

Curriculum Vitae  
LAILAWATI MOHD. SALLEH  
ASSOCIATE PROFESSOR  
September 2017  
[lailawati@upm.edu.my](mailto:lailawati@upm.edu.my)  
[lailawati\\_mohd\\_salleh@hotmail.com](mailto:lailawati_mohd_salleh@hotmail.com)

## **AREAS OF SPECIALIZATION**

Human Resource Management, Organizational Behavior, Communication

## **RESEARCH INTEREST**

Leadership, Emotional Intelligence, Cognition, Systems Thinking

## **EDUCATION**

2007 PhD, Ohio University

1996 MBA, Ohio University (Beta, Gamma, Sigma)

1991 BBA (Summa Cum Laude – Highest honor), Ohio University

## **ACADEMIC/ADMINISTRATIVE POSITIONS**

2013-2015 Head  
Executive Development and Industry Linkages  
Faculty of Economics and Management  
Universiti Putra Malaysia

2008-2014 Coordinator  
Industrial Training  
Bachelor of Business Administration Program  
Faculty of Economics and Management  
Universiti Putra Malaysia

2007-2016 Coordinator of Business Communication Course  
2000-2001 Faculty of Economics and Management  
University Putra Malaysia

1998-present Lecturer  
University Putra Malaysia, Malaysia

1998 Assistant Director  
Education, Planning and Research Department  
Ministry of Education  
Malaysia

## AWARDS, HONOR and RECOGNITION

- 2014 Best Speaker Award, SME@UPM Program for CEOs
- 2013 Candidate for *Anugerah Akademik Negara 2012* Malaysia (National Academic Award, Malaysia - Teaching)
- Runner-up in *Anugerah Fellowship Naib Canselor 2012* (Teaching) Universiti Putra Malaysia
- 2010 Best paper in *Pameran Rekacipta, Penyelidikan dan Inovasi* (Invention, Research, and Innovation Exhibition), UPM
- 2000, 2009 Excellent in Service Award Universiti Putra Malaysia
- 2008, 2010-2016 Excellent in Service University Putra Malaysia
- 2007 Best Scholarly Paper Award at the FEP Research Exhibition 2007
- 2007 Excellent in Teaching Faculty of Economics and Management
- 2001-2002 Tun Razak Chair Scholarship Ohio University
- 1996 Beta Gamma Sigma (MBA) - Honor Society for Business Schools

## COURSES TAUGHT

### Business

- Management
- Human Resource Management
- Strategic Management
- Organizational Behavior
- Entrepreneurship
- Recruitment and Selection
- Training and Development

### Communication

- Business Communication
- Public Speaking
- Techniques of Group Communication
- Communication Between Cultures
- Communication and Persuasion

❖ **Teaching Assistant, Ohio University (2002-2006)**

## PROFESSIONAL/ INTELLECTUAL CONTRIBUTIONS

1. **Academic Advisor and External Examiner**, Bachelor and Diploma in Business programs, Universiti Selangor.
2. **Academic Consultant and External Examiner** for School of Foundation Studies, Southern University College (SUC), Johor.
3. **Examiner of PhD and Master of Science**, Univerisit Islam Antarabangsa Malaysia (UIA), Universiti Sains Islam Malaysia (USIM) and Open University and Universiti Putra Malaysia.
4. **Chairperson** for Proposal Defense and Viva Voce for Putra Business School, UPM
5. **Book Assesor for Publication Award** for Publication Section, Universiti Sains Islam Malaysia.
6. **Assessor** for *Teaching and Learning Research Incentive Grant (GIPP)*, CADe, UPM
7. **Guest Editor** (2013), Special Issues in “Management and Marketing” for *PERTANIKA Journal Of Social Sciences and Humanities*
8. **Editorial Committee**
  - Editorial Advisory Board, *International Journal of Commerce and Management (IJCM)*.
  - Associate Editor, *Malaysian Management Review (MMR)*
  - Associate Editor, *Asian Journal of Case Research (AJCR)*.
9. **Reviewer**
  - (i) Journals
    - *Asian Academy of Management Journal (AAMJ)*
    - *International Journal of Commerce and Management IJCM*
    - *International Journal of Economics and Management (IJEM)*
    - *Pertanika, Journal for Social Sciences and Humanities (JSSH)*
  - (ii) Conference
    - Academy of Management Conference
    - International Leadership Association (ILA) Conference
  - (iii) Book and Book Chapter
    - Corporate Communication for McGraw Hill
    - Business Communication for Oxford-Fajar
10. **Trainer/Facilitator**
  - Trainer, SME@UPM, training for CEO of Malaysian SMEs.
  - Trainer (academic staff) for Center of Academic Excellence (CADe), UPM
  - Trainer (non-academic staff) for Registrar, UPM
  - Assessor for PhD candidates, Institute Pentadbiran Negara (INTAN), Malaysia.

