Master of Business Administration (MBA)

New Programme to be launched in academic year 2026/2027, subject to final approval.

- MBA (Specialisation - Sustainable Finance)
- MBA (Specialisation - Business Analytics)
- MBA (Specialisation - Intelligent Tourism)
- MBA (Specialisation - Leadership and Organisational Transformation)
- MBA (Specialisation - General Management)

Programme Description

The UTM transformative Master of Business Administration Programme (MBA) is designed for visionary leaders who can spearhead organisational and societal change during unprecedented disruptions and changing environment. It concentrates on developing business professionals suited for the digital era by combining advanced technological transformation with sustainability and innovation. With a strong emphasis on innovative thinking and digital entrepreneurial spirit, students will engage in systematic theory and hands-on experience to master key concepts, methods, and skills in modern business management, while also enhancing their problem-solving, team leadership, and organisational change abilities.

Modules and Courses

Course Category	Credit (Total: 30 credits)
Core • Leading and Managing Change for Sustainability (3 credits) • People and Organisational Analytics (3 credits) • Financial Accounting Analysis for Modern Business (3 credits) • Data Analytics for Business Decision-Making (3 credits) • Seminar 1: Topics in AI for Digital Transformation and Business Innovation (1.5 credits) • Seminar 2: Topics in Business Ethics, Social Responsibility and the Environment (1.5 credits)	15
Elective *(3 credits/course, choose all the three courses in each specialisation or any three courses from multiple specialisations)*[1] • **Specialisation - Sustainable Finance** - ESG Reporting and Sustainability in the Financial Services Sector - Value Creation and Corporate Governance - Digital Finance and Financial Technology • **Specialisation - Business Analytics** - Data Science and Visualisation for Business - Operations Management and Analytics - Applied Modelling for Business Decisions • **Specialisation - Intelligent Tourism** - Smart Destination and Attraction Management - Sustainable Tourism Planning and Development - Designing Digital Tourism Experiences • **Specialisation - Leadership and Organisational Transformation** - Design Thinking, Creativity and Innovation - AI in Human Capital Management - Organisational Design for Transformation	9
Project Report [2] *(6 credits)*	6

1. *Students can choose one of the 4 areas as their study specialisation (Sustainable Finance, Business Analytics, Intelligent Tourism, Leadership and Organisational Transformation), with each specialisation containing 3 courses. Each course carries 3 credits, totaling to 9 credits.*

Instead of the above options, students can also choose 3 courses from multiple areas to fulfil the general management specialisation requirements.

2. *The Project Report must be related to the chosen specialisation and should be conducted after the successful completion of all courses taught.*

Course Description

Module	Course Title	Course Description
Core Courses	Leading and Managing Change for Sustainability	In an era defined by climate urgency, social inequality, and stakeholder activism, organisations face unprecedented pressure to transform their operations, strategy, cultures, and business models. This course equips future leaders with strategic frameworks, leadership skills, and practical tools to drive sustainability-focused change. Students will explore how to align sustainability imperatives with core business strategy while navigating resistance, fostering innovation, and building resilient, purpose-driven organisations. Emphasis is placed on mobilising teams, reshaping culture, structure and embedding sustainability into core operations while managing stakeholder expectations and measuring impact.
	People and Organisational Analytics	This course prepares students with data-driven frameworks and analytical skills to optimise human capital and enhance organisational effectiveness. Going beyond traditional HR methods, this course combines key concepts from Strategic Human Resource Management (HRM), Human Resource Development (HRD), and Organisation Development (OD) with advanced People Analytics techniques. Students will learn to convert workforce data into practical insights for strategic talent acquisition, development, engagement, retention, and organisational change efforts. The course emphasises ethical data usage, aligning people strategies with business goals, and assessing the measurable impacts of HR and OD investments on organisational performance.
	Financial Accounting Analysis for Modern Business	This course equips students and professionals with advanced techniques to analyse financial reports through a modern lens, integrating traditional accounting principles with contemporary challenges like digital disruption, ESG (Environmental, Social, Governance) reporting, and global regulatory shifts. This course provides students with skills to analyse and interpret financial statements, assess business performance, and make informed economic decisions. It combines theoretical accounting principles with practical techniques, covering topics such as revenue recognition, inventory accounting, and cash flow statements. The course also explores forecasting financial performance, valuing companies, and risk assessment in modern commerce.
	Data Analytics for Business Decision-	This course combines data science with strategic management, equipping students with the skills to transform raw data into actionable business insights. They will learn to use statistical

