



# Guide Book

POSTGRADUATE PROGRAMS  
BY COURSEWORK

**SCHOOL OF MANAGEMENT**  
UNIVERSITI SAINS MALAYSIA

MASTER OF PROFESSIONAL MANAGEMENT

MASTER OF PROFESSIONAL MANAGEMENT (ONLINE)

**2025/2026**  
[www.usm.my](http://www.usm.my)

# GUIDEBOOK

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## **USM Vision**

"Transforming Higher Education for a Sustainable Tomorrow"

## **USM Mission**

USM is a pioneering, transdisciplinary research intensive university that empowers future talents and enables the bottom billions to transform their socio-economic well-being.

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## I. DEAN'S FOREWORD



**Professor Dr. Noor Hazlina Ahmad**  
**Dean, School of Management**

### **Warmest Greetings and Welcome to the School of Management**

It gives me a great pleasure to introduce you to the School of Management (SOM) Universiti Sains Malaysia. At SOM, we have approximately 3200 students (both undergraduates and postgraduates) and 68 dedicated and committed academic and administrative staffs. As you familiarize and get yourself acquainted to our school and USM campus, you will witness the strong sense of familiness which is at our core. We are dedicated to ensuring that our students are industry-ready and well-equipped with the future proof skills, hence our curriculum is designed and co-created with the industry partners and established agencies such as the Malaysia Digital Economy Corporation (MDEC) and Malaysian Bar Council.

At SOM, we are not only passionate about your academic achievement, but we care deeply about your overall well-being. You will soon realise that the school offers various activities that will help you sail your way through your academic life in a fun, enriching and enjoyable manner. The attitude of sensitivity and support reflects our approach in dealing with our students and the campus community.

We continuously strive to provide all students with access to an outstanding education and the future proof skills in an environment full of respect and inclusivity. The School of Management has a large composition of international students from various parts of the world including UAE, South Korea, Australia, China, Libya, United Kingdom, Jordan, Saudi, Egypt, Yemen, Iran, Qatar, Nigeria, Iraq, Pakistan, India, Lebanon, Oman, Ghana, Indonesia, Thailand and many others. Hence, we encourage everyone to embrace our differences and celebrate our commonalities, learn from them, value the civil

exchange of ideas and uphold academic freedom as a vital part of our educational mission.

At the university level, our commitment to academic excellence, diversity, equity, and inclusion has made USM a university that is both nationally and internationally recognized. USM has been ranked 4th in the Times Higher Education (THE) Impact Rankings 2023 on sustainability out of over 1,200 institutions across 98 countries around the world. The ranking highlights the social and economic impact created by universities around the world, based on the United Nation's Sustainable Development Goals (SDGs).

Once you are a part of us, we do hope that you are proud of USM as we are. We look forward to watching your talents and creativity flourish during your time with us. We will make the best of your learning and living experience here at SOM and USM -- and importantly, we want you to know that we are here to support you in every step of the way once YOU ARE WITH US.

Thank you and best wishes.

Sincerely,

**Professor Dr. Noor Hazlina Ahmad**  
**Dean, School of Management**  
**Also, a proud SOMer**

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## **1.0 INTRODUCTION TO SCHOOL OF MANAGEMENT**

### **1.1 SCHOOL OF MANAGEMENT**

The School of Management at Universiti Sains Malaysia (USM) was established on 1 December 1989, and has offered a wide range of undergraduate and postgraduate programmes since its inception. The School initially launched the Bachelor of Management (Honours) degree with four (4) areas of specialisation: Finance, Marketing, Operations, and Organisational Behaviour. In response to the nation's growing demand for qualified accounting professionals, the School introduced the Bachelor in Accounting with Honours programme (formerly known as the Bachelor of Accounting (Honours)) in the 1999/2000 academic session. This marked a significant expansion in the School's academic offerings, aligning with national priorities and professional workforce needs. As part of its ongoing curriculum development, the School introduced the International Business major in 2008, followed by Islamic Finance in 2011, and most recently, Business Analytics, which was approved by the Ministry of Higher Education Malaysia in 2020. In addition to undergraduate programmes, the School of Management also offers a range of postgraduate programmes, including Master's degrees by Research, Coursework, and Mixed-Mode, as well as the Doctor of Philosophy (PhD). These programmes are designed to cultivate high-calibre talent equipped with advanced knowledge and skills to meet the evolving demands of academia, industry, and the public sector.

### **1.2 POSTGRADUATE PROGRAMS IN THE SCHOOL**

The School of Management has been offering postgraduate level programs since the 1990s. These are the Master and Doctor of Philosophy (PhD) programs. Under the Master program, the School offers the Master of Arts (MA) (Accounting), MA (Finance) and MA (Management). Both MA and PhD are research-mode programs that require students to undertake a research project and write a thesis.

Since their introduction, both programs have seen an impressive increase in the number of students. The current number of MA and PhD students enrolled in the School is closed to 660 students from various countries including UAE, South Korea, Australia, China, Libya, United Kingdom, Jordan, Saudi, Egypt, Yemen, Iran, Qatar, Nigeria, Iraq, Pakistan, India, Lebanon, Oman, Ghana, Indonesia and Thailand. The School of Management, in fact, is one of the biggest schools in USM in terms of the number of research-mode postgraduate students.

The MA and PhD are offered on a full-time and part-time basis. International students, except for those coming from a few countries, are required to register on full-time basis, while local students can register for either full-time or part-time. A full-time

MA student will take between 2 to 6 semesters to complete, while a PhD between 4 to 10 semesters.

The School of Management also offers the Offshore PhD program with two universities abroad namely University of Indonesia and Minjiang University, China. Under this program, the School conducts special PhD training to the staffs and affiliates of these universities in their home countries.

