



UNIVERSITI
MALAYSIA
KELANTAN

STRATEGIC PLAN 2021-2025

Entrepreneurship
Our ^{IS} Thrust





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MALAYSIA
KELANTAN

STRATEGIC PLAN 2021-2025

Entrepreneurship
Our^{1st} Thrust

UMK STRATEGIC PLAN 2021-2025

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NOTHING IS IMPOSSIBLE

Determination, persistence, perseverance, and the strong will to go through the journey which can be bitter at the beginning but sweet at the end.

Kita **#BinaLegasiUMK Bersama**
#OneTeamOneDream
#WeAreUMKFamily



VISION

Championing balanced and holistic human development with entrepreneurial attributes for global prosperity

MISSION

We offer quality and relevant academic programmes and training, high commercial value research and innovation, effective and efficient services, with high priority in providing conducive environment and fulfilling social responsibility

A portrait of Dato' (Dr.) Husamuddin Hj. Yaacub, the Chairman of the Board of Directors. He is an older man with short grey hair, wearing glasses and a blue and white patterned shirt. He is looking slightly to the left of the camera with a neutral expression. The background is a blurred office setting.

WISE WORDS FROM THE CHAIRMAN OF BOARD OF DIRECTORS

Dato' (Dr.) Husamuddin Hj. Yaacub
Chairman of Board of Directors

Assalamualaikum Warahmatullahi Wabarakatuh,

Alhamdulillah thanks to Allah SWT as with His permission and generosity, UMK Strategic Plan 2021-2025 Book has been successfully published. On behalf of the University Board of Directors, I would like to congratulate all parties who have worked hard to contribute thoughtful ideas for the successful publication of this book.

UMK Strategic Plan 2021-2025 Book is seen as the main official document which underlies the Malaysian Education Development Plan 2015-2025 (Higher Education) and also the continuation of the previous UMK Strategic Plan Book. The interesting part is that this book also takes into account the current development, relevance and sustainability of the university towards realising the vision and mission of Malaysian higher education. Furthermore, the UMK Strategic Plan 2021-2025 also instils an element of balance physically, intellectually and spiritually, both in implicit and explicit ways, manifested in the well-being of all human beings.

Last but not least, it is hoped that UMK staff can appreciate the essence of the UMK Strategic Plan 2021-2025 Book and further be used as the main source of reference in implementing university development policy to realise the vision and mission of UMK.

A photograph of Prof. Dato' Dr. Noor Azizi Ismail, Vice Chancellor of Universiti Malaysia Kelantan (UMK), sitting in a black office chair. He is wearing a blue button-down shirt with an 'ASTON MARTIN RACING' logo on the left chest. He is gesturing with his hands while speaking. The background shows an office desk with papers, a water bottle, and a vase of flowers.

FROM THE DESK OF THE VICE CHANCELLOR

Prof. Dato' Dr. Noor Azizi Ismail
Vice Chancellor

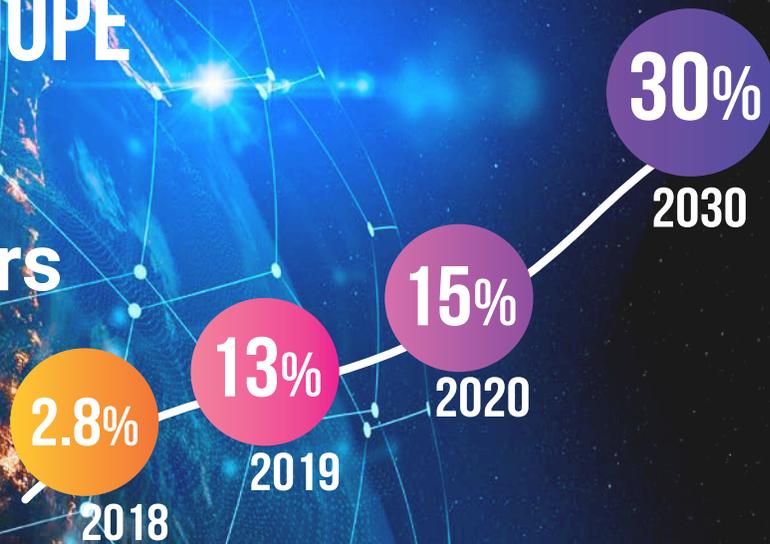
Assalamualaikum Warahmatullahi Wabarakatuh,

Praise be to Allah, as with His permission, the staff of Universiti Malaysia Kelantan (UMK) have once again joined hands in preparing its planning for the next five years which is translated through the drafting of the UMK Strategic Plan 2021-2025 Book. Thanks to Allah SWT as we have successfully published the UMK Strategic Plan 2021-2025 Book, which is the main reference book towards driving the university excellence further. As the Vice-Chancellor, I would like to express my deepest appreciation and congratulations to all parties involved, especially the Centre for Strategic & Risk Centre (CSR) who are so committed to publishing this book.

As the first Entrepreneurial University in Malaysia, UMK always supports the aspirations of the Ministry of Higher Education Malaysia in realising the mission and vision of the country, especially in aspects related to producing human capital with high integrity, holistic, balanced and possesses entrepreneurial mind-set. Thus, the setting of Key Performance Indicators (KPIs) and the selection of significant and high-impact Strategic Initiatives will ensure that UMK is on the right track in collaboratively portraying the goals and direction of national entrepreneurship. Finally, yet importantly, it is hoped that UMK staff can cooperate excellently and provide the unswerving commitment in realising the inspiration of UMK as outlined in this UMK Strategic Plan 2021-2025.

REALISING THE HOPE

> Graduate Entrepreneurs



The main strategic goal is to drive UMK to become the most distinguished university in Asia region and among the best in the world by the year 2030. Recently, UMK has been crowned as number one Entrepreneurial University in Malaysia based on the highest percentage of graduate entrepreneurs among other Universities which is 15% in 2020.

Based on this outstanding achievement, UMK is now determined to produce eminent graduate entrepreneurs who are capable of innovating high-level and high-value products and services based on science and technology. This effort is crucial to accelerate Malaysia's direction towards a high-tech and high-income nation through innovative solutions.

// To realise this dream, it has been fully embodied and driven at its best in the Student Excellence Thrust, academic excellence, research and innovation excellence, financial sustainability, the relevance of academic and internationalisation programmes, and entrepreneurial excellence. Therefore, each strategic thrust will be fully supervised by six (6) main champions. Commitment to realising this strategic plan is collective and democratic in which UMK staff are responsible for implementing and achieving the goals that have been set.



Integrated efforts among UMK staff
to achieve the aspirations and vision as

The Top Entrepreneurial University 2030

Monitoring and reporting on the achievements and goals of Key Performance Indicators (KPIs) are according to four quarters in a year. Strategic Objectives are expected to remain while KPIs, Strategic Initiatives and goal setting are likely to be modified to cater to out-of-control factors and changes in the operating environment.

However, these existing goals will continue to remain throughout the implementation period of this strategic plan until further instructions for any of it to be changed.

The main foundation for the implementation of the university's strategic plan is outlined in the strategic action plan that will be developed by each champion and Centre of Responsibility (PTj). Preparation of a detailed action plan on the most effective activities or actions in realising the objectives of the strategy that has been set at the university level has been carried out.



//

Coming together is a beginning.
Keeping together is progress.
Working together is **SUCCESS.**

- Henry Ford -

Executive Summary

Universiti Malaysia Kelantan (UMK) is committed to becoming one of the elite groups of international entrepreneurial universities through the implementation of UMK Strategic Plan 2021-2025. The fundamental foundations are the Malaysian Education Development Plan - Higher Education (PPPM-PT) 2015-2025 and the Entrepreneurship Action Plan 2021-2025. This new strategic plan still maintains the original vision that is to champion balanced and holistic human capital development ascribed to entrepreneurial distinction for global prosperity. This is very synergistic and coincides with UMK motto, "Entrepreneurship is Our Thrust".

UMK Strategic Plan 2021-2025 contains six thrusts that directly and indirectly support UMK's function as an entrepreneurial university. The six thrusts are Student Excellence, Financial Sustainability, Talent Excellence, Research and Innovation Excellence, The Relevance of Academic Programmes and Internationalisation, and Entrepreneurship Excellence. To ensure that these six thrusts can be realised within the allocated period, they will be supported by 16 Strategic Objectives (OS), 54 Strategic Initiatives (IS), in addition to 22 Key Performance Indicators (KPIs) as well as 77 dynamic and appropriate measurement methods. The monitoring of this Strategic Plan is based on the achievement of KPIs that have been aligned with the KPIs Minister Performance Indicator, Outcome Based Budget and Entrepreneurship at the ministry level.

A champion will be fully responsible to ensure the effectiveness of the implementation of each strategic initiative runs smoothly. Furthermore, UMK has three core values that are being upheld and practised by everyone in the university in navigating UMK towards glory. These values are; be creative and innovative, be prepared to bring about and accept changes, and be professional in all endeavours. UMK Strategic Plan 2021-2025 is a key reference to provide an overall vision for everyone at UMK in taking steps together towards realising the dream to become the best entrepreneurial university at the international level.



