



KEPIMPINAN AKADEMIK DARI PERSEPEKTIF MRN

23/10/2019

DIKENDALIKAN

**PROFESSOR MOHD RIDZUAN NORDIN
FPTT, UTEM**

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PENDEKATAN LATIHAN

SESI LATIHAN INI MEMBINCANGKAN CIRI-CIRI PEMIMPIN, LALUAN PEMBANGUNAN KOMPETENSI, PERANAN DAN IMPAK KEPIMPINAN INSTITUSI PENDIDIKAN TINGGI. PEMBENTANGAN AKAN DILAKUKAN MENGGUNAKAN PENGALAMAN YANG DILALUI PENGENDALI LATIHAN INI, PROF. MOHD RIDZUAN NORDIN (MRN) DAN INDIVIDU LAIN SEBAGAI CONTOH. KESAN PERUBAHAN DALAM SISTEM PENDIDIKAN TINGGI MALAYSIA DAN SISTEM PENDIDIKAN TINGGI NEGARA LAIN TERHADAP PERANAN PEMIMPIN PENDIDIKAN TINGGI AKAN TURUT DIBINCANGKAN.

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MOHD RIDZUAN NORDIN



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PENGISIAN

8.00 AM – 10.00 AM
1. PEMIMPIN DAN KEPIMPINAN AKADEMIK

10.30 AM - 12.30 AM
2. FUNGSI DAN IMPAK PEMIMPIN AKADEMIK

14.30 PM – 16.30PM
3. PEMBENTANGAN SLIDE PROFESORIAL TALK 2014 DAN DIALOG REALITI KEPIMPINAN AKADEMIK

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HASIL PEMBELAJARAN

DI AKHIR KURSUS INI, STAF AKADEMIK AKAN DAPAT:

1. MENERANGKAN KONSEP KEPIMPINAN AKADEMIK DI UNIVERSITI
2. MENJELASKAN FUNGSI PEMIMPIN AKADEMIK DAN PERANAN PEMIMPIN AKADEMIK
3. MELAKSANAKAN PERANAN PEMIMPIN AKADEMIK BAGI MENCAPAI KESARJANAAN BIDANG TUGAS

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MOHD RIDZUAN NORDIN**PEDIDIKAN**

1. BSc (Hons) in Chemistry-1985, University of Tasmania
2. PhD in Heterogeneous Catalysis – 1990, University of Tasmania
3. Diploma in Personnel Management – 1997, Malaysian Institute of Personnel Management
4. MBA – 1998, UKM

PENGALAMAN

1. Lecturer and coordinator of Teleconferencing, USM, 1999 - 1994.
2. VP Academic, ITAR, KUB, 1995-1997.
3. Director for Academic and Strategic Initiative then Senior Lecturer, UT-MMU, 1997-2003.
4. Associate Professor and Director for Corporate and International Communication, KUTKM, 2007-2003.
5. Professor and Director for Planning and Quality Management, then Dean for Graduate Studies, then Dean for Student Affairs and then Director Academic Innovation and Competitiveness, UMP, 2003 -2015.
6. Professor and PNC-JIM, then PNC-PPF.
7. To retire beginning 1/1/2020

PERANAN LAIN

- PRESENT**
1. Member, Board of Directors, UTeM Holding
 2. Member, Board of Directors, UTeM
 3. Member of the Senate, UTeM
 4. Member, Board of Yayasan Alor Gajah
- PAST**
1. Chairman, Education Committee, Masjid Tanah Parliamentary Constituency
 2. Member, Board of Directors, Yayasan Melaka, Melaka State.
 3. Member of the Senate of UMP, KUIM and MMU.
 4. Member, Board of Directors, Maktab Koperasi Malaysia, KPDKKK.
 5. Member, Board of Directors, Malaysian Institute of Aviation Technology Sdn Bhd (MIAT).
 6. Member, Board of Directors, Kolej Yayasan Melaka.
 7. Member of Academic Board, The World Technological University, Moscow.
 8. Member, Council of Kolej Tunku Abdul Rahman.
 9. Member, Advisory Council Institut Kota, Melaka.
 10. Member, Advisory Council, Kolej Komuniti Masjid Tanah.

