

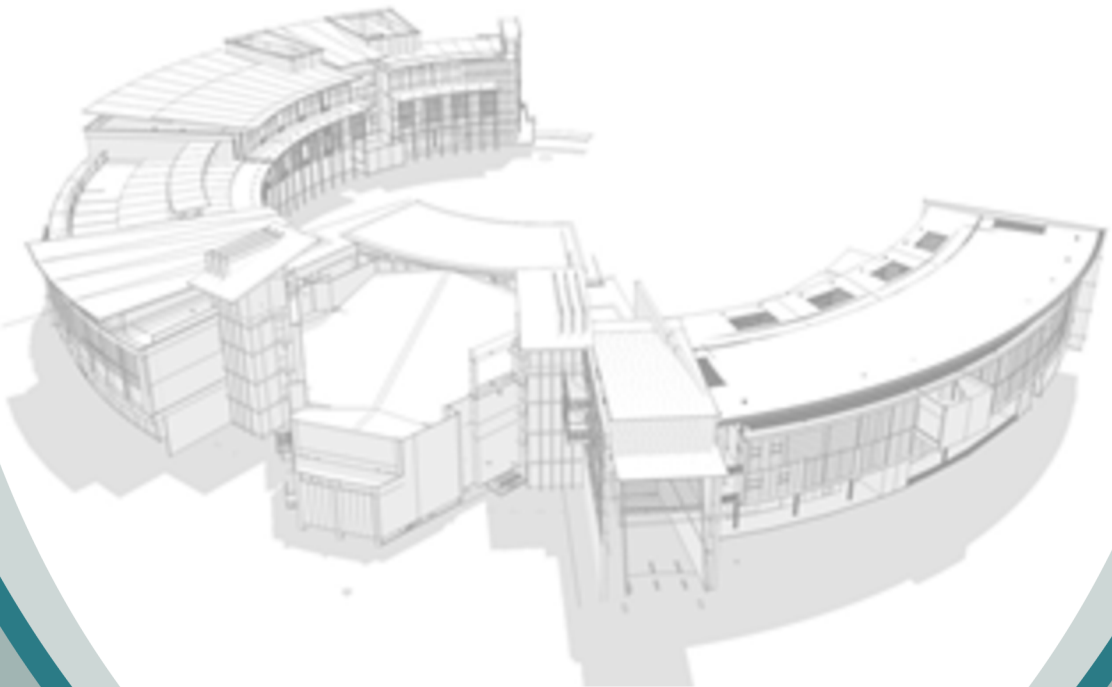


UPNM
National Defence University of Malaysia
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NATIONAL RESILIENCE COLLEGE

“Nurturing Strategic Thinkers of Statesman Quality as the Catalyst of Change”

2026 COURSE **PROSPECTUS**

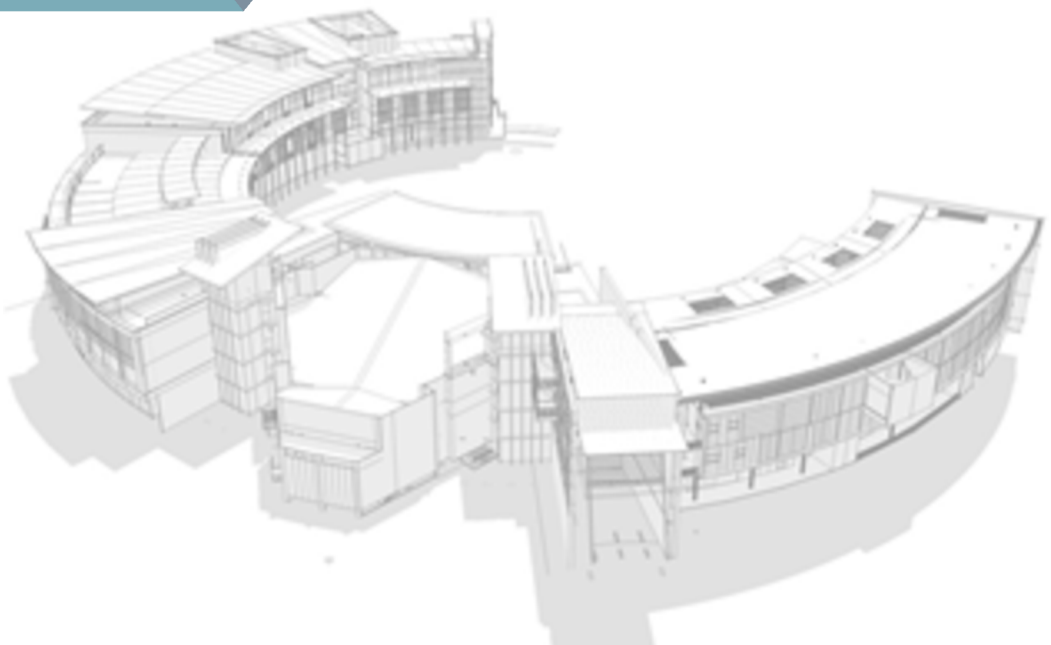


BRILLIANT AND EMINENT



NATIONAL RESILIENCE COURSE

NATIONAL RESILIENCE COLLEGE COHORT 7/2026





COMMANDANT'S FOREWORD

MAJOR GENERAL ABDUL KARIM BIN AHMAD
COMMANDANT OF THE NATIONAL RESILIENCE COLLEGE

It is my great pleasure to extend a warm and sincere welcome to all members of Cohort 7/2026 and to your families. Your selection for this prestigious programme reflects your professional competence, intellectual potential, and the trust placed in you by your respective services and countries. This honour carries with it significant responsibility, one that I am confident each of you is fully prepared to shoulder.

Since its formal establishment in 2019, the National Resilience College has grown into the capstone institution of the Malaysian Armed Forces' strategic education ecosystem. Though relatively young, the College rests on more than a decade of rigorous planning, conceptual refinement, and purposeful development. Today, it fulfils the national aspiration of nurturing **"Strategic Thinkers of Statesman Quality as the Catalyst of Change"**, which requires leaders capable of navigating complexity, influencing policy, and safeguarding Malaysia's grand strategic interests.

Each cohort has contributed meaningfully to this legacy. The recently completed 6th Cohort distinguished itself through notable academic achievements, including online publications and meaningful international engagements, highlighted by an exceptional session with the former President of Indonesia, His Excellency General TNI (PURN) Professor Dr H Susilo Bambang Yudhoyono. Their commitment reflects the intellectual rigour, discipline, and curiosity that the NRC strives to cultivate. I have every confidence that Cohort 7/2026 will continue to elevate this standard and carve its own indelible mark.

The College's growing international engagement further strengthens its reputation. Over the past year, our visits to partner institutions in the Netherlands, Türkiye, and Indonesia, alongside reciprocal visits from like-minded colleges from India, Kenya, the United States of America, and others, have significantly enriched our strategic discourse. These exchanges broaden perspectives, stimulate critical debate, and expose Course Members to the diverse approaches nations adopt in confronting regional and global challenges.

Your journey this year will be demanding yet deeply rewarding. The NRC curriculum examines issues at the grand strategic level, including the instruments of national power, the dynamics of international security, and the architectures of resilience vital to safeguarding Malaysia's sovereignty and prosperity.

As with your predecessors, you will also contribute to policy research, particularly by advancing work on the Second Pillar of the National Security Policy 2021–2025, focusing on Malaysia’s Socio-Political Stability and Strategic Posture within a Whole-of-Government and Whole-of-Society context.

This Prospectus has been meticulously prepared and will serve as your guide to the expectations, demands, and rhythm of the coming year. I encourage you to approach the course with openness, humility, and determination. Embrace the diversity of expertise within your cohort’s military, civil service, and international members. Together, you will shape an environment of shared learning that strengthens not only individual competence but also collective resilience.

As you embark on this transformative year, I trust that your experience at NRC will be intellectually stimulating, personally meaningful, and professionally enriching. May the knowledge, insights, and networks gained here enhance your capacity to contribute to the security, stability, and strategic future of Malaysia and your respective nations.

Once again, welcome to the National Resilience College. I wish all members of Cohort 7/2026 a fruitful, fulfilling, and inspiring year ahead.

MAJOR GENERAL ABDUL KARIM BIN AHMAD

COMMANDANT

NATIONAL RESILIENCE COLLEGE

NATIONAL RESILIENCE COLLEGE

National Resilience Course

The National Resilience College (NRC) is the premier institution of the National Centre for Defence Studies under the Malaysian Armed Forces (MAF). We provide capstone strategic education for Armed Forces officers and equivalent civil servants with the potential to reach the highest ranks. As such, they must be able to operate confidently at the grand strategic level across government and within the international environment. The College was established in line with the strategic vision of Tun Abdul Razak bin Dato' Hussein, Malaysia's second Prime Minister, who advocated closer understanding and cooperation among senior military officers, diplomats, civil servants, government officials, and the corporate sector.

The NRC is a strategic college designed to cultivate best practices in high-level thinking and decision-making in support of the nation's grand interests. The NRC programme builds on the education provided by the Malaysian Armed Forces Defence College and the Malaysian Armed Forces Staff College, with a distinct emphasis on grand strategic studies focused on national defence and security.

Established on 31 July 2019, the NRC supports the professional development of Malaysian Armed Forces officers holding the rank of Brigadier General or Colonel, or their equivalents. The programme, known as the National Resilience Programme, is delivered in academic collaboration with the National Defence University of Malaysia (NDUM). The NRC 2026 cohort will run for one academic year, from 5 January to 5 December 2026. It will provide Course Members (CMs) with third-level Professional Military Education (PME) in international affairs, security, policy, and strategy.

While the College's curriculum includes defence studies, it is not limited to them. The NRC adopts a broad, integrated approach that considers the values and conditions underpinning stability, security, and prosperity at the national, regional, and global levels. The programme focuses on the grand strategic level, where governments determine how to employ the instruments of national power to advance national interests.

COLLEGE OBJECTIVE

To prepare Course Members (CMs) to develop and apply the ability to think and operate at the grand strategic level, in anticipation of future senior responsibilities—typically in military or civilian appointments within the nation’s national security community.