For MA and PhD programs, students will conduct their research in one of the following research clusters:

- Enterprise Management Control
- Operations Management
- Human Capital Development.
- Technology Management.
- Finance
- Consumer Market Based Research.
- Internationalization
- Inclusive Entrepreneurship
- Business Analytics

## **2.0 MASTER OF PROFESSIONAL MANAGEMENT MASTER OF PROFESSIONAL MANAGEMENT (ONLINE)**

### **2.1 INTRODUCTION**

Master of Professional Management and Master of Professional Management (for Open Distance Learning (ODL) mode, it called as Master of Professional Management (Online), with course code “D”) is designed to produce skilled talents in the field of professional management. The program prepares the students who are highly skilled, knowledgeable, creative, innovative, and competitive in the services sector. The courses are designed with specialized contents, focusing on high performance and adaptive management skills.

### **2.2 PROGRAM OBJECTIVES**

The objectives of the Master of Professional Management and Master of Professional Management (Online) program are to:

- (a) critically assess theories and concepts of professional management;
- (b) apply theories and concepts to decision making in the services sector;
- (c) conduct research with minimal supervision and adhere to legal, ethical and professional practices;
- (d) demonstrate the quality of management and leadership through effective communication and execution of tasks;
- (e) generate problem solving using scientific skills and critical thinking;
- (f) demonstrate skills and principles of lifelong learning in academic and career development.

### **2.3 PROGRAMME OUTCOMES**

Students who have completed Master of Professional Management and Master of Professional Management (Online) studies at the School of Management are expected to demonstrate:

- (a) ability to apply professional management knowledge at the highest level to make holistic judgments;
- (b) skills to use soft skills to interpret and make decisions related to the field of management professionally;

- (c) critical thinking and management skills in translating information and data into a clear view of an action plan efficiently;
- (d) effective communication and leadership skills to manage management-related issues to all stakeholders;
- (e) the use of social skills, teamwork skills and a responsible attitude in the professional management process;
- (f) ability to make management decisions characterized by professionalism and ethical transparency;
- (g) the ability to cultivate lifelong learning practices and strives to demonstrate improvement in professional management;
- (h) entrepreneurial skills in the process of managing an organization;
- (i) leadership skills in solving problems effectively and efficiently;
- (j) digital skills in analyzing data to aid the decision-making process;
- (k) numeracy skills to interpret quantitative data sets required in the field of professional management.

## 2.4 STRUCTURE OF PROGRAM

In order to qualify for the Master of Professional Management and Master of Professional Management (Online) degree, students are required to accumulate **42 credits** over a period of **not less than 2 semesters**. The distribution of units is shown as below:

Program Requirement	Course Code Classification	No. of Credits
Common Core	T	24
Elective	E	12
Project	P	6
<b>TOTAL</b>		<b>42</b>

## 2.5 LIST OF COURSES

### 2.5.1 Common Core (T)

- Six (6) Compulsory Courses/ 24 Credits

Code	Course Units	Course Title
AOW501/AOW501D	4	Management for Professional
AOW502/AOW502D	4	Accounting & Finance for Professionals
AOW503/AOW503D	4	Leadership Dynamics in Digital Era
AOW504/AOW504D	4	Strategic Management
AOW505/AOW505D	4	Organisational Development and Change
AOW506/AOW506D	4	Research Method

### 2.5.2 Elective (E)

- Choose any three (3) courses/ 12 Credits

Code	Course Units	Course Title
AOP508/AOP508D	4	Business Analytics for Professionals
AOP509/ AOP509D	4	Enterprise Risk Management
AOP510/ AOP510D	4	Economics for Professionals
AOP511/ AOP511D	4	Negotiation Dynamics
AOP512/ AOP512D	4	Talent Management
AOP513/ AOP513D	4	Client Centricity
AOP514/ AOP514D	4	Taxation
AOP515/ AOP515D	4	Safety and Health Practices
AOP516/ AOP516D	4	Professional Ethics

### 2.5.3 Project (P)

- One (1) compulsory course/ 6 Credits

Code	Course Units	Course Title
AOW507/AOW507D	6	Field Based Project

## 2.6 Course Registration Planning Schedule

### (a) Suggested Academic Plan for Full-Time Mode (1 year) - Conventional

Type	Semester 1		Semester 2		
	Course	Credit Hour	Course	Credit Hour	
Core	AOW501 Management for Professionals	4	AOW504 Strategic Management	4	
	AOW 502 Accounting & Finance for Professionals	4	AOW505 Organisational Development and Change	4	
	AOW503 Leadership Dynamics in Digital Era	4	AOW506 Research Method#**	4	
	AOW506 Research Method#**	4			
	<b>Total</b>	<b>16</b>	<b>Total</b>	<b>8</b>	
Elective*	AOP508 Business Analytics for Professionals	4	AOP512 Talent Management	4	} Set A
	AOP509 Enterprise Risk Management	4	AOP513 Client Centricity	4	
	AOP510 Economics for Professionals	4	AOP514 Taxation	4	} Set B
	AOP511 Negotiation Dynamics	4	AOP515 Safety and Health Practices	4	
			AOP516 Professional Ethics	4	
	<b>Total (Choose any ONE)</b>	<b>4</b>	<b>Total (Choose any ONE from SET A and ONE from SET B)</b>	<b>8</b>	
Project	AOW507 Field Based Project**	6	AOW507 Field Based Project**	6	
<b>Total</b>		<b>20</b>		<b>22</b>	

#### Notes:

\*Choose ONE elective in Semester 1 and TWO electives in Semester 2.

#AOW506 is a prerequisite course for AOW507.

\*\*AOW506 and AOW507 are being offered every semester.