- *Starting School* - Training program for new students in UPM.
- *Finishing School*– Training program for outgoing students in UPM.

## SCHOLARSHIP

### Publications (journals/books/book chapters/ proceedings)

#### *Journal (articles)*

- Lailawati, M., S., Sail, M., S., Soesilawati, E., & Sucihatningsih, Dian Wasika P. (submitted). Increasing the Competitive Power of Malaysian Fruits. *Asian Academy of Management Journal*.
- Lailawati, M., S., & Mohamad, N. (submitted). A Hand to Hold: Women Leaders in Cancer Care Group. *Asian Women*.
- Lailawati, M., S., & Abdul Rahman, M. F. (2017). A Comparative Study of Leadership Succession Models. *Science International*, 29(2), 791-796.
- Lailawati, M., S., Abu Samah, B., & Mohamed Anwar, M.A. (2017). Leader Attributes and Effect on Loyalty Among Malaysian Generation Y Public Administrators. *Malaysian Management Review*, 52(1), 63-72.
- Soesilawati, E., Sucihatningsih, Dian Wasika P., Lailawati, Mohd Salleh, Sail, R. (2016). Strategic policies for Increasing the Competitive Powers of Indonesian Horticultural Products in ASEAN Markets. *Pertanika: Journal of Social Science & Humanities*, 24(S), 95-110.
- Koh, J., Lailawati, Mohd Salleh, Kumar, N., Mansor, DZ, Mohd Salleh, N., Ag Budin, D. K., Rosline. A.K., & Parasuranam, B. (2016). The Role of Relationship Capital within Trade Union for Mental Health. *Global Journal of Business and Social Science Review*, 4(4), 43 – 58.
- Mansor, Z.D., Mustafa, Mazlina, & Lailawati, M.S. (2015). Motivation and Willingness to Participate in Knowledge Sharing Activities among Academics in a Public University. *Procedia Economics and Finance*, 31, 286-293.
- Naji Zuhair Alsarhi, Lailawati Mohd Salleh, Zainal Abidin Mohamed, & Amini Amir Abdullah (2015). Towards A Conceptual Framework of Islamic Leadership Successor's Attributes Model and Good Governance. *Journal of Techno Social* 6(1), 1-11.
- Nor Hisham Ghafar, & Lailawati Mohd Salleh (2015). Systematic Literature Review: Mapping the Talent Management Research. *South East Asia Journal of Contemporary Business, Economics, and Law*, 6(2), 1-11.
- Naji Zuhair AlSarhi, Lailawati M Salleh, Mohamed ZA, & Amini AA (2014). The West and Islam Perspective of Leadership. *International Affairs and Global Strategy*, 18, 42-56.
- Lailawati Mohd Salleh (2013). Perception of Gender Communication Competence Among Leaders in a Malaysian Higher Education. *Pertanika: Journal of Social Science & Humanities*, 21(S), 269-280.

- Lailawati Mohd Salleh (2012). Charismatic leadership - Is it different from Transformational leadership? *Malaysian Management Review*, 47(1&2).
- Lailawati Mohd Salleh, Kumar, N. & Nur Faezah Abu Bakar (2011). Influence of Leadership Emotional Intelligence on Employees' Job Satisfaction in the Malaysian Public Sector. *Malaysian Management Review*, 46(2), 17 – 28.
- Hossein Bodaghi Khajeh Noubar, Raduan Che Rose, Kumar, N. & Lailawati Mohd Salleh (2011). Learning culture to organizational breakthroughs in Malaysian companies. *Economics and Management*, 16, 852 – 858.
- Lailawati Mohd. Salleh (June-December, 2009). Leadership and Communication. *ADEPT 3* (A publication of AKEPT- Higher Education Leadership Academy, Malaysia), 74-79.
- Lailawati Mohd. Salleh (2008). Communication competence: A Malaysian perspective. *Human Communication*, 11(3), 303 – 311.
- Lailawati Mohd. Salleh (2006a). Characteristics of high/low context communication: The Malaysian Malay culture. *Journal of Intergroup Relations*, 32(4), 40-55.
- Lailawati Mohd Salleh (2006b). [Book Review: *Building high-performance teams*]. *Business Communication Quarterly*, 69(4), 451-453.
- Salleh Yahya, Lailawati Mohd. Salleh, & Goh, W.K. (2001a). A survey of Malaysian experience in TQM. *Malaysian Management Journal*, 5(1&2), 89-105.
- Salleh Yahya, Lailawati Mohd. Salleh, & Goh, W.K. (2001b). Competing through quality. *Asian Academy of Management Journal*, 6(2), 55-72.
- Salleh Yahya, Lailawati Mohd. Salleh, & Goh, W.K. (2001c). Human resource management practices and knowledge management. *Malaysian Management Review*, 36(1), 33-39.
- Salleh Yahya, Lailawati Mohd. Salleh, & Goh, W.K. (2001d). Quality level and practices in Malaysia. *Tinjauan: Policy and Management Review*, 4, 29-38.
- Lailawati Mohd. Salleh & Sidek Mohd. Nor. (2000). The importance of Business Communication among UPM business students. *Pertanika: Journal of Social Science & Humanities*, 8(1), 19-25.