COLLEGE MISSION

To prepare credible strategic thinkers and policy entrepreneurs for senior leadership and management roles by inculcating strategic culture and strategic thinking. Graduates will be able to seize opportunities to influence policy outcomes to advance the nation’s best interests.

NATIONAL RESILIENCE COLLEGE PHILOSOPHY

The NRC is a premier institution of the Malaysian Armed Forces (MAF), committed to becoming a centre of excellence for senior officer education, training, and development. At the NRC, we believe that cultivating educated professionals and strategic leaders is essential to the success of the MAF and integral to advancing Malaysia’s national interests.

The NRC remains responsive to the evolving needs of the MAF by challenging established assumptions and adapting to contemporary national and global developments. We anticipate future capability requirements and align our professional development programmes to meet emerging challenges. With a strong emphasis on intellectual capital and individual growth, the NRC continues to serve as the cornerstone of strategic leadership within the MAF.

STATESMAN AND STATESMANSHIP

At the NRC, strategic thinking and statesmanship are central to our deliberations and course outcomes. While our aim is not to produce statesmen, we seek to instill the capacity to think like a statesman as a foundation for achieving our course objectives. This is driven by our belief that strategic thinking requires deliberate, statesman-like qualities. The NRC defines statesmanship as a leader's ability to see realities as they truly are and to consider the broader implications of policy choices for the nation. Statesmen can influence, propose, and help educate both governments and constituents on policy matters. In the NRC context, statesman-like thinking is the ability to think beyond conventional norms, make sound decisions, and exercise good judgment. An NRC graduate embodies this approach: well-grounded in the principles and art of governance, and able to advise and influence policymakers on issues affecting the nation.

To cultivate statesman-quality thinking, the NRC emphasises four key attributes of a statesman:

BEDROCK OF PRINCIPLES

Each NRC graduate is anchored in a foundation of firm, enduring, and fundamental truths. These principles form the core of their beliefs and shape their overarching philosophy. At the heart of every graduate is a guiding ideology, a deeply held conviction that informs their thinking, values, and approach to leadership.

A MORAL COMPASS

NRC graduates make decisions guided by a moral compass rooted in a clear sense of right and wrong. They act with integrity, speak plainly and truthfully, and lead with moral authority.

A VISION

An NRC graduate possesses a clear vision of the nation's future as well as their own aspirations. They understand where they want to go and what is required to achieve their goals. Foresight is a critical quality instilled in every graduate, enabling them to anticipate emerging challenges and develop effective solutions to address them.

ABILITY TO BUILD CONSENSUS

An NRC graduate must be able to build consensus as a vital capability for achieving their vision. Effective consensus-building depends on the graduate's capacity to persuade peers of the soundness and merit of their guiding philosophy. This ensures that the vision is not only well-founded but also broadly supported, strengthening unity and enabling collective action.

STRATEGIC AND CRITICAL THINKING

At the NRC, every graduate is expected to demonstrate strategic thinking as a core competency. Strategic thinking is defined as the ability to think conceptually, imaginatively, systematically, and opportunistically in pursuit of long-term success. Strategic thinkers can operate across functions, deliver results, and maintain a clear grasp of critical issues. They also excel in analysing facts to form sound judgments. This includes the ability to evaluate information objectively, assess the credibility of sources such as data, observable phenomena, and research findings, and draw reasoned conclusions.

As a key learning outcome, NRC graduates are equipped to derive defensible conclusions from complex information and to distinguish between relevant and irrelevant details when solving problems or making decisions.

THE NRC LEARNING ENVIRONMENT

At the NRC, the development and growth of CMs are the highest priority and are grounded in the principles of adult learning. However, growth is also an individual endeavour. Each CM is responsible for maximising what they gain from their time at the NRC. In parallel, the College provides a comprehensive framework for development through structured learning, collective engagement, and the broader NRC experience. CMs are consistently encouraged to be proactive and to participate fully in all College-organised programmes.

To provide the best learning experience and help CMs capitalise on available opportunities, CMs are organised into three Lyceums, each led by a Senior Directing Staff (SDS). The SDS serve as advisers, guides, and counsellors, and play a central role in supporting each CM's personal and professional development. They actively assist CMs in realising their potential in ways that reflect individual goals, motivation, and commitment. The Lyceums also serve as platforms for broader activities, including sports and social events, fostering a balanced and collegial experience.

The NRC does not impose a single worldview or prescribe a uniform way of thinking. While the SDS apply common standards when assessing contributions, the College recognises that distinct experiences and perspectives shape every CM. As a result, "success" at the NRC may take different forms for different individuals.

Ultimately, the NRC creates the conditions and provides the growth opportunities; however, each CM's learning and personal development rests in their own hands.

The NRC employs a multi-layered, incremental approach to education, integrating both active and passive learning methods. These include preparatory reading, centralised lectures, seminars, Lyceum discussions, collaborative work, educational visits, and formal written assignments. Consistent with adult learning principles, the College strongly encourages continuous engagement with fellow CMs, the Commandant, Senior Directing Staff (SDS), NDUM academicians, and other College staff. This interaction complements self-directed learning and reflection, which are essential to maximising the NRC programme experience.

LEARNING THROUGH COLLECTIVE EXPERIENCE

A crucial aspect of the course is the opportunity for CMs to learn from one another. The collective experiences of CMs spanning military service, overseas defence collaboration, and, in future, participation by leaders from the public and private sectors, create a dynamic and intellectually rich environment. This diversity fosters a climate in which CMs can challenge assumptions and explore new perspectives and ideas.

CREATIVITY, CRITICAL THINKING, AND SPEAKING TRUTH TO POWER

A recurring theme throughout the course is the ability to contribute relevant, creative, and imaginative interventions. CMs are encouraged to:

- Reflect critically on their own thinking and continuously strengthen this capability.
- Engage in constructive, creative challenge during debates and discussions.
- Carry forward and apply this imaginative approach in future leadership contexts.

The course also emphasises the importance of speaking truth to power, examining both the benefits and the risks of doing so. To support a culture of rigorous intellectual exchange, the NRC expects all CMs to demonstrate a consistently polite, respectful, engaged, and empathetic demeanour, ensuring that no colleague feels uncomfortable or offended. This ethos embodies “the NRC way.”

ADDITIONAL OPPORTUNITIES FOR GROWTH

Through arrangements coordinated by NDUM, CMs are given access to events such as the International Conference on Humanities and Social Studies (ICHISS) and other relevant conferences, seminars, and academic engagements. These opportunities are intended to develop critical thinking further and deepen subject-matter knowledge. In addition, CMs have access to NDUM’s extensive research library network, which offers a wide range of international research resources and enables more profound exploration of academic and professional topics.

COURSE WORKING HOURS

The course's working hours are structured to be flexible and generally informal, while maintaining an emphasis on core formal working hours. Certain social and sporting activities may also be scheduled outside duty hours. The NRC working hours are as follows:

DAY	TIME	MODE	LOCATION
Monday	0830 - 0930	Pre Lecture Discussions	Lyceum
	1000 - 1200	Panel Lectures	Main Lecture Room
	1200 - 1400	Lunch Break	Statesman Lounge
	1400 - 1530	Post Lecture Discussions	Lyceum
Tuesday	0830 - 0930	Pre Lecture Discussions	Lyceum
	1000 - 1200	Panel Lectures	Main Lecture Room
	1200 - 1400	Lunch Break	Statesman Lounge
	1400 - 1530	Post Lecture Discussions	Lyceum
Wednesday	0830 - 0930	Pre Lecture Discussions	Lyceum
	1000 - 1200	Panel Lectures	Main Lecture Room
	1200 - 1400	Lunch Break	Statesman Lounge
	1400 - 1530	Post Lecture Discussions	Lyceum
Thursday	0830 - 1530	Planned College Activities	As indicated in the Weekly Programme
Friday	0830 - 1200	Planned College Activities	As indicated in the Weekly Programme

Note: College working hours are subject to changes as deemed necessary by the Directing Staff Council

NATIONAL RESILIENCE COURSE DESCRIPTION

The NRC is a residential programme that provides grand strategic education to selected leaders with the potential to assume the highest levels of responsibility. Accordingly, CMs must be able to think and operate confidently at the grand strategic level across government and within a complex regional and international environment. The programme provides CMs with the opportunity to further develop their analytical capabilities, deepen their understanding of defence and security, and sharpen their strategic vision through a clearer appreciation of the national agenda and the application of National Power to achieve national objectives.

The course centres on the study of the nine elements of Malaysia's National Power (derived from Hans Morgenthau) and Malaysia's National Security Policy. These factors are examined for their implications for national strategy and the employment of National Power, recognising that this is the level at which governments make consequential decisions in both domestic and international contexts.

The NRC programme spans 52 weeks across four semesters of unequal length, with Malaysia's National Power as the core organising concept.

The programme focuses on the practical application of the elements of national power, underpinned by a rigorous academic and theoretical foundation provided ahead of each module. CMs will also learn directly from practitioners in the art and science of national power through lectures delivered by distinguished speakers and eminent persons. Plenary sessions, seminars, forums, case studies, and roundtable discussions further complement these engagements. The programme culminates in the preparation and presentation of a national policy paper to distinguished government officials for deliberation and potential policy action in support of the national interest and national resilience.

PROGRAMME AIM

The programme aims to develop selected senior military officers, government officials and suitable leaders from the corporate sector into strategic thinkers of statesman quality. Graduates will be capable of applying national power to advance national security and prosperity, while contributing to regional stability and, where possible, broader international peace. This is achieved by building strategic understanding and strengthening strategic thinking through rigorous analysis of:

- **The Nine Elements of Malaysia's National Power**
- **Malaysia's National Security Policy**
- **Malaysia's Contemporary National Issues**
- **The International Security Agenda**



PROGRAMME OBJECTIVES

- To develop CM's strategic and critical thinking skills and strategic vision.
- To enhance CM's knowledge of the elements of national power and their application in strengthening national security and resilience.
- To reinforce CM's understanding of Malaysia's institutions, society, and domestic factors that have shaped, and continue to shape, strategic thinking and the practice of security and other public policies.
- To deepen CM's knowledge of the current and future regional and international geostrategic outlook, and its implications for Malaysia's interests.
- To establish and strengthen professional networks among CMs and their relevant national and international stakeholders.

