



the people's university

ANNUAL REPORT 2013

Your **dream** is only a stone's throw away





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BOARD OF GOVERNORS CHAIRMAN'S MESSAGE



Tan Sri Emeritus Prof Gajaraj Dhanarajan
Chairman, Board of Governors, Wawasan Open University

The year 2013 proved to be yet another year of progress and accomplishments for the Wawasan Open University; equally, it was also a challenging year with developments both inside and outside the University that required creative and passionate commitment to tasks at hand by the management and governors. It was also the year that the University welcomed YABhg Tun Mohamed Dzaiddin Abdullah, the highly respected former Chief Justice of Malaysia, as its third Chancellor. The University stands to gain much from the counsel and wisdom of its new Chancellor, as it continues to proceed along a trajectory of excellence, built during these past seven years.

In December 2013, the Board of Governors also took delight on hearing from the Commonwealth of Learning (COL) that it had awarded WOU the prize of institutional excellence and the prize for excellence in learning materials development, at its biannual forum held in Abuja, Nigeria.

This report outlines how much effort has been put in by staff at all levels, in making the University an effective provider of higher learning in the country. In 2013, without compromising the quality of its external students, the University expanded its provisions for learning, to include young adults within a time tabled, (on campus) classroom environment. Readers will note, from other parts of this year's report, that the start of the 'on-campus' provision is somewhat modest, both in available academic programmes and student numbers.



The slow start in many ways reflects many factors that inhibit rapid growth of on campus studies. Internally adjustments are required to address the needs of young learners while externally the understanding and appreciation of agencies like the Ministry of Education and the Malaysian Qualifications Agency are crucial. For the next three years the transformation from a single mode dedicated open university to a dual mode institution catering for on and off campus students will demand a lot from all those concerned. Through this transformation WOU will be a joining a group of universities worldwide, providing a seamless passage for learners to move between full and part time study.

From the BoG's perspective, the next three years will be extremely demanding of the University and its talented staff. Firstly, the University will be challenged by its need to both mobilise and generate the resources it requires to maintain a steady sustainable growth as an excellent provider of higher education. High quality educational provision is not cheap and cheap provisions are seldom of high quality. The sponsors and managers have to come to terms with this challenge, collectively and quickly. Secondly, WOU will be challenged by its need to innovate in the way it designs, develops and delivers its products and services, to serve two sets of clients. This again is not unique to institutions of higher learning; but what makes it even more challenging is the level of bureaucratic difficulties that impedes innovation both in product make-up as well as delivery strategies. Staff, especially academic staff, must prepare themselves for the challenge of change. Higher education is rapidly shifting gears globally and new generations of learners are demanding that providers of higher education meet with their expectations of learning through ubiquitous technology available 24/7. Providing these expectations of services will be the third challenge for the University's academic and administrative staff.

The 2013 report even as it records achievements of 2013 also highlights how well the University, through its four schools and various departments is preparing to meet a future that is as uncertain as it is promising.

I commend this report for your reading.

VICE CHANCELLOR'S MESSAGE

Year 2013 had been a challenging year indeed for the Wawasan Open University community. Nonetheless the University managed to progress steadily, accomplishing many of the set strategic goals for the year and even earning a few worthy accolades along the way.

I wish at the outset to thank the Wawasan Education Foundation (WEF) for the financial support extended to the University. I also acknowledge with grateful thanks the valuable guidance we received from the Board of Directors of WOU Sdn Bhd and Board of Governors of the University.

The year began sadly on a solemn note when the whole WOU community paid tribute to the late Chancellor Tun Dr Lim Keng Yaik in a joint memorial event with Parti Gerakan Rakyat Malaysia held at Menara PGRM, Kuala Lumpur on 20 January 2013. We are all truly indebted to Tun Dr Lim for his vision and selfless sacrifice made to WOU. His deeds and legacy will endure and continue to reverberate for years to come.

The year ended on a brighter note with the formal installation of the former Chief Justice of Malaysia, Tun Mohamed Dzaiddin bin Haji Abdullah, as the third Chancellor of WOU on 7 December. The University is indeed privileged and honoured to be led by such an eminent personality like Tun Dzaiddin.

The University congratulates Pro-Chancellor Tan Sri Dr Koh Tsu Koon on his appointment as Chairman of the Wawasan Education Foundation. We also congratulate Dato' Seri Stephen Yeap Leong Huat who took over the role of Chairman of WOU Sdn Bhd from the late Tun Dr Lim.

A significant milestone was pegged by the University in September 2013 when it launched two full-time on-campus business degree programmes in Accounting and Management, and took in the first batch of 55 young STPM and diploma holders fresh from secondary schools to study at its main campus in Penang.

WOU offered a total of 44 programmes in 2013 out of which 23 have been fully accredited by the MQA. We launched one new programme, Bachelor of Management (Hons) with Psychology, in the January 2013 semester. Three of the 23 fully accredited programmes obtained their full accreditation status in 2013. Thirteen of the 23 fully accredited programmes have since received recognition from the Public Service Department (or JPA).

The total number of active students who had registered for both undergraduate and postgraduate studies in the January and July semesters in 2013 was 4,144 and 4,381 respectively. To date more than 12,500 students have experienced the open and distance learning opportunities provided by WOU.



Prof Dato' Dr Ho Sinn Chye

*Vice Chancellor & Chief Executive Officer,
Wawasan Open University*

WOU held its fourth convocation ceremony over four sessions on 7-8 December at the main campus in Penang. We witnessed the conferment of the Honorary Doctor of Science degree on Tan Sri Lee Oi Hian, Chief Executive Officer and Executive Director of Kuala Lumpur Kepong Berhad, and the Honorary Doctor of Letters degree on Dr John Yip Soon Kwong, a former Singapore Director of Education, for their contributions in the fields of plantation agriculture and education respectively. Our heartiest congratulations to the both of them.

A total of 341 graduates received their scrolls in 2013, out of which 260 were from the undergraduate programmes and 81 from the postgraduate programmes. The University also produced the pioneer batch of 16 graduates who received their Graduate Diplomas and Graduate Certificates this year. The total number of graduates produced by WOU up until 2013 now stands at 894.

The steady growth in student population in WOU has partly been impeded by a gradual increase in the number of graduates exiting the University. The University therefore intensified its efforts in 2013 to increase student recruitment and retention by applying a multi-prong approach targeted at different market segments and existing student population. Examples include the *Friends and Family Programme*, WOU's unique *Valued Partnership Programme*, and the online *MyEnrolment*

VICE CHANCELLOR'S MESSAGE

system. The WEF Study Grant which is aimed at recruiting new undergraduate students has had its terms and conditions revised in favour of the student.

The provision of quality education has always been one of the core values of the University. We were all motivated to further excel by the SETARA Tier-5 (Excellent) rating accorded to WOU by the Education Ministry in 2012. Indeed the University owes this achievement to our close adherence to a clearly defined and well documented set of stringent in-house QA policies and procedures which have all been benchmarked against international best practices. The cardinal aim is to turn this quality culture into a unique competitive advantage for WOU.

Initiated by the newly-formed Directorate of Quality Assurance and External Relations, WOU subjected itself to an institutional audit in 2013. The audit exercise which was facilitated by the Commonwealth of Learning (COL) took the University six months to complete. It was a rigorous exercise based on COL's own Review Improvement Model (RIM). WOU achieved the highest level of performance and has been declared as a COL-RIM verified institution. This COL-RIM verified status is only awarded to an institution that demonstrates the capacity to respond to changing environment and constantly strives to fulfil the stakeholder's needs and expectations.

On the international front, WOU managed to harvest a rich crop of awards and accolades from several international organisations. WOU was awarded the COL *Award of Excellence for Institutional Achievement* as well as the COL *Award of Excellence for Distance Education Materials*, at the 7th Pan Commonwealth Forum on Open Learning held in Abuja, Nigeria from 2-6 December. This commendable double achievement is attributable to the WOU ecosystem plus all the hard work, training and good QA practices put in place by all members of the WOU community over a short span of seven years since the establishment of the University.

I wish to also highlight the befitting *Prize of Excellence for Lifelong Contribution to Open Distance Learning* awarded to Tan Sri Emeritus Prof Gajaraj Dhanarajan by the International Council for Open and Distance Education (ICDE) at its 25th World Conference in Tianjin, China from 16-18 October.

My predecessor, Emeritus Prof Dato' Dr Wong Tat Meng, was conferred the 2013 *Meritorious Service Award* for the most deserving ODL practitioner by the Asian Association of Open Universities (AAOU) at the 27th AAOU Annual Conference held in Islamabad, Pakistan on 4 October. Prof Wong has also been made an *Honorary Fellow of the COL*, a designation that recognises outstanding individual contributions to distance education.

At the same AAOU conference in Islamabad, a research paper presented by one of WOU's academic staff from the School of Science and Technology won the silver medal under the Young Innovator Award category.

Three other papers presented by academics from WOU also won three prizes at international conferences this year. Two papers won the *Innovation and Best Practice Award* at the 25th ICDE World Conference. A 3rd paper from the School of Education, Languages and Communications won the *Best Paper Award* at the Malaysia-Japan Academic Scholar Conference held in Meiji University, Tokyo in November.

In a related note, WOU's helming of the Presidency and Secretariat of the AAOU came to a successful end in December 2013. The AAOU flag was ceremoniously handed over to the President of the Open University of Hong Kong (OUHK) who will helm this multinational and multi-university Asian Association for the next three years.

As part of the overall plan to reduce cost in course content development and revision, the four Schools, assisted by the Educational Technology and Publishing Unit and the Library, are sourcing for and incorporating more open educational resources (OER) materials in their courses guided by the University's OER policy.

The University also established academic linkages with three academic institutions this year. We signed MoUs with Commonwealth Educational Media Centre for Asia (CEMCA), India; Tunku Abdul Rahman University College (TAR UC); and Sukhothai Thammathirat Open University (STOU), Thailand.

Moving forward, WOU will continue to develop academic programmes that are industry relevant and meet market demand. There will be intensified efforts to increase student recruitment and retention. New applications of information technology for teaching and learning will be explored to enhance the learning experience of students.

The above are but a few of the many worthy achievements recorded by the University in 2013. I think it is appropriate to state that we bade farewell to 2013 with a feeling of satisfactory accomplishment.

Time however does not permit us to rest on our laurels. There will always be new challenges for us to tackle in the ensuing months and beyond. Nonetheless I believe that as long as the University remains securely anchored in its fundamental values and in a well-grounded conviction regarding its mission and vision, we stand poised to deal with the challenges ahead. At the management level, financial prudence and cost-efficient use of all available resources will continue to be the order of the day.

THE CONTINUING YEARS OF WOU

25-29 March

In-house training on how to implement institutional audit using COL-RIM.



10-14 June

The 2nd capacity building workshop on developing OER-based E-Learning at WOU.



11-12 June

Fire drill at the main campus in conjunction with the WOU Safety and Health Campaign.



15 June

WOU showing support to Relay for Life Penang 2013.



6-7 July

WOU-sponsored SMK Convent Pulau Tikus participates in YE Sales Fair.



14 July

Open distance learning students attend orientation for July 2013 intake.



6 Aug

Study tour to WOU by academics from Sun Yat-sen University.



17 Sept

Full-time students attend orientation for the inaugural On Campus Learning September 2013 intake.



THE CONTINUING YEARS OF WOU



1-3 October

Former WOU Vice Chancellor Emeritus Prof Dato' Dr Wong Tat Meng conferred the AAOU Meritorious Service Award.



16-18 October

Prize of excellence for Life Time contribution to Tan Sri Emeritus Prof Gajaraj Dhanarajan at 25th ICDE World Conference in China.

29 October

WOU hosts a workshop for secondary school counselling teachers.



2-6 December

WOU wins two COL Awards of Excellence: Prof Mohandas Menon (left) receiving from COL President Prof Asha Kanwar (right).



7 December

Tun Mohamed Dzaidin Abdullah installed as the new Chancellor of WOU.



7 December

WOU confers the Honorary Doctor of Science degree on Tan Sri Lee Oi Hian (left).

7-8 December

A section of the graduates at WOU's fourth Convocation Ceremony.



11 December

Staff having fun at WOU's Annual Dinner cum Christmas celebration.



VISION, MISSION & VALUES

Vision

To be a vibrant learning community that inspires learning, supports innovation and nurtures all-round personal growth.

Mission

We commit ourselves to the expansion of opportunities in higher education and excellence in teaching so as to increase the level of knowledge and scholarship among all Malaysians.

Values

We believe that you have the potential to develop to the fullest, in line with the cherished noble values that we all share.

We believe in:

- Upholding high institutional standards;
- Celebrating the diversity of our students;
 - Recognising our employees;
- Valuing citizens and the community; and
 - Academic freedom and fairness.



GOVERNANCE

Wawasan Open University Sdn Bhd (WOUSB) is a private, not-for-profit university, established in accordance with the Private Higher Educational Institutions Act 1996 (Act 555), and wholly owned by the Wawasan Education Foundation (WEF), a tax-exempt entity.

In line with the principles of good and transparent governance, the functions, structure, leadership, membership and reporting protocols of the major permanent decision-making bodies are clearly defined in the Wawasan Open University Constitution, developed in accordance with the Private Higher Educational Institutions Act 1996 (Act 555).

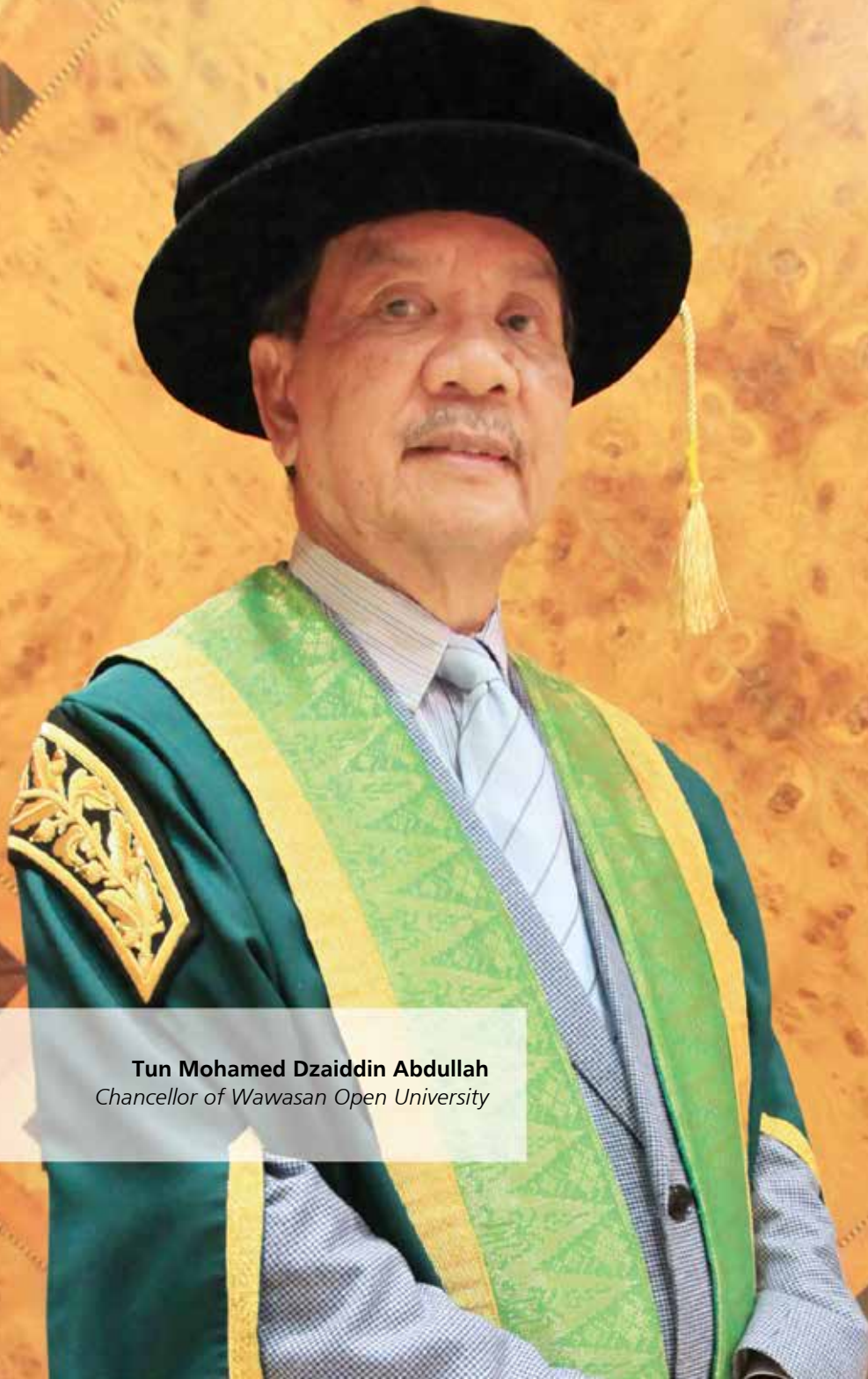
WOU has in place a governance structure that reflects international good practice and one that is underpinned by a culture of openness, transparency, accountability and academic excellence.

The key features of WOU's governance structure are:

- **Accountability** - the University's academic and operational bodies are ultimately accountable to the Board of Governors;
- **Transparency** - full records of all University Authority meetings are archived and available for inspection;
- A clearly defined system of '**checks and balances**' where each operational body reports to a higher authority all the way to the governing Board of Governors.

In accordance with the new WOU Constitution that was revised to comply with a Ministry of Education (MOE) directive, the Board of Governors was formed in November 2011.



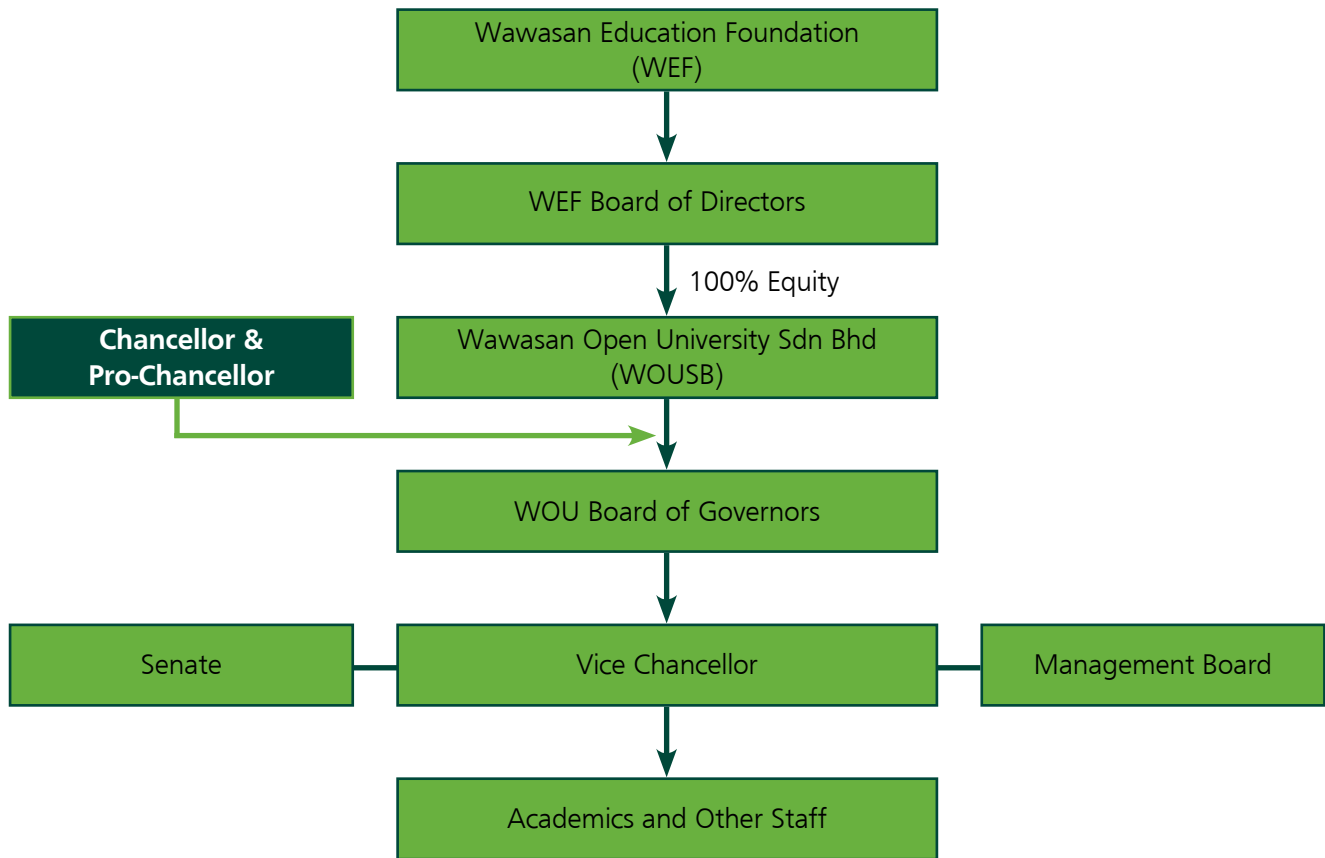


Tun Mohamed Dzaidin Abdullah
Chancellor of Wawasan Open University

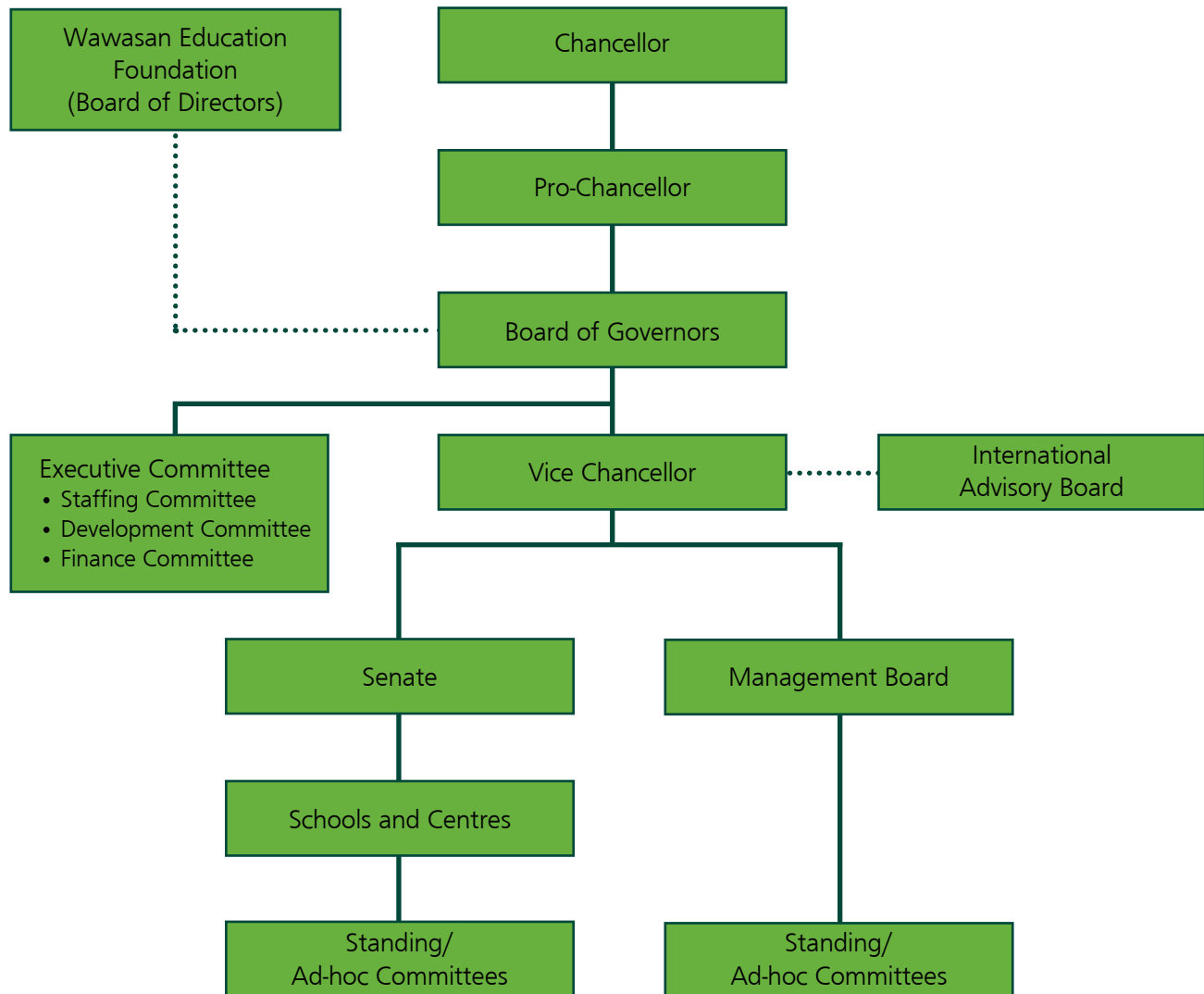


Tan Sri Dr Koh Tsu Koon
Pro-Chancellor of Wawasan Open University

MANAGEMENT STRUCTURE



WOU'S GOVERNANCE STRUCTURE



WAWASAN EDUCATION FOUNDATION (WEF)