### **Books**

- Rahim, M.S., Lailawati, M.S., & Hamsan, H., H. (in review). *Pendidikan pengembangan: Membina keupayaan klien & memindah teknologi baharu. (Extension education: Client capacity building and new technology transfer)*. Kuala Lumpur, Malaysia: Dewan Bahasa dan Pustaka.
- Azhar Ahmad, Lailawati Mohd Salleh, Teoh, G.E. (2010). *Komunikasi perniagaan*. Singapore: Cengage Learning Asia (Thomson).

Salleh Yahya, Nor Azman Ali, & Lailawati Mohd. Salleh (Eds.) (2000). *Research in management*. Kuala Lumpur, Malaysia: Pustaka Prinsip.

### **Book Chapters**

Lailawati Mohd Salleh, Wan Zuhainis Saad, Fadhilah Rahman & Rosnaini Jusoh (2015). Practices of Interactive Lectures among Lecturers in UPM. In Amin Embi (Ed.), *e-Learning & Interactive Lecture: SoTL Case Studies in Malaysia HEIs*, (pp. 209-220). Bangi, Malaysia: Universiti Kebangsaan Malaysia.

Lailawati Mohd Salleh (2013). Emotion in negotiation. In Mazlan Hassan, Wong, F.Y. and Zuraina Dato' Mansor (Eds.), *Managing Business Dynamic and Change*. Malaysia: McGraw-Hill.

Lailawati Mohd Salleh (2009). A Vision of Innovation: PROTON SAGA. In Tee, K.K. & Dahlia Zawawi (Eds.), *Interdisciplinary Perspectives in Management and Marketing* (pp. 68-75). Serdang, Malaysia: Universiti Putra Malaysia.

Lailawati Mohd. Salleh & Sengupta, A. (2005). Outlining your speech. In P. Royse, D. Novak, S. Titsworth (Eds.), *Fundamentals of Public Communication: COMS 103* (2<sup>nd</sup> ed.) (pp. 25-37). Plymouth, MI: Hayden-McNeil.

Royse, P. & Laila Mohd. Salleh. (2004). Outlining your speech. In S.Titsworth, P. Royse, & D. Novak (Eds.), *Fundamentals of Public Communication: COMS 103* (pp. 23-31). Plymouth, MI: Hayden.

### **Modules**

Zuraina Dato' Mansor, Lailawati Mohd Salleh & Neelamehan Manickam (revision, 2016). *Pengurusan Sumber Manusia*. (writing)

Mohd Shattar, Zulhamri Abdullah, Muthusamy, P. , Aidy Ali, Tinia Idaty Mohd Gazi, Suraya Abdul Rashid, Sit Aslina Hussain, Nurdeng Deuraseh, Lailawati Mohd Salleh, et al (2011). *Finishing School (Phase 2)*. Centre of Entrepreneurship, Innovation & Student Development, Universit Putra Malaysia. .

Lailawati Mohd. Salleh (2007). *Komunikasi perniagaan: Pendidikan Jarak Jauh*. Serdang, Malaysia: Pusat Pendidikan Luar.

Lailawati Mohd. Salleh (2001). *Komunikasi perniagaan*. Serdang, Malaysia: IDEAL.

### **Proceedings**

Nor Aini Mohamad, Nurhaya Omar & Lailawati Mohd Salleh (2015). In the Proceedings of *International Conference on Human Sustainability2(INSAN2105), October 19-10, 2015, Seremban, Malaysia*.

