



## Entrepreneurial University: A Case of Universiti Teknologi MARA

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### Abstract

Entrepreneurship is an important field in practical and education sector. Realizing the importance of entrepreneurship, Malaysia has taken numerous efforts in promoting entrepreneurship and there has been urges by the policymakers for the universities to contribute to the nation towards achieving the goal of becoming an entrepreneurial nation. Therefore this paper aims to discuss the efforts taken by Universiti Teknologi MARA, winner of Entrepreneurial University of the Year by Ministry of Higher Education for three consecutive times in 2012, 2013 and 2015, on the efforts taken in creating an entrepreneurial culture in the university. The paper will discuss the efforts of the university in creating an entrepreneurial environment, entrepreneurial staffs as well as entrepreneurial teaching and learning.

### INTRODUCTION

Considerable agreement exists concerning the importance of promoting entrepreneurship to stimulate economic development, create wealth and employment generation in Malaysia and other developing economies (Ahmad and Xavier, 2012; Johansen, 2007). To keep pace with an increasingly competitive globalised economy, Malaysia has made concerted efforts to move away from a production-based economy to a knowledge-based economy. Realising the importance of entrepreneurs in the development of the knowledge-based economy in Malaysia, efforts have been taken to nurture entrepreneurship at all levels. The Malaysian government has encouraged entrepreneurship development in Malaysia in order to be more successful and viable in the field (Bank Negara Malaysia, 2014). In fact, entrepreneurship is one of the main focus during the presentation of 2014 budget (Bank Negara Malaysia, 2014) and the Prime Minister, Dato Seri Najib wished to turn Malaysia into an entrepreneurial nation (Malay Mail, 2013). One of the most important sectors identified to achieve the goal is higher education institution. The Prime Minister has urged the universities to work closely together (Bernama, 2007) in terms of inculcating the entrepreneurial mindset in line with the goal of becoming Malaysia as an entrepreneurial nation (Rahim & Chik, 2014). Therefore this paper aims to discuss the efforts taken by Universiti Teknologi MARA (UiTM), winner of Entrepreneurial University of the Year by Ministry of Higher Education for three consecutive times in 2012, 2013 and 2015 (UiTM News, 2014; MOHE, 2015) on promoting entrepreneurship in the university.

### UNIVERSITY PROFILE

Universiti Teknologi MARA is a public university located in Shah Alam, Selangor. It has 12 branch campuses, six satellite campuses in Shah Alam, eleven state satellite campuses and 21 affiliated colleges. Rated as the

largest university in Malaysia, UiTM comprises of vast workforce of 18,000 staffs and 180,000 students that are mostly bumiputeras (indigenous people) and offering more than 581 academic programmes. English is being used as the medium of teaching. (UiTM Profile, 2013). The vision of the university is to be a premier university of outstanding scholarship and academic excellence capable of providing leadership to Bumiputeras's dynamic involvement in all professional fields of world-class standards in order to produce globally competitive graduates of sound ethical standing. (UiTM Vison, 2013).

UiTM has a huge list of academic partners from local and international universities as well as professional bodies. Initially UiTM started its collaboration with professional bodies such as, the Australian Chartered Secretaryship, the London Chamber of Commerce, the British Institute of Management, the Australian Society of Accountants and later college and universities such as Ealing Technical College (now University of West London) Ohio University. Other collaborators came on board such as the Association of Chartered Certified Accountants (ACCA), the University of London International Programmes the Institute of Chartered Secretaries and Administrators (ICSA), the Institute of Electrical & Electronics Engineers(IEEE), the Chartered Institute of Transport (CIT), the Institute of Electrical Engineers (IEE), London College of Printing, the Chartered Institute of Building (CIOB),and Institute and Faculty of Actuaries of United Kingdom. (UiTM Partners, 2013). Currently, UiTM has expanded its academic collaboration with many universities and professional bodies around the world. (UiTM Partners, 2013).

