



***Faculty of Administrative
Science and Policy Studies
UNIVERSITI TEKNOLOGI MARA***

2014

STUDENT HAND BOOK

MASTER OF CORPORATE ADMINISTRATION (MOCA)/ GRAD ICOSA – AM700



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TABLE OF CONTENT

Administrative Staff	6
Senior Staff and their Research Background.....	6
The Faculty of Administrative Science & Policy Studies	9
Objectives:-.....	10
Entry Requirements	11
Duration of Study	11
The Programme Structure (Full Time)	12
The Programme Structure (Part Time)	122
CORE COURSES	14
CORPORATE ACCOUNTABILITY AND SUSTAINABILITY (EMA 760) ...	14
CORPORATE STRATEGY IN PRACTICE (MCA712)	14
FINANCIAL DECISION MAKING I (MCA 713)	14
RESEARCH METHODOLOGY AND DATA ANALYSIS (EMA 705)	14
ADVANCED COMPANY SECRETARIAL PRACTICE (MCA 721).....	15
CORPORATE RISK MANAGEMENT (MCA 722)	15
FINANCIAL DECISION MAKING II (MCA723)	15
DISSERTATION (EMA 737)	15
ELECTIVE COURSES	17
*SEMINAR IN CORPORATE GOVERNANCE (MCA 724)	17
SEMINAR IN INTERNATIONAL BUSINESS ENVIRONMENT (MCA 725)	17
*HUMAN CAPITAL MANAGEMENT (EMA 700)	17
INFORMATION TECHNOLOGY MANAGEMENT (EMA 703).....	18
ETHICS AND INTEGRITY IN ADMINISTRATION (EMA 717)	18
INDEPENDENT STUDY (EMA 751).....	18
Post Graduate Student's Responsibilities.....	20
Registration	20
Programme Plan.....	20

Postgraduate Regulations.....	20
Attendance and Participation in class.....	21
Reading and Reflection	21
Computer Literacy.....	21
Conferences, Seminars and Graduation Dinners	22
Plagiarism and Academic Dishonesty	22
FSPPP’s Website.....	22
Attire	22
Coffee Lounge.....	22
Library and Information Services	23
How to get the most out of your Masters?	23
Data and Information vs. Knowledge	23
Interaction vs. Imbibitions.....	24
Theory vs. Practice.....	24
Meeting Requirements vs. Exceeding Requirements	24
Time Commitment	25
Follow your own Pace.....	25
Caveat	25
Inquiries	25
Accuracy of Information	26

About this Handbook

This handbook is a guide to students enrolled in the Masters of Corporate Administration (AM700) at Faculty of Administrative Science and Policy Studies (FSPPP). The handbook illustrates the faculty's commitment to the programme and the enrolled candidates. In keeping with the spirit of quality assurance, we want to make clear the requirements, expectations, promises and hope so that we will be clear from the outset about the programme requirements.

This handbook is divided into three sections i.e. the programme and course related information, responsibilities of the post-graduate students and the some advice on how to approach a master's programme. It is hoped that this handbook will enhance the student's understanding of the requirements of the coursework based Masters of Corporate Administration/Grad ICSA (AM700) programme.

We will keep you updated on any changes to the programme and to the handbook. A digital copy will soon be made available through FSPPP's website (<http://www3.uitm.edu.my/faculties/fsppp/>)

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Shariah Governance, Corporate/ Islamic Finance, Taxation & Administration

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Shareholder Activism, Corporate Governance, Corporate Administration & Leadership

The Faculty of Administrative Science & Policy Studies

The division of public administration was established in 1965 within the School of Administration and Law. In January 2004 the division was upgraded to a faculty and called the Faculty of Administrative Science and Policy Studies (FSPPP). The faculty now offers Diploma in Public Administration, Diploma in Corporate Administration, Bachelor of Corporate Administration (Honours), Bachelor of Administrative Science (Honours), Executive Master of Administrative Science (by course work), Master of Administrative Science (by research) and Doctor of Philosophy (by research). These courses are also now available via the Electronic Distance Learning and Off-Campus Programme modes.