PROGRAMME LEARNING OUTCOMES

It is intended that an NRC CMs will be able to:

- Understand strategic issues in the national and international context and be skilled in analysing their impact on national security, stability and prosperity.
- Work across national, cultural and ideological boundaries to lead or contribute to developing policies and strategies at the grand strategic level.
- Formulate and propose national policies and strategies.

METHODOLOGY

The NRC programme blends and layers different learning methodologies to achieve its aim. While the learning experience is derived primarily from formal programmes, informal learning through interaction between CMs, including the “statesman lounge” conversations, travelling and playing sports together and social engagement, is also part of the College's integrated approach. Formal learning experience at the NRC is done through:

- LECTURES/PANELS
- LYCEUM DISCUSSIONS
- SEMINAR
- MEMBER-LED INTERVENTIONS
- CASE STUDIES
- ROUNDTABLES
- RESEARCH PROJECTS
- STUDY VISITS

LECTURES/PANELS

- Lectures or panels in the Main Lecture Room (MLR) plenary sessions are the primary method for delivering much of the material covered at the NRC. The lecture will be two hours, featuring one eminent speaker who will deliver prepared remarks and engage CMs in a question-and-answer period. CMs are encouraged to maximise the opportunity to learn from this by posing pertinent, searching, rigorous and crisp questions throughout the allocated period and later reflecting on the answers they receive. CMs should use every minute of it and, while always being polite, should not be afraid to challenge the norms and conventions.
- When posing their question, however, CMs must remember that they are not in NRC to defend their own viewpoint or to score points over others on the course. A speaker has a view because of something they saw, read, heard or experienced. Hence, CMs should use questions to explore what they might see as a contentious point and/or to challenge a speaker's logic, rather than making lengthy statements in the MLR to try to convince a speaker that their viewpoint is wrong.
- All those speaking at the NRC will do so in accordance with the Chatham House Rule, which CMs are to respect at all times.

LYCEUM DISCUSSIONS

- Pre-lecture and post-lecture discussions will be conducted in the MLR and respective lyceums. The pre-lecture discussions help the CMs prepare for the main lecture by framing key issues and questions. The post-lecture is aimed at consolidating their thoughts and reflecting on differing perspectives, therefore deepening their understanding of the subject matter.

SEMINAR

- A seminar with expert panels is an essential part of the learning experience at the NRC. The seminar will be held once during the 1-year programme and will be structured to examine an area covered throughout the programme. The seminar will allow time for self-reflection on the material examined and for emphasising the interconnectedness of the issues discussed during the program.

MEMBER-LED INTERVENTIONS

- Member-led interventions are methods the NRC employs to allow pre-selected groups and individuals within the Lyceum to address specific issues. These selected groups and individuals are assigned a topic of national interest to analyse and subsequently present their views on the subject, followed by a question-and-answer session to broaden CM's understanding. This approach places strong emphasis on structured small group collaboration and the development of individual analytical and critical thinking skills.

CASE STUDIES

- Case studies at the NRC involve CMs analysing a pre-determined topic of interest and drawing conclusions to enhance their understanding of the ends, ways, and means at the grand strategic level, and the balance between them. These case studies not only deepen strategic understanding but also provide a platform for CMs to practice working as a team in a collaborative, cooperative, and creative manner.
- Furthermore, case studies offer CMs the opportunity to learn from fellow members in their Lyceum groups, refining their analytical skills, followership, and ability to contribute meaningfully to free-flowing discussions. CMs are encouraged to engage in discussions with cogent arguments, fostering a rich exchange of ideas that promotes deeper insight and mutual learning

ROUNDTABLES

- Roundtables are organised at the NRC to elicit key issues from expert panellists, who offer differing views on a set topic. CMs find this mode of interaction an essential set of learning tools that help them gain deeper insight into the topics discussed.

RESEARCH PROJECTS

- The research project is the final culminating work of the CM programme at the NRC. CMs will be divided into two groups and are required to produce a policy paper on the College Theme. CMs will receive data throughout the 52-week programme and will conduct guided research during study visits. The final project paper will be presented to a team of distinguished government panellists across the relevant ministries involved in the National Security sphere.

STUDY VISITS

- Study visits will be organised both domestically and to selected countries and institutions in alignment with the course syllabus. These visits are designed to provide CMs with the opportunity to conduct a comparative analysis of the national power of the countries visited and to gather research data on the college theme for the year. These visits will also allow CMs to gain a broader understanding of how different nations approach these critical areas and to apply their strategic thinking in real-world contexts.

READINGS

Some possible initial readings and, occasionally, other research sources are offered to support many learning interventions. Such readings are neither a substitute for a lecture nor the direct source of answers to questions. For lectures, readings are selected to supplement what a speaker might say, perhaps by offering an alternative perspective. For seminars and other small-group work, any reading list provided should be seen as initial ideas to stimulate thinking and as a possible departure point for further investigation. CMs preparing for lectures and the like will need to analyse the question or issue under discussion, think about how to approach it and conduct their own research as they see fit.

ACADEMIC SUPPORT

The NRC academic partner is the National Defence University of Malaysia (NDUM), an integral part of the College that provides a range of support to all CMs. NDUM provides a full-time Head of Academic Studies to advise the Commandant, and on request, any academician on academic-related questions. NDUM also provides academicians to pair with SDS to facilitate events, including Lyceum discussions, member-led interventions, and guided discussions. These academicians provide dedicated support to CMs during the preparation of the Policy Paper and assist in developing critical thinking and writing skills throughout the course. For each of these written submissions, the NDUM's role is to offer individual advice on writing, researching and structuring a submission and formative feedback up to two drafts per analysis; marking and assessing of final versions against NRC "standards" and the provision of constructive feedback with, as appropriate, suggestions about how a CM might develop his ability to analyse and write.

NATIONAL RESILIENCE COURSE YEARLY PLANNER

Each module will cover topics that highlight the essential learning outcomes of the course and is designed to be current, interactive and relevant to the evolving national security landscapes. A one-year course planner is attached for reference, however all planning is subject to operational and contextual variables and will be adjusted accordingly as the situation requires.

COURSE THEME

At the NRC, the academic programme is guided by a course theme, with each module focusing on a specific element of national power. For Cohort 7/2026, the College will focus on the Second Pillar of Malaysia's National Security Policy: Socio-Political Stability.

Core Value 2: Socio-Political Stability National Security Policy

Socio-political stability is essential to sustaining a peaceful and harmonious environment for the people of Malaysia. The Government is responsible for upholding parliamentary democracy, constitutional monarchy, the rule of law, the sanctity of the Constitution, and the respect for and protection of human rights as provided under the Federal Constitution. At the same time, the people share responsibility by supporting the Government's lawful policies to ensure peace and stability in the country. These principles must be respected and upheld by all Malaysians, regardless of political beliefs, religion, ethnicity, origin, or social status.

VISITS

During the programme, CMs will undertake study visits at the domestic, regional, extra-regional and international levels. These visits will range from 4 to 12 days away from the college and are designed to expose CMs to diverse institutional and strategic environments, thereby enriching their understanding of national, regional and global security dynamics

OVERSEAS VISITS

Overseas study visits are planned to conduct a comparative analysis related to the course theme, “Socio-Political Stability”. In 2026, three (3) study visits are planned: the first to Japan, followed by Finland, and finally Thailand. These visits are designed to enhance CM’s worldview and enable them to conduct a comparative analysis of the college theme.

DOMESTIC VISITS

Domestic visits are planned to allow CM to conduct research on the course theme and also to familiarise themselves with Malaysia's core values. The area of visits will include the Eastern States of Peninsular Malaysia and East Malaysia. These domestic visits are to provide additional data to CM for preparing the course policy paper.

BOOKLETS

Study visit booklets will outline the specific objectives for each visit. In addition, every visit has three universal objectives.

First, to learn from the experts and the environments encountered, thereby broadening understanding of the cultures and perspectives presented. Second, to interact with colleagues in a new setting and deepen personal and professional relationships. Finally, to leave a positive legacy so that, if hosts value the experience and reflect on it positively, they are more likely to welcome a future NRC visit. This final objective is achieved through CMs’ visible engagement, evident enthusiasm, and active enquiry, demonstrated by pertinent, well-observed, and appropriately testing questions.

FORMAL FEEDBACK

Formal feedback from CMs on each study visit will be provided in a structured back brief to CMs and the Directing Staff Council (NRC DS Council). The back brief will be in the form of a written report on the overseas study visits, regional overview reports and plenary presentations to the entire course. In addition, an after-action review of the daily activities will also be conducted for selected visits as and when required to capture key lessons, good practices and areas for improvement.

WRITTEN ASSIGNMENTS

Essay writing is integral to the learning process, serving as a vehicle for exploration, reflection, understanding consolidation, expression, and assessment. It provides CMs with the opportunity to develop, structure, and articulate strategic and critical thinking on key concepts and issues studied throughout the programme. In addition, essay writing enables CMs to apply these insights to real-world challenges, bridging academic theory with practical relevance. Writing for an external reader also deepens understanding and strengthens powers of expression and advocacy. Reading an essay enables a reviewer to assess the extent to which the author engages with learning and transforms information into knowledge and knowledge into understanding. Formal assessment of such work also helps to measure personal development throughout the course.

CMs will complete two forms of written assignments during the programme. The assignments are:

SER	ASSIGNMENTS	LENGTH	REMARKS
•	Individual assignments	3,000 - 5,000 words	Articles format based on each module discussed
•	Cohort assignment	20,000 - 30,000 words	Academic and Policy paper with the cohort divided into 2 sub-groups

Each CM or sub-group is assigned an NDUM academician to advise on the development of critical thinking and academic writing throughout the course. The academician's role is to provide individual guidance on research, argument development, and the structuring of submissions, as well as formative feedback. However, they do not edit or redraft assignments; the analysis and final work remain the CM's own. The same NDUM academician assesses the final version of each analysis against a common assessment framework and provides comments and advice as part of the CM's overall personal development during the programme, while continuing to support the production of formal written work.

Detailed guidance on conventions for written submissions at the NRC is provided in the NRC/NDUM Study and Learning Guide ("the NRC way"). This includes the NRC policy on Plagiarism, Cheating, Collusion and Fraud, which all CMs must read before submitting any written assignment. The NRC treats academic misconduct with the utmost seriousness and applies a strict zero-tolerance approach.