**(b) Suggested Academic Plan for Part-Time Mode (2 Year) - Conventional**

Semester 1		Semester 2		Semester 1		Semester 2	
Course	Credit Hour	Course	Credit Hour	Course	Credit Hour	Course	Credit Hour
AOW501 Management for Professionals	4	AOW504 Strategic Management	4	AOW503 Leadership Dynamics in Digital Era	4	AOW507 Field Based Project	6
AOW502 Accounting & Finance for Professionals	4	AOW505 Organisational Development and Change	4	Elective *	4	Elective *	4
		AOW506 Research Method	4			Elective *	4
<b>Total</b>	<b>8</b>	<b>Total</b>	<b>12</b>	<b>Total</b>	<b>8</b>	<b>Total</b>	<b>8</b>

*\*See notes for table under full-time mode above.*

**List of Elective Courses**

Elective I (To Be Offered in Semester 1 ONLY)	Elective II (To Be Offered in Semester 2 ONLY)
AOP508 - Business Analytics for Professionals	AOP512 - Talent Management
AOP509 - Enterprise Risk Management	AOP513 - Client Centricity
AOP510 - Economics for Professionals	AOP514 - Taxation
AOP511 - Negotiation Dynamics	AOP515 - Safety and Health Practices
	AOP516 - Professional Ethics

} Set A  
 } Set B

(c) Suggested Academic Plan for Full-Time Mode (1 year) - Online

Type	Semester 1		Semester 2		
	Course	Credit Hour	Course	Credit Hour	
Core	AOW501D Management for Professionals	4	AOW504D Strategic Management	4	
	AOW502D Accounting & Finance for Professionals	4	AOW505D Organisational Development and Change	4	
	AOW503D Leadership Dynamics in Digital Era	4	AOW506D Research Method#**	4	
	AOW506D Research Method#**	4			
	<b>Total</b>	<b>16</b>	<b>Total</b>	<b>8</b>	
Elective*	AOP508D Business Analytics for Professionals	4	AOP512D Talent Management	4	} Set A
	AOP509D Enterprise Risk Management	4	AOP513D Client Centricity	4	
	AOP510D Economics for Professionals	4	AOP514D Taxation	4	} Set B
	AOP511D Negotiation Dynamics	4	AOP515D Safety and Health Practices	4	
			AOP516D Professional Ethics	4	
	<b>Total (Choose any ONE)</b>	<b>4</b>	<b>Total (Choose any ONE from SET A and ONE from SET B)</b>	<b>8</b>	
Project	AOW507D Field Based Project**	6	AOW507D Field Based Project**	6	
<b>Total</b>		<b>20</b>		<b>22</b>	

**Notes:**

\*Choose ONE elective in Semester 1 and TWO electives in Semester 2.

#AOW506 is a prerequisite course for AOW507.

\*\*AOW506 and AOW507 are being offered every semester.

(d) Suggested Academic Plan for Part- Time Mode (2 Year) - Online

Semester 1		Semester 2		Semester 1		Semester 2	
Course	Credit Hour	Course	Credit Hour	Course	Credit Hour	Course	Credit Hour
AOW501D Management for Professionals	4	AOW504D Strategic Management	4	AOW503D Leadership Dynamics in Digital Era	4	AOW507D Field Based Project	6
AOW502D Accounting & Finance for Professionals	4	AOW505D Organisational Development and Change	4	Elective *	4	Elective *	4
		AOW506D Research Method	4			Elective *	4
<b>Total</b>	<b>8</b>	<b>Total</b>	<b>12</b>	<b>Total</b>	<b>8</b>	<b>Total</b>	<b>8</b>

\*See notes for table under full-time mode above.

List of Elective Courses

Elective I (To Be Offered in Semester 1 ONLY)	Elective II (To Be Offered in Semester 2 ONLY)	
AOP508D - Business Analytics for Professionals	AOP512D - Talent Management	} Set A
AOP509D - Enterprise Risk Management	AOP513D - Client Centricity	
AOP510D - Economics for Professionals	AOP514D - Taxation	} Set B
AOP511D - Negotiation Dynamics	AOP515D - Safety and Health Practices	
	AOP516D - Professional Ethics	

## 2.7 SYNOPSIS COURSES

### 2.7.1 **AOW501/AOW501D- MANAGEMENT FOR PROFESSIONALS**

This course explains the functional and contemporary approaches to management through planning, organizing, leading, and controlling. It introduces to the students the foundations of management and issues surrounding managing internal and external environment, building organisational structure to maintain agility, mobilising talents and motivating workforce to achieve optimal performance.

### 2.7.2 **AOW502/AOW502D - ACCOUNTING & FINANCE FOR PROFESSIONALS**

This course will emphasise on the learning terminologies, methods and techniques that can be applied in real business situations. While computational competency is important, this course will lean more on the application of techniques, analysing results obtained and making recommendations that go beyond cost and financial aspects.

### 2.7.3 **AOW503/AOW503D - LEADERSHIP DYNAMICS IN DIGITAL ERA**

This course is designed to elaborate about the contemporary leadership skills which are critical in the value creation process of successfully bringing a new breed of firm. This course will explore the various dynamics of leadership and the dimensions of leadership that are relevant to the digital era.

### 2.7.4 **AOW504/AOW504D - STRATEGIC MANAGEMENT**

This course concentrates on ways in formulating, implementing, and evaluating strategies. Strategic-management concepts and techniques are studied. Students will use the knowledge acquired from previous business courses, coupled with new strategic-management techniques learned, to chart the future direction of different organizations.

### 2.7.5 **AOW505/AOW505D - ORGANISATIONAL DEVELOPMENT & CHANGE**

This course enhances students' understanding of the areas of organizational development ranging from orientation to career development and organizational development and provides a clear understanding of the concepts, processes, and practices that form the basis of effective OD.

### 2.7.6 **AOW506/AOW506D - RESEARCH METHOD**

This course provides students with basic concepts and process of conducting research including various research methods and designs. Students will acquire the knowledge and skillsets to undertake original research with good ethical research practices.

