



the people's university

Biennial Report 2010 - 2011





CONTENTS

2	Board of Governors Chairman's Message	25	Regional Office Directors
3 - 5	Vice Chancellor's Message	26 - 42	Academic Profile
6 - 9	The Continuing Years of WOU	43 - 46	Academic Support
10	Vision, Mission & Values	47 - 57	Operational Support
11	Governance	58 - 59	Strategic Partnerships
12	Chancellor	60 - 61	Conferences & Workshops
13	Governance Structure	62	Public Talks
14 - 15	Wawasan Education Foundation	63	Arts Events
16 - 18	The Council	64	Towards A Quality Environment
19	International Advisory Board	65	Corporate Social Responsibility Initiatives
20	Organisational Structure	66	Student Enrolment & Graduation
21 - 22	The Senate	67	Study Grants & Scholarships
23 - 24	Management Board	68 - 108	Financial Statements

BOARD OF GOVERNORS CHAIRMAN'S MESSAGE



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

I am pleased to present the biennial report for the years 2010 and 2011 of the Wawasan Open University on behalf of the Board of Governors of the University. This is in compliance with the expectations of the Wawasan Education Foundation and the Ministry of Higher Education, Malaysia. This is also the third such report of the University, which was established in 2006 under the Private Higher Educational Institutions Act 1996 (Act 555) of the Government of Malaysia.

The work recorded and reported by the University was mostly carried out during the governance of the Wawasan Open University Council, under the chairmanship of Tun Dr Lim Keng Yaik, the force behind the setting up of this University with the noble aims as articulated eloquently by the Vice Chancellor Prof Dato' Dr Wong Tat Meng in his report.

In compliance with the new constitution mandated by the Ministry of Higher Education, Malaysia the Council of the Wawasan Open University ceased to exist as of 31 July 2011. The Board of Governors of the University of which I have the pleasure of chairing has replaced it.

This report records the accomplishments and achievements of the University during the last biennium (2010-2011). It is a proud record of a University that has clearly established itself as a provider of quality higher education using distance education methods suited to the work and lifestyle of adult Malaysians. The accreditation of the University's initial offer of 13 programmes at the undergraduate and postgraduate levels by the Malaysian Qualifications Agency, as well as the respect of regional and global peers are testaments to both the quality and dynamism of the University's leadership and staff. These last two years and the three before it have laid the foundations for orderly growth and progress of the University in the ever-expanding higher education sector of Malaysia. While the University has come a long way, this report also signals its preparation to meet the challenges of the future with confidence and knowledge that its mission is noble and its goals achievable.

I commend this report for your reading.

VICE CHANCELLOR'S MESSAGE



Prof Dato' Dr Wong Tat Meng

*Vice Chancellor & Chief Executive Officer
Wawasan Open University*

The period January 2010 to December 2011 saw the University maturing as an established provider of higher education for the country's adult workforce, while developing a high reputation nationally and regionally for the quality of the learning experience it provides to students, its quality assurance systems and practices as well as the quality of the programmes it offers. During this period, active student enrolment continued to grow at a healthy rate. The year on year growth for the period averaged an encouraging 22%. Fee revenue grew at an annual rate of 24% to reach RM14.07 million for financial year 2011.

During the second half of 2010, the University's reputation for quality received a welcome boost when the Malaysian Qualifications Agency (MQA), in a nationwide review of the academic performance of all public and private universities and university colleges using nine (9) standards and widely accepted areas of evaluation, awarded the University with 27 commendations, 12 affirmations and identified only two minor items where improvements were recommended. For a young institution that had not quite produced its first batch of graduates, this was a very commendable achievement indeed.

Similarly, the reputation of the University among its ODL peers was boosted by the election of its Vice Chancellor as President of the well-established Asian Association of Open Universities (AAOU).

The AAOU is a 25-year-old organisation whose membership includes all the major Open Universities of Asia as well as many major Open Universities from Europe, America, Africa and Oceania. In 2010, total students enrolled in this 64 institution-membered organisation exceeded 12 million.

It is thus a great honour for WOU to be leading this well-established and highly reputable organisation. As the lead institution of AAOU, WOU's profile has been considerably enhanced in the eyes of the global ODL community.

The period also saw us increasing our programme offerings from 14 in July 2009 to 39 by the end of 2011. These programmes are offered at sub-degree, degree and postgraduate levels to meet the diverse needs of the Malaysian adult workforce. We have also increased our geographical coverage through the establishment of our first Regional Office in Kuching to bring educational opportunities to the adults of East Malaysia, and an additional Regional sub-office at Bandar Utama to better serve the students in the Klang Valley. Meanwhile, the quality of our learner support services has been further enhanced by the introduction of new facilities such as the online submission of assignments and online re-enrolment of courses together with online fee payment facilities for those with credit cards for continuing students. These were all generally well received by our students.

VICE CHANCELLOR'S MESSAGE



23 October 2010 was a very auspicious day during our University's short history as it marked our inaugural convocation for the conferment of degrees for graduates of the Commonwealth Executive Master of Business Administration (CeMBA) programme. In a modest but dignified and meaningful ceremony held at the Penang Campus, a total of 38 MBA graduates proudly walked across the stage to receive their scrolls. Of these, six were admitted through the 'Open entry admission system'.

The inaugural convocation ceremony signalled our 'coming of age' as an institution of higher learning. In our second convocation ceremony, we witnessed the graduation of our four pioneering graduates of the Commonwealth Executive Master of Public Administration (CeMPA) programme together with the second batch of 76 CeMBA graduates. We are proud to add another 80 highly motivated and trained individuals to the country's talent pool as these talented individuals are not only knowledgeable and highly skilled but they are enriched by many years of workplace experience!

In November 2010, we were saddened by the passing of our founding Chancellor, Tun Dr Lim Chong Eu. He was an extraordinary statesman who was well respected by the community. The University is much indebted to him for his enthusiastic support as well as his wise counsel and guidance. The loss of the late Tun Lim was somewhat ameliorated when Tun Dr Lim Keng Yaik accepted the University's invitation to serve as its 2nd Chancellor.

Tun Dr Lim Keng Yaik's appointment as Chancellor was very well received by the wider Malaysian community as it was his great vision and tenacity that led to the establishment and rapid growth of WOU as a quality Higher Education Provider. We look forward to benefitting from his vast experience and visionary leadership for many more years to come. As Chairman of the University's Council from 2005 to 2010, Tun 'LKY' was noted for his 'hands off' leadership approach, ensuring that the University was provided with the necessary resource support while never interfering in the institution's academic policies and operational processes. Hopefully, the University's governing board will continue with Tun Dr Lim's enlightened leadership approaches that has facilitated the institution's rapid development during the early years. Tun Dr Lim's formal installation took place on 19 November 2011, which was followed by the University's second convocation ceremony that saw the graduation of our pioneer batch of 70 Bachelor's degree holders.

Prior to the convocation, news was received from the MQA regarding the award of accreditation status for the initial suite of 11 Bachelor's degree programmes first offered in 2007 and for the CeMPA programme. These programmes that had earlier undertaken the full accreditation exercise were all awarded full accreditation status by the MQA and subsequently accorded recognition by the Public Service Department [Jabatan Perkhidmatan Awam (JPA)], thereby confirming the quality and recognition of the University's academic programmes. With both MQA accreditation and JPA recognition secured, there should no longer be any concerns by the Malaysian workforce and their employers as to the quality of the programmes offered by WOU. Over the next few years, other WOU programmes are expected to follow this course of development as more of our students currently enrolled into other programmes will complete their studies and graduate.

VICE CHANCELLOR'S MESSAGE



On 18 November 2011, we also welcomed the formal establishment of the WOU Alumni Association with the holding of its inaugural Annual General Meeting attended by some 42 founding members. I congratulate 2010 CeMBA graduate Harry Ho on his election as the Alumni's founding President. We look forward to working closely with him and his Executive Committee on the future development of the University.

In compliance with Ministry of Higher Education (MOHE) guidelines, the University adopted a new Constitution and a new Board of Governors was appointed in November 2011 to replace the former Council as the University's top policy-making body. WOU founding Vice Chancellor Tan Sri Emeritus Prof Dr Gajaraj Dhanarajan was appointed Chairman of the Board, which included distinguished individuals from both academia and industry. We welcome this development and look forward to working with the Board of Governors to take the institution to the next stage of development.

WOU's reputation has grown internationally and the University currently leads the AAOU and has also established strong partnerships with global organisations such as the Commonwealth of Learning (COL) and UNESCO.

In the last quarter of 2011, WOU was the proud host of the 25th AAOU Annual Conference attended by more than 300 ODL leaders, practitioners and researchers from all over the region.

Through international events and partnerships such as these, we aim to continuously enhance academic standards, equip ourselves with current knowledge and implement best practices in ODL for the benefit of our students and their employers.

The recognition of our qualifications by the JPA following the award of full accreditation status by the MQA provides a springboard for us to offer our programmes through partnership with third parties both within the country as well as across the region. The management is currently exploring such opportunities with interested parties and expects to launch these programmes during the 2012-13 reporting period.

Meanwhile, the University will continue to expand our programme offerings as well as focus on improving the quality of our students' learning experience and the efficiency of our operational processes to ensure the realisation of our vision and mission of increasing access and bringing quality and affordable education to the working adults of Malaysia.

THE CONTINUING YEARS OF WOU



WOU Media Appreciation Night
2 June 2010



Reporters have fun at WOU Media Appreciation Night
2 June 2010



CEMCA training workshop at WOU
21 - 25 June 2010



Education for World Futures talk by PACE in Penang
5 Aug 2010



WOU hosts CeMBA/CeMPA meeting
9 Aug 2010



Inaugural convocation of first batch of
CeMBA graduates
23 Oct 2010



Tun Dr Lim Keng Yaik at WOU's inaugural
convocation dinner
23 Oct 2010



WOU senior lecturer Ishan Abeywardena speaks on
virtual collaboration
25 Nov 2010

THE CONTINUING YEARS OF WOU



Tutor Convention
27 Nov 2010



Providing investment strategies at WOU
public talk on finance
6 Jan 2011



Panel speakers at forum on science and maths in
English (PPSMI) as an option
7 Jan 2011



Crowd at public forum on PPSMI
7 Jan 2011



WOU signs MoU with JCI
8 Jan 2011



Chien Cheng pays tribute to his late father,
Tun Dr Lim Chong Eu
23 Jan 2011



VIPs at tribute to the late Tun Dr Lim Chong Eu
23 Jan 2011



Exhibition on the life and times of Tun Dr Lim Chong Eu
23 Jan 2011

THE CONTINUING YEARS OF WOU



Renaming as Tun Dr Lim Chong Eu Digital Library
23 Jan 2011



Industry endorsement for WOU's MBA programmes
19 May 2011



Developers at official launch of MBA in Construction Management
19 May 2011



Industry leaders support MBA in Manufacturing and Production Management
19 May 2011



Saras Pillay of Befrienders Penang talks on depression and suicide
27 July 2011



Dr Lai Fong Hwa (Penang Hospital) shares on treatments for depression
27 July 2011



COL Regional Focal Points Meeting
25 - 27 Sept 2011



WOU hosts AAOU Annual Conference
28 - 30 Sept 2011

THE CONTINUING YEARS OF WOU



WOU grabs top honours at 25th AAOU Annual Conference
28 - 30 Sept 2011



Minister in the Prime Minister's Department, Tan Sri Dr Koh Tsu Koon, closes AAOU Conference
30 Sept 2011



WOU holds workshop for parents
1 Oct 2011



Relay for Life Penang
1 Oct 2011



Prof Indira Parikh shares insights on youths
12 Oct 2011



Official Opening of Kuching Regional Office
8 Nov 2011



Installation of Tun Dr Lim Keng Yaik as WOU Chancellor
19 Nov 2011



2nd Convocation - inaugural batch of Bachelor's degree graduates
19 Nov 2011

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:

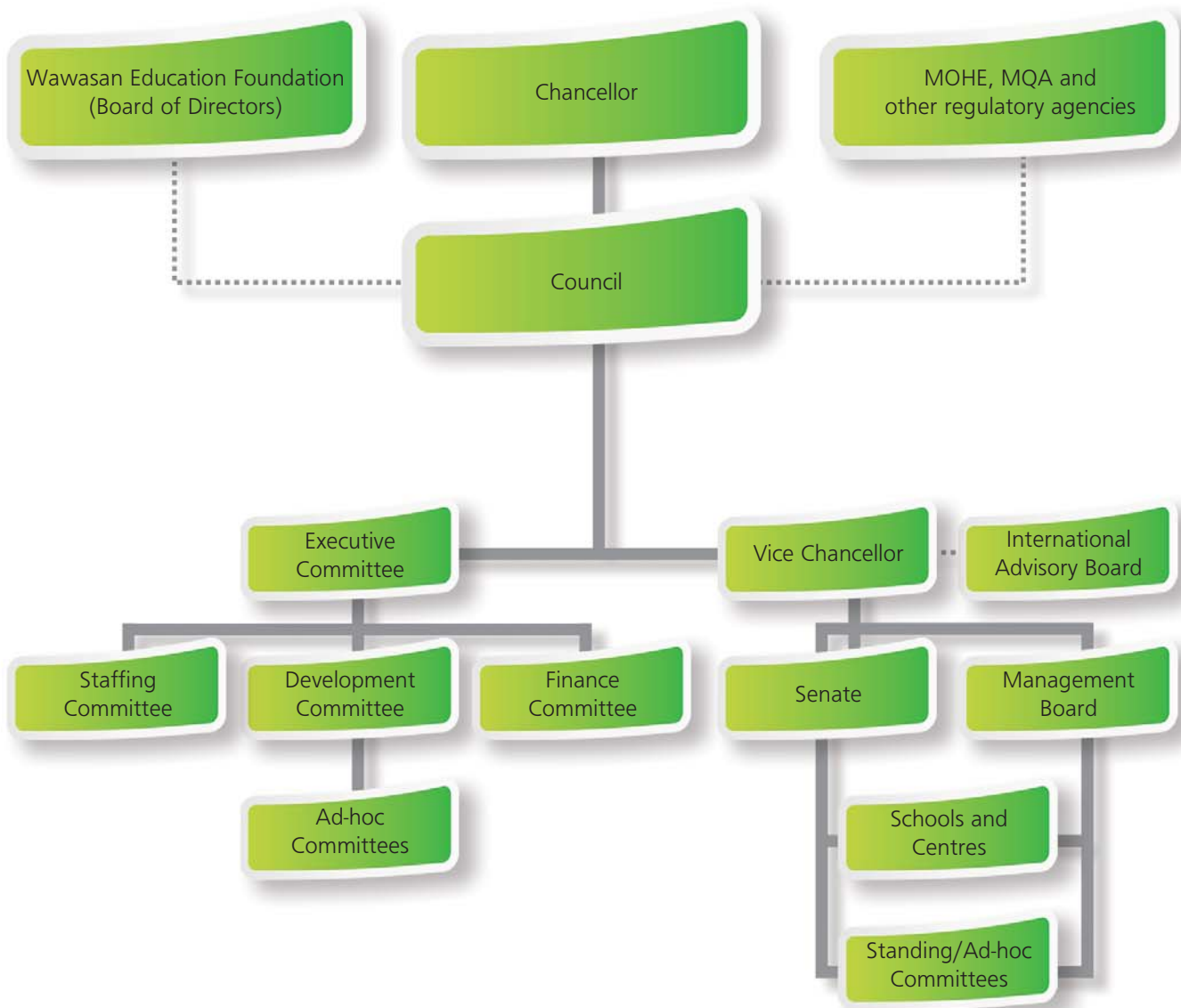
- Accountability - the University's academic and operational bodies are ultimately accountable to the Council and Board of Directors of the WEF;
- Transparency - full records of all University Authority meetings are archived and available for inspection;
- A clearly defined system of 'checks and balances'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

In accordance with the new WOU Constitution that was revised to comply with a Ministry of Higher Education (MOHE) directive, a Board of Governors was formed in November 2011 to replace the role played by the former Council.



