For PFMM3, four PEOs have been established to ensure that graduates of this program are capable of leading the sustainability of innovative organizations. Table 4 presents the PEOs of PFMM3.

Table 4: PEO of PFMM3

PEOs	PEO Statement
PEO1	Proficient in synthesizing in-depth relevant knowledge in solving real-world problems related to Business and Administration using research skills.
PEO2	Competent in demonstrating critical and creative ideas by applying leadership, personal and interpersonal skills to expand and share knowledge in related fields.
PEO3	Enthusiastic in adopting and extending the latest relevant knowledge and cutting-edge technologies through a life-long learning process.
PEO4	Comply with professional, societal and ethical responsibilities.

Program Learning Outcomes (PLOs) define what students are expected to learn or be able to accomplish upon completing the program. The learning outcomes of the PFMM3 program are designed to ensure that graduates are capable of providing innovative solutions to specific problems, demonstrate strong leadership qualities, excel in teamwork, and possess effective writing and communication skills. The specific PLOs for PFMM3 are presented in Table 5 below.

Table 5: PLOs of PFMM3

PLOs	PLO Statement
PLO1 Knowledge and Understanding (KW)	Synthesize, critique, apply, and extend in-depth relevant knowledge independently using innovative techniques, tools, and skills in the field of Business and Administration as a basis for research to produce new ideas and solutions.
PLO2 Cognitive Skills (CG)	Create new concepts/theories/solutions/practice through independent research and originality that satisfies international standards within the field of Business and Administration using the latest techniques, tools, and skills.
PLO3 Practical Skills (PS)	Integrate highly advanced and specialized research methodologies based on the forefront knowledge and latest development in the field of Business and Administration to solve complex research problems with reasonable degree of originality.
PLO4 Interpersonal Skills (IPS)	Demonstrate decent collaboration with peers, scholarly communities and society at large in the relevant field of expertise and research.
PLO5 Communication Skills (CS)	Communicate effectively the knowledge, skills, ideas and research findings using appropriate methods to peers, scholarly communities, and societies through various mediums.

PLO6 Digital Skills (DS)	Use, improve existing or develop new appropriate tools or methodologies using a broad range of digital technology, media and software to support and enhance research activities.
PLO7 Numeracy Skills (NS)	Demonstrate skills in designing, critical evaluation, and analysing numerical and graphical data using quantitative or qualitative tools to support and enhance research activities.
PLO8 Leadership, Autonomy, and Responsibility (LAR)	Demonstrate leadership, professionalism and management skills, and take full responsibility for own work, and significantly for others in the research organization.
PLO9 Personal Skills (PRS)	Demonstrate the ability to manage and enhance oneself and if necessary, can be accountable for overall management of one's research organization and professional development.
PLO10 Entrepreneurial Skills (ENT)	Develop potential commercialisation research output.
PLO11 Ethics and Professionalism Skills (ETS)	Demonstrate adherence to legal, professional and contribute to the development of ethical sound codes of practice

Course Learning Outcomes (CLOs) are the intended targets to be achieved by students upon completing each course offered in the program. The CLOs for each course will be explained by the respective course lecturer.

This program accepts candidates from non-related fields. However, candidates are required to take prerequisite courses, namely:

Name of Course	Code
Principles of Management	YHAM 1013

The following compulsory course, Research Methodology, must be registered by all students in Semester 1 of their studies.

Name of Course	Code	Section	Status
Research Methodology	UFMM 6013	01	HW

The following research course must be registered by all students every semester throughout their studies. The course codes change incrementally each semester. Students are advised to complete their studies within 3 years (6 semesters), while the maximum period allowed is 8 years (16 semesters).

Semester	Research Code	Section	Semester	Research Code	Section
1	PFMM 1100	01	9	PFMM 5100	01
2	PFMM 1200	01	10	PFMM 5200	01
3	PFMM 2100	01	11	PFMM 6100	01
4	PFMM 2200	01	12	PFMM 6200	01
5	PFMM 3100	01	13	PFMM 7100	01
6	PFMM 3200	01	14	PFMM 7200	01
7	PFMM 4100	01	15	PFMM 8100	01
8	PFMM 4200	01	16	PFMM 8200	01

The General University Course, which must be registered only once, is to be taken by all students in either the 1st or 2nd semester of study. The list of General University Courses can be accessed here: https://sps.utm.my/academic-related-resources/

Program Code : PFMS3
Program   : Doctor of Philosophy
                Field of Research: Information System
MQR Record : MQA/SWA0355
NEC Code   : 0611 (Information Technology and Information System)

INTRODUCTION

This is a guided full-research Ph.D. program designed for those who wish to further their studies in the field of Information Systems (IS). The main aim of the program is to train professionals and academic research scholars to conduct high-quality IS research. Graduates will be able to apply Information Systems and Technology theories to analyze and solve real organizational problems in innovative ways.

This program is designed to guide students in developing both technical and empirical research skills. Through the Research Methodology courses, students are provided with broad knowledge of research paradigms, Information Systems theory, current trends in Information Systems research, as well as various research orientations and methods. The duration of Ph.D. studies is a minimum of 3 years and a maximum of 8 years.

RESEARCH AREA

- Information Systems Design and Development
- Information Systems Adoption/Implementation
- Innovation in E-Commerce/Social Commerce
- Business Transformation
- Knowledge management
- Data management and analytic
- Innovation in E-Learning/E-Health

EDUCATION, LEARNING, AND COURSE OUTCOMES

The Program Educational Objectives (PEOs) and Program Learning Outcomes (PLOs) for PFMS3 are presented in Table 6 and Table 7. Course Learning Outcomes (CLOs) are the intended targets to be achieved by students upon completing the courses offered in the program. The CLOs for each course will be explained by the respective course lecturer.

