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FACULTY OF BUSINESS AND
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Please provide a brief introduction on your goodself, your education background, your passion, your values and interest, and some background on your current career office position.

First of all, thank you SOCENTiUM for this interview. I feel very privileged to be given the opportunity to be in this issue. To begin with, I was born on 31st August 1962 and had my tertiary education in Singapore before pursuing my Diploma in Business Studies at Institut Teknologi MARA in 1980. I graduated in 1983 and was fortunate to be awarded the Young Lecturer Scheme Scholarship under JPA and thus I began my bachelor and Master degree at University of Miami, Florida. I completed my Master degree in 1986 and began my journey as a lecturer at the age of 24 on 13 January 1987 at Kem Kijang, UiTM Kelantan. I was transferred to the Faculty of Business and Management, Shah Alam in 1990.

I have always wanted to be a lecturer because it is a noble profession. As lecturer you are able to contribute to the development of your students and you will be proud to see them be better and more successful than you.

My values? Be trustworthy, truthful, and sincere in whatever you do. Always manage your time well and do your level best when you are entrusted with any responsibility.



I have held several positions since joining UiTM. These include being the Head of Program, BBA (International Business) (1996), Management Coordinator (1998), Deputy of Academic and Internationalization (2013), Deputy Director of Research Program (2016), and Head of Postgraduate Studies (2018). My latest appointment is as the Dean of Faculty of Business and Management (2020).

My success thus far has to be attributed to my senior lecturers, former Deans, and UiTM top management team members who believed in my capability. In fact, they are partly responsible for my being here. Their commitment and dedication during their tenure in the Faculty of Business and Management have shaped me into what I am today.

Kindly share a little bit about your roles as the Dean of Faculty of Business and Management (FBM), Universiti Teknologi MARA (UiTM). What are your leadership styles and experience, organisational skills, and time management abilities that have facilitated you in achieving the Faculty's overriding objectives?

Being the Dean of Faculty of Business and Management, UiTM is indeed challenging and a mammoth of responsibility. My main role is to be a strategic leader that helps others focus towards making the school visible, financially sustainable, and effective and efficient operationally.

This is not an easy job. For strategic initiatives to be implemented successfully at the Faculty level, I have to match Faculty members' interests with the priorities of the Faculty or it will be difficult to inspire and mobilise them to support the key initiatives.

I have no specific leadership style – it all depends on the situation. But I believe that as the Dean I cannot work alone. Everything is about teamwork, transparency, and communication. Through my experience, not everyone will agree with you. Even when it comes to the vision and mission of the Faculty, everyone must be aware of where the Faculty is going. That's why I try to consistently remind everyone to achieve change and build consensus within our FBM community.

Kindly share some of your most memorable achievements in academic and/or any other fields (state, national and/or international level) which have helped towards achieving the Faculty and UiTM's vision, mission, and its overall objectives. Has it provided you with a great sense of self-fulfillment?

There are several memorable achievements. Firstly I was instrumental in the development of Advanced Diploma in Business Studies (International Business). Back then I was appointed by Tuan Haji Abdullah to lead a committee to introduce this new program. The program was approved by the Ministry of Education and implemented in 1996 and when ITM was given a university status, this program was renamed as Bachelor of Business Administration (International Business) program. It was the first undergraduate program that specializes in International Business.

I have written several academic books. My first book is Introduction to Malaysian Derivatives, which I co-authored with Prof. Dr. Rosalan Ali and Prof. Dr. Catherine Ho Soke Fun. The book is used by diploma and degree students in UiTM as well as outside UiTM.

I remember one time I was assessing a program in a particular university, and there was this lecturer who asked for my autograph since he has used the book for his class.

Other books that I have written are Fundamentals of Finance with Microsoft Excel and Corporate Finance, both published by Oxford University Press in 2012 and 2018 respectively.

