ASEAN DEFENCE INDUSTRY COLLABORATION

AHMAD ZAHID HAMIDI

INTRODUCTION

Since its humble beginnings of 8th August 1967, the Association of South East Asian Nations (ASEAN), which started as a grouping of five nations, has now evolved into one involving the membership of 10 countries, with a population of over 580 million people.

One of the principal aims for the creation of ASEAN has been to promote regional integration through active collaboration and mutual assistance on matters of common interests in the economic, social and cultural fields, those which continue till the present day.

At the 12th ASEAN Summit in 2007, the ASEAN leaders affirmed their strong commitment to accelerate the establishment of an ASEAN community by 2015 and signed the CEBU Declaration on the Acceleration of the Establishment of An ASEAN Community by 2015. This ASEAN Community is comprised of three pillars i.e. the ASEAN Political Security Community, the ASEAN Economic Community and the ASEAN Socio-Cultural Community.

To realize these aims, cooperation among the ASEAN nations has progressed over the years with various activities and summits as well as the signing of various agreements. The ASEAN Charter, that makes ASEAN a legal entity, came into force on 15 December 2008.

With the formalization of the ASEAN Defence Ministers Meeting (ADMM) and the processes therein in 2006, defence has been the last sectoral body to be established within the formal framework of ASEAN. It is an important step in promoting multilateral defence and security cooperation in the region. The various meetings and activities under the ADMM process have contributed towards strengthening cooperation among the ASEAN defence establishments and militaries.

However, the one area that has not been developed by the ASEAN member states is that of defence industry cooperation, one which fits very harmoniously from my perspective into the pillars of the ASEAN Political Security Community as well as the ASEAN Economic Community.

In this respect, it must be mentioned that the defence industry sector the world over has played a vital role towards building indigenous industrial capability, technological development, economic spinoffs including exports, employment creation as well as human capacity building. In the West, the defence industry sector had been instrumental towards various technological breakthrough as well as creating spin-offs into the civil sectors. Defence industry has also been a major source of revenue for most of these western countries in terms of exports and the revenues that have been ploughed back into research and development based activities in defence technology.

Several East Asian and Latin American countries have also adopted similar approaches by building-up their national defence industrial base for both military and economic purposes. These include countries such as Japan, South Korea, Taiwan, Brazil, South Africa, India and China. Some of these countries have developed very competitive industries that leverage on dual use technology, that which encompasses both the defence and civil sectors.

Indeed, defence industry is a fairly new concept to some of the ASEAN countries and is still at its infancy in many respects. There are admittedly some ASEAN countries which have developed limited defence industry capabilities. Generally, however, ASEAN nations are net buyers of defence equipment and support. In other words, the ASEAN countries are mostly dependent on imports of defence equipment from the various Original Equipment Manufacturers (OEMs) around the world.

According to the data published by the Stockholm International Peace Research Institute or SIPRI (2009), ASEAN countries spent in 2008 a total of USD22.8 billion (excluding Myanmar) for new defence equipment. Although this figure is small compared to the global defence expenditure, it does not include other associated expenditure such as service support, logistics and training.

At the same time, in terms of arms production in 2007, six of the top 10 of the 100 arms producing companies originate from the United States, the remaining four being Western European. Of these 100 top arms producers in the world, 44 of these companies are United States based with a lion’s share of USD212.40 billion and 32 of them are based in Western Europe, with a share of USD107.6 billion.
These figures clearly go on to suggest that ASEAN countries are still import driven in this area, with major imports coming from the United States and Western Europe.

FORMALISING A ASEAN DEFENCE INDUSTRIAL PLATFORM

Over the years, certain ASEAN countries have developed some form of industrial and technological capabilities. Each nation has taken various policy initiatives to develop its own defence industries to the extent of being able to provide some degree of support to their respective armed forces. This has been done either through direct procurement, collaborations or offset programmes.