	making	methods, predictive models, and data visualisation tools to address real-world business problems. Topics covered include problem identification, hypothesis testing, regression analysis, multivariate analysis, customer segmentation, and ethical issues in data use. Through case studies in marketing, finance, and operations, students will practice framing business questions and analysing datasets. Students will be able to apply data-driven strategies to enhance marketing, operations, and financial decision-making.
	Seminar 1: Topics in AI for Digital Transformation and Business Innovation	This seminar course equips future business leaders with the strategic understanding and practical frameworks to leverage Artificial Intelligence (AI) as a catalyst for digital transformation and disruptive innovation. Moving beyond technical hype, it examines how AI fundamentally transforms business models, operational processes, customer experiences, and competitive landscapes across various industries. Through case studies, strategic analysis, and ethical considerations, students will learn to identify high-impact AI opportunities, design AI-driven transformation strategies, manage implementation challenges, and foster a culture of data-driven innovation to create sustainable competitive advantage in the digital age.
	Seminar 2: Topics in Business Ethics, Social Responsibility and the Environment	This seminar course examines the complex ethical, social, and legal environmental challenges facing modern businesses. Students explore foundational ethical theories, frameworks for responsible decision-making, corporate social responsibility (CSR), stakeholder management, and the strategic imperative of environmental sustainability. Through case studies, discussions, and analysis of current issues (e.g., ESG, climate change, supply chain ethics, corporate governance), students develop the critical thinking and leadership skills necessary to navigate ethical dilemmas, build stakeholder trust, and drive sustainable value creation in a global context.

Module	Course Title	Course Description
Elective Courses	ESG Reporting and Sustainability in the Financial Services Sector	This course equips banking, investment, and insurance professionals with the knowledge and tools to understand core ESG frameworks (GRI, SASB, TCFD, ISSB), interpret sustainability data, and implement effective ESG reporting aligned with global standards and stakeholder expectations. Learn to integrate ESG factors into risk management, product development, and investment decisions, transforming sustainability from a compliance requirement into a strategic advantage.

		Value Creation and Corporate Governance	This course examines corporate governance as a framework for fostering ethical leadership and achieving competitive advantage. Students will critically assess how governance mechanisms—including board composition, audit committees, activist investors, and regulatory compliance—shape organisational culture, risk management, and long-term value. Emphasis is placed on contemporary challenges: ESG integration, CEO-board dynamics, crisis governance, and global governance disparities.
		Digital Finance and Financial Technology	This course explores the transformative impact of technology on financial services, covering foundational concepts and emerging trends in FinTech, including blockchain technology, digital currencies, Big Data, digital payments and machine learning. Students will analyse how innovations of digital finance are reshaping banking, lending, investing, and regulatory frameworks. Through case studies of disruptive startups and the adaptations of incumbent companies, learners will evaluate opportunities and risks in digital finance.
		Data Science and Visualisation for Business	This course equips the core principles and practical skills of data science and visualisation essential for driving evidence-based decisions. Learn to frame business problems analytically, explore and prepare data, build and interpret predictive models (regression, classification), and master the art of communicating complex insights through compelling visualisations using leading tools like Tableau and Power BI. Focus on translating analytical results into actionable business strategies across functions like marketing, finance, and operations. Emphasis is placed on managerial interpretation, ethical considerations, and storytelling with data, rather than in-depth programming.
Elective Courses		Operations Management and Analytics	This course integrates the fundamental principles of operations management with the power of modern data analytics to drive strategic decision-making and competitive advantage. Students will explore how organisations design, manage, and improve processes for creating and delivering goods and services efficiently and effectively. The course places a strong emphasis on leveraging data to model, analyse, optimise, and predict operational performance across diverse industries, including manufacturing, services, healthcare, and supply chains.
		Applied Modelling for Business Decisions	This course provides students with the practical tools and analytical frameworks needed to develop, analyse, interpret, and communicate business models that support better decision-making across various functional areas. Emphasising application over theory, students will learn to build solid quantitative models using accessible tools like Microsoft Excel, with an introduction to Python for scalability and specialised applications. The curriculum includes key techniques such as linear and nonlinear optimisation, simulation, regression analysis for forecasting, decision trees, and beginner-friendly machine learning methods relevant to business scenarios.

