

# PhD PROGRAMME HANDBOOK

GRADUATE SCHOOL OF BUSINESS  
UNIVERSITI SAINS MALAYSIA



Graduate  
School of  
BUSINESS  
NURTURING BUSINESS SUSTAINABILITY  
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# THE EVOLUTION OF GSB@USM

The origins of the Graduate School of Business (GSB) can be traced back to 1988, when the School of Management (SOM) at Universiti Sains Malaysia (USM) first introduced the Bachelor of Management programme. This was later followed by the launch of the Bachelor of Accountancy and Doctor of Philosophy (PhD) programmes.

In 1992, SOM expanded its academic offerings with the introduction of the Master of Business Administration (MBA) programme, and subsequently the Doctor of Business Administration (DBA) in 1998. Recognising the growing interest in flexible and borderless education, SOM launched its online MBA programme in 2006, followed by the MBA in International Business in 2007.

A significant milestone was the establishment of the Advanced Management Centre (AMC) under the Faculty of Management. Serving as a precursor to GSB, the AMC managed the operations of all coursework-based master's programmes and doctoral degrees, setting the stage for the formal creation of a dedicated graduate business school.

On 9 August 2007, the USM Senate formed a Studies Committee to evaluate the proposal to establish a graduate school that would align more closely with the university's mission as a hub of research and development.

The proposal was approved by the Ministry of Higher Education in November 2008, and the Graduate School of Business (GSB) was officially launched shortly thereafter. Since its establishment, GSB has served as a dynamic platform bridging academia and industry, contributing meaningfully to the development of business education, research, and innovation.



# DEPUTY DEAN'S MESSAGE

Research, Innovation & Industry-Community Engagement

## **ASSOC. PROF. TS. DR. TEOH AI PING**

### **DEPUTY DEAN**

Research, Innovation & Industry-Community  
Engagement

Graduate School of Business  
Universiti Sains Malaysia



Congratulations on being accepted to the Doctor of Philosophy (PhD) programme at the Graduate School of Business (GSB), Universiti Sains Malaysia (USM). GSB started this programme in the Academic Session 2011/2012. I'm pleased that you are interested in pursuing your PhD study at GSB-USM.

The PhD is a research-centred programme designed to equip business scholars with a broad range of research skills, knowledge, and the ability to conduct academic research critically and ethically to address current business issues. As a PhD scholar at GSB-USM, you will learn to advance knowledge in your chosen research area. As a PhD scholar, we expect you to always question extant research, and also formulate and tackle questions on basic business problems. We have a strong team of research experts who can supervise and guide you through your learning journey. The ultimate educational aim of this programme is to nurture unique, holistic graduates to undertake research projects that can deliver real, practical benefits, and foster the growth of research, particularly in the field of business sustainability. This aligns with GSB's vision of 'Nurturing Business Sustainability'.

**"The will to win, the desire to succeed, the urge to reach your full potential. These are the keys to unlock the door to personal excellence.**

**- Confucius -"** I hope this quote will inspire and motivate you to get started. I would definitely want like to see you accomplish your PhD study at GSB-USM.

With the above remarks, it is now my utmost pleasure to welcome you to join us as part of the Graduate School of Business community.

# ACADEMIC PROGRAMME

## PROGRAMME OVERVIEW

Since its establishment in 2009, the Graduate School of Business (GSB) at Universiti Sains Malaysia (USM) has grown into an innovative and forward-thinking business school. We have proudly produced PhD graduates who are highly sought after by universities, business schools, research institutions, and both public and private sector organisations worldwide. Each PhD student is assigned to one of GSB's six research clusters. Within these clusters, students work closely not only with their appointed supervisor(s), but also collaborate with other academic staff and fellow doctoral students who share similar research interests and expertise.

As part of an active academic community, you will participate in research seminars, engage in intellectual discussions, and present your research progress regularly to your peers. In addition to cluster-based activities, PhD students are also encouraged to participate in school-wide workshops, seminars, and academic development programmes designed to enhance their research capacity, scholarly communication, and professional growth.

The PhD programme at GSB is designed to achieve the following Programme Educational Objectives (PEO) and Programme Learning Outcomes (PLO):

## PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

### **PEO 1:**

Able to combine concepts, theories, methods, and the latest knowledge to carry out quality research that benefits both local and global communities.

### **PEO 2:**

A skilled expert in the field who can critically and accurately analyse problems and explore creative and innovative solutions using various modern digital platforms.

### **PEO 3:**

A field expert who upholds professionalism, sustainability, and ethics while fulfilling responsibilities to employers, society, and the country.