ESTABLISHMENT HISTORY

UMK is the 19th Public Institution of Higher Learning (IPTA) and its establishment was announced during the presentation of the Ninth Malaysia Plan (9MP) on 31 March 2006 by the former Prime Minister, YAB Dato' Seri Abdullah bin Ahmad Badawi. It was later approved in the Cabinet Meeting on 14 June 2006 and incorporated on 1 September 2006. The philosophy of the UMK Curriculum is based on Entrepreneurship Education in which, the phrase "Entrepreneurship is Our Thrust" has been widely used.

At the initial stage, four (4) core field groups were given emphasis namely Entrepreneurship and Business, Agro-Industry and Natural Resources, Creative and Heritage Technology, and Veterinary Medicine. All curricula at UMK require entrepreneurial knowledge, which represents not less than 10 per cent of the total credit hours of each curriculum. All programmes are empowered with soft skills to produce high-quality human capital that has entrepreneurial attributes.

This human capital does not only drive towards increasing capacity and capability for Small and

Medium Enterprises (SMEs) but also contribute to the development of the commercial and industrial community. In all implementations, Information and Communication Technology (ICT) is used as an enabler. UMK will continue to be developed to meet the requirements of the incorporation order, in which: "Therefore, an institution of higher learning with the status of a University should be established, as a corporate body, for the purpose of conducting, developing and expanding higher education in the fields of small and medium industries, entrepreneurship, banking, finance and Islamic business, biotechnology, agrobiotechnology, biochemistry, bioinformatics, creative arts and design, language studies such as Arabic, Japanese, French, Mandarin and others, agro-based industries, natural resources and manufacturing industry, and other necessary fields of study, as well as conducting research and collection, and, knowledge advancement and dissemination of knowledge in the field of study."

-Government Gazette P.U. (A) 415/2006

EARLY STAGE OF THE OPERATION

The management and administration of UMK started at three places with different specialisations, namely Universiti Tun Hussein Onn Malaysia (UTHM) for financial affairs, UMK temporary office at Villa Institut Perguruan Kota Bharu (IPKB) in Pengkalan Chepa for general administration, while development administration operates at UMK temporary office in Ministry of Higher Education (MoHE), Putrajaya and is assisted by MoHE Officer. UMK taskforce reported duty at the UMK temporary office at Villa IPKB on 15 January 2007. Within a few days of the operation, UMK received a visit from several guests from MoHE and other local universities. Beginning in June 2007, UMK has been operated at the Temporary Campus in Taman Bendahara, measuring approximately 10,500 square meters of floor space provided for teaching and learning purposes. A block with six (6) lecture rooms, a villa and two (2) laboratories are provided at IPKB. The total cost estimated at RM20.7 million has been spent for the purpose of the development of the Temporary Campus.

OPERATION AND UMK DEVELOPMENT PLAN LAUNCH EVENT

An opening ceremony for the Operation and Launch of the UMK Development Plan was officiated by YAB Dato' Seri (now Tun) Abdullah bin Ahmad Badawi as the fifth Prime Minister of Malaysia on 3 August 2007, a few weeks after UMK began its first students' recruitment. Such an event is the first event held in Kelantan as UMK is the first Public Institution of Higher Learning (IPTA) in the state. Located at the UMK Temporary Campus, the ceremony was also attended by the locals as a sign of strong support for the development of the people and the state. During the ceremony, the Vice-Chancellor of UMK also gave UMK Development Briefing to Tun Abdullah bin Ahmad Badawi. UMK will give an overflow of economic bubbles to the local people who on average are still trapped below the poverty line. Besides that, UMK will provide more employment opportunities and economic activities as well as improve infrastructure that will be a catalyst for the community to increase their income.



LOGO AND PHILOSOPHY



- The UMK logo is a symbol of the emphasis on the letters "U", "M" and "K". Its design symbolises the elements and nature of an open and cross-cultural university. While the hourglass form represents no limit of time in the learning process that is the promotion of Lifelong Learning. It also symbolises the active and dynamic chromosome elements as well as natural events (a part of nature).
- This process is supported by the symbol of two hands that ask for blessings and pleasure and always be grateful. The chromosome image depicts the active and dynamic nature of interactions with the university environment. The "blue" colour selection is for Malaysia, "red" for Kelantan and "orange" is the natural colour of ripe nutmeg which refers to heritage.
- This logo is supported by the UMK Philosophy which emphasises on six (6) main aspects, namely:
 - Entrepreneurship education;
 - Third language;
 - ICT as an enabler;
 - Life-long learning;
 - Quality human capital; and
 - Unique and relevant.

3 CORE VALUES

UMK community which consists of students and staff supports the same core values to form an identity of the University. The three (3) core values of UMK are as follows:

- Be creative and innovative;
- Be prepared to bring about and accept changes; as well as
- Be professional in all endeavours.

01. CREATIVE AND INNOVATIVE

UMK staff should constantly improve the quality of work by improving work procedures and pay attention to the best practices so that the delivery is more effective, faster (efficient), and increase the satisfaction of consumers. In addition, UMK staff also need to introduce new products, methods or approaches in offering entrepreneurial education services by taking into account the adaptation to environmental change. Creativity should be used in complex solutions even with limited resources but the needs of the user can be met as expected. Besides that, UMK staff should be prepared to explore a variety of possibilities by introducing new and unique ideas to create new opportunities.

02. PREPARE TO BRING ABOUT AND ACCEPT CHANGES

UMK staff need to be prepared to learn and explore new knowledge to improve their ability while performing their responsibilities. They should also take a positive attitude towards constructive criticism as a process of consolidating work results. This attitude of openness forms an individual who is flexible, versatile, competitive and has high self-resilience. Next, UMK staff should be willing to adapt according to changes in the work environment and responsibilities.

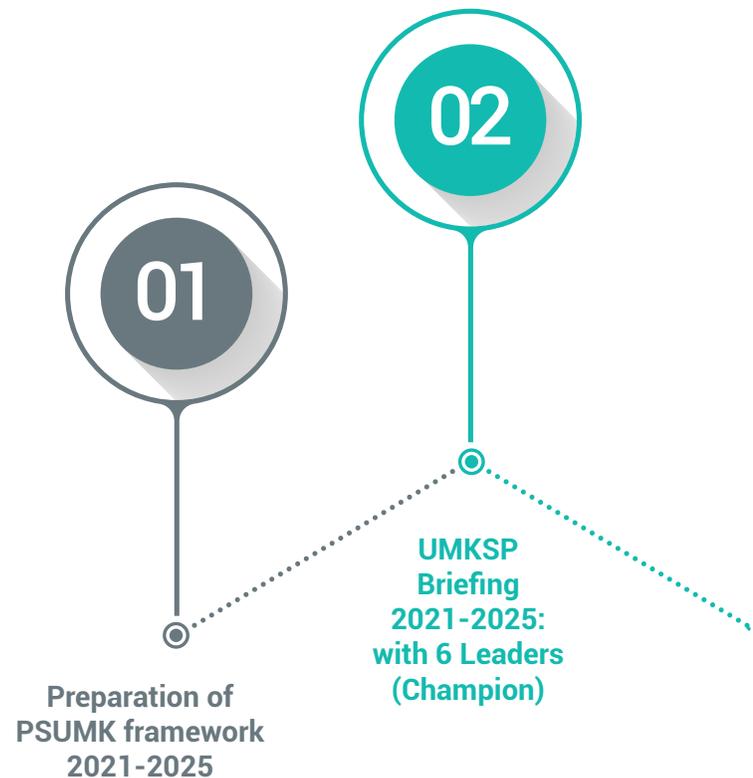
03. PROFESSIONAL

UMK staff must be knowledgeable, skilled and competent in the field of expertise or responsibility. They need to prioritise the implementation of responsibilities by playing an efficient and effective role following the discipline of duties and ethics in the field of expertise. UMK staff always emphasise the achievement of UMK Vision by adopting a friendly and beautiful attitude, integrity, participative, honest and trustworthy, responsible, and committed as well as grateful and calm. Finally, they should be willing to lead and provide cooperation and support when led while performing tasks.

THE DEVELOPMENT PROCESS OF UMK STRATEGIC PLAN 2021-2025

The Strategic Plan of Universiti Malaysia Kelantan (PSUMK) 2021 - 2025 has been successfully developed holistically based on the overall assessment of the UMK development phase since its establishment in September 2006. Therefore, to ensure that the planning and information embodied in this Strategic Plan achieves its objectives and is relevant to the current situation, UMK has appointed six (6) Champions comprising of three (3) Deputy Vice-Chancellors, Registrar, Bursar and Senior Director of UMK-EI who act as the think tanks and are assisted by the senate members, lecturer representatives and university administrators to contribute energy and ideas in the implementation of PSUMK 2021-2025 development.

Thus, starting with a workshop on the current achievement evaluation of UMK Strategic Plan 2016 - 2020 with the university management in March 2020, several brainstorming sessions either according to the Champions' Centre of Responsibility (PTj) or Faculty were actively conducted to provide useful input to the development of the new UMK Strategic Plan for the year 2021 to 2025.