- Stephen, J.K., Lailawati, M.S., Mansor, Z. & Kumar, N. (2013). The Role of Relationship Capital within the Trade Unions for Labour Management Relationship. In the Proceedings of *8th Asian Business Research Conference*, 1 - 2 April 2013, Bangkok, Thailand.
- Lailawati Mohd. Salleh (2008). High-context communication. In the Proceedings of the *International Communication and Media Conference (iCOME)*, June 14 -17, 2008, Kuala Lumpur, Malaysia.
- Lailawati Mohd. Salleh (2005). High/low context communication: A Malaysian Malay experience. Online Referred Proceedings of the *70<sup>th</sup> Annual Convention of the Association of Business Communication*, October 20-24, 2005, Irvine, California.
- Muhammad Asad Sadi, Lailawati Mohd. Salleh (2000a). Online marketing in hotel business in Singapore: An empirical investigation. In the Proceedings of the *International Conference on Electronic Commerce*, November 21-23, Kuala Lumpur, Malaysia.
- Muhammad Asad Sadi & Lailawati Mohd. Salleh (2000b). Crisis management in the hospitality industry: Food scares and their consequences. In the Proceedings of the *International Conference on Disaster Management: Lessons to be Learnt*, April 29-30, Langkawi, Malaysia.
- Samsinar Md. Sidin, Lailawati Mohd. Salleh & Zuraida Abdul Majid (1999). Job satisfaction and motivation of workers in the electronics industry: The influence of job characteristics and organizational practices. In the Proceedings of the *3<sup>rd</sup> Asian Academy of Management Annual Conference* (Vol. II), July 16-17, Kuala Terengganu, Malaysia.

### **Conference/Seminar Presentations**

- Lailawati Mohd Salleh (2017). A Proposed Model of Leadership Succession Plan. Paper presented at *International Conference on Business, Economics, and Finance (ICBEF 2017)*, 23-24 August 2017, Bandar Seri Begawan, Brunei.
- Lailawati Mohd Salleh, Kamariah Abu Bakar, & Sidek (2016). Transfer of Training: Interactive Lecture. Paper presented at *International Conference of Arts and Sciences, (IJAS)*, 8-11 Nov. 2016, London.
- Lailawati Mohd Salleh, Muhammad Fadhil Abdul Rahman (2016). A Comparative Study of Leadership Succession Models. Paper presented at *International Conference on Economics and Business (ICEB 2016)*, 19-20 August 2016, Kuala Lumpur, Malaysia.
- Naji Zuhair Alsarhi, Lailawati Mohd Salleh, Zainal Abidin Mohamed & Amini Amir Abdullah (2016). Leader Trustworthiness: Perception of Palestinian Government Top Personnel of Their Leader. Paper presented at *the 4th International Conference on Accounting, Business and Economics (ICABEC 2016)*, 228-30 August, 2016, Kuala Terengganu, Malaysia.

- Lailawati Mohd Salleh (2014a). Feeling of Strain and Intention to Leave Among School Teachers in Malaysia. *Asia Pacific Conference on Educational Management and Leadership (APCEMaL)*, Nov. 24-26, 2014, Johor Baru, Malaysia.
- Lailawati Mohd Salleh (2014b). Power of Language. *Conference (INSAN) UTHM*, April 9-10, 2014, Johor Baru, Malaysia
- Lailawati Mohd Salleh (2013). Does Student-centered Learning Mediate Critical Thinking? Paper presented at the *International Conference on New Trends in Education*, April 25-27, 2013, Antalya, Turkey.
- Lailawati Mohd Salleh (2012). Cracking the Nut of Innovation: What is in It? *Exploring Leadership and Learning Organizations (ELLTA)*, December 11-13, 2012, Langkawi, Malaysia.
- Lailawati Mohd Salleh (2011). One Measurement Fit All? The Case of MSCEIT 2.0. Paper presented at *Exploring Leadership and Learning Organizations (ELLTA) Conference*, February 15-17, 2011, Penang, Malaysia.
- Lailawati Mohd Salleh (2010a). Emotions in Negotiation. Paper presented at the *Pacific and Asian Communication Association (PACA) Conference*, January 16- 18, 2010. Shenzhen University, China.
- Lailawati Mohd Salleh (2010b). A Measure of Emotional Intelligence Using the MSCEIT. Paper presented at the *Pacific and Asian Communication Association (PACA) Conference*, January 16- 18, 2010. Shenzhen University, China.
- Lailawati Mohd Salleh (2009). Are Malaysians truthfully high-context?: A Preliminary Study of Malaysian leaders. Paper presented at the *Pacific and Asian Communication Association (PACA) Conference*, January 1- 12, 2009. Universiti Putra Malaysia, Malaysia.
- Lailawati Mohd Salleh (2008). Malaysian leadership communication competence: Perceived and preferred. Paper presented at the *International Journal of Arts and Sciences (IJAS) Conference*, December 1 – 4, 2008, Gottenheim, Germany.
- Lailawati Mohd Salleh (2007). Leadership emotional intelligence and communication competence. Paper presented at the *9<sup>th</sup> Annual Leadership Association Conference*, October 31-November 1, Vancouver, Canada.
- Lailawati Mohd. Salleh (2006a). Perception of leadership communication competence: A Malaysian case study. Paper presented at the *71<sup>st</sup> Annual Convention of the Association of Business Communication*, October 26-28, San Antonio, Texas.
- Lailawati Mohd. Salleh (2006b). Communication Skills Requirement of Employees at Different Organizational Levels. Paper presented in the forum session at the *71<sup>st</sup> Annual Convention of the Association of Business Communication*, October 26-28, San Antonio, Texas.