2.7.7 **AOP508/AOP508D- BUSINESS ANALYTICS FOR PROFESSIONALS**

This course explains the scientific process of transforming data into insights for analytics-driven business decision making and make future prediction. It covers the methodologies, issues, and challenges related to analysing business data. It prepares students to understand business analytics and become leaders in these areas. Students will learn to apply analytical tools, algorithms and methodologies to solve business problems. Students will also go deeper into advanced investigative and computational methods for developing their personal analytical skills and perspectives. Potential analytical tools will be used whenever applicable based on the simulated business examples.

2.7.8 **AOP509/AOP509D - ENTERPRISE RISK MANAGEMENT**

This course discusses risk management from the perspective of non-financial corporations. The course examines various types of risks including market risks, credit risks and operational risks and risk-management. It also focuses on procedures in the context of the general framework of enterprise-wide risk management (ERM).

2.7.9 **AOP510/AOP510D - ECONOMICS FOR PROFESSIONALS**

This course covers the basic economics principles to be applied by professionals in making sound business decision, considering the microeconomics of demand and supply forces in transactions, theory of consumer and customer behavior, and the principle of production and cost analysis in supplying professionals products and services.

2.7.10 **AOP511/AOP511D - NEGOTIATION DYNAMICS**

This course develops the negotiation style in a challenging, action-oriented, international environment to develop skills and strategies to negotiate. Students will be exposed to the understanding of negotiation dynamics, prepare for uncertainty, learn to craft agile strategy and be quick in changing circumstances and how to build the negotiation competency.

2.7.11 **AOP512/AOP512D - TALENT MANAGEMENT**

The course explores key aspects of talent management from developing core competencies to the design and implementation of performance management systems that include identifying, evaluating, and developing talent, to provide performance guidance for individuals and teams to encourage employee engagement. Experience-based learning is also practiced in providing exposure to students.

2.7.12 **AOP513/AOP513D - CLIENT CENTRICITY**

This course focuses on the essential elements of customer services including conflict resolution, communication strategies, emotional intelligence and utilises strategies to build employee self- motivation to offer world-class service. Students will be exposed to the knowledge on the ways to approach customers, as well as to communicate effectively and confidently.

3.7.13 **AOP514/AOP514D - TAXATION**

This course is designed to develop an understanding among candidates of the concepts and principles of personal, business, and corporate income taxation, taxation of specialised entities, withholding taxes, etc. Besides these, legislation relating to real property gains tax and investment incentives will also be covered.

2.7.14 **AOP515/AOP515D - SAFETY AND HEALTH PRACTICES**

This course is designed to enhance the understanding regarding safety and health at workplace. It will expose about the fundamentals of health and safety, the acts related to Health and Safety at Work, and provides the understanding of study risk assessment and the working environment.

2.7.15 **AOP516/AOP516D - PROFESSIONAL ETHICS**

This course provides the understanding of the ethical principles and the issues related to ethics among professionals. Part of professional ethics is the understanding of the ethics of other professions: and ethical behaviour. Students will also be exposed to the ethical decision-making and general professional conduct in contemporary society.

2.7.16 **AOW507/AOW507D - FIELD BASED PROJECT**

This course is designed for students to apply the research skills in business problems in the global business environment. The course provides opportunity to students to leverage techniques and methods analytics in analysing the business problems and recommend feasible business solution.

### 3.0 ACADEMIC SYSTEM

#### 3.1 COURSE REGISTRATION ACTIVITY

Self-registration must be done according to the stipulated dates found in the offer package for admissions to USM and the academic calendar. Latest announcements for course(s) registration are readily available from the Institute of Postgraduate Studies (IPS) website at [www.ips.usm.my](http://www.ips.usm.my).

Original document of degree certificates and academic transcripts must be presented for verification at the time of registration as stipulated in the checklist of the registration guide. Other required documents/forms (as in the registration checklist) are required to be submitted to IPS during registration.

Postponement of registration is allowed for genuine cases. Official request can be submitted to IPS for consideration. If your request is approved, new offer letter or letter of offer extension will be issued. If it is not approved, you can re-apply for the same program without any penalty at <https://onlineips.usm.my/admission/>

A USM registered student, either on a full-time or part-time basis is not allowed to register for another degree with any other University either local or abroad. Every registered student will be given an official email address that serves as a single unique ID for all USM applications.

#### 3.2 CANDIDATURE MATTERS

##### 3.2.1 Duration

A student who register for postgraduate study must fulfil the duration of candidature as stated in the offer letter.

Programme	Full-time		Part-Time	
	Minimum	Maximum	Minimum	Maximum
Coursework/ Mixed Mode	1 year / 2 semesters	2 years / 4 semesters	2 years / 4 semesters	4 years / 8 semesters

##### 3.2.2 Renewal of Registration and Course(s) Registration

It is the responsibility of a student to renew registration every semester and pay tuition fees within the renewal registration period. The announcement for the registration renewal and courses registration period will be published on the IPS website, [www.ips.usm.my](http://www.ips.usm.my), usually two (2) months before the commencement of the new semester. Student are advised to check the website regularly for information updates prior to the registration period.

### **3.2.3 Renewal of Registration**

Renewal of registration is compulsory to be completed via the Campus Online Portal (<http://campusonline.usm.my>) before the beginning of each semester.

### **3.2.4 Coursework / Mixed Mode**

Login to the Campus Online Portal and click 'Online Reg'. You will be directed to course registration page. Complete the course selection process until invoice of the fees is generated. Fees payment need to be made before the new semester commence.

### **3.2.5 Payment of Tuition Fee**

Renewal of registration is considered complete upon completion of tuition fee payment. All payments MUST be cleared by the stipulated period to avoid the late registration penalty. A copy of bill and proof of payment/scholarship letter MUST be sent to the Bursary and IPS within the renewal period of every semester.

Students who have renewed the registration via online but do not complete the payment within the stipulated period will be considered as registering late and as such, are liable for the late registration penalty of RM200. Students who fail to renew the registration within the stipulated period (without justifiable reasons) will be terminated from their studies.

