

EXECUTIVE DIPLOMA

STRATEGIC & DEFENCE STUDIES

Executive Diploma in Strategic and Defence Studies has been designed exclusively for Malaysian Armed Forces Staff College (MAFSC) since January 2012 with the objective to equip future leaders with up to date knowledge in the area of strategic and defence studies. This unique programme offers a combination of skill and knowledge through exciting and challenging military and academic courses. The invaluable exchange of ideas and enormous experiences of students and faculty members from the various services both local and overseas would definitely provide an excellent forum for achieving the desired learning outcomes as follows:

- a. Provide value-added knowledge that will enhance the student's level of intellectualism and increase their understanding and interpretation of military subjects in a more systematic manner.
- b. Enhance the student's level of thinking, broaden their way of looking at issues and inculcate critical thinking in the field of strategic and security studies. These capabilities are essential to military officers who are required to make important decisions especially those involved at the 'command and control' and management levels.
- c. Ensure that the programme fulfills the required credit hours needed for it to be academically recognised by other institutions of higher learning.
- d. Provide graduates from this programme the opportunity to pursue education at a higher level at the NDUM, as in other institutes of higher learning.

At the end of this programme, students will be able to:

- a. Identify, expand and utilise the knowledge attained from the fields of international relations as well as strategic and security studies for the benefit of their respective organisation and country.
- b. Make the most of the skills and knowledge attained to fulfill the defence and security needs of their country in line with current development in international affairs.
- c. Master critical thinking and analysis of defence and strategic studies as well as understanding of current military affairs.
- d. Expand their social networking in addition to enhancing interpersonal and effective communication skills.

Entry Requirements

The General University's Requirements. Minimum passed of the Sijil Pelajaran Malaysia (SPM) with three (3) credits or equivalent qualifications with Grade 1 or 2.

Special Entry Requirements. 10 credit exemptions would be given to those who have a minimum of 10 years of working experience.

Overseas Course Participants. In the case of overseas student, the selection will be made by their own military institutions with the help of the respective Ministries of Defence. This is in accordance to the agreement made by Malaysia Defence Cooperation Programme (MDCP). However, the minimum qualification is as stated in the general university and the specific programme requirements.

Special recommendation/exemption by service chiefs and NDUM senate.

Mode of Study

The programme is offered on a full time basis.

Duration of Study

One year which consisting of three semesters.

Medium of Instruction

The NDUM is the authority that awards the EDSDS. The medium of instruction is English although the use of the national language, Bahasa Malaysia, is allowed in the writing of the academic paper as well as during the final examination. The programme runs from January till December of each year.

Programme Structure

A total eighteen (18) compulsory courses consisting of Core University (CU), Core Faculty /Programme (CF), Core Faculty (CP) and Elective Programme (EP) are offered as follows

	CORE UNIVERSITY (CU)		CREDIT HOURS
1.	Introduction to Strategic Studies - ISS (DUS 1023)		2
2.	Laws of Armed Conflicts – LAC (DUS 2053)		2
Total	4	Total	4

CORE FACULTY/ PROGRAMME (CF)			
3.	Theories & Approaches in the International Relations - TAIR (DIS 1123)		3
4.	Malaysian Security & Development Studies - MSDS (DIS 0013)		3
5.	Military Doctrine, Operations and Strategies - MDOS (DIS 0023)		3
6.	Research Methodology –RM (DIS 0042)		2
7.	Academic Paper – AP (DIS 0044)		4
8.	MAF Defence Organisation - MDO (DIS 0122)		2
9.	Practise of Staff Skills - PSS (DIS 0122)		2
10.	Management Theories and Practices - MTP (DIS 0134)		3
11.	Military Command and Leadership - MCL (DIS 0143)		3
12.	Military Practices and War - MPW (DIS 0152)		2
13.	Joint Military Appreciation Process - JMAP (DIS 0164)		4
14.	Military Practices and Non-Traditional Threats – MPNT (DIS 0174)		4
15.	Introduction to Strategic Management – ISM (DFM 1103)		
Total		38	Total 42
ELECTIVE PROGRAMME (EP)**			
16.	Major Powers In Asia & Regional Security – MPAR (DIS 3143)		3
17.	Malaysian Foreign Relations – MFR (DIS 3113)		3
18.	Media and Information Management – MIM (DRM 3102)		2
Total		8	Total 50

Notes:

****For this intake, students are required to register for these three elective courses.**

Study

Plan

To comply with the required credit hours involved, the programme will be conducted in three (3) normal semesters as follows:

Semester 1.