The ASEAN countries have thus far developed different industrial and technological capabilities and capacity. Their industries are also at different stages of achievements across the capabilities. Some are stronger in the aerospace sector and yet others in the weapons, automotive or naval sectors. Similarly, their industries have developed capabilities ranging from research and development to manufacturing, systems integration, repair, maintenance and overhaul.

In this regard, the ASEAN countries have different strengths and opportunities that could be integrated towards developing a more concerted regional based defence industrial growth with the aim of reducing the over dependence on imports, and at the same time, sustaining economic development within the region in terms of research and development, jobs and outflow of currency.

It must also be mentioned that there already exists some very limited cooperation on a bilateral level amongst the ASEAN nations in the area of defence industry cooperation. However, this is a far cry from the desired cooperation at the multilateral level similar to that which already exists in Europe, wherein collaboration efforts have been taken at a multilateral level amongst European Union countries to cooperate in the development of a Western European defence industrial base. Projects such as the Eurofighter involving four European nations and the A400M, a consortium of seven European nations are some such examples. To that extent, organizations such as the European Defence Agency (EDA) and European Defence Industry Council (EDIC) have been set up to promote such activities.

BENEFITS OF ASEAN DEFENCE INDUSTRY COOPERATION

It is felt that formalizing ASEAN defence industry cooperation at a multilateral level would have significant benefits to the region not just in terms of the defence industry per se but for that matter contribute towards the industrial and technological growth in the region. This indeed could be viewed as moving further the ASEAN Political Security and Economic Agenda. These benefits, amongst others, would include economies of scale, sharing of technology, country specialization and the collaboration approach.

In relation to economies of scale, it is a well established fact that manufacturing in large quantities attracts economies of scale. Instead of buying in smaller quantities, ASEAN countries could through the concept of specialization or outsourcing amongst themselves leverage this arrangement to reduce costs per unit of production.

In respect of technology, one could argue that the sharing of technology as well as research and development efforts could yield significant synergy amongst the ASEAN member states. These could also include human capital development, educational collaboration, joint seminars and forums, industry dialogue, joint production, maintenance, repair and overhaul (MRO) and the like.

Under the concept of country specialization, each ASEAN nation could specialize in different areas, depending on how it fits into the value chain of ASEAN defence industrial production. For example, some nations could be the manufacturers of parts and components, others could undertake assembly and yet others could specialize in the area of design, integration and total platforms, depending on the strength and competitive advantage of each nation, be it labour costs, the existence of a defence industrial base, the level of defence technological sophistication and so on.
Finally, collaboration between the ASEAN parties could be viewed as one that not only brings about spin-offs in an economic sense but one that underscores the ASEAN spirit of ‘proser thy neighbour’. In other words, whilst defence industrial collaboration could be used to close the defence industrial and technological gap between them, this more importantly must be seen in the true spirit of ASEAN of wanting to support and help each other as a community of nations. For that matter, ASEAN collaboration in defence industry itself can be viewed as a valuable Confidence Building Measure (CBM) in terms of defence and security cooperation.

**CHALLENGES**

In taking forward the proposed ASEAN industrial collaboration, one has to be mindful of the numerous challenges that must be faced. These would include, amongst others, the different stages of industrial development and knowledge base as well as resources allocated for defence by the ASEAN countries.

In this instance, whilst some countries like Singapore, Thailand, Malaysia, Indonesia and to some extent Philippines have already embarked on defence industrialization and have moved up the learning curve of defence technology, others such as Vietnam, Laos, Cambodia and Myanmar have not really done so. Indeed, some have even entered into joint ventures with countries outside the region. The technological gap that exists amongst them might pose challenges in terms of deciding what shape and form this defence industrial cooperation should take.

Similarly, resources allocated for defence also vary amongst the ASEAN nations. Some have much bigger budgets then others, based on affordability and the opportunity costs in expanding scarce resources to meet national socio-economic demands.