Lailawati Mohd. Salleh (2005). High/low context communication: A Malaysian Malay experience. Paper presented at the 70<sup>th</sup> Annual Convention of the Association of Business Communication, October 20-24, Irvine, California.

Lailawati Mohd. Salleh (2004). Emotion and negotiation. Paper presented at the Southwest Organizational Communication Conference, April 2-4, University of Texas, Austin, Texas.

Lailawati Mohd. Salleh (2003). Has language power? Paper presented at the 68<sup>th</sup> Annual Convention of the Association of Business Communication, October 24, Albuquerque, New Mexico.

Lailawati Mohd Salleh (1999). Awareness of Business Communication among UPM business students. Paper presented at the Faculty of Economics and Management Seminar, Universiti Putra Malaysia Seminar. Melaka, Malaysia.

## **STUDENT SUPERVISION**

### **PhD – Supervisor (graduated)**

1. Naji Zuhair Arif Alsarhi. *Perception of Islamic Leadership Attributes by Top Officials in the Palestinian National Authority of Their Leader Governance.*
2. Jacqueline Koh. *Role of Relationship Capital Among Union Members in Malaysia*

### **PhD – Supervisor (ongoing)**

1. Jerry Chow, *Exploring Leadership Competencies in Malaysian Higher Education*  
- passed Proposal Defense
2. Norhisham Ghafar, *Contigent Talent Management in this Decade.*  
- passed Proposal Defense
3. Muhammad Saood Akhtar, *Dual Drive Model of Pull and Push Organizational Factors*  
- passed Proposal Defence
4. Muhammad Fadhil Abdul Rahman, *Material and Non-material Valuation of Leadership*
5. Nur Shahada Nordin, *Effects of Leadership Styles, Psychological Well-being and Gender Differences on Organizational Citizenship Behavior of Malaysian Hotel Employees.*
6. Sajjad Ahmad, *Assessment of Spiritual and Transfromational Leadership, Technology Transfer, Perceived Organizational Support and Leadership Effectiveness.*
7. Bha Aldan Mundher Oraibi. *Effect of Organizational Support, Occupational Stressors and Working Conditions on Instituional Brain Drain in Healthcare in Iraq.*
8. Saufee Fadhilah Azman. *Corporate Reputation: The Effect Of Problems In Risk Management And Managerial Capability As Moderator Among Managers In Airline Industries In Malaysia.*

### **PhD - Committee member - graduated**

1. Pakianathan Dawson @ A. Endry Nixon. *“Leadership Styles and behavior, Organizational Factors and Task-related Knowledge in Managing Non-Commissioned Human Resource Motivation in the Malaysian Infantry.”*

2. Hossein Bodaghi Kajeh Moubar. *“The Relationship between Dimensions of a Learning Culture and Shariah-Compliant Corporate Performance in Malaysia.”*
3. Devinder Kaur a/p Sarjit Singh. *“The Effect of Emotional Intelligence, Spiritual Intelligence, and Burnout on Caring Behaviors of Nurses in Public Hospitals.”*
4. Chantiran a/l Veerasamay. *“Relationship between Volunteerism, Job Performance, and Life satisfaction Among Working Adults in Malaysia”.*
5. Ponniah a/l Raman. *“The Relationship between Emotional Intelligence, Spiritual Intelligence, and Coping Styles among Employees in the Public Sector”.*