Tun Dr Lim Keng Yaik
Chancellor of Wawasan Open University

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 Dr 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 a/l
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

Tun Dr Lim Keng Yaik

Chairman,
Immovable Assets, Parti Gerakan Rakyat Malaysia

Dato' Seri Chia Kwang Chye

Vice President,
Parti Gerakan Rakyat Malaysia

Dato' Seri Kerk Choo Ting

Former Deputy President,
Parti Gerakan Rakyat Malaysia

Tan Sri Emeritus Prof Dr Gajaraj Dhanarajan

Chairman, Board of Governors,
Wawasan Open University

Tan Sri Dr Koh Tsu Koon

Minister in the Prime Minister's Department
President, Parti Gerakan Rakyat Malaysia

Dato' Dr Teng Hock Nan

Vice President,
Parti Gerakan Rakyat Malaysia

Datuk Ng Chiang Chin @ Ng Wang

Treasurer,
Parti Gerakan Rakyat Malaysia

Dato' Seri Stephen Yeap Leong Huat

Chairman,
Heng Lee Group of Companies

Dato' Dr Sharom Ahmat

Member, Board of Governors,
Albukhary International University

THE COUNCIL



Tun Dr Lim Keng Yaik

- Chairman, Immovable Assets, Parti Gerakan Rakyat Malaysia



Dato' Seri Chet Singh a/l Karam Singh

- Director, Penang Institute



Prof Dato' Dr Wong Tat Meng

- Vice Chancellor/Chief Executive Officer, Wawasan Open University



Tan Sri Emeritus Prof Dr Gajaraj Dhanarajan

- Chairman, Board of Governors, Wawasan Open University



Dato' Dr R Thillainathan

- Chairman, Financial Committee
- Independent Non-Executive Director, Genting Berhad



Dato' Dr Freezailah Che Yeom

- Chairman, Staffing Committee
- Chairman, Malaysian Timber Certification Council

THE COUNCIL



Dato' Boonler Somchit

- Chief Executive Officer, Penang Skills Development Centre (PSDC)



Dato' Dr Leong Yueh Kwong

- Chair, Centre for Environment and Sustainability Studies, Penang Institute



Dato' Dr Mahani Zainal Abidin

- Chief Executive Officer, Institute of Strategic and International Studies (ISIS), Malaysia



Dato' Dr Michael Yeoh

- Founder/Chief Executive Officer/Director, Asian Strategy & Leadership Institute (ASLI)



Dato' Seri Nazir Ariff

- Executive Director, Ivory Properties Group



Emeritus Prof Dato' Dr C P Ramachandran

THE COUNCIL



Ms Rinalia Abdul Rahim

- Managing Director,
Compass Rose Sdn Bhd



Ms Janice Yeap Liew Kee

- Senior Vice President,
CIMB Group (till April 2011)



Mr R Padmanathan

- Secretary to Council
(till August 2011)



Prof Dr Wong Poh Kam

- Prof, NUS Business School & Director,
NUS Entrepreneurship Centre



Dato' Dr Tan Tat Wai

- Group Managing Director,
Southern Steel Berhad

INTERNATIONAL ADVISORY BOARD

The International Advisory Board connects WOU to the heart of the international ODL community. IAB members are all globally-recognised experts 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

President and Chief Executive Officer,
Commonwealth of Learning,
Canada



Prof Dr Jim Taylor

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



Prof Dr Brenda Gourley

Former Vice Chancellor, The Open University,
United Kingdom



Prof Dr Duk Hoon Kwak

President, EBS (Korean Educational
Broadcasting System),
Seoul

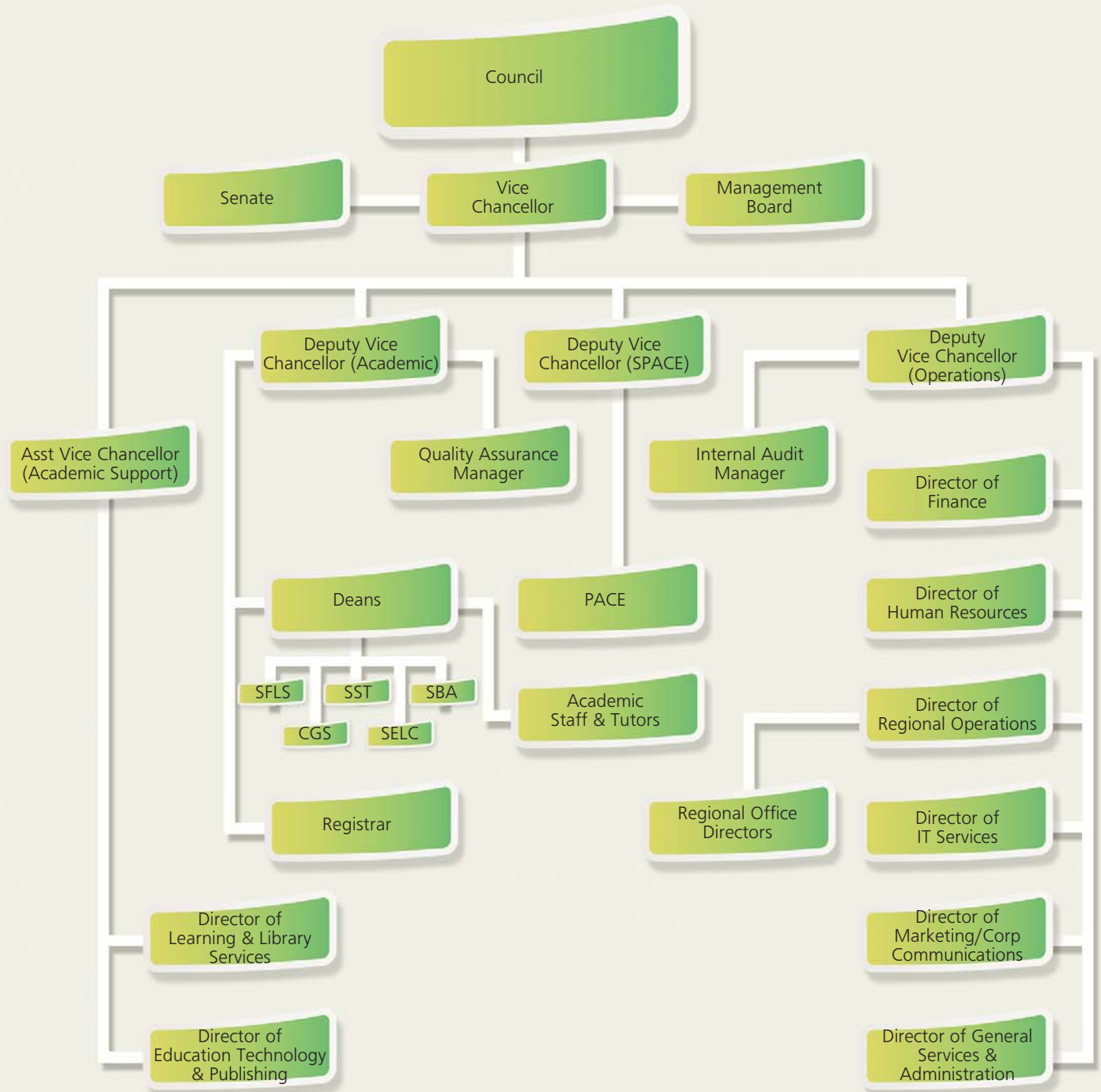


Prof Dr Tian Belawati

Rector, Universitas Terbuka
Indonesia



ORGANISATIONAL STRUCTURE



THE SENATE



**Prof Dato' Dr Wong
Tat Meng**

Vice Chancellor



Prof Dato' Dr Ho Sinn Chye

Deputy Vice Chancellor
(Academic)



Dr Seah Soo Aun

Deputy Vice Chancellor
(Operations)



Mr U K Menon

Deputy Vice Chancellor
(Strategy, Planning & Continuing
Education)



Prof Dr Mohandas B Menon

Assistant Vice Chancellor
(Academic Support)



Prof Dr Chee Kim Loy

Dean,
School of Business & Administration &
Acting Director, Centre for Graduate
Studies (till Oct 2011)



**Prof Dr Mogana
Dhamotharan**

Dean,
School of Education, Languages and
Communications (till Dec 2011)



Prof Dr Tham Choy Yoong

Dean,
School of Science & Technology



Dr S Nagarajan

Acting Dean,
School of Foundation & Liberal Studies



Mr Yeong Sik Kheong

Registrar



Pn Kamsiah Mohd Ali

Director,
Learning & Library Services



Ms Grace Lau Pee Hoay

Director,
Educational Technology & Publishing

THE SENATE



Mr Tan Pooi See

Senior Manager,
Information Technology Services



Ms Chua Saw Nee

Director,
Finance



Dr Andy Liew Teik Kooi

Manager,
Quality Assurance



**Prof Dr Phalachandra
Bhandigadi**

Professor,
Educational Technology &
Publishing



**Ms Jasmine Selvarani
Emmanuel**

Senior Lecturer,
School of Foundation & Liberal Studies



Mr Prakash Arumugam

Senior Lecturer,
School of Business & Administration



**Mr Vincent
Chung Sheng Hung**

Lecturer,
School of Science & Technology



Ms Sovindar Kaur

Deputy Registrar



Dr Koo Wee Kor

President,
DISTED College

MANAGEMENT BOARD



**Prof Dato' Dr Wong
Tat Meng**

Vice Chancellor



Prof Dato' Dr Ho Sinn Chye

Deputy Vice Chancellor
(Academic)



Dr Seah Soo Aun

Deputy Vice Chancellor
(Operations)



Mr U K Menon

Deputy Vice Chancellor
(Strategy Planning & Continuing
Education)



Prof Dr Mohandas B Menon

Assistant Vice Chancellor
(Academic Support)



Prof Dr Chee Kim Loy

Dean,
School of Business & Administration
& Acting Director, Centre for
Graduate Studies (till Oct 2011)



**Prof Dr Mogana
Dhamotharan**

Dean,
School of Education, Languages and
Communications (till Dec 2011)



Prof Dr Tham Choy Yoong

Dean,
School of Science & Technology



Dr S Nagarajan

Acting Dean,
School of Foundation & Liberal Studies



Mr Yeong Sik Kheong

Registrar



Mr Andrew Joseph

Director,
General Services & Administration



Pn Kamsiah Mohd Ali

Director,
Learning & Library Services

MANAGEMENT BOARD



Ms Grace Lau Pee Hoay

Director,
Educational Technology & Publishing



Mr Chong Kong Hoong

Director,
Regional Operations



Ms Chua Saw Nee

Director,
Finance



Ms Shirley Khoo

Director,
Human Resources



Mr Tan Pooi See

Senior Manager,
Information Technology Services



Dr Andy Liew Teik Kooi

Manager,
Quality Assurance



Mr Ong Tong Keong

Senior Manager,
Internal Audit



Ms Lillie See Tai Lee

Head,
Marketing & Communications

REGIONAL OFFICE DIRECTORS



Ms Ching Huey Ling

Director,
Ipoh Regional Office



En Azly Yong Abdullah

Director,
Kota Bharu Regional Office



Pn Nooraini Youp

Director,
Kuala Lumpur Regional Office



Dr Ng Peng Long

Director,
Johor Bahru Regional Office



Mr K Manoharan

Director,
Penang Regional Office



Mr Jimmy Chai

Director,
Kuching Regional Office



Ms Janet Khaw

Head,
Bandar Utama Regional Support Office

ACADEMIC PROFILE



SCHOOL OF BUSINESS & ADMINISTRATION (SBA)

Overview

The School was headed by the Dean, Prof Dr Chee Kim Loy, until October 2011. There are 16 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 eight Bachelor of Business (Hons) programmes, 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) (Corporate Administration)
- Bachelor of Business (Hons) in Entrepreneurship & 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
- 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 two Master's programmes:

- Commonwealth Executive Master of Business Administration (CeMBA)
- Commonwealth Executive Master of Public Administration (CeMPA)

New Programmes

A new undergraduate programme in Bachelor of Management (Hons) with Psychology and Post-Graduate Diploma in Business Administration were developed and submitted to the Malaysian Qualifications Agency (MQA) for approval.

ACADEMIC PROFILE

Highlights

SBA's initial offering of six Bachelor of Business programmes and CeMPA have completed the first cycle and were fully accredited by the MQA.

SBA's inaugural batch of 54 Bachelor of Business (Hons) students graduated on 19 November 2011, during the 2nd Convocation.

The Bachelor of Business (Hons) in Accounting has been accredited by the Chartered Institute of Management Accountants (CIMA) and by CPA Australia.

The Bachelor of Business (Hons) in Accounting fulfils the eligibility requirements for the Malaysian Institute of Accountants (MIA) Qualifying Examination. However, graduates are required to submit their applications to the MIA Examination Committee for consideration.

The Bachelor of Business (Hons)(Corporate Administration) has been granted exemptions by MAICSA. Holders of the degree will need to complete four subjects by examination, namely Corporate Administration, Corporate Governance, Corporate Financial Management, and Company Secretaryship to obtain the ICSA International Qualifying Scheme.

The Graduate Diploma in Corporate Administration has also been granted exemptions by MAICSA. Holders of the graduate diploma will need to complete four subjects by examination, i.e. Business Accounting, Business Finance, Business Strategies and Business Ethics to obtain the MAICSA Professional Diploma in Corporate Administration (PDCA). The MAICSA PDCA is a feeder route to the ICSA International Qualifying Scheme.

Aspirations

SBA will continue to invite senior academics to be Visiting Fellows, as their participation in the various activities of the academic life at the School through seminars, training and course development, enriches SBA's academic programmes.

SBA will continue to pursue professional body exemptions from Chartered Institute of Logistics and Transportation (CILT, UK) and Chartered Institute of Marketing (CIM, UK). The School also intends to offer new programmes - Bachelor of Business (Hons) in Human Resource Management and Bachelor of Business (Hons) in Hospitality and Tourism Management.

Finally, SBA aims to increase its research activities. SBA's academic staff were encouraged to publish articles and attend international conferences. In 2010, five SBA academic staff were selected to represent the School at the AAOU conference in Vietnam. For the period 2010 - 2011 there was an increase in publications - five journal publications and 12 national and international conference proceedings.



ACADEMIC PROFILE



Research, Publications & Consultancy

Conference Proceedings

Kang, A G, K Jeyaraman and Soh Keng Lin (2011). *Issues and Intention to Use Rapid in Malaysia: A Conceptual Model of Public Bus Services*. The 9th Asian Academy of Management International Conference, Penang, Malaysia.

Loo, Choo Hong (2011). *Specific Commentary on ISAE 3410, Assurance Engagements on Greenhouse Gas Statements*. Submitted to the Malaysian Institute of Accountants.

Loo Choo Hong and Tung Lai Cheng (2011). *A Case Study on How Non-Accounting Students Present an Accounting Case in an Open Distance Learning Environment: Wawasan Open University Perspective*, 25th Annual Conference of the Asian Association of Open Universities (AAOU), Penang, Malaysia.