Added to these could be other challenges such as national survival, strategy, sovereignty of technology, security issues, export controls, trust, structural processes as well as issues of governance.

**PROPOSAL AT THE ASEAN DEFENCE MINISTERS MEETING**

With the above mentioned issues in mind, Malaysia tabled a proposal at the ASEAN Defence Ministers Meeting Retreat in Bangkok held on 9th November 2009 the idea of ASEAN defence industrial collaboration and the setting up of an ASEAN Defence Industry Council.

It is heartening to note that whilst there were some reservations over the setting up of the Defence Industry Council at the present time, the idea of ASEAN defence collaboration was well received and endorsed by the ASEAN Defence Ministers. In this respect, it was agreed that this proposal be further developed and discussed at the future ASEAN Defence Ministers Meeting (ADMM).

**THE WAY FORWARD**

Since the proposal has already been endorsed by the ASEAN Defence Ministers, it is important that the concept of ASEAN defence industry cooperation be followed through to make it a reality in the not too distant future. One could argue that the seeds of this beneficial and meaningful endeavor in the name of ASEAN and for the benefit of ASEAN have already been sown. What remains to be done is perhaps to put this concept through the process of refinement, as well as temper and moderate it with pragmatism, and develop a proposed framework for implementation.

Towards this end, it is my considered opinion that this concept be further discussed at seminars, workshops, forums as well as various ASEAN meetings, especially the upcoming ASEAN Seminar Defence Official Meeting (ADSOM) to be held in the course of 2010.

The upcoming biennial Defence Services Asia Exhibition 2010 to be held from 19th to the 21st of April 2010 at the Putra World Trade Centre, Kuala Lumpur could also be an ideal opportunity to further develop this concept, wherein a dedicated seminar on this subject could be organized in conjunction with this exhibition. Speakers and
contributors to this subject at hand could come from the civil service, academia, and industry as well subject matter experts in the area.

CRITICAL SUCCESS FACTORS

For the proposal of an ASEAN industry cooperation to be implemented in its true spirit and intent moving beyond rhetoric and political expediency, several critical success factors must be borne in mind, including the issue of trust, regional spirit and structural changes.

Trust underpins all relationships and transactions, business or otherwise. There must therefore be the recognition and unreserved acceptance that the ASEAN defence industry cooperation is being propagated for the common good and with the best interests of the ASEAN community at heart. This perhaps calls for putting in place Confidence Building Measures (CBMs) and developing greater understanding of the concept through dialogue and discussion at various levels.

With regards to the challenge of regional spirit, it must be recognized that the ASEAN spirit that now pervades all that is being done among ASEAN countries, and that which underpins the relationships amongst its people, should buttress the proposal of ASEAN defence industry collaboration. This would mean that the ‘larger good’ should be the cornerstone of this proposal and there must be the general acceptance that some compromises and sacrifices must be made by the more developed and fortunate ones in the interests of those who have not quite attained the level of defence industrialization as compared to others, including their varying levels of imports and exports of defence platforms, weapons and military solutions.

As for structural charges, ASEAN defence industry cooperation also calls for initiatives which the ASEAN countries must be prepared to introduce, including those relating to technology ownership and management, resource allocation, procurement processes as well as export controls.

CONCLUSION

As the concept of ASEAN defence industry cooperation has already been endorsed by the ASEAN Defence Ministers at its meeting in November 2009, it is important that we continue to keep up the momentum. Otherwise, this might just remain an elusive dream without being translated into reality.

Admittedly, a lot of work needs to be done and the process of refinement and the proposed framework for implementation requires a lot more spadework to be carried out. Some recommendations have been offered and need to be seriously taken up by all quarters. The implementation of cooperation in defence industry among the ASEAN countries would certainly move the regional grouping up another notch, as well as open up a new whole dimension of economic and defence collaboration, thus adding further meaning and strength to the ASEAN spirit, whilst further moving its people towards a common purpose and a shared destiny.