UiTM is also doing numerous Corporate Social Responsibility projects. One of the most outreaching project is the MDAB (*Mengubah Destini Anak Bangsa*) which provides 5000 higher learning opportunities for the underprivileged or orphans.

## STUDY METHOD

Data collection was done by using the secondary data gained from the reports sent by all of the faculties in UiTM and Malaysian Academy of SME and Entrepreneurship Development's (MASMED) coordinators nationwide.

## ENTREPRENEURIAL EFFORTS

Inspired by the success of winning the prestigious MEA Award for three consecutive years UiTM continues in its commitment to becoming an Entrepreneurial University by the year 2018 and a top-notch university by the year 2020. This enterprise requires an entrepreneurial approach from the top-down management leading to the creation holistic entrepreneurship framework, which aim to sustain an entrepreneurial institution. UiTM has taken numerous efforts to achieve the goals.

### *Entrepreneurial Environment*

One of the key components in developing an entrepreneurial culture is by having a comprehensive entrepreneurial environment within the university. This is shown by the entrepreneurial awards that have been awarded to the university and the vision and mission to be the Entrepreneurial University. The entrepreneurship activities in UiTM is spearheaded by MASMED and Research was carried out by MASMED and Pusat Perancangan Strategik, to determine entrepreneurial activities that were organized by campuses and faculties. The outcome of the study has been converted to the structure and strategy of entrepreneurship role that is highlighted in the UiTM Framework. The university has introduced a new Transformational Plan that emphasises the entrepreneurial role in nurturing entrepreneurial culture. Being an Entrepreneurial University has transformed UiTM from the conventional to the entrepreneurial approach which constantly seeks opportunities for revenue generation. An electronic system called University Electronic Project Management Office (UePMO) was created in coordinating and integrating entrepreneurial activities at all level across branch campuses to ensure better coordination and more comprehensive entrepreneurship activities being carried out across the campuses. Another effort that was introduced was UiTM Entrepreneurial Award. It was organized to select the best entrepreneurial campus, faculty, project, student graduate enterprise and mentor, with the goal of inculcating entrepreneurship culture within the university. UiTM introduced various policies on encouraging staff and students to actively commercialize the IP and be involved in publishing, consultancy, research and innovation projects associated to these frameworks. UiTM has taken the initiative to create and manage the entrepreneurial programmes with the main aim of creating entrepreneurial students as well as graduate entrepreneur. The 'Pengurusan Ruang Niaga' guideline, gives the opportunity and priority to UiTM students and alumni to establish businesses within the campus, and MASMED was appointed as one of the committee member. UiTM has nurtured a culture that rewards and recognizes staff and students for their commitment to

entrepreneurship. Entrepreneurship education is progressively integrated into the curricula and the use of blended learning in entrepreneurial pedagogies is advocated across faculties. All of the efforts were summarized in Table 1.

Table 1: Entrepreneurial Environment Initiatives

No	Elements	Descriptions
1.	MOHE Entrepreneurial Award (MEA)	UiTM has been awarded the prestigious MOHE Entrepreneurial Award (MEA) for three consecutive times as an Entrepreneurial University of the Year for 2012, 2013 and 2015.
2.	UiTM's Vision and Mission	The MEA Award, acknowledges institutions that deliver significant entrepreneurial impact which cultivate enterprising thinking through embedded entrepreneurial activity into the structure of the institution. Therefore UiTM is committed in being the Entrepreneurial University and the top university by the year 2020.
3.	Entrepreneurial Approach within the University	Research was carried out by MASMED and Pusat Perancangan Strategik, to determine entrepreneurial activities that were organized by campuses and faculties. The outcome of the study has been converted to the structure and strategy of entrepreneurship role that is highlighted in the UiTM Framework of UiTM RMK-11.
4.	The Transformational Plan	The Transformational Plan in UiTM is based on the visionary leadership and high performing staff in order to create effective teaching and learning, academic visibility, knowledge driven individual, dynamic students, income generated university and finally to out-reach Alumni, business support and organisations to consolidate and realign activities and programmes in UiTM to adapt to entrepreneurial culture.
5.	Entrepreneurial University Landscape	In order to create a conducive environment for entrepreneurship, various strategies have been outline such as UiTM Entrepreneurship Framework Project, Entrepreneurial Hub and UmyCEO.
6.	University Electronic Project Management Office system (UePMO)	UePMO system was seen as critical system that supports the strategy to leapfrog in order to remain being an Entrepreneurial University in coordinating and integrating entrepreneurial activities at all level across branch campuses.
7.	UiTM Entrepreneurial Award (UiEA)	UiTM Entrepreneurial Award was organized to select the best entrepreneurial campus, faculty, project, student graduate enterprise and mentor.
8.	Commercializing IP, Publishing, Consultancy, Research and Innovation Project	UiTM has a clear policy and transparent foundation that has been outlined in commercializing IP, publishing, consultancy, research and innovation project.
9.	Pengurusan Ruang Niaga	Pengurusan Ruang Niaga is responsible in allocating the spot and location for business activities within the campus.
10.	Promotion for Academic Staff	According to the promotion guideline, in order to be promoted, it is essential for academic staff to get involve with entrepreneurial activities.