Table 6: PEO of PFMS3

PEOs	PEO Statement
PEO1	Proficient in synthesizing in-depth relevant knowledge in solving real-world problems in the field of Information System using research skills.
PEO2	Competent in demonstrating critical and creative ideas by applying leadership, personal and interpersonal skills to expand and share knowledge in related field.
PEO3	Enthusiastic in adopting and extend the latest relevant knowledge and cutting-edge technologies through life-long learning process.
PEO4	Comply with professional, societal and ethical responsibilities.

Table 7: PLOs of PFMS3

PLOs	PLO Statement
PLO1 Knowledge and Understanding (KW)	Synthesize, critique, apply, and extend in-depth relevant knowledge independently using innovative techniques, tools, and skills in the field of Information System as a basis for research to produce new ideas and solution.
PLO2 Cognitive Skills (CG)	Create new concept/theories/solutions/practice through independent research and originality that satisfies international standards within the field of Information System using the latest techniques, tools, and skills.
PLO3 Practical Skills (PS)	Integrate highly advanced and specialized research methodologies based on the forefront knowledge and latest development in the field of Information System to solve complex research problems with reasonable degree of originality.
PLO4 Interpersonal Skills (IPS)	Demonstrate decent collaboration with peers, scholarly communities and society at large in the relevant field of expertise and research.
PLO5 Communication Skills (CS)	Communicate effectively the knowledge, skills, ideas and research findings using appropriate methods to peers, scholarly communities, and societies through various medium.
PLO6 Digital Skills (DS)	Use, improve existing or develop new appropriate tools or methodologies using a broad range of digital technology, media and software to support and enhance research activities.
PLO7 Numeracy Skills (NS)	Demonstrate skills in designing, critical evaluation, and analysing numerical and graphical data using quantitative or qualitative tools to support and enhance research activities.
PLO8 Leadership, Autonomy, and Responsibility (LAR)	Demonstrate leadership, professionalism and management skills, and take full responsibility for own work, and significantly for others in the research organization.

PLO9 Personal Skills (PRS)	Demonstrate the ability to manage and enhance own self- and if necessary, can be accountable for overall management of one's research organization and professional development.
PLO10 Entrepreneurial Skills (ENT)	Develop potential commercialisation research output.
PLO11 Ethics and Professionalism Skills (ETS)	Demonstrate adherence to legal, professional and contribute to the development of ethical sound codes of practice.

The following three compulsory courses related to IS Research Methodology must be registered by all students in Semesters 1 and 2 of their studies.

Semester 1:

Name of Course	Code	Section	Status
IS Research Methodology Fundamentals	UFMS 6033	01	HW
IS Research Methodology Practice	UFMS 6043	01	HW

Semester 2:

Name of Course	Code	Section	Status
IS Research Topic Seminar and Discourse	UFMS 6053	01	HW

The following research course must be registered by all students every semester throughout their studies. The course codes change incrementally each semester. Students are advised to complete their studies within 3 years (6 semesters), while the maximum period allowed is 8 years (16 semesters).

Semester	Research Code	Section	Semester	Research Code	Section
1	PFMS 1100	01	9	PFMS 5100	01
2	PFMS 1200	01	10	PFMS 5200	01
3	PFMS 2100	01	11	PFMS 6100	01
4	PFMS 2200	01	12	PFMS 6200	01
5	PFMS 3100	01	13	PFMS 7100	01
6	PFMS 3200	01	14	PFMS 7200	01
7	PFMS 4100	01	15	PFMS 8100	01
8	PFMS 4200	01	16	PFMS 8200	01

The General University Course, which must be registered only once, is to be taken by all students in either the 1st or 2nd semester of study. The list of General University Courses can be accessed here: https://sps.utm.my/academic-related-resources/

INTRODUCTION

This program is designed to provide advanced, research-based studies in management, addressing a wide range of issues related to both management and technology. Research activities aim to develop an in-depth understanding of current knowledge in technology-oriented management disciplines, contributing to the advancement of new insights, expertise, and research skills. Students will conduct extensive research on a chosen topic, leading to the development of a thesis that emphasizes either theoretical exploration or practical application.

Students will have the opportunity to analyze issues and contribute to or expand knowledge within their area of interest. Upon completion of the program, students are required to submit a thesis based on a research topic approved by the faculty. The awarding of the degree is contingent upon the successful completion of both the thesis and the viva voce examination.

RESEARCH AREA

- Accounting and Finance
- Business and Management
- Business Law and Taxation
- Corporate Governance
- Economics

- Entrepreneurship
- Information System Management
- Management Technology
- Marketing

EDUCATION, LEARNING, AND COURSE OUTCOMES

FM places strong emphasis on three key components in academic program development: Program Educational Objectives (PEOs), Program Learning Outcomes (PLOs), and Course Learning Outcomes (CLOs).

For MFMM3, four Program Educational Objectives (PEOs) have been established to ensure that graduates are equipped to lead the sustainability of innovative organizations. These objectives serve as a foundation for the program's academic direction and graduate capabilities. Table 8 presents the PEOs for MFMM3.

Table 8: PEO of MFMM3

PEOs	PEO Statement
PEO1	Proficient in assimilating in-depth relevant knowledge in solving real world problems related to Business and Administration using research skills.
PEO2	Competent in managing task by applying leadership, personal and interpersonal skills, in order to expand and share the knowledge in related field.
PEO3	Enthusiastic in adopting the latest relevant knowledge and cutting-edge technologies through life-long learning process.
PEO4	Comply to professional, societal and ethical responsibilities.

Program Learning Outcomes (PLOs) are designed to specify what students will learn or be able to do upon completing the program. The learning outcomes of the MFMM3 program aim to ensure that graduates are capable of delivering innovative solutions to specific challenges, demonstrate strong leadership qualities, excel in teamwork, and possess effective writing and communication skills. The specific PLOs for MFMM3 are presented in Table 9 below.