Indeed, the realization of the proposal for ASEAN defence industry cooperation would certainly illuminate the ASEAN Motto of ‘One Vision, One Identity, and One Community’ and add impetus to the establishment of an ASEAN Community by 2015.

Dato’ Seri Dr Ahmad Zahid Hamidi
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Conceptualisation of a National Defence University: Education is the First Line of Defence

ZULKIFLI ZAINAL ABIDIN
TENGKU MOHD TENGKU SEMBOK

ABSTRACT

It has been said that “The Army is the most outstanding institution in every country, for it alone makes possible the existence of all civic institutions”. Considering what is happening in Iraq and Afghanistan, we are sceptical at how military institutions are handling the civic institutions in this millennium. There is a need to redefine the professional military education objectives. It is of opinion that military training schools have changed only modestly since the end of the Cold War. Preparing to fight a known enemy required certain skills and knowledge, and the current military professional education focused on those narrow areas. If we ever dream of global peace we need to develop programs to educate and promote leaders with thinking, knowledge, skills and attributes to meet the needs of this millennium and future challenges. The military institution supposes to be the guardian of democracy and stability but not its destroyer. Wars should be avoided. Even though, we are forced to go into a battlefield, the ethics of wars and conflicts should be obeyed for the sacredness of human lives and their rights. The doctrine of war and peace needs revisit and to be redefined. The Eastern philosophy and art of war as preached by Sun Tzu is “to fight and conquer in all your battles is not supreme excellence; supreme excellence consists in breaking the enemy's resistance without fighting”. Reform proposals for military education call for everything from philosophy, culture, economics, foreign languages and negotiating skills, to competencies in engineering, science, and technology. The aim of this paper is to expound the philosophy and vision behind the formation of the Universiti Pertahanan Nasional Malaysia (NDUM) where cadet officers are educated and trained at an early age in order to become intellectual leaders of character who will contribute in bringing peace and prosperity to the world.

ABSTRAK

yang mendidik dan melatih pegawai kadet pada usia yang muda untuk menjadi pemimpin intelektual berkaracter yang akan menyumbang membawa keamanan dan kemakmuran kepada dunia.
THE THAYER SYSTEM OF WEST POINT: ITS SIGNIFICANCE FOR FUTURE YOUNG OFFICERS’ LEARNING

JOWATI BINTI JUHARY

ABSTRACT

This paper attempts to analyse what constitutes the Thayer System as practised at the United States Military Academy, West Point, New York (West Point), and to introduce what seems to be a model for teaching and learning that can be replicated at other military learning institutions. The paper takes a historical-conceptual approach in discussing the issues involved in the creation of the Thayer System. Data is gathered through extensive analysis of documents about the academy, and informal observations at the academy. The finding is an important piece of conceptual research that could be used to create a new model for teaching and learning at other military institutions especially the Malaysian counterpart of West Point, the National Defence University of Malaysia (NDUM). As the youngest public university in Malaysia, the NDUM is in the process of establishing a suitable teaching and learning model. This paper concludes by suggesting a new model for the NDUM, which incorporates best practices in learning approaches for military cadets.

Keywords: Thayer System; military learning environment; National Defence University, Malaysia; constructivism; learning theories.

ABSTRAK


Katakunci: Sistem Thayer; suasana pembelajaran ketenteraan; Universiti Pertahanan Nasional Malaysia; konstruktivis, teori pembelajaran.
VIRTUAL INSTRUMENTATION: FOUNDATION FOR IMPROVEMENT IN THE ARMY’S EQUIPMENT MAINTENANCE OPERATIONS