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KEHIDUPAN BERKELUARGA



PENDIDIKAN



DI USM



DI KUB



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DI UNITELE, MMU



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PERKEMBANGAN KERJAYA



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SUMBANGAN PROFESIONAL



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SUMBANGAN MASYARAKAT



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KNOWING ONESELF

INDICATE YOUR DEGREE OF AGREEMENT ON THE FOLLOWING STATEMENTS RELATED TO YOURSELF USING

1: strongly disagree; 2: disagree; 3: somewhat disagree; 4: undecided
5: somewhat agree; 6: agree; 7: strongly agree

- 1. I always argue for the introduction of challenging initiatives _____
- 2. I always act according to the expectation of others _____
- 3. I always seek input from anyone interested to share _____
- 4. I always review the basis of earlier decisions _____
- 5. I always ignore uncooperative individuals _____

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PENGISIAN

**8.00 PAGI – 10.00 PAGI
1. PEMIMPIN DAN KEPIMPINAN AKADEMIK**

**OBJEKTIF 1
MENERANGKAN KONSEP PEMIMPIN DAN KEPIMPINAN
AKADEMIK DI UNIVERSITI**

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NATURE OF INSTITUTION OF HIGHER LEARNING (IHL)

IHL ARE GENERALLY ORGANISED AS DISTRIBUTED STRUCTURE UNDERTAKING SERVICE FUNCTIONS

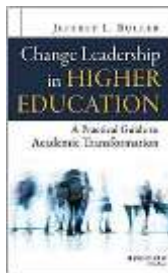
IHL comprise of multiple functions – academics, administration and support functions. The term Institution emphasis **TRADITION** and **STANDARD**.

The IKEA effect typify IHL culture – human value highly with what they do themselves.

Academics tend to embrace and identify their role and does not see it as their identity and not as job.

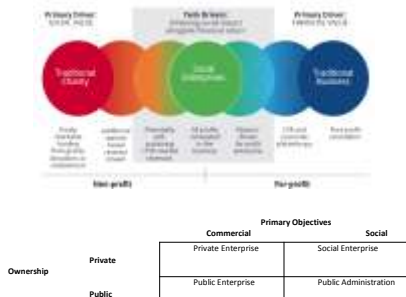
Edward Schein suggested five learning anxiety that hinder change in IHL:

1. Fear of loss of power or position
2. Fear of temporary incompetence
3. Fear of punishment for incompetence
4. Fear of loss of personal identity
5. Fear of loss of group membership



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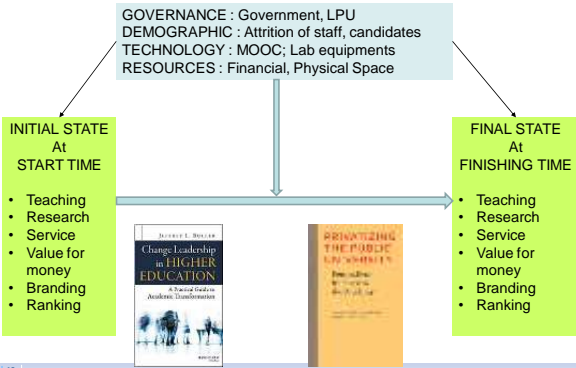
BENTUK INSTITUSI PENGAJIAN TINGGI



KLASIFIKASI BERASASKAN OBJEKTIF IPT

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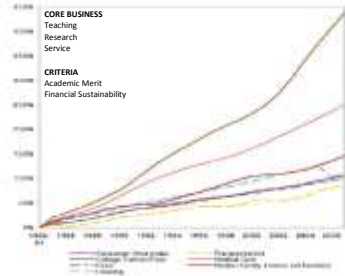
LEADER AND STRATEGIC PLAN



PREVAILING REALITY OF AMERICAN HIGHER EDUCATION SCENE

IS THE BUSINESS MODEL OF HIGHER EDUCATION (IN US AND ELSE WHERE) BROKEN?

THE IHE SYSTEM NEED TO ADAPT TO THE NEW MARKET REALITY, SOME NEED NEW MODEL



PRINCIPLES OF MANAGEMENT (DRUCKERS)

THE PRACTICE OF MANAGEMENT

1. IS ABOUT HUMAN BEING
2. DEALS WITH INTEGRATION OF PEOPLE IN COMMON VENTURE
3. REQUIRE COMMITMENT TO COMMON GOALS AND SHARED VALUES
4. MUST ENABLE ENTERPRISE AND MEMBERS TO GROW AND DEVELOP AS NEEDS AND OPPORTUNITY CHANGES
5. EVERY ENTERPRISE INVOLVED DIFFERENT WORKS AND REQUIRE DIFFERENT SKILLS, KNOWLEDGE AND ABILITIES
6. NEITHER OUTPUT, QUANTITY NOR BOTTOMLINE IS ADEQUATE PERFORMANCE INDICATOR
7. OUTPUT / RESULT OF ANY ENTERPRISE EXIST ONLY ON THE OUTSIDE

PRINCIPLES OF MANAGEMENT (DRUCKERS)

THE ROLE OF ENTERPRISE
TO CREATE AND RETAIN CUSTOMERS INCLUDING THROUGH SUSTAINABLY EXCEEDING THEIR EXPECTATION

ROLE OF LEADER
THE VERY BEST LEADERS ARE FIRST AND FOREMOST EFFECTIVE MANAGERS

	LEADERSHIP	MANAGEMENT
ROLE	History's Managerial Role	Executive Roles: Productivity Expert
FOCUS	Define Purpose, Set Direction	Define Organizational Structure, Develop Systems and Processes
APPROACH	Direct or Motivate Others	Debate or Use Managerial Authority
REQUIREMENT	Executive Strength in Health and Character	Executive Skills: Plan, Organize, Set Priorities and Monitor Quality
REQUIREMENT	Executive Power of Persuasion	Executive Power of State Protection
OUTCOME	Power Long Range Goals and Objectives	Manage Programs, Methods and Processes



COREQUISITE OF EFFECTIVE MANAGEMENT

ATTRIBUTES OF EFFECTIVE PEOPLE

1. Be proactive
2. Begin with ends in mind
3. Put first thing first
4. Think win-win
5. Seek first to understand the to be understood
6. Synergise
7. Sharpen the saw

SECRETS OF HIGHLY SUCCESSFUL GROUPS

1. Prevalent belonging cues
2. Shared vulnerability
3. Established purpose

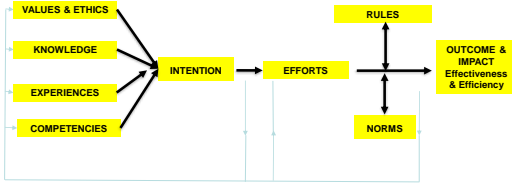


KOTTER MODEL OF CHANGE

STRATEGIC MANAGEMENT IS MANAGEMENT OF CRITICAL CHANGE THAT INVOLVE MULTIPLE STEPS

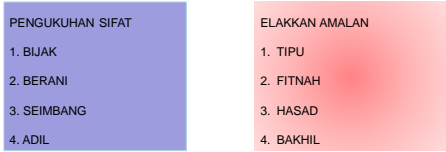
1. ESTABLISH A SENSE OF URGENCY
2. CREATE GUIDING COALITION
3. DEVELOP A CHANGE VISION
4. COMMUNICATE THE VISION FOR BUY-IN
5. EMPOWER BROAD-BASED ACTION
6. CREATE SHORT TERM WINS
7. NEVER LET UP
8. INCORPORATE CHANGES INTO THE CULTURE

KESAN DAN IMPAK KEPIMPINAN



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BERPANDUKAN NILAI



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**PERANAN KRITIKAL
DI SETIAP PERINGKAT BUSINESS MODEL INNOVATION**



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BUSINESS MODEL INNOVATION

THE BENEFIT AN ENTERPRISE CREATED SHOULD BE MEASURED FROM EXTERNAL PERSPECTIVE ESPECIALLY VALUES CREATED FOR CUSTOMER

BUSINESS MODEL

- Value Proposition
- Value creation
- Value Delivery
- Value Capture



BLUE OCEAN STRATEGY AND BLUE OCEAN SHIFT

ENTERPRISE SHOULD FIND UNSERVED CUSTOMER SEGMENT OR NEW WAYS TO SATISFY CURRENT CUSTOMER. THIS MAKE COMPETITION REDUNDANT.



1. GET STARTED USING PIONEER-MIGRATOR-SETTLER MAP
2. UNDERSTAND WHERE WE ARE NOW
3. IMAGINE WHERE WE COULD BE USING BUYER UTILITY MAP AND THE THREE TIERS OF CUSTOMERS
4. FIND OUT HOW TO GET THERE USING SYSTEMATIC PATH TO CREATE MARKET SPACE
5. MAKE YOUR MOVE



BLUE OCEAN STRATEGY AND SHIFT (ERRC)

NEW OFFERINGS WOULD INVOLVE ELIMINATION, REDUCTION, RAISE AND CREATION OF NEW FEATURES, STEPS AND PROCESSES. THE NEW OFFER IS IN DIFFERENT CATEGORY THAN THE PREVAILING OFFERS.



VISIONARY VIEW OF CHANGE

FROM CHANGE MANAGEMENT TO CHANGE LEADERSHIP
EXEMPLIFIED BY STEVE JOB'S LEADERSHIP

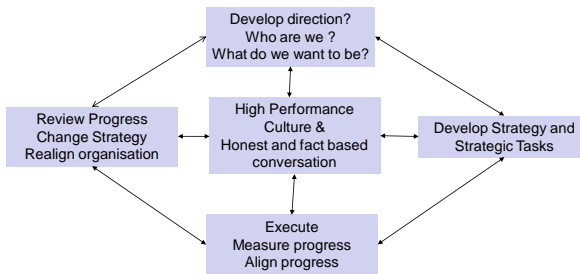
“THE BEST WAY
TO PREDICT THE FUTURE
IS TO INVENT IT”

-ALAN KAY

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STRATEGIC PERFORMANCE MANAGEMENT SYSTEM

THE STRATEGY SHOULD BE SUPPORTED BY HIGH COMMITMENT AND
HIGH PERFORMANCE TEAM



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REQUIREMENTS AND DETAILS

SUCCESSFUL IMPLEMENTATION REQUIRE ALIGNMENT OR FIT AT INDIVIDUAL,
TEAM AND SYSTEM LEVELS

INDIVIDUALS

1. Integrity
2. Proficiency (productivity)
3. Creativity (potential)

TEAM

1. Psychological Alignment
2. Performance Alignment
3. Capacity to Learn

SYSTEM

$G = I \times (F + T)$

G IS GROWTH
I IS INVESTMENT
F IS FIT
T IS TALENT

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PENGISIAN

14.30 PM – 16.30 PM
3. PEMBENTANGAN SLIDE PROFESIONAL TALK 2014 DAN
DIALOG REALITI KEPIMPINAN AKADEMIK

OBJEKTIF 3
MELAKSANAKAN PERANAN PEMIMPIN AKADEMIK BAGI
MENCAPAI KESARJANAAN TUGAS

SYARAHAN UMUM LANTIKAN PROFESOR

MANGKIN TINDAK BALAS KIMIA DAN PENGUKUHAN INSTITUSI

OLEH

PROFESOR DR MOHD RIDZUAN BIN NORDIN

FAKULTI SAINS DAN TEKNOLOGI INDUSTRI
UNIVERSITI MALAYSIA PAHANG

2.30 ptg, Rabu, 26 November 2014

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MANGKIN TINDAK BALAS KIMIA DAN PENGUKUHAN INSTITUSI

KANDUNGAN

- 1 Pengenalan
- 2 Mangkin Tindak Balas Kimia
- 3 Mangkin Pengukuhan Institusi
- 4 Model Pemimpin Mangkin
- 5 Penutup

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MANGKIN TINDAK BALAS KIMIA

Tenaga Gibbs Tindak Balas

$$aA + bB \longrightarrow cC + dD \quad (1)$$

$$\Delta_{tb} G^\ominus = \sum_{\text{Produk}} \nu_i \Delta_f G_i^\ominus - \sum_{\text{Reaktan}} \nu_i \Delta_f G_i^\ominus \quad (2)$$

$$\Delta_{tb} G^\ominus = \Delta_{tb} H^\ominus - T \Delta_{tb} S^\ominus \quad (3)$$

$$\ln K = -\Delta_{tb} G^\ominus / (RT) \quad (4)$$

$$K = \frac{[C]^c [D]^d}{[A]^a [B]^b} \quad (5)$$

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MANGKIN TINDAK BALAS KIMIA

Prinsip pemangkinan heterogen

1. Kadar tindak balas dan kepilihan terhadap hasil
2. Laluan dengan tenaga keaktifan rendah
3. Memudahkan interaksi diantara molekul tindak balas
4. Tapak aktif yang diserakkan di atas penyokong
5. Keaktifan optimum dan stabil pada keadaan tindak balas tertentu
6. Merangsang keaktifan tapak aktif melalui kesan kimia dan kesan fizikal

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MANGKIN TINDAK BALAS KIMIA

Butiran mangkin dan proses pengangkutan molekul

The diagram shows a spherical catalyst particle with a porous internal structure. Labels include:

- Liang**: The central void or channel.
- Aliran reaktan**: Reactant flow entering from the right.
- Aliran produk**: Product flow exiting to the left.
- Zarah mangkin**: Catalyst particles located on the pore walls.
- Lapisan sempadan**: Boundary layer surrounding the particle.

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MANGKIN TINDAK BALAS KIMIA

Langkah dalam Pemangkinan Heterogen

1. Pergerakan molekul ke permukaan mangkin
2. Penjerapan molekul tindak balas ke tapak aktif
3. Pembentukan kompleks diaktifkan dan hasil
4. Penyahjerapan hasil dari permukaan mangkin
5. Pergerakan molekul hasil dari permukaan mangkin

The diagram illustrates the five steps of heterogeneous catalysis on a **PERMUKAAN MANGKIN** (catalyst surface).

- A** (Yellow circle): Diffusion of reactants to the surface.
- B** (Red circle): Adsorption of reactants onto active sites.
- C** (Green circle): Formation of the activated complex and products.
- D** (Green circle): Desorption of products from the surface.

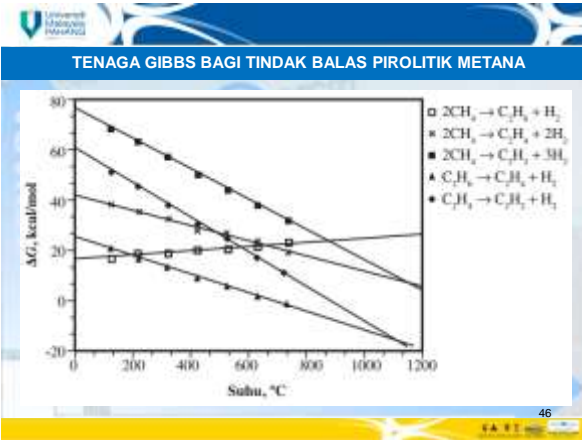
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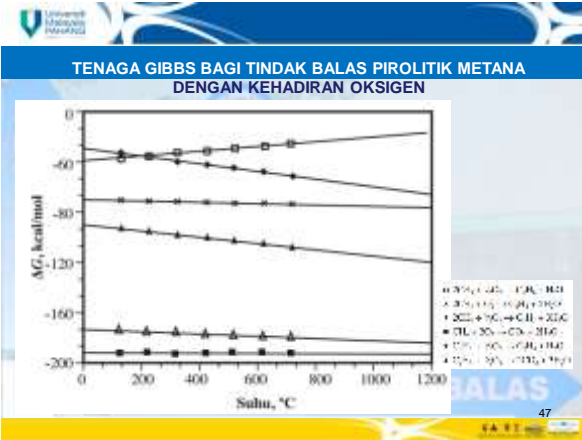
TENAGA PENGAKTIFAN TINDAK BALAS

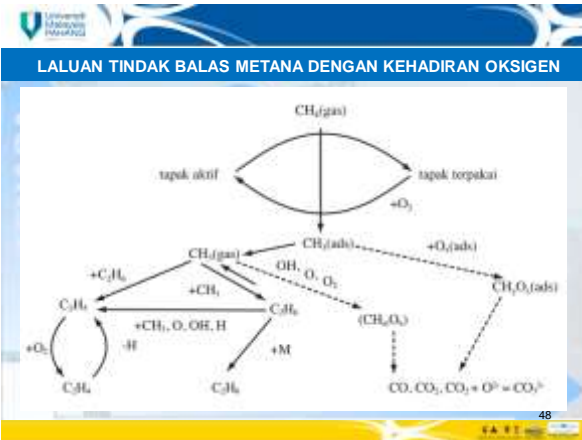
The energy profile diagram shows the energy levels of reactants and products over the course of the reaction.

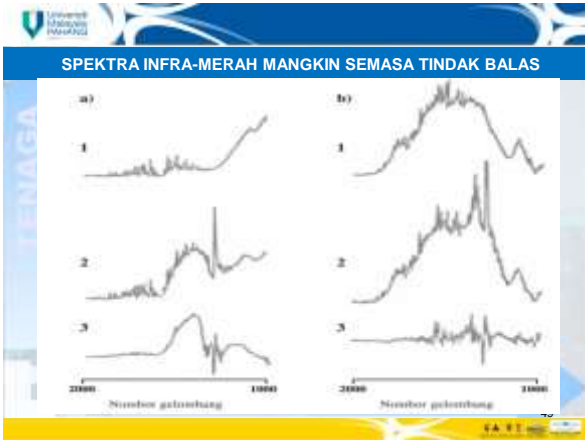
- Reaktan**: Reactants at a higher energy level.
- Produk**: Products at a lower energy level.
- Keadaan peralihan**: The transition state, shown as a dashed line with a higher peak.
- Tanpa mangkin**: The reaction path without a catalyst, shown as a solid line with a higher activation energy.
- Dengan mangkin**: The reaction path with a catalyst, shown as a dashed line with a lower activation energy.
- Aras**: The energy level of the reactants.
- Pergerakan tindak balas**: The progress of the reaction along the x-axis.

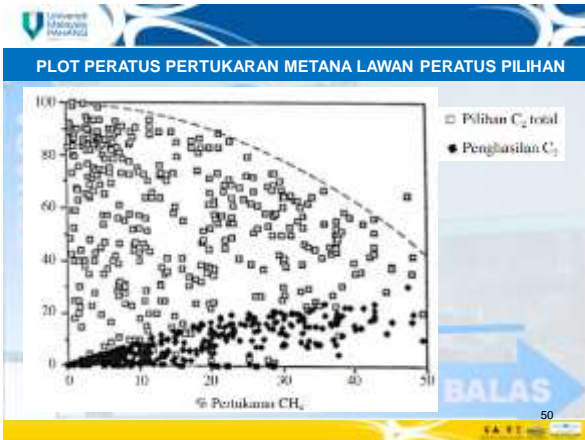
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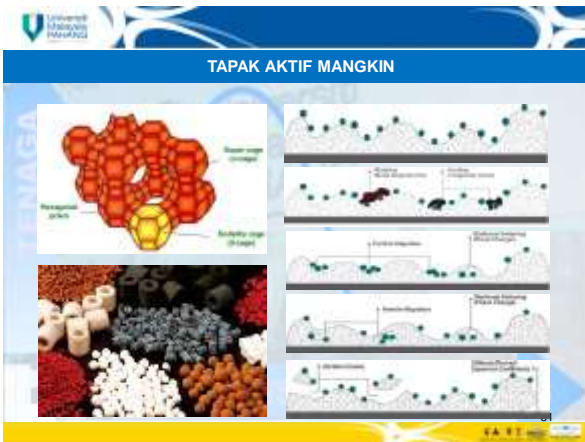












Universiti Malaya (UM)

MANGKIN TINDAK BALAS KIMIA

Kesan saiz liang terhadap kepilihan hasil

Selectivity	No. Reaktif/No. Sifat
20%	38
70%	14

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Universiti Malaya (UM)

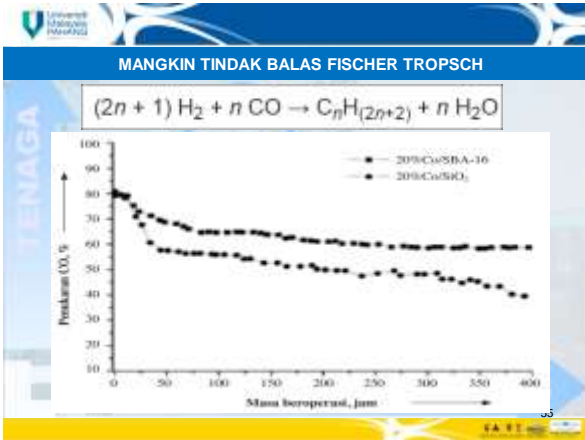
KESAN KEHADIRAN LOGAM PERALIHAN DALAM MANGKIN

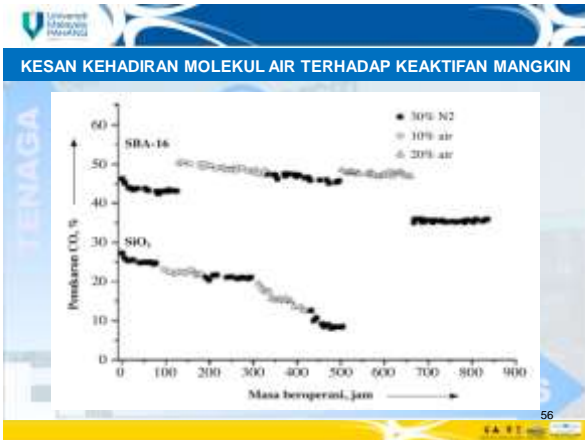
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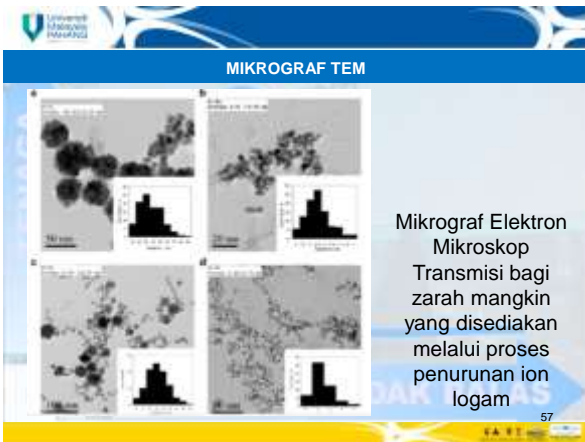
Universiti Malaya (UM)

LALUAN TINDAK BALAS METANA DENGAN KEHADIRAN OKSIGEN

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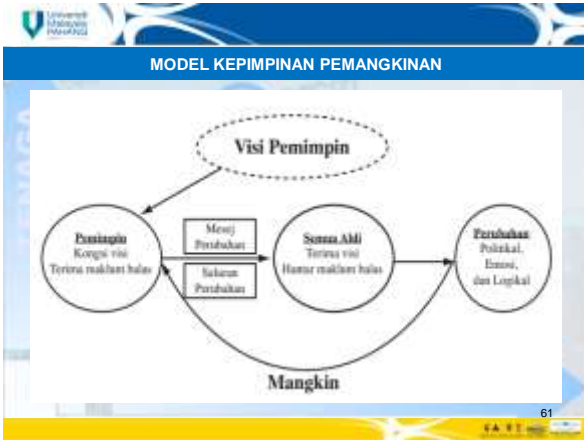


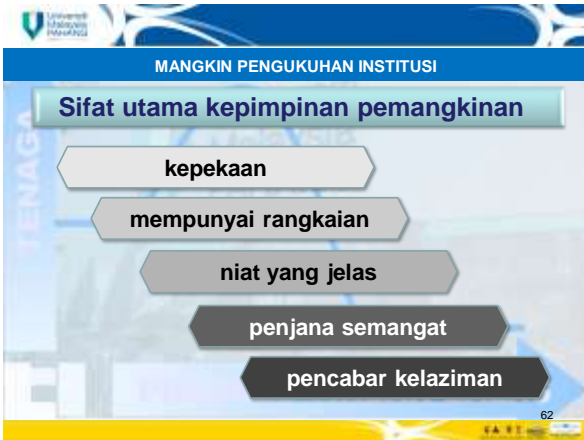




- MANGKIN PENGUKUHAN INSTITUSI
- ### Empat peranan utama kepimpinan
- Menetapkan visi
 - Memotivasi ahli
 - Membuat analisa
 - Memastikan pelaksanaan berkesan
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- MANGKIN PENGUKUHAN INSTITUSI
- ### Lima ciri kepimpinan
- Kemahiran peribadi dan ilmu
 - Kemahiran interpersonal
 - Kemahiran transaksi
 - Kemahiran transformatif
 - Ilmu tentang polisi dan program
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Perbandingan Prinsip Pemangkinan Tindak balas Kimia dan Perspektif Penguahan Institusi

No	Prinsip Pemangkinan	Perspektif Penguahan Institusi
1	Mempercepatkan kadar tindak balas dan kekilian produk	Mempercepatkan pencapaian matlamat khusus institusi
2	Menyediakan laluan dengan tenaga keaktifan rendah	Memudahkan sinergi dan mengurangkan halangan
3	Memudah cara interaksi antara molekul reaktan	Mengupayakan penyelarasan yang lebih baik antara pengurus dan ahli institusi
4	Mempunyai tapak aktif	Wujud agen perubahan
5	Keaktifan yang maksimum dan stabil	Pencapaian maksimum dengan pengalaman dan kemahiran
6	Merangsang keaktifan tapak aktif melalui kesan kimia dan kesan fizikal	Ahli pasukan atau kompetensi yang pelbagai dan saling melengkapi.

The slide number '63' is in the bottom right corner.

ANALISA LANGKAH-LANGKAH DALAM PROSES PEMANGKINAN

No	Langkah Pemangkinan Tindak Balas Kimia	Perspektif Pengukuhan Institusi	Implikasi Terhadap Institusi
1	Pengangkutan molekul tindak balas ke permukaan mangkin	Pencarian kelainan dan input oleh ahli institusi	Organisasi harus dinamik bagi membolehkan ahli organisasi mencari pendekatan pembaharuan
2	Proses penyerapan molekul tindak balas	Interaksi dengan mangkin institusi	Mangkin institusi hendaklah berupaya memudah cara perubahan
3	Pembentukan kompleks diaktifkan dan molekul produk	Pembenhian idea dan penilaian kemungkinan	Mangkin institusi harus berupaya mewujudkan sinergi antara pihak yang berkaitan dalam pelaksanaan sesuatu inisiatif
4	Penyahjerapan molekul produk	Pelaksanaan tindakan	Mangkin institusi melepaskan hasil dan tidak menghakmiiik proses yang berlaku
5	Pengangkutan molekul produk dari permukaan	Pembudayaan amalan	Hasil inisiatif diraikan



- CIRI PEMIMPIN MANGKIN**
- Mempercepatkan pencapaian matlamat institusi secara berkesan
 - Mewujudkan sinergi dan mengurangkan halangan
 - Meraikan pandangan dan memudahkan pembentukan permuafakatan serta pelaksanaan keputusan secara terbaik
 - Mempunyai capaian interaksi yang luas dan melengkapkan staf dengan sifat mangkin
 - Berprestasi tinggi secara berterusan dalam semua keadaan
 - Mampu di perkasa melalui kehadiran ahli dan kompetensi tertentu.

KESAN KEBERKESANAN SETIAP LAPISAN INSTITUSI

Corak Kepimpinan	Nilai Keberkesanan			% Keberhasilan
	PLS	PLM	PLO	INST
M2	1.30	1.30	1.30	220*
M1	1.30	1.20	1.10	172
P1	1.30	1.00	1.00	130
P2	1.00	1.00	1.00	100
P3	1.00	0.90	0.80	72

PMS: pemimpin mangkin strategik; PMM: pemimpin mangkin mengurus;
 PMO: pemimpin mangkin operasi; INST: institusi;
 Nilai: nisbah keberkesanan (1=100%)

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KESAN KEBERKESANAN SETIAP LAPISAN INSTITUSI

1. Pemimpin mangkin mempunyai keberkesanan yang tinggi dan mampu meningkatkan keberkesanan staf lain.
 2. Institusi paling berkesan apabila setiap lapisan turut bertindak seperti mangkin.

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MANGKIN TINDAK BALAS KIMIA DAN PENGUKUHAN INSTITUSI

PENUTUP

Lonjakan keberhasilan dan pengukuhan institusi berlaku jika pemimpin mangkin

- 1 Wujud dipelbagai peringkat institusi
- 2 Bertindak secara objektif meningkat sinergi dan mengurang halangan
- 3 Kekal sebagai mangkin dan tidak menghakmilik proses dan kejayaan

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FEEDBACK ON UTEM

INDICATE YOUR DEGREE OF AGREEMENT ON THE FOLLOWING STATEMENTS RELATED TO UTEM USING

1: strongly disagree; 2: disagree; 3: somewhat disagree; 4: undecided
5: somewhat agree; 6: agree; 7: strongly agree

- 1. The university's priorities are clear _____
- 2. I clearly understand Utem's Strategic Plan _____
- 3. The staff practice Utem's Core Values _____
- 4. Top management provide effective leadership _____
- 5. The coordination of tasks between PTJ is good _____
- 6. Talents are proactively developed _____
- 7. Ownership of responsibilities are clear _____
- 8. Information about works are shared openly _____
- 9. Honest analysis of circumstances is encouraged _____
- 10. Constructive criticism are welcomed _____
- 11. Challenging initiatives are embraced _____

CHANGE LEADERS

TO BECOME AN EFFECTIVE CHANGE LEADERS, EQUIP YOURSELVES WITH THE FOLLOWING FEATURES, MINDSET AND WISDOM

"FEATURES OF EFFECTIVE CHANGE LEADERS"

- 1. Resilience
- 2. Authenticity
- 3. Inclusiveness
- 4. Inquisitiveness
- 5. Inclination to develop others

WITH "FUTURIST MIND SET"

- 1. Drop assumptions and agenda
- 2. Practice Curiosity
- 3. Go through WHY, WHAT then only HOW
- 4. Be comfortable with ambiguity

HAVING "PRACTICAL WISDOM"

- 1. Skill – empathy through enquiry and listening
- 2. Will – discretion and wisdom
- 3. Understand limitation of rules and incentives
- 4. Awareness of link between categories, Frame and Narratives.



SESJ DJALOG

SEMOGA MEMBAWA MANFAAT KEPADA SEMUA

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***SEKJAN,
TERJMA KASJH***

SEMOGA MEMBAWA MANFAAT KEPADA SEMUA

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