The faculty has about 150 lecturers based mainly in the Shah Alam, Negeri Sembilan, Sarawak, Sabah dan Kedah campuses. A number of strategically niched special interest groups undertake efforts in research and consultancy as an extension of the teaching and learning activities in support of the postgraduate programmes. The Faculty also publishes the Journal of Administrative Science

(JAS) as a forum for discussion and publication of scholarly work in the fields of administrative science and public policy.

The MOCA Programme (AM700)

The MOCA/GRAD ICSA curriculum will cover new areas in modern corporate administration and governance. The curriculum is designed to develop further knowledge and skills required to meet the demand of dynamic corporate administrators in this era of globalisation.

Graduates of this programme receive an academic award and a professional qualification, the Institute of Chartered Secretaries and Administrators (ICSA).

ICSA is the only recognised professional body for Chartered Secretaries and Administrators in the United Kingdom and throughout the world. Formed in 1891, the Institute today has more than 36,000 members in over 70 countries.

The Malaysian Institute of Chartered Secretaries and Administrators (MA-ICSA) was founded in 1959 as an affiliated body to ICSA, and is now the third largest Division amongst the eight Divisions within ICSA International. Currently, MAICSA has more than 4200 members (comprising Fellows, Associates and Graduates), 2,500 students and 700 Affiliates on its register.

MAICSA is also a founder member of the Corporate Secretaries International Association (CSIA). CSIA, a Geneva-registered global organisation, is dedicated to developing and growing the study and practice of corporate secretaryship to improve professional standards, the quality of governance practice and organisational performance. Its vision is to be “The Global Voice of Corporate Secretaries and Governance Professionals”

The Government has gazetted MAICSA as a prescribed body under Section 139(A) of the Companies Act 1965, which means that Fellows and Associates can automatically act as company secretaries without having to apply for a license from the Companies Commission of Malaysia (CCM). Fellow and Associate members of the Institute with more than five years’ practical tax experience, either in the public or private sector, are also eligible to apply to become tax agents under Section 153(3) of the Income Tax Act 1967.

In tandem with its mission of developing good corporate professionals, MAICSA is committed to maintaining the highest standard of integrity and ethical values within the corporate secretarial profession. MAICSA also acts as a change catalyst in the corporate arena, participating actively in the enhancement of corporate governance.

Objectives:-

- To provide an opportunity for graduates to acquire post-graduate qualifications and specialised skills in corporate administration and governance.
- To prepare participants for leadership positions in the corporations.
- To provide career development opportunities for executives in the public and private sectors.

To ensure good value, the programme will be taught by a combination of academics, public and private practitioners from the industry.

A comfortable and conducive learning environment will be provided with real company secretary office environment and facilities and discussion areas to make the experience enriching.

We are committed to giving you value for your money and time. The programme will be professionally rewarding and personally satisfying.

Entry Requirements

Applicants (Bumiputras only) must have a Bachelor Degree in Corporate Administration or its equivalent from selected disciplines with a minimum Cumulative Grade Point Average (CGPA) of at least 3.00. An applicant with CGPA below 3.00 will be considered if he or she has had adequate and relevant working experience in an organization OR a professional qualification that is recognised as being equivalent to the above AND successful in an interview conducted by the Faculty Post-Graduate Committee

Candidate whose prior studies were in a non-related discipline will be required to undertake a special pre-requisite programme aimed at providing basic knowledge and skills in Corporate Law, Corporate Governance, Company Secretarial Practice, Corporate Finance and Company Accounts that are considered essential in order to be able to undertake the master of corporate Administration.

Candidates from related discipline may be required to pass some of the modules in the special pre-requisite programme if the modules incorporated in their degree are not of equivalent standard.

Full-time: 1 1/2 – 2 years (3 -4 semesters)

Part-time: 2 -4 years (4 – 8 semesters)

The candidates must complete 40 credits hours of courses, including 6 credits of electives and a 9 credits hours dissertation.