DIRECTORS



**Dato' Seri Stephen
Yeap Leong Huat**
Chairman,
Heng Lee Group of Companies



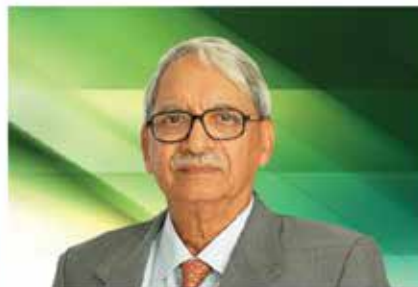
**Tan Sri Emeritus Prof Gajaraj
Dhanarajan**
Chairman,
Board of Governors, Wawasan Open University



Dato' Lim Kheng Guan
Director,
Malaysian Management Consultants Sdn Bhd



Mr Loo Choo Teng
Chief Executive Officer,
Heng Lee Group of Companies



**Dato' Seri Chet Singh
Karam Singh**
Director,
Penang Institute



Mr Yeap Leong Soon
Director,
Heng Lee Group of Companies



Mr Chen Yow Seong
Independent Director,
Packet One Networks (Malaysia) Sdn Bhd

WAWASAN EDUCATION FOUNDATION (WEF)**MEMBERS****Dato' Seri Chia Kwang Chye**

Former Vice President,
Parti Gerakan Rakyat Malaysia

Dato' Seri Kerk Choo Ting

Former Deputy President,
Parti Gerakan Rakyat Malaysia

Tan Sri Emeritus Prof Gajaraj Dhanarajan

Chairman,
Board of Governors,
Wawasan Open University

Tan Sri Dr Koh Tsu Koon

Former President,
Parti Gerakan Rakyat Malaysia

Dato' Dr Teng Hock Nan

Former Vice President,
Parti Gerakan Rakyat Malaysia

Datuk Ng Chiang Chin @ Ng Wang

Former Treasurer,
Parti Gerakan Rakyat Malaysia

Dato' Seri Stephen Yeap Leong Huat

Chairman,
Heng Lee Group of Companies

Dato' Dr Sharom Ahmat

Member,
Board of Directors,
St Nicholas Home for the Blind

Dato' Lim Kheng Guan

Director,
Malaysian Management Consultants Sdn Bhd

Dato' Seri Goh Eng Toon

Chairman,
Salcon Berhad



WAWASAN OPEN UNIVERSITY SDN BHD

DIRECTORS



**Dato' Seri Stephen
Yeap Leong Huat**
Chairman,
Heng Lee Group of Companies



**Tan Sri Emeritus Prof Gajaraj
Dhanarajan**
Chairman,
Board of Governors, Wawasan Open University



**Dato' Seri Chet Singh
Karam Singh**
Director,
Penang Institute



Dato' Dr R Thillainathan
Independent Non-Executive Director,
Genting Berhad



Mr Loo Choo Teng
Chief Executive Officer,
Heng Lee Group of Companies



Mr Ooi Teng Chew
Chairman,
RGB International Berhad

THE BOARD OF GOVERNORS



**Tan Sri Emeritus Prof Gajaraj
Dhanarajan**
Chairman,
Hon. Director,
Institute of Research & Innovation



**Dato' Seri Stephen
Yeap Leong Huat**
Chairman,
Heng Lee Group of Companies



**Dato'Seri Chet Singh
Karam Singh**
Director,
Penang Institute



Dato' Dr R Thillainathan
(until July 2013)
Independent Non-Executive Director,
Genting Berhad



Dato' Dr Freezailah Che Yeom
Chairman,
Malaysian Timber Certification Council



Mr Loo Choo Teng
Chief Executive Officer,
Heng Lee Group of Companies



Mr Ooi Teng Chew
Chairman,
RGB International Berhad

THE BOARD OF GOVERNORS



Tan Sri Dr Michael Yeoh
Chief Executive Officer,
Asian Strategy & Leadership Institute (ASLI)



**Tan Sri Dr Mohd Munir
Abdul Majid**
Chairman/Non-Executive Independent Director,
Bank Muamalat Malaysia Berhad



En Rusli Harun
Director,
Department of Higher Education,
Ministry of Education



**Emeritus Prof Dato' Dr Wong
Tat Meng**
Former Vice Chancellor,
Wawasan Open University



Prof Dato' Dr Ho Sinn Chye
Vice Chancellor/Chief Executive Officer,
Wawasan Open University



**Prof Narne Venkata
Narasimham**
(since November 2013)
Dean, School of Business & Administration,
Wawasan Open University (Senate representative)



Prof Tham Choy Yoong
(until July 2013)
Acting Deputy Vice Chancellor (Academic) & Dean,
School of Science & Technology, Wawasan Open
University (Senate representative)



Mr Yeong Sik Kheong
Secretary to Board of Governors/Registrar,
Wawasan Open University

INTERNATIONAL ADVISORY BOARD

The International Advisory Board connects WOU to the heart of the international ODL community. IAB members are all globally-recognised in the field of ODL and regularly consult with WOU to ensure that the University's programmes, teaching and delivery methods are in accordance with the highest international standards.



Sir John Daniel

Former President and Chief Executive Officer,
Commonwealth of Learning, Canada



Prof Dr Brenda Gourley

Former Vice Chancellor,
The Open University, United Kingdom



Prof Dr Jim Taylor

Director of Australian Digital Futures Institute,
University of Southern Queensland, Australia



Prof Dr Duk Hoon Kwak

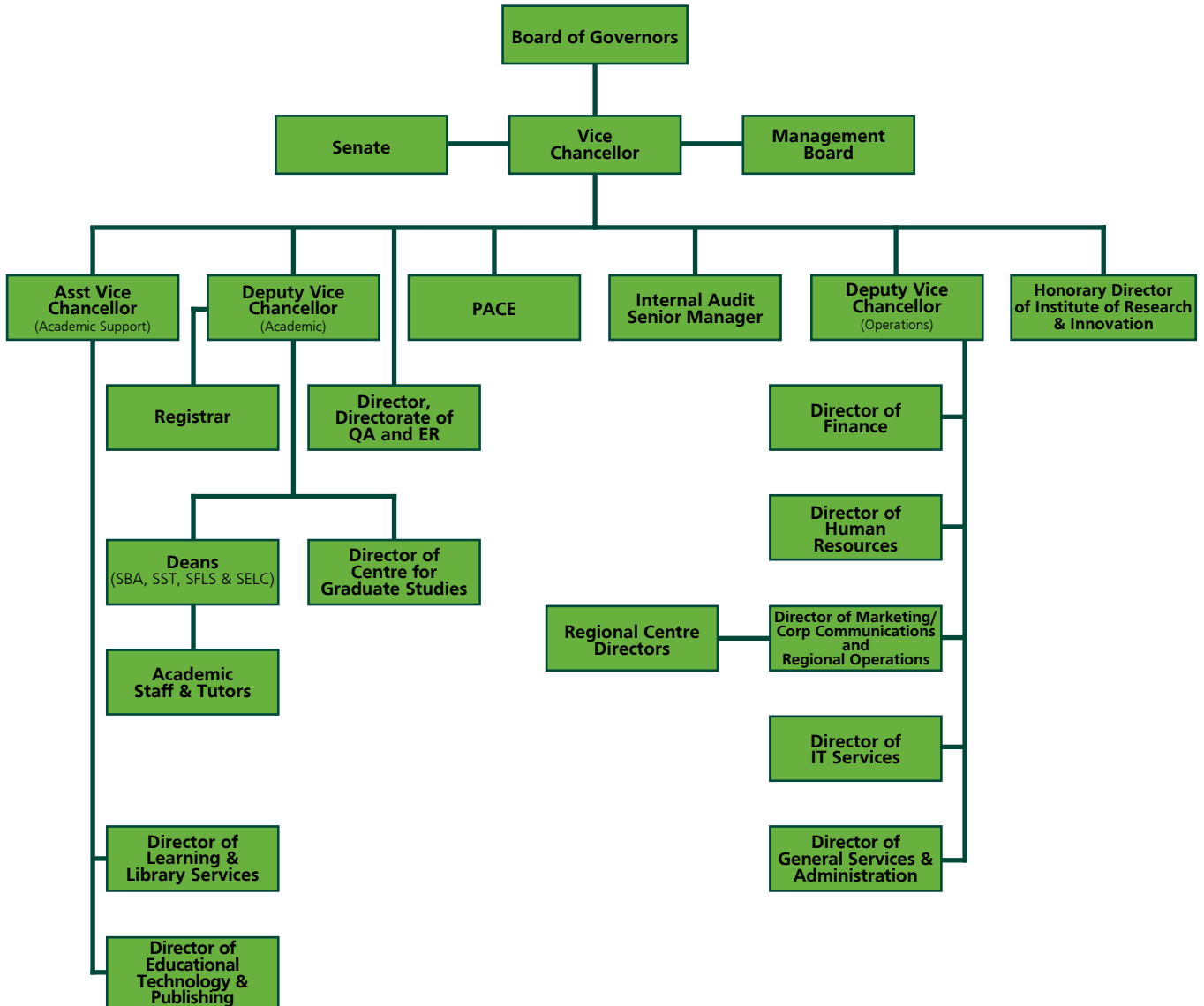
President,
EBS (Korean Educational Broadcasting System),
Seoul



Professor Tian Belawati

Rector,
Universitas Terbuka Indonesia

ORGANISATIONAL STRUCTURE



- SBA - School of Business & Administration
- SST - School of Science & Technology
- SFLS - School of Foundation & Liberal Studies
- SELK - School of Education, Languages & Communications
- PACE - Centre for Professional Development and Continuing Education

THE SENATE



Prof Dato' Dr Ho Sinn Chye
Vice Chancellor & Acting Director,
Centre for Graduate Studies



Dr Seah Soo Aun
Deputy Vice Chancellor
(Operations)



Prof Tham Choy Yoong
(until July 2013)
Acting Deputy Vice Chancellor (Academic) & Dean,
School of Science & Technology



**Prof Mohandas
Balakrishna Menon**
Assistant Vice Chancellor
(Academic Support)



**Prof Narne Venkata
Narasimham**
Dean,
School of Business & Administration



Prof Santhiram Raman
Dean,
School of Education, Languages & Communications

THE SENATE



Dr S Nagarajan
Dean,
School of Foundation & Liberal Studies



Mr Ishan Sudeera Abeywardena
(since Aug 2013)
Acting Dean/Deputy Dean,
School of Science & Technology



Prof Phalachandra Bhandigadi
Professor,
School of Education, Languages & Communications



Mr Yeong Sik Kheong
Registrar



Pn Kamsiah Mohd Ali
Director,
Learning & Library Services



Ms Chua Saw Nee
Director,
Finance

MANAGEMENT BOARD



Prof Dato' Dr Ho Sinn Chye
Vice Chancellor & Acting Director,
Centre for Graduate Studies



Prof Tham Choy Yoong
(until July 2013)
Acting Deputy Vice Chancellor (Academic) & Dean,
School of Science & Technology



Dr Seah Soo Aun
Deputy Vice Chancellor
(Operations)



**Prof Mohandas
Balakrishna Menon**
Assistant Vice Chancellor
(Academic Support)



Prof Narne Venkata Narasimham
Dean,
School of Business & Administration



Prof Santhiram Raman
Dean,
School of Education, Languages and
Communications, WOU



Dr S Nagarajan
Dean,
School of Foundation & Liberal Studies



Mr Ishan Sudeera Abeywardena
(since Aug 2013)
Acting Dean/Deputy Dean,
School of Science & Technology



Mr Yeong Sik Kheong
Registrar

MANAGEMENT BOARD



Mr Andrew Joseph
Director,
General Services & Administration



Pn Kamsiah Mohd Ali
Director,
Learning & Library Services



Ms Grace Lau Pee Hoay
Director,
Educational Technology & Publishing



Mr Chong Kong Hoong
Director,
Marketing & Corporate Communications, and
Regional Operations



Ms Chua Saw Nee
Director, Finance



Ms Shirley Khoo Suan Gaik
Director,
Human Resources



Dr Andy Liew Teik Kooi
Director,
Directorate of QA and External Relations



Mr Tan Pooi See
Senior Manager,
Information Technology Services

HEADS OF REGIONAL CENTRES/REGIONAL SUPPORT CENTRES



Mr Adrian Siew Wai Yen

Director, Klang Valley Regional Operations & Acting Head, Bandar Utama Regional Support Centre



Ms Ching Huey Ling

Director, Ipoh Regional Centre



Dr Ng Peng Long

Director, Johor Bahru Regional Centre



Mr Jimmy Chai

Director, Kuching Regional Centre



En Azly Yong Abdullah

Director, Kota Bharu Regional Centre



Mr K Manoharan

Director, Penang Regional Centre
(until his passing on 6 June 2013)



Mr Geoffrey Kee Kok Yew

Head, Kuala Lumpur Regional Centre
(since Aug 2013)



Mr Teh Kim Kow

Acting Head, Penang Regional Centre
(since June 2013)



En Mohd Shuib Md Jadi

Head, Subang Regional Support Centre



Ms Ng Ai Chen

Head, Klang Regional Support Centre

ACADEMIC PROFILE

SCHOOL OF BUSINESS & ADMINISTRATION (SBA)

Overview

The School of Business and Administration is headed by the Dean, Prof Narne Venkata Narasimham. There are 17 academic staff in the School. SBA is guided by the following aims:

- To develop and disseminate business and management knowledge to fulfil the needs of the business community and public service sector;
- To equip learners with the necessary skills to excel in the competitive global business environment and business-government relationships;
- To produce excellent research outcomes for the advancement of the business community and government in Malaysia;
- To maintain the highest standards of academic quality in all our pursuits.

SBA currently offers the following 16 undergraduate programmes that include eight Bachelor of Business (Hons) programmes, one Bachelor of Management (Hons) programme, five graduate diplomas and two graduate certificates:

- Bachelor of Business (Hons) in Accounting
- Bachelor of Business (Hons) in Banking and Finance
- Bachelor of Business (Hons) in Business Information Systems
- Bachelor of Business (Hons) in (Corporate Administration)
- Bachelor of Business (Hons) in Entrepreneurship and Small Business Management
- Bachelor of Business (Hons) in Logistics and Supply Chain Management

- Bachelor of Business (Hons) in Management
- Bachelor of Business (Hons) in Sales and Marketing
- Bachelor of Management (Hons) with Psychology

- Graduate Diploma in Banking and Finance
- Graduate Diploma in Business Accounting
- Graduate Diploma in Corporate Administration
- Graduate Diploma in Sales and Marketing
- Graduate Diploma in Supply Chain Management

- Graduate Certificate in Business Management
- Graduate Certificate in Logistics Management

SBA also currently offers the following three postgraduate programmes that include two Master's programmes and one post-graduate diploma programme:

- Commonwealth Executive Master of Business Administration (CeMBA)
- Commonwealth Executive Master of Public Administration (CeMPA)
- Post-Graduate Diploma in Business Administration

SBA launched On Campus Learning (OCL) full-time programmes at the University's main campus in Penang in September 2013 by offering the following two new Bachelor of Business (Hons) programmes:

- Bachelor of Business (Hons) in Accounting
- Bachelor of Business (Hons) in Management



ACADEMIC PROFILE

New Programmes

The School received MQA and MOE approvals for the following new programme that is ready to launch in 2014:

- Bachelor of Business (Hons) in Human Resource Management

The School developed the following two new ODL programmes that have been submitted to the Malaysian Qualifications Agency (MQA) for approval:

- Bachelor of Business (Hons) in Hospitality and Tourism Management (BBHTM)
- Executive Graduate Diploma in Sales and Services Management (EGDSSM)

The School developed the following three new Bachelor of Business (Hons) OCL full-time programmes that have been submitted to the MQA for approval:

- Bachelor of Business (Hons) in Banking and Finance
- Bachelor of Business (Hons) in Logistics and Supply Chain Management
- Bachelor of Business (Hons) in Marketing

Highlights

The School successfully launched the new programme Bachelor of Management (Hons) with Psychology – commencing January 2013 semester.

SBA successfully launched OCL full-time programmes at the main campus in Penang in September 2013 by offering Bachelor of Business (Hons) in Accounting and Bachelor of Business (Hons) in Management.

A total of 233 students graduated and received their degrees in the 4th Convocation on 7-8 December 2013. The convocation comprised 37 Bachelor of Business (Hons) in Accounting, 18 Bachelor of Business (Hons) in Banking and Finance, four Bachelor of Business (Hons) in Business Information Systems, 21 Bachelor of Business (Hons) in Logistics and Supply Chain Management, 56 Bachelor of Business (Hons) in Management, 23 Bachelor of Business (Hons) in Sales and Marketing, seven Graduate Diploma in Business Accounting, one Graduate Diploma in Supply Chain Management, four Graduate Diploma in Sales and Marketing, one Graduate Certificate in Business Management, one Graduate Certificate in Logistics Management, 59 Commonwealth Executive Master of Business Administration (CeMBA), and one Commonwealth Executive Master of Public Administration (CeMPA) graduates.



SBA's Graduate Diploma in Corporate Administration programme was successfully granted full accreditation by the MQA in November 2013.

CPA Australia has accredited the Bachelor of Business (Hons) in Accounting OCL full-time programme for exemptions into their programmes.

In line with the School's aim to bolster research, one staff member was awarded PhD in October 2013 and eight staff members are currently pursuing their doctoral studies.

Dr Tung Lai Cheng, a staff member of SBA, is conducting a study on the feasibility of deploying an ELGG platform to support student learning with the help of RM13,000 research grant sanctioned by WOU's Institute of Research and Innovation (IRI).

ACADEMIC PROFILE

SBA's academic staff were encouraged to publish articles and attend conferences. In 2013, one SBA academic staff was selected to present his paper at the 27th Annual Conference of AAOU in Pakistan. There has been an increase in publications by SBA staff in the year 2013; the School had 18 journal publications, seven national and international conference proceedings, two book chapters and five book reviews to its credit.

In pursuit of Corporate Social Responsibility, WOU has been participating for the last five years in the Young Enterprise (YE) Programme which is directly under the purview of the American Malaysian Chamber of Commerce (AMCHAM) and the Ministry of Education. Deehbanjli Lakshmayya, a staff member of SBA, is the Chief Corporate Advisor of the WOU team that mentors the students of WOU-sponsored secondary schools.

The Federation of Malaysian Manufacturers (FMM) Kedah/Perlis on October 3, invited Dr Balakrishnan Muniapan, Senior Lecturer, SBA to present on '*Performance Management and Remuneration Strategies for Talent Retention*' at FMM Kedah/Perlis HR Conference attended by SME owners, HR Directors and Managers.

SBA completed the revision of all the 12 courses of the CeMBA and CeMPA programmes assigned by the Commonwealth of Learning.

During 2013, SBA developed standalone course materials for six new courses and 13 revised courses. Revision of the undergraduate courses was carried out by SBA in an effort to cut costs on OUHK licence and textbooks.

In response to a specific request from PERODUA to meet the specified training needs of its workforce in the sales and service segment, SBA developed the Executive Graduate Diploma in Sales and Services Management (EGDSSM) programme and submitted to the MQA for approval.

Aspirations

SBA will continue to pursue exemptions from professional bodies such as the Malaysian Association of Company Secretaries (MACS), International Entrepreneurship Association (IEA), Chartered Institute of Logistics and Transport (CILT, UK) and Chartered Institute of Marketing (CIM, UK).