### **PEO 4:**

Has strong and confident communication skills—both spoken and written—and is able to apply an entrepreneurial mindset and skills in research work.

### **PEO 5:**

Able to generate new knowledge through high-impact research and cross-disciplinary collaboration that contributes to the development and sustainability of the community and the nation's socioeconomy

## PROGRAMME LEARNING OBJECTIVES (PLO)

**PLO 1:** Integrate significant knowledge using appropriate approaches to address current critical issues and produce impactful and original contributions to the relevant field.

**PLO 2:** Critically analyze and synthesize new, complex, and abstract ideas and solve contemporary issues through advanced research methods to produce original contributions that comply with international standards.

**PLO 3:** Develop original, complex, and specialized research techniques and methods to solve new problems and create high-quality solutions in the relevant field with minimal supervision.

**PLO 4 :** Demonstrate strong ability to collaborate with a variety of parties in conducting research.

**PLO 5:** Present research findings, ideas, issues, and solutions clearly, confidently, and effectively to the research community, peers, and society.

**PLO 6:** Use appropriate digital technology and software to support, enhance, and justify research findings.

**PLO 7:** Validate findings using analysis appropriate to the research method to ensure conclusions are accurate and impactful.

**PLO 8:** Demonstrate intellectual leadership qualities and skills in managing research and related resources.

**PLO 9:** Demonstrate commitment to lifelong learning and personal development in shaping future directions in related fields.

## PROGRAMME LEARNING OBJECTIVES (PLO)

**PLO 10:** Apply entrepreneurial skills to identify opportunities and implement innovative projects in related research.

**PLO 11:** Comply with safety regulations and directives, ethics and professionalism, and sustainable practices and identify issues related to the advancement of research in the field and its impact on society.

## PROGRAMME STRUCTURE

Each full-time and part-time candidate progresses at an individual pace and is guided by a personalized study plan, developed in close consultation with their assigned supervisor.

All PhD candidates, regardless of study mode are required to:

- Complete two research methods courses with a minimum passing grade of B:
1. **AGW716: Foundations of Business Research and Methodology**
  2. **AGW717: Applied Business Research: Qualitative and Quantitative Methods**

Both courses are offered every semester and must be completed before proceeding to the Proposal Defence (PD).

- Attend the Fundamental Pedagogical Training course, offered once per academic year.
- Attend the Nurturing Business Sustainability course, offered once per academic year, reflecting GSB's core commitment to sustainability-focused research.
- Participate in the annual GSB Business Seminar, a key knowledge-sharing and networking platform for PhD candidates.

- Complete the Malaysian Culture and Malay Language course (LKM111)–compulsory for all international students. A minimum grade of C is required prior to graduation. Students must register for this course through the School of Languages, Literacies and Translation (SOLLAT)

The Induction Programme serves as the foundation for newly registered PhD candidates, marking the beginning of their academic journey at GSB. It is designed to provide a comprehensive introduction to the school's academic environment and expectations, with the following objectives:

- Introduce candidates to the GSB and USM academic community
- Familiarize candidates with the available resources, facilities, and support services
- Provide a clear overview of the PhD programme structure, milestones, and requirements
- Prepare candidates for the academic and research challenges ahead
- Communicate GSB's vision, aspirations, and research ethos
- Foster a caring and collaborative community spirit (camaraderie) among peers
- Support personal growth and professional development
- Promote a culture of healthy academic competition

Throughout your candidature, you will benefit from the following:

### **PERSONAL DEVELOPMENT**

You will receive every opportunity for personal academic development through publishing, project management, communication, presentation, organization, and participation in the wider research activities at GSB. You will also undergo personal development training through the scheduled research methods, Fundamental Pedagogical Training and Nurturing Business Sustainability courses.

### **ACADEMIC RESEARCH EXPERIENCE**

Through the two compulsory research methods courses (AGW716 & AGW717), as well as the annual Business Seminar, GSB's PhD candidates will be exposed to a variety of research activities and multi-disciplinary studies. Also, you will be encouraged to participate in a broad range of other seminars and events, such as during talks by visiting professors.

### **PUBLISHING PAPERS**

You will receive support in developing your publishing potential. By the time you reach the final viva voce, you can expect to have published at least ONE indexed journal publication. Please take note that article publication has become a graduation requirement for all Research Mode candidates at USM since Semester 1, 2017/2018.

For more details, please refer to IPS' Webpage:

<https://ips.usm.my/index.php/current-student-v2/examination/graduation-requirement>

### **THE PHD JOURNEY**

You are consistently encouraged to a lifelong love of learning. Also, GSB provides structured and close supervision, inculcates camaraderie, and encourages healthy competition; all these are drivers and enablers for making rapid progress towards PhD conferment.