Table 9: PLOs of MFMM3

PLOs	PLO Statement
PLO1 Knowledge and Understanding (KW)	Integrate and generate in-depth relevant knowledge independently using innovative techniques, tools and skills for decision-making to manage and resolve a complex problem in the field Business and Administration as a basis for research.
PLO2 Cognitive Skills (CG)	Construct a critical and innovative solution for complex problems or issues in the field of Business and Administration through research using the latest development techniques and skills.
PLO3 Practical Skills (PS)	Devise standard research methodology that is based on the forefront knowledge and latest development in the field of Business and Administration to solve research problems with reasonable degree of originality.
PLO4 Interpersonal Skills (IPS)	Demonstrate effective collaboration with peers, scholarly communities and society at large in the relevant field of expertise and research.
PLO5 Communication Skills (CS)	Communicate the knowledge, skills, ideas clearly using appropriate methods to peers, experts, and non-experts through various mediums.
PLO6 Digital Skills (DS)	Use a broad range of suitable digital technologies, media, and software to design, manage, analyse and report research studies.
PLO7 Numeracy Skills (NS)	Demonstrate skills in designing, planning evaluation activities, and analysing numerical and graphical data using quantitative or qualitative tools in solving problems.

PLO8 Leadership, Autonomy, and Responsibility (LAR)	Demonstrate leadership, autonomy and responsibility in conducting and managing own research and resources.
PLO9 Personal Skills (PRS)	Demonstrate the ability to manage and enhance own self-advancement for academic development, professional development and research skills using lifelong learning strategies.
PLO10 Entrepreneurial Skills (ENT)	Develop potential commercialisation research output.
PLO11 Ethics and Professionalism Skills (ETS)	Demonstrate adherence to legal, ethical and professional codes of practice in the field of Business and Administration and research activities.

Course Learning Outcomes (CLOs) are targets set to be achieved by students after taking the courses offered in the program. The CLOs for each course will be explained by the course lecturer.

This program accepts candidates from non-related fields. However, candidates are required to take prerequisite courses, namely:

Name of Course	Code
Principles of Management	YHAM 1013

The following compulsory course, known as Research Methodology, must be registered by all students in Semester 1 of their studies. This course is the same as the Research Methodology course offered in the Ph.D. field of research: Management program.

Name of Course	Code	Section	Status
Research Methodology	UFMM 6013	01	HW

The following research course must be registered by all students in every semester throughout their studies. Course codes change with each semester. Students are encouraged to complete their studies within 2 years (4 semesters), while the maximum duration allowed is 4 years (8 semesters).

Semester	Research Code	Section
1	MFMM 1100	01
2	MFMM 1200	01
3	MFMM 2100	01
4	MFMM 2200	01
5	MFMM 3100	01
6	MFMM 3200	01
7	MFMM 4100	01
8	MFMM 4200	01

The General University Course, which must be registered only once, is to be taken by all students in either the 1st or 2nd semester of study. The list of General University Courses can be accessed here: https://sps.utm.my/academic-related-resources/

Figure 1 below illustrates the general flow of studies for the research programs (PFMM3, PFMS3, MFMM3) at FM UTM, from student admission to graduation. Students are encouraged to complete their Ph.D. studies within 3 years and Master's studies within 2 years to be considered as Graduates on Time (GOT), which reflects excellent academic performance.
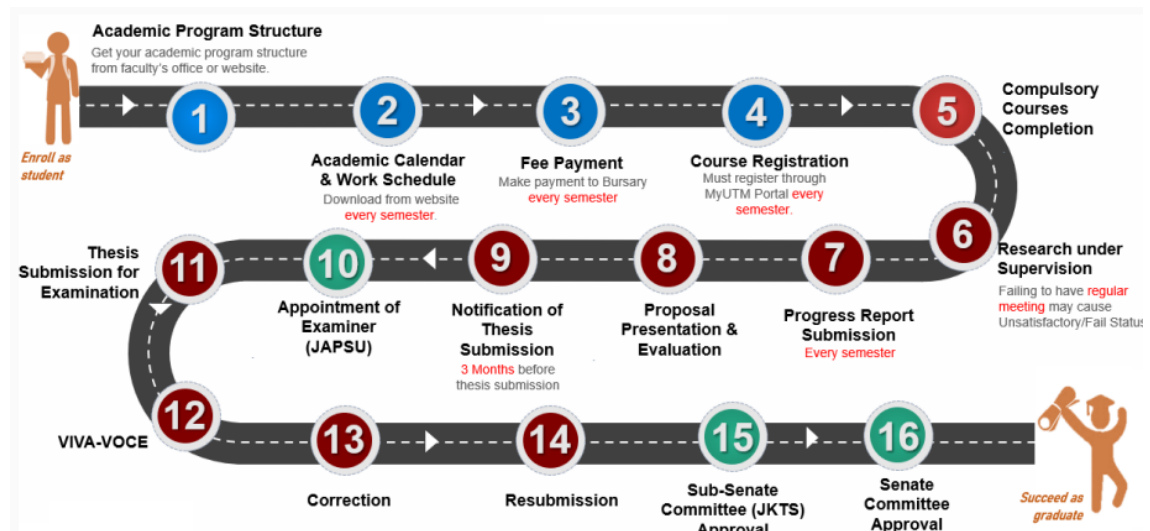

Figure 1: Flow of Research Program at FM UTM from Student Admission to Graduation

INFORMATION FOR MASTER PROGRAM BY MIXED MODE

Program Code : MHAM2
Program   : Master of Management Specialization: Technology Management
MQR Record   : MQA/SWA0454
NEC Code   : 0414 (Management and Administration)

INTRODUCTION

This program equips students with the knowledge and research skills essential for advanced studies in management and technology. It offers a research-based learning approach, integrating core management disciplines with technological insights.

