

FIRST EDITION



**Beyond Lectures:
Insights from Business Disciplines-
*(Cultivating Writing Culture in Marketing,
Management, Finance & Economics)***

FACULTY OF BUSINESS MANAGEMENT

Beyond Lectures:
Insights from Business Discipline-
(Cultivating Writing Culture in Marketing,
Management, Finance & Economics)

Editor

Dr Nor Azairiah Fatimah Othman



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PREFACE

It is with great pleasure that we present *Beyond Lectures: Insights from Business Disciplines* (Cultivating Writing Culture in Management, Marketing, Finance & Economics), a collective effort of academicians from Faculty of Business and Management, UiTM Johor Branch, who are deeply passionate about advancing knowledge and sharing insights in their respective fields.

This book aims for cultivating a writing culture among academics while providing a platform for sharing research, reflections, and practical perspectives. Each chapter represents the unique expertise and experiences of the contributors, offering readers valuable insights into contemporary issues in management, marketing, finance, and economics.

The process of compiling and editing this book has been both challenging and rewarding. It has brought together diverse voices and ideas, which we hope will inspire readers to further explore, discuss, and apply these concepts in their own professional and academic contexts.

On behalf of the editorial team, I would like to express my sincere gratitude to all contributors for their dedication and commitment to this project. Special thanks are also extended to the reviewers, advisors, and the Faculty of Business and Management, UiTM Johor Branch, for their continuous support and encouragement throughout this publication journey.

We hope this book will serve as a valuable resource for students, academics, and practitioners alike, and that it will stimulate further interest and research in the dynamic field of business studies.

DR. NOR AZAIRIAH FATIMAH OTHMAN

Chief Editor

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2025

FOREWORD

It is an honor for me to write the foreword for *Beyond Lectures: Insights from Business Disciplines (Cultivating Writing Culture in Management, Marketing, Finance & Economics)*. This book is a testament to the dedication and collaborative spirit of our academic community at the Faculty of Business and Management, UiTM Johor Branch.

The chapters compiled in this volume reflect the diverse expertise of our lecturers, covering important themes in management, marketing, finance, and economics. This effort not only enriches the body of knowledge in these disciplines but also nurtures a strong writing culture among our academics, which is crucial in fostering critical thinking and scholarly contribution.

I congratulate the editorial team for their commitment and perseverance in bringing this project to fruition. Their efforts have resulted in a book that will undoubtedly serve as a valuable reference for students, lecturers, and industry practitioners.

It is my hope that this publication will inspire more academics to share their work, contribute to intellectual discourse, and strengthen the connection between theory and practice.

Congratulations to everyone involved in making this book a reality.

DR. NOR HAZILA ISMAIL

Head of School
Faculty of Business and Management
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2025

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OPERATIONAL EXCELLENCE 2025: CULTIVATING A CULTURE OF CONTINUOUS IMPROVEMENT

Zanariah Abdul Rahman, Syaidatul Zarina Mat Din, Dr Akmal Aini Othman & Dr Suhaidi Elias

Introduction

The Operational Excellence (OE) Unit is one of UiTM Johor Branch's strategic initiatives, operating under the Quality Unit. Its establishment aligns with the university's commitment to strengthen a work culture that is efficient, systematic, and customer focused. In today's increasingly challenging higher education landscape, universities are expected not only to provide quality teaching and learning but also to ensure that administrative systems and support services operate at an optimal level.

Operational excellence can be defined as a work philosophy that emphasizes continuous improvement, process effectiveness, and prudent resource management to deliver consistent, reliable, and customer-oriented services (Liker, 2021). Through the OE Unit, UiTM Johor Branch can coordinate process improvement efforts more systematically, ultimately contributing to the enhancement of the overall organizational quality.

