



Curtin University

Malaysia

FACULTY OF BUSINESS

STRATEGY 2030

VISION-MISSION-POSITIONING STATEMENT  
STRATEGIC PRIORITIES AND OBJECTIVES

# POSITIONING STATEMENT

## OUR VISION

Being a recognized centre for higher education, research and practical problem solving in business and economics with an active international engagement.

## OUR MISSION

The Faculty of Business fosters the growth of culturally sensible and responsible leaders combined with a strong spirit of entrepreneurship, innovation and digital competence. We engage with students, people in the workplace, businesses, government, associations and communities through education, research and knowledge transfer activities.

The Faculty of Business (FoB) represents one of currently three faculties within Curtin University Malaysia (CM). FoB works very closely with the Curtin Business School (CBS) in Perth which owns most of the undergraduate and post-graduate course offerings. FoB collaborates with the new CM Centre of Advancement and Continuing Education and the BioValley Bhd consulting company owned by CM. For selected courses teaching resources are shared across faculty boundaries.

FoB operates a Foundation department which takes care of a foundation programme in commerce preparing students for entrance into an undergraduate degree course and of a substantial part of diploma studies in the field of business. The disciplinary fields are (re-)organized into two departments: a) Accounting, Economics and Finance and b) Management, Marketing and Digital Business. The undergraduate and post-graduate courses are accredited by the Ministry of Higher Education, Malaysia and the AACSB framework. Prospective students and graduates benefit from attractive scores in national and international quality rankings. Graduates with skills such as leadership, autonomy, social responsibility, problem solving, team orientation, communication and cultural diversity are compared favourably in their chosen fields. These qualifications are cultivated in different pedagogical formats within the proper course curriculum and particularly through an array of extra-curricular activities. Students and learners enjoy a multi-ethnic and multi-national study environment with excellent campus facilities including modern and ample library resources, self-study space, computer labs, comfortable dormitories and a variety of sports equipment. Together with the Life-long Learning Centre FoB provides up-skilling and re-skilling services for alumni and the business community.

Our faculty members continuously develop their scholarship in learning and teaching particularly on the transition from traditional classroom delivery to online and hybrid including blended learning approaches. Faculty members generate new knowledge, solutions and answers to problems of businesses and their ecosystem through research and development. Results are shared with the international academic community through journal publications and presentations at conferences. Practical insights and solutions are also shared with various – particularly regional – stakeholders through other formats of community engagement. We are confident to contribute to a number of policy and strategic fields documented in the Shared Prosperity Vision 2030 Malaysia and the Sarawak Digital Economy Strategy 2022.

These achievements will be pursued in close collaboration with our members of the Industry Advisory Board, with corporate partners, representatives from government bodies, NGOs and individual business and community partners. FoB also works collaboratively in regional, national, international and particularly in Global Curtin campuses networks.

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# STRATEGIC PRIORITIES

In line with Curtin's Vision for 2030, and the current (2021) priorities for Curtin Malaysia the following priorities are formulated for the Faculty of Business:

## Learning and Student Experience

- Meet student expectations for quality teaching and provide engaging and enriching learning experience.
- New courses offerings and financial investment to reflect market trends/ needs.
- Review the teaching programme of Commerce Foundation to increase attractiveness.
- Grow the product catalogue for Curtin Credentials and that the new courses offerings and financial investments reflect market trends and needs.
- Strengthen the retention strategies and plans.
- Enrol high quality/ performing students.
- Grow international enrolments — expand market base and explore new markets and introduce flexible exchange courses/programs, evaluate multi-campus study options (1+2 or 2+1).
- Engage with student through multiple delivery modes (Online, Hybrid and Face to Face) and manage online learning in a prolonged COVID-19 pandemic situation.
- Staff and student adaptability and agility to the COVID-19 situation and the new norm in COVID-19 learning.

## Research – Demand Driven and Researcher Driven

- Build external recognition for at least one node of R&D from digital innovation, bioprocessing, rural entrepreneurship and green energy & technology.
- Continue to enhance research outcome (quality and quantity) for national impact exercise and international recognition.
- Foster a strong performance culture for research, enhanced by analytics and targeted support programs, and identify and enable areas of emerging research capacity and support for Early and Mid-Career researchers.
- Develop readiness and responsiveness in administering demand driven research for government institutions and the private sector.
- Construct the Digital Centre of Excellence building.

