



UTM
UNIVERSITI TEKNOLOGI MALAYSIA



POSTGRADUATE ACADEMIC HANDBOOK

FACULTY OF MANAGEMENT



2026/2027



www.management.utm.my

Innovating Sustainable Solutions

CONTENT

Foreword by the Dean

Faculty of Management:

Faculty of Management Administration

Faculty of Management Postgraduate Administration

Program Information:

PFMM3: Doctor of Philosophy
Field of Research: Management

MFMM3: Master of Philosophy
Field of Research: Management

MHAM2: Master of Management
Specialization: Technology Management

General Rules, Procedures, and Resources:

Course Registration
Progress Report
Proposal Defense
Notice of Thesis Submission (NHT)
Deferment of Study
External Appointments
Resources

FOREWARD BY THE DEAN

Welcome to the Faculty of Management, Universiti Teknologi Malaysia.



Postgraduate study is an investment in human capital and a commitment to the advancement of knowledge. It offers you the opportunity to deepen your expertise, develop as a researcher, and contribute ideas that matter to organisations, society, and the nation. At the Faculty of Management, we welcome students who are ready to take that next step with purpose and curiosity.

A postgraduate qualification represents more than advanced study in a chosen field. It calls for maturity in judgement, independence in learning, and the ability to think critically and strategically. You will be expected to examine established ideas, question assumptions, evaluate evidence, and develop well-reasoned responses to important problems. These attributes prepare you to contribute to knowledge and to take on leadership roles in nation building.

This aspiration aligns closely with **UTM ASCEND 2030**. Its four pillar i.e., **Leap in Niche Excellence, Global Talent, Sustainability, and Humanity and Well-being**, provide a direction for the University and a meaningful context for your postgraduate journey. Through your studies, you have the opportunity to grow as global talent, contribute to excellence in your field, pursue sustainable solutions, and ensure that your work serves people and communities.

Business and management research has a vital role in this journey. The problems facing organisations today are complex and constantly changing. Digital transformation, responsible business practices, financial resilience, workforce development, and societal needs cannot always be understood through a single discipline. We therefore encourage you to engage with UTM's diverse research strengths and work across disciplinary boundaries. By bringing management perspectives together with insights from other fields, you can develop a fuller understanding of problems and propose solutions that are both rigorous and practical.

Knowledge creation also requires a commitment to quality and collaboration. We encourage our postgraduate students to undertake careful research, publish work of scholarly value, and build connections with researchers beyond UTM and Malaysia. Quality publications allow your findings to be examined and used by others. Global research networks expose you to new perspectives and create opportunities to address shared challenges. Together, these efforts strengthen the Faculty's contribution to UTM's niche excellence and international reputation.

Your success is part of the University's success. Strong postgraduate research, meaningful publications, international collaboration, and graduates who make an impact all contribute to UTM's global standing and ranking aspirations. As you begin or continue your postgraduate journey, I encourage you to approach it with determination and openness. Learn from your supervisors and peers, seek opportunities to collaborate, and remain attentive to the real-world significance of your research. There will be difficult questions and periods of uncertainty, but these are often where the most valuable learning begins.

On behalf of the Faculty of Management, I welcome you to our academic community. May your time here strengthen your capabilities, broaden your perspective, and enable you to make a lasting contribution to knowledge and to the world around you.

Prof. Dr. Ahmad Jusoh

Dean, Faculty of Management
Universiti Teknologi Malaysia

FACULTY OF MANAGEMENT

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
Head of Department Accounting & Finance	Assoc. Prof. Dr. Dewi Fariha Abdullah	dewifariha@utm.my
Head of Department Marketing & Entrepreneurship	Dr. Mazilah Abdullah	mazilah@utm.my
Head of Department Management & Technology	Assoc. Prof. Dr. Batiah Mahadi	batiah.kl@utm.my
Postgraduate Manager	Mdm. Nadira Ayob	nadira.a@utm.my
Undergraduate Manager	Mdm. Fadillah Abdul Hamid	fadillahamid@utm.my
External Program Academic Manager	Dr. Azmirul Ashaari	azmirul@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 Coordinators. 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 Coordinators. 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
Deputy Dean (Academic & Student Affairs)	Assoc. Prof. Dr. Nor Zafir Md Salleh	zafir@utm.my
Coordinator Doctor of Philosophy Field of Research: Management	Dr. Siti Aisah Sahlan	sitiaisah.s@utm.my
Coordinator Master of Philosophy Field of Research: Management	Dr. Farah Atiqah Mohd Sharif	farahatiqah@utm.my
Assistant Coordinator Master of Philosophy Field of Research: Management	Dr. Faradina Ahmad	faradina.ahmad@utm.my
Coordinator Master of Management Specialization: Technology Management	Dr. Mohamad Shah Kassim	mshah9344@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
Postgraduate Academic Manager	Mdm. Nadira Ayob	academic-fm@utm.my
General academic matters	Mdm. Azlina Gombak @ Atan	
Plagiarism checking for proposal defense (PD) submission, management of proposal defense and hardbound thesis.	Mdm. Susilawati Md Sukor	
Management of viva-voce and thesis submission	Mdm. Nor Zamiratul Azwa Mat Faizal	

PROGRAM INFORMATION

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 commercialization 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 : MFMM3
Program : Master of Philosophy
Field of Research: Management
MQR Record : MQA/SWA0299
NEC Code : NEC: 0410 (Business and Administration Not Further Defined)

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, analyze 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 commercialization 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.