PROGRAM EDUCATIONAL OBJECTIVES

At the end of this program, graduates are:
- Knowledgeable and competent in leveraging all resources including technology to achieve organisational objectives
- Creative, innovative and ethical in solving managerial problems.
- Effective in communication, professional in planning and leading activities within organisation and always ready to contribute to society.
- Practicing life-long learning for successful career advancement.

PROGRAM LEARNING OUTCOMES

Program Learning Outcomes (PLOs) of the MHAM2 are presented in Table 10 below.

Table 10: PLOs of MHAM2

PLOs	PLO Statement
PLO1 Knowledge and Understanding (KW)	Evaluate the theories and concepts in the field of management.
PLO2 Cognitive Skills (CG)	Think critically, analytically and creatively to identify and analyse management issues.
PLO3 Practical Skills (PS)	Conduct systematic inquiries and solve management related problems.
PLO4 Interpersonal Skills (IPS)	Work professionally with different individuals and teams.
PLO5 Communication Skills (CS)	Communicate effectively in various media to a range of audience in different situations.

PLO6 Digital Skills (DS)	Demonstrate ability to use a wide range of suitable digital technologies and appropriate softwares to enhance work.
PLO7 Numeracy Skills (NS)	Apply mathematical and other quantitative, qualitative tools to analyze management problems.
PLO8 Leadership, Autonomy, and Responsibility (LAR)	Lead teams with autonomy and responsibility in job and study.
PLO9 Personal Skills (PRS)	Find, acquire and manage information from various sources for continuous self-development.
PLO10 Entrepreneurial Skills (ENT)	Demonstrate managerial skills and the skill to recognize and analyze business opportunities.
PLO11 Ethics and Professionalism Skills (ETS)	To adhere to ethical, legal and professional code of practices.

COURSES

Students enrolled in this program must complete 48 credits within 1.5 years (3 semesters), or within a maximum of 4 years (8 semesters). The courses are listed below.

Core Courses (Compulsory to take all 15 credits courses):

Course Code	Name of Course	Credit
MHAD 1013	Research Methodology	3
MHAD 1023	Corporate Finance	3
MHAD 1033	Managing Organisation and Change	3
MHAD 1043	Strategic Operation Management	3
MHAD 1053	Marketing Management	3

Elective Courses (6 credits by choosing 2 Courses):

Course Code	Name of Course	Credit
MHAD 1063	Entrepreneurship and Commercialisation	3
MHAD 1073	Technology and Innovation Management	3
MHAD 1083	Policy and Economic of Technology Innovation	3
MHAD 1093	Financial Decisions in Technology Ventures	3
MHAD 1103	Strategic Management of Technology	3
MHAD 1113	Managing Emerging Technology Ventures	3
MHAD 1123	Managing Intellectual Property	3

University General Courses (3 credits by choosing 1 Course only):

The list of General University Courses can be accessed here: https://sps.utm.my/academic-related-resources/

Dissertation (Compulsory to take 24 credits starting in Semester 2):

Semester	Research Code	Section
2	MHAD 1280	01
3	MHAD 2180	01
4	MHAD 2280	01
5	MHAD 3180	01
6	MHAD 3280	01
7	MHAD 4180	01
8	MHAD 4280	01

Program Code : MBSC2
Program Name: Master of Information Technology Specialization: Information Technology Management
MQR Record   : MQA/SWA0356
NEC Code   : 0611 (Information Technology and Information System)

INTRODUCTION

This program is designed for candidates seeking to apply Information Technology (IT) across various contexts, including Management, Education, Library and Information Services, Manufacturing, and more. It aims to produce responsible, innovative, and creative graduates equipped with the skills to plan, organize, design, and manage a wide range of ICT-based solutions for different types of organizations.

PROGRAM EDUCATIONAL OBJECTIVES

At the end of this program, graduates are:

- Capable in managing information technology (IT) projects of various types and sizes and being able to organise and lead the organisation's information communication and technology (ICT) strategy.
- Capable to identify the needs of the industry and being able to use ICT to transform business organisations.
- Knowledgeable in technical, and management skills, and able to design, develop and manage IT systems effectively and efficiently.
- Knowledgeable in ICT foundation for self-reliance and learn for self-development to face rapid changes in IT and information system (IS) field.

PROGRAM LEARNING OUTCOMES

Program Learning Outcomes (PLOs) of the MBSC2 are presented in Table 11 below.

Table 11: PLOs of MBSC2

PLOs	PLO Statement
PLO1 Knowledge and Understanding (KW)	Integrate state-of-the-art of digital technologies knowledge in producing innovative ideas and solution to solve organization problem.
PLO2 Cognitive Skills (CG)	Analyze complex organization problems and proposing innovative solutions through utilization of digital technologies.
PLO3 Practical Skills (PS)	Develop innovative digital solutions for solving complex organization problems by considering organization mission and visions.
PLO4 Interpersonal Skills (IPS)	Demonstrate collaboration and interaction with multiple stakeholders professionally and ethically to support the learning and working environment.
PLO5 Communication Skills (CS)	Demonstrate competencies in presenting innovative idea and digital solutions to different audience using various communication mediums.
PLO6 Digital Skills (DS)	Use wide range of digital technologies competently in study and research.
PLO7 Numeracy Skills (NS)	Use quantitative or qualitative tools competently in analyzing the data.
PLO8 Leadership, Autonomy, and Responsibility (LAR)	Practice significant autonomy, leadership and responsibility to resolve the complex and unpredictable organization problem.
PLO9 Personal Skills (PRS)	Demostrate self-advancement and principles of lifelong learning in academic and professional development.
PLO10 Entrepreneurial Skills (ENT)	Initiate an entrepreneurial ventures and interventions in sustaining organization.
PLO11 Ethics and Professionalism Skills (ETS)	Demonstrate adherence to legal and professional and contribute to the development of ethical sound codes of practice.

COURSES

Students in this program must complete 45 credits within 1.5 years (3 semesters), or within a maximum of 4 years (8 semesters). The courses are listed below.