## Engagement (External and Global)

- Increase international competitiveness through enhanced global marketing and branding via participation in One Curtin Global Summit.
- Partnerships and collaborations - increase global

presence through the development of new Alliance partnerships, joint institutes, and further enhancement of existing Alliances, within One Curtin in particular.

- Develop a culture of openness to a permanent dialogue with external stakeholders: using a variety of communication channels and media formats.
- Strengthen employers' engagement in the faculties.
- Foster a climate within the faculty and the faculty's ecosystem to engage in knowledge transfer activities offering services to stakeholders and the wider society.
- Increase the network activities between FoB Alumni and the faculty administration and management.

## People and Culture

- Upskill staff (including developing leadership capabilities) through intensified focus and investment in staff learning experiences across our University (e.g. staff mobility & staff exchange) and implement the new Academic Capability Framework.
- Operational efficiencies and effectiveness through resource optimisation of facility utilisation and energy saving.
- Build up capacities for teaching and research in the fields of strategic priorities: digital business, entrepreneurship, current aspects of accounting and finance, international business.
- Continuous improvement through accreditation, compliance audits/inspections and implementing risks, safety & health obligations.
- Focus on improved staff satisfaction and retention.

## Sustainable Future

- Improve a systematic marketing intelligence within Curtin Malaysia to enable informed decisions about opening and closing educational offerings; where available benefit from analyses and data provided by the Strategy Office in Perth.
- Develop an efficient internal reporting system about students' chosen majors, specializations and streams.
- Identify and reap cost savings from joint software and data licenses together with Curtin Australia.
- Diversify revenues through short courses, trainings and demand driven research and consulting.

# STRATEGIC OBJECTIVES

## 1 Learning and Student Experience

### Drive innovation in our course portfolio

1. Reduce complexity in the undergraduate portfolio by streamlining majors and transitioning to specialisations.
2. Cautiously develop the postgraduate course offers with a focus on synergy (with other educational emphases in the portfolio), inter-disciplinary approaches.
3. Flexible opportunities for lifelong learning including short courses and micro-credential offerings that pathway into undergraduate and postgraduate awards.
4. Collaboration with stakeholders such as students, industry, community, international partners, or other tertiary institutions to develop short courses or renew units.
5. Timely review of the course portfolio.

### Offer a future-focused curriculum delivered through innovative learning and teaching methodologies

1. Actively contribute to the systematic and timely course content renewal. This will be done with contextualising unit content relevant to the environment and industry around Curtin Malaysia.
2. Increase indigenous perspectives, knowledge and cultural capability course content. In addition to the Australian Aboriginal Noongar culture, there will be contextualisation to the Sarawak indigenous perspectives and knowledge.
3. Development of technology-based learning, and teaching and effective design and development for a diversity of delivery mechanisms, including face-to-face, online, and blended learning.
4. Innovation in assessment practices in collaboration with industry.
5. Authentic experiential and collaborative learning design that engages learners.
6. Increase Innovation and Scholarship of Learning and Teaching (ISOLT) activity.
7. Impact of teaching innovation within the University or wider
8. Recognition of teaching excellence by the faculty, industry, or professional bodies, through awards, prizes, citations or fellowships such as HEA.
9. Continuous improvement in educational outcomes is driven by scholarly, evidence-based approaches to educational practice and innovation.

### Position skills development and global-mindedness as central to the student experience

1. Increase undergraduate student Work Integrated Learning (WIL).
2. Pilot a virtual WIL experience for online delivery and scalability.
3. Embed international content in all courses.
4. Pilot a virtual study tour for a global experience in-country.
5. Drive continuous improvement in the student learning experience via benchmarking and implementation of best practices.
6. Positive student evaluation with evidence of improvement over time, for relevant items on teaching, feedback, and approaches to student support.
7. Teaching excellence through learning activities that relate to course and unit learning outcomes and attain Curtin Graduate Capabilities.

### Enhance quality in all aspects of digital learning and teaching

1. Expand fully online and blended learning opportunities to align with market demand and grow our commitment to regional and remote participation.
2. Expand distributed learning delivery to provide engaging international learning opportunities.
3. Enhance lecturers' abilities and confidence in using digital technologies to optimize learning and teaching effectiveness.
4. Develop and support academic staff to deliver quality digital learning experiences.
5. Pilot and test program delivery for short courses and micro-credential modules via MOOC platforms where there is sufficient market demand.
6. Enhance learning environments to take advantage of opportunities presented by digital inclusion, with the purpose of achieving high-quality learning outcomes regardless of method of delivery.