KHAIROL AMALI BIN AHMAD

ABSTRACT

This paper aims to present that by utilising virtual instrumentation, maintenance operations for the army equipment may be further improved in its efficiency and effectiveness. Facing with challenges resulting from operational policies and technological advancements of military equipment, the equipment maintenance functions of the army have to find solutions that serve their needs better. With more and more sophisticated equipment being used in the military, the requirements for their maintenance is also getting more complex, thus demanding more capability in terms of expertise and number of technicians in order to reduce equipment operational downtime. Several developments in maintenance approaches and technologies have emerged and are deemed to be able to tackle these issues. Among them are Built-in-Testing (BIT), Automated Test Equipment (ATE), predictive maintenance concept and condition monitoring. However, it seems that there are still some “missing links” in achieving maintenance efficiency and effectiveness by using those approaches and technologies. With current development in virtual instrumentation, coupled with its extended concept to “synthetic instrumentation” and “remote testing”, the maintenance community may have finally been equipped with a substantial capability to meet today’s and future challenges in maintenance operations.

Keywords: Virtual Instrument, Synthetic Instrument, Remote testing, Predictive Maintenance.

ABSTRAK


Katakunci: Instrumentasi virtual, instrumentasi sintetik, pengujian jarak jauh (remote testing), Penyelenggaraan Jangkaan (predictive maintenance)
RESPONSE OF STEEL FIBER REINFORCED CONCRETE SUBJECTED TO AIR BLAST LOADING

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ABSTRACT

This paper investigates the behaviour of several types of reinforced concrete panel subjected to air blast loading. The test panel includes normal reinforced concrete (NRC), steel fibre reinforced concrete (SFRC) and also high strength steel fibre reinforced concrete (HSSFRC). Field blast test were conducted with charge weight of 1kg of plastic explosive (PE4) at a standoff distance of 0.6 meter. Failure mode of each specimen were investigated and presented in the paper. The experimental results indicates that incorporation of steel fibres in concrete has significantly improved the blast resistance of steel fibre reinforced concrete (SFRC) as compared to normal reinforced concrete and it also can be concluded that the risk of brittle failure of fibre reinforced concrete subject to blast loading is higher for high strength concrete (HSSFRC) than normal reinforced concrete (NRC) and also steel fibre reinforced concrete (SFRC).

ABSTRAK

Penyelidikan ini mengkaji sifat beberapa panel konkrit tetulang gentian keluli terhadap kesan impak letupan. Ujian impak letupan dengan kekuatan 1 kg bahan letupan pada jarak 0.6 meter telah dijalankan keatas tiga jenis panel konkrit iaitu konkrit biasa, konkrit gentian keluli biasa dan juga konkrit gentian keluli yang mempunyai kekuatan yang tinggi. Keputusan ujian menunjukkan bahawa konkrit bertetulang gentian keluli biasa menunjukan ketahanlasakan terhadap ujian letupan berbanding dengan konkrit biasa dan juga konkrit gentian keluli yang mempunyai kekuatan yang tinggi.
QUALITY FAMILY DEPLOYMENT: STRATEGIC HUMAN RESOURCES MANAGEMENT IN MILITARY ORGANIZATIONS

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ABSTRACT

Although family social support contributes to the quality of human resources improvement, there has been much indistinctness regarding the conceptual relationships among these constructs especially in the military organization. Deploying detail family variables and translating it into quality variables may give a new perspective for decision makers and management to plan programs and for policy improvement. For this study, an adaptation of a well known methodology, Quality Function Deployment (QFD), is used. The methodology facilitates the determinations of priority needs of family as a new perspective for military organizations to improve their human resource. This study thus examines the relationships between quality family deployment and job satisfaction, the impact of work on family, and the influence of family on work, with special emphasis on job performance and productivity among military personnel. 1,213 questionnaires for military family respondents in West Malaysia were retrieved and analyzed. There were seven variables revealed as the family’s priority in this study. Some integrated actions that are translated into quality variables were proposed as a new approach of solutions. The result of this study also suggests that a simple implementation for building Quality Family may be replicated to any organizations. The replication produces a friendly interpretation of a high complexity and intangible matters around family life which strongly affects the performances of human resource in their work. Implications for research and practice, along with suggestions for theoretical advances, are also discussed.