#### **PhD - Committee member - ongoing**

1. Keivan Moghtaderi Zadeh. *“Measurement of Accounting and Business Practices: A Fractal Approach”*

#### **MSc – Supervisor– graduated**

1. Nik Hasnani Nik Mohamed Saharuddin@ Nik Mohamed. *“Relationship between Emotional intelligence, Conflict Style, and Job Performance.”* (passed viva- expected to graduate 2017)
2. Mohamad Afiq Mohamad Anwar. *“Malaysian Leadership Effectiveness and Employee Loyalty.”* (2016)
3. Nur Faezah Abu Bakar. *“Influence of Leadership Practices and Emotional Intelligence on Job Satisfaction Among Malaysian Public Employees .”* (2012)

#### **MSc – Supervisor– ongoing**

1. Mohammad Arif Khan. (passed seminar)

#### **MSc - Committee member - ongoing**

1. Osugawa Justine (passed proposal defense)
2. Natasya Aqiyah Abd Razak. *“Leadership Succession in Family Business”.* (passed proposal defense)

#### **MBA – graduated (long list, only a few here)**

1. Lye Ying How (2012). *Factors that Motivate Knowledge Sharing Among Employees of Multinational Corporations in Malaysia.*
2. Wong Chee Yien (2012). *Transfer of Training in the Service Industry.*
3. Lau Yong Shen (2010). *Sarjana Manufacturing Sdn. Bhd. (case study)*
4. Sheema Rima Hj. Nazri Sinha Roy (2010). *Contributing Factors Toward Customer Satisfaction and Brand Loyalty Among Malaysian Broadband Users.*
5. Chiew Oon Leong (2008). *Trainees’ Perception of Effective Trainer Characteristics.*

## TASKS AND RESPONSIBILITIES

1. Organizing Committee in SouthEast Asia Higher Education Summit (SEAHES) 2015-2017.
2. Panel Auditor for University KPI, Universiti Putra Malaysia.
3. Associate Fellow, Center for Academic Development (CADE), UPM.
4. Head, Executive Development and Consultancy Services, Faculty of Economics and Management, UPM.
5. Committee member, Accreditation for the Advancement of Collegiate School of Business (AACSB), Faculty of Economics and Management, UPM.
6. Coordinator of Industrial Training, Department of Management and Marketing, UPM
7. Committee member, *Jawatankuasa Kecil Kurikulum Universiti*, UPM
8. Committee member, University Library Committee, UPM.
9. Industrial and Community Linkages, Faculty of Economics and Management, UPM
10. Chair for COPPA documentation preparation for Bachelor of Business Administration Program, UPM
11. Committee member, ICT unit, Faculty of Economics and Management, UPM
12. Program Coordinator, Private College – Faculty of Economics and Management Collaborative Program, 2007 - 2015
13. Treasurer, Persatuan Pegawai Akademik, 2009 – 2013
14. Exco, Persatuan Pegawai Akademik UPM, 2013 – 2017

## PROFESSIONAL CERTIFICATE

- Certified Professional Trainer, Malaysian Institute of Management (MIM)
- LAB Profiling Practitioner (NLP)

## RESEARCH GRANTS

1. “Leadership Succession in Malaysian Higher Education”. Fundamental Research Grant Scheme (FRGS) from Ministry of Higher Education for Nov. 2014- Nov. 2017. Amount RM 90,200. **Principal Researcher.**
2. “Strategy In Improving Performance Of Agricultural Extension: A Comparative Study Between Indonesia And Malaysia”. State University of Semarang, Indonesia for March– Oct. 2016. Rp. 90,000,000. **Co- researcher.**
3. “Strategic Policies for Increasing the Competitive Power Of Indonesian Horticultural Products in ASEAN Markets”. State University of Semarang, Indonesia for Jun – Nov. 2015. Rp. 80,000,000. **Co- researcher.**
4. “Kajian Keberkesanan Pelaksanaan Latihan Program Pembangunan Profesional Berterusan (CPD) Pegawai Akademik UPM”. Geran Insentif Penyelidikan dalam Pengajaran dan Pembelajaran (GIPP) from Center of Academic Excellence, UPM for May 2015-January 2017. RM 20,000. **Principal Researcher**
5. "Profiling Volunteer Leader Attributes In Cancer Care & Support". Research University Grant Scheme (RUGS) from UPM for Nov 2012 – Nov 2015. Amount RM 29,700 **Principal Researcher.**