### ***Entrepreneurial Staffs***

Staff are consistently involved in various initiatives that are not only closely linked to the development of their careers, but also activities that are innovative and entrepreneurial in nature. The university put its trust and confidence in the ability of staff to add value to their knowledge application and enhancement to improve their competencies via innovative and entrepreneurial initiatives which in turn help them to succeed in their career.

Research and consultancy initiatives across disciplines, faculties and campuses spearheaded by the Research Management Institute and seven research Centres of Excellence (CoE) have secured from research grants from various agencies. The commercialization of research and consultancies facilitated by the Research Innovation and Business Unit (RIBU) has been very encouraging and it is reflected on the increasing number of innovative competition, number of academic excellence awards and innovative problem solving activities participated by both academics and administrative staff of UiTM.

UiTM have been emphasizing on entrepreneurial experience and competencies as important elements in cultivating entrepreneurial spirit. Staff who are highly interested to operate their own enterprise are given the opportunity to directly involve in business with the provision of obtaining official consent from the management of the university. In addition, the academics are continuously encouraged to acquire hands-on entrepreneurial experience via industrial attachment program as well as increase entrepreneurial and innovative competencies by completing the postgraduate diploma and training at the world's prestigious universities.

Academics entrepreneurial knowledge and experience were also acquired through various trainings, attachments, certified partners accreditation and dedicated innovation program. In addition to conventional knowledge dissemination in the classrooms, our faculty member has the ability to be the entrepreneurship trainers, advisors and counsellors not only to student entrepreneurs but also to entrepreneurs across the nation. The knowledge, skills and experience of our academics are consistently enhanced and upgraded through academic-industry affiliations with locally and internationally prominent external professional bodies. All of the efforts in creating entrepreneurial staffs were summarized in Table 2.