In line with this policy, CMs who use artificial intelligence (AI) tools must do so diligently and responsibly. AI may be used only as a support tool (for example, to assist with brainstorming, planning, clarity of language, or proofreading), and must never replace the CM's independent analysis, judgment, or original argumentation. CMs remain fully accountable for the accuracy, integrity, and originality of all content submitted, including the verification of any facts, references, or claims.

COURSE MEMBERS ASSESSMENT

To support progress towards personal and course objectives, and to inform end-of-course reporting, CMs will be assessed in accordance with the standard Malaysian Armed Forces (MAF) Assessment Performa. This framework applies common standards when evaluating performance and contributions. At the same time, the course recognises that each CM is an individual with unique experiences and perspectives, and that “success” can take many forms.

CMs will be assessed both academically and professionally. Academic assessment will be conducted by NDUM academic staff through written assignments, while professional assessment will be captured through the End of Programme Report completed by military personnel. Assessment methods will focus primarily on two perspectives:

- **Course Participation and overall CMs' attitude and aptitude**
- **Coursework and Academic Results**

Each CM will be assessed based on performance across all semesters, with a final overall assessment completed and communicated to the CM before the programme concludes. Evaluation will be grounded in the following criteria:

CONDUCT & BEARING (30%)
COOPERATION & TEAMWORK (20%)
ACADEMIC PROWESS (30%)
STATESMAN'S INSIGHTS (10%)
DS COUNCIL RATING (10%)

- **Conduct and Bearing (30%).** Demonstrates leadership qualities, strong personal attributes, and a statesman-like character that contribute to the overall quality and success of the cohort. Consistently displays wisdom, integrity, and sound judgment throughout the course.
- **Cooperation and Teamwork (20%).** Demonstrates outstanding cooperation and teamwork within the cohort and across the programme. Consistently supports fellow CMs across all aspects of the course, strengthening cohesion and synergy. Demonstrates the ability to inspire others and build consensus.
- **Academic Prowess (30%).** Consistently produces high-quality academic work, including individual assignments, Lyceum tasks, and other syndicate-based submissions. Demonstrates maturity of thought and intellectual rigour, with questions raised in central forums and discussions routinely reflecting depth, relevance, and a consistently high standard of academic engagement.

- **Statesman's Insights (10%).** Reflects the cohort's collective perception of the CM, based on overall contribution to the programme, willingness to cooperate with others, and the extent to which the CM demonstrates statesman-like qualities in thinking, conduct, and engagement with the wider College community.
- **DS Council Rating (10%).** Reflects the SDS's observations and professional judgement of the CM's overall contribution, performance, attitude, and potential, as demonstrated consistently throughout the course.

AWARDS

• STATESMAN AWARD

This award recognises a CM's outstanding participation and contributions throughout the programme. The recipient will be proposed by the NRC DS Council and endorsed by the College Board of Governors, and will be selected from among CMs who have consistently demonstrated statesman-like qualities across all facets of the course. In essence, the selected candidate should embody the attributes, personality, bearing, conduct, academic prowess, and demeanour befitting a statesman. The award is based on overall performance and will be presented during the graduation ceremony.

• BEST PAPER AWARD

The Best Paper Award is presented to the CMs who, in the judgment of the Directing Staff Council and NDUM academicians, produces the most outstanding paper in terms of originality, quality of argument, strategic positioning, and writing style, and which fully meets the academic standards set by the College. The award is intended to foster healthy competition among CMs and to promote high-quality writing, rigorous critical thinking, and in-depth analysis of contemporary issues and challenges.

PROGRAMME BENEFITS

The NRC programme offers the following benefits:

Professional Development Factors

- Leaders of key institutions today face increasingly complex demands and therefore require enhanced capabilities, broader knowledge, and a more refined strategic outlook. The NRC is specifically designed to strengthen and sharpen CMs' knowledge and abilities as future leaders and national security professionals. Its curriculum focuses on developing the knowledge, expertise, and cognitive, social, and transformational capacities required of leaders operating at the grand strategic level, in support of Malaysia's national security and resilience.

Social and Cultural Factors (Strategic Culture)

- Working across cultural boundaries and engaging effectively across the whole-of-government ecosystem are critical to the success of strategic leaders and the institutions they represent. The NRC broadens and deepens CMs' understanding of the strategic level of government and the perspectives of the broader national security community. In an increasingly complex present and future security environment, leaders require comprehensive knowledge and the ability to integrate diverse institutional cultures effectively, capabilities that this programme is specifically designed to develop.

Public Service Engagement Factors

- Recognising the need for a whole-of-government and whole-of-society approach, completion of the NRC programme enables CMs to develop and apply the full range of their skills and experience to address Malaysia's future challenges. This outcome aligns with a key Public Service priority: preparing leaders who can work collaboratively across institutions to safeguard national security and strengthen national resilience.

CONCLUSION

The NRC–NDUM collaboration programme is a premier initiative within the defence sector and plays a vital role in preparing national leaders to navigate an increasingly complex and uncertain future. It is designed to equip CMs with a deep understanding of Malaysia's National Power and its application in advancing national objectives and strengthening national resilience.

The programme places strong emphasis on the practical application of National Power, supported by essential theoretical foundations. It is delivered in a collegial and intellectually open environment, enriched by lectures from distinguished personalities who bring valuable knowledge, experience, and lessons learned—and re-learned—into the classroom.

The NRC warmly welcomes all CMs of NRC Cohort 7/2026 and wishes everyone a productive and meaningful academic journey in the study of National Power and the formulation of national strategy. May we all be blessed with barakah and well-being.

SEMESTER 1

STATE, SECURITY AND NATIONAL POWER

Faculty of Defence Studies and Management
National Defence University of Malaysia



SEMESTER CONVENOR

- Lieutenant General Datuk Abdul Halim Haji Jalal (Retired)

MODULE CONVENORS

- Lieutenant General Dato' Fadzil Mokhtar (Retired)
- Professor Ruhanas Harun
- Professor Dr Mohd Abdullah Jusoh
- Major General Dato' Dr A. Endry Nixon (Retired)
- Brigadier General Dr Wan Edenin bin Wan Mahsin
- Associate Professor Dr Norshima Zainal Shah
- Associate Professor Dr Nor Afiza binti Mat Razali
- Associate Professor Lieutenant Colonel Dr Inderjit Singh (Retired)
- Dr Salma binti Yusof
- Dr Nurul Atiqah binti Mohd Suib
- Puan Norashikin Sahol Hamid

SEMESTER OVERVIEW AND STRUCTURE

This semester, titled **State, Society, and National Power**, is designed to expand and update CM's understanding of national affairs. It covers a wide range of critical topics, divided into five modules:

Module 1 – Politics and Governance

- **Sub Module 1:** Politics and Government of Malaysia
- **Sub Module 2:** Governance

Module 2 – National Security

Module 3 – State and National Power

- **Sub Module 1:** Diplomatic Instrument of National Power
- **Sub Module 2:** Information Instrument of National Power
- **Sub Module 3:** Military Instrument of National Power
- **Sub Module 4:** Economic Instrument of National Power

Module 4 – Strategic Leadership and Decision Making

- **Sub Module 1:** Strategic Leadership
- **Sub Module 2:** Critical Thinking

Module 5 – Technology and Future Warfare

DURATION

The semester will be conducted in 15 weeks from 26th January to 24th April 2026.

MODE

This semester incorporates a stimulating mix of lectures and talks, lyceum and roundtable discussions, visits and seminars.

SEMESTER OBJECTIVES

By the end of this semester, CMs will be able to:

- To understand the political and governance structures that shape national decision-making and influence civil–military relations.
- To analyse national security and defence frameworks to address traditional and emerging threats through a whole-of-government approach.
- To evaluate the components of national power and how states project and balance Diplomatic, Information, Military, and Economic (DIME) instruments to achieve strategic objectives.
- To develop strategic leadership competencies required for high-stakes decision-making under conditions of uncertainty, complexity, and risk.
- To examine the implications of emerging technologies for the future of warfare and the evolving strategic environment.

SEMESTER LEARNING OUTCOME

At the end of the module, CM will be able to:

- Critically assess how different political systems, ideologies, and governance structures affect national stability and security outcomes.
- Interpret and apply key principles of national security and defence policy to strategic planning, operational readiness, and interagency coordination.
- Demonstrate a comprehensive understanding of the DIME framework and how national power can be mobilised and applied across multiple domains.
- Apply strategic leadership skills to complex decision-making scenarios, incorporating ethical reasoning, institutional values, and cross-domain coordination.
- Anticipate and evaluate the strategic implications of emerging military technologies, including their ethical and operational challenges.
- Synthesise knowledge across all sub-modules to develop integrated strategies that align national interests, state capacity, and future security needs.

SEMESTER DESCRIPTION

This semester explores the foundational relationship between the state, its security functions, and the instruments of national power. It examines how states organise, sustain, and project power to protect sovereignty, promote national interests, and maintain internal stability. Emphasis is placed on understanding the four instruments of national power - **Diplomatic, Information, Military, and Economic (DIME)** - and how they are coordinated within national strategy.

CMs will assess how state legitimacy, institutional strength, and governance capacity influence security outcomes. The semester also addresses the balance between internal security, national defence, and broader influence at the regional and global levels. Through theoretical frameworks and real-world case studies, CMs will analyse how states adapt their power structures in response to shifting geopolitical conditions, technological advancement, and non-traditional threats.

The modules in Semester 1 develop critical thinking about the effective use of power in support of national objectives. It also encourages a whole-of-government and whole-of-society perspective on strategy formulation, interagency coordination, and leadership in complex security environments.

MODULE 1 POLITICS AND GOVERNANCE

Politics and Governance is a foundational topic for understanding how power is acquired, exercised, and sustained within a state. This module provides critical insight into the political systems, institutions, and governance frameworks that underpin national decision-making and legitimacy. It examines how governments function, the distribution of power across executive, legislative, and judicial branches, and the role of civil-military relations in stable or fragile political environments. Key themes include political ideologies, the rule of law, public accountability, institutional integrity, and the impact of governance quality on national security and policy execution. This topic also addresses contemporary challenges, including corruption, authoritarianism, and populism. In the strategic domain, understanding politics and governance is vital for interpreting the domestic drivers of foreign policy, assessing state resilience, and evaluating the risks and opportunities in conflict or crisis scenarios. Strategic-level leaders must master these dynamics to align operations with national objectives, uphold constitutional authority, and navigate the complexities of both domestic and international decision-making.