SBA will pursue its aspirations to become a provider of quality and affordable On Campus Learning full-time programmes in business and administration in Malaysia in general and northern Malaysia in particular.



ACADEMIC PROFILE

RESEARCH & PUBLICATIONS

Conference Proceedings

Lee Kian Tek (2013). *Corporate Diversification, Ownership Structure, and Firm Value in Malaysia: Firm-Level and Industry-level Analysis*, International Conference on Finance and Banking, 11-12 December 2013, Bali, Indonesia.

Lee Kian Tek (2013). *Corporate Diversification and Firm Value: A Survey of Recent Literature on the Role of Corporate Governance in East Asian Countries*, International Conference on Business, Accounting, Finance and Economics, 4 Oct 2013, UTAR, Kampar.

Muniapan, B (2013). *Incorporating the Bhagavad-Gita into Business Ethics: A Leadership Perspective*, 5th International Conference on Rhetoric and Narratives in Management Research, a joint collaboration between ESADE and RSM, Erasmus University, 25-27 March, 2013, ESADE, Barcelona, Spain. <http://www.esade.edu/research-webs/eng/rnmr13>.

Prakash V. Arumugam (2013). *Effective Tutoring: Student Perception & Institutional Responsibility*. 27th Asian Association of Open Universities Annual Conference, 1-3 October 2013, Islamabad, Pakistan.

Tung, L. (2013). *Towards a New Model of Human Resource Solutions: Preliminary Evaluation on Generational Labelling Applications in Malaysia*. Paper presented and published at The 10th Asian Academy of Management International Conference 2013, Penang, Malaysia, 23-25 August, 2013, ISBN 978-967-394-158-2.

Tung, L. & Comeau, J. (2013). *Democratisation in distance education: a solution or wishful thinking?* Paper presented and published at 57th World Assembly of International Council on Education for Teaching (ICET 2013), Bangkok, Thailand, 25-28 June, 2013.

Tung, L. (2013). *Re-defining generational gaps towards work, life, career and the world view: Perspectives from recruitment practices in Malaysia*. Paper presented and published at The 6th International Conference of the Asian Academy of Applied Business (AAAB), Bandung, Indonesia, 30 May – 1 Jun, 2013. ISBN: 978-967-0582-02-3.

Book Chapters

Muniapan, B (2014). *The Roots of Indian Corporate Social Responsibility (CSR) Practice from a Vedantic Perspective* in KCP Low, SO Idowu and SL Ang in *Corporate Social Responsibility in Asia*, Springer International Publishing, Switzerland, pp.19-34. <http://link.springer.com/book/10.1007/978-3-319-01532-3>

Muniapan, B and Low, Patrick. (2013). *Hinduism and Corporate Social Responsibility (CSR)*, in *Encyclopedia of Corporate Social Responsibility*, edited by Samuel Idowu, Nicholas Capaldi, Liangrong Zu and Anda Das Gupta, Springer-Verlag, Heidelberg. <http://www.amazon.com/Encyclopedia-Corporate-Social-Responsibility-Samuel/dp/3642280358>.



Journal Publications

Comeau, J. and Tung, L. (2013). *Digital Tsunami in higher education: Democratisation movement towards open and free education,* The Turkish Online Journal of Distance Education. 14(3) July 2013, pp 198-224. Article 13, ISSN: 1302-6488.

Comeau, J. and Tung, L. (2013). *Re-defining the Concepts of Generational Labeling: Perspective from Malaysia,* ARPN Journal of Science and Technology, 3(3) March 2013, pp259–276, ISSN:2225-7217.
http://www.ejournalofscience.org/Archive_Mar_2013.php

Jaclyn Beierlein, Libison K. B. and N. V. Narasimham (2013). *How Do Retail Investors Choose Investments? Evidence from the Indian IPO After-market,* International Research Journal of Applied Finance, IV(8) August 2013, pp 1051-1068. ISSN: 2229-6891.

Lee Kian Tek (2013), *The Value Impact of Corporate Diversification on Malaysian Firms: Firm-level and Industry-level Analysis.* IEB International Journal of Finance, Vol. 7, pp.128-147.

Loo Choo Hong and Tung Lai Cheng (2013). *Accounting and Finance Functions: The Malaysian Way,* MAREF Review, 3(1), pp 1-5 (ISSN: 2231-8283).

Loo Choo Hong and Tung Lai Cheng (2013). *Comparative study on the usage of an online plagiarism detection service when presenting distance learning courses,* Asian Association of Open Universities Journal, 8(1) March 2013, pp 23-31.

Muniapan, B and Satpathy, B. (2013). *The 'dharma' and 'karma' of CSR from the Bhagavad-Gita,* Journal of Human Values, 19 (2) October 2013, pp.173-188.
<http://jhv.sagepub.com/content/19/2/173.short>

Prakash V. Arumugam. (2013), *Personalised system of Instruction: the ODL Way,* Asian Association of Open Universities Journal, 8(1) March 2013.

Ravindran Raman, Faizul Awang, Khor Wei Min, Navindran Rajundran, Nik Kamariah Nik Mat (2013). *The Important Antecedents of Strategic Alignment in Manufacturing Industries in Malaysia,* American Journal of Economic, 3(3), pp 164-170. DOI: 10.5923/j.economics.20130303.06.

Satpathy, B., Muniapan, B. and Dass, M. (2013). *UNESCAP's characteristics of good governance from the philosophy of Bhagavad-Gita and its contemporary relevance in the Indian context,* International Journal of Indian Culture and Business Management, 7(2), pp 192–212.
<http://inderscience.metapress.com/content/a2u278w6p8458426/>

Serena Kang, K. Jeyaraman, K. L. Soh (2013). *Road congestion, vehicles emissions and the intention to use public bus services in Malaysia – A flexible bus utility model.* World Transport Policy and Practice, 19(1), pp. 8-24.
<http://worldstreets.wordpress.com/2013/03/04/world-transport-policy-practice-vol-19-no-1/>

Sreelata, N. V. Narasimham and M. K. Gupta (2013). *Consumer Behaviour and Pricing Strategies in Retail – A Study of Grocery and Consumer Goods Items,* SUMEDHA Journal of Management, 2(2) April-June 2013, pp 44-57. (ISSN: 2277-6753).

Sreelata, N. V. Narasimham and Dr. M. K. Gupta (2013). *A Modern Classification of Pricing Strategies of Retailers,* International Journal of Commerce, IT & Management, 3(9) September:24-29. ISSN 2231-5756.

Tung, L. (2013), *Applying networked learning to improve student interactions: A new paradigm of teaching and learning in ODL.* Asian Association of Open Universities Journal, 8 (2) September 2013, pp 67-85. ISSN 1850-3431.

Tung, L. (2013), *Improving Student Educational Experience By Harnessing Digital Technology: elgg in ODL Environment.* Contemporary Educational Technology. 4(4) October 2013, pp 236-248. ISSN: 1309-517X.

Tung, L. (2013). *Attitudes towards work, life, career and the world view: Three generational perspectives across Malaysia.* Journal of Business Management and Administration, 1 (4) October 2013, pp 49-58. ISSN: 2329-2954.

Tung, L. (2013). *Towards a New Era in ODL: From the 'Classical' to the 'Inventive' World of Digital Openness.* Journal of Educational Research and Studies, 1 (6) November 2013, pp 56-66. ISSN: ISSN 2329-3039.

Tung, L. (2013). *New paradigm of teaching and learning in higher education: Networked Learning.* International of Teaching and Learning in Higher Education, 25(3) December 2013. ISSN 1812-9129.

ACADEMIC PROFILE

Book Reviews – 2013

Deehbanjli Lakshmayya for Scarborough, N.M. (2014). Essentials of Entrepreneurship and Small Business Management, 7th Edition, Pearson Education. ISBN 978-0-13-266679-4.

Loo Choo Hong for Arens, Elder and Beasley (2014) Auditing and Assurance Services: An Integrated Approach: Global Edition (15th Edition), Pearson Education, London, UK.

Lum Li Sean for Kotler, P & Armstrong, G. (2014) Principles of Marketing, Global Edition. 15 edn. Pearson Education, Essex, England.

Lilian Yap for Clow, K & Baack, D (2014) Integrated Advertising, Promotion, and Marketing Communications, Global Edition, Pearson Education.

Lilian Yap for Moriarty, S (2014) Advertising and IMC, Global Edition, Pearson Education.

ADVISORY PEER GROUP

Dato' Ooi Sang Kuang

Former Deputy Governor, Bank Negara Malaysia (BNM); Chairman of the Board of Directors, Malaysian Electronic Clearing Corporation Sdn Bhd (MyClear), Cagamas Holdings and Cagamas Berhad

Dr Veerinderjeet Singh

Chairman, Taxand Malaysia Sdn Bhd; Past President of Chartered Tax Institute of Malaysia (formerly known as Malaysian Institute of Taxation); Council Member of Malaysian Institute of Certified Public Accountants (MICPA); Member of Malaysian Institute of Accountants as well as CPA Australia

Dato' Hj Waris Abdul Carrim

Executive Chairman, Tanjung Serbaneka Holdings Sdn Bhd and Equarater (Penang) Sdn Bhd; Managing Director, Maritrans (M) Sdn Bhd; Director, PERDASAMA Pulau Pinang and Konsortium Barter Trade Centre Sdn Bhd

Prof Koh Hian Chye

Assistant Provost and Professor, UniSIM College, SIM University, Singapore

Prof Dato' Dr Muhamad Jantan

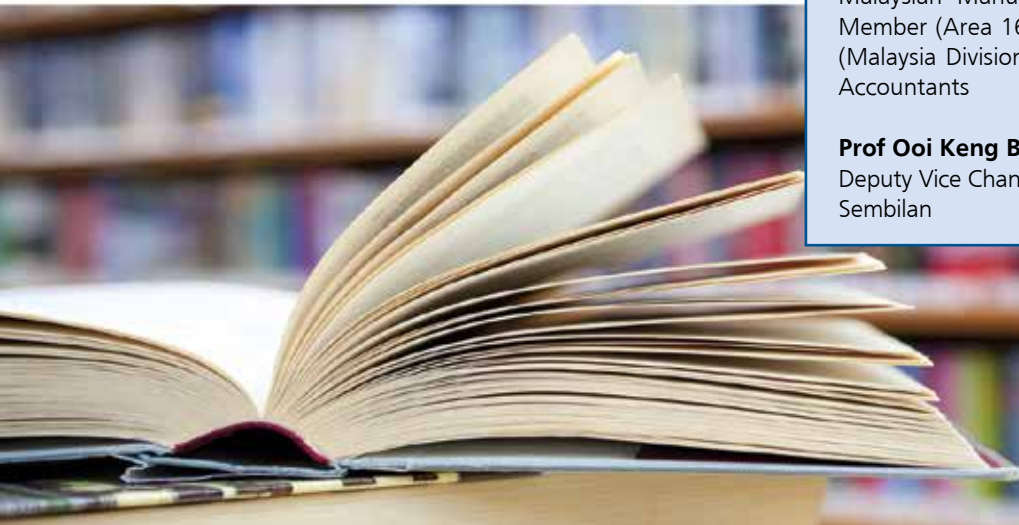
Deputy Vice Chancellor (Research and Innovation), Universiti Sains Malaysia (USM), Penang

Dato' Lee Ow Kim

Senior Consultant cum Company Secretary, Toray Malaysia Group and Toray Malaysia Science Foundation; Council Member cum Chairman of the Federation of Malaysian Manufacturers (Northern Branch); Council Member (Area 16, South East Asia) cum Past President (Malaysia Division), Chartered Institute of Management Accountants

Prof Ooi Keng Boon

Deputy Vice Chancellor, Linton University College, Negeri Sembilan



SCHOOL OF SCIENCE & TECHNOLOGY (SST)

Overview

The School of Science and Technology (SST) has a student enrolment of 1,214 as at July 2013. There are currently 12 full-time academic staff with specialisation in the various engineering and technology disciplines; including electronics, computing and information technology, construction management, manufacturing, and mathematics. The School also has two administrative support staff. The School is currently headed by the Deputy Dean Ishan Abeywardena.

The School currently offers two Master's degrees, nine Bachelor of Technology degrees with Honours and three Graduate Diplomas as follows:

- Master of Business Administration in Construction Management
- Master of Business Administration in Manufacturing and Production Management
- Bachelor of Technology (Hons) in Computer Systems and Networks
- Bachelor of Technology (Hons) in Construction Management
- Bachelor of Technology (Hons) in Database Management
- Bachelor of Technology (Hons) in Electronics
- Bachelor of Technology (Hons) in Information Systems
- Bachelor of Technology (Hons) in Multimedia Design
- Bachelor of Technology (Hons) in Networks and Data Communication
- Bachelor of Technology (Hons) in Software Engineering
- Bachelor of Technology (Hons) in Telecommunications
- Graduate Diploma in Database Management
- Graduate Diploma in Electronics
- Graduate Diploma in Telecommunications

New Programmes

In addition to the programmes listed above, the School currently has approval from the Malaysian Qualifications Agency (MQA) and Ministry of Education (MOE) for two more BTech (Hons) degrees as listed below. These programmes will be tentatively offered in 2015.

- Bachelor of Technology (Hons) in Mechatronics
- Bachelor of Technology (Hons) in Property and Facilities Management

There are also plans in the pipeline to develop a BTech (Hons) in Information Technology with specialisations.

Aspirations

The School will continue its efforts to forge partnerships with strategic partners from the relevant science and technology sectors and industries, and work synergistically with them to identify new specific needs of employers and develop new programmes to meet such needs.

At the same time it will study future market needs for opportunities to develop new cross-disciplinary programmes jointly with the School of Business and Administration, School of Foundation and Liberal Studies and School of Education, Languages and Communications in fields like education, management and communication.



ACADEMIC PROFILE

Highlights

- Five Honours degree programmes - Electronics, Information and Communications Technology, Computer Systems and Networks, Computing and Intelligent Systems, and Electronic Commerce - have full accreditation from the MQA; others will undergo accreditation at the scheduled time as required by the MQA.
- As of December 2013, 184 graduates have received their degrees from the School's five accredited programmes mentioned above.
- The two Master's programmes - MBA in Manufacturing and Production Management and MBA in Construction Management - were well received, with a total of 158 students enrolled as of July 2013. These two programmes will undergo accreditation by the MQA in early 2014.

Industry and Academic Collaboration

The School continued to strengthen its links with industry and outside institutions through a number of research initiatives:

Deputy Dean Ishan Abeywardena and colleagues are currently engaged in the project *'Broadening Access to Open Educational Resources through Effective Searching of Material'*. The general objective of this project is to broaden access to OER through the provision of more accurate search methodologies. The specific objective is to produce a technology framework utilising text mining techniques and faceted search approaches to facilitate more accurate searching of OER which are suitable for academic purposes. The project is funded by the Institute of Research and Innovation (IRI).

Ishan Abeywardena is currently a research collaborator in the project *'Quality and pedagogical guidelines for Open Educational Resources (OER) use in higher education'* which is funded by the Japan Society for the Promotion of Science (JSPS) Grants-in-Aid for Scientific Research.

School member Dr PC Teoh and colleagues are working on the research project *Application of Mobile Learning in Manufacturing Operation and Machine Maintenance* with funding by the IRI in collaboration with Motorola Solutions Sdn Bhd. This project carries out comparison studies between traditional approach with trainer and mobile learning approach.

Dr PC Teoh organised and hosted *'Lego Robotic Train-the-Trainer Sessions'* for the Penang Science Council in March and July 2013.

The project *Virtual Computing Lab (VCL) Conceptualisation and Implementation to promote Resource Sharing and Green Computing in Open Distance Learning (ODL) Environment* by Chandarasageran Natarajan in collaboration with researchers from USM and funded by a RM30,000 grant from the IRI is in progress. Phase I of the project has been completed and work on Phase II is now starting.

The Astrophysics Department of the University of Oxford is collaborating with Dr Magdalene Goh Wan Ching and colleagues from the School in the IRI funded research project on *Supra-THz Superconducting Mixers for the ALMA Radio Telescope*. The University has signed a Memorandum of Understanding with Oxford University for this collaboration.

Ishan Abeywardena has been strengthening research ties with international organisations and institutions via training programmes, guest lectures and participation in expert panels as follows:

- *Can OERs really help developing countries?* UNESCO High Level Panel on OER organised by UNESCO (December, 2013) at the 7th Pan-Commonwealth Forum (PCF7), Abuja, Nigeria (Expert Panelist).
- *eLearning in Commonwealth Asia*. Panel Discussion organised by the Commonwealth Educational Media Centre for Asia (CEMCA; December, 2013) at the 7th Pan-Commonwealth Forum (PCF7), Abuja, Nigeria (Expert Panelist).
- *Current Directions of ODL Research and Emerging Priorities*. Panel Discussion organised by the Commonwealth of Learning (COL; December, 2013) at the 7th Pan-Commonwealth Forum (PCF7), Abuja, Nigeria (Expert Panelist).
- *Taxonomy, Classification and Tagging of OERs*, Guest Lecture (August, 2013), The OER MOOC.
- *OERScout Technology Framework: A Novel Approach to Open Educational Resources Search*, Technical Seminar (July, 2013), Wawasan Open University, Penang, Malaysia.

ACADEMIC PROFILE

- *faboodle Technology Framework for Accessing Moodle through Facebook*, Guest Lecture (June, 2013), Sukhothai Thammathirat Open University (STOU), Thailand.
- *The Current OER Search Dilemma*, Guest Lecture (June, 2013), Sukhothai Thammathirat Open University (STOU), Thailand.
- *Crash Course on Open Educational Resources*, Guest Lecture (June, 2013), Sukhothai Thammathirat Open University (STOU), Thailand.

Plans are already in place to establish three research clusters in the school in the areas of text mining, mobile learning and electronics.

Research Publications

Ms Karen Khor Ean Teng won the silver medal for the Young Innovator Award (YIA) at the 27th Asian Association of Open Universities (AAOU) annual conference held in Islamabad, Pakistan in recognition of the research paper titled '*Student Perceptions of using SCORM Compliant Learning Object (SCLO) for Learning in ODL Environment*'.

Ms Karen Khor Ean Teng and Mr Vincent Chung Sheng Hung jointly won the Innovation and Best Practice Award at the 25th International Council for Open and Distance Education (ICDE) conference held in Tianjin, China in recognition of the research paper titled '*Framework for the Development of OER-based Learning Materials in ODL Environment*'.

Conference Proceedings

Ean-Teng Khor and Sheng-Hung Chung. (2013). *Framework for the Development of OER-based Learning Materials in ODL Environment*. Proceedings of the 25th ICDE World Conference, Tianjin, China.

Ean-Teng Khor. (2013). *Student Perceptions of using SCORM Compliant Learning Object (SCLO) for Learning in ODL Environment*. Proceedings of the 27th Asian Association of Open Universities Conference, Islamabad, Pakistan.

Sheng-Hung, Chung, *OER-based Course Development Framework in ODL Environment*, AAOU 2013, Islamabad, Pakistan.

Abeywardena, I.S., Chan, C.S., & Balaji, V. (2013). *OERScout: Widening Access to OER through Faceted Search*. Proceedings of the 7th Pan-Commonwealth Forum (PCF7), Abuja, Nigeria.

Abeywardena, I.S., & Chan, C.S. (2013). *Review of the Current OER Search Dilemma*. Proceedings of the 57th World Assembly of International Council on Education for Teaching (ICET 2013), Nonthaburi, Thailand.

Abeywardena, I.S. (2013). *Broadening Access to Open Educational Resources through Effective Searching of Material Written in Regional Languages*. Presented at the Research on Open Educational Resources for Development (ROER4D) Research Roundtable, Jakarta, Indonesia.

Education is not preparation for life;
education is life itself.

~ John Dewey



ACADEMIC PROFILE

Journals

Ean-Teng Khor and Sheng-Hung Chung. (2013). *Framework for the Development of OER-based Learning Materials in ODLE Environment*. *Open Praxis*, 5(4), 315-324.

Abeywardena, I.S., Chan, C.S., & Tham, C.Y. (2013). *OERScout Technology Framework: A Novel Approach to Open Educational Resources Search*. *International Review of Research in Open and Distance Learning*, 14(4), 214-237.

Abeywardena, I.S. (2013). *Mastery of Course Learning Outcomes in ODLE: A Case Study of the Pearson eCollege Learning Outcome Manager*. *Open Praxis*, 5(3), 239-248.



ADVISORY PEER GROUP

During the semester, a new member of the School's Advisory Peer Group came on board. The expertise of Ir Cheang will strengthen the School's effort in developing our core activity and industrial links with the manufacturing and electronics sector. APG members are prominent academics or industry executives who are the School's links to external stakeholders. APG members provide advice on design of new programmes, and feedback on our courses for continuous quality improvement.

Dato' Boonler Somchit

Chief Executive Officer, Penang Skills Development Centre

Dr David Ngo Chek Ling

Chief Technologist Director, Corentix Technologies Sdn Bhd; Deputy Vice Chancellor (Research and Higher Degree), Sunway University College, Malaysia

Dato' Wong Siew Hai

Chairman, Malaysian-American Electronics Industry (MAEI); Governor, American Malaysian Chamber of Commerce; Formerly Vice President, Technology & Manufacturing Group and General Manager, Assembly & Test Manufacturing, Intel Malaysia

Ir Cheang Wai Mun

Vice President, Manufacturing Division, Northern Corridor Implementation Authority, Penang

Dato' Ir Goh Chye Koon

Director, IJM Corporation Bhd; Chairman, Working Group for Construction Projects, Construction Industry Development Board; and Member of the Construction Industry Master Plan Committee

Ir Dr Clarence Augustine T H Tee

Group Chief Executive Officer, T-Capital Industry Inc (international IT consultants)

Eugenie Lip

Chartered Quantity Surveyor, Head, KPK Contracts Support Group, and Director, KPK Quantity Surveyors (Singapore) Pte Ltd, Singapore



SCHOOL OF EDUCATION, LANGUAGES & COMMUNICATIONS (SELC)

Overview

The School of Education, Languages and Communications (SELC) was established to support the University in its efforts to increase the level of knowledge and scholarship in the broad areas of education, languages and communications by developing and delivering programmes leading to the award of degrees and qualifications at the undergraduate and postgraduate levels.

Professor Santhiram Raman is the current Dean and the School has seven academics and an administrative executive.