Duration of Study

The Programme Structure (Full Time)

SEMESTER	COURSE CODE	COURSE TITLE	CREDIT
1	EMA760	CORPORATE ACCOUNTABILITY AND SUSTAINABILITY	3
	MCA712	CORPORATE STRATEGY IN PRACTICE	4
	MCA713	FINANCIAL DECISION MAKING I	3
	EMA705	RESEARCH METHOD & DATA ANALYSIS	4
TOTAL			14
2	MCA721	ADVANCED COMPANY SECRETARIAL PRACTICE	5
	MCA722	CORPORATE RISK MANAGEMENT	3
	MCA723	FINANCIAL DECISION MAKING II	3
		ELECTIVE 1	3
TOTAL			14
3	EMA737	DISSERTATION	9
		ELECTIVE 2	3
TOTAL			12
		LIST OF ELECTIVE COURSE	
	*MCA724	SEMINAR IN CORPORATE GOVERNANCE	3
	MCA725	SEMINAR IN INTERNATIONAL BUSINESS ENVIRONMENT	
	*EMA700	HUMAN CAPITAL MANAGEMENT	
	EMA703	INFORMATION TECHNOLOGY MANAGEMENT	
	EMA717	ETHICS & INTEGRITY IN ADMINISTRATION	
	EMA751	INDEPENDENT STUDY	
TOTAL CREDIT			

12

* EMA700 and MCA724 are compulsory electives for students registered for ICOSA.

The Programme Structure (Part Time)

SEMESTER	COURSE CODE	COURSE TITLE	CREDIT
1	EMA760	CORPORATE ACCOUNTABILITY AND SUSTAINABILITY	3
	MCA712	CORPORATE STRATEGY IN PRACTICE	4
	MCA713	FINANCIAL DECISION MAKING I	3
TOTAL			10
2	MCA722	CORPORATE RISK MANAGEMENT	3
	MCA723	FINANCIAL DECISION MAKING II	3
	EMA705	RESEARCH METHOD & DATA ANALYSIS	4
TOTAL			10
3	MCA721	ADVANCED COMPANY SECRETARIAL PRACTICE	5
		ELECTIVE 1	3
TOTAL			8
4	EMA737	DISSERTATION	9
		ELECTIVE 2	3
TOTAL			12
		LIST OF ELECTIVE COURSE	3
	*MCA724	SEMINAR IN CORPORATE GOVERNANCE	
	MCA725	SEMINAR IN INTERNATIONAL BUSINESS ENVIRONMENT	
	*EMA700	HUMAN CAPITAL MANAGEMENT	
	EMA703	INFORMATION TECHNOLOGY MANAGEMENT	
	EMA717	ETHICS & INTEGRITY IN ADMINISTRATION	
	EMA751	INDEPENDENT STUDY	
TOTAL CREDIT			40

* EMA700 and MCA724 are compulsory electives for students registered for ICOSA.

CORE COURSES

Courses all MOCA students have to successfully complete.

CORPORATE ACCOUNTABILITY AND SUSTAINABILITY (EMA 760)

Corporate governance is fundamentally supported by corporate accountability. Corporate accountability is the extent to which the company is transparent in its corporate activities and responsiveness to those it serves. This course examines a corporation's accountability in critical decision making, governance system transparency, and communication to a wide range of stakeholders. It also deals with social, ethical, environmental and sustainability issues in corporate governance. [SLT: 120]

CORPORATE STRATEGY IN PRACTICE (MCA712)

The course covers management and strategic administration that focus on improving organizational performance over the long term. This involves a critical strategic analysis of the endogenous and exogenous variables that impinge on the organization's strategic direction. The students will also be equipped with knowledge on strategic process rang-

ing from its formulation up to the implementation and evaluation stages. [SLT: 160]

FINANCIAL DECISION MAKING I (MCA 713)

This course covers advanced areas in Corporate Finance. Important areas covered will be financial market, capital structure, cost of capital and working capital management. The aims of this course are: at the end of the course student should be able to understand and appreciate the important theories and concepts in corporate finance, analyse and practically apply the financial knowledge in real life situation, and contribute and participate in management decisions [SLT: 120]

RESEARCH METHODOLOGY AND DATA ANALYSIS (EMA 705)

The course will equip students with the basics of formulating quantitative and qualitative empirical research. The course will assist the students from formulation of a research proposal up to the writing up of the final research report. The course covers research designs, sampling strategies, sample size selection, instrumentation issues, developing conceptual framework and data analysis. Basic descriptive and inferential statistics are introduced to enable students to carry out multivariate data analysis

using the SPSS package. Students are expected to have some basic research method and statistical knowledge. The students must develop a research proposal meeting all the requirements outlined in the course documents. [SLT: 160]