The module consists of the following sub-modules:

- **Sub Module 1** - Politics and Government of Malaysia
- **Sub Module 2** - Governance

MODULE 2

NATIONAL SECURITY

The National Security module focuses on safeguarding a nation's sovereignty, territorial integrity, and core interests against both traditional and non-traditional threats. It examines the strategic frameworks, institutions, and policies that guide the use of national power to deter aggression, manage crises, and address diverse security challenges. Core themes include defence planning, military readiness, intelligence, internal security, and civil-military cooperation. Key areas of study cover threat perception, the formulation of national security strategies, and the development of defence policies. The module equips Course Members with the knowledge and analytical skills to assess, shape, and support security and defence policies in complex and rapidly evolving environments.

It also addresses the shifting nature of contemporary threats such as terrorism, cyber warfare, pandemics, and climate-related risks, which require integrated, adaptive responses spanning multiple sectors of government and society. For military leaders, understanding national security and defence is vital to align operational capabilities with strategic objectives, uphold civilian authority, and contribute to whole-of-government approaches. Finally, the module explores regional and global security architectures, alliances, and multilateral cooperation, which profoundly shape the external defence environment and influence a nation's security posture.

MODULE 3

STATE AND NATIONAL POWER

The State and National Power module examines how states generate, exercise, and project power to achieve their national interests. This module explores the core components of national power, **Diplomatic, Information, Military, and Economic (DIME)** and how these instruments are integrated to shape both domestic governance and international relations. It also discusses the institutional foundations of state authority, legitimacy, and capacity.

The module examines how different states develop strategies to balance and deploy these elements of power, taking into account their geography, resources, political systems, and global positioning. Special emphasis is placed on understanding the interdependence of state functions and the importance of cohesive national strategy in sustaining security, sovereignty, and influence.

For military and strategic leaders, this subject is crucial to understanding the broader context in which military power operates, ensuring that it complements national objectives and contributes to a balanced and effective projection of state power.

This module has the following sub-modules:

- **Sub Module 1:** Diplomatic Instrument of National Power
- **Sub Module 2:** Information Instrument of National Power
- **Sub Module 3:** Military Instrument of National Power
- **Sub Module 4:** Economic Instrument of National Power

MODULE 4

STRATEGIC LEADERSHIP AND DECISION MAKING

This module examines how strategic leadership enhances national power and strengthens national security to promote socio-political stability. Using the DIME framework (Diplomatic, Information, Military, Economic), it explores how course members shape strategic direction, influence policy, and operate within complex governance ecosystems at local, national, and global levels. It analyses the strategic leader's role in integrating national instruments of power, employing effective decision-making, and fulfilling stewardship responsibilities within the military profession. Course members will engage with contemporary regional and global security challenges, evaluate strategic leadership practices, and develop the capacity to exercise influence in multi-dimensional power environments. In today's hyper-competitive, rapidly evolving environment, leaders face challenges that go beyond traditional management approaches. Technological disruption, geopolitical volatility, economic uncertainty, and shifting stakeholder expectations demand a triad of cognitive capabilities: critical thinking to navigate complex decisions, innovative thinking to generate breakthrough opportunities, and strategic thinking to chart the course forward. This session introduces foundational frameworks that enable leaders to analyse challenges holistically, question assumptions, and design transformative solutions. Course members will explore systems thinking, SWOT analysis, logical reasoning structures, and design thinking principles through case studies and interactive exercises. By the end of the session, they will have a practical toolkit to sharpen decision-making, anticipate future trends, and foster a culture of agile problem-solving, turning insight into action in volatile environments.

MODULE 5

TECHNOLOGY AND FUTURE WARFARE

The Technology and Future Warfare module explores how rapid advancements in science and technology are transforming the character and conduct of warfare. The module examines the integration of cutting-edge technologies, including artificial intelligence (AI), autonomous systems, cyber capabilities, space technologies, hypersonic weapons, and quantum computing, into military operations, strategy, and defence planning. It highlights how emerging technologies are reshaping the battlefield, enabling new forms of deterrence, precision strike, information dominance, and asymmetric warfare. The module also considers the ethical, legal, and strategic implications of these technologies, including challenges related to arms control, dual-use technologies, and the risk of destabilising military innovations. CMs will evaluate future conflict scenarios, the changing nature of threats, and how technology is shifting the balance of power between states and non-state actors. Emphasis is also placed on technological adaptation, innovation ecosystems, and defence modernisation strategies. This module provides crucial understanding to anticipate future operational environments, guiding force development, and ensuring readiness in an era of accelerating technological change and strategic uncertainty.

MODULE ASSIGNMENT

The module assignments are as follows:



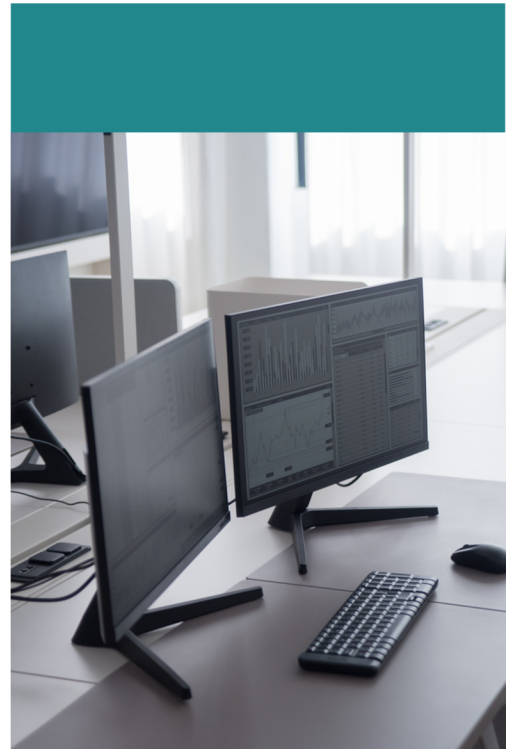
CMs are required to complete an article-style assignment of 3,000–5,000 words. The specific topics and submission deadline will be communicated in due course.



CMs are encouraged to complete background readings before each module and sub-modules to ensure a common academic baseline for lectures, syndicate discussions, and seminars.



CMs are encouraged to engage with the enduring questions in each module and sub-module to strengthen their capacity for critical analysis and sound judgement, thereby enhancing their collective understanding of the policy and operational challenges addressed in the module and sub-modules.



SEMESTER 2

INTERNATIONAL POLITICS AND SECURITY STUDIES



*Faculty of Defence Studies and Management
National Defence University of Malaysia*

CONVENOR

- Professor Ruhanas Harun

SUB CONVENORS

- Prof .Dr Adam Leong Kok Wey
- Assoc. Prof. Dr Radziah Binti Abdul Rahim
- Dr Salma Binti Yusof
- Dr Nor Aishah Binti Hanipa
- Dr Aini Fatehah Binti Roslam
- Dr Nurul Atiqah Mohd Suib

SEMESTER OVERVIEW AND STRUCTURE

This semester, entitled “INTERNATIONAL POLITICS AND SECURITY STUDIES”, consists of the following 7 modules:

Module 1 - International politics

Module 2 - Politics and international relations of Southeast Asia

Module 3 - The evolving geopolitics and security in the Asia-Pacific

Module 4 - Global geo-economics

Module 5 - International Organisations and Global Governance

Module 6 - Geopolitics and security of West Asia

Module 7 - Issues and trends in global security

DURATION

The duration of the Semester is 12 Weeks from 27th April to 31st July July 2026.

MODE

This semester incorporates a stimulating mix of lectures and talks, lyceum and roundtable discussions.

SEMESTER OBJECTIVES

- To acquire a deeper understanding of international politics and security issues, and how they affect global peace and security.
- To analyse significant political developments and trends in international relations within ASEAN.
- To analyse the geopolitical landscape and security outlook of the Asia–Pacific.
- To understand major issues affecting peace, political stability, and security across different regions of the world, including Europe and West Asia.

SEMESTER LEARNING OUTCOMES

At the end of the module, CMs will be able to:

- Examine the various geopolitical and geo-economic strategies employed by states in the Asia-Pacific region to secure their national interests.
- Analyse political change and development in Southeast Asia and its impact on international relations in the region.
- Critically debate on major issues in defence and security in other regions of the world affecting global peace and stability.

SEMESTER DESCRIPTION

This module examines key issues and challenges in global politics and international security, including patterns of interaction among state actors and the policies and strategies employed to advance national interests and consolidate national power. It also considers how these dynamics shape regional and global peace and security. A brief synopsis of each module is provided below:

MODULE 1 **INTERNATIONAL POLITICS: APPROACHES AND PRACTICES**

This module begins with an overview of mainstream approaches to contemporary international politics and the dynamics shaping the world today. It examines key changes and developments in international relations and their implications for the world order, peace, and security. The module also highlights enduring features of world politics, such as power competition, rivalry, and cooperation among states, as well as the persistent tensions that characterise their interactions.

MODULE 2

POLITICS AND INTERNATIONAL RELATIONS IN SOUTHEAST ASIA

This module examines political developments in Southeast Asia (SEA) to enhance CMs' understanding of the region's evolution from a theatre of conflict into an area of peace, stability, and cooperative relations among states within the framework of ASEAN regionalism. It focuses on the politics and foreign policy of selected ASEAN states, the key issues shaping interstate relations, and their implications for regional peace, political stability, and security.

MODULE 3

THE EVOLVING GEOPOLITICS AND SECURITY IN THE ASIA-PACIFIC

This module examines key geopolitical dynamics in the Asia-Pacific that shape contemporary power rivalries and competition for influence over strategic geographical areas, and assesses their implications for regional peace and stability. It also considers the roles of key actors such as the United States, India, Japan, and ASEAN in shaping the region's security environment.