Tung Lai Cheng and Chong Fook Suan (2011). *Factors Affecting Students' Tardiness in an ODL Environment: A Comparison Study on Structured and Non-Structured Delivery Methods*, 25th Annual Conference of the Asian Association of Open Universities (AAOU), Penang, Malaysia.

Lilian Yap and Lum Li Sean (2011). *Factors Motivating Adult Learners in their Selection Choice for Further Education: A Study from a Postgraduate Fair in Penang*, 25th Annual Conference of the Asian Association of Open Universities (AAOU), Penang, Malaysia.

Lum Li Sean and Goh Pei Ling (2011). *Motivating the Open Distance Learner in Wawasan Open University: The Learning, Teaching and Support Environment*, 25th Annual Conference of the Asian Association of Open Universities (AAOU), Penang, Malaysia.

Thamil Durai a/l Chelliah, Ch'ng Huck Khoon and Tun-Pin, Chong (2010). *Implementation of Service Learning Awareness and Values in Contemporary Open Distance Learning*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.

Loo Choo Hong, Ch'ng Huck Khoon and Goh Pei Ling (2010). *The Comprehension Level of Accounting Courses for Students from the Chinese Medium of Education: the Wawasan Open University Experience*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.

Ch'ng Huck Khoon, Goh Pei Ling, and Nakesvari a/p Shanmugam (2010). *Distance Learning Acceptance among Conventional Academicians in Malaysia*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.

ACADEMIC PROFILE



Teoh Ai Ping, Aw Yoke Cheng and K Manoharan, (2010). *Students Interaction in the Online Learning Management Systems: A Comparative Study of Undergraduate and Postgraduate Courses*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.

Ch'ng Huck Khoon, Chong Weng Kai and Nakesvari a/p Shanmugam (2010). *A Study of Job Satisfaction among Private Colleges Lecturers in Penang, Malaysia*, International Conference on Business, Economics and Tourism Management (CBETM 2010), Singapore. (Indexed by Thomson ISI).

Kang A G, Intan Osman and Noor Hazlina Ahmad (2010). *Women Entrepreneurs in SMEs: Linking Entrepreneurial Orientation, Founder Competencies and Entrepreneurial Success*. The 8th Asian Academy of Management International Conference, Kuantan, Malaysia.

Loo, Choo Hong (2010). *The Acceptance of Taxation as A Means of Promoting Good Environmental Practices in Malaysia: Research Summary*, Post Graduate Conference and Colloquium at Indian Institute of Management, Indore, India.

Loo, Choo Hong (2010). *Young Enterprise Programme Liquidation Workshop Notes*, Dell Asia Pacific Customer Care Centre for 2010, Young Enterprise Programme, Penang, Malaysia.

Loo, Choo Hong (2010). *A Comparative Study on the Environmental Taxation Policy in Malaysia as Compared to British and Australian models*, 1st National Conference on Natural Resources for Conservation of Natural Resources and Sustainable Development, Kelantan, Malaysia.

Prakash V Arumugam (2010). *Flight Risk: Identifying Potential Dropouts*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.

Choy Johnn Yee, Ng Cheng San and Ch'ng Huck Khoon (2010). *A Study on Malaysia Consumer Perception Towards Buying an Automobile*, 5th Knowledge Management International Conference, Kuala Terengganu, Malaysia. (Indexed by Thomson ISI).

Journals

Choy Johnn Yee, Ng Cheng San and Ch'ng Huck Khoon (2011). *A Study on Malaysia Consumer Perception Towards Buying an Automobile*, American Journal of Economics and Business Administration Vol. 3, Issue 1, 47-57. (Indexed in Cabell and EBSCO)

Malcolm Foo Heap Huat, Ch'ng Huck Khoon and Ong Hock Siong (2011). *The Adoption of Multimedia Education among Educators of Private Colleges in the State of Penang*, International Journal for the Advancement of Science & Arts (IJASA), Special Edition Issue.



ACADEMIC PROFILE

Ch'ng Huck Khoon, W K Chong and Nakesvari (2010). *The Satisfaction Level of Penang Private Colleges Lecturers*, International Journal of Trade, Economics, and Finance (IJTEF), Vol. 1 No. 2, 168-172.

Aw, Y C, Teoh, A P and Eaw, H C (2010). Book Review E-Commerce 2009: Business, Technology, and Society, International Journal of Business Science and Applied Management, Vol. 5, Issue 1.

Wu, B, Teoh, A P and Ye, C M (2010). *A Comparative Study of Learning Patterns of Learners' Interaction in the Learning Management Systems: The Case of China and Malaysia*, Cases on Technological Adaptability and Transnational Learning: Issues and Challenges, IGI Global, U.S.A.

Consultancy

Chee Kim Loy (2008). Strategic Planning Review of the Sultan Hassanal Foundation 2008-2013

Facilitated a series of studies to review the strategic direction for the Sultan's Foundation mission which involves education services, welfare services and business venture.

Chee Kim Loy (2007). Strategic Planning: Corporate Map of the Royal Brunei Police Force 2007-2016

Facilitated a strategic planning team of senior police officers to forge a new direction in transforming the Brunei police force in order to meet the future challenges of policing in the next decade. This is the first strategic planning effort of the police force in 20 years.

ADVISORY PEER GROUP

Prof Dr Koh Hian Chye

Dean and Professor, School of Business, SIM University, Singapore.

Prof Dr Muhamad Jantan

Director, Corporate and Sustainable Development Division, 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.

Assoc Prof Dr Ooi Keng Boon

Dean & Associate Professor, Department of Economics, Faculty of Business & Finance, UTAR Perak Campus, Kampar.

Dato' Ooi Sang Kuang

Deputy Governor, Bank Negara Malaysia (BNM).

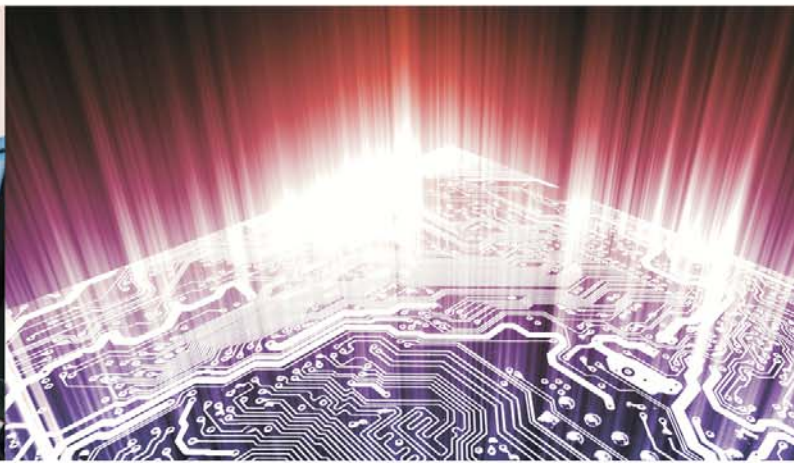
Dr Veerinderjeet Singh

CPA Australia and Executive Committee Chairman/ Managing Director, Taxand Malaysia Sdn Bhd; Malaysian Institute of Accountants, Malaysian Institute of Certified Public Accountants (MICPA), Chartered Tax Institute of Malaysia (formerly known as Malaysian Institute of Taxation).

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.

ACADEMIC PROFILE



SCHOOL OF SCIENCE & TECHNOLOGY (SST)

Overview

The School of Science and Technology (SST) continuously strives to ensure that its suite of academic programmes remain relevant and meet market demand in the k-economy.

There are currently 14 full time academic staff, trained in engineering and technology disciplines including electronics, computer science, information and communication technology (ICT), construction, manufacturing, and mathematics. The School also has two administrative support staff. The School is headed by the Dean, Prof Dr Tham Choy Yoong.

The School's current total active student enrolment stands at 1,076. SST currently offers 2 Master's degrees, 12 Bachelor of Technology with Honours degrees and three Graduate Diplomas as listed below:

- 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 Computing and Intelligent Systems

- Bachelor of Technology (Hons) in Construction Management
- Bachelor of Technology (Hons) in Database Management
- Bachelor of Technology (Hons) in Electronic Commerce
- Bachelor of Technology (Hons) in Electronics
- Bachelor of Technology (Hons) in Information and Communications Technology (ICT)
- 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 Telecommunication

New programmes

In addition to the above-mentioned ongoing postgraduate and undergraduate programmes, six new programmes are being developed:

- Master of Philosophy (MPhil) and Doctor of Philosophy (PhD) by research
- Master of Technology in Networks and Mobile Systems
- Master of Engineering in Electronic Systems
- Bachelor of Technology (Hons) in Mechatronics
- Bachelor of Technology (Hons) in Property and Facilities Management

ACADEMIC PROFILE

The choice and composition of these new programmes were driven by the projected needs of the nation as well as the needs of WOU's prospective students. These new programmes are targeted to be launched in 2012/13 when approval from the Ministry of Higher Education (MOHE) has been obtained.

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.

Highlights

- The School's initial five Honours degree programmes - Electronics, Information and Communications Technology, Computer Systems and Networks, Computing and Intelligent Systems, and Electronic Commerce - were successfully granted full accreditation by the Malaysian Qualifications Agency (MQA).
- The first cohort of 16 graduates completed their studies in June 2011 and received their degrees in November 2011.
- The two new Master's programmes - MBA in Manufacturing and Production Management and MBA in Construction Management - were well received, with over 50 students enrolled into the first cohort of intake in 2011.
- In line with the School's aims to bolster research, six staff members are currently pursuing their PhD studies.



- The School has taken up licences to conduct the Microsoft Technology Associate (MTA) certification tests for students, tutors and staff. Currently, test centres have been set up in Johor Bharu and Penang with more test centres in the pipeline for 2012.

Industry Collaboration

SST continued to strengthen its links with industry through a number of initiatives:

- Collaboration with the League of Extraordinary Developer's Challenge (LEDC) of Celcom Axiata Berhad, where SST staff and students attended a workshop and submitted projects through the LEDC's programme with a view to commercialisation.
- In June 2011, SST and Celcom Axiata Berhad jointly organised a two-day workshop on BlackBerry device programming at the Main Campus. This workshop was the second ever in the country and the first in Penang.

Academic Collaboration

In 2011, SST has provided assistance to Albukhary International University in the planning of Foundation programme courses in the area of mathematics and computing.

ACADEMIC PROFILE



Research & Publications

Conference Proceedings

Ishan Sudeera Abeywardena (2011). *Development of faboodle to interact on moodle through facebook*, 24th International Council for Open and Distance Education (ICDE) Conference, Bali, Indonesia.

Ghanshyam Kumar Singh (2011). *Implementation of Electronics Principles Course Module in a Virtual Learning Environment*, 24th International Council for Open and Distance Education (ICDE) Conference, Bali, Indonesia.

Ishan Sudeera Abeywardena and Tham Choy Yoong (2011). *Implementation of Facebook Study Groups as Supplements for Learning Management Systems (LMS) in Adult ODL Environments*, 25th Annual Conference of the Asian Association of Open Universities (AAOU), Penang, Malaysia.
(This paper was awarded the Gold Medal for Best Paper.)

Ean-Teng Khor and Sheng-Hung Chung (2011). *Web-based Dynamic Presentations in Learning Management System for Distance Education*, 25th Annual Conference of the Asian Association of Open Universities (AAOU), Penang, Malaysia.
(This paper was awarded Gold Medal for the AAOU Young Innovator Award.)

Ghanshyam Kumar Singh (2011). *Giving Enhanced Learning Experiences Through e-Learning on Solid State Semiconductor Devices Course*, 25th Annual Conference of the Asian Association of Open Universities (AAOU), Penang, Malaysia.

Ishan Sudeera Abeywardena and Ho Sinn Chye (2010). *Development of a computer-aided ODL Course Development Tracking System*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.
(This paper was awarded the Silver Medal for Best Paper during the conference.)

Sheng-Hung Chung and Ean-Teng Khor (2010). *Mobile Agents Approach for Transaction Processing in Mobile Database Systems - Mobile Learning Environment*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.
(This paper was awarded Gold Medal for the AAOU Young Innovator Award.)

Ean-Teng Khor and Sheng-Hung Chung (2010). *XML/XSLT-based technologies in SCORM-compliant e-learning for ODL learning support*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.
(This paper was shortlisted for the AAOU Young Innovator Award.)

Rajasegeran (2010). *Continuous Assessment in Distant Learning: Assessment or Enhancement Tool*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.

Kim Ho Yeap, Choy Yoong Tham, Kee Choon Yeong, Eng Hock Lim, and Koon Chun Lai (2010). *Electromagnetic wave propagation in microstrip transmission lines*, 1st International Conference on Fundamental and Applied Sciences, Kuala Lumpur, Malaysia.

ACADEMIC PROFILE

Ishan S Abeywardena and Ghanshyam K Singh (2010). *A Virtual Project Approach to ODL Courses*, IEEE International Conference on Engineering Education, Kuala Lumpur, Malaysia.

Ghanshyam K Singh and Ishan S Abeywardena (2010). *Curriculum design and delivery at Wawasan Open University*, IEEE International Conference on Engineering Education, Kuala Lumpur, Malaysia.

Journals

Kim Ho Yeap, Koon Chun Lai, Choy Yoong Tham, Kee Choon Yeong, and Eng Hock Lim (2011). *Electromagnetic Wave Propagation in Microstrip Transmission Lines*, Journal of Applied Sciences, Vol 11, Issue 7, 1376 - 1380.

Ishan Sudeera Abeywardena and Ho Sinn Chye (2011). *Development of a computeraided ODL Course Development Tracking System (CDTS)*, Asian Association of Open Universities Journal, Vol 6.

Ghanshyam K Singh and K N Tripathi (2010). *Rh-B doped polymeric Optical waveguide for Integrated Optics*, Optik, International Journal of Light & Electron Optics, Vol 121, Issue 7, 633 - 636.

Kim Ho Yeap, Choy Yoong Tham, Kee Choon Yeong, and Eng Hock Lim (2010). *Full wave analysis of normal and superconducting microstrip transmission lines*, Frequenz Journal of RF-Engineering and Telecommunications, Vol 64, 59 - 66.

K H Yeap, C Y Tham, K C Yeong, and H J Woo (2010). *Wave propagation in lossy and superconducting circular waveguides*, Radioengineering Journal, Proc. of Czech and Slovak Technical Universities, Vol 19, 320 - 325.

K H Yeap, C Y Tham, K C Yeong, Y T Yong, and K H Chong (2010). *Propagation near cutoff frequency in a lossy rectangular waveguide*, International Journal of Electronics, Computer & Communications Technologies, Universiti Tenaga Nasional, Vol 1(1), 26 - 30.

Ean-Teng Khor, and Sheng-Hung Chung (2010). *Performance Evaluation of Conceptual Model Instance (CMI) Data for e-Learning Multimedia Presentations in SCORM Run-Time Environment*, Asian Association of Open Universities Journal, Vol 5, No 2, 78 - 89.

Book chapters

Kim Ho Yeap, Choy Yoong Tham, Ghassan Yassin, and Kee Choon Yeong, *Propagation in Lossy Rectangular Waveguides* in Ahmed Kishk (ed.) *Electromagnetic Waves Propagation in Complex Matter*, InTech Open Access Publisher, 2011.

ADVISORY PEER GROUP

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.

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.

ACADEMIC PROFILE



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.

SELC is located at the Kuala Lumpur Regional Office. Prof Dr Malachi Edwin Vethamani was dean from May 2009 - February 2011. Professor Dr Mogana Dhamotharan served as dean from March - December 2011, with five academics and an administrative executive. The present dean is Prof Dr Rahil Mahyuddin.