If any course(s) to be registered for that semester is not offered, students can apply for postponement of studies for that semester. Hence, renewal of registration is not required but the postponement request must be made before the date of the new semester commence.

Coursework and Mixed-Mode Full-time students must register for at least two (2) courses each semester.

Part-time students are required to register for at least one (1) course each semester (excluding project/dissertation/ repeating courses).

### **3.2.6 Malaysian Culture & Malay Language (LKM 111)**

Compulsory for all international students and to be passed prior to graduation\*. The minimum required passing grade is C. Registration of the course is at the School of Languages, Literacies and Translation.

### **3.2.7 Pre- Requisite Course(s)**

Registration of all pre-requisite courses (if applicable) must be done within the first week of the semester. Students need to complete the pre-requisite form, obtain approval from the respective School/Centre/Institute and submit to IPS together with the evidence (receipt) of payment. Pre-requisite form is available at IPS or can be downloaded from IPS website.

### **3.2.8 Add/Drop of Courses for Coursework & Mixed Mode Students**

Any add/drop of course(s) must be made using the Add/Drop form available at IPS website. The form must be signed by the respective Dean/Director/Deputy Dean and submitted to IPS immediately. Final confirmation of course registration after the add/drop of courses can be checked through Campus Online Portal (<http://campusonline.usm.my>).

Course(s) can be added within the first two (2) weeks of the semester. The application must be made using the Add/Drop Form.

Course(s) can be dropped up to the sixth (6) week after the semester commence. Tuition fee will be credited into the student's account for the following semester if the course(s) is dropped within the first two (2) weeks of the semester. No refund will be made for courses dropped after the second (2) week of the semester.

The application must be made using the Add/Drop Form.

- a) Students are required to check the final list of courses registered through the Campus Online Portal before the ninth (9) week of the semester.
- b) For Malaysian Culture & Malay Language (LKM 111), add/drop of course can be done at the School of Languages, Literacies and Translation, within the first week of the semester.

### **3.2.9 Postponement of Studies**

Postponement of studies is only allowed after registration and completion of at least one (1) semester, except for medical or valid personal reasons. Postponement Form is available at IPS website. Students are allowed to postpone their studies maximum of two (2) semesters throughout the entire duration of the candidature period.

### **3.2.10 Conversion of Status**

Student can apply for conversion of status from full-time to part-time or vice versa. Application must be made using the Conversion of Status Form available at IPS website. The conversion of status is only permitted twice during the entire period of candidature.

### **3.2.11 Extension of Candidature**

Application for extension of candidature must be made two (2) months prior to the date of expiration of a student's candidature. The maximum period of extension allowed is two (2) semesters only. Application must be made using the available form at IPS website.

### **3.2.12 Withdrawal from the Programme**

Withdrawal from programme can be made by sending a withdrawal letter to Dean/Director of School/Centre/Institute.

### **3.2.13 Change of Mode Study**

Student must submit a new application together with the processing fees for change of mode of study.

### **3.2.14 Termination of Candidature**

The University reserves the right to terminate a student's candidature based on:

- a) Student's failure to renew the registration before new semester commences.
- b) Unsatisfactory academic performance (Coursework/Mixed mode)/research progress (Research mode)
- c) Failure to pay the tuition fees
- d) Maximum candidature

### **3.2.15 Reactivation of Candidature**

Student may reactivate his/her candidature within 1 year after termination subjected to period of candidature. Reactivation for research mode student (terminated due to maximum period of candidature) will only be considered if the student submits eight (8) draft copies of thesis within one (1) year from the date of maximum candidature. The reactivation of the candidature is subjected to the decision of the University.

### 3.3 EXAMINATION AND GRADUATION REQUIREMENTS

Examinations are conducted at the end of each semester. Examination slip is required for admission into the Examination Hall and can be printed from the Campus Online Portal (<http://campusonline.usm.my>). It is the responsibility of the student to comply with and to be present at the Examination Hall during the stipulated time, date and place of the examination.

If student is unable to sit for examination, the student is required to immediately notify the Examination Section (Registry Department) in writing and attach evidence (if any) to accompany the notification. Students must comply with all academic requirements (for lectures, tutorials, practical, etc.) to qualify them to sit for the examinations.

The examination process is based on the principle of continuous assessment that comprises the coursework and the written examination components. The coursework component can be based on participation in tutorials, tests, essays, project work, studio work, fieldwork, etc.

Performance is assessed according to the examination and/or coursework grading method, using the Cumulative Grade Point Average (CGPA), based on the following scale:

Graded	Points	Master Degree
A	4.00	Pass
A-	3.67	
B+	3.33	
B	3.00	
B-	2.67	
C+	2.33	
C	2.00	Fail
C-	1.67	
D+	1.33	
D	1.00	
D-	0.67	
F	0.00	

Obtain a CGPA of 3.00 and above for the programme.

Achieve a minimum grade C+ for all master degree courses. Courses that are graded as follows will not be taken into account in the calculation of the GPA & CGPA.

- TL (Incomplete)
- DK (with permission)
- P/F (Dissertation)
- Courses with code Y & Z

Dissertation course for Mixed Mode Programme will be taken into consideration for graduation and will be awarded a PASS/FAIL grade.

Academic Status GPA above 3.00 is necessary for an “ACTIVE” status and opportunity to continue the programme.

- GPA below 3.00 for any one semester will be categorized as “MONITORING” status.
- Fail and Out (F&O) status will be awarded for failure to obtain any credits.
- Student will be terminated if the CGPA is between 0.00-0.99 accumulated after 2 semesters.
- Student is allowed to repeat course(s) to improve the CGPA to be minimum of 3.00 as long as the duration of student candidature is still active.
- If student obtains grade B- or below for any course, the course can be repeated if offered either in Semester I or Semester II or Inter-Academic Session Break (KSCP).
- Repeating of course(s) is not allowed in KSCP for students who obtain grade F\* or X in the normal semester.
- Project/dissertation must be completed during the stipulated period according to the programme.
- Student who repeats the project/dissertation is required to select a new topic.