MODULE 4

GLOBAL GEO ECONOMICS

This module examines the dynamics of contemporary geo-economics and their impact on the global community. Given the growing number of actors shaping the geo-economic landscape and the extent to which their interests and actions increasingly affect one another, the module develops a deeper understanding of their policies and interactions. It focuses on key geo-economic issues, including economic interdependence and cooperation within the international system, and analyses how these factors shape the international order and intensify power rivalry.

MODULE 5

INTERNATIONAL ORGANISATIONS AND GLOBAL GOVERNANCE

This module examines contemporary global challenges through four interrelated topics: humanitarian responses to internally displaced persons; the Trump administration's approach to the WTO; the role and influence of UNCLOS in maritime governance; and the complexities of 21st-century maritime governance. It also highlights the roles and limitations of international organisations in global governance within an evolving geopolitical and geostrategic environment.

MODULE 6

GEOPOLITICS AND SECURITY IN WEST ASIA

This module explores the geopolitics and security challenges of West Asia, one of the world's most volatile and insecure regions. It will discuss the roles, interests, and rivalries among major powers to secure a foothold in the region, as well as the roles of regional powers in shaping the region's security landscape.

MODULE 7

ISSUES AND TRENDS IN INTERNATIONAL SECURITY

This module provides CMs with a platform to examine key contemporary international security issues, including US-China rivalry, developments in European security, the continuing relevance of NATO, the role of soft power, and challenges arising from UN paralysis. CMs will analyse selected case studies and, by the end of the module, will be able to evaluate and critically explain key findings in international security. The module reinforces CMs' understanding of contemporary security dynamics and their implications for the world order. The topics are intended to stimulate rigorous discussion and sharpen strategic and logical thinking to the standard expected at the NRC.

SEMINAR

Semester 2 will culminate in a seminar that incorporates the module's main ideas, concepts, and objectives. The seminar will comprise expert panellists on international politics and security. The seminar topic will be formulated and set at the end of the semester.

MODULE ASSIGNMENT

The module assignments are as follows:



CMs are required to complete an article-style assignment of 3,000–5,000 words. The specific topics and submission deadline will be communicated in due course.



CMs are encouraged to complete background readings before each module to ensure a common academic baseline for lectures, syndicate discussions, and seminars.



CMs are encouraged to engage with the enduring questions in each module to strengthen their capacity for critical analysis and sound judgement, thereby enhancing their collective understanding of the policy and operational challenges addressed in the modules.



SEMESTER 3

NATIONAL SECURITY STUDIES



Faculty of Defence Studies and Management
National Defence University of Malaysia

CONVENER

- **Lieutenant General Dato' Fadzil Mokhtar (Retired)**

SUB CONVENER

- Lieutenant General Datuk Abdul Halim Haji Jalal (Retired)
- Colonel Professor Dr Khairol Amali Ahmad (Retired)
- Lieutenant Colonel Professor Dr Victor Feizal Abdul Shatar (Retired)
- Lieutenant Colonel Associate Professor Dr S Ananthan (Retired)
- Lieutenant Colonel Dr Nor Amir Zakuan Panizan (Retired)
- Associate Professor Dr Noor Afiza Mat Razali
- Dr Norhazlina Fairuz Musa Kutty
- Dr Azrul Azlan Abdul Rahman
- Mr Suresh Thanakobi

SEMESTER OVERVIEW AND STRUCTURE

Semester 3 deals with the broad concept of security that affects a state's prosperity, survival, and the safety of its population. It focuses on non-military security threats and challenges faced by contemporary societies. It highlights how states typically respond to them to provide a safe and secure environment for their people. The semester comprises the following eight (8) modules:

Module 1 - UN Sustainable Development Goals and National Security

Module 2 - Science, Technology and Innovation, and National Security

Module 3 - Environmental Security

Module 4 - Health Security

Module 5 - Energy Security

Module 6 - Cyber Security

Module 7 - Food Security

Module 8 - Natural Resource Security

DURATION

Semester 3 will run for 12 weeks from 3rd August to 31st October 2026.

MODE

This semester incorporates a stimulating mix of lectures and talks, lyceum and roundtable discussions.

SEMESTER OBJECTIVES

- To provide a comprehensive, policy-focused understanding of non-military security threats as well as emerging security challenges confronting states across a range of dimensions.
- To foster awareness that globalisation has made security issues increasingly interdependent, making them more complex and creating both opportunities for and risks to national security.
- To promote cognisance of the fact that resource scarcity has become a significant security concern, and that its efficient management is critical to addressing the challenges of resource allocation posed by the current global environment, particularly interconnectedness, rapid change, and unpredictability.
- To cultivate strategic thinking on states' contemporary approach to national security, and enable critical reflection on future challenges in formulating a comprehensive and resilient national security architecture.

SEMESTER LEARNING OUTCOME

At the end of the semester, CMs will be able to:

-
- Characterise non-military security threats as well as emerging security challenges that can significantly impact a state's security, prosperity and well-being.
-
- Analyse the magnitude and inherent interdependence of security issues in today's globalised world, and their implications for national security.
-
- Discuss the imperative for efficient management of natural resources to address the challenges of resource allocation in today's complex and uncertain geopolitical environment.
-
- Assess states' contemporary approach to national security, and anticipate future security challenges, both of which will contribute to the enhancement of the quality of national security decisions.



SEMESTER DESCRIPTION

Non-military aspects of security have now assumed greater prominence, increasing the complexity of national security affairs. The security agenda today has broadened beyond traditional military threats to encompass a much wider range of issues, including internal security, unemployment, health, food, water, depletion of energy and natural resources, climate change, environmental degradation, and threats posed by rapid technological advancement, among others. Thus, all kinds of security have emerged beyond the defence realm, including economic, environmental, energy, food, and information security.

National security is therefore the “safekeeping of the state as a whole.” Besides protecting the state and its people from internal harm and external aggression, national security now refers to the public policies through which the state protects a range of geopolitical, economic, and other interests to ensure its survival as a sovereign entity and, thereby, the security and prosperity of its citizens. In fact, national security is deeply intertwined with the UN Sustainable Development Goals (SDGs), which also strive towards a secure world. Achieving the SDGs is essential for security and stability, and national security is crucial for sustainable development. This semester will thus focus on issues of national security, which provide a framework for analysing myriad challenges to, and prospects for, the state’s prosperity, political capacity, and security. A synopsis of each module is provided below.

MODULE 1 UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS AND NATIONAL SECURITY

This module explores the UN Sustainable Development Goals (SDGs), a global agenda for a more sustainable and equitable future by 2030, by focusing on People, Planet, Prosperity and Peace. States need to translate the 17 SDGs into concrete actions by aligning their national development plans with these global aspirations. This module will deepen understanding of the SDGs and help CMs appreciate that global goals and national security are indeed interconnected and mutually reinforcing. This module will also provide a foundation for understanding the specific SDGs covered in the other modules.

MODULE 2 SCIENCE, TECHNOLOGY, INNOVATION, AND NATIONAL SECURITY

This module focuses on the role of science, technology, and innovation not only as a determinant of national power but also as a crucial element in a state's security. Course members will thus be able to evaluate the international, political, social, economic, and cultural impacts of advances in science, technology, and innovation, and their implications for national security. In turn, CMs should be able to appraise the associated policy issues, including the imperative to stimulate scientific and technological innovation to create a state's strategic advantage, alongside ensuring its economic prosperity and physical survival.

MODULE 3

ENVIRONMENTAL SECURITY

This module provides course members with a deeper insight into contemporary environmental problems, such as climate change, water scarcity, resource extraction and depletion, and pollution, that could pose serious challenges to human security. CMs will then be able to analyse how these phenomena have shaped, and are shaping, domestic and international political relations. By examining the effectiveness of current efforts to resolve these issues, members will appreciate the need for appropriate policy responses that not only address the country's domestic situation but also help establish sustainable systems of global environmental governance.

MODULE 4

HEALTH SECURITY

This module delves into the position of health security in a state's national security paradigm. Health security, a concept that encompasses measures to protect the population from health threats, has attracted greater attention since the closing decade of the 20th century, as myriad challenges posed by infectious diseases emerged in a globalised environment. The world has recently seen the existential threat to human security posed by the COVID-19 pandemic, which has not only increased the level of mortality, but has also adversely affected the economic, social and political fabrics of every country in the world. Through this module, course members will be able to examine political and policy responses, in particular those adopted by Malaysia, to address health insecurities expected to be prevalent given the tendency for the transnational spread of diseases due to hyper-globalisation and growing interconnectedness. Additionally, members will be able to consider the imperative for new security frameworks, given the growing concern about the threats to human health posed by many planetary issues.

MODULE 5

ENERGY SECURITY

This module touches on a state's energy security – a vital feature in its national security, given its crucial role in a country's economic output and the standard of living of its population. Ensuring energy security, defined as “the assurance of the uninterrupted supply of energy at an affordable price, while respecting environmental concerns,” is becoming increasingly problematic today and will continue to be so in the future as national energy demand, for electricity, transportation and industrial use, is projected to increase considerably in the midst of a supply crunch. Course members will therefore be exposed to the importance of energy security and the impact of insecurity on national security. More importantly, this module will enable members to appraise the pressures and challenges encountered, and the trade-offs made, by most governments in their policies to ensure the security of their country's energy supplies while keeping prices affordable to users, without compromising environmental concerns.

MODULE 6

CYBER SECURITY

This module shall apprise course members of the complex questions concerning cybersecurity, which ranks high in a state's national security agenda. It will provide members with a critical awareness of the utility of cyberspace, as well as their impact on national security, arising from vulnerabilities posed by information technology to a broad spectrum of national, business as well as military infrastructure. With an awareness of the critical issues underlying cyber security, members will be better prepared to formulate a maximum level of defence and survivability against present and emerging threats to a state's information environment.

MODULE 7

FOOD SECURITY

This module covers food security, the importance of which to a state's national security came to the fore during the Russo-Ukrainian war. Food security "encompasses the safety, quality and sustainability of food supply, and access to a healthy diet." Food security, in most countries, primarily concerns the safety of food, the reliability of the food supply chain, the continuity of food production, and the affordability of food for the masses. This module will expose Course Members to the intricacies of food security and enable them to assess the adequacy of policy measures to enhance this critical facet of human and national security.