Keywords – Quality Function Deployment, Service Quality, Quality Management, Family, Human resources Improvement, Measurement.

ABSTRAK

Kualiti yang boleh direplikasi pada mana-mana organisasi. Replikasi ini menghasilkan interpretasi yang ramah untuk perkara-perkara yang rumit dan kompleks dalam konten kekeluargaan dan seterusnya dapat membantu memberi impak terhadap prestasi sumber manusia. Implikasi untuk kajian dan amalan, bersama dengan saranan untuk kemajuan teoritis, juga dibahas.
SCHEMA THEORY AND LANGUAGE LEARNING

SURJEET SINGH JEGGY

ABSTRACT

A lot of research has been done and theories propounded regarding language learning. One such theory is the Schema theory which seeks to explain how learners interpret and decode information and language by falling back on their schemata - past learning and experiences. The learner in schema theory actively builds schema and reviews them in the light of new information. This paper discusses the schema theory thoroughly and relates it to other theories of learning. The paper also discusses how schema theory has evolved over the years, its key concepts, the effectiveness of the theory in achieving learning goals and how it can be used in the classroom effectively especially for language learning.

ABSTRAK

RELATIONSHIP BETWEEN MENTORING PROGRAM AND INDIVIDUALS’ ADVANCEMENT:
A DIRECT EFFECTS MODEL APPROACH

AZMAN ISMAIL
MICHAEL KHOO KHIAN JUI

ABSTRACT

This study was conducted to measure the relationship between mentoring program (i.e., formal mentoring and informal mentoring) and individuals’ advancement (i.e., psychosocial and career) using 153 usable questionnaires gathered from employees in a public university in East Malaysia, Malaysia. A survey method was used to gather data from employees who have worked in the organization. The results of exploratory factor analysis indicated that the measurement scales used in this study met the acceptable standards of validity and reliability analyses. The outcomes of hierarchical regression analysis showed four important findings: firstly, formal mentoring positively and significantly correlated with individuals’ psychosocial. Secondly, informal mentoring positively and significantly correlated with individuals’ psychosocial. Thirdly, formal mentoring positively and significantly correlated with individuals’ career. Fourthly, informal mentoring positively and significantly correlated with individuals’ career. Statistically, the result demonstrates that properly implemented informal and formal mentoring activities can lead to higher individuals’ advancement in the studied organization. In addition, implications and discussion are elaborated.

Keywords: Formal Mentoring, Informal Mentoring, Individual Advancement

ABSTRAK


Kata Kunci: Mentoring Formal, Mentoring Tak Formal, Kemajuan Individu
MASIH ADAKAH KETUANAN MELAYU?
MOHD RIDHUAN TEE ABDULLAH

ABSTRAK


Kata kunci: Sistem Kenegaraan Melayu, Ketuanan Melayu, Politik Bukan Melayu, Keadilan dan Satu Malaysia

ABSTRACT

The phrase Malay Supremacy has raised controversial responses especially among non Malay political party like MCA, Gerakan and DAP. It is a popular ancient issue raised as a weapon to fight for their rights, to gain publicity and power. They were never deterred by the Malay sensitivity towards the issue. Malay Supremacy were further sensationalized purposely to test the reaction of the Malays. Moreover after 2008 General Election, Malays political position was seen weakened. These controversy has enraged the Malays especially UMNO members who repeatedly shouting for Malay Supremacy . In short, Malay supremacy will be the tool to gain support from their followers respectively. One Malaysia (1Malaysia) slogan will be used as a basis to say that Malay Supremacy is no longer relevant in a multi ethnic society. For the non Malays, the phrase reigns the Malays as the lord and others as servants. Is this understanding correct? This article tries to expound and discuss why the issue is being raised by the non Malays. What is the trick behind this? Is it correct that Malay Supremacy refers to the relationship as lords and their servants?