**PSUMK 2021-2025
internal workshop
with Leaders and
Members (6
Thrusts)**

**Initial setting
of KPI targets**



**PSUMK
Development
Workshop
2021-2025: With
Key Officers**



**Design and
writing process**



**Confirmation of
University
Management
Committee (JPU)**

**University Board of
Directors (LPU)
approval**



**Launch of
PSUMK
2021-2025**

**Implementation
and monitoring of
UMKSP
2021-2025**

In this regard, on 14 July 2020, a major briefing involving Dato' Vice-Chancellor and the Champions to explain the framework of PSUMK 2021 – 2025 was held. Through this briefing, an analysis of current and yearly KPI achievements based on the targets set was made as the foundation of the discussion by referring to the UMK Direction and Strategic Plan 2010 – 2020. The briefing also featured all the nineteen (19) KPIs designated for UMK based on KPI categories which are four (4) KPIs of Minister Performance Indicator (MPI), eleven (11) KPIs of Outcome-Based Budget (OBB) and four (4) KPIs of Entrepreneurship.

In addition, the internal workshop of PSUMK 2021-2025 (Session 1) attended by the Champions and the Group Members was held intensively until the third week of August 2020. The workshop also involved several representatives from university administrators and lecturers as well as the involvement of the Senate Members. During the session, various new inputs were acquired in which several existing KPIs were dropped and some new KPIs were introduced.

Meanwhile, Development Workshop of PSUMK 2021-2025 (Session 2) with Dato' Vice-Chancellor, Principal Officers and Senior Officers of the University was held from 24 to 26 August 2020. This workshop is a platform for presentation, debate and improvisation sessions involving the participation of more than 50 participants. The objective is to ensure that PSUMK 2021-2025 matches the direction of UMK as an Entrepreneurial University thus achieving the target of becoming the best university in the ASEAN and global region, in general.



Findings from this workshop have successfully identified **six (6) Strategic Thrusts that include some basic elements of a strategic plan, namely Strategic Objectives, KPIs and Strategic Initiatives**. The approach to writing patterns has been improved to ensure accuracy, uniformity and harmony with each other especially those involving MPI, OBB and Entrepreneurship.

This workshop has provided an opportunity for all participants to understand the basic elements of the overall strategic plan representing each Champion and to give opportunities for improvement recommendations. Through this workshop, Dato' Vice-Chancellor has explained in detail the direction, established strategies and quick win, that should be played each Champion to ensure that the expected targets can be achieved excellently.

On the 14th October 2020, the Improvisation Workshop of PSUMK 2021-2025 (Session 3) was held involving Dato' Vice-Chancellor, the Champions and the Group Leaders. During this last workshop, PSR was given the role to present all Strategic Objectives, KPIs, Strategic Initiatives and Measurement Methods for each Champion based on improvements made based on the results of Development Workshop (Session 2).

There were several modifications made and one (1) new category of KPIs was introduced and made it all four (4) namely MPI, OBB, Entrepreneurship, and Internal. The results of all these finalised elements have enabled the Leader to propose targets for KPIs and Measurement Methods

In November 2020, a series of discussions were conducted at the Champion level to discuss the best targets of KPI and agreed on measurement methods. The setting of these targets is made by ensuring that it is realistic and achievable based on the internal and external benchmarking relative and international best practices.

To ensure the quality of the languages used, several Malay and English language experts were specially appointed.

At the end of December 2020, a full draft was successfully prepared after having gone through a series of reviews and improvisations. The full draft of the UMK Strategic Plan 2021-2025 was certified at the University Management Committee (JPU) Meeting on 10 January 2021 and subsequently obtained approval at the University Board of Directors Meeting which was convened on 22 February 2021.

The relevant PTj, specifically the Faculty and Centre of Excellence, was directly involved in discussing the setting of targets and approaches to the decline in KPI targets and measurement methods for them. At the end of November 2020, the layout, design and writing of the draft of UMK Strategic Plan 2021-2025 was carried out.





“

We need to cultivate our students so that they are not only proud of UMK, but always missing UMK when they become alumni and return to contribute to UMK.

THRUST 1 STUDENT EXCELLENCE

University students are the leaders of the future and are among the most important assets in the future development of the country. In this regard, special focus has been given to initiatives in the forms of improving students' excellence identity, appearance, mobility talents and also non-academic profiling of students for student empowerment. Apart from being equipped with entrepreneurial features, UMK graduates are also more holistic and balanced in line with the National Education Philosophy.

For that purpose, all UMK graduates will be equipped with noble values, relevant disciplines, have admirable morals and an appropriate mindset, always maintain good behaviours and adhere to noble values. The cultivation of these elements will enable students to not only be able to develop themselves during their studies but also enable them to make meaningful contributions to the harmonious and well-developed family, society, country and global community after graduation.



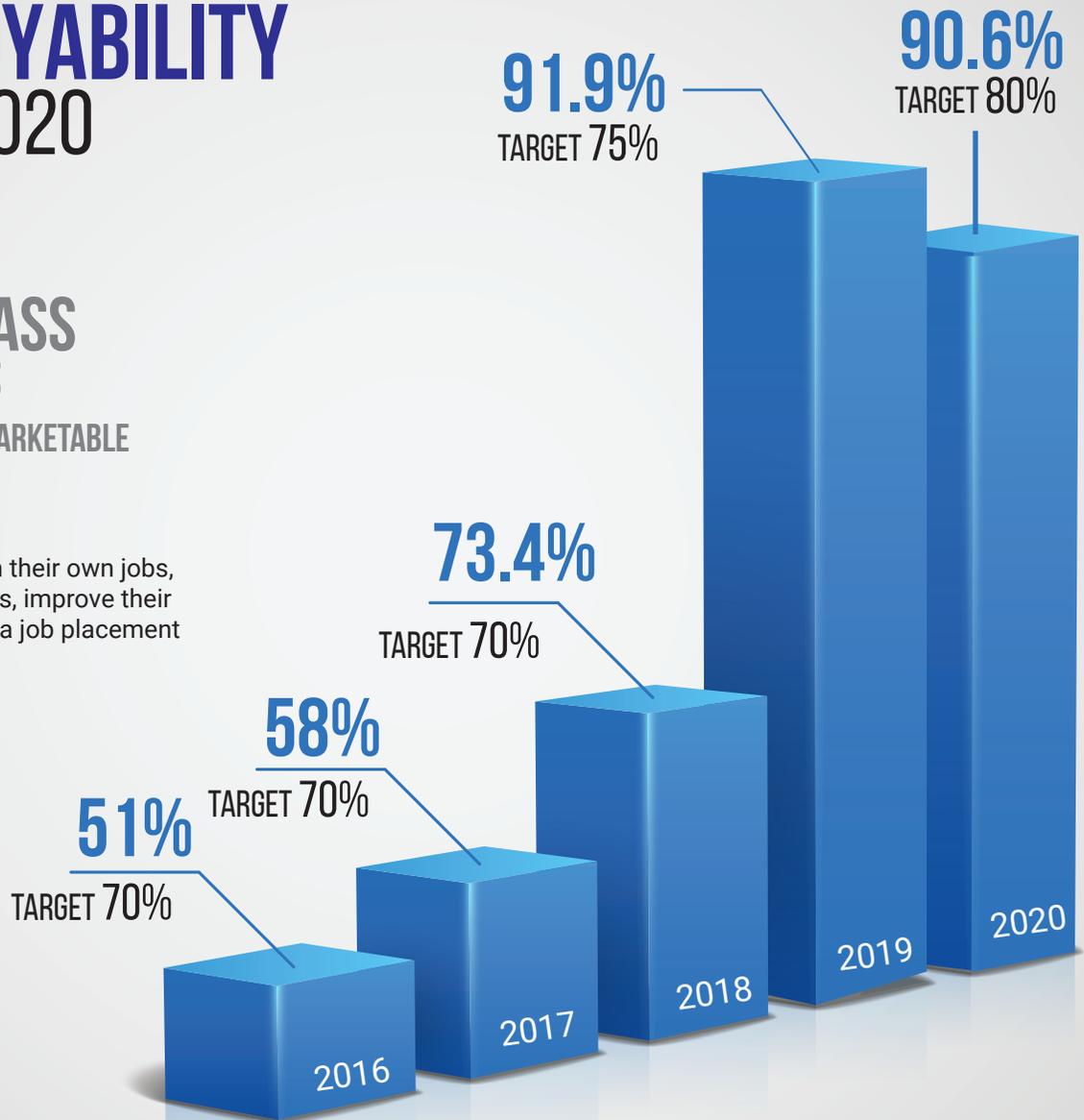
GRADUATES EMPLOYABILITY 2016-2020

FORMATION OF FIRST-CLASS GRADUATES

IN ORDER TO BE MARKETABLE
IN THE INDUSTRY

Definition:

Graduates who run their own jobs,
further their studies, improve their
skills, and wait for a job placement

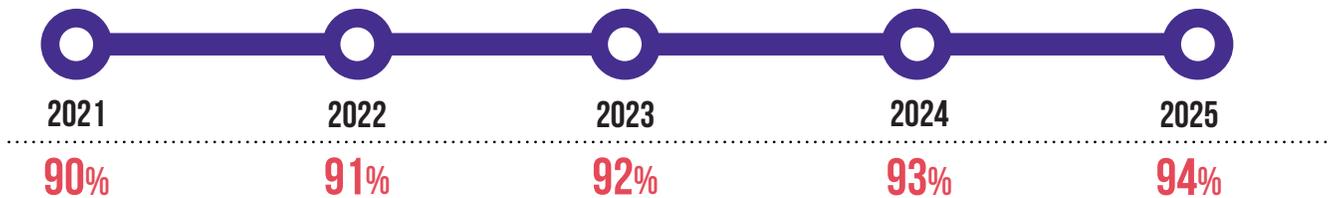


Source: SKPG2.0 KPT as at 1 March 2021

OS1:

INCREASING GRADUATES EMPLOYABILITY (SKPG#2)

🎯 KPI 1: Percentage of graduates employability



Strategic Initiatives	Measurement
1 Empower students' skills through progressive student career development programmes	Percentage of students participating in Starting, Pre and Finishing School programmes
2 Enhance mobility talent among students through exposure to experience abroad	Number of students participating in inbound / outbound / Industrial training programmes abroad
3 Integrate all non-academic profiles of students through the student profiling system	Percentage of students updating the non-academic profile in the student profiling system
4 Enhance the implementation of high impact programmes through Graduate Employability Fund (GE) sponsored by government / private agencies	Total GE funds received
	Number of high-impact programmes run

“

Transparent control systems and procedures that can generate their own income to enable the university to become more viable (viability).