ADVANCED COMPANY SECRETARIAL PRACTICE (MCA 721)

This course aims to raise the proficiency of the company secretary to handle the responsibility as advisor to the board of directors pertaining to the standards demanded by the law and regulations governing companies to ensure corporate compliance. This course focuses on the knowledge of law and regulations, guidelines and best practices and the skill involved in the governance of limited companies, in particular listed companies. It includes the respective roles and duties of directors, secretary, shareholders and auditors; the regulations and procedural matters relating to meetings, disclosures and reporting, public listing and issue of securities, corporate restructuring and dissolution of companies. [SLT: 200]

CORPORATE RISK MANAGEMENT (MCA 722)

The course deals with the ways in which risk are managed by corporation. The course focuses on how corporation measure market risks, credit risks and operation risks. Besides that, the course provides insights on

business and technical issues, regulatory requirements and techniques to measure and report risk in a corporation. [SLT: 120]

FINANCIAL DECISION MAKING II (MCA723)

This course is about how corporation make value-maximising about investment, financing and dividend decisions. The course also covers the evaluation on the impact of financial decisions on different constituencies of stakeholder. This course focuses on techniques of financial analysis and managerial decision making in selecting optimal choices. Analytically discuss the possible solutions in areas relating to corporate finance and corporate strategy so that student will be able to appreciate and understand global financial situations. [SLT: 120]

DISSERTATION (EMA 737)

A study based on the proposal developed and approved as part of the requirements of the course in Research Method and Data Analysis in the first semester shall be carried out with the guidance of a supervisor appointed by the Faculty's Postgraduate Research Committee (FPRC). The study must involve research problems appropriate to Master's level and can be either quantitative or qualitative in nature. The study must observe and demonstrate sufficient rigour that conforms to the conventional scientific study or

other methodologies. The student must carry out the study, analyse and write up the dissertation following the requirements of UiTM. The dissertation of no more than 30,000 words must be defended before a committee of senior staff. The detailed guidance on the dissertation is available in the Faculty's Dissertation Handbook to be provided to all post-graduate students. [SLT: 360]

Supervisors:

All qualified and experienced staff of FSPPP will supervise the dissertation.

ELECTIVE COURSES

(Students are required to complete any two of the following courses)

Every effort will be made to offer electives that meet the students' needs. However, the electives offered will depend on number of students and the availability of instructors.

*SEMINAR IN CORPORATE GOVERNANCE (MCA 724)

Ever since, the collapse of huge corporations like Enron, corporate governance has become a very important topic. This course offers identification of corporate governance issues and how they affect corporations. These corporate governance issues will be analysed and various solutions will be proposed. This course also enhances awareness of the various legal and regulations of corporate governance to promote good governance in corporations. [SLT: 120]

SEMINAR IN INTERNATIONAL BUSINESS ENVIRONMENT (MCA 725)

This course introduces four dimensions of international business and trade. It covers international trade theory, government influence on the world trade pattern, the International Monetary System, Foreign Exchange

Market, the effect of cultural differences in world trade and various forms of international business organizations and alliances. The role and impact of international development organizations on trade patterns and international business transactions will be review and critically analyzed. Likewise, the role and impact of regional development alliances such as AFTA, NAFTA, EFTA, EU and the Pacific Rim will be discuss. In addition current issues in international business environment will also be critically discussed to and possible solutions are proposed. [SLT: 120]

*HUMAN CAPITAL MANAGEMENT (EMA 700)

The course examines the deployment of the most valuable of all resources – the human resource in the achievement of organisational goals. The course is a blend of strategic human resource management and knowledge management. The module presents a model of Human Capital Management that focuses on the building of competitive advantage via unique capacity building. A more balanced approach to Human Capital (HC) is adopted with the need to focus on and manage knowledge through the management of people. HRM's critical role in creating and sustaining a knowledge-enabling environment through innovative and competitive talent planning, acquisition and man-

agement and performance management is the main focus of this course. [SLT: 120]

INFORMATION TECHNOLOGY MANAGEMENT (EMA 703)