Organizational Structure and Membership

The OE Unit is led by the OE Coordinator, Dr. Suhaidi Elias, an experienced expert in quality management and process improvement. He is supported by a dedicated team of Pn. Zanariah Abdul Rahman, Pn. Syaidatul Zarina Mat Din, PM Dr. Akmal Aini Othman, and Pn. Rosmah Abd Ghani, along with Dr. Mohd Asraf from UiTM Pasir Gudang. Each member plays a crucial role in planning, implementing, and monitoring OE activities throughout the year. Pn. Rosmah also serves as the secretary, coordinating administrative and documentation matters.

This well-defined organizational structure enables the OE Unit to function systematically. Each member has a clear scope of responsibility, including workshop facilitation, KPI monitoring, report preparation, and data coordination in the OPIR system. This approach ensures that all initiatives are well-documented and analyzed for continuous improvement (Goetsch & Davis, 2020).

Objectives of the OE Unit

The primary objectives of the OE Unit are to:

1. Identify critical and high-impact work processes within the university's operations.
2. Assess the efficiency and effectiveness of existing processes.
3. Recommend and implement continuous improvements.
4. Foster a systematic, innovative, and customer-oriented work culture.
5. Provide a documentation platform and share best practices through the OPIR system.

These objectives align with UiTM's vision of becoming a globally recognized university that produces competitive graduates (UiTM, 2023).

Activities for 2025

For 2025, the OE Unit has planned and implemented several key activities focused on exposure, training, and the cultivation of a culture of continuous improvement. The core activity for this year was the OE Workshop, which introduced participants to the concept and importance of process improvement. The workshop gathered representatives from the Student Affairs Division (HEP), Bursary, and Infostructure. Participants were trained to identify existing processes, analyze weaknesses, and propose practical, high-impact solutions.

One highlighted success story was HEP's initiative to streamline the residential college key distribution process. Previously, this process was time-consuming and required many staff members. After the improvement, the distribution time was significantly reduced, manpower usage was minimized, and student satisfaction increased.

Feedback and Monitoring

The OE Committee also provided feedback on the initiatives presented. These sessions helped participants evaluate the effectiveness of their proposals objectively. Periodic monitoring was conducted to ensure that proposed initiatives were properly implemented and generated positive results.

Introduction to the OPIR System

The next session is scheduled for October or November 2025, where participants will be introduced to OPIR (Operational Process Improvement Repository) — a centralized platform to record, monitor, and report process improvement initiatives. This system will enable systematic data collection, serving as a reference for the annual quality performance report.

Challenges Faced

Implementing operational excellence initiatives does not come without challenges. Among the key challenges identified are:

1. Different levels of awareness among staff regarding the importance of process improvement.
2. Time and resource constraints, as most staff are involved in multiple daily tasks.
3. Resistance to change, especially when improvements require altering long-established work methods.

To overcome these challenges, the OE Unit adopts a continuous communication approach, provides practical training, and creates a supportive work environment that encourages new ideas.

Impact and Benefits

The OE programs have had a positive impact on UiTM Segamat staff and stakeholders. Some of the key benefits include:

1. Improved work efficiency, with shorter processing times.
2. Operational cost savings through more optimal resource utilization.
3. Increased customer satisfaction — whether among students, staff, or external stakeholders.
4. Promotion of data-driven decision-making, as improvement initiatives are based on process analysis.

As a result, the organization becomes more responsive to customer needs and better prepared to face a dynamic external environment.

Future Plans

Moving forward, the OE Unit will continue expanding process improvement initiatives by involving more divisions and units in the coming years. Efforts will also be made to develop a best practices database to document every success story as a reference for the entire university community.

Plans for 2026 include:

1. Organizing an Operational Excellence Day as a platform to showcase improvement outcomes.
2. Developing online training modules to provide more flexible access to training.
3. Collaborating with other UiTM campuses to share ideas and best practices.

Conclusion

In summary, the 2025 OE program has successfully raised awareness and strengthened the commitment of UiTM Segamat staff toward the importance of process improvement. With a structured approach, strong management support, and collaboration across all parties, the OE Unit has acted as a catalyst for driving operational excellence at UiTM Segamat Johor.

It is hoped that these efforts will continue to grow, strengthen, and evolve into a consistent work culture, in line with the university's aspiration to remain a world-class higher education institution.

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