Table 2: Entrepreneurial Staffs Initiatives

No	Elements	Descriptions
1.	Research and Consultancies Collaboration Across Disciplines and Faculties	Research initiatives across disciplines spearheaded by Research Management Institute, UiTM had flourished positively.
2.	Innovation Competition	Innovative competition is one of the platforms where staff can portray their creative and innovative ideas. Initially competition related to invention and innovation is organized by Research Innovation Business Unit (RIBU) UiTM. Now innovative competition is also organized by various campuses and faculties in UiTM. The initiatives in organizing various innovative competitions by many departments in UiTM had widen the platform for staff to demonstrate their creative and innovative effort and hence flourishing the entrepreneurial culture.
3.	Academic Excellence Award	To acknowledge the achievement of academics in various fields, UiTM established the Academic Excellence Award. These awards are given to creative and innovative staff. This includes Innovation and Commercialization Award, Art and Creative Award (Visual Art), Art and Creative and Award (Performing Art). In 2015, 18 recipients from various faculties received the award at the UiTM Academic Conference 2015.
4.	Innovative Problem Solving Initiative	Innovative and Creative Circle (ICC) is an initiative to inculcate creative problem solving skills among staff. Its main objective is to solve problems or find opportunities for improvements to existing processes and / or products or services by adding new value to the department's service delivery systems. There were 46 teams involved in ICC competition from 2013 to 2014 involving 63 projects and more than 300 participants.
5.	Staff Direct Involvement In Business	The university encourages its staff to involve in business as the real-life entrepreneurial experience is beneficial to the students in the classroom. In 2014, 40 staff had officially registered their involvement in business with the UiTM's Integrity Unit. In addition, academics are advising students' cooperative (KOSISWA) so as to elevate the cooperative to the next level.
6.	Academics Industrial Attachments	All academics are encouraged to be on industrial attachment to gain insights and develop themselves as enterprising academics. From 2014 to 2015, a total of 70 lecturers have been involved in various industrial attachments including sabbatical, professional training, medical sub-expertise was selected to participate in the <i>MaGIC-Stanford Faculty Program 2015</i> organized by MaGIC in collaboration with Stanford Technology Ventures Program (STVP) to help the university develop initiatives that aim to encourage entrepreneurial thinking. Three faculty members selected were

		exposed to Stanford entrepreneurship curriculum, pedagogy, teaching methods and student engagement practices as well as the Silicon Valley ecosystem.
7.	Postgraduate Training	In an effort to deepen academics knowledge of teaching entrepreneurship, nurtures creativity and innovative thinking and commercializing, UiTM have been collaborating with world renowned university to place its lecturers in postgraduate program. Three faculty members were selected to attend the Postgraduate Diploma in Entrepreneurship at Cambridge Judge Business School, University of Cambridge, session 2013/2014, and another six lecturers were chosen to enrol in the Postgraduate Training in Innovation and Entrepreneurship at Trinity College Dublin 2014. These lecturers have been responsible for the setting up of a new innovation academy, Akademi Inovasi UiTM (AIU), to nurture creativity and innovative thinking among UiTM postgraduate students.
8.	Akademi Inovasi UiTM (AIU)	AIU is formed to encourage academic staff and post graduate students from UiTM to involve in innovation and entrepreneurship exploration initiatives. Nine lecturers from UiTM and other universities were appointed to lead the programme which has been approved by the Senate UiTM.
9.	Trainer/ Advisor/ Business Counsellor	1. Tunas Mekar Business Counsellor Tunas Mekar Business Counsellors are responsible to coach graduates entrepreneurs who attached with SMEs throughout the country. In year 2014-2015, over 200 academics from all campuses involved as Tunas Mekar Business Counsellors.  2. Certified SME Business Counsellor The Business Counsellor Programme was adapted from Japan. From 2014 to 2015, there were 46 academics from various campuses and faculties certified as business counsellor.
10.	Affiliation With External Professional Bodies	Most of the faculties in UiTM established affiliation with various professional bodies and agencies for example collaboration between Faculty of Electrical Engineering and CISCO offering various courses for networking and ICT online business training. Another collaboration is between Faculty of Architecture, Planning and Surveying with Malaysian Institute of Planners, Institute of Landscape Architects Malaysia, Malaysian Association of Professional Property Managers, and others.

### ***Entrepreneurial Teaching and Learning***

At UiTM, entrepreneurship has been embedded across curriculum and faculties whereby entrepreneurship programmes and courses are offered at all level of studies. UiTM has been offering BBA (Hons) in Entrepreneurship (with 47 credit hours of entrepreneurship courses), MBA with electives courses in Entrepreneurship (9 credits hours) and DBA with concentration in Entrepreneurship (12 credit hours) UiTM is also offering a new Master of Applied Entrepreneurship since 2014 with 48 credits hours of entrepreneurship courses. At the pre-diploma level, all students are required to take Basic Entrepreneurship whereas at diploma level, they are required to take Fundamentals of Entrepreneurship. They also have the opportunity to choose a credited two-semester co-curriculum activity in entrepreneurship (Kembara Usahawan). At the degree level, all students from science and technology cluster are required to take a compulsory Technopreneurship course whereas students from business and management cluster have to take Principles of Entrepreneurship.