### **3.4 GRADUATION REQUIREMENTS**

**Coursework/Mixed Mode** student must comply with the following graduation requirements:

- a) Pass all courses and examination determined by the respective School/Centre/Institute;
- b) Pass dissertation/research project;
- c) Obtain at least a CGPA of 3.00;
- d) Fulfill the minimum duration of candidature;
- e) Must obtain minimum grade C for Malaysian Culture and Malay Language (LKM111). This course is compulsory for all international students;

### **3.5 ACADEMIC INTEGRITY**

All parties shall help the University to prevent any misconduct which comprise misattribution of data, stealing of ideas or direct plagiarism, deliberate interference and failure to act with integrity in the creation, development, application and use of knowledge, ideas and information in relation to the work of others.

## 4.0 FACILITIES AND SERVICES

### 4.1 INTRODUCTION

As a postgraduate student in the School of Management, USM, you can use a myriad of services in the School and University while pursuing your studies, namely;

- ❖ **Hamzah Sendut Library 1 & 2** – business books, periodicals and online databases are available for use, many of which are accessible from home or office. Please go to this website for more information. <http://www.lib.usm.my/index.php/en/>
- ❖ **Institute of Postgraduate Studies (IPS)** – This is the secretariat for all USM’s postgraduate programs. A lot of information regarding application, registration, candidature, examination, financial assistance, workshops, etc is available in its website at <http://www.ips.usm.my/>
- ❖ **On-campus accommodation** – USM does provide some accommodation for postgraduate students. If you need a place to stay during your study, you can enquire and seek help from this site [https://www.myusminfo.com/usm\\_info/facilities/hostels/intro/](https://www.myusminfo.com/usm_info/facilities/hostels/intro/)
- ❖ **Sports and Recreation** - There are many sports and recreation facilities on campus, such as football and hockey fields, stadiums, swimming pool, gymnasium, indoor badminton courts, outdoor tennis and futsal courts and many others. The USM’s Sports and Recreation website here <https://pusatsukan.usm.my/index.php/ms/> has more information that you may want to check.
- ❖ **SOM’s Postgraduate office** – Besides being a centre that coordinates the postgraduate programs at the School, it also has a resource room where past theses of Master and PhD are kept. All students are most welcome to use the room.
- ❖ **Student lounge** – At the School, we also allocate a spacious and cosy room for students. This is a meeting place for students to come and mingle among themselves and lecturers, or working on their course assignment in-between classes.
- ❖ **Computer labs** – The School has 3 computer labs that are able to support students computing needs.

- ❖ **Internet access** – Throughout the campus, all students can freely get access to the internet. All registered student will also be given an official email account.
- ❖ **Postgraduate Student Alliance (PGA)** – This is an informal club set up and managed by the postgraduate students, which is active in organizing not only academic-type activities such as seminars and workshops, but also social and sport programs.

## **FURTHER INFORMATION**

For further information and enquiries, please contact:

Dean  
School of Management  
Universiti Sains Malaysia  
11800 Penang  
Malaysia  
Tel: +6046533370  
Email: [som@usm.my](mailto:som@usm.my)  
Website: <https://som.usm.my/>

**KALENDAR AKADEMIK - SIDANG AKADEMIK 2025/2026**

**Nota:**

- i. Pendaftaran pelajar baharu mod kerja kursus/campuran/pembelajaran maya bagi Semester 1, SA 2025/2026 (Oktober 2025) boleh dilakukan secara atas talian bermula 1 September 2025 - 6 Oktober 2025.
- ii. Pendaftaran pelajar baharu mod kerja kursus/campuran/pembelajaran maya bagi Semester 2, SA 2025/2026 (Mac 2026) boleh dilakukan secara atas talian bermula 2 Februari 2026 - 16 Mac 2026.
- iii. Pendaftaran pelajar baharu mod penyelidikan boleh dilakukan pada bila-bila masa sepanjang tempoh sah laku surat tawaran.