The course provides a general manager with an adequate understanding of the main trends and issues in acquiring and utilizing technology. The technology policies of the government, the primary considerations in the acquisition of technology, the management of the technology and eventually the integration of the technology with the business plans will form the general scope of this course. The course integrates basic management principles with techniques in information systems and technology. Emphasis is placed on the application of combined information hardware and software solutions to business decision processes. The course will be conducted via a series of lectures by individuals from agencies and companies who have vast experience in this field. [SLT: 120]

ETHICS AND INTEGRITY IN ADMINISTRATION (EMA 717)

Ethics shape and define the nature of public professions. Public agencies and their employees are ethically bound to the broader society and are “holders of the public trust.” Therefore, public administrators in order to

perform their work in a fair and ethical manner, need to understand and deal with the ethical dilemmas they encounter. This course helps prepare students by broadening their understanding of the definition and philosophy of ethics. The associated fields of integrity systems in the public sector are linked to ethical values to ground improprieties in ethics besides law. Through group discussion and case analyses, students will learn to recognize ethical problems and gain skills to approach them with honesty, sincerity, and confidence. Additional knowledge will be gained through lectures, readings, and writing. [SLT: 120]

INDEPENDENT STUDY (EMA 751)

This elective course allows the student to carry out an independent study into an agreed topic or issue within the broad province of this program and discipline, and of suitable scope and complexity to test the student’s capability. The independent study permits the students to customize the course to an area of personal or career interests that no other courses in the programme cater. The student with the help of a staff member must develop and write a 15,000 word (about 50 pages) paper following the faculty’s in-house style. The student shall meet the assigned staff member on a weekly basis for directions and monitoring of the progress of the

study. Pre-determined criteria will be used to evaluate the work and moderated by a second examiner. [SLT: 120]

* **Note:** *EMA700 and MCA724 are compulsory electives for students registered for ICSA.*

Post Graduate Student's Responsibilities

The following sections outline the responsibilities of a post-graduate student. Please take note of the matters raised here to avoid any inconvenience later on.

Registration

The student must follow all the rules pertaining to registration as established and required by UiTM via the Institute of Post Graduate Studies (IPSIS). Failure to follow these rules will place your position at risk and create unwanted inconveniences. If you face any difficulties, please communicate with the Head of Center of Studies (Post-Graduate). Please maintain copies of your registration documents for reference in the event of disputes (Offer letter, bank payment slips, credit card statements, registration form etc.).

You will be required to carry out online registration of the courses every semester. Please communicate with the Head of Center of Studies (Post-Graduate) on the courses to be registered especially those pertaining to the electives. Special consultation will be provided prior to registration. Keep records of your online registration. Always register well in advance

and do not be rushed by fast approaching deadlines.

Programme Plan

The programme plan is the package of courses that the student must register and complete to graduate. Please read the handbook carefully and ensure that you have registered for the required and elective courses for graduation. You should seek the advice of the Head of Center of Studies (Post-Graduate) to develop your personal study plan to ensure smooth completion. There is a template for such a personal study plan provided in Appendix 1 of this handbook.

Postgraduate Regulations

The postgraduate programmes are subject to the regulations approved by UiTM Senate. Please obtain a copy of the document from IPSIS. This document contains requirements which form part of the contract between you and UiTM. You should spend some time to familiarise yourself with the rules and requirements. Of particular importance are the rules on programme duration, computing grade point average, actions for unsatisfactory performance, repeating and deferment of courses, plagiarism and study leave.

Attendance and Participation in class

The students are required by UiTM Postgraduate academic regulation to maintain at least 80% attendance of classes. Students who fail to meet this requirement can be barred from taking the examination. As working individuals there may be many interruptions to your study plan. Please plan and avoid any disruptions to your study. If you are unable to attend classes because of unforeseen events, please communicate with your instructor and/or Head of Center of Studies (Post-Graduate) promptly to avoid any difficulties later. While the regulation requires attendance, participation and attention to the subject matter and issues discussed is where the value of the programme will be realised. Therefore, we expect you to actively participate in the discussions and presentations. Active participation develops confidence, articulation skills and also leadership. The value of the programmes can only be realised through your active co-creation – participation. So let us co-create your value.