Programmes

The following programmes are offered by SELC:

Bachelor of Education (Hons) in Primary Education (BEPE);
Bachelor of Arts (Hons) in English Studies (BAES);
Post-Graduate Diploma in Education (PGDE); and
Master of Education.

The Master of Education (TESL) was offered from July 2012 to an initial intake of eight students. Currently, it has grown to over 40 students. The Master of Education (Educational Management specialisation) will be launched in July 2014.

The School, in collaboration with the Centre for Graduate Studies (CGS), offered a postgraduate programme at the doctoral level by research from January 2013.

SELC is working towards providing a strong positive presence in the field of education, languages and communications both in Malaysia and around the world.

Research & Publications

Conference Proceedings

Ong Theng Theng (2012). *Representation of Prostitution in Malaysian news media and fictional texts: A Feminist Analysis*. Shanghai International Conference on Social Science (SICSS 2012), Shanghai, China. 14 – 17 August 2012.

Vighnarajah, Kam, L.L.E., Chin, Y.L. (2012). *Understanding the Role of Set Inductions in the Facilitation of Reading Skills*. 1st International Conference on Tertiary Education Language, 11-12 October, 2012, Subang Jaya, Taylor's University Press.

Vighnarajah (2013). *OER in Action: A Case Study of Wawasan Open University*. Malaysia Japan Academic Scholar Conference (MJASC 2013), Tokyo, Japan, 8-9 November 2013. (Best Paper Award in the Invited Papers Category)

R. Santhiram, P. Suma & Vighnarajah (2013). *Linking Social Justice and Innovation Awareness through Distance Learning for Higher Education Institutions: a Reflective & Curricular Framework for Sustainable Development*. UNED-ICDE 2013. Proceedings of the International Conference on Mobilising Distance Education for Social Justice & Innovation. Madrid.

R. Santhiram, Tan Y. S. & Vighnarajah (2013). *Democratisation of Higher Education and the changing role of Distance Education in Malaysia*. UNED-ICDE 2013. Proceedings of the International Conference on Mobilising Distance Education for Social Justice & Innovation. Madrid.



ACADEMIC PROFILE

Journals

R. Santhiram & Hoh Thian Soo (2012). *ICT Literacy among secondary school students in Brunei Darussalam*. Jurnal Pendidikan (Journal of Education) Vol. 16, July 2012. JPK. Ministry of Education Brunei. pp 1–16.

R. Santhiram & Hazri Jamil (2012). *Malaysian educational policy for national integration: contested terrain of multiple aspirations in a multicultural nation*. Journal of Language & Culture. Vol 3 (1) pp. 20-31.

Books

Tan Yao Sua & R. Santhiram (2010). *The Education of Ethnic Minorities: The Case of the Malaysian Chinese*. Petaling Jaya. Strategic Information & Research Development Centre (SIRD).

Tan Yao Sua & R. Santhiram (2013). *Educational Issues in Multiethnic Malaysia*. Petaling Jaya. Strategic Information & Research Development Centre (SIRD).

Chapters in Books

R. Santhiram & Tan Yao Sua (2013). *Globalisation & Educational Language Policy in Malaysia: The Re-emergence of English as a Medium of Instruction and its Impact on Nation Building* in Ryszard Kucha & Henryk Cudak (eds.) *European Ideas in the Work of Famous Educationalists: Internationalisation, Globalisation & their Impact on Education*. Clarkson University & Spoleczna Academia Nuak. Lodz, Poland.

ADVISORY PEER GROUP

Prof Dato' Dr Ibrahim Bajunid

Deputy President
INTI University College (INTI-UC) Laureate International Universities

Prof Yvonne Fung Shi Yuk Hang

Dean, School of Education and Languages, Open University of Hong Kong (OUHK)

Prof Dr Molly N N Lee

Former Coordinator, Asia-Pacific Programme of Education Innovation for Development (APEID),
Asia and Pacific Regional Bureau for Education, UNESCO Bangkok

Dr Azian T S Abdullah

Deputy Director, Curriculum Development Division, Ministry of Education, Putrajaya

Dato' Tang Hon Yin

Former Director of Education, Penang

Education is no the learning of facts,
but the training of the mind to think.

~ Albert Einstein



SCHOOL OF FOUNDATION & LIBERAL STUDIES (SFLS)

Overview

In line with the principle of lifelong learning and the belief that the main purpose of education is to produce well rounded and balanced individuals whose potential is developed to the fullest extent possible, the School of Foundation and Liberal Studies (SFLS) offers the Bachelor of Arts (Hons) in Liberal Studies and Bachelor of Arts (Hons) in Psychology degree programmes. The School is led by Dean Dr S Nagarajan and has six full-time faculty members.

Programmes

The BA (Hons) in Liberal Studies programme allows learners to explore a range of courses across various disciplines in the Social Sciences and Humanities. It also uses a cluster of business courses from the School of Business and Administration.

Learners will be required to register for courses from at least any two clusters and undertake basic major/general education courses in the liberal studies programme. It is aimed at widening their horizons as well as developing their academic knowledge and intellectual ability, necessary for critical and analytical thinking and understanding life and society. These courses will also enable learners to communicate and express themselves effectively as well as to anticipate and solve unexpected problems.

The BA (Hons) in Psychology programme was developed towards meeting the needs of working adults in various industries to better equip them for challenges in a demanding global environment. Depending on the nature of their work and chosen career pathways, the course would enable individuals with opportunities for pursuing further studies for their personal and professional advancement. They include Master's and doctorates in various fields of psychology and other related areas.

Besides the BA (Hons) in Liberal Studies and BA (Hons) in Psychology degree programmes, SFLS also conducts a Headstart programme to enhance learners' readiness for tertiary study before they embark on degree programmes at the University.

Other activities

The School also conducts short courses in communication, English language proficiency and public seminars.



ACADEMIC PROFILE

Aspirations

SFLS plans to develop other lifelong learning programmes which include short and long-term courses as well as degree programmes. The courses will be designed to help people enrich their knowledge and living skills while upgrading their workplace skills and competencies.

Research & Publications

Conference Proceedings

Emmanuel, J.S. (2013). *Becoming a culturally competent teacher*. 6th International ELT Conference, PELLTA, Penang, 17-19 April 2013.

Ooh, S.L., & Murnizam, H.L. (2013). *Does national cultural value affect consumer decision making styles? A study in Malaysia*. The 10th Biennial Conference of Asian Association Social Psychology, Faculty of Psychology, Universitas Gadjah Mada, Indonesia. 21-24 August 2013.

Ooh, S.L., Chua, B.S., Jasmine, A., & Ho, C.J. (2013). *Trust or distrust? An Indigenous Study on the Perspectives of Undergraduate Students towards Malaysian politicians*. National Psychology Seminar II, Universiti Malaysia Sabah, Malaysia. 7-8 November 2013.

ADVISORY PEER GROUP

Dato' Dr Sharom Ahmat

Chairman, Penang Hospice Society; Director of the St. Nicholas Home for the Blind; and former Deputy Vice Chancellor of Academic Affairs, Universiti Sains Malaysia

Prof Dato' Anwar Fazal

Director, Right Livelihood College, Centre for Policy Research & International Studies (CenPRIS), Universiti Sains Malaysia

Prof Dato' Dr Ghulam-Sarwar Yousof

Adjunct Prof, Cultural Centre, Universiti Malaya

Dr Lalitha Jeyasingam

Palliative Care Physician, Pure Lotus Hospice of Compassion, Penang

Dato' Seri Nazir Ariff

Executive Director, Ivory Properties Group

Assoc Prof Dr Neelam Aggarwal

Dean, School of Arts and Social Sciences, SIM University, Singapore

Dr Tan Liok Ee

President, BOLD Association for Children with Special Needs, Penang

Intelligence plus character - that is the goal of true education.

~ Martin Luther King, Jr.



CENTRE FOR GRADUATE STUDIES (CGS)

Established in May 2007, the Centre for Graduate Studies (CGS) continues to provide academic and administrative support for postgraduate studies in WOU. Its primary role is to coordinate and manage all activities related to postgraduate programmes in partnership with all Schools in the University.

Currently, together with academic support from the four Schools, CGS manages the following nine postgraduate programmes:

- Ph.D in Arts and Humanities
- M.Phil in Arts and Humanities
- Commonwealth Executive Master of Business Administration (CeMBA)
- Commonwealth Executive Master of Public Administration (CeMPA)
- MBA in Construction Management (MBA-CM)
- MBA in Manufacturing and Production Management (MBA-MPM)
- Master of Education
- Post-Graduate Diploma in Education
- Post-Graduate Diploma in Business Administration

WOU is the only Malaysian institute of higher learning to offer the CeMBA and CeMPA programmes, which were specially developed by a consortium of universities associated with the Commonwealth of Learning (COL), Vancouver, Canada. WOU has over the last three years been actively involved in revising and updating the content of the specific courses of these two programmes with approval from COL.

A total of 299 postgraduate students have completed their studies since 2010, including 81 in 2013. CGS will continue to promote quality and market-driven postgraduate programmes in association with all Schools at WOU and in future work in partnership with other universities as well as professional bodies and the private sector to enhance the knowledge and skills of the nation's workforce.



ACADEMIC PROFILE

INSTITUTE OF RESEARCH AND INNOVATION (IRI)

The University Council, at its eighth meeting held on 25th August 2007 (Ref Min 76.4), had approved the recommendations of the Senate for the establishment of the Institute of Research and Innovation (IRI). In approving this recommendation, Council also noted that the Institute would be set up as an integral part of the University and pursue specific areas of research.

It was further envisaged that the Institute would be managed by a Board of Management and the Director would serve as the chairperson and be answerable to the Vice Chancellor. The specific role of the Board of Management would be to:

1. Set the policies of the institute concerning research.
2. Approve the research agenda and projects.
3. Approve the acceptance of research students.

The Board of Management for IRI was established in August 2010. The IRI Board comprises of both internal WOU and external board members with expertise in research and related industries.

The inaugural meeting of the IRI Board of Management was held in April 2011.

Current members of the IRI Management Board:

Tan Sri Emeritus Prof Gajaraj Dhanarajan
Honorary Director, IRI (Chairman)

Prof Tham Choy Yoong
Acting Deputy Vice Chancellor (Academics) cum
Dean, School of Science and Technology, WOU
(until July 2013)

Prof Santhiram Raman
Dean, School of Education,
Languages and Communications, WOU

Prof Narne Venkata Narasimham
Dean, School of Business and Administration, WOU

Mr Yeong Sik Kheong
Registrar, WOU (Secretary to IRI)

Dato' Dr R Ratnalingam
Honorary Consul for Norway at Penang

Dato' Wong Siew Hai
Chairman, Malaysian-American Electronics Industry

Prof Dato' Dr Ahmad Shukri Mustapha Kamal
Deputy Vice Chancellor (Academic & International Affairs),
USM

Datin Dr Kam Suan Pheng
Senior Research Scientist, The World Fish Centre



ACADEMIC PROFILE

Terms of Reference

The overall terms of reference are as follows:-

1. To develop and review as necessary the University policy for research and development, and where applicable the patenting of research outcomes of commercial value.
2. To receive, screen and approve applications from staff for research funds.
3. To determine the infrastructure required to support research and development activities of the University.
4. To establish the University research priorities and direct staff attention to areas of high potential for further development.
5. To advise on the allocation of research funds and other related resource.
6. To seek funding from external sources in line with the priorities identified for University submissions for major external funding.
7. To determine mechanisms for disseminating information on research matters to University staff and the wider community.
8. To consider and recommend the support of applications for conferences and other meetings related to the payment.
9. To co-opt members as appropriate and to establish such other sub-committees as may be deemed necessary.

Status of IRI Research Grants approved

From its inception in year 2011 till year 2013, a total of nine (9) projects have been approved for IRI research grants. This amounted to a total of RM264,230. The following are the projects approved for IRI research grants:

Year	Project Titles	Amount (RM)
2011	1. A Study on the Determinants of Learning Management System (LMS) Use amongst Students in Open Distance Learning Institutions: The Case of Wawasan Open University	RM26,930
	2. Transformation by Applying Innovative and Sustainable Mobile Learning in Manufacturing Process and Machine Maintenance	RM30,000
	3. Supra-THz Superconducting Mixers for the ALMA Telescope	RM30,000
	4. Virtual Computing Lab (VCL) Conceptualisation and Implementation to Promote Resource Sharing and Green Computing in Open Distance Learning (ODL) Environment	RM30,000
Total research grants approved in year 2011		RM116,930
2012	5. Applying Social Constructionist Theory of Learning to Improve Student Learning Experience: An Elgg Experimental Study	RM12,000
Total research grants approved in year 2012		RM12,000
2013	6. Broadening Access to Open Educational Resources through Effective Searching of Materials	RM25,000
	7. Setting up a WOU Institutional Repository using WEKO, an Open Source Software developed by the Japanese National Institute of Informatics (NII)	RM50,000
	8. A Study on Cost-effectiveness and Feasibility of using Tablets for Student Learning in Wawasan Open University	RM39,900
	9. Characterising Key Features of Student Isolation in Distance Education	RM20,400
Total research grants approved in year 2013		RM135,300
Grand Total		RM264,230

ACADEMIC PROFILE**CENTRE FOR PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION (PACE)**

PACE serves as a bridge between the University and the community at large. The Centre extends the learning resources of Wawasan Open University beyond the University's distance learning environment by delivering high quality short courses and training programmes to meet the needs of the public and private sectors.

PACE's programmes are designed and delivered in collaboration with academic colleagues from the University, external professional bodies as well as through its own trainers. The broad reach of the Centre and its collaborative approach enables it to develop and deliver courses that are specially customised to meet the continuing professional development needs of the business world and civil society.

PACE had initially been operating out of the University's Regional Centre in Kuala Lumpur, but its courses were also conducted at the main campus in Penang and from other Regional Centres of the University distributed across the country as well as from third party or client's premises.

However for reason of functional and cost-saving efficiency and sustainability, the University made a strategic decision in July 2012 to restructure and relocate PACE from Kuala Lumpur to its Penang main campus. The role and function of PACE is currently undertaken by the Vice Chancellor working in cooperation with the Deans of the four Schools.



ACADEMIC SUPPORT

REGISTRY

The Registry is responsible for student admissions, enrolment, scholarship administration, maintenance of student records, examinations and graduation. The Department liaises closely with the Regional Centres to support student and tutor-related operations. The Registry has a total of 15 staff and is led by Yeong Sik Kheong.

Advanced Standing

The recognition of prior learning (RPL) through the award of advanced standing and the practice of credit transfer is widely adopted in many Commonwealth countries. The recognition of prior learning through advanced standing, accompanied by the granting of credit transfers, reduces the unnecessary duplication of study time for WOU students.

The advanced standing office of the Registry successfully facilitated a total of 2,190 cases of advanced standing/credit transfers involving 209 external institutions both at the undergraduate and postgraduate levels.

Admissions and Enrolments

Student admissions since the University's inaugural intake of 721 Open Distance Learning students in January 2007 have grown steadily. As of the July 2013 census date, a total of 12,509 students have experienced open distance learning at WOU. The University has also increased its academic programme offerings to a total of 45 programmes which comprise of nine postgraduate degree programmes, 25 undergraduate degree programmes, eight graduate diploma programmes, two graduate certificate programmes and the Headstart programme; a variety of new programmes are currently awaiting approval from MOE and MQA.

The University has also introduced On Campus Learning full-time programmes in September 2013 by offering two undergraduate programmes and a total of 55 students have enrolled for the inaugural intake.

Tutor Management

As the University has expanded, WOU has enjoyed increased participation from various academics and professionals throughout Malaysia, in line with WOU's mission to be the 'people's university'.

Since its inception, a total of 900 academics and professionals have served as tutors at WOU. Since 2010, approximately 500 tutors and project supervisors have provided active service to the University each semester. Close to 280 tutors have faithfully served between 4-12 semesters since January 2007.

Scholarships and Grants

During 2013, a total of 979 study grants were awarded to new students pursuing their studies at WOU. The grants were meant to encourage students to enrol at WOU and to reduce their financial burden.

Continuing students at WOU who excelled in their academic studies and were financially needy were also awarded scholarships in the form of tuition fee waivers. A total of 74 students were awarded the Chancellor's Merit Scholarship during 2013.



ACADEMIC SUPPORT

LEARNING AND LIBRARY SERVICES

Tun Dr Lim Chong Eu Library

The University Library continues to improve and expand its services. Many of the services that we offer have seen significant uptake over this period as evident in our usage statistics. The merger of library services between Wawasan Open University and DISTED College has brought about positive changes to both libraries. Sharing of resources has provided patrons of both libraries greater access to collections and a better range of services, not to mention the financial savings gained. The successful implementation of the WOU smart card system by DISTED College has enabled its patrons to have a hassle-free entrance to the University Library, including the University boom gates. The redevelopment of the Library website, which went live in 2012, has significantly improved the Library's physical and online presence and the number of visitors to our website has increased. The website is continuously developed and tested to ensure that the site changes as the needs of the user and WOU/DISTED College changes.

The Library's subscription to EBSCO Discovery Service, a library Google search engine, has made the search process less daunting and resources easier to find. All the user needs to do now is to conduct an EDS search and find results which include books, e-books, journal articles, and government documents in one list.

Work has also continued on developing the Library Subject Guides with a number of new guides introduced covering topics such as Malaysian Statistical Sources, Accounting, Malaysian Studies, World Religions and Mathematics. We are happy to note that uptake of the guides has increased during the year. The Library's Instant Messenger service Meebo was withdrawn from the market during the year and has been replaced by 'Online Help...Ask Us' which uses the online Zoho service.

In compliance with the asset policy of the University, the Library completed its second annual stock-taking programme for the Main Campus Library at Penang and Regional Centre libraries at Kuala Lumpur, Ipoh, Johor Bahru, and Kuching. The Ipoh Regional Centre Library recorded the highest loss rate i.e. 3.2%, followed by the Main Library which reported a 1.6% loss. Assets confirmed as "missing or unaccounted for" were written off using the authorised Asset Disposal Forms. Two weeding exercises of course materials were also conducted last year; this is to ensure that outdated course materials are removed from the collection. Work on evaluating and updating work procedures is still ongoing with the latest effort being to develop a plan for transition to RDA (Resource Description and Access), a new cataloguing code and bibliographic standard for libraries, archives and museums.



Collections

Budgetary constraints dictated another year of conservative spending and allocations for purchasing library resources. In 2013, 86% of the information resources budget was used to purchase electronic resources and for digital licensing fees, and the remaining 14% on printed materials. Only 1,353 printed monographs were purchased for the general collection, a 50% drop in titles purchased compared to 2012. Preferences were for titles not ordered before by Schools but were on reading lists. The total number of materials acquired as gifts and institutional publications was 756. The Library's printed materials and physical AV items now total 25,851 volumes.

Although the shift from print to academic e-books occurred at a slower pace than originally planned, the library's e-book collection which totalled 812 titles met gaps in teaching and learning materials identified by Schools and complemented the Library's existing collection of bibliographic and full-text databases.

New E-Resources

The following database was added to the library collection during the year:

- ProQuest® Dissertations & Theses, full text section, Volume A: Humanities and Social Sciences Collection
- ProQuest Education Journals Database
- Cambridge e-books package

Library Digital Repositories

Repository@WOU

This electronic record management system holds all University records of administrative, historical, operational and informational significance dating back to its foundation year in 2005 to the present. It is web-based and easily accessible to senior staff. In 2013, 1,916 records were added bringing the total number of records available to 7,008. This number does not include the in-house e-publications and press cuttings.

Exam Question Bank

This collection contains only the exam papers that were received by the Library from the January 2008 semester to the present. Accessibility is restricted to academic staff only. Total number of papers available is 1,125.

Electronic Thesis and Dissertation

The Library started an ETD collection project whereby digital format of all WOU theses and dissertations, including CeMBA/CeMPA project reports were electronically archived and recorded. As of 2013, about 219 project reports are available in the collection. Currently access rights are provided to course coordinators only.

WOU News Clippings

A total of 93 news clippings concerning the University were added to the repository bringing the total to 826.

Open Educational Resources

The Library received a RM50,000 grant from the University's Institute of Research and Innovation in November 2013 to develop and manage a university digital repository using WEKO repository software developed by the Japanese National Institute of Informatics. The development of this repository will eventually lead to WOU's participation in OER Asia-Globe Harvester network. The project is expected to be completed in January 2015.

The OER Online Resource Centre used to store externally published OERs available on the Internet and identified as useful reference resources for course coordinators to use in developing course materials continued to be expanded with an additional 40 resources, bringing the total of OERs available for referencing to 102.



ACADEMIC SUPPORT

EDUCATIONAL TECHNOLOGY AND PUBLISHING UNIT

The Educational Technology and Publishing Unit (ETPU) combines the tasks of publishing and instructional design of student course materials. The Unit is led by Grace Lau and staffed by 17 members.

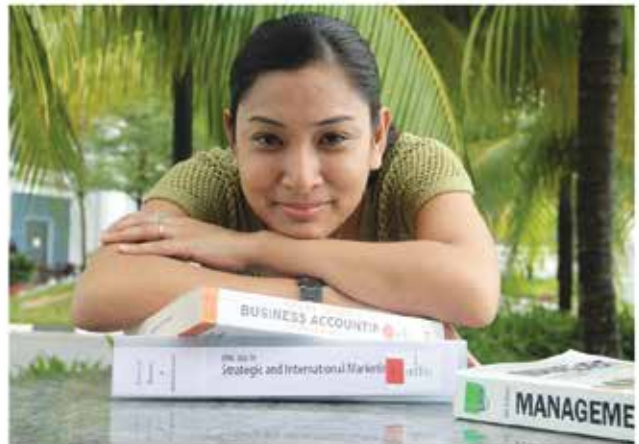
In 2013, ETPU embarked on a new project to explore online delivery of course materials in line with WOU's objective to deliver quality and accessible course materials to students. ETPU ventured into hosting course materials in PDF format on *WawasanLearn*, WOU's learning management system, which were more environmentally-friendly, economical and accessible to students in the open distance learning environment.

New course materials

ETPU published a total of 44 new course materials in 2013, including 38 undergraduate and 6 postgraduate courses for the four Schools.