Programmes

The Bachelor of Education (Hons) in Primary Education (BEPE) programme was offered from July 2010 to provide in-service teachers the opportunity for professional upgrading without having to leave their workplace, families or geographical location.

This 120-credit programme will appeal to primary school teachers and those interested in teaching young children. Graduates from this programme can seek appointments as graduate teachers in primary schools or undertake postgraduate studies to advance their career in the field of education.

The Post-Graduate Diploma in Education (PGDE) programme was also offered from July 2010 and is designed to meet the needs of an increasing number of graduates from various disciplines who have entered into the teaching profession without any formal qualifications in education. This 33-credit programme will provide both pedagogical content and skills for graduates from various disciplines to upgrade the quality of their teaching.

The Bachelor of Arts (Hons) in English Studies (BAES) programme was offered from January 2011 and is designed to meet market needs for students who are competent and proficient in the English Language. This 120-credit programme also equips graduates with the overall understanding and knowledge in the field of English Studies.

ACADEMIC PROFILE



Aspirations

The School, in collaboration with the Centre for Graduate Studies (CGS), plans to offer postgraduate programmes at the Master's and doctoral levels. The Master of Education (MEd TESL), Master of Philosophy (MPhil) and Doctor of Philosophy (PhD) programmes will be offered in July 2012.

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

Rahil Mahyuddin (2011). *The Relationship between influencing Factors and the Implementation of Early Intervention Programme: The Possibility of Open Distance Learning*, ICDE Conference 2011, Bali, Indonesia.

Vighnarajah (2011). *E-Learning & Organisational Transformation: Are we heading in the right direction?*, 1st International Professional Managers Conference (IPMC), Kuala Lumpur.

Mogana Dhamotharan (2010). *Liberal Studies and the Emerging Ultimate Learner in the Proceedings*, 24th Annual Conference of the Asian Association of Open Universities (AAOU), Hanoi, Vietnam.

Journals

Azadeh Azghari and Ghazali Mustapha (2011). *Vocabulary Attrition Among Adult Persian Learners*, *Pertanika, Journal of Social Sciences & Humanities*, 19 (1).

Azadeh Azghari and Ghazali Mustapha (2011). *Language Learning Strategies Used by UPM students*. *Pertanika, Journal of Social Sciences & Humanities*, 2011.

Rahil Mahyuddin (2010). *The Correlation Between Communication and Social Skills Among Early Schoolers in Malaysia*, *Pertanika, Journal of Social Sciences & Humanities*, 18 (10): 167 - 174.

Rahil Mahyuddin (2010). *Achievement Motivation and Self Efficacy in Relation to Adjustment Among University Students*, *Journal of Social Science (USA)*, 6 (3): 333 - 339.

Rahil Mahyuddin (2010). *The Relationship Between Coping and University Adjustment and Academic Achievement Amongst First Year Undergraduates in a Malaysian Public University*, *International Journal of Arts & Sciences (IJAS)*, 3 (11): 379 - 392.

Rahil Mahyuddin (2010). *Relationships between university students' achievement motivation, attitude and academic performance in Malaysia*, *Procedia - Social and Behavioral Sciences Journal*, 2(2): 4906 - 4910.



ACADEMIC PROFILE

Azadeh Azghari and Ghazali Mustapha (2010). *Vocabulary attrition among Adult learners in Iran*, English Language Teaching Journal, 3 (4).

Looi Lin En and Ghazali Mustapha (2010). *Enhancing Writing Ability Through Multiple Intelligence Strategies*, Pertanika, Journal of Social Sciences & Humanities, Vol 18 (5).

Sharifah Seha Syed Aziz Baftim and Ghazali Mustapha (2010). *Infusion of Thinking Skills in English Language Instructional development at Tertiary Level*. PERTANIKA, Journal of Social Sciences & Humanities Vol 18 (5).

Yahya Othman and Ghazali Mustapha (2010). *Comprehension Process iMetacognitive Perspective Among University Students*, EDUCARE - International Journal of Educational Studies 2 (2).

Lalita Sinha (2010). *Lessons in Engagement from a Malay Classic: The Translation of Syair Siti Zubaidah Perang China*, Kajian Malaysia, Journal Of Social Sciences And Humanities, 28 (1).

Academic Books

Lalita Sinha (ed). *Rainbows of Malay Literature & Beyond. Penang*, Universiti Sains Malaysia Press, 2011.

Book Chapters

Lalita Sinha. *Introduction* in Lalita Sinha (ed) *Rainbows of Malay Literature and Beyond: Festschrift in Honour of Professor Dato' Md Salleh Yaapar*. Penang, Universiti Sains Malaysia Press, 2011.

Lalita Sinha. *In Contemplation of the Beyond: Selected Poems from Ayn and Gitanjali in a Comparative Perspective* in Sinha, L (ed) *Rainbows of Malay Literature and Beyond: Festschrift in Honour of Professor Dato' Md Salleh Yaapar*. Penang, Universiti Sains Malaysia Press, 2011.

Lalita Sinha. *The Way of The Warrior: Battling Issues of Interlok with the Sword of Wisdom*, Special Issue of Malay Literature: Nov - Dec 2011.

Vighnarajah, Wong and Kamariah Abu Bakar. *Enriching Quality of Self Regulated Learning through Technology-Enhanced Learning Environments: A Malaysian Case Study* in Dettori, G & Persico, D (eds) *Fostering Self Regulated Learning through ICT*. Hershey, PA, 2011.

Vighnarajah, Wong and Kamariah Abu Bakar. *Realisation of e-learning from the Malaysian perspective* in Das, K (eds) *ODL System in Transition: Experiences and Reflections*. New Delhi: Vikas Publishing House Pvt Ltd, 2010.

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

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

Dr Azian T S Abdullah

Director, Southeast Asian Ministers of Education Organisation - Regional Centre for Education in Science and Mathematics (SEAMEO RECSAM), Penang.

Dato' Tang Hon Yin

Former Director of Education, Penang

ACADEMIC PROFILE



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 Acting Dean Dr S Nagarajan and has three full time faculty members and three adjuncts.

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. Courses from other clusters/disciplines will be included at a later date.

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 human 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 offered from July 2010. This programme has been 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, the 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 and public seminars. A 48-hour course on *Communication Skills for the Workplace* was conducted for staff of WOU, DISTED College and Heng Lee & Company from July to September 2010.

ACADEMIC PROFILE



The events held in 2011 were the public talk with Befrienders Penang on *Understanding Depression and Suicide* presented by Dr Lai Fong Hwa (Consultant Psychiatrist, Penang Hospital), and the *Baby Love Music/Toddler Music Magic* workshop by Jasmin Khor (Asian region trainer for the Baby Love Music programme).

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

Jasmine Emmanuel

Emmanuel, J (2011). *Undergraduate students at the WOU Penang Learning Centre: Some preliminary findings*. 25th Annual Conference of the Asian Association of Open Universities (AAOU), Penang, Malaysia.

Emmanuel, J (2011). *Using the Pearson eCollege Learning Outcome Manager in assessing learning outcome mastery in an Advanced Writing Skills course: Lessons learnt from the pilot project*. 25th Annual Conference of the Asian Association of Open Universities (AAOU), Penang, Malaysia.

Book of Readings

Emmanuel, J (2011) A book of readings from selected papers presented at ICTLHE2009 entitled: *Improving feedback of students in Open Distance Learning Courses: Current practices and new directions*.

Conference Proceedings

S Nagarajan

Pramela Krish and Nagarajan, S (2011). *Supporting distance learners through effective tutor feedback*. Asian Literacy Conference, Penang, 11 - 13 October 2011.

Journal Article

Bunnell, T, Nagarajan, S and Willford, A (2010). *From the margins to centre stage: Indian demonstration effects and Malaysia's political landscape*, Urban Studies 47 (6): 1257 - 1278.

ADVISORY PEER GROUP

Dato' Dr Sharom Ahmat

Prof Dato' Anwar Fazal

Director, Right Livelihood College, Centre for Policy Research & International Studies (CenPRIS), USM

Prof Dato' Dr Ghulam-Sarwar Yousof

Adjunct Prof, Cultural Centre, Universiti Malaya

Dr Lalitha Jeyasingam

Palliative Care Physician, National Cancer Society of Malaysia, Penang Branch

Daro' 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

ACADEMIC PROFILE



CENTRE FOR GRADUATE STUDIES (CGS)

Overview

The Centre for Graduate Studies (CGS) was established in May 2007 to coordinate and assist in the management of WOU's postgraduate programmes. CGS's mission is to provide leadership and support for postgraduate education and WOU's expanding research endeavours.

Currently, together with all the Schools, CGS manages the following postgraduate programmes:

- Post-Graduate Diploma in Education
- Commonwealth Executive Master of Business Administration (CeMBA)
- Commonwealth Executive Master of Public Administration (CeMPA)
- Master of Business Administration in Construction Management (MBA-CM)
- Master of Business Administration in Manufacturing and Production Management (MBA-MPM)

WOU is the only Malaysian institution 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, Canada.

New programmes

Over the next two years the University plans to offer the following programmes:

- Post-Graduate Diploma in Business Administration
- Master of Education
- Master of Philosophy (Science, Engineering, Technology/Management and Business/Arts, Humanities and Social Science/Education)
- Doctor of Philosophy (Science, Engineering, Technology/Management and Business/Arts, Humanities and Social Science/Education)
- Doctorate of Business Administration (DBA)

Milestones

In 2010, the CeMBA programme was fully accredited by the MQA, while the CeMPA programme received full accreditation in 2011. CeMBA has also received recognition from the Public Service Department (JPA).

The first batch of 38 CeMBA students successfully graduated on 23 October 2010, during the inaugural convocation.

The second batch of 76 CeMBA and four CeMPA students successfully graduated on 19 November 2011, during the inaugural convocation.

ACADEMIC PROFILE



Residential School and Intensive Training for Graduate Students

In 2010 and 2011, CGS and SBA continued to organise the Residential School-cum-Project Workshop (RSPW) for its postgraduate students who would be undertaking the compulsory 6-credit project course in their Master's programmes.

This two-day training programme which is held every semester incorporates two keynote addresses from captains of industry, and workshops conducted on practical aspects of a research project.

From 2010, the RSPW included a half-day session on SPSS training to enable students to familiarise themselves with the software and to learn to analyse data (SPSS software is available in all the Regional Offices).

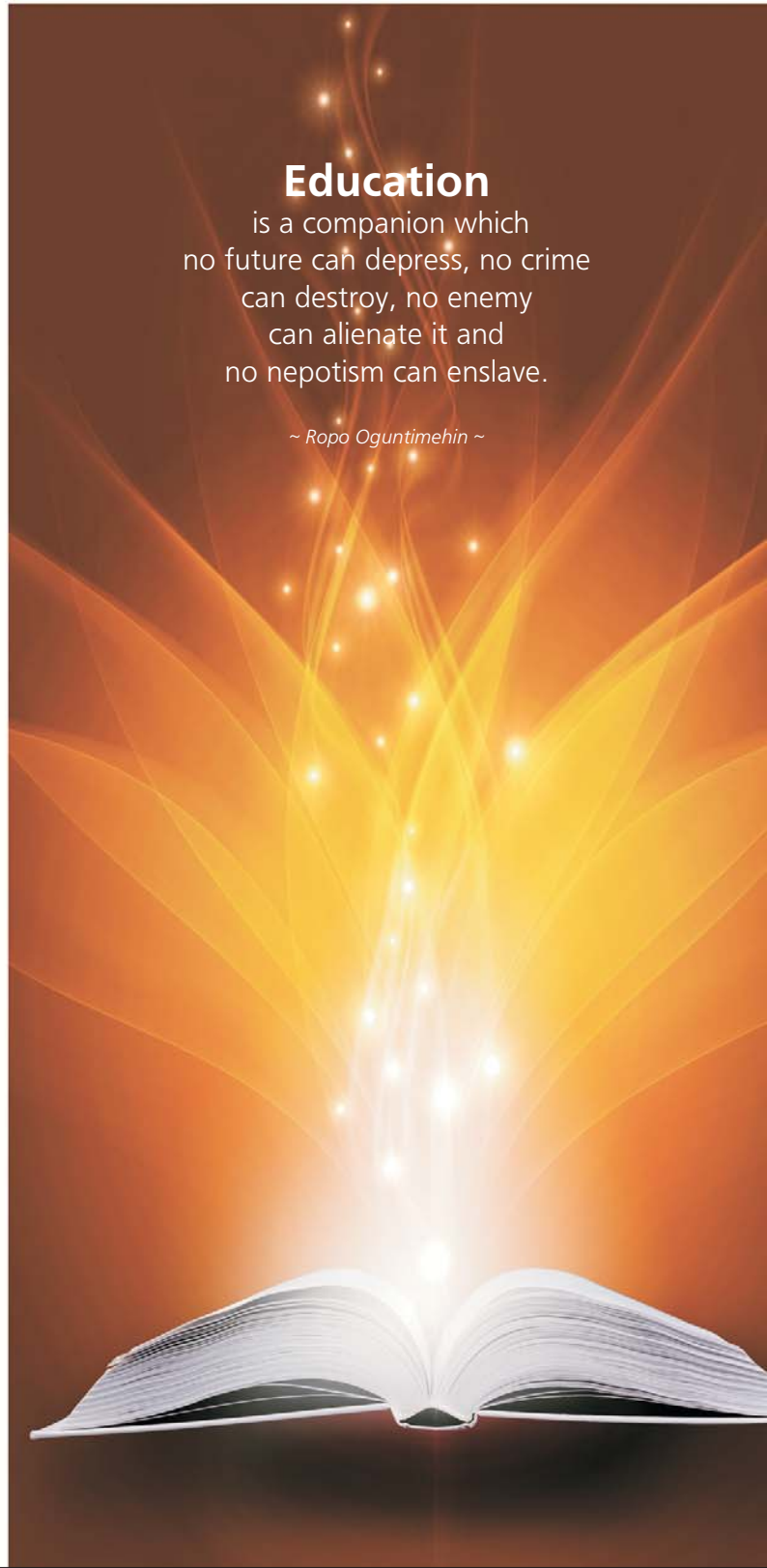
Aspirations

CGS is committed to promoting quality and market-driven postgraduate programmes in partnership with all Schools at WOU and with other universities as well as with professional bodies and the private sector.

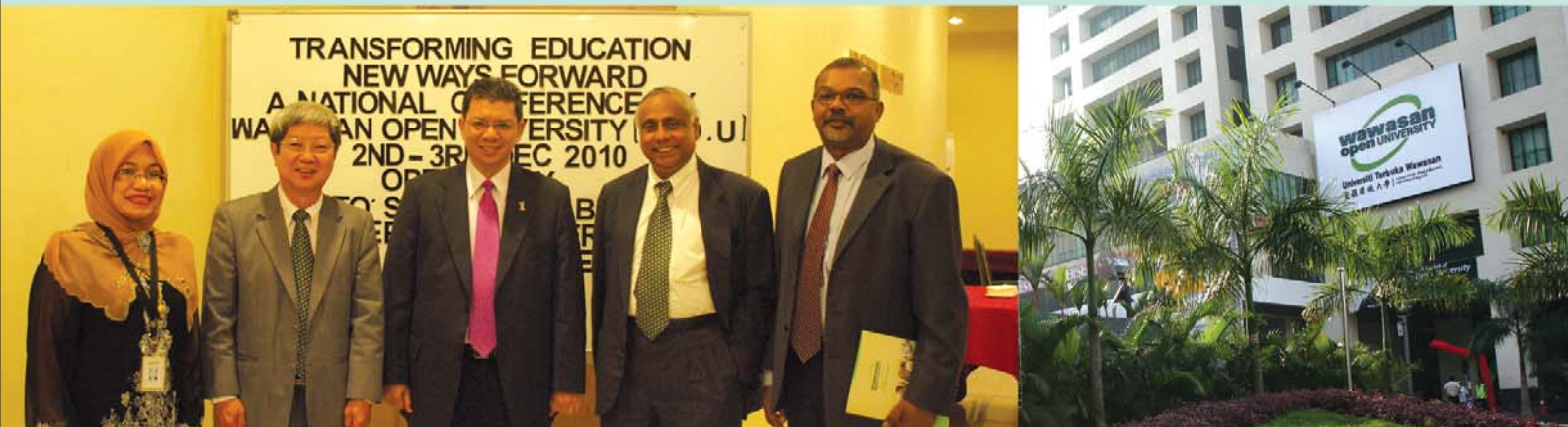
Education

is a companion which
no future can depress, no crime
can destroy, no enemy
can alienate it and
no nepotism can enslave.