MODULE 8

NATURAL RESOURCE SECURITY

The security of states is increasingly dependent on the security of natural resources, which provide essential elements for human wellbeing and economic development. Individuals and economies rely on renewable and nonrenewable resources, including potable water, arable land, fish stocks, biodiversity, and minerals. However, natural resources are depleting rapidly due to population growth, rising consumption, and unsustainable development. Given that resource dependency will remain a feature of life, resource scarcity or degradation could pose serious security threats to the existence of modern societies.

This module, therefore, exposes course members to the nexus between natural resource security and national security in Malaysia. It enables members to examine how national resources are managed, investigate the efficiency of their utilisation, and determine the sustainability of the current trend in their utilisation, to save the current and succeeding generations from the scourge of conflicts over resources.

SEMINAR

Semester 3 will culminate in an integrative seminar that synthesises the module's key ideas, concepts, and learning objectives. The seminar will feature expert panellists in security studies. The seminar topic will be determined and confirmed at the end of the semester.

MODULE ASSIGNMENT

The module assignments are as follows:



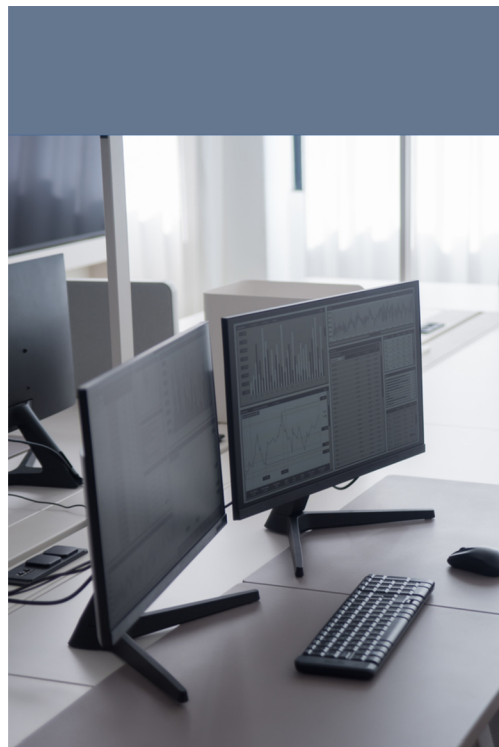
CMs are required to complete an article-style assignment of 3,000–5,000 words. The specific topics and submission deadline will be communicated in due course.



CMs are encouraged to complete background readings before each module to ensure a common academic baseline for lectures, syndicate discussions, and seminars.



CMs are encouraged to engage with the enduring questions in each module to strengthen their capacity for critical analysis and sound judgement, thereby enhancing their collective understanding of the policy and operational challenges addressed in the modules.



SEMESTER 4 NATIONAL POWER PRACTICUM



*Faculty of Defence Studies and Management
National Defence University of Malaysia*

CONVENER

- Major General Dato' Abdul Rahim Bin Mohd Yusuff (Retired)

SUB CONVENER

- Mdm. Norashikin Sahol Hamid
- Mdm. Nor Azlin Safina Abdul Aziz
- Mdm. Syamsuriana Shaary

SEMESTER OVERVIEW AND STRUCTURE

As the capstone of the NRC programme, the National Power Practicum converts the year's learning into tangible outcomes through disciplined fieldwork, high-level engagements, and the production of a decision-grade policy paper aligned with Malaysia's strategic priorities under the National Security Policy. Structured to take CMs from research design through evidence collection, analysis, drafting, and a final executive-level briefing to a government panel, the practicum sustains a whole-of-government lens. It integrates the instruments of national power (DIME) throughout.

In this concluding semester, CMs complete their academic and policy paper project work using datasets they have gathered and refined, with hands-on guidance from experienced research consultants and supervisors working to professional research standards. Equipped with a robust methodology, CMs conduct supervised field research on the year's course theme, selected in accordance with the National Security Policy. They engage political, governmental, military, business, and media stakeholders on governance issues that directly affect national security. The practicum culminates in a high-stakes presentation of findings and actionable recommendations to a senior government panel.

DURATION

The duration of this module shall be from 2nd - 27th November 2026.

SEMESTER OBJECTIVES

Design a fit-for-purpose research methodology for a policy problem within the selected theme for the programme's research:

- Collect and analyse relevant data (primary/secondary) to generate defensible findings;
- Engage stakeholders effectively to validate assumptions and stress-test options;
- Draft a coherent, actionable policy paper grounded in evidence;
- Present and defend recommendations to senior decision-makers.

MODULE LEARNING OUTCOME

At the end of the module, CMs will be able to:

- Demonstrate mastery of applied national-security research design (problem framing, theory of change, method selection, validity/ethics);
- Integrate DIME instruments to shape credible policy options.
- Translate research insights into clear, implementable recommendations with risk, cost, and sequencing considerations;
- Communicate succinctly to executive audiences, anticipating cross-ministerial perspectives and trade-offs;
- Produce a publishable-quality National Policy Proposal Paper suitable for circulation to relevant ministries and agencies.

PRACTICUM COMPONENTS

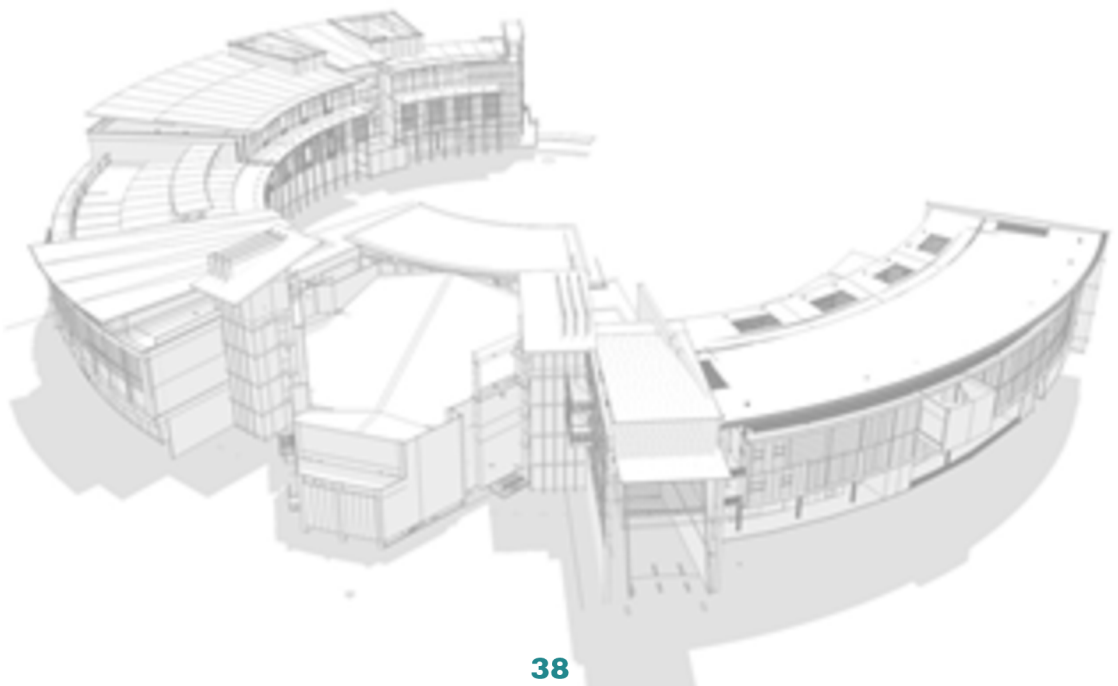
Academic Supervision & Consultancy - Structured supervision by NDUM/NRC academics and subject-matter consultants to refine research questions, methods, and analytical plans; rolling feedback on drafts and presentations. Comparative Study Visits & Stakeholder Engagements - Targeted domestic/regional visits and engagements (governmental, military, private sector, media, think tanks) to collect data, validate assumptions, and benchmark practices relevant to the policy paper research.

Policy Paper Development - A staged writing process: annotated outline, evidence tables, draft chapters, peer review, red-team challenge, final editorial pass. Culminates in an executive summary, options analysis, and implementation roadmap. Here, a red-team challenge is a short, structured adversarial review in which independent reviewers deliberately stress-test a draft policy paper's assumptions, evidence, logic, risks, costs, and feasibility by taking the perspective of sceptical stakeholders or decision-makers.

The CMs give a brief overview, then mostly listen while the red team "attacks" weak points, runs quick "what-if" and pre-mortem scenarios, and probes interagency fit and implementation realism. The session ends with a prioritised list of fixes, evidence gaps to close, and risk mitigations, which the CMs use to strengthen the executive summary, options analysis, and implementation roadmap before the final editorial pass.

