

BEDAH BUKU

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قَالَ رَبِّ اشْرَحْ لِي صَدْرِي ﴿٢٥﴾ وَبَسِّرْ لِي أَمْرِي ﴿٢٦﴾
وَاحْلُلْ عُقْدَةً مِّن لِّسَانِي ﴿٢٧﴾ يَفْقَهُوا قَوْلِي ﴿٢٨﴾

(Moses) said, "My Lord, Open for me my chest (grant me self-confidence, contentment, and boldness). And make this matter easy for me. Make me eloquent of speech. So that they may understand my speech." (Toha: 25-28)



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**SURVIVAL SKILLS FOR MIDDLE ADMINISTRATORS IN
MALAYSIAN PUBLIC HIGHER INSTITUTIONS**

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- ❑ HE has gone through paradigm shift and faces several challenges
- ❑ Driven by shifts in public attitudes, reductions in the level of public support, questions regarding higher education's priorities, and demands for greater accountability, transparency, and quality awareness.
- ❑ Require to deliver what has been stated in their vision, mission and objectives.
- ❑ Need to function as *an effective machine*.
- ❑ Also require the staff to equip themselves with several skills.




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| Higher Education Institutions | Numbers |
|---------------------------------|---------|
| Public | |
| University | 20 |
| Polytechnic | 27 |
| Community college | 42 |
| Total | 89 |
| Private | |
| University | 23 |
| Branches with university status | 24 |
| University college | 21 |
| Branch campus | 5 |
| Institution/college | 403 |
| Total | 476 |
| Grand total | 565 |


Number of Public and Private HEIs in Malaysia
 Source: Ministry of Higher Education (2011)



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ISSUES IN HE

- ❑ Performance
 - 2006 - UKM (289 to 185) and UM (169 to 192).
 - 2009 - UM (230 to 180).
 - 2020 - MoHE targets 2 MPU into the top 50.
- ❑ Internationalization /Competition (e.g. Singapore *Global Schoolhouse* aims to attract 150,000 students in 2015.
- ❑ Funding



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Funding

- ❑ Total budget RM212b (operating expenditure RM162.8b & development expenditure RM49.2b)
- ❑ Restructuring & strengthening of education & training - RM29.3b allocated for Education Ministry, RM10.2b for Higher Education Ministry & RM627m for HR Ministry
- ❑ The number of PhD academic staff – 75% in RU & 60% in other PIHL (RM20m allocation)



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The Unsung Professionals

- There were 6,238 management and professional (non academic) staff (MoHE, personal communication, November 10, 2009).
- The administrative group are neglected.
- Cause frustration
 - the nature of their role
 - lack of recognition
 - little opportunity.



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| Institution | Total Respondent | Sample Size |
|--|------------------|-------------|
| Universiti Malaya (UM) | 405 | 32 |
| Universiti Sains Malaysia (USM) | 551 | 44 |
| Universiti Kebangsaan Malaysia (UKM) | 572 | 46 |
| Universiti Putra Malaysia (UPM) | 646 | 52 |
| Universiti Teknologi MARA (UiTM) | 1,033 | 82 |
| Universiti Islam Antarabangsa Malaysia (UIAM) | 366 | 29 |
| Universiti Malaysia Sarawak (UNIMAS) | 185 | 15 |
| Universiti Malaysia Sabah (UMS) | 232 | 19 |
| Universiti Teknologi Malaysia (UTM) | 432 | 35 |
| Universiti Utara Malaysia (UUM) | 244 | 20 |
| Universiti Pendidikan Sultan Idris (UPSI) | 175 | 14 |
| Universiti Sains Islam Malaysia (USIM) | 132 | 11 |
| Universiti Malaysia Terengganu (UMT) | 191 | 15 |
| Universiti Tun Hussein Onn Malaysia (UTHM) | 158 | 13 |
| Universiti Teknikal Malaysia Melaka (UTeM) | 175 | 14 |
| Universiti Malaysia Pahang (UMP) | 213 | 17 |
| Universiti Malaysia Perlis (UniMAP) | 251 | 20 |
| Universiti Sultan Zainal Abidin (UniSZA) | 125 | 10 |
| Universiti Malaysia Kelantan (UMK) | 66 | 5 |
| Universiti Pertahanan Nasional Malaysia (UPNM) | 86 | 7 |
| Total | 6,238 | 500 |