UiTM believes that entrepreneurship education is not only about knowledge acquisition. It is about developing the entrepreneurial midset of the lecturers and students so that they are able to act in an entrepreneurial manner, attitude and behaviours. Entrepreneurial competencies are not only embeded through traditional lectures; other approaches have also been used in order to achieve the desired learning outcome particularly through proper pedagogical practices which could enhance employability of its graduates. The following innovative learning and teaching initiatives have been introduced and practiced in order to enhance entrepreneurial competencies among its lecturers and students:

In line with UiTM's strategic effort to meet Ministry of Education's requirement for all academic programmes, a total of 604 courses (18%) have been selected to instill "managerial and entrepreneurial skill" as one of their learning outcomes (LO8). UiTM has also identified various teaching techniques and strategies that could help lecturers develop students' entrepreneurial mindset, emotions, personal values and entrepreneurial competencies. A training module has been developed and nine more series of training of trainers (TOTs) for lecturers have been conducted between July 2013 and June 2015 involving 221 lecturers.

Students taking entrepreneurship courses are encouraged to learn through delivery of contents and instruction via online media besides attending the normal classroom sessions. In 2014, UiTM has developed and offered entrepreneurship module using Massive Open Online Course (MOOC). Besides MOOC, Entrepreneurship students (ENT300 and ENT600) can get access to the complete online learning materials developed by i-Learn Centre at i-Learn Portal. Another initiative taken by UiTM is to encourage students taking technopreneurship course to enroll in Technopreneurs Series Program (Be Your Own Boss) provided by Cisco Networking Academy. UiTM also emphasises undergraduate teaching excellence and immersive, real-world learning opportunities in the areas of startup. Students that take part in these initiatives are able to learn first-hand what it takes to embark on a business. Programs offered are Graduate Entrepreneurship Development Programme (GEDeP)<sup>5,15</sup>, Student Start-up Accelerator Programme (SAP), and Product Innovation & Pre-Commercialization Literacy Lab (PreCom-LAB), Business Plan Competition and Booth Competition. All of the efforts in entrepreneurial teaching and learning were summarized in Table 3.

Table 3: Entrepreneurial Teaching and Learning Initiatives

No	Elements	Descriptions
1.	Enabling Students To Be More Enterprising	<p>Entrepreneurship Programmes -</p> <p>1. BBA (Hons) in Entrepreneurship. BBA (Hons) in Entrepreneurship offers 13 Entrepreneurship Courses with a total of 47 credit hours</p> <p>2. Master of Business Administration (Electives: Entrepreneurship) MBA offers 3 Entrepreneurship Courses as electives with a total of 9 credit hours:</p> <p>3. Master of Applied Entrepreneurship Master of Applied Entrepreneurship offers 10 Entrepreneurship Courses with a total of 48 credit hours</p> <p>4. Doctor of Business Administration (Concentration: Entrepreneurship) DBA offers 4 Entrepreneurship Courses with a total of 12 credit hours</p> <p>5. Entrepreneurship Course at pre-diploma level – Basic Entrepreneurship The following entrepreneurship course was first introduced in 2013 at pre-diploma level (3 credits). The course exposes students with the basic concept of entrepreneurship knowledge focusing on small business planning and strategies</p>
2.	Embedding Enterprise And Entrepreneurship Into Teaching And Learning	<p>1. Entrepreneurship Course for all diploma programmes – Fundamentals of Entrepreneurship Fundamentals of Entrepreneurship (3 credits). This course provides an overview of the requirements for launching and entrepreneurial career and starting up an entrepreneurial venture after an appreciation of the concept of entrepreneurship, students will be exposed to the critical role of opportunity recognition and evaluation. The course also shed light on the entrepreneur as the main success factor in the new venture formation and development. The central focus of the course is to prepare the students with the essence of entrepreneurship and business planning skills that is essential for the success of new ventures.</p>