CODE	COURSES	CREDIT HOURS
DUS1023	Introduction to Strategic Studies (ISS)	2
DIS 1123	Theories & Approaches in International Relations (TAIR)	3
DIS 0013	Malaysian Security & Development Studies (MSDS)	3
DIS 0122	Practice of Staff Skills (PSS)	2
DIS 0042	Research Methodology (RM)	2
DIS 3113	Malaysian Foreign Relations (MFR)	3
DFM 1103	Introduction to Strategic Management (ISM)	3
TOTAL		18

Semester 2.

CODE	COURSES	CREDIT HOURS
DIS 3143	Major Powers in Asia & Regional Security (MPAR)	3
DIS 0112	MAF Defence Organisation (MDO)	2
DIS 0143	Military Command and Leadership (MCL)	3
DRM3102	Media and Information Management (MIM)	2
DIS 0044	Academic Paper (AP)	4
DUS 2053	Laws of Armed Conflict (LAC)	2
DIS 0134	Management Theories and Practices (MTP)	3
TOTAL		19

Semester 3.

CODE	COURSES	CREDIT HOURS
<i>DIS 0152</i>	<i>Military Practices and War (MPW)</i>	2
<i>DIS 0023</i>	<i>Military Doctrine, Operations and Strategies (MDOS)</i>	3
<i>DIS 0164</i>	<i>Joint Military Appreciation Process(JMAP)</i>	4
<i>DIS 0174</i>	<i>Military Practices and Non-Traditional Threats (MPNT)</i>	4
	TOTAL	13

Notes:

Font (italic) = courses will be taken on by MAFSC's teaching staffs.

Examination and Assessment

All students should take note of the following:

- a. Prepare and submit essays and assignments according to the deadline given.
- b. The minimum requirement to obtain the diploma is as follows:
 - Every student is required to attend all lectures, tutorials, seminars session, field studies and field practices pertaining to each course.
 - Failure to attend two (2) lectures and two (2) tutorials/seminars without a concrete reason may result in the CP being barred from sitting for the final examination.
 - Student must pass with at least minimum 2.00 CGPA (Average Grade) to be considered for the award of the diploma.
- c. The minimum mark for a pass in each course is 40 - 44 (D+).
- d. NDUM and MAFSC will not tolerate academic dishonesty (such as plagiarism) in student's assignments, project papers, quizzes and examinations.

Grading Scales

Marks	Grade	Grade Point	Meaning
90 – 100	A+	4.00	
80 – 89	A	4.00	
75 – 79	A-	3.67	
70 – 74	B+	3.33	
65 – 69	B	3.00	

60 – 64	B-	2.67	Pass
55 – 59	C+	2.33	
50 – 54	C	2.00	
45 – 49	C-	1.67	
40 – 44	D+	1.33	
35 – 39	D	1.00	Fail
30 – 34	D-	0.67	
39 or less	E	0.00	

Academic Calendar 2013

As the Diploma programme is to be incorporated with the ongoing MAFSC programme, it has to take into consideration the total time required to complete the NDUM's programme. Hence, this programme has to be fitted into the 48 weeks per year allocated to the MAFSC. A detailed programme will be issued separately to all CP. Generally, the academic calendar has been designed to fulfill the MAFSC programme is as follows:

SEMESTER I		
4 Jan 13	Registration of Local Course Participants	1 day
7 Jan 13	Registration of Overseas Course Participants & Orientation visit to NDUM	1 day
7 Jan – 11 Jan 13	MAFSC Pre-Course Programme	1 week
14 Jan – 26 Apr 13	Semester I Lecture - Kajimatan Visit (8 – 12 Apr)	15 weeks
29 Apr - 3 May 13	Final Exam Week	1 week
SEMESTER II		
6 May – 9 Aug 123	Semester II Lecture - Comparative Study Visit (10-14 Jun) - Fire Power Demo/South Visit (24 – 28 Jun)	14 weeks
12 Aug – 16 Aug 13	Semester Break	1 week
19 Aug – 23 Aug 13	Semester II Lecture	1 week
26 Aug – 30 Aug 13	Final Exam Week	1 week
SEMESTER III		
2 Sept – 6 Dec 13	Semester III Lecture :MAFSC Modules - North Visit (7 – 10 Oct)	14 weeks
	Final Exam Week	0 week
11 Dec 13	Graduation Day	1 day

The academic hours for the NDUM-MAFSC's programme are as follows:

- i. **8.00 a.m. to 4.30 p.m. every Monday to Thursday.** Lectures and tutorials will be held every day from Monday till Thursday. However, in view of the public holidays that might fall on a Monday, Tuesday, Wednesday or Thursday, the NDUM's programme may conduct lectures/tutorials/seminars on Friday or/and Saturday (the detailed monthly and weekly lectures and tutorials/seminars hours will be issued by the MAFSC programmer). Annex A lists the detailed syllabus for every course involved.
- ii. **8.00 a.m. to 5.00 p.m. every Friday.** Unless otherwise directed by MAFSC, Friday is allocated for the purpose of research. It also includes the supervision sessions and guest lectures. CPs are required to see their respective supervisor based on time scheduled agreed by both parties.

Award of Diploma

Student who has successfully completed the programme will be awarded the Executive Diploma as follows:

- i. **Pass Ordinary**

A candidate who passed with a CGPA of between 2.00 and 2.99 ($2.00 \leq x \leq 2.99$) will be awarded with an **Executive Diploma in Strategic and Defence Studies**.

- ii. **Pass with Credit**

A candidate who passed with a CGPA of between 3.00 and 3.66 ($3.00 \leq x \leq 3.66$) will be awarded with an **Executive Diploma in Strategic and Defence Studies (with Credit)**.

- iii. **Pass with Distinction**

A candidate who passed with a CGPA of between 3.67 and 4.00 ($3.67 \leq x \leq 4.00$) will be awarded with an **Executive Diploma in Strategic and Defence Studies (with Distinction)**.

COURSE DESCRIPTIONS

1. INTRODUCTION TO STRATEGIC STUDIES (ISS)

As an important skill to be acquired by commanders and managers, the study of strategic management focuses on the systematic and realistic application of integrated approach in managing an organisation. The course will cover the various stages of strategic management process; enacting/planning, implementation, evaluation and strategic controlling.

2. LAWS OF ARMED CONFLICTS (LAC)

The course is designed to introduce CP to the laws of war – covering both wars in conventional setting as well as non-conventional setting. CP will be exposed to the history of the development of the laws of war, as well as the religious and cultural dimensions of the laws. Although the focus of the subject will be the four Geneva Conventions of 1949 and the three Additional Protocols introduced in 1977 and 2005, other relevant conventions and customary laws will also be covered.

3. THEORIES AND APPROACHES IN INTERNATIONAL RELATIONS (TAIR)

This course serves as an introduction to the study and conduct of international relations. It tracks the development of international relations as a discipline within the field of social sciences and surveys the major theories, theoretical schools of thoughts and conceptual underpinnings of international relations. Among the major theories and concepts included in this course are Realism, Neo-Realism, Liberalism, Neo-Liberalism, Idealism, Constructivism, sovereignty, gender and alternative approaches in International Relations. It examines the development of International Relations that began as the exclusive interaction between and among states to an increasingly complex international polity where multiple actors and sources of power had emerged to challenge the state's exclusive claims in the discipline. This course also critically examines the relevance of theory in the practical world of international politics.

4. MALAYSIAN SECURITY & DEVELOPMENT STUDIES (MSDS)

The course will engage a multi-dimensional study of Malaysian security and development ranging from its historical and evolution development to the present border security and maritime security, post-Cold War national security challenges, terrorism, weapons of mass destruction and the non-traditional security challenges. CP will also be exposed to the main concept of Malaysian Security and Development or KESBAN, its implementation and impacts to the security of the state.