THRUST 2 FINANCIAL SUSTAINABILITY

Finance is one of the main catalysts in supporting and ensuring the survival of an organization. The financial sustainability of the university has become an urgent need and responsibility of all parties. In this increasingly challenging era, the financial sustainability of the university will be focused on diversifying sources of income generation and management more prudently. The university has the flexibility to make its own decisions in the implementation of resource management more effectively and efficiently.

Accordingly, special focus has been given to income generation initiatives such as increasing student enrolment, the role of subsidiaries, commercialisation, entrepreneurship, external contributions and monetisation of assets. Rising costs and constraints of the university's budget have had a direct impact and require accountability from all parties. Therefore, this initiative is expected to have a positive impact on the sustainability of the university's financial management.



30.84%

**INCOME
GENERATION**

YEAR 2020
TARGET 20%

×



CLEAN AUDIT CERTIFICATE
FINANCIAL STATEMENTS
2018-2019

×

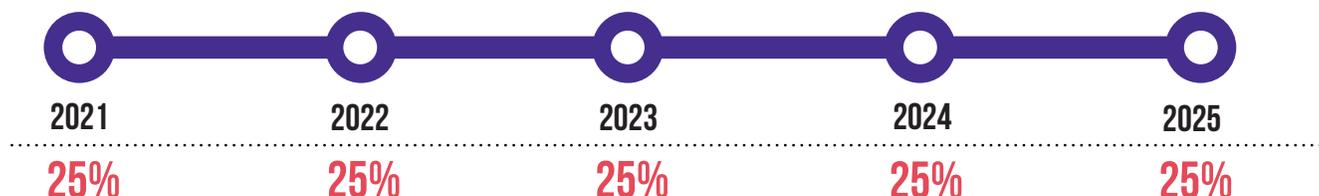
21%
YEAR 2016
TARGET 15%

Source: Bursary Office as at December 2020

OS2:

INTENSIFYING UNIVERSITY INCOME GENERATION ACTIVITIES TO REDUCE DEPENDENCE ON GOVERNMENT FINANCIAL RESOURCES

🎯 KPI 2: Percentage of self-generated income compared to university operating expenses



Strategic Initiatives	Measurement
1 Increase income through optimisation of student enrolment	Total income generated through student enrolment
2 Increase contributions through subsidiary income	Total income generated through subsidiary contributions
3 Increase income through training, commercialisation, entrepreneurship and consulting activities	Total income generated through training, commercialisation, entrepreneurship and consulting activities
4 Increase income through investment and Monetisation of Assets	Total income generated through investment
5 Increase fund earnings through zakat/waqf/ endowment	Total zakat/wakaf/endowment funds obtained



Move together as a team and one family and willing
to sacrifice for UMK with the spirit of

***ONE UMK
ONE DREAM!***

Academic and administrative talent, we need to jointly
develop 'leaders' and the successors not just for UMK survival,
but to ensure that UMK continues to excel in the future.

THRUST 3 TALENT EXCELLENCE

The excellence of human resources depends on the extent to which the university draws up a roadmap for human resource development to be recognized not only at the national level but also at the international level through the assimilation of good ethics and noble values. In general, it can be assessed through the initiative of highlighting the reputation of academic talent and academic support that is balanced, dynamic, competitive and multifunctional and subsequently become resource persons especially in the field of entrepreneurship at the national and international stage.

Besides, collaboration initiative with industry and the corporate sector is also focused on ensuring that the largest stakeholders in the university, namely students and the community, benefit from this collaboration. The diversity of these initiatives will produce a pool of resource persons in various fields and be recognized nationally and internationally. This recognition will directly put UMK in line with other renowned universities in Malaysia and at the regional level.

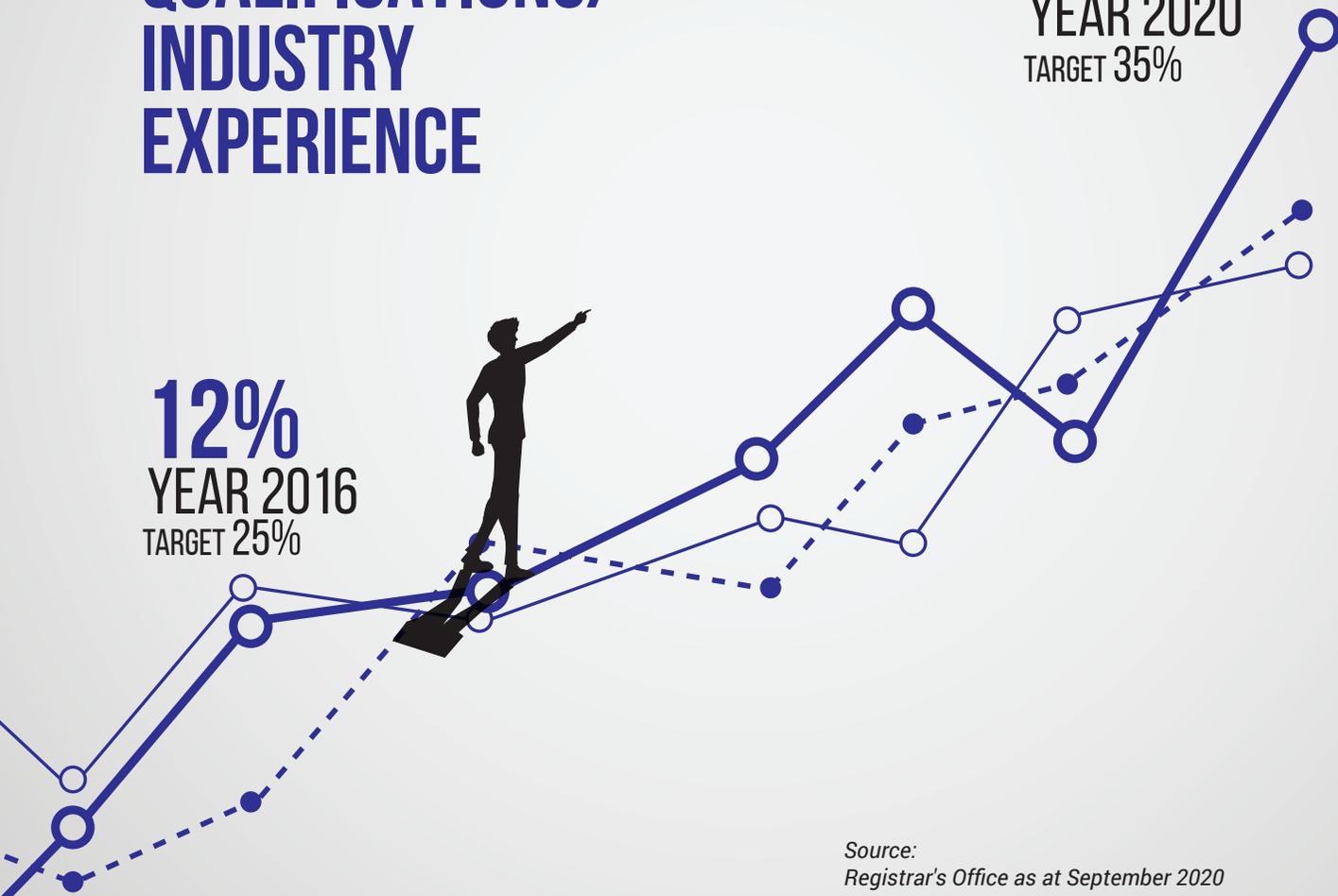


ACHIEVEMENT ACADEMIC STAFF WITH PROFESSIONAL QUALIFICATIONS/ INDUSTRY EXPERIENCE

65%

YEAR 2020
TARGET 35%

12%
YEAR 2016
TARGET 25%

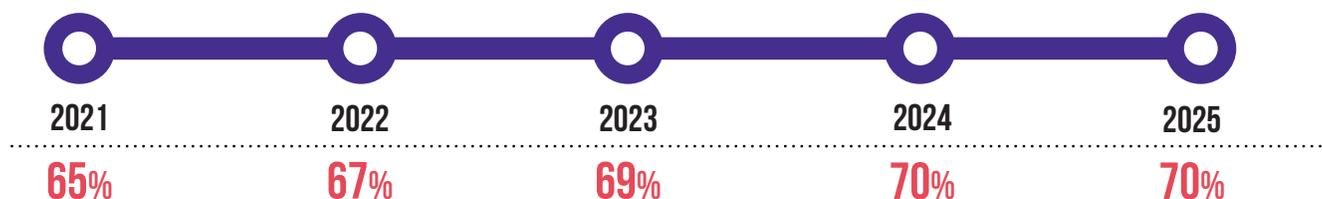


Source:
Registrar's Office as at September 2020

OS3:

EMPOWERING PROFESSIONALLY QUALIFIED/ EXPERIENCED ACADEMIC STAFF IN THE INDUSTRY

🎯 KPI 3: Percentage of professionally qualified / experienced academic staff in the industry

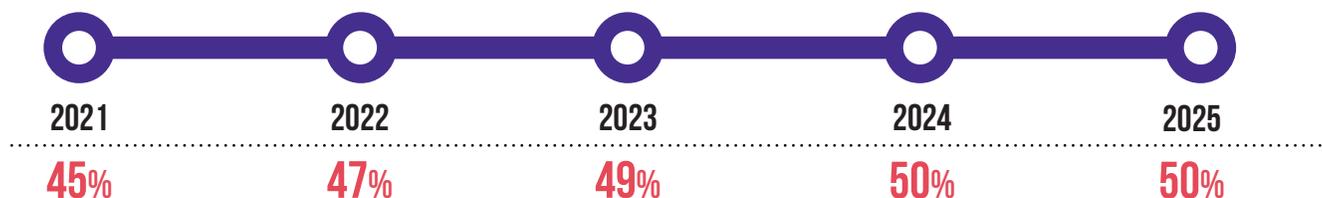


Strategic Initiatives	Measurement
1 Enhance PhD-qualified academic staff through aggressive recruitment and PhD intensive programmes	Percentage of PhD-qualified academic staff
2 Enhance academic staff with membership in professional bodies through funding support schemes	Percentage of academic staff with professional body qualifications/membership
3 Increase the number of Graduate on Time (GOT) PhD academic staff through effective monitoring/mentoring	Percentage of academic staff who graduate within the stipulated period (GOT)
4 Increase the academic staff experienced in the industry for at least 6 years through a competitive scheme	Percentage of experienced academic staff in the industry

OS4:

INCREASING THE NUMBER OF ACADEMIC STAFF RECOGNISED AS RESOURCE PERSONS

🎯 KPI 4: Percentage of academic staff recognised as resource persons



Strategic Initiatives

Measurement

1 Increase the number of academic staff appointed as Visiting Lecturers/Advisors/Consultants at the national / international level

Percentage of academic staff appointed as Visiting Lecturer/Advisor/Referral Specialist

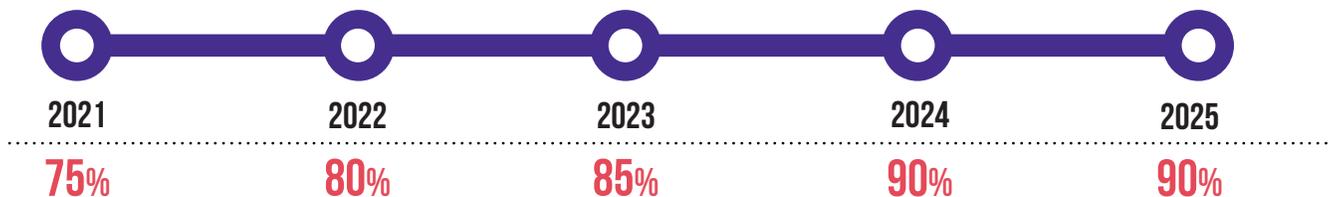
2 Increase the number of academic staff who have been awarded/recognised at the national/ international level

Percentage of academic staff receiving national/international awards/recognition

OS5:

EXPANDING AND EMPOWERING TALENT POOL

🎯 KPI 5: The percentage of talent pool that has a high level of competence



Strategic Initiative

Measurement

- 1 Increase and retain highly competent talent pool through a set of competency measurement standards

Percentage of academic talent pool achieving an average scale of 85% and above

Percentage of non-academic talent pool achieving an average scale of 85% and above



Faculty and Academic Centre's strength not only in T&L aspect, but also in terms of research, academic publication, supervision, experts' credibility etc.

THRUST 4 RESEARCH AND INNOVATION EXCELLENCE

UMK aspires to strengthen the research and innovation foundation that has been set to meet the country's ever-increasing research and innovation needs and remain competitive at the national and international levels. The production of quality research and innovation can highlight the scholarly knowledge and intellectuality of researchers among academic talent. In this regard, adherence to research and innovation ethics is highly emphasised in the effort to produce excellent academic talent with integrity and accountability.

To increase the impact of each research conducted, UMK through the Deputy Vice-Chancellor for Research and Innovation and the Research and Innovation Management Centre (RMIC) always emphasises the researchers to have an awareness that the results of research activities should be able to directly benefit society and the country. Excellence in research and innovation is included as a whole in upholding the reputation of the university both nationally and internationally.



ACHIEVEMENT RESEARCH GRANTS

Source:
Research and Innovation Management Centre
as at December 2020

RM8,156,080

TARGET RM8 MILLION





Universiti Malaysia
KELANTAN



**WORLD
UNIVERSITY
RANKINGS**

ASIA 2021

CONGRATULATIONS
UNIVERSITI MALAYSIA KELANTAN

RANKED

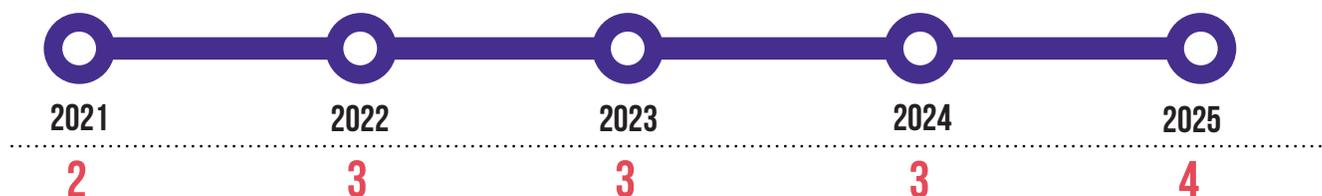
551-600

FIRST TIME EVER

OS6:

HONOURING THE REPUTATION OF THE INSTITUTION AT THE NATIONAL AND INTERNATIONAL LEVELS

Ⓞ KP1 6: Number of National and international star rating/position rating



Strategic Initiatives

Measurement

- 1 Boost the reputation of the university through the national/international rating platform

Number of star ratings obtained in the Malaysia Research Assessment (MyRA)

Number of star ratings obtained in QS Stars

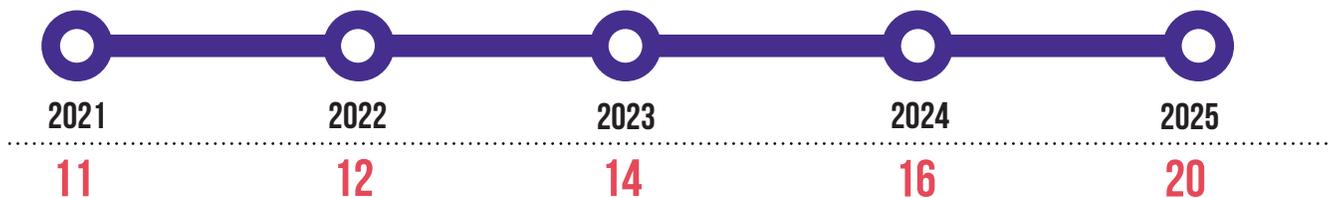
Position in QS Asia University Ranking

Position in QS World University Ranking

OS7:

BOOSTING RESEARCH, INNOVATION, AND COMMERCIALISATION ACTIVITIES

🎯 KPI 7: Ratio of Cumulative Citation

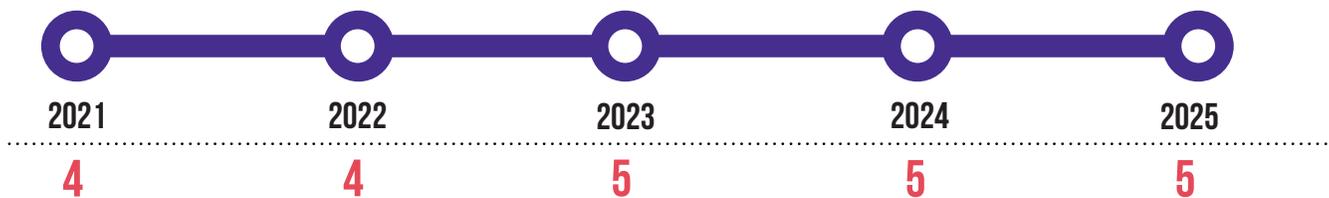


Strategic Initiatives	Measurement
1 Increase WoS/SCOPUS indexed publications through capacity building	Number of articles published using the Publication Scheme/Fund
2 Increase the intake of post-doctoral fellows through competitive schemes	Number of postdoctoral fellows
	Number of WoS indexed articles (Q1/Q2) published
3 Increase the recruitment of renowned local and international academics through conducive environmental support and research	Number of WoS/SCOPUS indexed articles published by post-doctoral fellows
	Number of WoS/SCOPUS indexed articles published by renowned academics