Online delivery of course materials

In year 2013, WOU students were able to download the course materials online from *WawasanLearn*. The course materials in PDF format are user-friendly as the contents of these materials can be downloaded and accessed via different platforms i.e., i-Pad, tablets etc. via the Internet. This project is part of the University's initiative to create a more dynamic learning environment and also to groom learners to become competent e-learners in the 21st century.



Never mistake

knowledge for wisdom.

One helps you make a living;

the other helps you make a life.

~ Sandra Carey

DIRECTORATE OF QUALITY ASSURANCE AND EXTERNAL RELATIONS

WOU is committed to providing academically-rich learning experiences to students and maintaining high quality academic standards benchmarked against international best practices. In carrying out its role in WOU, the Directorate of Quality Assurance and External Relations (DQAER) has defined its own set of vision and mission statements as stated below:

Vision

Aspire to inculcate and sustain a culture of excellence in academic standards and quality in teaching, learning and research.

Mission

To establish a quality assurance framework; to coordinate, monitor and conduct procedural and operational reviews in line with the set QA objectives of the University.

DQAER reports directly to the Vice Chancellor and works closely with the various Schools and departments to promote a quality culture within the WOU community. Its core functions are coordination, overseeing implementation of QA policies across the University, monitoring compliance and recommending continuous improvement measures.

The responsibilities of DQAER encompass the following areas

- to direct, coordinate and manage all QA functions of both the open distance learning and on-campus learning delivery provisions of the University;

- to be the University's focal point to manage all its external relations, especially government bodies; and to be a training facility on QA.
- serves as the secretariat to the Senate Committee on Quality Assurance, Teaching and Learning which oversees all QA matters relating to the overall academic, administrative and operational activities of the University.

Quality Assurance

Quality assurance at WOU is viewed as a shared responsibility executed in a centralised and decentralised manner. Whilst the Vice Chancellor and senior management staff play a major role in 'driving' the University's quality assurance system, all members of the University community are entrusted and expected to recognise and promulgate best quality practices.

All the procedures and systems introduced to manage quality can only be improved through the active involvement of all the relevant stakeholders in the University. WOU sees quality assurance as a developmental process that continuously evolves in achieving higher standards. The emphasis in regard to University policies is on improving the status quo rather than censuring areas of weakness.

Quality assurance in WOU is based on a system of internal and external peer scrutiny.



ACADEMIC SUPPORT

Internally, quality assurance is implemented through:

- School Board
- Management Board
- Quality Assurance, Teaching and Learning Committee
- Senate
- Board of Governors

External peer review is conducted through:

- External Advisory Peer Groups (APG) for each academic School which review and advise on the curriculum especially in the development of new programmes and courses.
- An External Course Assessor (ECA) system which ensures that each course (developed by a team of specialists that includes instructional designers/technologists, academic content experts and language editors) is peer assessed during its development by an experienced external subject expert with respect to relevance, appropriateness, depth and treatment to ensure that it meets acceptable standards used in reputable Universities.
- An External Examiner (EE) system which ensures parity of standards with internationally accepted benchmarks.
- Malaysian Qualifications Agency (MQA) programme accreditation and periodic external institutional reviews to assess the entire organisation for relevance, effectiveness, and efficiency of its quality assurance systems and processes.

Given the nature of WOU and its operation as a distance learning institution, the University is aware that the assurance of quality cannot be limited to just academic elements only. Towards achieving the vision and mission of DQAER, Quality Assurance Policies in key areas have been developed and implemented to reflect international good practice. The Quality Assurance Policies focus on the following major areas:

- Programme planning and development
- Course design, development and production
- Course delivery
- Examination and assessment
- Tutor assessment
- Staff development
- Programme accreditation
- Research, development and community service

The DQAER maintains a Policy Register which is regularly updated and easily accessible in electronic format at the staff portal for reference. This ensures all existing University-wide policies are transparent, recorded and centrally monitored. The Learning and Library Services, in their role as Records and Document Repository of the University, is the main custodian of all master hard copies of the policies and procedures.

Education is the
best provision for old age.

~ Aristotle



OPERATIONAL SUPPORT

MARKETING & CORPORATE COMMUNICATIONS (MARCOM)

The Marketing and Corporate Communications (Marcom) Department is led by its Director, Chong Kong Hoong, with a team of 12 staff – seven from Marketing and five from Corporate Communications.

Corporate Communications

Marcom strives to project an image of WOU's vibrant learning community - innovative in approach, inspirational in values, socially responsible and committed to its students – to the general public via the media.

The Department liaises with academic and administrative staff from the headquarters and at the Regional Centres and Regional Support Centres to develop effective communication strategies and messages. This coordinated effort serves to ensure that the University's capabilities are projected in a positive manner to meet defined targets.

Public events that educate and inspire

For the period 2013, the Department successfully organised, co-hosted and supported 39 events in WOU, including:

- *The Legacy of A True Malaysian – A Tribute to Tun Dr Lim Keng Yaik*, a special memorial event to honour the contributions of the late Tun and to remember his leadership. The event was held at Menara PGRM, Cheras, Kuala Lumpur on 20 January;
- Young Enterprise (YE) IT Workshop, jointly organised by WOU, First Solar Malaysia and STEC Technology, was held at the Main Campus on 2 May as part of the YE Programme's initiative to expose student achievers to the basic technology available to them in today's business environment;
- An institutional-wide audit workshop on quality assurance practices, organised by WOU in partnership with the Commonwealth of Learning (COL). It was conducted at the Main Campus on 25-29 March by Prof Uma Coomaraswamy, a former Vice Chancellor of the Open University of Sri Lanka;
- WOU held its inaugural Orientation Day at the Main Campus on 17 September for the pioneer batch of 55 On Campus Learning full-time students;
- *New Trends in Counselling* workshop was held at the Main Campus on 29 October. About 30 people, including 14 secondary school counselling teachers, attended the half-day workshop for a better understanding of teenagers and the best solutions to help them.

Knowledge is a treasure
but practice is the key to it.

~ Thomas Fuller



OPERATIONAL SUPPORT

Corporate Social Responsibility

Managing the University's corporate social responsibility (CSR) initiatives is another key task for Marcom. The Department works closely with various charities and NGOs to organise charity events and provide venue and monetary sponsorship.

In 2013, Marcom worked with the American Malaysian Chamber of Commerce (AMCHAM) to give secondary school students an opportunity to become entrepreneurs; and provided financial and moral support to the National Cancer Society Malaysia for cancer victims and survivors.

Providing a clear corporate voice

The Department handles all media relations for the University, the University's website, staff portal, its 12-page quarterly newsletter, *WawasanLink*, and the University's official social media channels on Facebook, YouTube and Twitter.

As part of WOU's Green Living Campaign, the Department has initiated various exercises to reduce its carbon footprint through *e-WawasanLink*, WOU e-News and WOU e-Card.



Marketing

Marcom is responsible for positioning the University as the premium choice for working adults pursuing part-time education through Open Distance Learning as well as a desirable study location for full-time studies with the launch of our On Campus Learning programme in September 2013. This objective is achieved with the strategic use of various forms of media, both through print advertising and social portals like Facebook and Twitter.

Marcom, through its Customer Services Unit, manages a Call Centre that serves as the nerve centre of the University, intercepting calls and emails from both the public and student population, as well as gathering useful enrolment statistics and marketing intelligence for the University.

Marcom has also been very active in education fairs including The Star Education Fair, Facon Education Fair, Post Graduate Education Fair and other regional exhibitions.

Corporate Marketing Update

The University has been establishing symbiotic connections with the corporate sector through the Valued Partnership Programme (VPP). Introduced in 2012, this initiative allows selected employees to enjoy tuition fee rebates of up to RM550, free WOU Study Grant awards or tuition fee discounts of up to 5% for limited subsequent semesters. In return, the company's workforce get quality programmes that enhance their skill and knowledge pool and the individual students improve their mobility up the corporate ladder.

The success of this programme is clearly reflected by the fact that currently, more than 100 companies have become Wawasan Open University's valued education partners, with over 500 employees benefiting from this partnership.



FINANCE

The Finance Department supports the University's mission by providing effective stewardship over the University's financial resources.

The Department headed by Chua Saw Nee with a team of 9 staff provides a broad range of services which includes Financial, Treasury & Investment services, Procurement and Risk Management to the University; incorporating business policies, practices and compliance with financial regulations.

Some major initiatives undertaken by the Department during the year include:

Innovations for WOU students

Given the current difficult financial environment and taking into account the busy lifestyles of many of WOU's students, the Department developed and successfully introduced a number of cost and time saving innovations:

- **Online enrolment and payment**

Students can now enrol and make payments online via Internet banking and mobile banking services through smartphones, tablets and other mobile devices. This allows students the convenience of 24 hours, 7 days a week banking services.

The online enrolment system, *MyEnrolment*, allows students to re-enrol and make their fee payments online using credit cards. This feature was enhanced by including more banks and introducing payments through debit cards.

Enhanced student financial assistance programme

More partnerships were established with selected financial service providers to enable students to enjoy the benefits of interest-free instalment payments of their tuition fees by credit card.

Compliance with new accounting standards (IFRS)

The statutory reporting was carefully reviewed and revised for adaptation to the new International Financial Reporting Standards (IFRS) and Malaysian Financial Reporting Standards (MFRS).

Operational efficiency and standardisation

The financial policy, processes and procedures were reviewed to identify areas for simplification and automation to enhance operational efficiency and standardisation.



OPERATIONAL SUPPORT

GENERAL SERVICES AND ADMINISTRATION

The General Services and Administration (GSA) Department is entrusted to look after the building and facilities, project and estate management as well as administration and services of the University. It draws up Policies and Operating Processes which govern the management of operations of the various areas both at the Main Campus and all its Regional Centres or Support Centres. It ensures that the University creates a safe, conducive and comfortable work and study environment, which are embedded within a "Green Living" philosophy.

The Department is led by Andrew Joseph and his team of technical and administrative staff.

Project management, property and estate management

For the year 2013, the department undertook a thorough review of the present space utilisation level with the objective to optimise resources and reduce costs. The department also implemented various innovative and 'out-of-box' thinking to resolve several building maintenance issues. This is done through in-house resource deployment and competitive outsourcing methods to keep operating costs low despite the ageing and increasing wear and tear concerns on the building and facilities.

Health, Safety and Environment Initiatives

In meeting the University's objective to create a safe and conducive environment, the University has been declared a "Smoke-Free" campus effective September 2013. The department has also been diligently promoting awareness of good hygiene habits among staff, students and visitors. It also undertakes various initiatives to conserve resources and energy consumption in tandem with its *Green Living @ WOU* theme.

University and Public Events

In managing the University facilities, the department ensures that the service delivery level and the service expectation levels of customers for both internal and external events are effectively managed through a proper communication and customer feedback system. To date, it has managed many local and international events where very positive feedbacks have been obtained from event organisers in terms of the sophistication of the audio-visual systems and the level of staff competencies.

Policies and Resource Administration

The department as a custodian of the University's assets and property have also reviewed and enhanced existing policies to meet current and future operational needs in line with the strategies and objectives of the University. New policies, procedures and systems have also been introduced in order to manage these assets effectively and benchmark operational performance. In April 2013, the University implemented the "Going Paperless" concept in support of the University's 'going-green' and 'cost-savings' measures.



Human Resources

Human Resources is responsible for the full spectrum of recruitment of high calibre staff, especially in building a qualified academic team that meets Government regulations.

The Department is responsible for talent management; performance management and reward systems that recognise achievers; policies and activities that encourage academic staff development such as staff educational assistance programme, participation in regional and international conferences/seminars, engaging in research or consultancy projects and part-time teaching.

In line with WOU's long-term commitment to talent development, a rolling five-year training plan in support of its five-year strategic plans was drawn up for both academic and non-academic staff. A series of Open Educational Resources (OER) workshops were organised for the academic and academic support groups to enhance their design development skills and delivery of ODL programmes.

With the introduction of On Campus Learning (OCL) full-time programmes in September, another series of OCL workshops are being planned for the academics, starting with a workshop on curriculum transaction in a face-to-face environment. Not forgetting the non-academic group, soft skill training programmes such as *Transformational Leadership* and *Taking Ownership Passionately* that are relevant to both academic and non-academic were also organised in-house.

In an effort to further enhance the Human Resource information system for improved operational efficiency, a new eHRM system was procured. Other than the standard online employee self service feature, it offers additional automated benefits such as submission of overtime and manpower requests for online approval. Preparatory set-up, data migration from current system and user acceptance testing were scheduled for completion at the end of 2013. The new eHRM system is expected to kick start in early 2014.



OPERATIONAL SUPPORT

INFORMATION TECHNOLOGY SERVICES

The Information Technology Services (ITS) is responsible for the overall IT services and supports, IT management, planning and execution, aligned with the University's vision, mission and business strategy objectives. Besides being the custodian of the University's core information systems and IT assets, the department also acts as an enabling driver in implementing appropriate emerging IT where possible, to improve the University's operational efficiencies.

The department is led by Tan Pooi See and his technical support team in both hardware infrastructure and application.

In an effort to further improve the quality of its services and delivery, the department has undertaken some major initiatives during the year. These include:

- Phasing out of ageing desktop computers by replacing with new ones at two of its regional centre's laboratories: Ipoh Regional Centre; Kuala Lumpur Regional Centre.
- Migrating of student/tutor's Live@Edu email messaging system to new Microsoft cloud-based Office 365 platform. The new Office 365 platform will provide each user account with larger mailbox (25GB) space with enhanced real time collaboration tools such as the ability to share and edit documents from any desktop PC, Mac or mobile device.
- Enhancement of WOU *MyEnrolment* (Online Re-enrolment System) to allow or accept students re-enrol online via EPF fund withdrawal, as well as with two additional payment facilities; debit card and direct debit services for CIMB Clicks and Maybank2u.
- Online Registration and Payment System for Supplementary Examination (*MySupplementary Enrolment*) to allow re-sit students to register and pay the fees online.

Some system developments were successfully made and deployed to cater for the University's full-time on-campus study with its first September intake. The key deployments were:

- A new customised SIS system for on-campus student enrolment. Likewise, a new Student Portal has been set up for this purpose. Full-time on-campus students can access the student portal (*my-oncampus.wou.edu.my*) once their student accounts have been activated.
- Online Lecturer Portal (OLP) for posting and uploading of announcements and important resources for lecturers. The portal also provides access links to part-time lecturer payment information (*MyPayment*) system and On Campus Learning Management System (*Wawasan2U*).
- On Campus Learning Management System (*Wawasan2U*) to serve as an additional platform to provide online support and resources for full-time on-campus students.
- Coursework Submission System (*MyCourseWork*), an online system that allows the lecturers to input or update coursework marks for courses that are enrolled in by the full-time students and submission to Registry.



REGIONAL OPERATIONS

There are currently six Regional Centres and three Regional Support Centres throughout Malaysia, located in Penang, Ipoh, Kuala Lumpur, Johor Bahru, Kota Bahru, Kuching, Bandar Utama, Klang and Subang respectively.

The Regional Centres are an important first point of contact for prospective students and also offer a range of student support services.

The physical facilities offered by the Regional Centres include:

- Computer labs
- Tutorial rooms
- Library and study areas
- Computer facilities
- Video conferencing facilities
- Disabled-friendly building including stair-lifts
- Counselling room/student service room
- Mini theatres
- Male/female prayer rooms
- Parking facilities
- Wireless Internet service

The two new Regional Support Centres that were set up in Klang and Subang in mid 2012 have since experienced two full cycles of student recruitment for the January and July 2013 intakes. The timely opening of the two new Regional Support Centres has further strengthened the University's presence in the Klang Valley.

The total number of new student contribution from the Klang Valley has increased from 31% in 2011 to 34% for 2012 and 2013 since the setup of the two new Regional Support Centres. With the support of new Regional Support Centres in Klang Valley, the Kuala Lumpur Regional Centre was able to leverage on the additional resources and gain further inroads to both the corporate and consumer market segments in the Klang Valley.

There is still much growth potential in the corporate sector and professional adult learners' market in the Northern Region, Southern Region, and East Malaysia. Therefore, Regional Centres will continue to extend their market reach through collaboration with new and existing strategic partners within each region as a way forward.

The first batch of On Campus Learning students (OCL) students started their first semester at the Main Campus in September 2013. Although all WOU Regional Centres participated in the recruitment of new students throughout Malaysia, all the 55 new students of the inaugural intake were from Penang where the Main Campus is located. In addition to the recruitment of Open Distance Learning students, Penang Regional Centre shall continue to spearhead the recruitment effort for OCL students for the subsequent intakes in 2014 (February, May, and September).



Penang



Ipoh



Kuala Lumpur



Bandar Utama



Klang



Subang



Kota Bahru



Johor Bahru



Kuching

OPERATIONAL SUPPORT

INTERNAL AUDIT

The Internal Audit Department is an independent audit function established in August 2008 to provide independent and objective assurance that the current system of internal controls in place is sufficient to safeguard the University's interests and to improve the effectiveness of risk management, control and governance processes in WOU. Audits are conducted with objectivity, proficiency and due professional care.

The main activities of the internal audit function and primarily driven by risk areas consists of:

1. Evaluating the adequacy and effectiveness of the control environment and control activities in the use of available resources.
2. Assessing compliance with policies, plans, procedures, laws, and regulations.
3. Ensuring there are proper controls for all assets to be accounted for.
4. Reviewing the reliability and integrity of financial and operating information data by reviewing controls over data processing whether by manual or computerised systems.
5. Monitoring and evaluating overall organisational governance process in respect of management's risk management procedures.

During the financial year ended 31 December 2013, various internal audit activities were carried out, namely audits at the Penang Main Campus and Penang Regional Centre. At the main campus, the audits involved included audits of the Finance Department, Human Resources Department, Educational Technology and Publishing Department and General Services and Administration Department. The audit scope for the audits conducted was based on the audit plan for the year.

For each of the audited areas, the internal controls were reviewed and compliance with policies and procedures were checked. Recommendations had been made for rectification of any weaknesses and non-compliances noted during the audits. Corrective actions to be taken were agreed upon and indicated in the audit reports together with the relevant comments. The respective audit reports were issued and reported to the Vice Chancellor and all the Deputy Vice Chancellors as well as the Assistant Vice Chancellor. Apart from the regular audit role, internal audit also played a consulting role in reviewing new proposed operating policies and procedures.



STRATEGIC PARTNERSHIPS

WOU continues to make concerted efforts to engage with established, credible academic and professional organisations, underlining the University's commitment to excellence and the provision of lifelong learning opportunities for working Malaysians.

These partnerships strengthen the University's efforts to provide market-driven tertiary education that meets the needs of industry, benefiting the Malaysian economy as a whole.

Commonwealth Educational Media Centre for Asia (CEMCA)

The University signed a Memorandum of Understanding (MoU) with the Commonwealth Educational Media Centre for Asia (CEMCA), India on 29 January 2013 to push forward a project on Open Educational Resources (OER)-based E-Learning. In conjunction with the MoU, WOU hosted two workshops to develop the capacity of academics to integrate OER in their own teaching and learning, and to come out and subsequently fine-tune the curriculum and content of the 'OER-based E-Learning' course for the professional development of teachers. The target of the MoU is to reach over 500 teachers in Asia in the next three years.



Participants of the OER workshop.



WOU Vice Chancellor Prof Dato' Dr Ho Sinn Chye (left) and CEMCA director Dr Sanjaya Mishra shake hands following the MoU signing.



Prof Ho Sinn Chye (2nd from left) of WOU and Prof Datuk Dr Tan Chik Heok of TAR University College sign the MoU documents.



Programme preview session for the faculty of TAR University College.

Tunku Abdul Rahman (TAR) University College

WOU and Tunku Abdul Rahman (TAR) University College signed a Memorandum of Understanding on 4 June 2013 to promote academic collaboration between the two institutions. The MoU paves the way for mutual visits by faculty members to share teaching experience, conduct research, undertake joint supervision of postgraduate students, and other academic activities. It also opens the door for the University to offer its ODL programmes to a potentially large number of TAR College alumni, who are diploma holders, and to the existing academic staff of TAR University College.

SIGNIFICANT EVENTS

An integral part of the University's commitment to the pursuit of lifelong learning and academic excellence is the organising and hosting of conferences, workshops, public talks, gatherings and arts events, geared at building bridges and sharing knowledge, culture and the arts with the community.



Educationists from Mar Thoma pose with WOU senior management.



The delegates attend a briefing on WOU.

Mar Thoma Higher Education Commission visit

A delegation of 11 educationists from the Mar Thoma Higher Education Commission in Kerala, India, visited the WOU main campus on 5 January 2013. These delegates, comprising mainly principals and heads of departments from the various colleges and universities in Kerala, were led by Commission chairman Bishop Dr Zacharias Mar Theophilus. The meeting explored possible future collaborations on curriculum development and student exchange programmes.



Viewing the photo exhibition on the late Tun Dr Lim Keng Yaik.



Unveiling of the late Chancellor's portrait.

Tribute to THE late Chancellor

Over 500 people attended a special memorial tribute to the late Chancellor titled *The Legacy of a True Malaysian – A Tribute to Tun Dr Lim Keng Yaik* at Menara PGRM, Kuala Lumpur on 20 January 2013, jointly organised by Parti Gerakan Rakyat Malaysia and WOU. The event commemorated and celebrated the legacy of Tun Dr Lim, the second Chancellor of WOU and a former President of Parti Gerakan, with speeches, a photo exhibition chronicling his life, the unveiling of his portrait, and unveiling of a plaque renaming Dewan Wawasan - Dewan Wawasan Tun Dr Lim Keng Yaik.

The speakers at the tribute included the Parti Gerakan president Tan Sri Dr Koh Tsu Koon, WOU Vice Chancellor Prof Dato' Dr Ho Sinn Chye, former Secretary-General of the Ministry of Primary Industries Dato' Haron Siraj, and Tun Dr Lim's son Datuk Lim Si Pin.

SIGNIFICANT EVENTS



The UiTM team being briefed on WOU's operations.

Study tour by UiTM

WOU hosted a study visit by a six-member team from Universiti Teknologi MARA (UiTM), Penang branch campus on 19 March 2013. The half-day visit to the WOU main campus to learn the operations and how to implement a Moodle-based learning management system (LMS) was led by UiTM Penang Deputy Rector of Academic Affairs, Associate Prof Ir Bahardin Baharom.