Pre-requisite Courses (if applicable):

Course Code	Name of Course	Credit
SCSD 2613	System Analysis and Design	3
SCSD 2523	Database System	3
SCSD 1513	Technology and Information Systems	3

Course Courses (Compulsory to take 12 credits courses):

Course Code	Name of Course	Credit
MCSC 1253	IT Planning and Management	3
MCSC 1213	System Development Application	3
MCSC 2553	Trends in Information Technology Applications	3
MCSC 1283	Research Methodology in IT Management	3

Elective Courses (Compulsory to take 6 credits by choosing 2 courses):

Course Code	Name of Course	Credit
MBSC 1353	Computer Communications and Technology	3
MBSP 1203	Software Technology	3
MBSC 1263	IT Project Management	3
MBSC 2573	IT for Organizational Transformation	3
MBSC 2593	Information and Knowledge Management	3
MBSC 2613	Information Security &Management System	3
MBSC 2623	Enterprise Information Systems	3
MBSC 2113	Human Computer Interaction	3
MBSC 2673	Special Topic in Information Technology for Management	3
MBSC 1323	Advanced Computer Graphic	3

University General Courses (3 credits by choosing 1 Course only):

The list of General University Courses can be accessed here: https://sps.utm.my/academic-related-resources/

Dissertation (Compulsory to take 24 credits starting in Semester 2):

Semester	Research Code	Section
2	MBSC 1280	01
3	MBSC 2180	01
4	MBSC 2280	01
5	MBSC 3180	01
6	MBSC 3280	01
7	MBSC 4180	01
8	MBSC 4280	01

Figure 2 below illustrates the general flow of studies for the mixed-mode programs at FM UTM, from student admission to graduation.
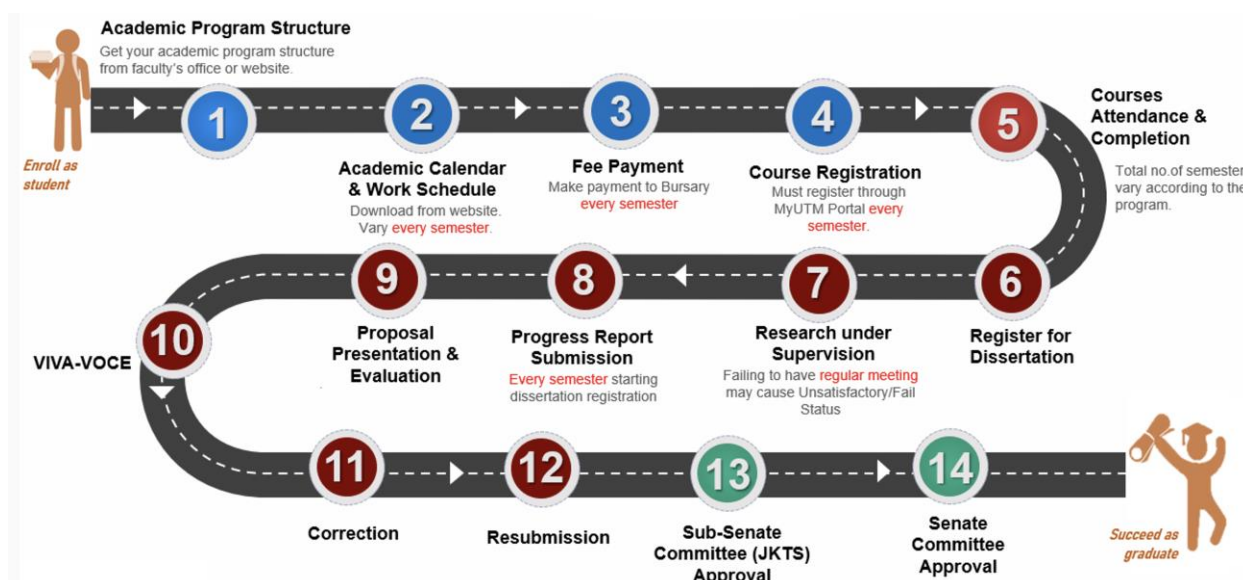

Figure 2: Flow of the Mixed-Mode Program at FM UTM from Student Admission to Graduation

The conditions for awarding the degree for the mixed-mode program are shown in Figure 3 below.

CGPA	DISSERTATION/ RESEARCH GRADE	ACADEMIC STANDING	CONDITION TO PROCEED WITH THE STUDY	AWARD OF THE DEGREE
GOOD PASS (KB) $CGPA \geq 3.00$	MM	KB	QUALIFIED	QUALIFIED
	TM	KS	QUALIFIED	NOT QUALIFIED
	GG	KS	QUALIFIED	NOT QUALIFIED
CONDITIONAL PASS (KS) $2.67 \leq CGPA < 3.00$	MM	KS	QUALIFIED	NOT QUALIFIED
	TM	KS	QUALIFIED	NOT QUALIFIED
	GG	KG	TERMINATED	NOT QUALIFIED
FAIL (GG) $CGPA < 2.67$	MM	KG	TERMINATED	NOT QUALIFIED
	TM	KG	TERMINATED	NOT QUALIFIED
	GG	KG	TERMINATED	NOT QUALIFIED

MM	SATISFACTORY
TM	UNSATISFACTORY
GG	FAIL

Figure 3: Conditions for Awarding the Degree for the Mixed-Mode Program

INFORMATION FOR MASTER PROGRAM BY TAUGHT COURSE

Program Code : MFMS1
Program   : Master in Information Technology Entrepreneurship
MQR Record   : MQA/SWA0358
NEC Code   : 0611 (Information Technology and Information System)

INTRODUCTION

This program aligns with the current needs of the Fourth Industrial Revolution (IR4.0) and 21st-century learning through a transdisciplinary approach. It incorporates future skills development, including aspects of business—such as business law and intellectual property—and emphasizes the use of the latest technologies, supported by industry panels and other stakeholders.