Reading and Reflection

A masters level programme does not seek to just transfer advanced information and knowledge on a subject but more importantly seeks to engage the students to reflect critically, contingently and creatively on the con-

tents, theories, perspectives, assumptions and paradigms in the context of the world as they see, live and operate. This reflection is critical to the value creation that you expect and we promise in this programme. Reflection cannot come without adequate reading and understanding of the subject matter. Students are thus expected to read and be prepared for the scheduled sessions. Every effort shall be made to ensure readings are available. Searching and locating the reading materials is also part of the learning exercise. Be self-reliant and independent.

Computer Literacy

All post-graduate students must be competent in the use of personal computers and basic applications. Basic knowledge of word-processing, spreadsheet, presentation and Internet browsers is a must for today's post-graduate students. Possession of a notebook computer is a must for all post-graduate students.

The university has acquired the license to use a wide range of software. Students enrolled on the post-graduate programmes can have access to these programmes (SPSS, AMOS etc.). However, students must abide by the license conditions. The Lab Technician at FSPPP can be contacted to get more information on the use of these softwares.

Conferences, Seminars and Graduation Dinners

Postgraduate students are encouraged to actively attend seminars and conferences relevant to the programme. Papers written as course requirements should be of quality for suitable submission to seminars and conferences in consultation with instructors. Acceptance and presentation of the papers will enable the faculty and students to judge the quality of the work in the various courses in the programme. Attendance will be compulsory when conferences are organised by the faculty.

Plagiarism and Academic Dishonesty

Copying of the works of others from any source is a serious violation of UiTM's academic rules. All work that is not the student's must be accordingly referenced and acknowledged following the UiTM and FSPPP rules. All assignments and papers submitted in the course of the programme are deemed to be the work of student/s and must have a declarations page to that effect (after the cover page). A sample is provided to all instructors. Please refer to UiTM's Plagiarism Policy and Avoiding Plagiarism – A Student's Guide which is available at HEA website.

FSPPP's Website

Your instructors and the Coordinator will circulate information about schedules, classes, talks, and cancellations from time to time. While e-mails are a very cheap, quick and convenient way of communicating, only daily check of e-mails will truly ensure you remain connected. So, check your emails daily and provide prompt response to any related inquiries. Make it a habit of checking with the faculty website daily to stay informed of changes.

(<http://www3.uitm.edu.my/faculties/fsppp/>)

Attire

UiTM has its own rules on proper attire for students. Students must be appropriately dressed for the classes and consultation. The dress code does make the man or the woman.

Coffee Lounge

To ensure comfort, the faculty has provided a small but cozy lounge for you to take a break and to get a much needed drink before, during or after the classes. Please use the lounge responsibly by ensuring the cleanliness and safety of the place at all times. If you have any suggestions to improve the lounge, please feel free to communicate it to the Head of Center of Studies (Post-Graduate). All reasonable requests will be met.

Library and Information Services

Postgraduate students must familiarise themselves with the PTAR library services. The library offers a wide range of services that are necessary for the postgraduate students. Online databases (Proquest, Emerald and Abscohost) and digital dissertation collection (ABI Dissertation) will be of particular interest to postgraduate students.

Students should use high speed Internet to access these services. Alternatively, they can use FSPPP's computing facilities to get high speed access to online materials. Always keep the librarians informed on any difficulties faced in accessing materials online or through any other means. They are there to serve you but you must help them to help you better. They are always glad to be of assistance.

(<http://ilmu2.ptar.uitm.edu.my/ptar/eQUIP/home.jsp>)

How to get the most out of your Masters?

The learning outcomes of any programme are co-created by the lecturers and the students working closely, interactively and collaboratively. The value creation depends on the quality of student interaction in the learning process. The following outlines some ways for the master's candidates to derive more value from this programme.

Data and Information vs. Knowledge

The new millennium is marked by an explosive growth of data and information in all fields of life, work and study. Information by its very nature has a very short shelf-life and is bound very much to time and space. Hence, the value of information declines very rapidly. Knowledge, which is the understanding and use of information, has more permanency and hence, of better value.