SEM	MINGGU	AKTIVITI	TARIKH	CATATAN	
SATU	1	P&P (7 Minggu)	Isnin, 06.10.2025 - Ahad, 12.10.2025		
	2		Isnin, 13.10.2025 - Ahad, 19.10.2025		
	3		Isnin, 20.10.2025 - Ahad, 26.10.2025	20.10.2025, Isnin - Hari Deepavali**	
	4		Isnin, 27.10.2025 - Ahad, 02.11.2025		
	5		Isnin, 03.11.2025 - Ahad, 09.11.2025		
	6		Isnin, 10.11.2025 - Ahad, 16.11.2025		
	7		Isnin, 17.11.2025 - Ahad, 23.11.2025		
	8	Cuti Pertengahan Semester I (1 Minggu)	Isnin, 24.11.2025 - Ahad, 30.11.2025		
	9	P&P (7 Minggu)	Isnin, 01.12.2025 - Ahad, 07.12.2025		
	10		Isnin, 08.12.2025 - Ahad, 14.12.2025		
	11		Isnin, 15.12.2025 - Ahad, 21.12.2025		
	12		Isnin, 22.12.2025 - Ahad, 28.12.2025	25.12.2025, Khamis - Hari Krismas	
	13		Isnin, 29.12.2025 - Ahad, 04.01.2026	01.01.2026, Khamis - Tahun Baharu 2026	
	14		Isnin, 05.01.2026 - Ahad, 11.01.2026		
	15		Isnin, 12.01.2026 - Ahad, 18.01.2026		
	16	Minggu Ulang Kaji (1 Minggu)	Isnin, 19.01.2026 - Ahad, 25.01.2026		
	17	Peperiksaan (3 Minggu)	Isnin, 26.01.2026 - Ahad, 01.02.2026	01.02.2026, Ahad - Hari Thaipusam	
	18		Isnin, 02.02.2026 - Ahad, 08.02.2026	02.02.2026, Isnin - cuti ganti Hari Thaipusam (Kampus Induk & Kejuruteraan)	
	19		Isnin, 09.02.2026 - Ahad, 15.02.2026		
	20	Cuti Semester I / Latihan Industri (4 Minggu)	Isnin, 16.02.2026 - Ahad, 22.02.2026	17 & 18.02.2026, Selasa & Rabu - Tahun Baru Cina 19.02.2026, Khamis - Awal Ramadhan	
	21		Isnin, 23.02.2026 - Ahad, 01.03.2026		
	22		Isnin, 02.03.2026 - Ahad, 08.03.2026	07.03.2026, Sabtu - Nuzul Al-Quran	
	23		Isnin, 09.03.2026 - Ahad, 15.03.2026		
DUA	24/1	P&P (7 Minggu)	Isnin, 16.03.2026 - Ahad, 22.03.2026	21.03.2026 & 22.03.2026, Sabtu & Ahad - Hari Raya Aidilfitri**	
	25/2		Isnin, 23.03.2026 - Ahad, 29.03.2026	23.03.2026, Isnin - cuti ganti Hari Raya Aidilfitri**	
	26/3		Isnin, 30.03.2026 - Ahad, 05.04.2026		
	27/4		Isnin, 06.04.2026 - Ahad, 12.04.2026		
	28/5		Isnin, 13.04.2026 - Ahad, 19.04.2026		
	29/6		Isnin, 20.04.2026 - Ahad, 26.04.2026		
	30/7		Isnin, 27.04.2026 - Ahad, 03.05.2026	01.05.2026, Jumaat - Hari Pekerja	
	31/8	Cuti Pertengahan Semester II (1 Minggu)	Isnin, 04.05.2026 - Ahad, 10.05.2026		
	32/9	P&P (7 Minggu)	Isnin, 11.05.2026 - Ahad, 17.05.2026		
	33/10		Isnin, 18.05.2026 - Ahad, 24.05.2026		
	34/11		Isnin, 25.05.2026 - Ahad, 31.05.2026	27 & 28.05.2026, Rabu & Khamis - Hari Raya Aidiladha** 31.05.2026, Ahad - Hari Wesak	
	35/12		Isnin, 01.06.2026 - Ahad, 07.06.2026	01.06.2026, Isnin - cuti ganti Hari Wesak (Kampus Induk & Kejuruteraan) 01.06.2026, Isnin - Hari Keputeraan Yang di-Pertuan Agong	
	36/13		Isnin, 08.06.2026 - Ahad, 14.06.2026		
	37/14		Isnin, 15.06.2026 - Ahad, 21.06.2026	17.06.2026, Rabu - Awal Muharram	
	38/15		Isnin, 22.06.2026 - Ahad, 28.06.2026		
	39/16	Minggu Ulang Kaji	Isnin, 29.06.2026 - Ahad, 05.07.2026		
40/17	**Peperiksaan (2 Minggu)	Peperiksaan (3 Minggu)	Isnin, 06.07.2026 - Ahad, 12.07.2026	07.07.2026, Selasa - Hari Bandar Warisan Dunia Georgetown 11.07.2026, Sabtu - Hari Jadi Yang di-Pertua Negeri Pulau Pinang	
41/18			Isnin, 13.07.2026 - Ahad, 19.07.2026		
42/19			Isnin, 20.07.2026 - Ahad, 26.07.2026		
KSCP / CUTI PANJANG	43/20	Cuti Semester II / Latihan Industri (10/11 Minggu)	Isnin, 27.07.2026 - Ahad, 02.08.2026		
	44/21		Isnin, 03.08.2026 - Ahad, 09.08.2026		
	45/22		Isnin, 10.08.2026 - Ahad, 16.08.2026		
	46/23		Isnin, 17.08.2026 - Ahad, 23.08.2026		
	47/24		*P&P	Isnin, 24.08.2026 - Ahad, 30.08.2026	25.08.2026, Selasa - Maulidur Rasul
	48/25			Isnin, 31.08.2026 - Ahad, 06.09.2026	31.08.2026, Isnin - Hari Kebangsaan
	49/26		Peperiksaan	Isnin, 07.09.2026 - Ahad, 13.09.2026	
	50/27		Isnin, 14.09.2026 - Ahad, 20.09.2026	16.09.2026, Rabu - Hari Malaysia	
	51/28		Isnin, 21.09.2026 - Ahad, 27.09.2026	29 & 30.09.2026, Selasa & Rabu - Hari Keputeraan Sultan Kelantan (Kampus Kesihatan)	
	52/29		Isnin, 28.09.2026 - Ahad, 04.10.2026		

\*\*Kalendar Akademik adalah tertakluk kepada pindaan (sekiranya ada)

**ACADEMIC CALENDAR - ACADEMIC SESSION 2025/2026**

- Note:**
- New Coursework/Mixed/Online mode students' registration for Semester 1, 2022/2026 (October 2025) can be completed via online process from 1 September 2025 - 6 October 2025.**
  - New Coursework/Mixed/Online mode students' registration for Semester 2, 2025/2026 (March 2026) can be completed via online process from 2 February 2026 - 16 March 2026.**
  - New Research mode students' registration can be completed anytime within offer letter validity period.**