The program has successfully produced knowledgeable entrepreneurs who provide technology-based solutions and engage in digital business. It is designed to meet current market demands, remain relevant, and attract the interest of prospective students. Graduates of this program are capable of running IT-based businesses and, indirectly, creating job opportunities for the public.

The Teaching and Learning Methodology (PdP) for courses in this program is student-centered and employs active learning strategies. In addition to face-to-face sessions, the program utilizes blended learning methods supported by digital tools, such as online meeting platforms like WEBEX and UTM e-Learning, for both synchronous and asynchronous learning.

Furthermore, the program adopts alternative assessment methods. These assessments measure students' mastery levels through approaches such as Project-Based Assessment and Case Study-Based Assessment, rather than relying solely on traditional knowledge-based evaluations.

PROGRAM EDUCATIONAL OBJECTIVES

The Master in IT Entrepreneurship program aims to produce digital entrepreneurs who are:
- Competent in developing businesses through IT platforms.
- Proficient in demonstrating entrepreneurial and communication skills to various stakeholders, thereby initiating and leading entrepreneurial ventures to achieve sustainable and innovative business goals.
- Committed to practicing professional ethics and demonstrating the qualities of a digital entrepreneur through lifelong learning, establishing continuous collaboration with various stakeholders.

PROGRAM LEARNING OUTCOMES

Program Learning Outcomes (PLOs) of the MFMS1 are presented in Table 12 below.

Table 12: PLOs of MFMS1

PLOs	PLO Statement
PLO1 Knowledge and Understanding (KW)	Integrate digital technologies and entrepreneurial knowledge in business activities.
PLO2 Cognitive Skills (CG)	Propose appropriate digital solutions based on identified business opportunities.
PLO3 Practical Skills (PS)	Apply the latest skills in developing unique value propositions and business models for digital business solutions.
PLO4 Interpersonal Skills (IPS)	Demonstrate continuous collaboration with multiple stakeholders.
PLO5 Communication Skills (CS)	Demonstrate competencies in delivering ideas and solutions to various stakeholders.
PLO6 Digital Skills (DS)	Use diversified digital tools to develop and implement digital business solutions.
PLO7 Numeracy Skills (NS)	Apply quantitative and qualitative tools in analyzing data to understand a business environment.
PLO8 Leadership, Autonomy, and Responsibility (LAR)	Practice significant autonomy, leadership, and responsibility to achieve business goals.
PLO9 Personal Skills (PRS)	Demonstrate self-advancement and principles of lifelong learning.
PLO10 Entrepreneurial Skills (ENT)	Initiate and maneuver digital-based entrepreneurial ventures in business.
PLO11 Ethics and Professionalism Skills (ETS)	Adhere to business ethics and professionalism, and contribute to the development of business practices.

COURSES

There are 14 courses that must be undertaken by all students in this program. These courses account for a total of 45 credits. To be awarded the degree, students must complete a minimum of 45 credits and achieve a final academic grade of at least a 3.0 CGPA. The details of the courses offered in this program are as follows:

Program Compulsory Courses (8 courses, 24 Credits):

Course Code	Name of Course	Credit
MFMS 1013	Digital Business Application Domain	3
MFMS 1023	Digital Business Research Methodology	3
MFMS 1033	Emerging Issues in Digital Business Innovation	3
MFMS 1043	Digital Business Project Management	3
MFMS 1053	Product Creativity and Innovation	3
MFMS 1073	Digital Product Design & Development	3
MFMS 1083	Entrepreneurial Finance & Accounting	3
MFMS 1093	Digital Product Marketing & Sales	3

Elective Courses (Compulsory to take 6 credits by choosing 2 courses):

Course Code	Name of Project	Credit
MFMS 1103	Digital Business Leadership	3
MFMS 1123	Digital Business Security	3
MFMS 1133	Digital Business Analytic Tool	3
MFMS 1143	Business Law and Intellectual Property	3
MFMS 1153	Negotiation and Consultancy	3

Master Projects (12 Credits):

Course Code	Name of Project	Credit
MFMS 1063	Project I – Product and Business Proposal	3
MFMS 1164	Project II – Prototype Development and Business Strategy	4
MFMS 2015	Project III – Production, Sales and Marketing	5

University General Elective Course (3 Credits):

The list of General University Courses can be accessed here: https://sps.utm.my/academic-related-resources/

Figure 4 below illustrates the general flow of studies for the taught course program at FM UTM, from student admission to graduation.
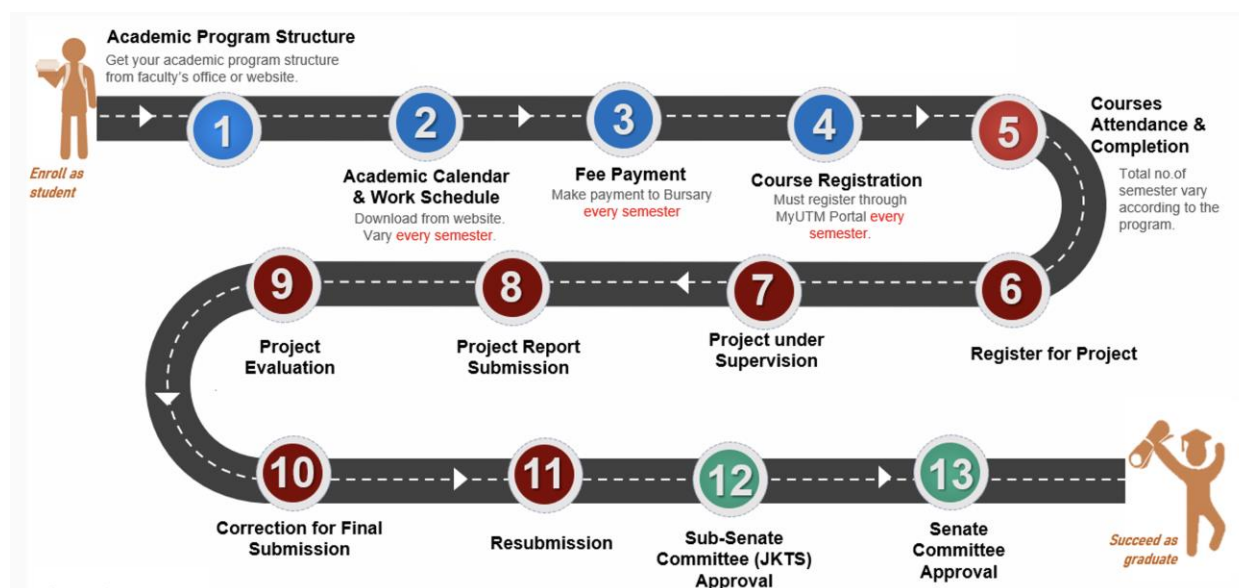