In addition, I was invited by International Journal of Emerging Markets to be their reviewer and was awarded as the journal's best reviewer in 2017 and 2019. I am also a reviewer for International Journal of Finance and Economics besides serving on the editorial boards of International Journal of Economics, Finance and Management Sciences, International Finance and Banking, Macro Think Institute, International Journal of Islamic Business, UUM, and Jurnal Ekonomi Malaysia, UKM.

I have had the opportunity to engage with industries by carrying out consultancy and training works with, among others, Tabung Haji Berhad, Kuala Lumpur Kepong Berhad, Permodalan Nasional Berhad, Economic Planning Unit, and the Ministry of Transport.

My first consultancy work was developing the financing model for Line 1 Monorail System in Putrajaya for Putrajaya Holding Berhad, which was worth RM102,000. I am also involved with the academic accreditation bodies locally and internationally with the Malaysian Qualification Agency and ABEST21, Tokyo.

Alhamdulillah at the UiTM level, my contributions have not gone unrecognized and I was awarded Khidmat Cemerlang in 1999, 2006, and 2009.

In January 2020, I was appointed as the Chief Editor for Social and Management Research Journal (SMRJ), UiTM. I obtained my professorship in 2018 and before retirement I was appointed as the Dean of Faculty of Business and Management starting from 1st May 2020.

On the basis of your tenure as the Dean of Faculty of Business and Management of UiTM, what do you see as the current and impending major challenges? What are your major concerns and how are you planning to tackle them?

At the time of the interview, I have been the Dean for only about 7 months. I took the position on 1st May 2020 and it was very challenging since I had to lead the Faculty during the Covid-19 pandemic. We were under strict movement control order (MCO) imposed by the government and most of the time, communication with Faculty members had to be done online. I realized there were many things that I needed to know and understand. Working from home (WFH) is something that I needed to get used to but when the government decided to relax the MCO, I was so happy to be in my new office. Alhamdulillah I am very fortunate because I have very strong support from the Faculty especially the top management team.

Current and impending major challenges? Steering the Faculty to greater heights in the new norm condition. Some strategic initiatives entrusted by UiTM top management could not be fully achieved due to uncertainties that appear throughout this year despite efforts being put into it. For example, we were not able to carry out our outreach program planned for this year and had to do it online – it would have been more effective if done on a face-to-face (F2F) basis.

On the other hand, we were able to achieve more than the expected target set for some strategic initiatives like securing MOUs/MOAs with international partners/institutions and engaging with international partners as guest speakers, adjunct professors, exchange students programs, etc. In terms of research activities, we were able to secure many grants, internationally and locally. However I would like to see more academic staff involved in research activities.

Again, I would like to emphasize that these would not have been possible if I did not have the strong support and encouragement from FBM Faculty members.

What are your personal expectations and aspirations, going forward? Where do you see the Faculty of Business and Management heading to?

The Faculty of Business and Management is filled with many potential individuals. I am heartened by the talented people I meet and work with in the Faculty. Many of them have a genuine drive to support the organization and student growth locally and internationally by providing high-quality education and being active in research and community activities.

Since every business school in a university wants to be a premier business school locally and internationally, competition is intense. Personally, I would like for FBM to be a globally renowned business school. To achieve that, FBM must re-evaluate their purpose to ensure that we continue to add value to the education market. We must examine whether our current Faculty and members have the required skills, infrastructure, and info structure that are in sync with current academic program requirements and curriculum development and design that fulfill the needs of the industry.

On a lighter note Prof, being a woman and the top person in the Faculty of Business and Management of UiTM, how do you balance between your work and family commitments? What may have inspired you to become an academic? And how do you usually spend your spare time?

Honestly it is really difficult... Sometimes I feel so guilty that I have been focusing on my work rather than on my family. But the comforting part is that since most of my children are in their 20s and the youngest is going to take his SPM this year, they are more independent and have a good understanding of my commitments as a Dean. But I make it a point to be with them during my free time and before the Covid-19 pandemic I would occasionally take 2 or 3 vacation days to be with them. We try to have dinner together as much as possible.