SEM	WEEKS	ACTIVITIES	DATE	REMARKS	
ONE	1	Teaching & Learning (T&L 7 Weeks)	Monday, 06.10.2025 - Sunday, 12.10.2025		
	2		Monday, 13.10.2025 - Sunday, 19.10.2025		
	3		Monday, 20.10.2025 - Sunday, 26.10.2025	20.10.2025, Monday - Deepavali**	
	4		Monday, 27.10.2025 - Sunday, 02.11.2025		
	5		Monday, 03.11.2025 - Sunday, 09.11.2025		
	6		Monday, 10.11.2025 - Sunday, 16.11.2025		
	7		Monday, 17.11.2025 - Sunday, 23.11.2025		
	8	Mid Semester Break (1 Week)	Monday, 24.11.2025 - Sunday, 30.11.2025		
	9	Teaching & Learning (T&L 7 Weeks)	Monday, 01.12.2025 - Sunday, 07.12.2025		
	10		Monday, 08.12.2025 - Sunday, 14.12.2025		
	11		Monday, 15.12.2025 - Sunday, 21.12.2025		
	12		Monday, 22.12.2025 - Sunday, 28.12.2025	25.12.2025, Thursday - Christmas Day	
	13		Monday, 29.12.2025 - Sunday, 04.01.2026	01.01.2026, Thursday - New Year of 2025	
	14		Monday, 05.01.2026 - Sunday, 11.01.2026		
	15		Monday, 12.01.2026 - Sunday, 18.01.2026		
	16	Revision Week (1 Week)	Monday, 19.01.2026 - Sunday, 25.01.2026		
	17	Examination (3 Weeks)	Monday, 26.01.2026 - Sunday, 01.02.2026	01.02.2026, Sunday - Thaipusam	
	18		Monday, 02.02.2026 - Sunday, 08.02.2026	02.02.2026, Sunday - Replacement leave for Thaipusam (Main & Engineering Campus)	
	19		Monday, 09.02.2026 - Sunday, 15.02.2026		
	20	Mid Semester Break / Industrial Training (4 Weeks)	Monday, 16.02.2026 - Sunday, 22.02.2026	17 & 18.02.2026, Tuesday & Wednesday - Chinese New Year	
	21		Monday, 23.02.2026 - Sunday, 01.03.2026	19.02.2026, Thursday - 1st day of Ramadhan	
	22		Monday, 02.03.2026 - Sunday, 08.03.2026	07.03.2026, Saturday - Nuzul Al-Quran	
	23		Monday, 09.03.2026 - Sunday, 15.03.2026		
TWO	24/1	Teaching & Learning (T&L 7 Weeks)	Monday, 16.03.2026 - Sunday, 22.03.2026	21.03.2026 & 22.03.2026, Saturday & Sunday - Eid al-Fitr**	
	25/2		Monday, 23.03.2026 - Sunday, 29.03.2026	23.03.2026, Monday - Replacement leave for Eid al-Fitr****	
	26/3		Monday, 30.03.2026 - Sunday, 05.04.2026		
	27/4		Monday, 06.04.2026 - Sunday, 12.04.2026		
	28/5		Monday, 13.04.2026 - Sunday, 19.04.2026		
	29/6		Monday, 20.04.2026 - Sunday, 26.04.2026		
	30/7		Monday, 27.04.2026 - Sunday, 03.05.2026	01.05.2026, Friday - Labour Day	
	31/8	Mid Semester Break (1 Week)	Monday, 04.05.2026 - Sunday, 10.05.2026		
	32/9	Teaching & Learning (T&L 7 Weeks)	Monday, 11.05.2026 - Sunday, 17.05.2026		
	33/10		Monday, 18.05.2026 - Sunday, 24.05.2026		
	34/11		Monday, 25.05.2026 - Sunday, 31.05.2026	27 & 28.05.2026, Wednesday & Thursday - Eid al-Adha**	
	35/12		Monday, 01.06.2026 - Sunday, 07.06.2026	31.05.2026, Sunday - Wesak Day	
	36/13		Monday, 08.06.2026 - Sunday, 14.06.2026	01.06.2026, Monday - Replacement leave for Wesak Day (Main & Engineering Campus)	
	37/14		Monday, 15.06.2026 - Sunday, 21.06.2026	01.06.2026, Monday - Yang di-Pertuan Agong's Birthday	
	38/15		Monday, 22.06.2026 - Sunday, 28.06.2026	17.06.2026, Wednesday - Awal Muharram	
	39/16	Revision Week (1 Week)	Monday, 29.06.2026 - Sunday, 05.07.2026		
	40/17	**Examination (2 Weeks)	Examination (3 Weeks)	Monday, 06.07.2026 - Sunday, 12.07.2026	07.07.2026, Tuesday - Georgetown World Heritage City Day
41/18	Monday, 13.07.2026 - Sunday, 19.07.2026	11.07.2026, Saturday - Penang Governor's Birthday			
42/19	Monday, 20.07.2026 - Sunday, 26.07.2026				
COURSES DURING LONG BREAK / SEMESTER BREAK	43/20	Long Semester Break / Industrial Training (10/11 Weeks)	Monday, 27.07.2026 - Sunday, 02.08.2026		
	44/21		Monday, 03.08.2026 - Sunday, 09.08.2026		
	45/22		Monday, 10.08.2026 - Sunday, 16.08.2026		
	46/23		Monday, 17.08.2026 - Sunday, 23.08.2026		
	47/24		*T&L	Monday, 24.08.2026 - Sunday, 30.08.2026	25.08.2026, Tuesday - Maulidur Rasul
	48/25		Monday, 31.08.2026 - Sunday, 06.09.2026	31.08.2026, Monday - National Day	
	49/26		Examination	Monday, 07.09.2026 - Sunday, 13.09.2026	
	50/27		Monday, 14.09.2026 - Sunday, 20.09.2026	16.09.2026, Wednesday - Malaysia Day	
	51/28		Monday, 21.09.2026 - Sunday, 27.09.2026	29 & 30.09.2026, Tuesday & Wednesday - Sultan of Kelantan's Birthday (Health Campus)	
	52/29		Monday, 28.09.2026 - Sunday, 04.10.2026		