Figure 4: Flow of Taught Course Program at FM UTM from Student Admission to Graduation.

Marks, grades, and levels of achievement for the taught course program are shown in Table 13 below.

Table 13: Marks, Grades, and Levels of Achievement for the Taught Course Program

MARKS	GRADE	POINT VALUE	LEVEL OF ACHIEVEMENT
90 - 100	A+	4.00	EXCELLENT PASS
80 - 89	A	4.00	
75 - 79	A-	3.67	
70 - 74	B+	3.33	GOOD PASS
65 - 69	B	3.00	
60 - 64	B-	2.67	PASS
55 - 59	C+	2.33	FAIL
50 - 54	C	2.00	
45 - 49	C-	1.67	
40 - 44	D+	1.33	
35 - 39	D	1.00	
30 - 34	D-	0.67	
00 - 29	D	0.00	

As a student registered at UTM and enrolled in a program at FM, there are several rules, and procedures that must be followed and understood. Some of these are listed below.

Course Registration

Course registration must be completed every semester according to the academic calendar provided by UTM. Students must carefully take note of and follow all the specified dates. The calendar and important dates can be viewed here.

- ACADEMIC CALENDAR: https://amd.utm.my/academic-calendar/
- WORK SCHEDULE: https://amd.utm.my/work-schedule/
- FM REGISTRATION KIT: https://management.utm.my/rk-pg/

Progress Report

Students must submit a progress report detailing their research progress each semester. Progress reports must be submitted online through the Student Portal at http://my.utm.my . Students should pay close attention to the dates announced by the academic office regarding progress report submission.

The progress report is assessed by the supervisor. A description of the overall assessment for the progress report is shown in Figure 5 below.

Penilaian Umum [Overall Assessment]		Keterangan mengikut kategori [Statement by category]	Deskripsi Markah [Mark Description]	Markah (M)** [Mark] [M]**
(a)	Memuaskan (MM) [Satisfactory]	Cemerlang [Excellent]	$9.0 \leq M \leq 10.0$	
		Sangat Baik [Very Good]	$8.0 \leq M < 9.0$	
			$7.0 \leq M < 8.0$	
		Baik [Good]	$6.0 \leq M < 7.0$	
			$5.0 \leq M < 6.0$	
(b)	Tidak Memuaskan (TM) [Unsatisfactory]	Sederhana [Fair]	$4.0 \leq M < 5.0$	
			$3.0 \leq M < 4.0$	
(c)	Gagal (GG) [Fail]	Lemah [Poor]	$2.0 \leq M < 3.0$	
			$1.0 \leq M < 2.0$	
			$0.0 \leq M < 1.0$	

Figure 5: Overall Assessment of Progress Report

Proposal Defense

Eligibility Requirements
    i   Students have completed/are currently enrolled/have received credit transfer approval for the Research Methodology Course and the University General Course during the First Level Assessment.
    ii   Master of Philosophy and Doctor of Philosophy students are allowed to submit their research proposal report for the First Level Assessment as early as the first semester.

Implementation Procedure
    i   Submit a Proposal Defense Nomination of Examiners at least one month before the First Level Assessment.
    ii   The supervisor must nominate either two (2) Examiners (academic staff who is active in research) or three (3) Examiners (if the student is a UTM staff member).

Research Proposal Report Format
    i   The research proposal must be prepared in soft copy format unless requested otherwise by the Examiner.
    ii   The research proposal report must adhere to the guidelines and the latest version of UTM thesis format.
    iii The research proposal report is suggested to be between 50 to 100 pages and should have a Turnitin similarity index (or other software recommended by the university) of less than 20%.

Results of the First Level Assessment
    i.   There are five (5) possible outcomes for the evaluation of the First Stage Assessment report, as follows:
- P1 - The research proposal accepted.
- P2 - The research proposal is accepted with amendments. Corrections need to be verified by Supervisor(s) within one (1) month.
- P3) - The research proposal is accepted with amendments. Corrections without presentation and need to be verified by examiners within one (1) to three (3) months.
- P4 - The research proposal is accepted with amendments. Corrections need to be verified by examiners in three (3) to six (6) months and re-presentation proposal in the following semester.
- P5 - The research proposal is rejected. The student needs to submit and present a new proposal.

    ii.   Students with active status who fail to submit a research proposal within the maximum semester period will receive an Unsatisfactory (TM) grade for the particular semester. The Research Proposal/First Level Assessment must be conducted no later than the following:
- Master Programme (second semester of study);
- Doctoral Programme (third semester of study).

    iii. Master's degree students who have not submitted their research proposal report for the First Level Assessment in their third active semester will obtain the Fail (KG) decision due to consecutive Unsatisfactory (TM) Decisions over two semesters.
    iv. Doctoral degree students who have not submitted their research proposal report for the First Level Assessment in their fourth active semester will obtain the Fail (KG) decision due to consecutive Unsatisfactory (TM) Decisions over two semesters.

    v.   A doctoral student who receives a Grade P5 (the research proposal is rejected and student needs to submit and present a new proposal) twice consecutively in the First Level Assessment shall be advised by the faculty to withdraw from the programme.

   vi.   If the student fails to do so (item v) within one (1) month from the date of the First Level Assessment, the student shall be deemed to have failed the programme unless on reasonable grounds, considered and accepted by the faculty, justify granting the student another presentation opportunity.