Key words: Malay Polity, Malay Supremacy, Non-Malay Politics, Justice and One Malaysia
TIGA FUNGSI BAHASA NASIONAL: UNTUK PEMERSATU, PEMBENTUKAN JATI DIRI, DAN PEMBANGUNAN NEGARA

WAN HASHIM WAN TEH

ABSTRAK

Setiap Negara baru pasti menghadapi cabaran untuk membentuk satu jati diri serta membina satu jati diri rakyatnya yang pelbagai etnik dan keturunan melalui penggunaan satu bahasa kebangsaan. Sesebuah negara yang menggunakan satu bahasa nasional mampu melahirkan rasa kekitaan yang berakar kepada sesebuah negara yang didiami mereka. Dalam Rukun Amerika, bahasa Inggeris menjadi perkara utama dalam dasar similasi yang diamalkan terhadap etnik pendatang dari pelbagai negara luar dan keturunan. Sama juga di Malaysia ketika menyambut hari kemerdekaannya bahasa Melayu telah dipilih sebagai bahasa kebangsaan negara. Satu lagi fungsi bahasa utama sesebuah negara adalah untuk tercapainya kemajuan dan pembangunan. Negara Jerman berjaya membangun sehingga ia memajukan bahasa Jerman itu sendiri yang digunakan sebagai bahasa rasmi dan bahasa utama pendidikan. Begitulah juga halnya dengan negara-negara lain seperti Korea, Jepun, China dan lain-lain yang tidak bergantung kepada bahasa asing untuk tujuan membangunkan negara mereka. Disebaliknya, bangsa Hawaii telah gagal mencipta kemajuan dan pembangunan bangsa mereka kerana bergantung kepada bahasa asing, iaitu bahasa Inggeris.

ABSTRACT

Every new nation is faced with the problem of searching for a national identity and the forging of its ethnic loyalties into a united nation. One of the bases for the formation of a national identity is a common national language. A unilingual state is believed to be able to foster the “we feeling”, the sense of belonging and the conscious of kind. Central in the America Creed is the use of English as the national language of the United States of America. Likewise, Malaysia at the eve of her independence has adopted Malay as the national language of the country. Another important function of a national language is for the economic, social-cultural and political development of nation. The case of Germany shows that the country began to more forward and developed at a faster pace when the German language was developed to be the sole official and national language of the country from the beginning of the 19th century. Similarly, with other unilingual state like Korea, Japan, China etc. which do not depend of foreign language to achieve development of their country. On the contrary, the Hawaiian people as a “nation” had failed to achieve development because of their over dependence on a foreign language, English and failed to develop their own Hawaiian language.
MENYINGKAP STRATEGI PERANG YANG DISUSUN OLEH NABI MUHAMMAD S.A.W.

DARUIS BIN LIDIN

ABSTRAK


ABSTRACT

This library research will analyse the strategic thinking of Prophet Muhammad PBUH in preparing his troops before entering most of the battles that he led mainly Ukhud, Badr, Badr Kubra and Khandak. The element of miracles awarded by the almighty Allah were intentionally neglected in the construction of this article as to do justice to every common readers. This analysis is purely based on his capacity as an ordinary human being and a commander of war. In actual fact Mohammad PBUH had also faced difficulties and was almost defeated in the battle of Ukhud due to misunderstanding among members of the Moslem troops. It is also important to note that Mohammad had occasionally entrusted other people to lead the smaller battle or whenever he had other important engagement. Several authentic works by renowned scholars were referred in the construction of this analysis as to ensure the reliability of the finding. They are like Sayed Qutub’s Tafsir fi Zilalul Qur’an, Books by Syed Husein Nasr, “A’id Abdullah Al Qarni, Muhammad Shafii Antonio and Tafsir Ibnu Katsir.