6. "Occupational Stress Among School Teachers." Research University Grant Scheme (RUGS) from UPM for Oct 2012 – November 2014. Amount RM 20,000  
**Principal Researcher.**
7. "Knowledge Sharing and Motivation to Share Among Faculty Members in Higher Education". Research University Grant Scheme (RUGS) from UPM for Sept. 2012 – Feb. 2014. Amount RM 40,000. **Co- researcher.**
8. "Communication Competence: Developing a Conceptual Model and Measurement." Grant from Ministry of Higher Education (MoHE) under FRGS Phase 1/2010 (2 years). Amount RM 30,000. **Principal Researcher**
9. "Effective Leadership Communication in Malaysian Organizations." Grant from e-Science Fund, Ministry of Science, Technology and Innovation (MOSTI) for 2007-2009 (2 1/2 years). Amount RM 78,594. **Principal Researcher**
10. School of Communication Studies, Ohio University, 2005 for doctoral dissertation USD500.
11. College of Communication, Ohio University, 2005 for doctoral dissertation USD500.
12. University Putra Malaysia, "Malaysian negotiation style: Malays, Indians, and Chinese" funded RM10 000, June 2000 – May 2001. **Principal Researcher**
13. University Putra Malaysia, "Awareness of the importance of Business Communication" funded RM10 000, June 1999 – May 2000. Article published in *Pertanika: Journal of Social Science & Humanities* (2000). **Principal Researcher**

## CONSULTANCY

1. "Komunikasi Kompeten (*Communication Competence*)". Project for Ministry of Health to train health officers on communication competence. **Co-consultant** (2017).
2. "Taxation on soft drinks" Sept-Oct 2014 for Coca-cola. **Co-consultant.**
3. "Effectiveness of *Taste of Malaysia* Program" December 2013- July 2014 for Ministry of Domestic Trades, Cooperatives and Consumerism . Amount RM 88,000. **Co-consultant.**
4. "Facility Needs Analysis in UPM Kindergartens" July-August 2013 for UPM Cooperative (KoPUTRA). Amount RM 8,000. **Co-consultant.**
5. "Research Needs Identification on Real Estate Issues in Malaysia." March-July 2009 for Institut Penilaian Negara. Amount RM 36,000. **Co-consultant.**

## CONFERENCES, SEMINARS, INTELLECTUAL DISCOURSE, WORKSHOPS, AND TRAININGS ATTENDED

- *Talent Management Asia 2017*. 7 -8 March 2017 in Kuala Lumpur organized by HRDF, Malaysia and Human Resources, Singapore.
- *Qalb Leadership*, 11-12 January 2017 in Nilai organized by AKEPT (Higher Education Leadership Academy), Malaysia.
- **Training of Master Trainers. Interactive Lecture.** May 7 – 11, 2013, AKEPT.
- *Performance Management Symposium*. 29-20 March 2010: Multimedia University. Organized by AKEPT, UNITEN, MMU, and Universiti Teknologi Petronas.
- *Leveraging Creativity and Innovation in HEIs: The Leadership Task*. 8-9 December 2009: Istana Hotel, Kuala Lumpur. Conference organized by AKEPT, Ministry of Higher Education, Malaysia.
- *Writing Cases, Part Three* (conducted by D. Quinn Mills and Carole Winkler). 1-3 December 2009; Eastin Hotel, Damansara Petaling Jaya - Organized by AKEPT, Ministry of Higher Education, Malaysia.
- Forum On Action Learning, *Transcending Excellent and Innovative Work Culture through Harnessing the Power of Action Learning* (Michael Marquardt). 2-3 Nov 2009; Cyberview Lodge, Cyberjaya. Organized by AKEPT, Ministry of Higher Education, Malaysia.
- Symposium For Entrepreneurship Educators (SEE) by Babson College (Mark Rice). 6-9 October 2009; Palm Garden Hotel, Putrajaya. Organized by Graduate School of Management, UPM.
- Luncheon Premier Talk, *Strategic Leadership for the Future* by Tun Mahathir Mohammad. 13 August 2009; Marriot Hotel Putrajaya. Organized by AKEPT, Ministry of Higher Education, Malaysia.
- Framework For Research and Innovation. 12 August 2009; Prince & Residence Hotel, Kuala Lumpur. Organized by AKEPT, Ministry of Higher Education, Malaysia .
- *Strategic Negotiation*. 10-11 August 2009; Pan Pacific Hotel, KLIA. Organized by AKEPT, Ministry of Higher Education, Malaysia.
- Luncheon Talk, *Innovation and Best Practices* by Prof. Emeritus Tan Sri Dato' Dr Syed Jalaluddin Syed Salim. 5 August 2009; Organized by AKEPT, Ministry of Higher Education, Malaysia
- *Building an Adaptive Culture for Today's World*. 29 July 2009; Pan Pacific Hotel, KLIA, Organized by AKEPT, Ministry of Higher Education, Malaysia.
- *What Got You Here Won't Get You There* by Marshall Goldsmith. 25 July 2009; Maya Hotel Kuala Lumpur, Organized by AKEPT, Ministry of Higher Education, Malaysia.
- *Excellence in Research & Development and Commercialization of Education. Measuring Innovation: The Balanced Approach*. 15-16 July, 2009; Grand Millennium Hotel, Kuala Lumpur, Organized by AKEPT, Ministry of Higher Education, Malaysia.
- *Writing Cases, Part One*(conducted by D. Quinn Mills and Carole Winkler) . 8-12 June 2009; Eastin Hotel, Damansara Petaling Jaya - Organized by AKEPT, Ministry of Higher Education, Malaysia.
- *Developing Research-Led Universities*. 18 February 2009; Marriot Hotel Putrajaya - Organized by AKEPT, Ministry of Higher Education, Malaysia.
- *Leadership in Higher Education: Framing The Future*. 24-26 November 2008; Crown Plaza Mutiara, Kuala Lumpur, conference organized by AKEPT, Ministry of Higher Education, Malaysia.