Publication Requirements

The publication requirements for the thesis submission of Doctor of Philosophy students in semester six (6) and above are as follows:

- Students submit at least one (1) article publication that has been accepted or published in a journal indexed on Web of Science or;
- Students submit at least two (2) published articles that have been accepted or published in journals indexed in SCOPUS/ERA/Journals

The requirements for thesis submission for Master's students by research are:

- Master's degree students can submit a thesis for an oral examination (viva voce) on the condition that they have at least one (1) publication that is accepted or published, whether it is a journal article, conference paper, or chapter in a book.

The publication for Early Thesis Submission

- Research students for a Doctoral degree in the fifth (5) semester and who have completed four (4) semesters of study can apply in writing to submit the thesis earlier through the faculty.
- Students need to submit at least two (2) published articles that have been accepted or published in journals indexed on the Web of Science/SCOPUS/ERA.

The article produced must include the name of the supervisor (not subject to First UTM Author) and UTM as the institution. Students must be the First Student Author.

Notice of Thesis Submission (NHT)

Students who are ready to submit their thesis for viva voce must first submit the Notice of Thesis Submission (NHT). The NHT should be submitted through GSMS at least 3 months prior to the actual thesis submission. Once the NHT is submitted by the student, the supervisor will nominate the external and internal examiners through GSMS. These nominations will be reviewed in the Faculty Academic Committee (JKA) meeting and subsequently endorsed in the University Academic Committee for Graduate Studies (JAPSU) meeting.

Application Requirements:
i Candidates must register for that semester.
ii The notice must be certified by the supervisor.
iii The faculty sends the notice to SPS at least 3 months before the expected thesis submission date.
iv The validity period of NHT is only one year after being approved in the JAPSU (SPS) meeting.
v Minimum NHT submission period:
  • Master's Degree: Semester 2
  • Doctoral Degree: Semester 5

Thesis Submission

Students may submit their thesis in UTM Thesis Format for viva voce after fulfilling all the required criteria, including passing the Turnitin plagiarism check, settling all tuition fees, and paying the viva fee. The guideline for thesis submission is shown in Figure 6 below.

Figure 6: Guideline for Thesis Submission

Deferment of study

i A student may apply for deferment of study due to health reasons by submitting a certified medical report. Students may also apply for deferment of studies due on unavoidable work and career needs, responsibilities and duties related to the interests of the University or Country as well as natural disasters and wars. This deferment is not counted in the calculation of the duration of study; however, the maximum allowable period is only two (2) years, which is four (4) semesters. For each application of adjournment, the University will approve the application for a period of two (2) semesters and the student may apply for extension if required, subject to a maximum of four (4) semesters.

ii Students may also apply for deferment other than those specified in above. This deferment will be taken into account in calculating the duration of the study. Students are not allowed to postponethe study for more than two consecutive semesters. Students who fail to register after the deferment of two (2) consecutive semesters may be terminated.

iii International students are required to obtain UTM International Office approval prior to postponing their studies due to issues relating to studentpass, subject to the regulations of the Immigration Department of Malaysia.

iv A student who has been granted a deferment will not be qualified to use any facilities provided by the University.

The types of deferment reasons that are counted or not counted toward the semester are shown in Figure 7 below.
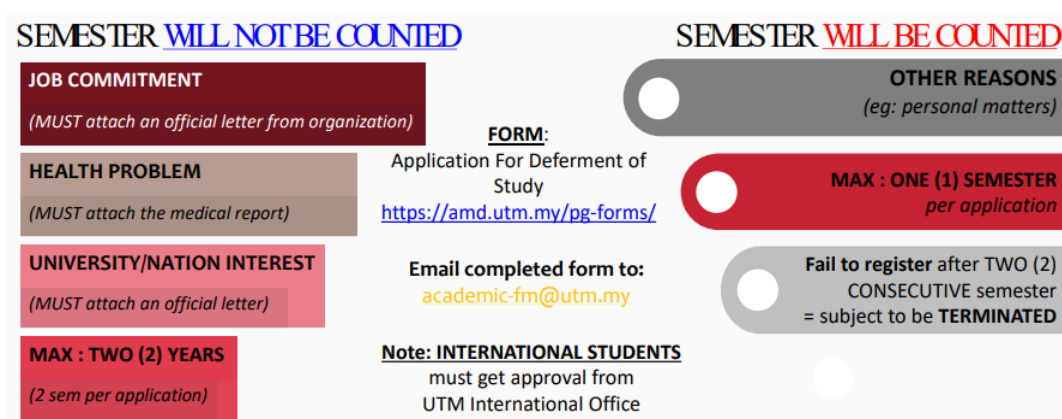

Figure 7: Types Of Deferment Reasons That Are Counted Or Not Counted

Resources:

Information on academic-related resources below can be accessed through:

Faculty of Management
Block T08, Universiti Teknologi Malaysia,
81310 Johor Bahru. Johor
Website: https://management.utm.my/
Email Inquiries on Academic matters: academic-fm@utm.my

SPS:
(School of Graduate Studies)
Level 2, Wing B, Block F54, UTM JB
https://sps.utm.my/

AMD:
(Academic Management Division)
Ground Floor, Wing A, Block F54,
UTM Johor Bahru
https://amd.utm.my/

SRAD:
(Student Recruitment & Admission Division)
Level 2, Wing A, Block F54, UTM JB
https://admission.utm.my/