## RESEARCH@GSB NURTURING BUSINESS SUSTAINABILITY



**RESEARCH CLUSTER****Sustainability Accounting and Governance****ASSOC. PROF. DR. YUVARAJ GANESAN**  
(Cluster Head)

AREA(S) OF EXPERTISE:  
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## RESEARCH CLUSTER

### Marketing

**ASSOC. PROF. DR. GOH YEN NEE**  
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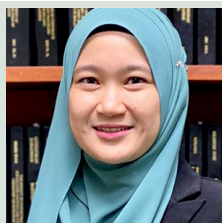


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## RESEARCH CLUSTER

### Global Strategy and Organizational Behavior

#### DR. NOOR FAREEN ABDUL RAHIM (Cluster Head)

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## RESEARCH CLUSTER

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## Innovation and Operation Management

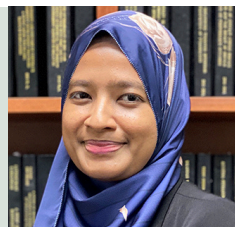
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## GRADUATION REQUIREMENT

Conferment of doctoral degree for PhD at GSB is subject to the fulfilment of the followings:

- Pass all courses and other pre-requisite courses determined by the respective School/Centre/Institute.
- Pass dissertation/research project.
- Obtain at least a CGPA of 3.00; and
- Fulfil the minimum duration of candidature.
- Master of Medicine/Pathology/Surgery students must pass all Professional examination and satisfactory in dissertation.
- Malaysian Culture and Malay Language (LKM 111) is compulsory for all international students. Minimum grade C must be obtained prior to graduation.
- Fulfilled the publication requirements as above (for Doctorate Programme from School of Dental Sciences and School of Medical Sciences only)

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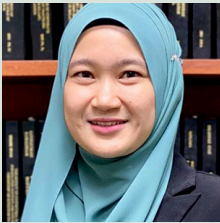
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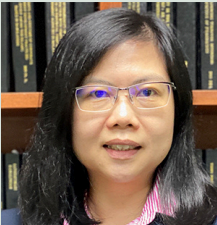
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# FACILITIES AND SERVICES



## GRADUATE SCHOOL OF BUSINESS STUDENTS SERVICES & SUPPORTING MECHANISMS FOR ADMINISTRATIVE TASK

### OUR SERVICES – What we provide



### OUR SERVICES – What we do



# ACADEMIC CALENDAR



## ACADEMIC CALENDAR - ACADEMIC SESSION 2025/2026

FOR ALL SCHOOLS (EXCEPT FOR SCHOOL OF MEDICAL SCIENCES AND SCHOOL OF DENTAL SCIENCES)

Main Campus : Registration for New Student (26 - 28 September 2025) / \*\*Orientation Week (29 September - 04 October 2025)

Engineering Campus : Registration for New Student (28 September 2025) / \*\*Orientation Week (29 September - 04 October 2025)

Health Campus : Registration for New Student (30 September 2025) / \*\*Orientation Week (30 September - 04 October 2025)

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 19.02.2026, Thursday - 1st day of Ramadhan
	21		Monday, 23.02.2026 - Sunday, 01.03.2026	
	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** 31.05.2026, Sunday - Wesak Day
	35/12		Monday, 01.06.2026 - Sunday, 07.06.2026	01.06.2026, Monday - Replacement leave for Wesak Day (Main & Engineering Campus) 01.06.2026, Monday - Yang di-Pertuan Agong's Birthday
	36/13		Monday, 08.06.2026 - Sunday, 14.06.2026	
	37/14		Monday, 15.06.2026 - Sunday, 21.06.2026	17.06.2026, Wednesday - Awal Muharram
	38/15		Monday, 22.06.2026 - Sunday, 28.06.2026	
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 11.07.2026, Saturday - Penang Governor's Birthday
41/18		Monday, 13.07.2026 - Sunday, 19.07.2026		
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
	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	

\*\*This Academic Calendar is subject to change

HEBAHAN BPA BIL. 3/2025 (9 APRIL 2025)  
SENAT KE-292 (20 MAC 2025)



Academic calendar is available at

[bpa.usm.my/index.php/kalendar-akademik](http://bpa.usm.my/index.php/kalendar-akademik)

# DIRECTORY

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<b>Office Secretary Deputy Dean</b> Office Secretary	<b>Puan Nazeerah Binti Abdul Rahman</b> nazeerah@usm.my	04-6532789	2789	
<b>PROGRAMME MANAGER</b>				
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## ADMINISTRATIVE STAFF

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