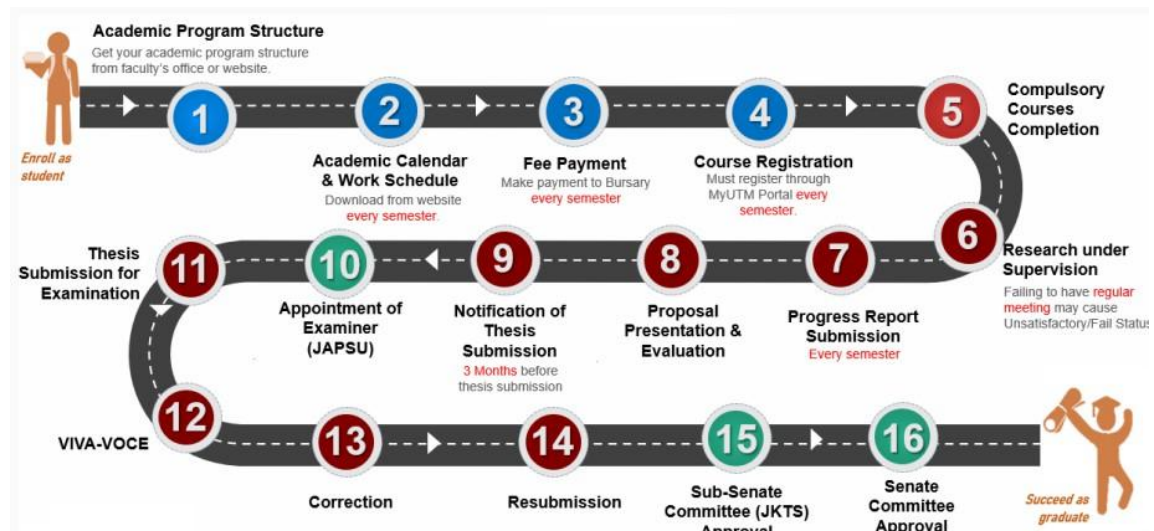


Figure 1: Flow of Research Program at FM UTM from Student Admission to Graduation

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 organization 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 analyze 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 software 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 Organization 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 commercialization	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

GENERAL RULES, PROCEDURES, AND RESOURCES

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]	$6.0 \leq M < 7.0$	
(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%.
- iv Required Report Structure: Must cover Chapter 1 (Introduction, Problem Statement, Objectives), Chapter 2 (Literature Review), and Chapter 3 (Research Methodology, Proposed Gantt Chart, and Expected Research Findings).

Results of the First Level Assessment

- i. There are five (5) possible outcomes for the evaluation of the First Stage Assessment report, as follows:

Table 2.4: Results for First-Tier Evaluation

Grade	Description
P1	Proposal accepted.
P2	Supervisor is to verify corrections within a month.
P3	Examiner to verify corrections without presentations within one (1) to three (3) months.
P4	Examiner is to verify corrections without a presentation within three (3) to six (6) months and re-presentation in the following semester.
P5	Research proposal rejected. The student has to submit a new research 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 (first semester of study);
 - Doctoral Programme (second semester of study).
- iii. Master's degree students who have not submitted their research proposal report for the First Level Assessment in their second 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 third 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 /Mycite.

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.

Excellence in **Research for Australia (ERA)** was discontinued in 2023. Starting **1 January 2027**, publications with ERA status will no longer be accepted to meet graduation requirements.

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.**

- **First Student Author:** The candidate must be the first student author listed on the publication.
- **Supervisor Co-Authorship:** The paper must include the supervisor's name. If there are multiple supervisors, at least one must be listed.
- **Official Affiliation:** Publications must bear the official 'Universiti Teknologi Malaysia' affiliation to be counted.
- **Candidature Bounds:** Papers must relate to the PhD/Master's work and be published/accepted during study duration.
- **High-Tier Schemes (ASCEND):** *Recipients of special scholarships must publish at least 3 papers in WoS Q1/Q2 SCIE/SSCI/AHCI journals (1 review paper) [Scholarship & Financial Aids].*

References: SPS Guidelines | science.utm.my Thesis Checklist

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.