		<p>2. Entrepreneurship Co-curriculum for all Diploma Programmes – Kembara Usahawan I &amp; Kembara Usahawan II (1 credit each). The purpose of these co-curricular programmes is to instill entrepreneurial traits in students. Students are required to conduct interview with successful entrepreneurs in order to identify some entrepreneurial characteristics of the entrepreneurs. The programme discusses the significance of entrepreneurship as a career option, forms of business entities, and procedures in identifying, evaluating and selecting business opportunities. Students are also required to conduct entrepreneurial activities in groups within UiTM campus throughout the duration of the programme.</p> <p>3. Entrepreneurship Course at degree level (for Science &amp; Technology Cluster) –Technopreneurship (3 credits). The course is designed to inculcate the entrepreneurial skills to the students and promote the development of technology-based entrepreneurship knowledge.</p> <p>4. Embedding Managerial and Entrepreneurial Skills in Curriculum (Ministry’s Learning Objective –LO8) More than 600 courses from all programmes of studies across 19 faculties have been selected to inculcate entrepreneurial skills among the students.</p>
3.	Encouraging And Enhancing Innovative Approaches To Teaching And Learning	<p>1. Massive Open Online Courses (MOOCs) MOOC was launched on 18 September 2014 by the Ministry of Education to be used by all Institution of Higher Learning (IHL) in Malaysia. By introducing this programme, students will follow 30% of their study online.</p> <p>2. i-Learn Portal i-Learn was established on the 1st of December 2005 to handle the adaptation of i-learning in UiTM. Entrepreneurship students can access the complete online learning materials through these portal.</p> <p>3. CISCO CISCO Networking Academy, a Cisco Corporate Social Responsibility programme, is an IT Skills and career building programme available to learning institutions and individual worldwide. Students taking technopreneurship course are encouraged to enroll in Technopreneurs Series Program (Be Your Own Boss) provided by Cisco Networking Academy.</p> <p>4. GEDEP Graduate Entrepreneurship Development Programme (GEDeP) targeted for the graduating students, conducted full time, incorporating interactive learning, technical training, consulting and business coaching.</p> <p>5. Pre-ComLAB Product Innovation and Pre-commercialization Literary Lab Programme (Pre-ComLab) is a joint programme between UiTM and Ministry of Education which assist students towards commercializing their creative and innovative ideas.</p> <p>6. Business Plan Competition Business Plan Competition was conducted to give opportunities for the students to present their final business plan projects in-front of invited outside panels.</p> <p>7. Entrepreneurial Booth Competition The purpose of this competition is to encourage students to be involved in the real world entrepreneurial learning opportunities.</p>

## CONCLUSION

Numerous and comprehensive measures has been carried out holistically by Universiti Teknologi MARA in effort to create an entrepreneurial culture within the university. The efforts starts by having a steady and supportive entrepreneurial environment that was being laid out as a strong foundation for further entrepreneurial activities to be carried out. One of the most important aspect taken by UiTM is to ensure the educators are well trained with entrepreneurial knowledge. This is essential for quality education as it was found that some of the educators in higher learning institutions (HLI) have no qualifications to conduct entrepreneurship programs due to irrelevant education background and experience (Yusoff et al., 2014). Furthermore Hamidon (2015) reported that only 20% of lecturers have attended entrepreneurship training programmes and less than 20% of lecturers have attended entrepreneurial mind-set pedagogy training. Therefore, to ensure entrepreneurship education can be provided at its best, UiTM has taken tremendous effort in equipping its educators with relevant entrepreneurship knowledge. Lastly is the entrepreneurial teaching and learning. UiTM provides complete entrepreneurship modules from fundamentals to advance learning of entrepreneurship subjects, ranging from subjects that are taken in class to hands-on subjects. Subjects are also being taught by conventional face to face and blended learning in which students will study online. With all these, UiTM has done its part in answering the urges by the policymaker in playing a role in helping the nation in achieving its goal of becoming an entrepreneurial nation.

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