~ Ropo Oguntimehin ~



ACADEMIC PROFILE



Deputy Higher Education Minister Dato' Saifuddin Abdullah (centre) at the conference organised by PACE and SELC.

WOU campus in Kuala Lumpur

CENTRE FOR PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION (PACE)

Keeping PACE with change

PACE extends the learning resources of Wawasan Open University (WOU) beyond the University's distance learning environment by delivering high quality short courses and training programmes to meet the needs of all sectors of the community including those who are in employment. PACE is a bridge between the University and the community.

PACE's programmes are designed and delivered in association with academic colleagues from the University, 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 finely tuned to the changing needs of the business world.

PACE in collaboration with WOU's School of Education, Languages and Communications offers a range of general and academic English language programmes and English teacher training programmes (TESOL) for Malaysian and international students in Malaysia and visiting groups from overseas.

The Centre's short training courses keep pace with the changing nature of work to fit employees with new knowledge and skills for a complete life of learning. Courses are open to all learners, and no formal qualifications are required for most of its courses.

PACE operates out of the University's campus in Kuala Lumpur, but its courses are also conducted at the main campus in Penang and from the regional offices of the University spread across the country as well as from third party or client's premises.

The types of courses shown below are not exhaustive. Please contact us for more details about our courses.

- Knowledge and Skills for the Workplace
- Professional Development Programmes
- Academic Enhancement Programmes
- Courses for Leisure and Pleasure
- Civil Society Courses
- Corporate Training
- Conferences, seminars and roundtables
- General and academic English language programmes

Contact details

Level 3, Menara PGRM, No 8, Jalan Pudu Ulu
Off 3rd Mile, Jalan Cheras, 56100 Kuala Lumpur
Tel: 03 - 9281 7323 Fax: 03 - 9284 9323
E-mail: PACE@wou.edu.my

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 Offices to support student and tutor-related operations. The Registry has a total of 14 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 practised 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 1,125 cases of advanced standing/credit transfers involving 128 external institutions at the undergraduate level and 3 cases at the postgraduate level involving 3 external institutions.

Admissions and Enrolments

Student admissions since the University's inaugural intake of 721 students in January 2007 have grown steadily. As of the July 2011 census date, a total of 8,335 students have experienced open distance learning at WOU.

The University has also increased its academic programme offerings to a total of 35 undergraduate degrees and five postgraduate degrees; a variety of new programmes are currently awaiting approval from MOHE and MQA.

Examinations and TMO

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 850 academics and professionals have served as tutors at WOU. Since 2010, approximately 300 - 400 tutors and project supervisors have provided active service to the University each semester. Close to 260 tutors have faithfully served between 4 - 10 semesters since January 2007.

Scholarships and Grants

During 2010 - 2011, a total of 1,307 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 231 students were awarded the Chancellor's Merit Scholarship for the period 2010 - 2011.

ACADEMIC SUPPORT



LEARNING AND LIBRARY SERVICES

The Learning and Library Services Department supports the education and service missions of WOU by providing access to quality academic collections and information resources.

Given the dispersed geographic distribution of WOU students, WOU has invested heavily in the use of IT-based library resources to support its learners. This approach ensures that all WOU students at the various Regional Offices can have access to the same library resources through the Internet. In addition, libraries at the Regional Offices provide learners with reading space as well as Internet-connected PCs.

The main library is staffed by 11 members; 4 are qualified librarians possessing either a library/information science degree or a degree in another subject area with a postgraduate qualification in librarianship; 1 senior executive, 2 library supervisors and 4 library assistants. Each Regional Office also has a library with one library administrator. The Department is headed by Kamsiah Mohd Ali.

Widening access to documents and information

For the period 2010 - 2011 WOU's library grew, both in the size of its collection and in the number of users, reflecting the University's growth.

The size of the library's physical collection increased by 59.3% and at the end of September 2011, 9,245 items were added (for the period 2008 - 2009, 5,805 items were added). In addition, the electronic library collection was strengthened with a mix of subscribed databases and journals, outright purchase of electronic books and free online resources. By 2011, the subscribed databases contained over 110,823 electronic journals and books which could be accessed by WOU students from home, work or any other location with Internet access.

The Department also set up specialised electronic databases including University news clippings, examination papers and staff papers, and web-based services including e-course reserve and online reference services. The archiving of vital University records (which was initiated in 2007) expanded to over 3,779 records.

The number of library users increased by 82% to 3,713 users, up from 2,042 users in 2009.



ACADEMIC SUPPORT



EDUCATION TECHNOLOGY AND PUBLISHING UNIT

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

In year 2010, ETPU embarked on a new project to convert print-based course materials into multimedia CD format in line with WOU's objective to deliver quality and accessible course materials. This project is part of the University's innovative plan to digitise all materials in preparation of the delivery of all its courses through the Internet by year 2016, taking into account the global ODL trends in e-learning environment and new learning technologies.

New course materials

ETPU published a total of 85 new course materials between 2010 - 2011, including 80 undergraduate and 5 postgraduate courses. Throughout 2010 - 2011, 31 new courses were published under the School of Business and Administration followed by School of Science and Technology with 24 courses. There were 25 courses published under the School of Education, Languages and Communications and the School of Foundation and Liberal Studies - each school with 14 and 11 courses respectively. Last but not least, 5 courses were published under the Centre for Graduate Studies.

Development of multimedia CD materials

The first set of eight courses converted into multimedia CD was offered in the January 2010 semester. Within four semesters, i.e. from January 2010 semester until July 2011 semester, ETPU has successfully converted 57 courses into multimedia CD materials.

ODL and the OER initiative

In 2011, several instructional designers and multimedia designers from ETPU were nominated to pursue an in-house training workshop in open distance learning and open educational resources (OER) organised by the International Development Research Centre (IDRC). This workshop was headed by Tan Sri Emeritus Prof Dr Gajaraj Dhanarajan, the Honorary Director of the Institute for Research and Innovation (IRI) of WOU.

The workshop aimed to enhance the knowledge of WOU's academics and ETPU staff with ODL concepts and ideals, from course development to course evaluation by taking into account the development of OER and its functions. The lead facilitators in this workshop also included Prof Dr Mohandas Menon, WOU's Assistant Vice Chancellor, and Dr David Murphy.

ACADEMIC SUPPORT



QUALITY ASSURANCE UNIT

WOU is committed to providing academically-rich learning experiences to students and maintaining high quality academic standards benchmarked against international best practices. The establishment of a Quality Assurance Unit (QAU) in October 2009 paves the way for the infusion of a continuous quality improvement culture and habit amongst all members of its community.

In carrying out its role in WOU, QAU 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.

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.

The University's quality assurance assessment system is based on critical self-evaluation and peer review. Individuals/departments are encouraged to set their own targets - within the broader mission of the University - against which they are evaluated by internal and external peers.

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 QAU, a Quality Assurance Policy has been developed and implemented to reflect international good practice. The Quality Assurance Policy focuses 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 QAU maintains a Standard Operating Procedures 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 hardcopies of the policies/procedures.

OPERATIONAL SUPPORT



TedxGurneyDrive.

2nd Blogfest.Asia 2010 conference.

MARKETING & CORPORATE COMMUNICATIONS (MARCOM)

On 1 June 2011, the Corporate Communications and Marketing departments were consolidated into a single department known as Marketing & Communications Department (Marcom).

Corporate Communications

Corporate Communications 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 and coordinates with academic and administrative staff, at the headquarters and the Regional Offices, to develop effective communication strategies and messages that 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 2010 - 2011 the Department successfully managed and organised 25 high profile events, including:

- 2nd Blogfest.Asia 2010 conference, held in Malaysia for the first time, saw over 250 bloggers from all over Asia gather for a two-day conference in October 2010 at the Main Campus;
- Public lecture by Dr Abdul Waheed Khan (a former member of WOU's International Advisory Board), recipient of the honorary degree of Doctor of Letters *honoris causa* during WOU's inaugural Convocation on 23 October 2010;
- *International Symposium on Sun Yat Sen, Soong Ching Ling - Their Life & Legacy* in November 2010, co-organised with the Sun Yat Sen Penang Base and Penang Heritage Trust;
- *The Life and Legacy of the late Tun Dr Lim Chong Eu - A Tribute by Malaysians*, a special memorial event held on 23 January 2011 to honour the contributions of the late Tun and to remember the great leader;
- Public forum on *A Discourse on Malaysian Education Policies: Science and Maths in English as an Option* co-hosted with the Parents Action Group for Education Malaysia;
- *TedxGurneyDrive*, the first ever independently-organised TedX talk in Penang featuring nine local and international speakers;
- Public lectures featuring various local and international speakers;
- *Play to Learn* contest - WOU's first online video contest.

OPERATIONAL SUPPORT

- The Tunku Abdul Rahman Putra Lecture 2011 on *Nation Building and Good Governance - Challenges and Opportunities in the 21st Century* by former Inspector-General of Police Tun Hanif Omar on November 12 at the WOU main campus. The Lecture was organised by the Penang Free School Foundation with the support of WOU.
- WOU together with the High Commission of India, Kuala Lumpur jointly organised a public lecture entitled *Role and Identity Pattern of Youth in India and ASEAN Countries* on 12 October 2011 at its main campus. The talk reflected on the dilemmas confronted by young men and women in growing up, and in identifying the purpose and meaning of life and their roles in creating and shaping a new world of tomorrow for themselves, their families and the country. The speaker was Prof Dr Indira Parikh, the Founder President of Foundation for Liberal and Management Education, Pune in India.
- WOU together with Befrienders Penang jointly organised a free public talk entitled *Understanding Depression and Suicide* on 27 July 2011 at its main campus. The talk aimed to raise awareness on suicide as a social problem and look at prevention. The speaker was Dr Lai Fong Hwa, a well-known consultant psychiatrist and cognitive behaviour therapist from Penang Hospital.

Corporate Social Responsibility

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

The Department has worked with the Penang Heritage Trust, JobStreet Malaysia, Dalat International School, National Cancer Society Malaysia to name a few.

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.

Marketing

The Marketing Department handles the University's strategic marketing planning, media planning, promotions and publicity campaigns. These targeted marketing activities are designed to increase student enrolment by positioning WOU's ODL programmes as the programmes of choice for Malaysia's working adults - thus strengthening and reinforcing WOU's corporate branding.

Corporate marketing campaigns

Marketing operations have been focused on promoting WOU's ODL programmes to multinational corporations (MNCs) and small and medium enterprises (SMEs). Contact has been established with over 200 organisations, and special previews have been held on-site generating a significant number of student registrations and leads.

The Department also actively participates at education fairs including the Star Education Fair, Facon Education Fair and a number of regional exhibitions, to increase awareness of WOU and WOU's programmes among working adults.



OPERATIONAL SUPPORT



FINANCE

The Finance Department headed by Chua Saw Nee with a team of 11 staff operates to maintain a prudent pattern of expenditure that is consistent with the development of the University.

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:

- **MyEnrolment System**

MyEnrolment allows students to re-enrol and make their fee payments online. Through the system, students can instantly choose and re-enrol for their desired courses from the comfort of their homes or workplaces without the hassle of going to the WOU Regional Office.

During 2010 - 2011 the Department fine-tuned the system and process to eliminate system gaps. Additional features including internal control features were also incorporated.

- **Interest-Free Instalment Plan for students**

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.

- **Partnership with Maybank**

In 2011 WOU teamed up with Maybank to enable more students to enjoy the interest-free instalment facility and a RM100 discount on tuition fees - Maybank has the most number of account holders in Malaysia as well as the most widely circulated credit card.

OPERATIONAL SUPPORT

GENERAL SERVICES AND ADMINISTRATION

The General Services and Administration (GSA) Department's core functions involve project management, property and estate management, and administration support in order to create a safe, conducive and comfortable working and study environment at WOU and its Regional Offices.

GSA acts as an efficient, effective and responsible guardian of the University's assets and buildings in order to enhance the quality of life of its staff and students.

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

Project management, property and estate management

For the period 2010 - 2011, the Department successfully undertook a range of diverse renovation and upgrading works including office set-up projects at the Main Campus and Regional Offices throughout Malaysia.

These projects were well managed within its cost, time, user specification, quality and limited resources. A list of them is described as follows:

- Converted the Ipoh Regional Office store/utility room into a seminar room;
- Relocated the Print Shop and Penang Regional Office to make way for DISTED's Hospitality School;
- Renovated DISTED's Hospitality School at Bangunan Wawasan;
- Completed upgrading works at the Main Campus cafeteria for the installation of LPG gas piping and exhaust ducting;
- Installed additional power points at the Main Campus and all Regional Offices for notebook recharging (in line with the ongoing conversion of printed course materials to CD-ROMs);



Cafeteria at WOU Main Campus

Seminar Room

- Completed the laying of 2" pipes around the compound perimeter of the Main Campus to increase water pressure;
- Renovated level 11 of the Main Campus, comprising the Council Chamber, WEF's office, Assistant VC's Office, Dean's office and workstation relocations for the School of Science and Technology (SST);
- Installed black-out curtains throughout the Albukhary Building to reduce heat and reduce electricity usage for air-conditioning;
- Upgraded the video conferencing facility with i-Radio at Seminar Room 17 at the Main Campus;
- Completed the renovation works at 49, Beach Street for ETP Department and the Registry's Exam Unit;
- Upgraded the Analogue Telephone System to ISDN PRI Digital Telephone System;
- Rented out level 12 of the Albukhary Building to the Allied Healthcare Centre of Excellence;
- Upgraded the facilities of the service apartment at MBF Tower, Penang in order to provide a conducive stay for WOU guests and visiting staff.

OPERATIONAL SUPPORT



Health and Safety Initiatives

- Marble tables, chairs and granite pathways were set up along the Main Campus' beachfront to create a pleasant, relaxing atmosphere for students, visitors and staff;
- The Department continued to promote awareness of good hygiene habits among staff, students and visitors to prevent the spread of the H1N1 virus and other airborne diseases;
- The Department launched the *Green Living @ WOU* campaign on 25 June 2011 to encourage staff to recycle wastes, reduce energy usage and conserve the environment;
- Set up the Herbal Garden at the Main Campus to create awareness as well as to promote the benefits of the different types of herbal plants.