1	2	3	4	5
NOTIFICATION TO SUBMIT THESIS (NHT)	TURNITIN REPORT (<20%)	FEE	SUBMISSION FORMS AND ATTACHMENTS	THESIS SUBMISSION
• Student Submits NHT via GSMS • Student Notify Supervisor • Supervisor Nominate Examiners and Approves NHT via GSMS • Approval from JKA and JAPSU Meeting	• Email your thesis to academic-fm@utm.my for plagiarism checking • Compulsory to use UTM email address	• Pay Viva Fee • Get Zero Balance Fee Letter from Bursary (bendahari-ukp@utm.my)	• Forms • Submission Form • Plagiarism Agreement • Attachment: • Result of Plagiarism • Proof of Publication • Zero Balance Fee Letter • Transcript	• Submit softcopy thesis to academic-fm@utm.my and hardcopy thesis to FM Academic Office • Submission Forms and All Attachments • All Must Be Signed by Supervisor
3 MONTHS BEFORE SUBMISSION	1 MONTH BEFORE SUBMISSION	BEFORE SUBMISSION	BEFORE SUBMISSION	SUBMISSION

Compulsory to use UTM Thesis Format
Download the template from (<https://sps.utm.my/thesis-formatting-2023/>)

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 postpone the 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 student pass, 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.

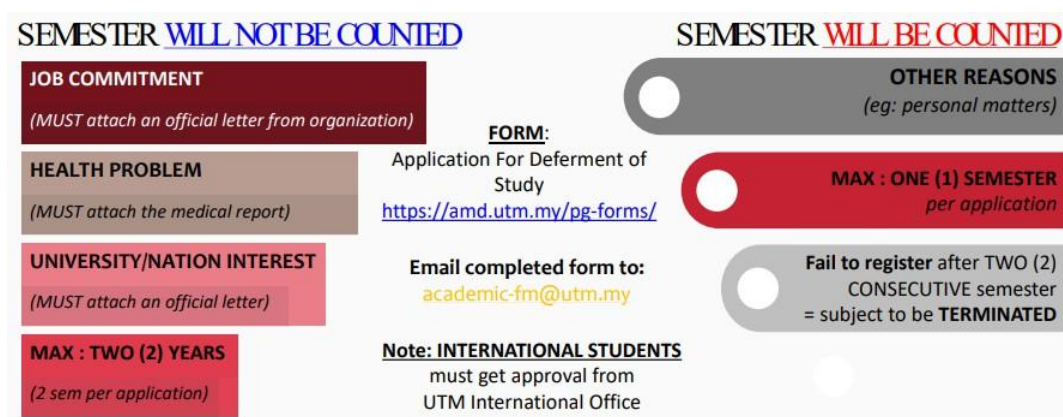


Figure 7: Types Of Deferment Reasons That Are Counted Or Not Counted

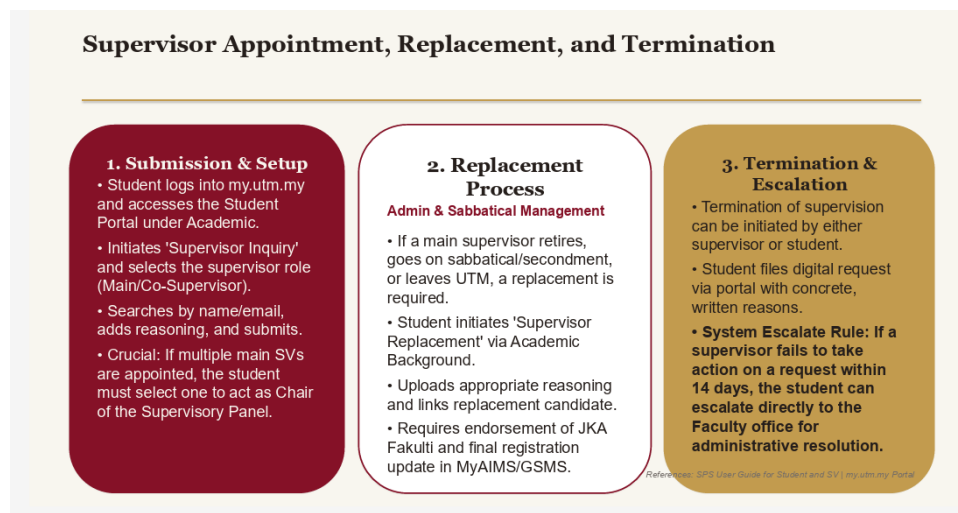


Figure 8: An overview of the three key phases in supervisor management —covering initial setup, replacement procedures, and termination rules.

External Appointments Must Satisfy Strict Documentation and Zero-Financial Liability

- i. Co-Supervision with the Top 200 QS World University Rankings or must be expert in the field.
- ii. Appoint external assessors from Research Universities (RU) or institutions ranked in the top 200 of the QS World University Rankings.

Letter of Agreement (SPS/36/2023/Pind.1/2025)

- i. Three-Way Contract: Signed directly by the Main Supervisor, External Co-Supervisor, and witnessed with dates [Letter of Agreement].
- ii. Publication Credit Sharing: Both supervisors to jointly publish all academic research results related to the project [Letter of Agreement, clause 2].
- iii. No University Financial Liability: the appointment does not incur any financial cost to the university [Letter of Agreement, clause 4].
- iv. Self-Borne Travel Expenses: Traveling expenditures for research purposes will be borne individually by the person traveling [Letter of Agreement, clause 3].

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/>