- *Higher Education Seminar*. 16-17 July 2008; Putrajaya International Convention Centre (PICC) Putrajaya, Organized by AKEPT, Ministry of Higher Education, Malaysia .
- *Leading and Managing Universities*. 26-30 May 2008; One World Hotel, Bandar Utama Petaling Jaya - Organized by AKEPT, Ministry of Higher Education, Malaysia.
- Malaysia International Conference on Foreign Languages 2007, “*Plurilingualism and Multilingualism in a Globalised World*”, 14-15 August 2007; Putrajaya Marriott Hotel. Organized by Department of Foreign Languages, Faculty of Modern Languages and Communication, UPM.

## **OTHER CONTRIBUTIONS**

1. Module Writing Team for Intermediate School, UPM -2009 -2010.
2. Module Writing Team for Finishing School, Phase II, UPM -2009 -2010.
3. Organizing committee for *International Conference on Assessment for Higher Education Across Domains and Skills (AHEADS)*, on 17-19 December 2013, Seri Pacific Hotel, Kuala Lumpur.
4. Organizing committee for *1st Global Conference on Business and Economics Research* on October 18-20, 2013 at Palace of Golden Horses, Kuala Lumpur, Malaysia
5. Organizing committee for *14<sup>th</sup> International Conference on Thinking (ICOT) 2009* on 22-26 June 2009 at Kuala Lumpur Convention Center, Malaysia.
6. Committee member of AKEPT (Akademi Kepimpinan Pengajian Tinggi) in organizing the International Leadership Conference, *Leadership in Higher Education: Framing the Future*, on 24 – 26 November 2008, Kuala Lumpur
7. Rapportuer for the International Leadership Conference, *Leadership in Higher Education: Framing the Future*, on 24 – 26 November 2008, Kuala Lumpur.
8. Member in the Research and Publication Programs committee under AKEPT Center of Leadership and Research Innovation (ACLRI) – 2008 - .
9. Facilitator for Finishing School (for senior students) and Starting School (for freshman), Universiti Putra Malaysia.

## **INVITED/GUEST SPEAKER**

- Speaker for School of Graduate Studies, Universiti Putra Malaysia.
- Invited guest speaker for Putra Sarjana Programs (programs for postgraduate students), Universiti Putra Malaysia.
- Invited guest speaker for new International students, UPM.
- Guest speaker for Golden Key Society, Universiti Putra Malaysia chapter.

## **OTHER ACTIVITIES**

- Deputy Chair, Persatuan Ibubapa-Guru, Sekolah Menengah Sultan Abd. Aziz Shah, Kajang
- Advisor, Kelab Belia Masjid Taman Cheras Jaya, Cheras Kuala Lumpur.

## **AFFILIATION/MEMBERSHIP**

1. Fellow, Centre of Academic Excellence, Universiti Putra Malaysia.
2. Fellow, Cancer Resource & Education Center (CaRE), UPM
3. Research Fellow at AKEPT (*Akademi Kepimpinan Pengajian Tinggi*), Higher Education Leadership Academy, Ministry of Higher Education, Malaysia 2008-2011.
4. Academy of Management – member since 2009.
5. International Leadership Association – member since 2007-present.
6. Malaysian Association of Professional Speakers – member 2009, 2011.
7. Association of Business Communication – member 2000-2006.
8. Associate member, Malaysian Institute of Management, MIM – member since 2011