OS7:

BOOSTING RESEARCH, INNOVATION, AND COMMERCIALISATION ACTIVITIES

🎯 KPI 8: Number of commercialised research



Strategic Initiatives

- 1 Increase the number of commercialised research through a variety of funding supports and research infrastructure facilities

Measurement

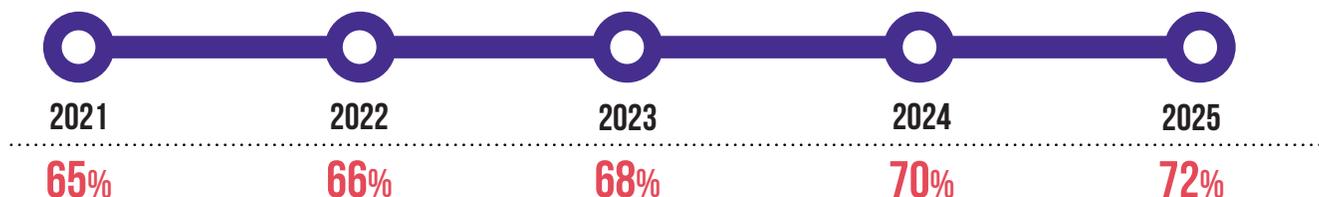
- Number of pre-commercialisation projects
- Number of commercialisation projects
- Number of intellectual property registered



OS7:

BOOSTING RESEARCH, INNOVATION, AND COMMERCIALISATION ACTIVITIES

🎯 KPI 9: Percentage of Primary Investigators (PI) in research grants

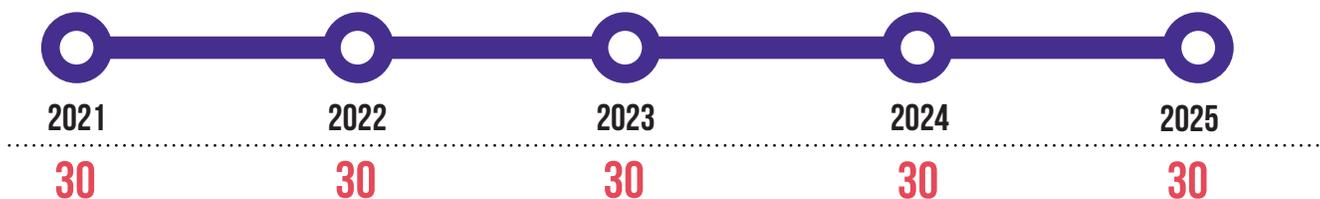


Strategic Initiatives	Measurement
1 Increase the number of research at the internal, national and international levels through national-focused and high-impact research strategies	Percentage of academic staff receiving internal grants
	Percentage of academic staff receiving national level grants
	Percentage of academic staff receiving industry/ NGO/Agency grants
	Percentage of academic staff receiving international grants
2 Empower focused research through CoE /HiCoE/Research Excellence Consortium	Number of CoEs upgraded to HiCoE/Research Excellence Consortium
	Number of national level grants obtained through CoE/HiCoE/Research Excellence Consortium
	Number of international grants through CoE/HiCoE/Research Excellence Consortium

OS7:

BOOSTING RESEARCH, INNOVATION, AND COMMERCIALISATION ACTIVITIES

🎯 KPI 10: Number of gold/special medals in Innovation Competition



Strategic Initiative

- 1 Increase the number of gold/special medals in Innovation competition

Measurement

Number of gold/special medals won at the national/international level



🎯 KPI 11: Ratio (Number) of articles published in journals
and indexed proceedings



Strategic Initiative	Measurement
<p>1 Increase the publication of WoS/SCOPUS indexed articles through publication initiatives and incentives</p>	<p>Number of articles published in WoS/SCOPUS indexed journals</p> <hr/> <p>Number of articles published in WoS/SCOPUS indexed proceedings</p>

SPECIAL COLLECTION
SOURCES LOUNGE



AMERICAN
CORNER

DIGITAL REVOLUTION



MOLEKSI
BELANTARA

Don't
touch
it's
mine

Humanising the students by producing holistic,
balanced, and competent students.

THRUST 5

THE RELEVANCE OF ACADEMIC PROGRAMME AND INTERNATIONALISATION

The development of entrepreneurship education is the main thrust in moving towards a comprehensive university. Effective academic strengthening programmes can produce students of noble character and quality with excellent academic background and entrepreneurial attributes, especially the ability to generate opportunities, willingness to take risks, innovative and competitive in various situations.

To realize this strategy, UMK is also taking steps to redouble its efforts by increasing the intake of international students while providing programmes that meet the needs of the international academic market. UMK also diversifies teaching and learning methods in design, experiential learning by exposing students to hands-on learning through simulation methods and industry involvement.



ACHIEVEMENT INTEGRATED RATING EDUCATIONAL INSTITUTE HIGH MALAYSIA (SETARA) 2018/2019

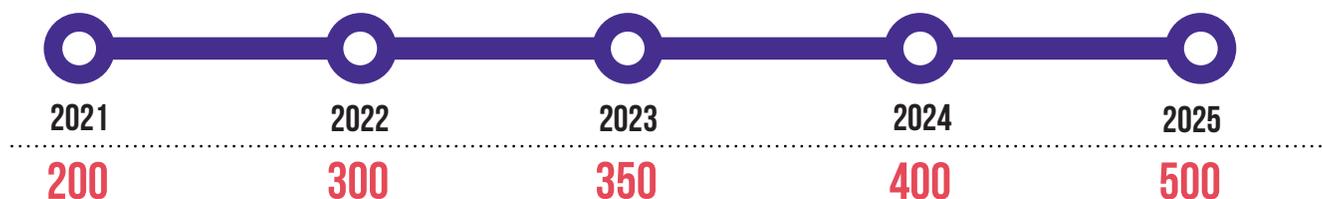
Source:
Office of the Deputy Vice Chancellor (Academic and
International) as at December 2020



OS8:

INCREASING THE INTERNATIONAL STUDENTS ENROLMENT

🎯 KPI 12: Number (Percentage) of international students



Strategic Initiatives	Measurement
1 Highlight the reputation of academic programmes through international academic quality assurance bodies	Number of internationally accredited academic programmes
2 Double the mobility/edutourism programmes through promotions	Number of mobility/edutourism programmes implemented
	Number of international students participating in mobility/edutourism/internationalisation programmes
3 Double the promotions targeted to postgraduates through the cooperation of alumni, agents, social influencers, and university strategic partners.	Percentage of international postgraduates

OS8:

INCREASING THE INTERNATIONAL STUDENTS ENROLMENT

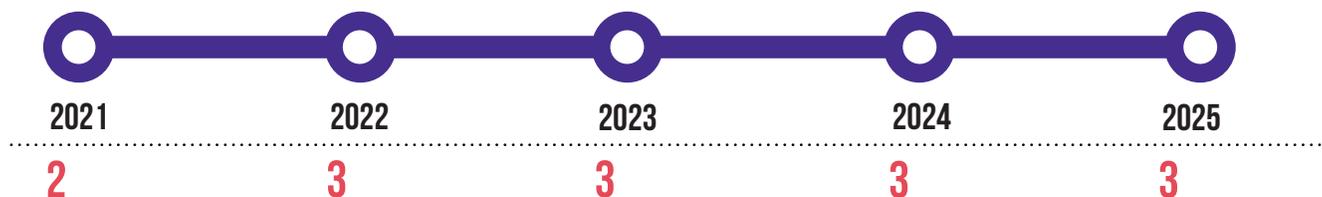


Strategic Initiatives	Measurement
<p>4 Provide various targeted scholarships for international students</p>	<p>Total of targeted scholarships provided</p>
<p>5 Increase the Inbound Mobility through student exchange with university strategic partners (International Student Exchange & Mobility programmes)</p>	<p>Number of international Inbound mobility students</p>
<p>6 Double the international promotions that are targeted to potential countries through the cooperation of alumni, agents, social influencers, and university strategic partners</p>	<p>Number of international promotions participated/organised</p>
<p>7 Aggressively increase the University's online visibility through the accesibility of information for academic and curriculum programmes</p>	<p>Evaluation of webometrics obtained from virtual visitors</p>

OS9:

INCREASING THE OFFERS OF NEW WORK BASED LEARNING (WBL) PROGRAMME

🎯 KPI 13: Number of new Work Based Learning programmes



Strategic Initiative

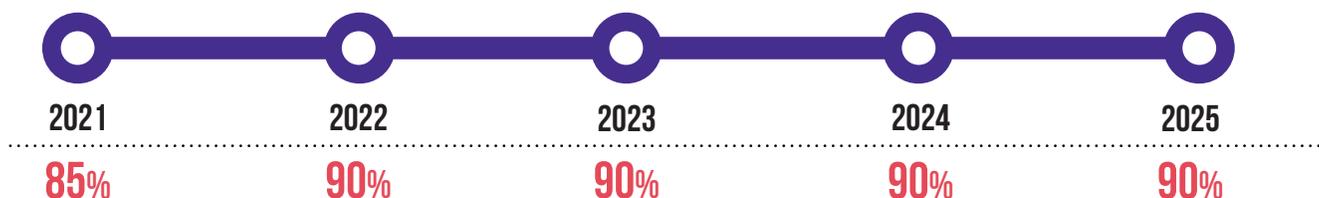
- 1 Increase the offer of 2u2i programmes that are geared towards Problem Based Learning/ Experiential Learning through new programmes or change of existing programme study mode (curriculum review)