In this programme, you will come across new information and data on many matters. Merely acquiring information does not create lasting value. You must be able to abstract from the data and information to develop understanding about the subject matter of the information. Using the information in ways that enables problem resolution is what knowledge is all about. Superior knowledge comes from using information in ways that is innovative or creative to solve individual, group and organisational problems. But true knowledge requires one to think about things ordinary, deeply, reflectively, adaptively, contextually and unconventionally to develop better insight. This masters programme provides the platform and environment to do just that. Take advantage of this opportunity and you will get more from this programme than just new information.

In age of information overload, frameworks, concepts and theories (P. Drucker, 2000) are critical to survival. This master's programme will provide you with many perspectives, frameworks, concepts and theories. Discuss, discourse and develop them to become a thinking practitioner.

Interaction vs. Imbibitions

Postgraduate programme requires active participation of the student in the discussion of the subject matter. Interaction, besides clarifying the issues relating to the subject matter, serves to develop important personal and professional skills. Interaction develops articulation skills, confidence in oneself, ability to see and maintain relationships and leadership. People skills are premium as one goes up the organisational ladder – emotional intelligence. So take advantage of the opportunities to interact with classmates, with the instructors and guest lecturers.

Interaction in the class room is an indication of the readiness of the student to engage in issues presented to the class. Passive students leave the programme without developing themselves as much as they should have.

Theory vs. Practice

There is a general belief that theories and models complicate life and learning and hence to be avoided. A. Einstein said that “there is nothing more practical than a good theory”. Theories are deduced from observations and the empirical world. By their very nature, theories are abstractions – only those elements that are deemed as important variables are extracted. A good deal of theories and models make up every discipline of study and practice. Examine these theories critically and contribute your own thoughts to the theoretical discussion. Theory and practice must inform each other. As practitioners you must seek to expand your capabilities through the understanding of theories and models which represents your collective and cumulative knowledge of the subject matter in question. As students, seek to enrich the theories by adding your own dimensions to it.

Meeting Requirements vs. Exceeding Requirements

Many students set very limited or low goals as they embark on the masters programme. We know from Goal Setting Theory that one will expend more effort if he/she sets higher goals. Therefore, aim high and do all the work that is required of you in the various courses in the best way possible. Do not seek short cuts to the work. Always read or do more than what is required. This attitude of mind will make you exemplary and provide satisfaction and better results. Not only

will you inspire yourself but also all others around you. Be inspirational, not just ordinary.

Students who go beyond the minimum will motivate and challenge the instructors to give more. Collectively, all will gain from higher expectations. Take on challenging assignments and not follow the well worn paths others have taken. Seek to excel, not to just complete the programme.

Time Commitment

If you are part time students, you have limited time for the work associated with the masters programme. You must set aside specific time in the week for work related to the programme. Most courses in the programme require about 120 hours of your study time. The learning sessions (classes) only take care of between 40-48 hours of the required time. The self learning time which forms the bulk of the learning must be set aside and productively used for the required reading and reflection. You may have to sacrifice the weekends with family or your golf game. These sacrifices are necessary to finish the work needed to complete the programme. Do not underestimate the demands of the programme and overestimate your ability to cope with the demands. At the time of registration, think carefully about the commitment you can make in terms of the time. Consistent and persistent commitment is needed to complete the

programme. The devotion of time to learning especially self-learning, will determine the completion and the reward to be enjoyed from this programme.

Follow your own Pace

Everyone faces different constraints and consequently, has different resources and priorities. Develop a plan of study that optimises your resources. Do not try to follow the cohort at all cost. This is not a wise approach. You will get more from the programme by following it at your own pace and not by trying to live up to the pace of others, who may face fewer challenges than you do.

Caveat

This handbook is to be read together with the 'Peraturan Akademik Pengajian Pasca Siswazah' and other documents issued by IPSIS and FSPPP applicable to postgraduate students. In the event of inconsistencies between this handbook and documents issued by UITM or IPSIS, the latter documents shall prevail. The matter should be brought to the attention of the faculty for rectification.

Inquiries

If you have any questions about this programme please telephone, fax or email using information provided below. To get more information about the programme, please visit our website at <http://www3.uitm.edu.my/faculties/fsppp/>.

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26

Accuracy of Information

Information contained in this handbook is accurate at the time of printing.