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Our Problems

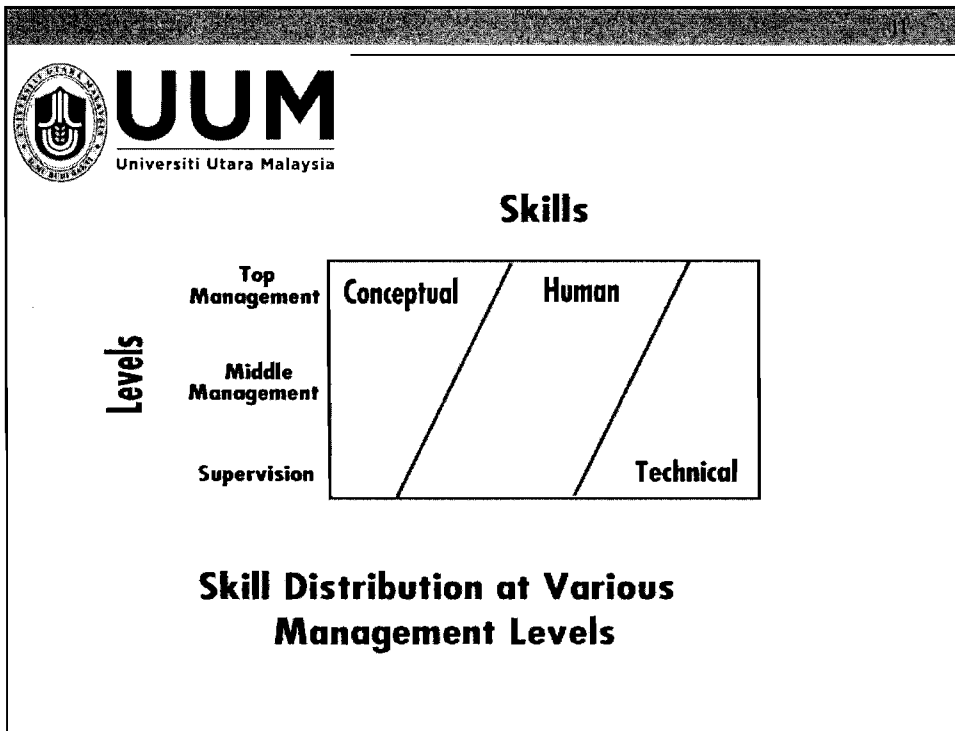
- Caught in the middle (University's expectations VS resistant to change)
- Time management
- Chain of command
- Urgent VS important
- Lack reflective thinking time to place things into proper perspective



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Mintzberg's Management Roles

| Category | Role |
|---------------|---|
| Interpersonal | Figurehead Leader Liaison |
| Informational | Monitor Disseminator Spokesperson |
| Decisional | Entrepreneur Disturbance Handler Resource Allocator Negotiator |



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Implications

- Feel discouraged & not in control.
- Managerial style based on a position of power.
- Emphasize on telling others what they should do & how they should do it.
- More critical of others.
- Delegate responsibility to others but not give the support
- Refuse to take risks & often find reasons why things can't be done
- Feel personally threatened and respond defensively.



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How

- Knowledge
- Take responsibility for your feelings & attitude (acknowledge the situations in which you find yourself & set realistic expectations)
- Learn how to make effective use of the time (discipline yourself)
- Have a realistic idea of your strengths, weaknesses & how they are perceived by others
- Negotiator
- Create your own support group
- Be a climate creator
- Set personal goals
- Take time to celebrate success



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Professor Milton J. Esman (1972)

- Inter-departmental jealousy in the course of day-to-day execution of government functions
- Lack of coordination between departments
- Lack of complete day-to-day cooperation between government officers
- Every department thinking its function is the most important
- Lack of proper planning in the departments
- Lack of a master plan at all levels
- Lack of sufficient directive control (common goal)