Measurement

Number of 2u2i/3u1i study mode programmes offered



🎯 KPI 14: Percentage of iGOT at Bachelor's Degree level

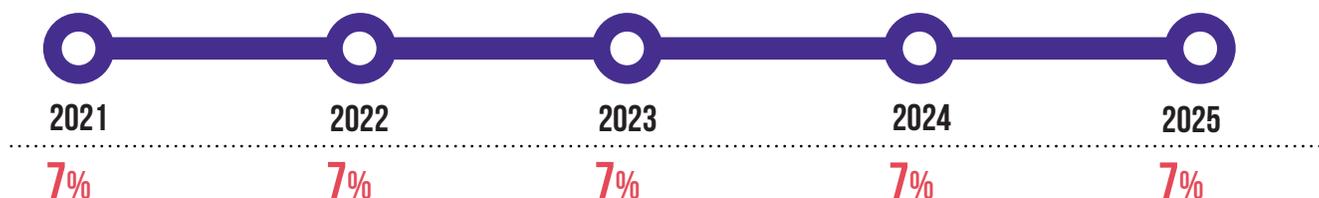


Strategic Initiative	Measurement
<p>1 Detect students at risk of graduating exceeding the study period through early-warning extend indicators system and continuous follow-up intervention programmes.</p>	<p>Percentage of students in the range of early-warning extend indicators</p> <hr/> <p>Number of intervention programmes conducted</p>

OS11:

REDUCING STUDENT ATTRITIONS AT BACHELOR'S DEGREE LEVEL

🎯 KPI 15: Percentage of iGOT at Bachelor's Degree level

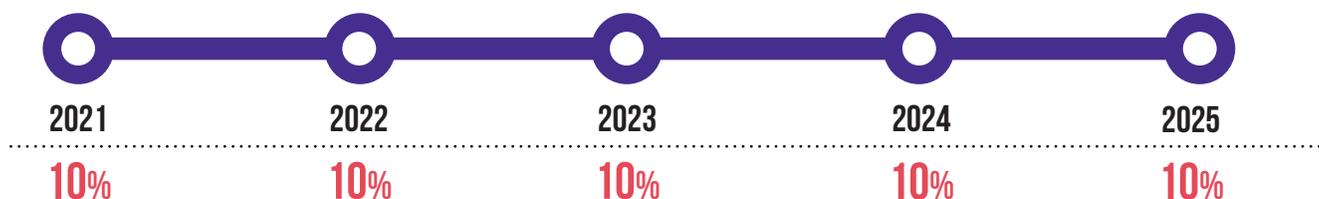


Strategic Initiatives	Measurement
1 Detects students at risk of not GOT through a system of early-warning dropout indicators and continuous follow-up intervention programmes	Percentage of students in the range of early-warning dropout indicators
2 Increase the popularity of study programme offered in the UPU system through high-impact promotions	Percentage of students choosing UMK as university of choice (range 1 - 4) in the UPU system

OS12:

ENHANCING THE INTERNATIONALISATION OF INSTITUTION

🎯 KPI 16: Percentage of international lecturers



Strategic Initiative

- 1 Optimise the use of special schemes for the recruitment of international lecturers who are able to boost the visibility of the university

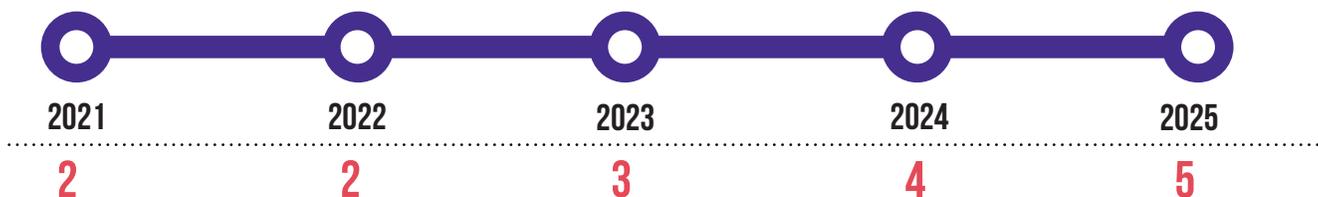
Measurement

Percentage of allocation used for international lecturer expenses

OS12:

ENHANCING THE INTERNATIONALISATION OF INSTITUTION

🎯 KPI 17: Number of internationalisation of study programme curriculum



Strategic Initiative	Measurement
1 Internationalise the curriculum of academic programmes through international accreditation/professional bodies/dual awards (renowned university network)	Number of internationally accredited academic programmes
	Number of academic programmes in the form of dual degrees (dual awards) with international universities
	Number of academic programmes embedded with courses acknowledged by international professional bodies



To build entrepreneurial ecosystems and produce student entrepreneurs and human capital with entrepreneurial minds

THRUST 6

ENTREPRENEURSHIP EXCELLENCE

In line with the University's thrust of entrepreneurship, UMK is now proven to be the best Entrepreneurial University in Malaysia in 2019 where as many as 13% of entrepreneurial graduates have been successfully produced. UMK also aims to be the best Entrepreneurial University in the Asian region and respected internationally by 2030.

In this regard, UMK is determined to strengthen entrepreneurship excellence among students to produce graduates who are centred on noble values, competitive, entrepreneurial-minded and have entrepreneurial characteristics by providing a conducive ecosystem as an encouragement to students to be active in entrepreneurial development.

Therefore, to achieve this goal, several more focused and inclusive strategic initiatives have been formulated to ensure that UMK achieves its target of becoming a renowned Entrepreneurial University on the international stage. Inclusively, the entrepreneurship excellence in upholding the reputation of the University at the international level can be seen through the success in producing entrepreneurial students and entrepreneurial graduates.



ACHIEVEMENT GRADUATE ENTREPRENEURS 2016-2020

TARGET 10%

Source:
HEPA data as at Disember 2020

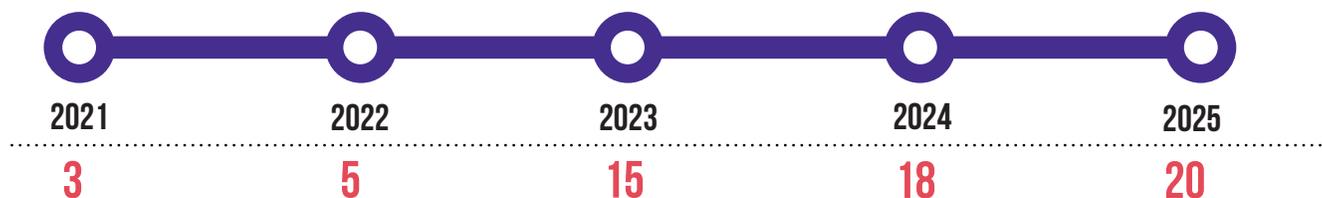


Source: SKPG2.0 KPT as at 1 March 2021

OS13:

HONOURING THE INSTITUTION'S REPUTATION AT THE NATIONAL/INTERNATIONAL LEVEL

🎯 KP1 18: Number of entrepreneurship recognitions and awards at the national/international level

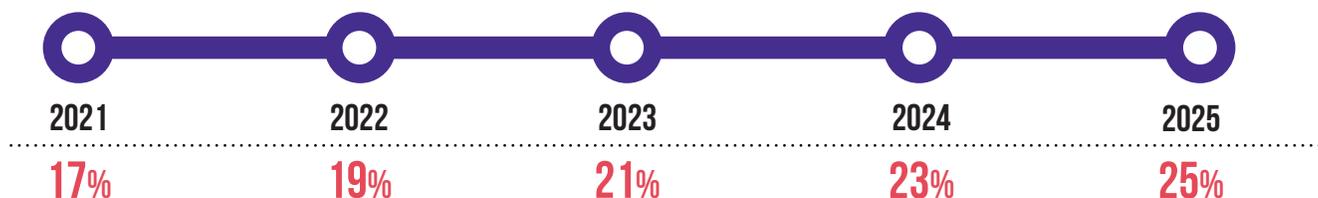


Strategic Initiatives	Measurement
1 Boost the recognition of university's entrepreneurial through accredited certification of international entrepreneurship quality assurance bodies	Number of prestigious entrepreneurship accreditations received
2 Increase entrepreneurship awards through participation in prestigious international entrepreneurship awards	Number of entrepreneurship awards won at the national/international level
3 Increase the diversity of entrepreneurial cooperation through high-impact collaboration networks	Number of entrepreneurial collaborations conducted

OS13:

INCREASING THE NUMBER OF STUDENTS RUNNING BUSINESSES

🎯 KP1 19: Percentage (Number) of Student Entrepreneurs (SE)