### Increase student mobility and international experiences

1. Increase awareness of the opportunities for CM FoB students within Curtin Global campuses and Curtin exchange partnership network.
2. Participate in virtual and physical tours across Curtin campuses.
3. Promote CM as a destination for exchange students from Curtin exchange partners.

## 2 Research and Innovation

### Strengthen research engagement and impact locally, nationally and globally

1. Increase industry engagement and linkages at local, national and international levels.
2. Increase global academic impact through cross-campus research collaboration.
3. Recognise and promote ethics, sustainability and responsibility in our research.
4. Engage in larger-scale initiatives such as international conference, seminar and workshops as partners and leads.
5. Engage in knowledge transfer programs to the industry partner and communities to enhance social impact locally and globally.
6. Focusing on research portfolio for newly hired staff.

### Deliver more high-quality research outcomes and increase excellence in research

1. Increase quality publications and research outputs (WoS and Scopus Journals).
2. Grow research income from national grant schemes (FRGS, PPRN, MOSTI) and international grants as well as demand-driven projects.
3. Work towards MyRA and SETARA criteria to improve ratings in the next round.
4. Recognise and support interdisciplinary research and collaboration.
5. Support high-quality research conference participation for better research networking.
6. Encourage more research publications and conference proceeding from the HDR students and thesis committee.

### Foster an inclusive and supportive culture of research development

1. Grow and support high-quality HDR students in areas of strategic research focus.
2. Increase the rate of timely HDR completions.
3. Provide industry-based career development opportunities for HDR students.
4. Support Early and Mid-Career Researchers, including through mentoring by senior researchers (within Curtin global campuses) to build expertise, skills and confidence.
5. Provide incentives and support to researcher, e.g., allocate resources, provide time release, reallocate workload.
6. Encouraging outstanding degree students to join HDR programs.
7. Promote more active and engaging research clusters activities.

8. Support more productive Research and Development Services for effective R&D international collaboration, community projects, grant opportunities, training and development, as well as communication.

### Support and resource research development in our core and emerging areas of research capability

1. Develop core and sustainable resources to support research via core funding, research infrastructure and strategic funds: digital business, financial services, smart cities and society, sensible marketing, responsible tourism, rural entrepreneurship.
2. Promote a culture of shared responsibility for research capability development within and across the faculties.
3. Facilitate wider area of researches through cross-campus or cross-institutional resources sharing (Equipment and specific training such as neuromarketing).

## 3 Engagement and Impact

### Deepen and broaden industry, professional, and public and third sector linkages; predominantly locally and nationally

1. Grow and deepen our significant local, national and international partnerships.
2. Increase influence and grow brand awareness.
  - Showcase activities and achievements with industry and community partners.
  - Encourage media trainings to improve staff capabilities.
3. Establish DaSH (the Digital Impact and Start-up Hub as an integrated advice centre for start-ups, small business, entrepreneurs, social enterprises and Not For Profit organisations offering office space, labs and common infrastructure for incubator, accelerator and co-working purposes.
4. Leverage advisory boards and build networks of adjunct researchers.
5. Grow portfolio of industry relevant Executive Education programs for the domestic and international markets which reflect our research and teaching strengths.
6. Grow our faculty linkages with SMEs and different companies via interactive engagement, holding events and internships. Target to sign a number of MoUs with companies and professional institutions.

## Gain and retain accreditations that enhance quality and reputation, and improve rankings

1. Maintain AACSB accreditation standards.
2. Maintain MOHE and MyRA accreditations.
3. Maintain and extend professional accreditations (e.g. Accounting, Finance, Marketing)
4. Actively contribute to the UN PRME (Principles for Responsible Management Education) goals.

## Improve alumni engagement

1. Improve engagement with domestic and international alumni through better tracking, relationship management, holding semi-annual/annual events, guest speakers for classroom and invitation to our annual IAB/Industry Engagement and Business Relation meeting.

## 4 People and Culture

### Continue to strengthen our values-led culture

1. Improve organisational culture and develop activities to promote teamwork.
2. Establish interdisciplinary demand driven community/faculty projects in collaboration with the government and industry.
3. Improve collaboration and social connection across disciplines and faculties.
4. Prioritise Occupational Safety and Health.
5. Celebrate staff achievements: Faculty to organise teaching, research and industry and community engagement awards annually.