Safety and Health Campaign

WOU held a safety and health campaign at the main campus on 11-12 June 2013, with talks on fire safety, general safety and right sitting posture by representatives from Bomba, Police and Bristol which were attended by about 80 staff.

The two-day event culminated with a fire drill and mock rescue operations participated by 17 firefighters from the Perak Road and Beach Street Fire and Rescue Departments and supported by two fire engines.



Learning about the academic programmes offered.

Exploring collaboration with Sun Yat-sen University

WOU hosted a visit by a seven-member delegation of top scholars from Sun Yat-sen University, Guangzhou, China to the main campus on 6 August 2013, for the purpose of fostering relationship and exploring mutual academic collaboration in the future.



Pioneer batch of full-time students attend Orientation at WOU.



Students pose with the Vice Chancellor in front of the library.

Inaugural Orientation Day for On Campus Learning

The Orientation Day for the pioneer batch of full-time students enrolled for the inaugural September 2013 On Campus Learning (OCL) intake was held at the main campus on 17 September. Over 50 students had enrolled to pursue the two full-time business degree programmes offered.

SIGNIFICANT EVENTS

WOU-DISTED Family Day



WOU team with their prize.



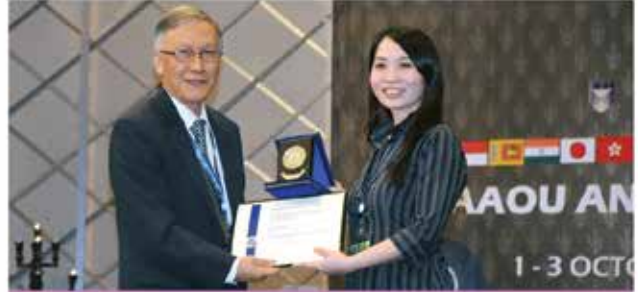
Staff enjoying themselves on Family Day.



The 'pirate' grounds for Family Day.

WOU and DISTED College jointly organised a Family Day themed *The Pirates of Penang* on DISTED grounds on 28 September 2013. Over 200 staff and family members from both institutions attended the event.

27th AAOU Annual Conference triumph



WOU academic Karen Khor (right) receives the Young Innovator Award at AAOU Annual Conference.

WOU received the silver medal in the Young Innovator Award category at the 27th Annual Conference of the Asian Association of Open Universities (AAOU) in Islamabad, Pakistan from 1-3 October 2013. The conference themed *Leveraging the Power of Open and Distance Learning for Building a Divergent Asia: Today's Solutions and Tomorrow's Vision* was attended by more than 250 delegates from over 60 institutions of higher learning in some 20 countries across Asia, UK, Europe, USA, Canada and Middle East.

Former WOU Vice Chancellor Emeritus Prof Dr Wong Tat Meng was honoured with the prestigious 2013 AAOU Meritorious Service Award for the most deserving ODL practitioner from member institutions.

New WEF Chairman

WOU Pro-Chancellor Tan Sri Dr Koh Tsu Koon was appointed Chairman of Wawasan Education Foundation on 23 October 2013. He took over from Dato' Seri Stephen Yeap who served as Chairman from 28 November 2002 to 22 October 2013. Meanwhile Dato' Seri Stephen assumed the chairmanship of WOU Sdn Bhd – previously held by the late Tun Dr Lim Keng Yaik – on 6 September 2013.

SIGNIFICANT EVENTS

Accolades at ICDE World Conference

The International Council on Open and Distance Education (ICDE) bestowed WOU founding Vice Chancellor Tan Sri Emeritus Prof Gajaraj Dhanarajan with the ICDE Prize for Excellence for Lifelong Contribution to the field of open distance learning (ODL) at the 25th ICDE World Conference on ODL in Tianjin, China from 16-18 October 2013. The conference was attended by over 700 participants from 40 countries. At the same event, two papers by WOU academics won the Innovation and Best Practice Award.



Prof Dhanarajan with his ICDE award.



WOU academic S Vighnarajah wins award at conference in Tokyo.

Receiving Best Paper Award honour

A paper by an academic from the School of Education, Languages and Communications won the Best Paper Award at the Malaysia-Japan Academic Scholar Conference held at Meiji University, Tokyo from 8-9 November 2013.

Recognition from COL

WOU received two prestigious awards from the Commonwealth of Learning (COL) during the 7th Pan-Commonwealth Forum (PCF) on Open Distance Learning (ODL) in Abuja, Nigeria from 2-6 December 2013, attended by over 600 ODL experts and practitioners from 55 countries. The University received the COL Award of Excellence for Institutional Achievement and the COL Award of Excellence for Distance Education Materials.



Tun Dzaidin during the installation ceremony.

Chancellor's Installation

Former Chief Justice of Malaysia Tun Mohamed Dzaidin Abdullah was formally installed as Chancellor during a ceremony at the main campus on 7 December 2013. He succeeded the late Tun Dr Lim Keng Yaik to become the third Chancellor of the University.

Fourth Convocation Ceremony

The fourth Convocation Ceremony on 7-8 December 2013 at the main campus, Penang saw the graduation of 341 students – 81 at the postgraduate level and 260 at the undergraduate level. This included the pioneer batch of 16 graduates who received their Graduate Diplomas and Graduate Certificates. The University also conferred the Honorary Doctor of Science degree on Tan Sri Lee Oi Hian, the CEO and Executive Director of Kuala Lumpur Kepong Berhad, and the Honorary Doctor of Letters degree on Dr John Yip Soon Kwong, a former Director of Education in the Singapore Ministry of Education.

Annual Dinner celebration

Some 200 staff attended the Annual Dinner cum Christmas celebration themed *Secret Garden Party* at the main campus on 11 December 2013. The event also served as a platform for the launch of the new staff portal page and presentation of five-year service awards, with 45 staff qualifying.



Deputy Vice Chancellor (Operations) Dr Seah Soo Aun receiving his five-year service award.

WORKSHOPS/TALKS

Learning tips for students

WOU organised mini workshops on learning tips during the undergraduate and postgraduate tutorial weekends in March 2013, with some 50 students attending each of the four workshops at the Kuala Lumpur Regional Centre. During the first workshop on 16 March, tutor Dheena Dhayala, a private HR consultant, gave tips and guides on TMA submission. On subsequent tutorial days, the workshops were conducted by tutors Perinparajah, a public school administrator; Jonathan Wong Shin Voon, a private university lecturer; and MQA panel member cum lecturer Aw Yoke Cheng.



The preparatory workshop at WOU.

COL-RIM Institutional Audit

WOU organised a preparatory workshop at the main campus from 25-29 March 2013 in partnership with the Commonwealth of Learning (COL). The workshop conducted by Prof Uma Coomaraswamy, a former Vice Chancellor of the Open University of Sri Lanka, provided training to selected staff for the implementation of an institutional-wide audit exercise using the COL Review and Improvement Model (COL-RIM).

Young Enterprise IT Workshop

WOU together with First Solar Malaysia and STEC Technology held an IT Workshop at the main campus on 2 May 2013 as part of the Young Enterprise (YE) Programme's initiative to expose the student achievers to the basic technology available to them in today's business environment. An estimated 160 Form 3 and Form 4 students from 15 schools, accompanied by their teachers, attended the workshop.

New developments in online learning

About 30 academic and academic support staff attended an in-house seminar on the development and benefits of Massive Open Online Course (MOOC) at the main campus on 22 May 2013. The inaugural talk on *MOOC, OER and Mass Higher Education* by Dr V Balaji, Director, Technology & Knowledge Management, Commonwealth of Learning, Canada, was part of the newly instituted WOU-Seminar Series.

Capacity Building for Open Educational Resources (OER)

WOU organised a five-day *Institutional Capacity Building Workshop II for OER-based E-Learning* at the main campus commencing on 10 June 2013 – a follow-up to the first in January - to fine-tune the modules and finalise content of the OER-based E-Learning course to be offered. The workshop was organised by WOU in collaboration with Commonwealth Educational Media Centre for Asia (CEMCA), New Delhi.

Prof Som Naidu from Charles Sturt University, Australia and Dr Sanjaya Mishra, Director of CEMCA, returned as facilitators. A total of 14 original participants attended the follow-up workshop - 10 from WOU and the rest from open universities/institutions in India, Sri Lanka and Malaysia. The first workshop taught participants how to integrate OER into their teaching and learning, and how to design an OER-based E-Learning course for the professional development of teachers.

ODL Core Competency Training

Twenty-four staff received their Certificate of Achievement on 12 June 2013 for completing the in-house Open Distance Learning (ODL) Core Competency Training Programme. The recipients represented two batches – those who had completed their training in 2011, and the remaining in 2012 and 2013. The training programme was initiated in 2011 and was conducted using the seven training modules developed by the Commonwealth of Learning – with a project work incorporated for the 2012-13 batches. The training involved about 76 training hours and a project of about 20 hours.

Offering IELTS Preparatory Course

WOU offered the International English Language Testing System (IELTS) Preparatory Course at the main campus to staff, students and public. Fourteen participants completed the 36-hour duration course that started on 18 June 2013 and ended with the presentation of certificates for completion on 20 August 2013.

WORKSHOPS/TALKS

Seminar on OERScout

A seminar on *OERScout Technology Framework: A Novel Approach to Open Educational Resources Search* was conducted by Deputy Dean of School of Science and Technology, Ishan Abeywardena, at the main campus on 19 July 2013. The technical seminar was attended by some 35 academics and academic support staff from WOU and DISTED College.

Quality in student assessment

WOU organised an in-house workshop on *Learner Assessment and Preparation of Good Question papers* for 13 course coordinators at the main campus on 13 and 21 August 2013, to provide a deeper insight into learner assessment. This is the first of a two workshop series on 'Learner Assessment'.

The second workshop on *Assignment Preparation and Feedback* for the course coordinators was held on 19 and 21 November 2013. The workshops were conducted by Assistant Vice Chancellor (Academic Support) Prof Mohandas Menon and Prof Phalachandra Bhandigadi from the School of Education, Languages and Communications (SELC).

Transformational Leadership

About 25 staff attended a training workshop on *Transformational Leadership* at the main campus on 15–16 August 2013. The in-house training organised by the Human Resources Department was conducted by certified trainer Sunny Savinderjit from DIYA Training and Development Consultancy, Penang.

Learning to take ownership

An in-house training workshop on *Taking Ownership Passionately* that focused on personal and professional growth was held at the main campus on 20-21 August 2013. It was attended by 24 staff, including eight from the Regional Centres/Support Centres. The workshop organised by WOU's Human Resources Department was conducted by certified corporate trainers John Kennedy Paulose and Premanand Kusalavan from Global Dynamics, Kuala Lumpur.

Capacity Building for On-Campus Learning

In preparation for the commencement of full-time courses, WOU organised a workshop on *Curriculum Transaction in a F2F Learning Environment* at the main campus on 6 and 9 September 2013, attended by some 14 lecturers. The training was conducted by Assistant Vice Chancellor (Academic Support) Prof Mohandas Menon, along with Prof Santhiram Raman and Prof Phalachandra Bhandigadi from SELC.

Understanding palliative care

WOU organised a talk on *Palliative Care & Hospice* at the main campus on 18 October 2013 for some of its full-time business degree students. The speaker was Dr Lalitha Jeyasingam, a palliative care physician with Pure Lotus Hospice, Penang.

Glimpse into the legal profession

A veteran lawyer spoke on the legal profession during a talk to full-time students pursuing a course on *Business Law* at the main campus on 21 October 2013. Lawyer Gajendran Rajagopalan talked about *Law Practice: What's good about it?* to students pursuing their Management and Accounting degree.



Participants pose with the speakers and organising committee.

Exploring new trends in counselling

A half-day workshop on *New Trends in Counselling* was held at the main campus on 29 October 2013 attended by 14 secondary school counselling teachers. The workshop was organised by the SELC with the support of the Penang Regional Centre. Superintendent Suhaimi Rahim from Penang Police talked on *Problems of Teenagers* while art therapist Teoh Bee Tin elaborated on *Art Therapy as a Counselling Tool*.

Employment laws on Termination and Dismissal

Some 20 staff and full-time students received a better understanding of employment issues at the talk on *Terminating without Violating the Law* at the main campus on 10 December 2013. The speaker was Senior Lecturer Dr Balakrishnan Muniapan from the School of Business and Administration.

TOWARDS A QUALITY ENVIRONMENT

WOU – Green and People-friendly

As part of the University's commitment to green, eco-friendly measures, a number of initiatives have been put in place to reduce WOU's carbon footprint and waste output, including the following:

- The move from printed course materials to CD-ROM based course materials has significantly reduced the amount of paper needed. The new CD-ROM format also helps to make learning more interactive and engaging for students.
- The intensification of the *Green Living @ WOU* campaign has actively encouraged WOU staff and students to reuse, recycle and reduce (3Rs) stationery and everyday objects to minimise the University's carbon footprint.

Three large MPPP recycling bins - for plastic, aluminium and paper - were placed in the Albukhary Building (main campus). For the year 2013, almost 4,500kg of paper and 90kg of plastic bottles have been collected and donated to the Eden Handicap Service Centre.

- Electricity usage is reduced in a move to conserve energy by effectively employing the chiller system for the centralised air-conditioning; using energy saving lights; controlling the lights timing; and promoting energy conservation among staff and students.



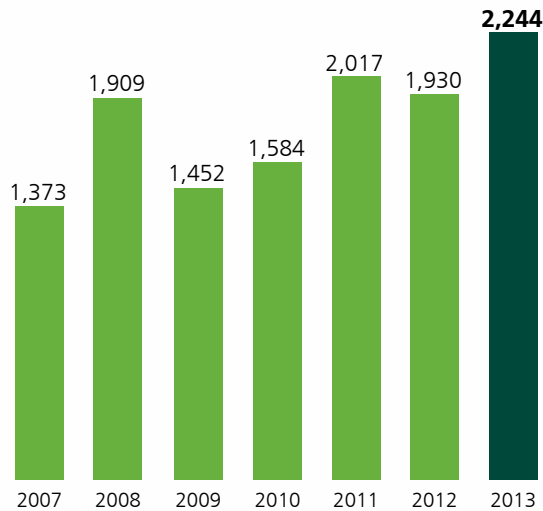
WOU's responsibilities also extend to safeguarding the health and safety of all staff and visitors to the main campus and Regional Centres, by:

- Ensuring that everyone is familiar with emergency procedures and fire safety, through the organising of safety & health campaigns and fire drills. Every department/School of WOU has a staff trained in basic first aid.
- Disseminating up-to-date health information among staff and visitors and ensuring that preventative measures are taken.
- Providing disabled-friendly access. WOU's main campus and Regional Centres are all equipped with disabled-friendly ramps, lifts (with Braille) and washrooms as part of our efforts to be an inclusive university.
- Keeping the campus grounds, including the Herb Garden, well-maintained for a conducive, healthy and fresh-looking environment.



STUDENT ENROLMENT & GRADUATION

Total Enrolment from 2007-2013 = 12,509 students



Total Graduates

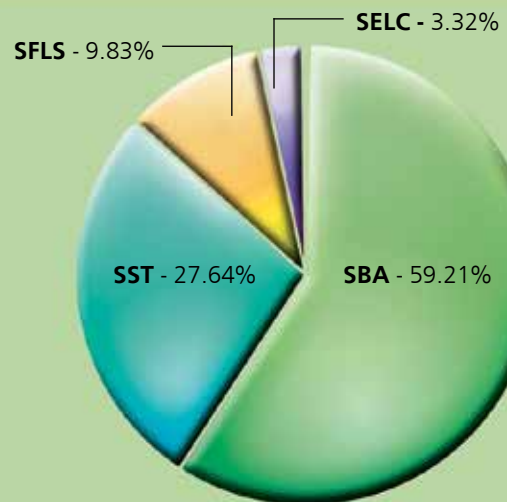
	Postgraduate	Undergraduate
2010	38	-
2011	80	70
2012	100	265
2013	81	260
Total	299	595

Cumulative Enrolment by School (2007-2013)

- SBA - 7,407 Students (59.21%)
- SST - 3,457 Students (27.64%)
- SFLS - 1,230 Students (9.83%)
- SELC - 415 Students (3.32%)

- SBA - School of Business & Administration
- SST - School of Science & Technology
- SFLS - School of Foundation & Liberal Studies
- SELC - School of Education, Languages & Communications

Based on the total cumulative enrolment of 12,509 students who have benefited from WOU's unique educational experience since January 2007 till December 2013.

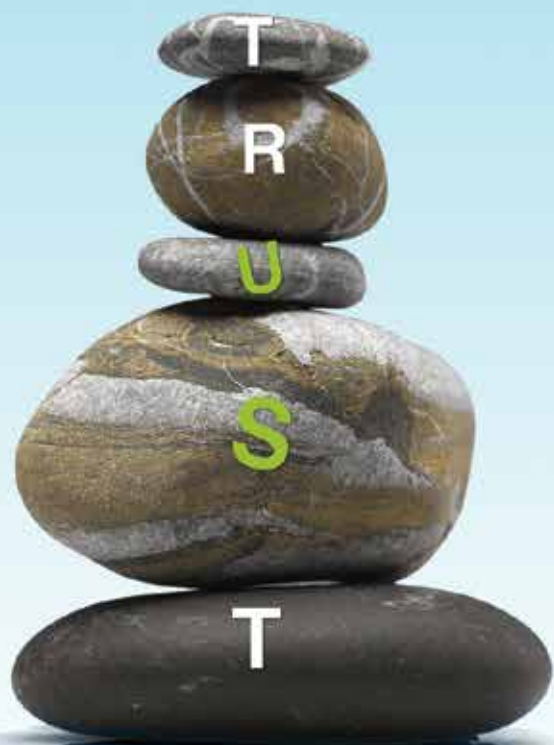


STUDY GRANTS & SCHOLARSHIPS

During 2013, a total of 979 study grants were awarded to new students pursuing their studies at WOU. The grants were meant to encourage students to enrol at WOU and to reduce their financial burden.

Continuing students at WOU who excelled in their academic studies and were financially needy were also awarded scholarships in the form of tuition fee waivers. A total of 74 students were awarded the Chancellor's Merit Scholarship for the period 2013.





FINANCIAL STATEMENTS

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DIRECTORS' REPORT

The directors have pleasure in presenting their report together with the audited financial statements of the Company for the financial year ended 31 December 2013.

Principal activities

The principal activities of the Company are to establish all types of educational institutions, to provide courses of study or training and to hold examinations in collaboration with any institutions of higher learning for the advancement and development of education related initiatives. There have been no significant changes in the nature of these principal activities during the financial year.

Results

	RM
Loss after tax	<u>7,261,346</u>

There were no material transfers to or from reserves or provisions during the financial year.

In the opinion of the directors, the results of the operation of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature other than as disclosed in the notes to the financial statements.

Issue of shares

During the financial year, the Company increased its issued and paid up ordinary share capital from RM72,000,000 to RM90,500,000 by way of issuance of 18,500,000 ordinary shares of RM1 each, at par to Wawasan Education Foundation:

- (a) in full satisfaction of the consideration of RM11,000,000 in respect of the Company's purchase of the entire shareholding of Disted Pulau Pinang Sdn. Bhd. from Wawasan Education Foundation; and
- (b) by capitalising RM7,500,000, being part of the amount owing to Wawasan Education Foundation.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

Directors

The names of the directors of the Company in office since the date of the last report and at the date of this report are:

Dato' Seri Yeap Leong Huat
 Tan Sri Dato' Emeritus Prof. Gajaraj A/L Munusamy Dhanarajan
 Loo Choo Teng
 Dato' Seri Chet Singh a/l Karam Singh
 Dato' Dr. Thillainathan a/l Ramasamy

DIRECTORS' REPORT

Directors (Cont'd)

Ooi Teng Chew

Dato' Lim Kheng Guan

Tan Sri Dato' Dr. Chin Fook Weng

(Appointed on 8 January 2014)

(Appointed on 8 January 2014)

Directors' benefits

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors as shown in the financial statements or the fixed salary of a full-time employee of the Company) by reason of a contract made by the Company or a related corporation with any director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except as discussed in Note 24 to the financial statements.

Directors' interests

Pursuant to Section 134(3) of the Companies Act 1965, the register of directors' shareholdings need not disclose the interest of directors (who are also directors of the holding company) in shares in the Company, holding company and its related corporations during the financial year by virtue of the Company being a wholly owned subsidiary of Wawasan Education Foundation.

Other statutory information

- (a) Before the statement of comprehensive income and statement of financial position of the Company were made out, the directors took reasonable steps:
- (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provisions for doubtful debts and satisfied themselves that there were no known bad debts and that no provision for doubtful debts was necessary; and
 - (ii) to ensure that any current assets which were unlikely to realise their value as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.
- (b) At the date of this report, the directors are not aware of any circumstances which would render:
- (i) it necessary to write off any bad debts or to make any provision for doubtful debts in respect of these accounts of the Company; and
 - (ii) the values attributed to the current assets in the financial statements of the Company misleading.
- (c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Company misleading or inappropriate.

Other statutory information (Cont'd)

- (d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Company which would render any amount stated in the financial statements misleading.
- (e) At the date of this report, there does not exist:
 - (i) any charge on the assets of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
 - (ii) any contingent liability of the Company which has arisen since the end of the financial year.
- (f) In the opinion of the directors:
 - (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Company to meet its obligations when they fall due; and
 - (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Company for the financial year in which this report is made.

Ultimate holding company

The holding and ultimate holding company is Wawasan Education Foundation, a company limited by guarantee and incorporated in Malaysia.

Auditors

The auditors, Ernst & Young, have expressed their willingness to continue in office.

Signed on behalf of the Board in accordance with a resolution of the directors dated 29 April 2014.

Dato' Seri Yeap Leong Huat

Loo Choo Teng

STATEMENT BY DIRECTORS

PURSUANT TO SECTION 169(15) OF THE COMPANIES ACT, 1965

We, Dato' Seri Yeap Leong Huat and Loo Choo Teng, being two of the directors of Wawasan Open University Sdn. Bhd., do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 75 to 111 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 1965 in Malaysia so as to give a true and fair view of the financial position of the Company as at 31 December 2013 and of its financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 29 April 2014.

Dato' Seri Yeap Leong Huat

Loo Choo Teng

STATUTORY DECLARATION

PURSUANT TO SECTION 169(16) OF THE COMPANIES ACT, 1965

I, Professor Dato' Dr Ho Sinn Chye, being the officer primarily responsible for the financial management of Wawasan Open University Sdn. Bhd., do solemnly and sincerely declare that the accompanying financial statements set out on pages 75 to 111 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the
abovenamed Professor Dato' Dr Ho Sinn Chye
at George Town in the state of Penang
on 29 April 2014

Professor Dato' Dr Ho Sinn Chye

Before me,

Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT TO THE MEMBER OF WAWASAN OPEN UNIVERSITY SDN. BHD. (INCORPORATED IN MALAYSIA)

Report on the financial statements

We have audited the financial statements of Wawasan Open University Sdn. Bhd., which comprise the statement of financial position as at 31 December 2013 and statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 75 to 111.

Directors' responsibility for the financial statements

The directors of the Company are responsible for the preparation of financial statements so as to give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 1965 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with approved standards on auditing in Malaysia. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgement, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the Company as at 31 December 2013 and of its financial performance and cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 1965 in Malaysia.

**INDEPENDENT AUDITORS' REPORT
TO THE MEMBER OF WAWASAN OPEN UNIVERSITY SDN. BHD.
(INCORPORATED IN MALAYSIA)**

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act 1965 in Malaysia, we also report that in our opinion, the accounting and other records and the registers required by the Act to be kept by the Company have been properly kept in accordance with the provisions of the Act.

Other matters

This report is made solely to the member of the Company, as a body, in accordance with Section 174 of the Companies Act 1965 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young

AF : 0039

Chartered Accountants

Penang, Malaysia

Date: 29 April 2014

Adeline Chan Su Lynn

No. 3082/07/15(J)

Chartered Accountant

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

	Note	2013 RM	2012 RM
Revenue	5	17,446,629	15,342,698
Other item of income			
Other income	6	4,631,125	6,424,739
Other items of expense			
Employee benefits expense	7	(14,260,552)	(14,442,225)
Depreciation and amortisation expense		(663,893)	(910,460)
Other expenses		(14,414,655)	(14,815,613)
Loss before tax	8	(7,261,346)	(8,400,861)
Income tax expense	9	-	-
Loss for the year, net of tax representing total comprehensive income for the year		<u>(7,261,346)</u>	<u>(8,400,861)</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2013

	Note	2013 RM	2012 RM
Non-current assets			
	10	1,725,763	1,949,723
Property, plant and equipment	11	2,310,332	2,699,177
Intangible assets	12	11,000,000	-
Investment in a subsidiary		<u>15,036,095</u>	<u>4,648,900</u>
Current assets			
Inventories	13	730,626	1,089,220
Other receivables	14	182,418	159,758
Other current assets	15	476,462	468,607
Amount due from a subsidiary	16	-	44,643
Cash and bank balances	17	<u>4,032,268</u>	<u>3,333,663</u>
		<u>5,421,774</u>	<u>5,095,891</u>
Current liabilities			
Trade and other payables	18	3,347,733	4,409,572
Other current liabilities	19	6,683,780	5,892,228
Amount due to holding company	20	7,890,563	8,151,379
Amount due to a subsidiary	16	5,527	-
		<u>17,927,603</u>	<u>18,453,179</u>
Net current liabilities		<u>(12,505,829)</u>	<u>(13,357,288)</u>
		<u>2,530,266</u>	<u>(8,708,388)</u>
Financed by:			
Share capital	21	90,500,000	72,000,000
Accumulated losses		<u>(87,969,734)</u>	<u>(80,708,388)</u>
Shareholder's equity		<u>2,530,266</u>	<u>(8,708,388)</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

	Share capital RM	Accumulated losses RM	Total RM
At 1 January 2012	72,000,000	(72,307,527)	(307,527)
Total comprehensive income for the year	-	(8,400,861)	(8,400,861)
At 31 December 2012	<u>72,000,000</u>	<u>(80,708,388)</u>	<u>(8,708,388)</u>
At 1 January 2013	72,000,000	(80,708,388)	(8,708,388)
Issued and paid up during the year	18,500,000	-	18,500,000
Total comprehensive income for the year	-	(7,261,346)	(7,261,346)
At 31 December 2013	<u>90,500,000</u>	<u>(87,969,734)</u>	<u>2,530,266</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

	2013 RM	2012 RM
Operating activities		
Loss before tax	(7,261,346)	(8,400,861)
Adjustments for:		
Amortisation of intangible assets	1,063,064	1,038,816
Depreciation	663,893	910,460
Property, plant and equipment written off	1,020	1,123
(Gain)/Loss on disposal of property, plant and equipment	(676)	1,449
Interest income	(171)	(101)
Operating cash flows before changes in working capital	<u>(5,534,216)</u>	<u>(6,449,114)</u>
Decrease in inventories	358,594	404,631
(Decrease)/Increase in other receivables	(22,660)	39,141
(Increase)/Decrease in other current assets	(7,855)	189,466
Decrease/(Increase) in amount due from a subsidiary	44,643	(2,727)
(Decrease)/Increase in trade and other payables	(1,061,839)	25,452
Increase in other current liabilities	791,552	102,654
Increase in amount due to holding company	7,239,184	3,155,863
Increase in amount due to a subsidiary	5,527	-
Net cash from/(used in) operating activities	<u>1,812,930</u>	<u>(2,534,634)</u>
Investing activities		
Additions to intangible assets	(674,219)	(982,505)
Purchase of property, plant and equipment	(440,953)	(538,635)
Proceeds from disposal of property, plant and equipment	676	7,441
Interest received	171	101
Net cash used in investing activities	<u>(1,114,325)</u>	<u>(1,513,598)</u>
Net Increase/(decrease) in cash and cash equivalents	698,605	(4,048,232)
Cash and cash equivalents at 1 January	<u>3,333,663</u>	<u>7,381,895</u>
Cash and cash equivalents at 31 December (Note 17)	<u>4,032,268</u>	<u>3,333,663</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

1. Corporate information

The principal activities of the Company are to establish all types of educational institutions, to provide courses of study or training and to hold examinations in collaboration with any institutions of higher learning for the advancement and development of education related initiatives. There have been no significant changes in the nature of these principal activities during the financial year.

The Company is a private limited liability company, incorporated and domiciled in Malaysia. The registered office of the Company is located at 51-23 Menara BHL, Jalan Sultan Ahmad Shah, 10050 Penang.

The holding and ultimate holding company is Wawasan Education Foundation, a company limited by guarantee and incorporated in Malaysia.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 29 April 2014.

2. Fundamental accounting concept

As at 31 December 2013, the Company has net current liabilities of RM12,505,828. The Company relies on its holding company for continued financial support and has obtained an undertaking from the holding company to enable it to meet its obligations and liabilities as and when they fall due.

3. Summary of significant accounting policies

3.1 Basis of preparation

The financial statements of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS") issued by the Malaysian Accounting Standards Board ("MASB"), International Financial Reporting Standards and the requirements of the Companies Act 1965 in Malaysia.

The financial statements of the Company have also been prepared on a historical basis except as disclosed in the accounting policies below.

The financial statements are presented in Ringgit Malaysia (RM).

3.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except as follows:

On 1 January 2013, the Company adopted the following new and amended MFRS and IC Interpretations mandatory for annual financial periods beginning on or after 1 January 2013.

Description	Effective for annual periods beginning on or after
Amendments to MFRS 101: Presentation of Items of Other Comprehensive Income	1 July 2012

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

3. Summary of significant accounting policies (Cont'd)

3.2 Changes in accounting policies (Cont'd)

Description	Effective for annual periods beginning on or after
MFRS 3: Business Combinations (IFRS 3: Business Combinations issued by IASB in March 2004)	1 January 2013
MFRS 127: Consolidated and Separate Financial Statements (IAS 27 as revised by IASB in December 2003)	1 January 2013
MFRS 10: Consolidated Financial Statements	1 January 2013
MFRS 11: Joint Arrangements	1 January 2013
MFRS 12: Disclosure of interests in Other Entities	1 January 2013
MFRS 13: Fair Value Measurement	1 January 2013
MFRS 119: Employee Benefits (IAS 19 as amended by IASB in June 2011)	1 January 2013
MFRS 127: Separate Financial Statements (IAS 28 as amended by IASB in May 2011)	1 January 2013
MFRS 128: Investment in Associate and Joint Ventures by IASB in May 2011)	1 January 2013
IC Interpretation 20: Stripping Costs in the Production Phase of a Surface Mine	1 January 2013
Amendments to MFRS 7: Disclosures – Offsetting Financial Assets and Financial Liabilities	1 January 2013
Annual Improvements 2009-2011 Cycle	1 January 2013
Amendments to MFRS 1: Government Loans	1 January 2013
Amendments to MFRS 10, MFRS 11 and MFRS 12: Consolidated Financial Statements, Joint Arrangements and Disclosure of Interest in Other Entities: Transition Guidance	1 January 2013

Adoption of the above standards and interpretations did not have any effect on the financial performance or position of the Company except for those discussed below:

MFRS 13: Fair Value Measurement

MFRS 13 establishes a single source of guidance under MFRS for all fair value measurements. MFRS 13 does not change when an entity is required to use fair value, but rather provides guidance on how to measure fair value under MFRS. MFRS 13 defines fair value as an exit price. As a result of the guidance in MFRS 13, the Company re-assessed its policies for measuring fair values, in particular, its valuation inputs such as non-performance risk for fair value measurement of liabilities. MFRS 13 also requires additional disclosures.

Application of MFRS 13 has not materially impacted the fair value measurement of the Company. Additional disclosures where required, are provided in the individual notes relating to the assets and liabilities whose fair values were determined.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

3. Summary of significant accounting policies (Cont'd)

3.2 Changes in accounting policies (Cont'd)

Amendments to MFRS 101: Presentation of Items of Other Comprehensive Income

The amendments to MFRS 101 introduce a grouping of items presented in other comprehensive income. Items that will be reclassified ("recycled") to profit or loss at a future point in time (eg. net loss or gain on available-for-sale financial assets) have to be presented separately from items that will not be reclassified (eg. revaluation of land and buildings). The amendments affect presentation only and have no impact on the Company's financial position or performance.

3.3 Standards issued but not yet effective

The standards and interpretations that are issued but not yet effective up to the date of issuance of the Company's financial statements are disclosed below. The Company intends to adopt these standards, if applicable, when they become effective.

Description	Effective for annual periods beginning on or after
Amendments to MFRS 132: Offsetting Financial Assets and Financial Liabilities	1 January 2014
Amendments to MFRS 10, MFRS 12 and MFRS 127: Investment Entities	1 January 2014
Amendments to MFRS 136: Recoverable Amount Disclosures for Non-Financial Assets	1 January 2014
Amendments to MFRS 139: Novation of Derivatives and Continuation of Hedge Accounting	1 January 2014
IC Interpretation 21: Levies	1 January 2014
Amendments to MFRS 119: Defined Benefit Plans: Employee Contributions	1 July 2014
Annual Improvements to MFRSs 2010-2012 Cycle	1 July 2014
Annual Improvements to MFRSs 2011-2013 Cycle	1 July 2014
MFRS 9: Financial Instruments (IFRS 9 issued by IASB in November 2009)	To be announced
MFRS 9: Financial Instruments (IFRS 9 issued by IASB in October 2010)	To be announced
MFRS 9: Financial Instruments: Hedge Accounting and amendments to MFRS 9, MFRS 7 and MFRS 139	To be announced

The directors expect that the adoption of the above standards and interpretations will have no material impact on the financial statements in the period of initial application except as discussed below:

MFRS 9 Financial Instruments

MFRS 9 reflects the first phase of work on the replacement of MFRS 139 and applies to classification and measurement of financial assets and financial liabilities as defined in MFRS 139. The standard was initially effective for annual periods beginning on or after 1 January 2013, but Amendments to MFRS 9: Mandatory Effective Date of MFRS 9 and Transition Disclosures, issued in March 2012, moved the mandatory effective date to 1 January 2015. Subsequently, on 14 February 2014, it was announced that the new effective date will be decided when the project is closer to completion. The adoption of the first phase of MFRS 9 will have an effect on the classification and measurement of the Company's financial assets, but will not have an impact on classification and measurements of the Company's financial liabilities. The Company will quantify the effect in conjunction with the other phases, when the final standard including all phases is issued.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

3. Summary of significant accounting policies (Cont'd)

3.4 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are recognised in profit or loss as incurred.

Subsequent to recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation of property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Office equipment	10 years
Laboratory equipment	5 years
Computer equipment	3 years
Furniture, fixtures and fittings	10 years
Motor vehicles	5 years
Books	5 years
IT Infrastructure	3 years
Renovation	5 years

Capital work-in progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

3.5 Subsidiary

A subsidiary is an entity over which the Company has all the following:

- (i) Power over the investee (i.e existing rights that give it the current ability to direct the relevant activities of the investee);
- (ii) Exposure, or rights, to variable returns from its investment with the investee; and
- (iii) The ability to use its power over the investee to affect its returns.

3. Summary of significant accounting policies (Cont'd)

3.5 Subsidiary (Cont'd)

In the Company's financial statements, investment in a subsidiary is accounted for at cost less impairment losses. On disposal of such investment, the difference between the net disposal proceed and its carrying amount is included in profit or loss.

The financial statements of the subsidiary have not been consolidated as the Company is a wholly owned subsidiary of Wawasan Education Foundation. However, the financial statements of the subsidiary are annexed in compliance with the Companies Act, 1965.

3.6 Impairment of non-financial assets

The Company assesses at each reporting date whether there is any indication of impairment. If any such indication exists, or when an annual impairment assessment for an asset is required, the Company makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units ("CGU")).

In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase. Impairment loss on goodwill is not reversed in a subsequent period.

3.7 Intangible assets

Development expenditure

An intangible asset arising from expenditure incurred on the development of materials for courses is recognised only when the Company can demonstrate the technical feasibility of completing the intangible asset so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the ability of resources to complete and the availability to measure reliably the expenditure during the development. Following the initial recognition of the development expenditure, the cost model is applied requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment loss. Any expenditure capitalised is amortised over the period of expected future usage of the materials for a specific course.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

3. Summary of significant accounting policies (Cont'd)

3.7 Intangible assets (Cont'd)

Development expenditure is amortised systematically over a period of five years upon the commencement of enrolment of students for the specific course.

The carrying value of development expenditure is reviewed for impairment annually when the asset is not yet in use or more frequently when an indication of impairment arises during the reporting year.

Software

Software is recognised on a cost model basis where the asset is to be carried at cost less any accumulated amortisation and accumulated impairment loss. The software is amortised over 3 years.

The carrying value is reviewed for impairment annually when the asset is not yet in use or more frequently when an indication of impairment arises during the reporting year.

Movie copyright

The movie copyright is recognised on a cost model basis where the asset is to be carried at cost less accumulated amortisation and accumulated impairment loss. The copyright is amortised over 5 years.

3.8 Inventories

Inventories are stated at the lower of cost and net realisable value.

Cost is determined using the first in, first out method. The cost of printing materials comprises costs of purchase. The costs of manual and text books comprise costs of printing materials, direct labour and other direct costs.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

3.9 Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

3. Summary of significant accounting policies (Cont'd)

3.10 Leases

As lessee

Finance leases, which transfer to the Company substantially all the risks and rewards incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased asset or, if lower, at the present value of the minimum lease payments. Any initial direct costs are also added to the amount capitalised. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged to profit or loss. Contingent rents, if any, are charged as expenses in the periods in which they are incurred.

Leased assets are depreciated over the estimated useful life of the asset. However, if there is no reasonable certainty that the Company will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life and the lease term.

Operating lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term. The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight-line basis.

As lessor

Leases where the Company retains substantially all the risks and rewards of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. The accounting policy for rental income is set out in Note 3.14(iii).

3.11 Income taxes

i. Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the tax authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

ii. Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

3. Summary of significant accounting policies (Cont'd)

3.11 Income taxes (Cont'd)

ii. Deferred tax (Cont'd)

- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

3.12 Employee benefits

i. Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013****3. Summary of significant accounting policies (Cont'd)****3.12 Employee benefits (Cont'd)****ii. Defined contribution plans**

Defined contribution plans are post-employment benefit plans under which the Company pays fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. Such contributions are recognised as an expense as incurred. As required by law, companies in Malaysia make such contributions to the Employees Provident Fund ("EPF").

3.13 Foreign currency**i. Functional and presentation currency**

The financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates ("the functional currency"). The financial statements are presented in Ringgit Malaysia (RM), which is also the Company's functional currency.

ii. Foreign currency transactions

Transactions in foreign currencies are measured in the functional currency of the Company and are recorded on initial recognition in Ringgit Malaysia at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items denominated in foreign currencies that are measured at historical cost are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items denominated in foreign currencies measured at fair value are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in profit or loss for the year.

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the year except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

3.14 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable.

i. Course and education fees

Course and education fees represent course fees, resource and service fees and processing and administrative fee net of refunds and discount allowed.

Course fees are recognised on an accrual basis whereas non-refundable, resource and services fees and processing and administrative fee are recognised in full upon commencement of the course in profit or loss for the year.

Revenue from course fees is recognised over the duration of the course.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

3. Summary of significant accounting policies (Cont'd)

3.14 Revenue (Cont'd)

ii. Interest income

Interest income is recognised on an accrual basis using the effective interest method.

iii. Rental income

Rental income is recognised on an accrual basis unless collectibility is in doubt.

3.15 Financial assets

Financial assets are recognised in the statement of financial position when, and only when, the Company has become a party to the contractual provisions of the financial instrument.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

The Company determines the classification of their financial assets at initial recognition, and the categories include financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments and available-for-sale financial assets.

i. Financial assets at fair value through profit or loss

Financial assets are classified as financial assets at fair value through profit or loss if they are held for trading or are designated as such upon initial recognition. Financial assets held for trading are derivatives (including separated embedded derivatives) or financial assets acquired principally for the purpose of selling in the near term.

Subsequent to initial recognition, financial assets at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value are recognised in profit or loss. Net gains or net losses on financial assets at fair value through profit or loss do not include exchange differences, interest and dividend income. Exchange differences, interest and dividend income on financial assets at fair value through profit or loss are recognised separately in profit or loss as part of other losses or other income.

Financial assets at fair value through profit or loss could be presented as current or non-current. Financial assets that is held primarily for trading purposes are presented as current whereas financial assets that is not held primarily for trading purposes are presented as current or non-current based on the settlement date. The Company has not designated any financial assets as at fair value through profit or loss.

ii. Loans and receivables

Financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables.

Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the loans and receivables are derecognised or impaired, and through the amortisation process.

Loans and receivables are classified as current assets, except for those having maturity dates later than 12 months after the reporting date which are classified as non-current.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013****3. Summary of significant accounting policies (Cont'd)****3.15 Financial assets (Cont'd)****iii. Held-to-maturity investments**

Financial assets with fixed or determinable payments and fixed maturity are classified as held-to-maturity when the Company has the positive intention and ability to hold the investment to maturity.

Subsequent to initial recognition, held-to-maturity investments are measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the held-to-maturity investments are derecognised or impaired, and through the amortisation process.

Held-to-maturity investments are classified as non-current assets, except for those having maturity within 12 months after the reporting date which are classified as current. The Company has not designated any financial assets as held-to-maturity investment.

iv. Available-for-sale financial assets

Available-for-sale financial assets are financial assets that are designated as available for sale or are not classified in any of the three preceding categories.

After initial recognition, available-for-sale financial assets are measured at fair value. Any gains or losses from changes in fair value of the financial assets are recognised in other comprehensive income, except that impairment losses, foreign exchange gains and losses on monetary instruments and interest calculated using the effective interest method are recognised in profit or loss. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment when the financial asset is derecognised. Interest income calculated using the effective interest method is recognised in profit or loss. Dividends on an available-for-sale equity instrument are recognised in profit or loss when the Company's right to receive payment is established.

Investments in equity instruments whose fair value cannot be reliably measured are measured at cost less impairment loss.

Available-for-sale financial assets are classified as non-current assets unless they are expected to be realised within 12 months after the reporting date. The Company has not designated any financial assets as available-for-sale.

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in profit or loss.

Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned. All regular way purchases and sales of financial assets are recognised or derecognised on the trade date i.e., the date that the Company commit to purchase or sell the asset.

3.16 Impairment of financial assets

The Company assesses at each reporting date whether there is any objective evidence that a financial asset is impaired.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

3. Summary of significant accounting policies (Cont'd)

3.16 Impairment of financial assets (Cont'd)

Trade and other receivables and other financial assets carried at amortised cost

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Company considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments. For certain categories of financial assets, such as trade receivables, assets that are assessed not to be impaired individually are subsequently assessed for impairment on a collective basis based on similar risk characteristics. Objective evidence of impairment for a portfolio of receivables could include the Company's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period and observable changes in national or local economic conditions that correlate with default on receivables.

If any such evidence exists, the amount of impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. The impairment loss is recognised in profit or loss.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables, where the carrying amount is reduced through the use of an allowance account. When a trade receivable becomes uncollectible, it is written off against the allowance account.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the cost at the reversal date. The amount of reversal is recognised in profit or loss.

3.17 Grant

Grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

3.18 Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability.

Financial liabilities, within the scope of MFRS 139, are recognised in the statement of financial position when, and only when, the Company becomes a party to the contractual provisions of the financial instrument. Financial liabilities are classified as either financial liabilities at fair value through profit or loss or other financial liabilities.

i. Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities held for trading include derivatives entered into by the Company that do not meet the hedge accounting criteria. Derivative liabilities are initially measured at fair value and subsequently stated at fair value, with any resultant gains or losses recognised in profit or loss. Net gains or losses on derivatives include exchange differences.

The Company has not designated any financial liabilities as at fair value through profit or loss.

3. Summary of significant accounting policies (Cont'd)

3.18 Financial liabilities (Cont'd)

ii. Other financial liabilities

The Company's other financial liabilities include trade payables, other payables and loans and borrowings.

Trade and other payables are recognised initially at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

Loans and borrowings are recognised initially at fair value, net of transaction costs incurred, and subsequently measured at amortised cost using the effective interest method. Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

For other financial liabilities, gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

A financial liability is derecognised when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

3.19 Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

3.20 Fair value measurement

The Company measures its financial instruments, such as, derivatives, at fair value at each reporting date. Also, fair values of financial instruments measured at amortised cost are disclosed in Note 25.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- (i) In the principal market for the asset or liability, or
- (ii) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

3. Summary of significant accounting policies (Cont'd)

3.20 Fair value measurement (Cont'd)

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

3.21 Share capital and share issuance expenses

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are declared.