5.	<p>MILITARY DOCTRINE, OPERATIONS AND STRATEGIES (MDOS)</p> <p>The course will engage in multi-dimensional study of joint military doctrine, philosophy, strategies, operations and the concept of joint warfare. CP will also be taught joint operation planning which involved the land, maritime and air components.</p>
6.	<p>RESEARCH METHODOLOGY (RM)</p> <p>This course aims to guide CP in understanding the fundamentals in research. CP will be exposed to the various types of research, research methodology, methods and data analysis. They will also be taught the process of writing a research proposal in preparation for their academic paper.</p>
7.	<p>ACADEMIC PAPER (AP)</p> <p>This paper is the culmination of the programme where CP will be required to produce a 10,000-word mini dissertation on any topic related to the courses undertaken during the course of study. The dissertation must be completed within one semester and a viva-voce session will be held before marks are awarded for the paper. Prior to the writing of the paper, CP will be taught how to conduct research, the types of research and methodology involved in research.</p>
8.	<p>MAF DEFENCE ORGANIZATION (MDF)</p> <p>The course focuses on the MAF Defence organisation by examining the concepts and it's practices during peace and war. In general, the course also highlights the organisation's past, present and future and look at the contributions of the various services within the organisations and their components. In addition, the course examines the relationship patterns from the scope of CIMIC.</p>
9.	<p>PRACTICE OF STAFF SKILLS (PSS)</p> <p>The aim of the course is to provide CP with current skills in the fields of service writing, communication and thinking. CP will also be required to put into practice the staff skills throughout the course and other related courses.</p>
10.	<p>MANAGEMENT THEORIES AND PRACTICES (MTP)</p> <p>This course highlights the general theories, processes, procedures and practices of management. It will consider the relationship of theories and practices in relation with MINDEF management which comes under scope of HRM practices and strategies, behaviours, ethics and governance. CP also will be exposed to the latest application of management in MINDEF's financial systems, defence projects, TQM and BSC.</p>

<p>11.</p>	<p>MILITARY COMMAND AND LEADERSHIP (MCL)</p> <p>The course aims to provide the CP with a sound foundation in military command and leadership. The focus of the course is how to analyse the characteristics of military command with respect to the impact of leadership style of commanders based on their war experiences and adoption of related theories. CP will also be required to submit and present the findings of command and leadership lessons to be learnt via case studies.</p>
<p>12.</p>	<p>MILITARY PRACTICES AND WAR (MPW)</p> <p>The course aims to expose and train CP in enhancing the various needs of Military Appreciation Process (MAP) at every level of warfare, especially at the conventional level. CP will be taught the concepts and principles of land, naval and air operations in order to come out with good solutions of MAP as part of the preparations for Joint Military Appreciation Process (JMAP).</p>
<p>13.</p>	<p>JOINT MILITARY APPRECIATION PROCESS (JMAP)</p> <p>The aim of the course is to expose and enhance CP's knowledge and decision making procedures in the various aspects of Joint Military Appreciation Process (JMAP), involving joint military operations of land, maritime and air forces. CP will be taught the concepts, principles and procedures of joint warfare especially in considering the environment of the Malaysian Armed Forces commitment, duty and tasks in wartime.</p>
<p>14.</p>	<p>MILITARY PRACTICES AND NON-TRADITIONAL TREATS (MPMT)</p> <p>The aim of the course is to expose CP to the essentials of military practice in carrying out their duties and tasks in Military Operations Other Than War (OOTW) i.e. United Nations Peace Support Operations (UNPSO), terrorism, insurgency, HADR etc. by considering the military perceptions, capability and legal aspects during the process of planning and execution. The MAF and Malaysian experiences will be examined for comparison.</p>
<p>15.</p>	<p>INTRODUCTION TO STRATEGIC MANAGEMENT (ISM)</p> <p>As an important skill to be acquired by commanders and managers, the study of strategic management focuses on the systematic and realistic application of integrated approach in managing an organisation. The course will cover the various stages of strategic management process; enacting/planning, implementation, evaluation and strategic controlling.</p>
<p>16.</p>	<p>MAJOR POWERS IN ASIA AND REGIONAL SECURITY (MPARS)</p> <p>This course introduces CP to the study of major powers involvement on security issues especially in the East Asian region and their impact on the stabilization of the region. CP will be exposed to the analysis of different security issues in the region and the response of major powers. CP also will be exposed to the Confidence Building Measures (CBMs) mechanisms and other transparent approaches in reducing tensions between the major powers and the major powers-small powers rivalry relations.</p>

17. MALAYSIAN FOREIGN RELATIONS (MFR)

The course will trace and analyse Malaysian foreign policy practice from the days of the post independence to the present before embarking upon the discussion on the current issues affecting Malaysian foreign relations. Among issues to be discussed are Malaysian relations with its ASEAN neighbours, its relations with regional powers such as China and India and Japan, its relations with global powers, and its role as a member of the Non-Aligned Movement, Organisation of Islamic Countries and other international organizations.

18. MEDIA AND INFORMATION MANAGEMENT (MIM)

The course highlights the difficulty in managing the media in conflict environment. CP will be taught the techniques of handling the media, the concept of media independence, the pros and cons of having the media embedded with troops at the frontlines and the influence of international network television. The lessons learnt by the US military in Vietnam and the Gulf Wars will also be discussed and analysed. It also examines the means by which nation-states conduct informational activities in support of their foreign policy objectives