### Optimise staff profile and rebalance workloads to improve staff wellbeing

1. Develop, implement and monitor strategic workforce plans for all departments. Each department to develop specific departmental plans based on the faculty operational plan.
2. Systematically review workloads and develop initiatives to redesign and reduce work where possible, including considering tasks that we should not be doing. Each department to review the performance of each staff and manage teaching workloads based on research performance and leadership positions.
3. Embed the Academic Capability Framework. HODs and staff to engage in active dialogue on achievement of capabilities every semester.
4. Ensure individual development plans are created for all staff as part of the annual career conversation process.
5. Improve academic staff retention.

## 5 Global Positioning

### Support recruitment of international students

1. Provide insights on undergraduate and postgraduate degree offerings that appeal to international student markets.
2. Deepen relationships and connection with Curtin international alumni to promote international student recruitment.
3. Development of a network of Faculty Ambassadors – using selected alumni acting as in-country representatives.
4. Targeting Embassies in Malaysia for sponsorship opportunities (Middle East Market)
5. Establish an optimised International Alumni page for people to refer to, together with channels through which they can meet and communicate with others.
6. Broaden articulation agreements to incorporate courses offered in a range of schools.
7. Target international study abroad students (particularly EU, Asia).
8. Increase international student engagement with our current domestic and offshore students.
9. Support the recruitment of quality international HDR students in areas of strategic research focus.
10. Increase conversion of offshore and onshore undergraduate international students to postgraduate studies.

### Facilitate collegial working relationships with Curtin global campuses

1. Support the 'One Curtin' approach.
2. Support establishing a model for shared responsibility for unit coordination and curriculum development together with Curtin Perth.
3. Encourage unit coordinators periodic visits to Curtin Malaysia.
4. Increase use of distributed learning across campuses.

### Increase international mobility by staff and students

1. Develop inbound and outbound study tours that incorporate experiences at Curtin's global campuses including physical and virtual tours.
2. Increase student mobility to articulation partners and AACSB/EQUIS accredited business schools or top 200 universities.
3. Promote Miri and Curtin Malaysia as study tour destination for Curtin's global campuses students.
4. Promote Curtin Malaysia as a destination for exchange students from Curtin exchange partners.
5. Encourage staff mobility – particularly to and from our global campuses and AACSB/EQUIS accredited business schools or top 200 universities.

# STRATEGIC POSITIONING 2027

## Internationalizing the curriculum

1. Develop online short courses focused on issues spanning international contexts.
2. Reward and recognize faculty members' contributions to internationalization.

## Actively increase international collaboration with quality academic partners both new and existing

1. Increase the number of visiting academics engaging with our staff, students and key external stakeholders.
2. Deepen relationships with international articulation partners to include research connections (e.g. staff exchange, HDR, joint conferences).

## 6 Sustainable Future

### Ensure financial sustainability

1. Meet financial targets.
2. Address budget imbalances between departments.
3. Maintain year on year growth in total revenue.
4. Annual marketing and budgeting plans aligned to strategic priorities of the university and faculty.
5. Review of monthly P&L.

### Optimise operational efficiencies

1. Establish a programme of activities to improve operational efficiency and innovation.
2. Enable more online process initiatives.
3. Improve alignment of people and resources to strategic priorities.

### Embed responsible and sustainable practices in all our operations

1. Develop ongoing program of activities designed to promote and embed ethical, responsible and sustainable practices across all our operations, such as:
  - Engage with indigenous people to acknowledge, respect and learn about their culture and heritage.
  - Sustainable business practices to minimise waste and reduce our carbon footprint.
  - Support employee wellbeing initiatives.



The following spider-chart represents a summary visualization of current strengths and weaknesses (the inner graph) with a projection of positioning goals within the next 5 to 7 years. In this vision, Scenario B "Selective Growth" is considered to be the most probable future that will be realistic to happen. Assuming the appropriate level of resources and activities, it should be possible to achieve the following changes in recognition and perception of the Faculty of Business:

- Offering more options and flexibility for undergraduate students
- To extend our strengths in the fields of accounting and finance education
- To regain domestic market in the field of foundation education and run foundation programmes in some Asian countries
- Capturing market share in the diploma studies market
- Develop new competencies in the fields of digital business, smart applications and international business
- Particularly strengthening competencies in the field of entrepreneurship, start-ups, innovation, sensible work organization and green marketing and sustainable business management



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