My spare time is mostly spent on running household chores and entertaining my family needs. I believe good time management and being very disciplined in what you are doing and need to do is very crucial.

What is your personal take on the current Covid-19 pandemic situation on how it has had and will continue to have an impact on the Faculty of Business and Management's overall well being?

The current Covid-19 pandemic situation has affected the strategic planning activities that FBM has laid out for this year. The MCO imposed by the government has affected the normal activities that everyone was used to. For instance, F2F activities of students, communities, and industries have had to be postponed or carried out online to curb the spread of pandemic. Classes are conducted on open distance learning (ODL) basis and both lecturers and students have had to grow accustomed to this new teaching and learning approach.

We are now in our 9th month of the movement control order but I believe that almost everyone has become used to the new norms and we are seeking and carrying out alternative ways to proceed with our day to day activities in UiTM.

Despite the disadvantages faced by FBM, there are also many benefits from this situation. Meetings can be carried out easily without worrying about the venue and if members might be late. There is no longer any need to worry about enough availability of classrooms, and lecturers have been forced into being creative in their online teaching methods. We also experienced more and faster international engagements with our overseas university partners via webinar series, online guest speakers, and student exchange programs. We have saved travelling costs as well as time. Just set a date and then we will be talking to our overseas counterparts on either Google Meet, Webex, or Zoom. What we must do now is to reexamine and realign the current FBM objectives where necessary so that they can be fulfilled and we will be able to do the best that we can.

Kindly share about your contribution towards the holistic development of UiTM and the local community at large. What are one or two of your proudest professional achievements in this respect?

As I have been a panel of assessor for Malaysian Qualification Agency since 1999, I have been able to provide my knowledge and experiences related to Outcome Based Education and Accreditation of Prior Experiential Learning (APEL) to the development and designing of FBM curricula.

In 2015, I was also appointed by ABEST21, an accreditation body from Japan, to be part of their peer review team that assesses university programs from Indonesia, Malaysia, Singapore, Russia, and Thailand. This is a very valuable experience since it enables me to benchmark the standard of curriculum design and development of other international universities against, and thereby improve, ours.

Could you also kindly share about the Faculty' strategic planning, growth plans, and future collaboration plans (within UiTM, state, national and/or international levels) especially in line with achieving UiTM's tagline "Unleashing Potentials Shaping the Future"?

UiTM 2025 Strategic Plan actually outlines the path for FBM to structure our strategic planning, growth plans, and future collaborations, be it at the local and international level. In executing the strategic plan, UiTM focuses on three strategic core areas which are Quality Education, Global Excellence, and Value-Driven Performance. Hence, FBM structures our strategic action plans in tandem with this. FBM would like to create business professionals and leaders with an entrepreneurial mindset.

For that to be achieved, we must also ensure that our academic and administrative staff are equipped with appropriate knowledge and expertise to meet that challenge.

Not forgetting also that FBM must be innovative through research, publication, and commercialization. We must have many global and local outreach and engagement activities.

If you have any additional information that you could like to share, please do not hesitate to continue sharing with us here. Thank you, Prof.

I will be retiring in two years' time and will definitely miss my years being in UiTM, particularly at the Faculty of Business and Management. By that time, I will have served UiTM for about 35 years. Thank you FBM and UiTM for these wonderful and rewarding experiences. For those who have many more years in FBM, my advice is to treat your workplace as a place for you to learn, relearn, and discover your potential.

You will be spending many years at FBM and surely you would want to leave this place with great and wonderful memories and be proud that once upon a time you were instrumental in shaping the lives of FBM students, colleagues, and peers.

We would like to express our sincere appreciation again Prof. Thank you very much for your time. We truly value your kind cooperation in contributing to SOCENTiUM. May you be blessed always.