		Smart Destination and Attraction Management	This course examines key aspects of managing visitor attractions and destinations, including amusement parks, museums, integrated resorts, and heritage sites, through the perspective of smart technologies and innovative approaches. It offers a thorough and critical review of both theoretical and empirical perspectives, focusing on the integration of smart systems, data analytics, and digital tools in destination and attraction management. Particular attention is given to the roles of Destination Management Organisations (DMOs) in tourism development, promotion, and management, especially in utilising smart systems and digital tools. The importance of stakeholder collaboration for effective destination management is highlighted. The course also critically analyses various strategies for managing attractions and destinations, emphasising the use of smart and data-driven approaches.
		Sustainable Tourism Planning and Development	This course offers a comprehensive overview of various aspects of tourism, including sustainability concepts and sustainable strategies for planning, developing, and managing tourism. It critically examines the theoretical and empirical foundations of sustainable development principles as they apply to tourism. Topics discussed include the link between sustainable development and sustainable tourism, methods and tools for managing tourism impacts, the processes involved in tourism policymaking and planning, and how these processes promote community participation and inclusiveness.
Elective Courses		Designing Digital Tourism Experiences	This course examines various service design techniques and models for integrating modern digital technologies into both existing and new tourism service journeys. It aims to foster service innovation through design and technology, creating value within the tourism sector. Using research-based, practice-oriented teaching, students will develop innovative digital solutions or improve existing ones to tackle current managerial and experiential challenges in tourism.
		Design Thinking, Creativity and Innovation	This course equips future business leaders with the mindsets and tools to drive innovation in complex environments. Students master the human-centred Design Thinking process—empathising with users, defining problems, ideating solutions, prototyping, and testing—to tackle ambiguous challenges. Through hands-on projects, case studies, and collaborative workshops, participants develop creative confidence, learn to facilitate ideation sessions, and apply frameworks for fostering sustainable innovation within organisations. Emphasis is placed on integrating analytical rigour with creative experimentation to generate value in products, services, and business models.
		AI in Human Capital Management	This course examines how Artificial Intelligence (AI) profoundly impacts strategic human capital management. Students will investigate real-world uses of AI, machine learning (ML), and data analytics throughout the HR lifecycle, covering talent sourcing, recruitment, onboarding, performance management, learning, employee engagement, retention forecasting, workforce planning, and compensation analysis.

	Organisational Design for Transformation	This course equips students with the strategic frameworks and practical tools to design, implement, and lead organisational structures that enable sustainable transformation. Moving beyond traditional organisational hierarchies, it explores how intentional design choices—spanning structures, processes, cultures, and technologies—can foster agility, innovation, and resilience. Through global case studies (e.g., digital giants, legacy transformations) and diagnostic models (e.g., Galbraith's Star Model), students will learn to architect organisations that turn strategic vision into operational reality.
Project Report	Project Report	This course aims to help students develop and demonstrate their ability to conduct an independent applied project using appropriate research techniques. Students must identify a business or industry problem, conduct research, and propose practical solutions or create new applications for general business or industry development, or for a specific enterprise.