Strategic Initiatives	Measurement
1 Encourage the entrepreneurial activities through the provision of conducive entrepreneurial incubator space	Percentage of students using entrepreneurial incubators
2 Increase the financing funds for student company through the provision of business funds	Number of student companies receiving business fund injections
3 Increase guest entrepreneurs as business mentoring and coaching through matching programmes between entrepreneurs and student companies	Number of entrepreneurs matched with student companies

OS13:

INCREASING THE NUMBER OF STUDENTS RUNNING BUSINESSES



Strategic Initiatives

- 4 Enhance entrepreneurial communication skills through innovation challenge programmes (pitching, innovation competition)
- 5 Improve the commercialisation potential of student products which are based on innovation/technology/digital through the provision of effective platforms

Measurement

Number of innovation challenge programmes organised

Number of student companies involved in innovation/technology/digital entrepreneurial programmes

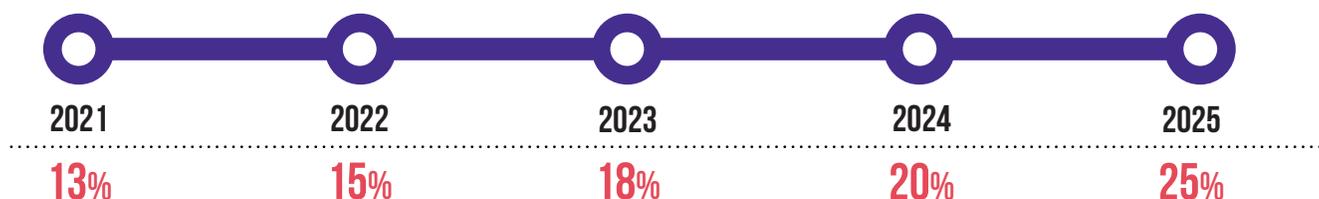
Number of entrepreneurial icons/celebrity entrepreneurs involved in innovation/technology/digital

Number of students commercialising products based on innovation/technology/digital

OS14:

INCREASING THE NUMBER OF GRADUATES IN THE FIELD OF ENTREPRENEURSHIP

🎯 KPI 20: Percentage (Number) of Graduate Entrepreneurs (GE)

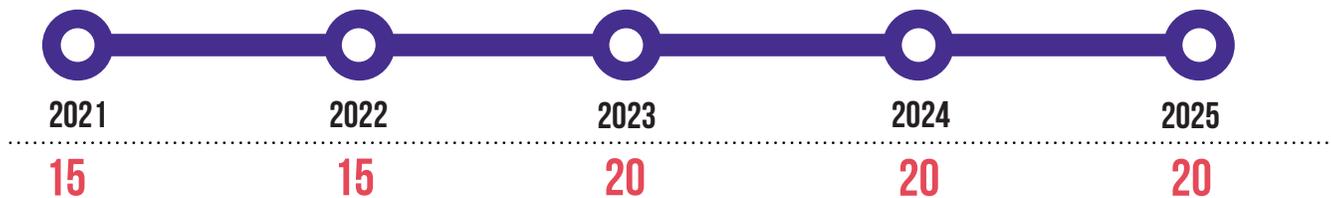


Strategic Initiatives	Measurement
1 Increase the placement of students in own company through industrial training programmes monitored by the university	Percentage of students undergoing industrial training in their own company
2 Improve the performance of graduate entrepreneurs through Accelerator dan Business Pitching programmes	Percentage of graduate entrepreneurs participating in Accelerator dan Business Pitching programmes

OS15:

STRENGTHENING ENTREPRENEURIAL LEARNING, TEACHING AND RESEARCH SUPPORT SYSTEMS

🎯 KPI 21: Number of case studies/entrepreneurship research in teaching and learning

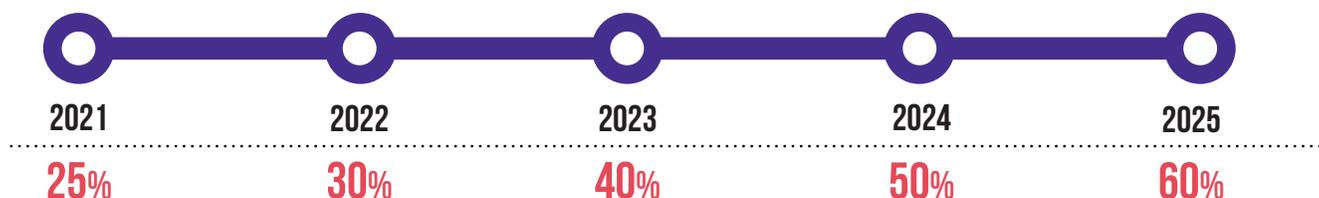


Strategic Initiatives	Measurement
<p>1 Increase the production of case studies/ entrepreneurship research through funding support</p>	<p>Total allocation of case study/ entrepreneurship research</p> <p>Number of case studies produced</p>
<p>2 Recognise students' entrepreneurial programmes through credited co-curriculum equivalence</p>	<p>Number of entrepreneurial programmes equated to credited co-curriculum (credit counted/credit earned)</p>
<p>3 Increase entrepreneurial exposure for students through the empowerment of courses in addition to the university's entrepreneurship core</p>	<p>Percentage of courses other than entrepreneurship core that have integrated/embedded/infused entrepreneurial elements</p> <p>Number of credited entrepreneurship-based co-curriculum</p>

OS16:

ENHANCING THE INTERNAL AND EXTERNAL INSTRUCTORS/ MENTORS WHO HAVE EXPERTISE AND BECOME THE ENTREPRENEURIAL RESOURCE PERSON

© KPI 22: Percentage (Number) of expert entrepreneurial instructors/mentors



Strategic Initiatives	Measurement
1 Empower the entrepreneurial expertise of academic staff through the entrepreneurship recognition from international professional bodies	Percentage of academic staff receiving international professional entrepreneurial recognition
2 Increase the number of staff with entrepreneurs experience through entrepreneurial sabbatical programmes	Percentage of academic staff undergoing entrepreneurial sabbatical
3 Increase the number of staff conducting business through the policy of start-up and spin-off company	Percentage of academic staff owning start-up and spin-off company

2020 Asia-Pacific

Triple E Awards

Entrepreneurship and Engagement
Excellence in Higher Education



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CONCLUSION

UMK Strategic Plan 2021-2025 is the result of the efforts and high morale of all people in UMK in terms of the pooling of ideas to ensure the direction of the University can be fully achieved within the stipulated time frame. This comprehensive and inclusive plan is drafted out with determination to focus on the six most important thrusts of UMK, namely Student Excellence, Financial Sustainability, Academic Excellence, Research and Innovation Excellence, The Relevance of Academic Programmes and Internationalisation, and Entrepreneurship Excellence. The plan provided is the translation of UMK's direction which prioritises important and high-impact matters that can be achieved annually and clearly outlines the forms of Strategic Initiatives that need to be taken to realise it. The dynamics of this strategic plan have been taken into account based on the flexibility of initiatives that are likely to change, increase or decrease and this depends on the suitability factors and current needs. All actions taken for each planned Strategic Initiative will be reflected in the Strategic Action Plan for each champion. This strategic plan which took almost a year is only 10% representing the planning phase, and the other 90% which will take 5 years is the implementation phase. Absolute and comprehensive commitment from all people in UMK is very much needed in the second phase later.



This comprehensive and inclusive plan was decided to focus on the six most important thrusts of UMK.

This strategic plan which took almost a year is only 10% representing the planning phase, and the other 90% which will take 5 years is the implementation phase

In accordance with that, all decision-making processes such as annual budget preparation and other key planning need to be aligned as best as possible with this strategic plan. All people in UMK will now work together to realise this plan through the implementation and continuous monitoring in driving UMK towards becoming the best entrepreneurial university not only in this region and the Asian region, but also internationally respected.



We need to constantly check our visibility and compare with the reality out there. We also need to double the effort so that we are 'visible' and recognised by all. A knowledge valley where noble ideas flourish, great entrepreneurship minds meet, innovate and create.

A knowledge valley where noble ideas flourish, great entrepreneurship minds meet, innovate and create.



DRAFTING ACTIVITIES





ENGAGEMENT SESSION WITH THE BOARD OF DIRECTORS



ACKNOWLEDGEMENTS

UMK would like to express its deepest appreciation and gratitude to all parties who are actively involved throughout the year in the process of developing the UMK Strategic Plan 2021-2025. The unswerving commitment has been reflected through active involvement in workshops organised at the university internal and external levels in shaping a brighter future of UMK. Here are all the champion groups and other committees that are directly involved in producing a truly solid strategic plan in order to carry the aspirations as the best entrepreneurial university not only at the national level but also internationally respected.

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ABBREVIATION

UMK	Universiti Malaysia Kelantan
DVC (A&A)	Deputy Vice Chancellor (Academic & International)
DVC (P&I)	Deputy Vice Chancellor (Research & Innovation)
DVC (HEPA)	Deputy Vice Chancellor (Student Affairs & Alumni)

**THE STRENGTHS AND ACHIEVEMENTS CAME
FROM THE HARD WORK OF UMK STAFF INCLUDING
FORMER LEADERSHIP**

**Thanks to the former Chairman of the Board of Directors of the University (LPU)
and all former Vice-Chancellors and former Deputy Vice-Chancellors.**



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