ACADEMIC CALENDAR

NATIONAL RESILIENCE COLLEGE COHORT 7/2026





THE NATIONAL RESILIENCE COLLEGE

Cohort 7/2026 ONE-YEAR CALENDAR

“Nurturing Strategic Thinkers of Statesman Quality as the Catalyst of Change”



Day/ Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
JAN	New Year's Day	Opening Week 5 - 9 Jan	Foundation Week 12 - 16 Jan	Research Methodology 19-23 Jan	Politics & Govt of Malaysia 20 - 30 Jan																											
FEB	Thaipusam & Federal Territory Day	Governance 3 - 6 Feb	National Security 9 - 13 Feb	Chinese New Year & First Day of Ramadan Break 16-20 Feb	Diplomacy as the Instrument of National Power 23 - 27 Feb																											
MAR	Information as the Instrument of National Power 2 - 6 March	Economy as the Instrument of National Power 2 - 6 March	Military as the Instrument of National Power 10 - 16 March	Eid Ul Fitr Break 19 - 29 March																												
APR	Strategic Leadership 30 March - 3 April	Critical & Innovative Thinking 6 - 10 April	Technology & Future Warfare 13 - 17 April	National Security Seminar 20 - 22 April	National Security Sem 1 Assign Presentation 23 - 24 April	International Politics & Approaches 27 - 30 April																										
MAY	Labour Day	Politics & International Relations in SEA 4-8 May	Geopolitics & Security in the Asia-Pacific 11-15 May	National Power Visit to Japan 16 - 24 May	Post-Japan Visit Administration 25-29 May	Harvest Festival/ Wesak Day																										
JUN	Global Geo Economics 2 - 5 June	International Politics and Global Governance 8 - 12 June	Social Political Stability Visit to Terengganu 15 - 19 June	Geopolitics and Security in West Asia 22 - 26 June	Policy Paper Session 27 - 31 July																											
JUL	Issues & Trends in Global Affairs 29 June - 3 July	National Power and Socio-Political Stability Visit to Finland 4 - 12 July	Sem 2 Assignment Presentations 13 - 17 July	Semester 2 Break and Executive Week 20 - 26 July																												
AUG	UN SDG & National Security 3-7 Aug	STI & National Security 10 - 14 Aug	Environmental Security 17 - 21 Aug	Health Security 25-29 Aug																												
SEP	Energy Security 1 - 4 Sept	Cyber Security 7 - 11 Sept	Food Security 14 - 18 Sept	Thailand Affiliation Visit 20 - 27 Sept	Natural Resource Security 28 Sept - 2 Oct																											
OCT	Sem 3 Assignment Presentations 9 - 9 Oct	East Malaysia Visit 12 - 18 Oct	Policy Paper Retreat 19 - 23 Oct	Semester 3 Break 26 - 30 Oct																												
NOV	Policy Paper Practicum 2 - 6 Nov	Policy Paper Practicum 9 - 13 Nov	Policy Paper Writing 16 - 20 Nov	Policy Paper Presentation 23 - 27 Nov																												
DEC	Graduation Week 30 Nov - 4 Dec	Post Academic Administration 7 - 11 Dec	Post Academic Administration 14 - 18 Dec	Post Academic Administration 21 - 24 Dec	Christmas Holiday																											

Note: All dates are subject to change based on prevailing requirements and circumstances

Semester 1

State Society & National Power

Semester 2

International Politics & Security Studies

Semester 3

Security Studies

Semester 4

National Power Practicum

Holiday/ Break

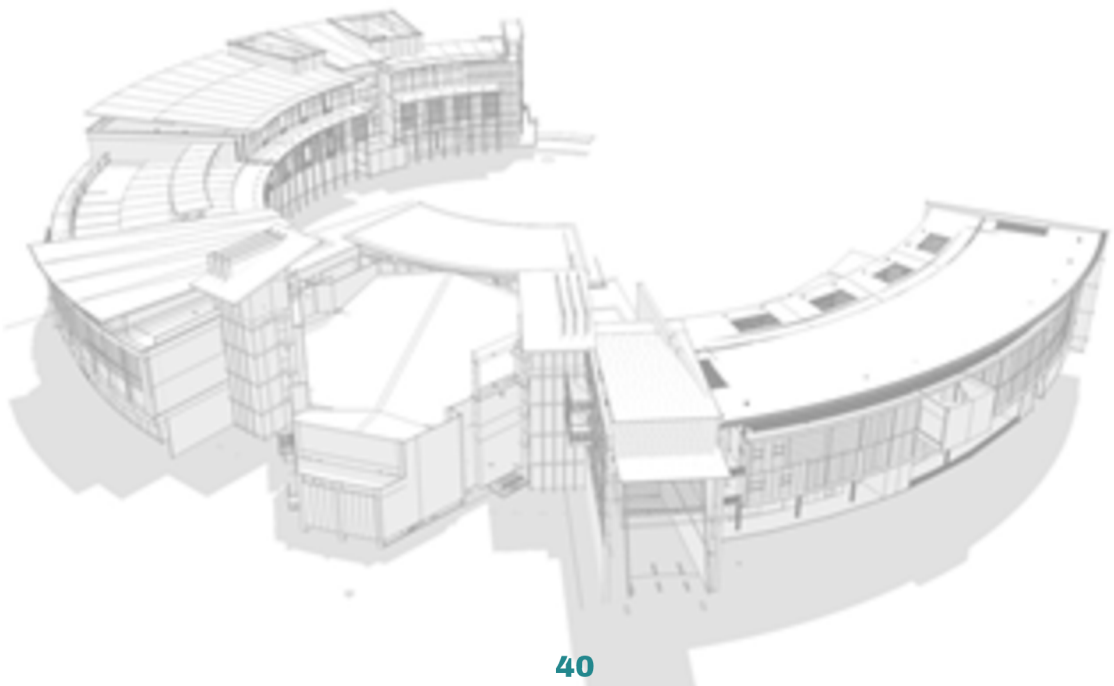
THEME:
SOCIO-POLITICAL STABILITY
Core Value 2: National Security Policy





FACULTY MEMBERS AND ACADEMICIANS

NATIONAL RESILIENCE COLLEGE COHORT 7/2026





VICE ADMIRAL DATUK SABRI ZALI

PRESIDENT, NATIONAL CENTRE FOR DEFENCE STUDIES (PUSPAHANAS)

Vice Admiral Datuk Sabri Zali was born on 4th March 1967 in Kampung Sungai Choh, Rawang, Selangor. He joined the Royal Malaysian Navy as a Cadet Officer on 15th December 1984 and was sent to West Germany to attend the International Midshipman Course from January 1985 until December 1987. He was commissioned on the 21st December 1987 upon his return from Germany. Vice Admiral Datuk Sabri bin Zali was appointed as the President of the National Centre for Defence Studies on 11th August 2023.

Vice Admiral Datuk Sabri Zali specialised as a Principal Warfare Officer. He attended various courses throughout his long career in the Royal Malaysian Navy. That includes the International Principal Warfare Officer Course (IPWO) in the United Kingdom (1996), the Frigate 2000 Crew Course in Scotland (1999), and the Advanced Command and Staff Course at the Advanced Command and Staff College (ACSC) in Shrivenham, Swindon, United Kingdom (2002-2003). While enrolled in the ACSC course, he successfully enrolled in the Master's Degree Program at King's College London, where he was awarded a Master's Degree in Defence Studies (MA DS). In 2006, he attended the Malaysian Armed Forces Defence Course (MAFDC) in Kuala Lumpur, where he was awarded his second Master's Degree in Defence Studies (MSocSc DS) from the Malaysian National University.

Throughout his 39 years of service, he had been appointed to various Command and Staff appointments in the Royal Malaysian Navy such as the Commanding Officer of KD JEBAT cum the Senior Officer Afloat of the RMN Fleet, Director of Plan and Strategy and Assistant Chief of Staff Human Resource at the RMN Headquarters, Commandant of the Malaysian Armed Forces Defence College, Commander of the Naval Region 2, Eastern Fleet Commander and the last post as the Deputy Chief of Navy before taking over President of National Centre for Defence Studies.

He is married to Datin Suzanna Dato' Abu Bakar and blessed with a son and two daughters. He is active in sports, especially in golf and shooting.



LIEUTENANT GENERAL DATUK WIRA ARMAN RUMAIZI AHMAD

VICE CHANCELLOR , NATIONAL DEFENCE UNIVERSITY OF MALAYSIA

Lieutenant General Datuk Wira Arman Rumaizi Hj Ahmad was born in Alai, Melaka, on 22 November 1970. He began his formal education at the Royal Military College (Putera Division, H Company) from 1983 to 1987, before continuing his military development as an Officer Cadet at the Royal Military College Cadet Division in 1988. He was commissioned as a Second Lieutenant on 4 August 1990 and subsequently joined the Royal Malay Regiment (RMR).

Throughout his service, he has held key staff, command, and training appointments across the Malaysian Army and Malaysian Armed Forces. His early career included serving as a Platoon Commander with the 4th RMR (1990) and as an Instructor at the Army Combat Training Centre, Ulu Tiram, Johor (1992). From 1994 to 1995, he served as Aide-de-Camp (ADC) to the Deputy Chief of Army and later to the Chief of Army. He later served as Company Commander, 12th RMR (Mechanised) (2000–2002), and subsequently as Commanding Officer of the same battalion (2006–2008). Internationally, he was deployed as Deputy Commander of the Malcon East 3 Contingent in Lebanon (2008–2009) and later led MALBATT 850-1 under the United Nations Interim Force in Lebanon (UNIFIL) mandate in 2013, becoming the first commander to lead the contingent.

On 30 October 2018, he assumed command of the 13th Infantry Brigade in Lahad Datu, Sabah, where he led reforms to enhance readiness, strengthen command effectiveness, and improve personnel welfare, contributing to the protection of Eastern Sabah's sovereignty and security. Promoted to Major General on 1 October 2020, he was appointed Commander of the 2nd Infantry Division, with a strong emphasis on training and capability development, including the establishment of major training facilities at Kem Lapangan Terbang, Sungai Petani, Kedah—namely the OBUA complex, a 100-meter shooting range, and an obstacle circuit for Type-A Vehicles—collectively known as the “Medan Tempur Halilintar.” On 12 October 2021, he was appointed Assistant Chief of Staff for Personnel Services (AKSPA) at Malaysian Armed Forces Headquarters, contributing to improvements in the Armed Forces' human resource management framework. Following his promotion to Lieutenant General on 25 October 2022, he was appointed Chief of Staff at Malaysian Armed Forces Headquarters, leading major initiatives under the Chief of Defence Forces' mandate, including the establishment of the Secretariat “Angkatan Masa Hadapan” (AMH), the restructuring of Malaysian Armed Forces Headquarters, and the refinement of functional roles across divisions to enhance joint effectiveness and readiness.

His career reached another milestone on 7 February 2025 with his appointment as the 8th Vice-Chancellor of the National Defence University of Malaysia (UPNM), where he introduced the UPNM30 transformation plan to position the university as a premier defence institution and global reference centre for defence and security studies by 2030. In academic and professional development, he graduated with a Diploma in Computer Science from Institut Teknologi MARA (1999), completed the Australian Command and Staff College programme (2003), and obtained a Master of Defence Studies from the University of Canberra (2005). He attended the Malaysian Armed Forces Defence College (2011) and earned a Master of Social Science in Defence Studies from Universiti Kebangsaan Malaysia (2012). He graduated from the National Defence Course in 2020 and was subsequently recognised as a Fellow Scholar of UPNM, having successfully completed all required senior command and staff courses.

He has received numerous honours, including the Kesatria Angkatan Tentera Malaysia (KAT) (2008), