



Institute for Management and
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EMPOWERING STUDENT INTERCULTURAL COMPETENCE FOR A GLOBAL WORLD: A CASE OF PPA CAS, UUM

Syarizan Dalib

This case was written by Syarizan Dalib, Universiti Utara Malaysia. It is intended to be used as the basis for class discussion rather than to illustrate either effective or ineffective handling of a management situation.

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Institute for Management and Business Research (IMBRE)
Universiti Utara Malaysia
Tel : +604 – 928 7607/7608/7609 | Fax: +604 – 928 7611
<http://www.imbre.uum.edu.my>

Prologue

Dr. Mohamad Farhan Mohamad Mohsin, the Deputy Dean of Student Development and Alumni Office, College of Arts and Sciences (PPA CAS), UUM sat in his office looking at his organizational vision to produce global students. He believed this vision could be achieved through the “RAKAN CAS” – a student platform established by the PPA CAS to help students engaged with cultural others. Given that the Dean of PPA CAS had entrusted him to take the advisor’s role to the RAKAN CAS, he had positioned the student platform as an important supporting unit for the PPA CAS. Together with other PPA CAS staffs, The RAKAN CAS had assisted him with management of the students who came to the campus for their mobility program. The RAKAN CAS had also helped him with academic adjustment and wellbeing of the foreign students (or viewed as foreign buddies) in the campus.

Since the RAKAN CAS had the opportunities to engage with their foreign buddies in the campus, he assumed they were able to develop intercultural competence based on their own experiences. He believed they would be able to “play it by ear” and eventually learned about good interaction. Unfortunately, this belief seemed to misleading. He saw issues of intercultural competencies which necessitate his thoughts on how he can empower the RAKAN CAS to become competent.

PPA CAS and RAKAN CAS Structure

The Student Development and Alumni Office, College of Arts and Sciences (PPA CAS), UUM was led by Associate Professor Dr. Bahtiar Mohamad as the Dean and Dr. Farhan. The office was supported by the Senior Assistant Registrar, followed by the Administrative officer, two coordinators (practicum and mobility) and seven administrative staff members (see figure 1)



Figure 1 PPA CAS Organisational Chart

The main objective of the PPA CAS was to develop global students with mental, physical and spiritual aspects via structured curriculum and non-curriculum activities. The PPA UUMCAS also provided various types of services to students such as practicum programme, mobility programme, club and association consultation, student academic enhancement programme and alumni programme. The

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