University and Public Events

- Established photo shoot locations at the Main Campus for formal photography sessions;
- Reviewed and improved the facilities booking system for internal and external use of the theatres, seminar rooms, function rooms and exhibition areas in the University;

Policies and Resource Administration

- Implemented various policies, procedures and systems; reviewed and improved existing policies in the following areas :
 - Keys Management Manual
 - Parking
 - Contractor's Permit
 - Venue Hiring of WOU Facilities - external use
 - Office Stationery Requisition
 - Additional Charges for Manpower during events
 - Airborne/Outbreak Diseases
 - WOU Service Apartment
 - Office Keys Requisition
 - University Vehicle Usage
 - Rental Rates for Computer Labs at Regional Offices
 - Rental Rates for PA System & Additional Furniture for Events
- Redesigned the monitoring and tracking systems for the technical team to effectively undertake preventative maintenance management on air-conditioning systems, lifts, fire-fighting systems, plumbing and sanitary systems, as well as other mechanical and electrical systems;
- Implemented the ERP System for better control over resource usage, improved process flow and to allow inter-departmental charging of costs;
- Established the GSA Help Desk in August 2011 to enable better service delivery to end-users;
- Benchmarked pricing of goods and services supplied by vendors and contractors which resulted in cost savings;
- Applied innovative and out-of-the-box methodologies to various processes and building maintenance works that resulted in cost savings, shortened lead times and improved service to end-users;
- Implemented an improved stationery tracking system;
- Conducted annual audits on assets owned by the University and the Wawasan Education Foundation as well as security audits for the Main Campus and all Regional Offices.

OPERATIONAL SUPPORT



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: staff development programmes; performance management and reward systems that recognise achievers; policies pertaining to conferences/seminars; consultancy and part-time teaching to encourage academic staff development.

The HR team, under the leadership of Shirley Khoo, supports over 200 WOU employees throughout the country. HR activities are governed by the following initiatives:

Attracting and retaining talent

As the University has been operational for over four years, there was a need to gauge its competitiveness in the job market. To achieve this, the Department set out to benchmark WOU's current salary structures against selected survey data. A revision of the salary scheme for each staff member, approved by the Council, was implemented from January 2010.

In addition, senior managerial and deputy deanship positions were created as part of succession planning and retention of talent. A weekend allowance was also introduced for staff from the Regional Offices.

Achieving operational efficiency & high standards of compliance

In an effort to standardise all Standard Operation Policies and Procedures (SOPP) in readiness for the Academic Performance Audit (APA), all 46 HR SOPPs hosted on the staff portal were converted to a University approved format. In the process, some of the HR policies that had been in existence for four years were reviewed and revised for operational efficiency.

The payroll system was also carefully reviewed and amended where appropriate, with a special focus on the formulae for salary computation and statutory contributions.

As the University grows, the number of programmes offered and the tutor population grow in tandem. The Online Tutor Payment (OTP) system was introduced on 1 January 2011 to address the time consuming tasks of manual tracking of tutor classes and tutor payments.

OPERATIONAL SUPPORT

Developing human resources

In order to achieve the quality standard set by the Ministry of Higher Education on educational institutions, the University has to actively entice and retain high calibre academic staff with Doctorate qualifications.

One of the first steps towards this end is to encourage existing staff to undertake Doctorate programmes; staff who successfully achieve a PhD qualification will be rewarded with a salary adjustment.

Specific staff development in-house training programmes were also drawn up and organised for both academic and non-academic staff, including the Certificate in Open Distance Learning (ODL) programme, Creative Customer Service & Marketing, and Business Communication at the Workplace.

Enhancing internal customer relations

In 2010, the Department started the *Voice of Employees* initiative, and an online employee survey was conducted to gauge the health of the University. The Deputy Vice Chancellor (Operations) followed up by holding dialogue sessions with the Operations teams.

In 2011, the *Voice of Employees* initiative continued with the Vice Chancellor chairing a townhall session where all staff were briefed on the short and long term goals of the University.

Regular get-togethers among staff to celebrate festive occasions was encouraged, including the well-attended annual WOU tradition of Family Day.



Education
is
the key
to unlock
the golden door
of
freedom.

~ George Washington Carver ~

OPERATIONAL SUPPORT



INFORMATION TECHNOLOGY SERVICES

The Information Technology Services (ITS) Department provides IT management, strategic planning and implementation, aligned with the University's vision, mission and business strategy objectives.

The Department is the custodian of the University's core information systems and IT assets. It also acts as an enabling driver in implementing appropriate emerging IT where possible, to improve WOU's operational efficiencies. The department has a total of 12 staff and is led by Tan Pooi See.

New IT infrastructure initiatives

Over the period 2010 - 2011, the Department has enhanced and made some major improvements to WOU's IT infrastructure, including:

- The successful migration from the 2Mbps structure leased-circuits for Internet access service to new 6Mbps Metro Ethernet (Metro-E) backbone network structure. This has provided the University with the flexibility and capability to increase its bandwidth with ease to cater for any future expansion needs;
- Leased-lines were also introduced at the Regional Offices in Kuala Lumpur (end September 2010) and Kuching (June 2011) to improve connectivity to the Main Campus;
- The new Storage Area Network (SAN) system was set up to provide greater flexibility in realigning storage capacity to the servers that need it, and to meet the strategic initiative for Data Life Cycle Management. Storage space was further expanded with additional storage devices installed in late 2010 due to the high demand for greater data storage capacity resulting from the increased production of course material, student information, online learning resources, email data and to support other new application services;
- Server virtualisation and consolidation began in March 2010 and by early 2011 some of the old servers were replaced with new virtualised machines. This has dramatically improved the efficiency of server usage and its available resources; it has also reduced electricity usage and reduced capital costs by reducing the number of physical servers in the datacentre;
- Internet radio was first introduced and implemented for live event broadcasts to supplement WOU's existing video-conferencing system. The first Internet radio broadcast took place during WOU's inaugural Convocation ceremony on October 2010.

OPERATIONAL SUPPORT



System application developments and enhancements

A number of applications were developed over the period 2010 - 2011, including:

- *Tutor Portal*, a platform for tutors to conduct online discussions about tutorial activities and to share knowledge and tutoring experiences, was launched in January 2010;
- *Online Tutor Payment System* was fully rolled out in January 2011 to facilitate and simplify the payment process for tutors' claims, and the information flow between various stakeholders including Registry, HR and Finance Departments, improving operational efficiencies;
- In October 2010, the Department kick-started the implementation of a new University-wide ERP system that will provide real-time information, to allow for real-time decision making. The new ERP system will integrate key business functions in the University, including finance, revenue management, purchasing, warehouse and inventory management.

Building internal capacity and enhancing critical frontline application services and delivery

In late 2010, the Department undertook a Transfer of Technology (TOT) project initiative to meet the University's long term needs, by acquiring the Student Information System (SIS) programme source code from the software vendor.

This will enable WOU's ITS staff to be equipped with the relevant knowledge of systems development and enhance the Department's critical frontline application services and delivery, thus strengthening internal capabilities.

OPERATIONAL SUPPORT



Penang

Ipoh

Kuala Lumpur

Bandar Utama

Johor Bahru

Kota Bahru

Kuching

REGIONAL OPERATIONS

There are currently six Regional Offices (ROs) and one Regional Support Office (RSO) throughout Malaysia, located in Penang, Ipoh, Kuala Lumpur, Johor Bahru, Kota Bahru, Kuching and Bandar Utama respectively.

The ROs 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 ROs 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 Kuching Regional Office

The Kuching Regional Office was WOU's first RO in East Malaysia (which commenced operations in October 2009). In January 2010, under the leadership of Jimmy Chai, the RO recorded its first intake of 160 students.

The Kuching Regional Office is the first to offer students all their course materials in CD-ROM format.

Developments on the peninsular

Students in Peninsular Malaysia are currently being served by the five existing ROs and one RSO. In 2010, total student enrolment grew by about 20% while new student enrolment saw an increase of about 10%.

Given the large pool of working adults within the Klang Valley, northern region and Johor Bahru in the southern region, there is still much growth potential that has yet to be realised by the respective ROs. To tap into this, further attempts shall be made to extend the ROs' market reach through collaboration with partners within each region.

OPERATIONAL SUPPORT



Internal Audit

WOU's Internal Audit Department is an independent audit function which provides 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 process in WOU. Audits are conducted with objectivity, proficiency and due professional care.

Vision

Internal Audit strives to be the University's most valued independent appraisal resource for improvements in accountability, risk monitoring and control activities with the utmost professionalism and objectivity.

Mission

To provide an independent, objective assurance and assessment services designed to evaluate the adequacy of internal controls, identify weaknesses in current processes and procedures in order to add value and improve the operations and effectiveness of risk management, control, and governance processes.

The internal audit function adopts a risk-based approach in developing its audit plan which addresses the key risk areas of the University based on the risk profile. These are carried out based on the annual audit plan.

For each of the audited areas, the internal controls are reviewed and compliance with policies and procedures checked. If there is any internal control weakness that needs to be addressed, Internal Audit will make the appropriate recommendations for rectification.

During the period 2010 - 2011, internal audit activities carried out covered the general control environment and risk assessments, as well as specific audits at the main campus and visits to all the Regional Offices (there was also a visit to the support office at Bandar Utama). The respective audit reports were issued and reported to the Vice Chancellor and the Deputy Vice Chancellors. Besides the areas audited (as per the audit plan), ad-hoc audit reviews were also performed.



STRATEGIC PARTNERSHIPS



JCI Malaysia joins WOU's Valued Partnership Programme.

WOU makes 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.

East West College

A memorandum of agreement (MoA) was signed between WOU and East West College, Seremban in June 2010, to promote WOU's current and future programmes to working adults in Negeri Sembilan and Melaka.

Metro Prima International College (KMP International)

In October 2010, WOU entered into a formal partnership with Metro Prima International College (KMP International) to promote its higher education opportunities to working adults in the Klang Valley.

The two educational institutions sealed their collaboration with the signing of a memorandum of agreement (MoA) at the College premises in Kepong.

Under the MoA, WOU has appointed KMP International as a strategic academic partner to assist the Kuala Lumpur Regional Office (KLRO) to reach out to working adults in Kepong and the Klang Valley. The College will also support the University in providing counselling and other learner support services to prospective and continuing students from amongst the adult workforce there.

Junior Chamber of Commerce International (JCI) Malaysia

To reach out to more working adults and professionals, WOU signed a memorandum of understanding (MoU) with JCI Malaysia to offer JCI Malaysia members, their families and friends the opportunity to study for a university-level qualification under a direct and open entry system.

As a member of WOU's Valued Partner Programme (VPP), JCI Malaysia has access to the many benefits provided by this programme.

STRATEGIC PARTNERSHIPS



WOU strengthens cooperation with FMM

WOU added a new dimension to its ongoing collaboration with the Federation of Malaysian Manufacturers (FMM) - both organisations signed an MoU in March 2008 to accelerate the development of skilled labour in the manufacturing and services industry.

Three major areas of collaboration include, the provision of advanced-level training and educational opportunities to FMM members' staff and their families; FMM participation in WOU's Valued Partner Programme (VPP); and the use of the FMM facilities to run WOU undergraduate programmes



CONFERENCES & WORKSHOPS



WOU hosts the 25th AAOU Conference.



Director-General of Higher Education Prof Dr Morshidi Sirat opens meeting.

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 and arts events geared at building bridges and sharing knowledge, culture and the arts with the community.

25th Asian Association of Open Universities (AAOU) conference

The silver jubilee conference was hosted at WOU's main campus from 28 - 30 September 2011. The main theme for the Conference was *Transforming Asia Through Open Distance Learning (ODL)*.

Commonwealth of Learning Regional Focal Points Meeting (Asia)

During 26 - 28 September 2011, WOU played host to delegates from Asian Commonwealth nations.

Workshop on Buzan Mind Mapping

WOU's Penang Student Association (PSA) in collaboration with the Penang Regional Office organised a one-day workshop on *Buzan Mind Mapping* at the main campus in March 2010.

Programme on Implementation of Student Disciplinary Procedures in Private Higher Educational Institutions

Organised by WOU's Centre for Professional Development and Continuing Education (PACE) at the Berjaya Times Square Convention Centre, Kuala Lumpur and attended by 28 representatives from private higher educational institutions.

Workshop on new KBSM texts

To help English teachers familiarise themselves with the new texts for the English Literature component for the KBSM English language syllabus, a one-day workshop was jointly organised by WOU's School of Education, Languages and Communications (SELC) and the Penang English Language Learning and Teaching Association (PELLTA).

CeMBA/CeMPA Academic Board and Executive Governing Board meetings

WOU hosted the CeMBA/CeMPA Academic Board (AB) meeting and the 9th Executive Governing Board (EGB) meeting in August 2010, for the nine partner universities in the Commonwealth that offer both Master's programmes.

CONFERENCES & WORKSHOPS



MELTA International Conference

In June 2010, WOU was one of the main sponsors of the 19th Malaysian English Language Teaching Association (MELTA) International Conference in Kuala Lumpur. The conference was themed *Transformations in English Language Education: Vision, Innovation*.

BlogFest.Asia 2010

Over 250 bloggers from Malaysia, Singapore, Hong Kong, China, Philippines, Myanmar, Cambodia, Vietnam and Thailand, converged on WOU's main campus for the BlogFest.Asia 2010 conference in October 2010.

Conference on Transforming Education: New Ways Forward

A two-day conference jointly organised by WOU's Centre for Professional Development and Continuing Education (PACE) and its School of Education, Languages and Communications (SELC).

Second WOU Tutor Convention

Second Tutor Convention held at the WOU main campus in November 2010 provided an opportunity for tutors to meet and share experiences and best tutoring practices.

Wisdom
is
the power to put
our time and
our knowledge
to the proper use.

~ Thomas J. Watson ~



PUBLIC TALKS



Growth Through Innovation

The talk by World Bank economist for Malaysia, Philip Schellekens, emphasised that innovation is key for Malaysia's long-term prosperity. The talk was part of a public lecture series organised by Khazanah Nasional Bhd and the Socio-Economic and Environmental Research Institute (now renamed Penang Institute) at the WOU main campus in April 2010.

Regional Trade: Opportunities for Asian Agriculture

Prof David Roland-Holst, Director of the Centre for Energy, Resources and Economic Sustainability (CERES) at the University of California, Berkeley outlined the tremendous unrealised potential in Malaysia in terms of investment in technology to increase agriculture production.

Education for World Futures: A vision for the 21st century

The problems that currently plague the planet and mankind and how universities can help secure a better future were examined by Prof Neville Bruce in his talk organised by WOU's Centre for Professional Development and Continuing Education (PACE).

China's Return to the World Stage

Prof Woo Wing Thye's talk on China's rapid modernisation was held at the main campus and organised by the Socio-Economic and Environmental Research Institute (SERI).

E-Learning: The Future of Universities in the 21st Century

Dr Abdul Waheed Khan (former member of WOU's International Advisory Board) discussed the link between economic divide, digital divide and knowledge divide.

A Discourse on Malaysian Education Policies: Science and Maths in English as an Option

Penang Gerakan and Parent Action Group for Education Malaysia (PAGE) held the public forum at the main campus where "movers and shakers" from industry and academia shared their views.

Job market trends in Malaysia

WOU in collaboration with the Malaysian Employers Federation (MEF) organised a talk on job market trends at the main campus.

Business Success Through Change

WOU and the Penang Chinese Chamber of Commerce (PCCC) joined forces for a seminar on *Business Success Through Change* at the main campus in January 2011.

Rabindranath Tagore and the Cosmopolitan Vision

The talk by Dr Saranindranath Tagore, the grand-nephew of Asia's first Nobel laureate, was organised by WOU and Think City Sdn Bhd (a subsidiary of Khazanah Nasional Bhd) to celebrate the 150th anniversary of Tagore's birth.

TEDxGurneyDrive

The first TEDx event in Penang - *TEDxGurneyDrive* - was organised in partnership with WOU at the main campus in April 2011.