3.22 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits, and short-term, highly liquid investments with a maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

4. Significant accounting judgements and estimates

(a) Judgements made in applying accounting policies

In the process of applying the Company's accounting policies, there were no significant judgements made by the Company which may have significant effect of the amounts recognised in the financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

4. Significant accounting judgements and estimates (Cont'd)

(b) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

i. Deferred tax assets

Deferred tax assets are recognised for all unutilised tax losses and unabsorbed capital allowances to the extent that it is probable that taxable profit will be available against which the losses and capital allowances can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

Assumptions about generation of future taxable profits depend on management's estimates of future cash flows. These depend on estimates of future revenue, operating costs, capital expenditure and other capital management transactions. Judgement is also required about application of income tax legislation. These judgements and assumptions are subject to risks and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact the amount of deferred tax assets recognised in the statement of financial position.

The carrying value of the Company's deferred tax assets at the reporting date is disclosed in Note 22.

ii. Depreciation of tangible and intangible assets

The cost of tangible and intangible assets are depreciated on a straight-line basis over the assets' useful lives. These are common life expectancies applied in the industry. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

5. Revenue

	2013	2012
	RM	RM
Course fees	16,452,541	14,406,390
Registration and resource fees	1,513,915	1,335,550
Lab and practicum fees	342,780	351,413
Discounts and rebates	(862,607)	(750,655)
	<u>17,446,629</u>	<u>15,342,698</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

6. Other income

	2013	2012
	RM	RM
Miscellaneous collections	747,993	556,382
Rental income	741,934	780,907
Interest income	171	101
University development operating grant	3,000,000	5,000,000
Others	141,027	87,349
	<u>4,631,125</u>	<u>6,424,739</u>

7. Employee benefits expense

	2013	2012
	RM	RM
Wages and salaries	12,499,779	12,398,549
Social security contributions	110,960	108,453
Contributions to defined contribution plan	1,475,398	1,586,265
Other benefits	174,416	348,958
	<u>14,260,552</u>	<u>14,442,225</u>

Included in employee benefits expense of the Company is director's remuneration amounting to RM180,000 (2012: RM75,000).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

8. Loss before tax

	2013	2012
	RM	RM
The following amounts have been included in arriving at loss before tax:		
After charging:		
Amortisation of intangible assets	1,063,064	1,038,818
Auditors' remuneration		
- current year	30,000	30,000
- overprovision in prior year	(5,000)	(10,000)
Directors' remuneration:	180,000	75,000
Depreciation	663,893	910,460
Loss on disposal of property, plant and equipment	-	1,449
Property, plant and equipment written off	1,020	1,123
Realised exchange loss		208
Rental of furniture & fitting	-	50
Rental of plant and equipment	43,728	38,373
Rental of premises	<u>1,573,751</u>	<u>1,432,513</u>
and crediting:		
Gain on disposal of property, plant and equipment	<u>676</u>	<u>-</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

9. Income tax expense

The reconciliation of income tax expense and the product of accounting loss multiplied by the applicable corporate tax rate for the years ended 31 December 2013 and 2012 are as follows:

	2013	2012
	RM	RM
Loss before tax	<u>(7,261,346)</u>	<u>(8,400,861)</u>
Taxation at Malaysian statutory tax rate of 25% (2012: 25%)	(1,815,337)	(2,100,215)
Expenses not deductible for tax purposes	29,546	38,691
Utilisation of current year business loss for group relief	538,797	476,059
Deferred tax assets not recognised on unutilised tax losses and unabsorbed capital allowances	1,246,994	1,585,465
Income tax expense recognised in profit or loss	<u>-</u>	<u>-</u>

Domestic current income tax is calculated at the Malaysian statutory tax rate of 25% (2012 : 25%) of the estimated assessable profit for the year.

Tax losses are analysed as follows:

Unutilised tax losses carried forward	66,064,500	62,075,795
Unabsorbed capital allowances carried forward	<u>13,478,815</u>	<u>12,975,990</u>

The unutilised tax losses and unabsorbed capital allowances are available for offsetting against future taxable profits subject to no substantial change in shareholdings of the Company under the Income Tax Act, 1967 and guidelines issued by the tax authorities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

10. Property, plant and equipment

	2013										Total RM
	Office and laboratory equipment RM	Computer equipment RM	Furniture, fixtures and fittings RM	Motor vehicles RM	Books RM	Infrastructure RM	IT renovation RM	Office work-in progress RM	Capital work-in progress RM		
Cost											
At 1 January 2013	818,782	2,308,648	292,711	678,522	1,317,835	4,875,848	368,679	301,604	10,962,629		
Additions	51,150	39,604	-	-	51,639	67,614	56,838	174,108	440,953		
Disposals	-	(35,342)	-	-	-	-	-	-	(35,342)		
Written off	(3,400)	-	-	-	-	-	-	-	(3,400)		
At 31 December 2013	866,532	2,312,910	292,711	678,522	1,369,474	4,943,462	425,517	475,712	11,364,840		
Accumulated depreciation											
At 1 January 2013	382,208	2,175,072	121,780	678,522	895,979	4,650,883	108,462	-	9,012,906		
Charge for the year	103,949	79,072	29,271	-	179,362	190,853	81,386	-	663,893		
Disposals	-	(35,342)	-	-	-	-	-	-	(35,342)		
Written off	(2,380)	-	-	-	-	-	-	-	(2,380)		
At 31 December 2013	483,777	2,218,802	151,051	678,522	1,075,341	4,841,736	189,848	-	9,639,077		
Net carrying amount											
At 31 December 2013	382,755	94,108	141,660	-	294,133	101,726	235,669	475,712	1,725,763		

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

10. Property, plant and equipment (Cont'd)

2012	Cost	Office and laboratory equipment		Computer equipment		Furniture, fixtures and fittings		Motor vehicles		Books	IT Infrastructure	Office renovation	Capital work-in-progress	Total
		RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
At 1 January 2012	683,172	2,519,219	295,682	678,522	1,217,205	4,811,862	260,900	258,288	10,724,850					
Additions	135,755	66,293	20,876	-	100,630	63,986	107,779	43,316	538,635					
Disposals	-	(264,000)	(21,314)	-	-	-	-	-	(285,314)					
Written off	(145)	(12,864)	(2,533)	-	-	-	-	-	(15,542)					
At 31 December 2012	818,782	2,308,648	292,711	678,522	1,317,835	4,875,848	368,679	301,604	10,962,629					
Accumulated depreciation														
At 1 January 2012	292,345	2,318,751	105,658	615,487	686,645	4,335,268	39,135	-	8,393,289					
Charge for the year	89,948	133,185	30,016	63,035	209,334	315,615	69,327	-	910,460					
Disposals	-	(264,000)	(12,424)	-	-	-	-	-	(276,424)					
Written off	(85)	(12,864)	(1,470)	-	-	-	-	-	(14,419)					
At 31 December 2012	382,208	2,175,072	121,780	678,522	895,979	4,650,883	108,462	-	9,012,906					
Net carrying amount														
At 31 December 2012	436,574	133,576	170,931	-	421,856	224,965	260,217	301,604	1,949,723					

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

11. Intangible assets

	Development expenditure RM	Software RM	Copyright RM	Total RM
2013				
Cost				
At 1 January 2013	5,261,003	2,557,738	162,703	7,981,444
Additions	633,709	40,510	-	674,219
At 31 December 2013	<u>5,894,712</u>	<u>2,598,248</u>	<u>162,703</u>	<u>8,655,663</u>
Accumulated amortisation				
At 1 January 2013	2,876,578	2,273,017	132,672	5,282,267
Amortisation	851,197	204,359	7,508	1,063,064
At 31 December 2013	<u>3,727,775</u>	<u>2,477,376</u>	<u>140,180</u>	<u>6,345,331</u>
Net carrying amount				
At 31 December 2013	<u>2,166,937</u>	<u>120,872</u>	<u>22,523</u>	<u>2,310,332</u>
2012				
Cost				
At 1 January 2012	4,400,143	2,473,633	125,163	6,998,939
Additions	860,860	84,105	37,540	982,505
At 31 December 2012	<u>5,261,003</u>	<u>2,557,738</u>	<u>162,703</u>	<u>7,981,444</u>
Accumulated amortisation				
At 1 January 2012	2,073,029	2,059,860	110,562	4,243,451
Amortisation	803,549	213,157	22,110	1,038,816
At 31 December 2012	<u>2,876,578</u>	<u>2,273,017</u>	<u>132,672</u>	<u>5,282,267</u>
Net carrying amount				
At 31 December 2012	<u>2,384,425</u>	<u>284,721</u>	<u>30,031</u>	<u>2,699,177</u>

12. Investment in a subsidiary

	2013 RM	2012 RM
Unquoted shares in Malaysia, at cost	<u>11,000,000</u>	<u>-</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

12. Investment in a subsidiary (Cont'd)

Details of the subsidiary incorporated in Malaysia, is as follows:

Name of Subsidiary	Principal activities	Proportion of ownership interest	
		2013 %	2012 %
Disted Pulau Pinang Sdn. Bhd.	To provide post secondary and tertiary education	100	-

13. Inventories

	2013 RM	2012 RM
At cost:		
Printing materials	47,689	33,028
Manuals and text books	682,937	1,056,192
	<u>730,626</u>	<u>1,089,220</u>

14. Other receivables

	2013 RM	2012 RM
Deposits	175,538	157,493
Other receivables	6,880	2,265
Total other receivables	<u>182,418</u>	<u>159,758</u>
Amount due from a related company	-	44,643
Cash and bank balances (Note 17)	<u>4,032,268</u>	<u>3,333,663</u>
Total loans and receivables	<u>4,214,686</u>	<u>3,538,064</u>

15. Other current assets

	2013 RM	2012 RM
Prepayments	<u>476,462</u>	<u>468,607</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

16. Amount due from/(to) a subsidiary

This amount is unsecured, non-interest bearing and is repayable upon demand.

17. Cash and bank balances

	2013	2012
	RM	RM
Cash at bank and on hand	2,232,268	1,393,663
Repo with a licensed bank	1,800,000	1,600,000
Fixed deposits with a licensed bank	-	340,000
	<u>4,032,268</u>	<u>3,333,663</u>

The interest rates earned during the financial year and the maturities of deposits as at 31 December 2013 are as follows:

	Interest rate % per annum		Maturities (days)	
	2013	2012	2013	2012
Repo	2.50	2.00 - 2.80	18-31 days	3-30 days
Fixed deposits	<u>-</u>	<u>3.10 - 3.15</u>	<u>-</u>	<u>31 days</u>

18. Trade and other payables

	2013	2012
	RM	RM
Current		
Trade payables:		
Third parties	<u>114,554</u>	<u>175,115</u>
Other payables		
Accruals	2,416,710	3,240,439
Other payables	816,469	994,018
	<u>3,233,179</u>	<u>4,234,457</u>
Total trade and other payables	<u>3,347,733</u>	<u>4,409,572</u>
Amount due to holding company (Note 20)	7,890,563	8,151,379
Amount due to a related company	5,527	-
Total financial liabilities carried at amortised cost	<u>11,243,823</u>	<u>12,560,951</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

18. Trade and other payables (Cont'd)

18.1 Trade payables

Trade payables are non-interest bearing and the normal trade credit term granted to the Company is 30 days (2012: 30 days).

18.2 Other payables

Other payables are non-interest bearing and are normally settled on an average term of 30 days (31.12.2012: 30 days).

19. Other current liabilities

	2013	2012
	RM	RM
Deferred income	6,462,875	5,680,061
Provision for unutilised leave	220,905	212,167
	<u>6,683,780</u>	<u>5,892,228</u>

Deferred income represents unearned courses fee, unearned tuition fee and other income which are amortised over the duration of the courses.

19.1 Provision for unutilised leave

	2013	2012
	RM	RM
At 1 January	212,167	232,298
Addition/(Utilisation) during the year - net	8,738	(20,131)
At 31 December	<u>220,905</u>	<u>212,167</u>

20. Amount due to holding company

The amount is unsecured, interest free and have no fixed term of repayment.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

21. Share capital

	Number of shares		Amount		Number of shares		Amount	
	Ordinary shares of RM1 each 2013	Irredeemable Preference shares of RM1 each 2013	Ordinary shares 2013 RM	Irredeemable Preference shares 2013 RM	Ordinary shares of RM1 each 2012	Irredeemable Preference shares of RM1 each 2012	Ordinary shares 2012 RM	Irredeemable Preference shares 2012 RM
Authorised:								
At 1 January / 31 December	150,000,000	50,000,000	150,000,000	50,000,000	150,000,000	50,000,000	150,000,000	50,000,000
Issued and fully paid:								
At 1 January	72,000,000	-	72,000,000	-	72,000,000	-	72,000,000	-
Issued during the year, at par	18,500,000	-	18,500,000	-	-	-	-	-
At 31 December	90,500,000	-	90,500,000	-	72,000,000	-	72,000,000	-

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

21. Share capital (Cont'd)

During the financial year, the Company increased its issued and paid up ordinary share capital from RM72,000,000 to RM90,500,000 by way of issuance of 18,500,000 ordinary shares of RM1 each, at par to Wawasan Education Foundation:

- (a) in full satisfaction of the consideration of RM11,000,000 in respect of the Company's purchase of the entire shareholding of Disted Pulau Pinang Sdn. Bhd. from Wawasan Education Foundation; and
- (b) by capitalising RM7,500,000, being part of the amount owing to Wawasan Education Foundation.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

The holder of ordinary shares is entitled to receive dividends as declared from time to time and is entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

Irredeemable Preference Shares

The Irredeemable Preference Shares ("IPS") shall confer on their holders thereof the following rights and privileges and be subject to the following conditions:

- (i) The IPS are not redeemable and convertible into ordinary shares of the Company.
- (ii) All IPS issued shall rank parri-passu or equally with each other regardless of the date of issuance. The issuance of IPS in tranches will not be deemed to vary the rights of existing IPS issued by the creation or issuance of further IPS ranking equally with each other.
- (iii) The right to receive out of the profits of the Company's dividends the amount of which shall be determined and declared by the Board of Directors of the Company. Such IPS shall rank in regards to payment of dividend and return of capital in priority to all other shares for the time being of the Company. There is no fixed dividend rate or right.
- (iv) Subject to Section 148 of the Companies Act, 1965 the IPS holders shall not have any right to vote at any general meetings.
- (v) The IPS holders shall have the right to receive notice, of, to be present and to vote, either in person or by proxy, at any general meeting of the Company or by way of written notice if:
 - at the date of the notice or requisition to convene the meeting where the dividends or any part thereof which have been declared by the Board of Directors of the Company remains unpaid for more than 12 months after the date of declaration of dividends; or
 - any resolution is proposed for the winding-up of the Company, in which case the IPS holders may only then vote at such general meeting on the election of a chairman and any motion for adjournment and the resolution for winding-up; or
 - the proposition to be submitted to the meeting that abrogates or varies or otherwise directly effects the special rights and privileges attaching to the IPS; or
 - any resolution is proposed to reduce the Company's share capital.

On a show of hands every holder of IPS present in person shall have one vote and on a poll every such holder present in person or by proxy shall have one vote for every IPS held by the holder. Save as aforesaid the IPS shall confer no further rights to vote or to participate in the profits or assets of the Company.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

21. Share capital (Cont'd)

- (vi) The IPS holders are not entitled to participate in the distribution of surplus assets and profit beyond the dividends declared.
- (vii) The right on winding-up or other return of capital to repayment together with the dividend, to the holders of any other shares in the capital of the Company, of
- the amounts paid up on the IPS held by them (including any premium); and
 - any arrears or accruals of the fixed dividends on the IPS held by them, whether declared or earned, or not, calculated down to the date of such repayment.

22. Deferred tax

	2013	2012
	RM	RM
Deferred tax	-	-
Presented after appropriate offsetting as follows:		
Deferred tax liabilities	553,722	676,684
Deferred tax assets	(553,722)	(676,684)
	-	-

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:

	At	Recognised	At
	1 January	in profit	31 December
	2013	or loss	2013
	RM	RM	RM
Deferred tax liabilities			
Property, plant and equipment	676,684	(122,962)	553,722
Deferred tax assets			
Unabsorbed capital allowances	(676,684)	122,962	(553,722)
	-	-	-

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

22. Deferred tax (Cont'd)

	At 1 January 2012 RM	Recognised in profit or loss RM	At 31 December 2012 RM
Deferred tax liabilities			
Property, plant and equipment	882,248	(205,564)	676,684
Deferred tax assets			
Unabsorbed capital allowances	(882,248)	205,564	(676,684)
	<u>-</u>	<u>-</u>	<u>-</u>

22.1 Deferred tax assets not recognised

Deferred tax assets have not been recognised in respect of the following items:

	2013 RM	2012 RM
Unutilised business losses	66,064,000	62,076,000
Unabsorbed capital allowances	11,274,000	10,260,000
Other deductible temporary differences	69,000	83,000
	<u>69,000</u>	<u>83,000</u>

23. Commitments

(a) Capital commitment

	2013 RM	2012 RM
Capital expenditure:		
Approved but not accounted for	1,178,000	823,000
	<u>1,178,000</u>	<u>823,000</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

23. Commitments (Cont'd)

(b) Operating lease commitments - as lessee

Future minimum rentals payable under non-cancellable operating leases at the reporting date are as follows:

	2013	2012
	RM	RM
Not later than 1 year	950,302	1,059,592
Between 1 year to 5 years	427,056	1,198,978
Later than 5 years	429,100	490,400
	<u>1,806,458</u>	<u>2,748,970</u>

(c) Operating lease commitments - as lessor

The Company has entered into sub-leases on properties leased from its ultimate holding company, Wawasan Education Foundation. These non-cancellable sub-leases have remaining lease terms of between two and thirty years.

Future minimum rentals receivable under non-cancellable operating leases at the reporting date are as follows:

	2013	2012
	RM	RM
Not later than 1 year	543,862	567,371
Between 1 year to 5 years	198,000	883,269
Later than 5 years	-	1,440,735
	<u>741,862</u>	<u>2,891,375</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

24. Related party disclosures

- (a) In addition to the transactions detailed elsewhere in the financial statements, the Company has the following transactions with related parties during the financial year:

	2013	2012
	RM	RM
Advances from holding company	9,589,033	7,500,000
Rental paid to holding company	761,912	761,900
Rental paid to a subsidiary	63,654	57,960
Rental paid to a related party		
- Cempaka Sdn. Bhd. *	86,940	86,940
Rental received from a subsidiary	198,000	198,000
Share expenses paid by a subsidiary	75,628	76,877
Tax loss utilised by a subsidiary	538,797	476,059
University development operating grant received from holding company	<u>3,000,000</u>	<u>5,000,000</u>

* Dato' Lim Kheng Guan is a director of Cempaka Sdn. Bhd.

Related company is a company within the Wawasan Education Foundation Group.

Information regarding outstanding balances arising from related party transactions as at 31 December 2013 are disclosed in Note 16 and Note 20.

(b) Compensation of key management personnel

The remuneration of directors and other members of key management during the year was as follows:

	2013	2012
	RM	RM
Short term employee benefits	589,208	551,896
Post-employment benefits:		
- Defined contribution plan	<u>70,717</u>	<u>60,801</u>
	<u>659,925</u>	<u>612,697</u>

Included in the total compensation of key management personnel are:

Director's remuneration	<u>180,000</u>	<u>75,000</u>
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

25. Fair value of financial instruments

- (a) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value

As at 31 December 2013, the Company does not have any financial instruments where the fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value.

- (b) **Determination of fair value**

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Other receivables (current)	14
Amount due from a related company	16
Trade and other payables (current)	18
Amount due from/(to) a subsidiary	16
Amount due to holding company	20

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to their short-term nature.

26. Financial risk management objectives and policies

The Company's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Company's businesses whilst managing its credit risk, interest rate risk, foreign currency risk and liquidity risk. The Board reviews and agrees policies for managing each of these risks and they are summarised below. It is, and has been throughout the year under review, the Company's policy that no trading in derivative financial instruments shall be undertaken except for the use of hedging instruments where appropriate and cost-efficient. The Company does not apply hedge accounting.

The following sections provide details regarding the Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

26. Financial risk management objectives and policies (Cont'd)

(a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations.

The Company does not have any significant exposure to any individual customer or counterparty nor does it have any major concentration of credit risk related to any financial instruments.

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Company's financial instruments will fluctuate because of changes in market interest rates.

The Company had no interest rate risk relating to interest bearing debt and had no substantial long term interest bearing assets as at 31 December 2012. The investments in financial assets are mainly short term and fixed rate in nature.

(c) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Company has transactional currency exposure arising from the grant received from The International Development Research Center (IDRC) that are denominated in a currency other than the functional currency of the Company. The foreign currencies in which these transactions are denominated are mainly United States Dollars ("USD") and Canadian Dollars ("CAD").

There are no balances denominated in a currency other than the functional currency of the Company as at the reporting date.

Sensitivity analysis for foreign currency risk

At the reporting date, there is no significant impact on the Company's profit net of tax arising from a possible change in the major foreign exchange rates against the functional currency of the Company, with all other variables held constant.

(d) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting financial obligations due to shortage of funds.

The Company manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all repayment and funding needs are met. As part of its overall prudent liquidity management, the Company maintains sufficient levels of cash or cash convertible investments to meet its working capital requirements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013**

26. Financial risk management objectives and policies (Cont'd)

(d) Liquidity risk (Cont'd)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

2013	on demand or within one year RM	Over one year RM	Total RM
Financial liabilities			
Trade and other payables (current)	3,347,733	-	3,347,733
Amount due to holding company	7,890,563	-	7,890,563
Amount due to a subsidiary	5,527	-	5,527
	<u>11,243,823</u>	<u>-</u>	<u>11,243,823</u>
2012			
Financial liabilities			
Trade and other payables (current)	4,409,572	-	4,409,572
Amount due to holding company	8,151,379	-	8,151,379
	<u>12,560,951</u>	<u>-</u>	<u>12,560,951</u>

27. Capital management

The primary objective of the Company's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Company manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the years ended 31 December 2013, 31 December 2012 and 1 January 2012.



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