ARTS EVENTS



PPO music director Woon Wen Kin in action.

An evening of musical delights

WOU hosted the first open-air concert by Penang Philharmonic Orchestra (PPO), held on the grounds of WOU's main campus in February 2011. The free concert drew a crowd of over 1,000 guests, who gathered under the stars for an evening of musical entertainment.



Official opening of the concert.



VIP guests.



PPO chairperson Datin Seri Irene Yeap addresses the crowd.



TOWARDS A QUALITY ENVIRONMENT



WOU - Green and People-friendly

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

- 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 installation of black-out curtains in the main campus has reduced the heat from the sun and consequently reduced electricity usage for air-conditioning.
- The *Green Living @ WOU* campaign was launched to actively encourage 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), with the proceeds given to the Eden Handicap Centre.

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

- Ensuring that all staff are familiar with emergency procedures including fire drills. Every department of WOU has a member of staff trained in basic first aid.
- Disseminating up-to-date health information among staff and visitors and ensuring that preventative measures are taken. Antiseptic gel is provided at the main campus to reduce the risk of infection.
- Providing disabled-friendly access. WOU's main campus and Regional Offices are all equipped with disabled-friendly ramps, lifts (with Braille) and washrooms as part of our efforts to be an inclusive university.

CORPORATE SOCIAL RESPONSIBILITY INITIATIVES



WOU is fully committed to playing its role as a responsible, caring corporate entity in line with the University's mission of providing quality, tertiary education to all Malaysians regardless of socio-economic background.

The University has played an active and involved role in community CSR initiatives, from providing venue sponsorship, monetary sponsorship and project management expertise. Some CSR highlights for 2010 - 2011 include:

Charity drive for Shan's Children's Home

WOU's Staff Recreational Club (SRC) organised a month-long charity drive which raised over RM1,500 in cash and essential items for Shan Children's Home in Tanjung Tokong, Penang.

Relay for Life 2010 campaign

For the fourth consecutive year, WOU provided support as a gold sponsor and by sending a team comprising of 20 WOU staff to participate in the walkabout.

Spy Blue - a musical

Dalat International School, with the support of WOU, presented a charity drama performance that successfully raised RM7,000 in cash for the Bethesda Home for the Elderly.

Charity Auction for Stepping Stone Work Centre

Asia Community Service (ACS), in collaboration with the RBS-Malihom Artist in Residence (AiR) Programme of WOU, held a charity art auction at The Royal Bank of Scotland in Penang in June 2011 to raise funds for the Stepping Stone Work Centre.

Relay for Life 2011 campaign

WOU lent its support as a gold sponsor and by sending a team comprising of 20 WOU staff to participate in the walkabout, providing moral support for cancer victims and survivors.

World Vision 30-hour famine camp

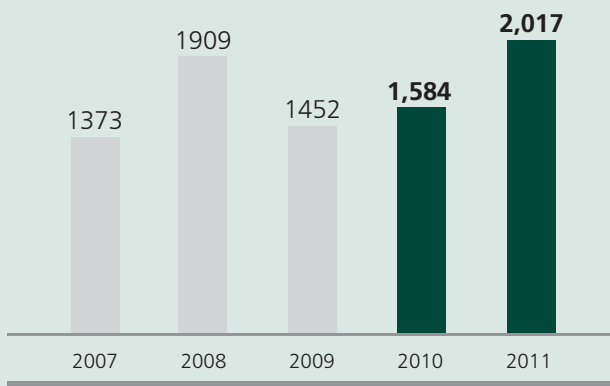
WOU continued its support towards the global movement to fight hunger and poverty, by hosting the 30-hour famine camp in 2010 and 2011.



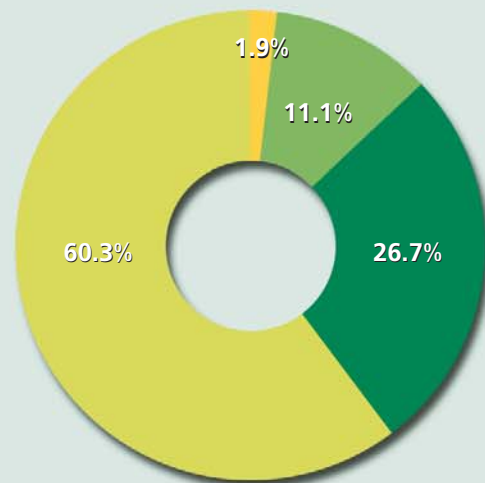
STUDENT ENROLMENT & GRADUATION



Total Enrolment from 2007 - 2011 = 8,335 students



Cumulative Enrolment by School (2007-2011)



Total Graduates

	Postgraduate	Undergraduate
2010	38	-
2011	80	70
Total	118	70

- **SBA** - 5,028 Students (**60.3%**)
- **SST** - 2,227 Students (**26.7%**)
- **SFLS** - 924 Students (**11.1%**)
- **SELG** - 156 Students (**1.9%**)

Based on the total cumulative enrolment of 8,335 students who have benefitted from WOU's unique educational experience since January 2007 till December 2011.

STUDY GRANTS & SCHOLARSHIPS



During 2010 - 2011, a total of 1,307 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 fees waivers. A total of 231 students were awarded the Chancellor's Merit Scholarship for the period 2010 - 2011.





FINANCIAL STATEMENTS

- 69 - 71** Directors' Report
 - 72** Statement by Directors
 - 72** Statutory Declaration
- 73 - 74** Independent Auditors' Report
 - 75** Statement of Comprehensive Income
 - 76** Statement of Financial Position
 - 77** Statement of Changes in Equity
 - 78** Statement of Cash Flows
- 79 - 108** Notes to the Financial Statements

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 2011.

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>17,697,913</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.

Issue of shares

During the financial year, the Company increased its issued and paid-up ordinary share capital from RM60,000,000 to RM72,000,000 by way of issuance of 12,000,000 ordinary shares of RM1 each, at par to Wawasan Education Foundation by capitalising part of the amount owing to Wawasan Education Foundation. The purpose of the new issue of ordinary shares is to provide additional working capital for the University.

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 Emeritus Prof Dr Gajaraj A/L Munusamy Dhanarajan
 Loo Choo Teng
 Dato' Seri Chet Singh A/L Karam Singh
 Dato' Dr Thillainathan A/L Ramasamy
 Ooi Teng Chew
 Tun Dr Lim Keng Yaik

DIRECTORS' REPORT

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.

Directors' interests

None of the directors who held office at the end of the financial year, had according to the register required to be kept under Section 134 of the Companies Act, 1965, an interest in shares in the Company, its holding company and its related corporations.

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 the financial statements 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.
- (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.

DIRECTORS' REPORT

Other statutory information (cont'd)

- (e) As 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 9 April 2012.

Dato' Seri Yeap Leong Huat

**Tan Sri Emeritus Prof Dr
Gajaraj A/L Munusamy Dhanarajan**

STATEMENT BY DIRECTORS

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

We, Dato' Seri Yeap Leong Huat and Tan Sri Emeritus Prof Dr Gajaraj A/L Munusamy Dhanarajan, 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 108 are drawn up in accordance with Financial Reporting Standards and 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 2011 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 9 April 2012.

Dato' Seri Yeap Leong Huat

**Tan Sri Emeritus Prof Dr
Gajaraj A/L Munusamy Dhanarajan**

STATUTORY DECLARATION

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

I, Prof Dato' Dr Wong Tat Meng, 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 108 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 Prof Dato' Dr Wong Tat Meng
at George Town in the state of Penang
on 9 April 2012.

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 2011, and the 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 notes, as set out on pages 75 to 108.

Directors' responsibility for the financial statements

The directors of the Company are responsible for the preparation of financial statements that give a true and fair view in accordance with Financial Reporting Standards and the Companies Act 1965 in Malaysia, and for such internal control as the directors determine are 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 judgment, 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 the 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 have been properly drawn up in accordance with Financial Reporting Standards and 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 2011 and of its financial performance and cash flows for the year then ended.

**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

Oo Boon Beng
No. 1939/12/12(J)
Chartered Accountant

Penang, Malaysia

Date: 9 April 2012

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

	Note	2011 RM	2010 RM
Revenue	5	12,812,816	11,023,917
Other item of income			
Other income	6	1,086,946	548,942
Other items of expense			
Employee benefits expense	7	(13,498,261)	(12,195,592)
Depreciation and amortisation expense		(1,072,744)	(1,930,541)
Other expenses		(17,026,670)	(15,545,646)
Loss before tax	8	(17,697,913)	(18,098,920)
Income tax expense	9	-	-
Loss after tax		(17,697,913)	(18,098,920)
Other comprehensive income for the year		-	-
Total comprehensive income for the year		(17,697,913)	(18,098,920)

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

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2011

	Note	2011 RM	2010 RM
Non-current assets			
Property, plant and equipment	10	2,331,561	2,297,371
Intangible assets	11	2,755,487	2,839,718
		5,087,048	5,137,089
Current assets			
Inventories	12	1,493,851	1,232,865
Other receivables	13	198,900	351,254
Other current assets	14	658,073	407,785
Amount due from a related company	15	41,916	12,959
Cash and bank balances	16	7,381,895	10,655,360
		9,774,635	12,660,223
Current liabilities			
Trade and other payables	17	4,384,120	4,452,166
Other current liabilities	18	5,789,574	5,111,344
Amount due to holding company	19	4,995,516	2,843,416
		15,169,210	12,406,926
Net current (liabilities)/assets		(5,394,575)	253,297
		(307,527)	5,390,386
Financed by:			
Share capital	20	72,000,000	60,000,000
Accumulated losses		(72,307,527)	(54,609,614)
(Shareholder's deficit)/Total equity		(307,527)	5,390,386

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 2011

	Share capital RM	Accumulated losses RM	Total RM
At 1 January 2010	40,000,000	(36,510,694)	3,489,306
Issuance of shares	20,000,000	-	20,000,000
Total comprehensive income for the year	-	(18,098,920)	(18,098,920)
At 31 December 2010	<u>60,000,000</u>	<u>(54,609,614)</u>	<u>5,390,386</u>
At 1 January 2011	60,000,000	(54,609,614)	5,390,386
Issuance of shares	12,000,000	-	12,000,000
Total comprehensive income for the year	-	(17,697,913)	(17,697,913)
At 31 December 2011	<u>72,000,000</u>	<u>(72,307,527)</u>	<u>(307,527)</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 2011

	2011 RM	2010 RM
Operating activities		
Loss before tax	(17,697,913)	(18,098,920)
Adjustments for:		
Amortisation of intangible assets	987,494	783,536
Depreciation	1,072,744	1,930,541
Property, plant and equipment written off	300	1,516
(Gain)/Loss on disposal of property, plant and equipment	(271)	280
Interest income	(225)	(988)
Operating cash flows before changes in working capital	(15,637,871)	(15,384,035)
Increase in inventories	(260,986)	(314,311)
Decrease/(Increase) in other receivables	152,354	(224,448)
(Increase)/Decrease in other current assets	(250,288)	124,552
Increase in amount due from a related company	(28,957)	(12,959)
(Decrease)/Increase in trade and other payables	(68,046)	1,163,494
Increase in other current liabilities	678,230	1,173,033
Increase in amount due to holding company	2,152,100	711,733
Net cash used in operating activities	(13,263,464)	(12,762,941)
Investing activities		
Increase in share capital	12,000,000	20,000,000
Additions to intangible assets	(903,263)	(1,103,406)
Purchase of property, plant and equipment	(1,107,349)	(535,091)
Proceeds from disposal of property, plant and equipment	386	585
Interest received	225	988
Net cash from investing activities	9,989,999	18,363,076
Net (decrease)/increase in cash and cash equivalents	(3,273,465)	5,600,135
Cash and cash equivalents at 1 January	10,655,360	5,055,225
Cash and cash equivalents at 31 December	7,381,895	10,655,360

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 2011

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 9 April 2012.

2. Fundamental accounting concept

As at 31 December 2011, the Company has net current liabilities and shareholder's deficit of RM5,394,575 and RM307,527 respectively. 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 Financial Reporting Standards ("FRSs") and the Companies Act, 1965 in Malaysia. At the beginning of the current financial year, the Company adopted new and revised FRSs which are mandatory for financial periods beginning on or after 1 July 2010/1 January 2011 as described fully in Note 3.2.

The financial statements of the Company has also been prepared on a historical basis.

The financial statements are presented in Ringgit Malaysia (RM), which is also the Company's functional currency.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

3. Summary of significant accounting policies (cont'd)**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 2011, the Company has adopted the following new and amended FRSs and IC Interpretations:

FRS 1 First-time Adoption of Financial Reporting Standards
Amendments to FRS 2 Share-based Payment
FRS 3 Business Combinations
Amendments to FRS 5 Non-current Assets Held for Sale and Discontinued Operations
Amendments to FRS 127 Consolidated and Separate Financial Statements
Amendments to FRS 138 Intangible Assets
Amendments to IC Interpretation 9 Reassessment of Embedded Derivatives
IC Interpretation 12 Service Concession Arrangements
IC Interpretation 16 Hedges of a Net Investment in a Foreign Operation
IC Interpretation 17 Distributions of Non-cash Assets to Owners
Amendments to FRS 132 Classification of Rights Issues
IC Interpretation 18 Transfers of Assets from Customers
Amendments to FRS 7 Improving Disclosures about Financial Instruments
Amendments to FRS 1 Limited Exemptions for First-time Adopters
Amendments to FRS 1 Additional Exemptions for First-time Adopters
IC Interpretation 4 Determining Whether an Arrangement contains a Lease
Improvements to FRSs issued in 2010

Adoption of the above standards and interpretations did not have any effect on the financial performance or position of the Company.

3.3 Malaysian Financial Reporting Standards

On 19 November 2011, the Malaysian Accounting Standards Board (MASB) issued a new MASB approved accounting framework, the Malaysian Financial Reporting Standards (MFRS Framework).

The Company will be required to prepare financial statements using the MFRS Framework in its first MFRS financial statements for the year ending 31 December 2012.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

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 other 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 Impairment of non-financial assets

The carrying amounts of assets, other than inventories are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated to determine the amount of impairment loss.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

3. Summary of significant accounting policies (cont'd)**3.5 Impairment of non-financial assets (cont'd)**

For the purpose of impairment testing of these assets, recoverable amount is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, recoverable amount is determined for the cash-generating unit (CGU) to which the asset belongs to.

An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value in use. In assessing value in use, the estimated future cash flows 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 considered impaired and 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.

An impairment loss is recognised in profit or loss in the year in which it arises, unless the asset is carried at a revalued amount, in which case the impairment loss is accounted for as a revaluation decrease to the extent that the impairment loss does not exceed the amount held in the asset revaluation reserve for the same asset.

An impairment loss for an asset other than goodwill is reversed if, and 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. The carrying amount of an asset other than goodwill is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss, unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase.

3.6 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.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

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

3.6 Intangible assets (cont'd)

Development expenditure (cont'd)

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.

3.6 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.

3.8 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

3. Summary of significant accounting policies (cont'd)**3.9 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 3.13(iii).

3.10 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

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

3.10 Income taxes (cont'd)

ii. Deferred tax (cont'd)

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
- 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

3. Summary of significant accounting policies (cont'd)**3.10 Income taxes (cont'd)****ii. Deferred tax (cont'd)**

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.

3.11 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.

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").

3.12 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

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

3.12 Foreign currency (cont'd)

ii. Foreign currency transactions (cont'd)

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.

3.13 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.

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.

3.14 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

3. Summary of significant accounting policies (cont'd)**3.14 Financial assets (cont'd)**

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

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

3.14 Financial assets (cont'd)

iii. Held-to-maturity investments (cont'd)

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

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

3.15 Impairment of financial assets

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

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.

3.16 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 FRS 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

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

3.16 Financial liabilities (cont'd)

i. Financial liabilities at fair value through profit or loss (cont'd)

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.

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.

3.17 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

3. Summary of significant accounting policies (cont'd)**3.18 Cash and cash equivalents**

Cash and cash equivalents comprise cash at bank and on hand, demand deposits, and short-term, highly liquid investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. These also include bank overdrafts that form an integral part of the Company's cash management.

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.

(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.

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

5. Revenue

	2011	2010
	RM	RM
Course fees	11,764,805	9,980,062
Registration and resource fees	1,203,515	1,001,225
Lab and practicum fees	345,450	317,725
Discounts and rebates	(500,954)	(275,095)
	12,812,816	11,023,917

6. Other income

	2011	2010
	RM	RM
Miscellaneous collections	396,326	271,549
Rental Income	298,591	75,760
Interest income	225	988
Others	391,804	200,645
	1,086,946	548,942

7. Employee benefits expense

	2011	2010
	RM	RM
Wages and salaries	11,847,939	10,749,010
Social security contributions	103,718	96,948
Contributions to defined contribution plan	1,359,001	1,154,371
Other benefits	187,603	195,263
	13,498,261	12,195,592

Included in employee benefits expense of the Company is directors' remuneration amounting to RM118,050 (2010: RM141,510).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

8. Loss before tax

	2011	2010
	RM	RM
The following amounts have been included in arriving at loss before tax:		
After charging:		
Amortisation of intangible assets	987,494	783,536
Auditors' remuneration		
- current year	30,000	25,000
- other services	-	5,000
- overprovision in prior year	(5,000)	-
Directors' remuneration:	118,050	141,510
Depreciation	1,072,744	1,930,541
Loss on disposal of property, plant and equipment	-	280
Property, plant and equipment written off	300	1,516
Realised exchange loss	-	25
Rental of plant and equipment	29,096	35,754
Rental of premises	1,280,235	1,124,990
	<hr/>	<hr/>
and crediting:		
Gain on disposal of property, plant and equipment	271	-
	<hr/>	<hr/>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

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 2011 and 2010 are as follows:

	2011	2010
	RM	RM
Loss before tax	(17,697,913)	(18,098,920)
Taxation at Malaysian statutory tax rate of 25% (2010: 25%)	(4,424,478)	(4,524,730)
Expenses not deductible for tax purposes	12,619	34,720
Utilisation of current year business loss for group relief	749,658	-
Deferred tax assets not recognised on unutilised tax losses and unabsorbed capital allowances	3,662,201	4,490,010
Income tax expense recognised in profit or loss	-	-

Domestic current income tax is calculated at the Malaysian statutory tax rate of 25% (2010 : 25%) of the estimated assessable profit for the year.

Tax losses are analysed as follows:

Unutilised tax losses carried forward	58,280,000	44,933,000
Unabsorbed capital allowances carried forward	12,646,000	11,290,000

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 2011

10. Property, plant and equipment

2011	Cost	Office and laboratory 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	RM	
At 1 January 2011	584,917	2,442,129	294,682	678,522	1,080,658	4,586,934	-	-	-	-	-	-	-	-	9,667,842	
Additions	98,950	126,303	1,000	-	136,980	224,928	260,900	258,288	1,107,349	-	-	-	-	-	1,107,349	
Disposals	-	-	-	-	(265)	-	-	-	(265)	-	-	-	-	-	(265)	
Written off	(695)	(49,213)	-	-	(168)	-	-	-	(168)	-	-	-	-	-	(50,076)	
At 31 December 2011	683,172	2,519,219	295,682	678,522	1,217,205	4,811,862	260,900	258,288	10,724,850	-	-	-	-	-	10,724,850	
Accumulated depreciation																
At 1 January 2011	228,951	2,182,608	76,090	508,220	460,148	3,914,454	-	-	7,370,471	-	-	-	-	-	7,370,471	
Charge for the year	63,846	185,356	29,568	107,267	226,758	420,814	39,135	-	1,072,744	-	-	-	-	-	1,072,744	
Disposals	-	-	-	-	(150)	-	-	-	(150)	-	-	-	-	-	(150)	
Written off	(452)	(49,213)	-	-	(111)	-	-	-	(111)	-	-	-	-	-	(49,776)	
At 31 December 2011	292,345	2,318,751	105,658	615,487	686,645	4,335,268	39,135	-	8,393,289	-	-	-	-	-	8,393,289	
Net carrying amount																
At 31 December 2011	390,827	200,468	190,024	63,035	530,560	476,594	221,765	258,288	2,331,561	-	-	-	-	-	2,331,561	

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

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

2010	Furniture, fixtures and fittings							Motor vehicles	Books	Infrastructure	IT	Capital work-in progress	Total
	Office and laboratory equipment	Computer equipment	Furniture, fixtures and fittings	Motor vehicles	Books	Infrastructure	IT						
Cost	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
At 1 January 2010	545,836	2,279,486	286,509	678,522	790,044	3,926,010	630,443	9,136,850					
Additions	40,080	162,643	11,050	-	290,837	30,481	-	535,091					
Transfer in/(out) from capital work-in progress	-	-	-	-	-	-	630,443	(630,443)					
Disposals	-	-	(1,336)	-	-	-	-	(1,336)					
Written off	(999)	-	(1,541)	-	(223)	-	-	(2,763)					
At 31 December 2010	584,917	2,442,129	294,682	678,522	1,080,658	4,586,934	-	9,667,842					
Accumulated depreciation													
At 1 January 2010	173,619	1,763,974	48,276	392,836	273,530	2,789,413	-	5,441,648					
Charge for the year	55,923	418,634	28,833	115,384	186,726	1,125,041	-	1,930,541					
Disposals	-	-	(471)	-	-	-	-	(471)					
Written off	(591)	-	(548)	-	(108)	-	-	(1,247)					
At 31 December 2010	228,951	2,182,608	76,090	508,220	460,148	3,914,454	-	7,370,471					
Net carrying amount													
At 31 December 2010	355,966	259,521	218,592	170,302	620,510	672,480	-	2,297,371					

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

11. Intangible assets

	Development expenditure RM	Software RM	Copyright RM	Total RM
2011				
Cost				
At 1 January 2011	3,847,627	2,122,885	125,163	6,095,675
Additions	552,515	350,748	-	903,263
At 31 December 2011	<u>4,400,142</u>	<u>2,473,633</u>	<u>125,163</u>	<u>6,998,938</u>
Accumulated amortisation				
At 1 January 2011	1,302,142	1,868,286	85,529	3,255,957
Amortisation	770,887	191,574	25,033	987,494
At 31 December 2011	<u>2,073,029</u>	<u>2,059,860</u>	<u>110,562</u>	<u>4,243,451</u>
Net carrying amount				
At 31 December 2011	<u>2,327,113</u>	<u>413,773</u>	<u>14,601</u>	<u>2,755,487</u>
2010				
Cost				
At 1 January 2010	2,982,162	1,884,944	125,163	4,992,269
Additions	865,465	237,941	-	1,103,406
At 31 December 2010	<u>3,847,627</u>	<u>2,122,885</u>	<u>125,163</u>	<u>6,095,675</u>
Accumulated amortisation				
At 1 January 2010	713,526	1,698,399	60,496	2,472,421
Amortisation	588,616	169,887	25,033	783,536
At 31 December 2010	<u>1,302,142</u>	<u>1,868,286</u>	<u>85,529</u>	<u>3,255,957</u>
Net carrying amount				
At 31 December 2010	<u>2,545,485</u>	<u>254,599</u>	<u>39,634</u>	<u>2,839,718</u>

12. Inventories

	2011 RM	2010 RM
Printing materials	60,048	98,017
Manuals and text books	1,433,803	1,134,848
	<u>1,493,851</u>	<u>1,232,865</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

13. Other receivables

	2011	2010
	RM	RM
Deposits	115,586	109,491
Other receivables	83,314	241,763
Total other receivables	198,900	351,254
Amount due from a related company	41,916	12,959
Cash and bank balances (Note 16)	7,381,895	10,655,360
Total loans and receivables	7,622,711	11,019,573

14. Other current assets

	2011	2010
	RM	RM
Prepayments	538,975	354,847
Deferred expenses	119,098	52,938
	658,073	407,785

15. Amount due from a related company

Amount due from a related company is unsecured, non-interest bearing and is repayable upon demand.

16. Cash and bank balances

	2011	2010
	RM	RM
Cash at bank and on hand	1,791,895	6,749,360
Repo with a licensed bank	2,350,000	3,760,000
Fixed deposits with a licensed bank	3,240,000	146,000
	7,381,895	10,655,360

The interest rates earned during the financial year and the maturities of deposits as at 31 December 2011 are as follows:

	Interest rate %		Maturities (days)	
	per annum			
	2011	2010	2011	2010
Repo	2.00 - 2.80	1.90 - 2.70	4-26 days	4 - 28 days
Fixed deposits	3.15	2.70	31 days	31 days

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

17. Trade and other payables

	2011	2010
	RM	RM
Trade payables		
Third parties	203,980	297,824
Other payables		
Accruals	2,924,110	3,172,019
Other payables	1,256,030	982,323
	4,180,140	4,154,342
Total trade and other payables	4,384,120	4,452,166
Amount due to holding company (Note 19)	4,995,516	2,843,416
Total financial liabilities carried at amortised cost	9,379,636	7,295,582

17.1 Trade payables

Trade payables are non-interest bearing and the normal trade credit term granted to the Company is 30 days (2010: 30 days).

17.2 Other payables

Other payables are non-interest bearing and are normally settled on an average term of 30 days (2010: 30 days).

18. Other current liabilities

	2011	2010
	RM	RM
Deferred income	5,557,276	4,872,763
Provision for unutilised leave	232,298	238,581
	5,789,574	5,111,344

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

18.1 Provision for unutilised leave

	2011	2010
	RM	RM
At 1 January	238,581	166,644
(Utilisation)/Addition during the year - net	(6,283)	71,937
At 31 December	232,298	238,581

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

19. Amount due to holding company

The amount due to holding company is unsecured, interest free and has no fixed term of repayment. However, the outstanding amount is to be converted into additional allotment of ordinary share capital of RM1 each at par to its holding company, Wawasan Education Foundation ("WEF") on or before 31 December 2012 as additional investment in the Company.

20. Share capital

	Number of shares		Amount	
	Ordinary shares of RM 1 each	Irredeemable Preference shares of RM 1 each	Ordinary shares RM	Irredeemable Preference shares RM
Authorised:				
At 1 January 2010	100,000,000	-	100,000,000	-
Created during the year	50,000,000	50,000,000	50,000,000	50,000,000
At 31 December 2010	150,000,000	50,000,000	150,000,000	50,000,000
Created during the year	-	-	-	-
At 31 December 2011	150,000,000	50,000,000	150,000,000	50,000,000
Issued and fully paid:				
At 1 January 2010	40,000,000	-	40,000,000	-
Issued during the year	20,000,000	-	20,000,000	-
At 31 December 2010	60,000,000	-	60,000,000	-
Issued during the year	12,000,000	-	12,000,000	-
At 31 December 2011	72,000,000	-	72,000,000	-

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.

During the financial year, the Company increased its issued and paid-up ordinary share capital from RM60,000,000 to RM72,000,000 by way of issuance of 12,000,000 ordinary shares of RM1 each, at par to Wawasan Education Foundation, by capitalising part of the amount owing to Wawasan Education Foundation.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

20. Share capital (cont'd)**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 *pari 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.

- (vi) The IPS holders are not entitled to participate in the distribution of surplus assets and profit beyond the dividends declared.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

20. Share capital (cont'd)**Irredeemable Preference Shares (cont'd)**

- (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.

21. Deferred tax

	2011 RM	2010 RM
Deferred tax	-	-
Presented after appropriate offsetting as follows:		
Deferred tax liabilities	(882,248)	(846,100)
Deferred tax assets	882,248	846,100
	-	-

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

	At 1 January 2011 RM	Recognised in profit or loss RM	At 31 December 2011 RM
Deferred tax liabilities			
Property, plant and equipment	846,100	36,148	882,248
Deferred tax assets			
Unabsorbed capital allowances	(846,100)	(36,148)	(882,248)
	-	-	-
	At 1 January 2010 RM	Recognised in profit or loss RM	At 31 December 2010 RM
Deferred tax liabilities			
Property, plant and equipment	888,838	(42,738)	846,100
Deferred tax assets			
Unabsorbed capital allowances	(888,838)	42,738	(846,100)
	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

21. Deferred tax**21.1 Deferred tax assets not recognised**

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

	2011	2010
	RM	RM
Unutilised business losses	58,280,000	44,933,000
Unabsorbed capital allowances	9,117,000	7,831,000
Other deductible temporary differences	70,000	87,000
	<u>70,000</u>	<u>87,000</u>

22. Commitments**(a) Capital commitments**

	2011	2010
	RM	RM
Capital expenditure:		
Contracted but not provided for	-	604,168
	<u>-</u>	<u>604,168</u>

(b) Operating lease commitments - as lessee

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

	2011	2010
	RM	RM
Not later than 1 year	469,200	1,092,750
Between 1 year to 5 years	589,080	968,700
Later than 5 years	539,440	576,220
	<u>1,597,720</u>	<u>2,637,670</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

22. Commitments (cont'd)**(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:

	2011	2010
	RM	RM
Not later than 1 year	219,009	323,591
Between 1 year to 5 years	100,197	260,117
Later than 5 years	1,502,954	1,532,044
	1,822,160	2,115,752

23. 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:

	2011	2010
	RM	RM
Advances from holding company	13,400,000	20,000,000
Rental paid to holding company	761,900	761,900
Rental paid to a related company	54,860	23,170
Rental paid to a related party	86,940	86,940
Rental received from a related company	148,500	1,010
Shared expenses paid by a related company	163,793	141,965
Tax loss utilised by a related company	749,658	-

Information regarding outstanding balances arising from related party transactions as at 31 December 2011 are disclosed in Note 15 and Note 19.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

23. Related party disclosures (cont'd)**(b) Compensation of key management personnel**

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

	2011	2010
	RM	RM
Short term employee benefits	882,781	884,690
Post-employment benefits:		
- Defined contribution plan	97,185	98,274
	979,966	982,964
Included in the total compensation of key management personnel are:		
Directors' remuneration	118,050	141,510

24. 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 2011, 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)	13
Amount due from a related company	15
Trade and other payables (current)	17

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

24. Fair value of financial instruments (cont'd)

(b) Determination of fair value (cont'd)

Amount due to holding company

The carrying amount of current amount due to holding company is a reasonable approximation of fair value as the outstanding amount is to be converted into additional allotment of ordinary share capital at RM1 each at par to its holding company, Wawasan Education Foundation ("WEF") on or before 31 December 2012 as additional investment in the Company.

25. 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.

(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 2011. 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2011

25. Financial risk management objectives and policies (cont'd)**(c) Foreign currency risk (cont'd)**

The Company has transactional currency exposure arising from the grant received from The International Development Research Centre (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.

(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.

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.

	2011			
	On demand or within one year	One to five years	Over five years	Total
Trade and other other payables - current	4,384,120	-	-	4,384,120
Amount due to holding company	4,995,516	-	-	4,995,516
	<u>9,379,636</u>	<u>-</u>	<u>-</u>	<u>9,379,636</u>

26. 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 2011 and 31 December 2010.

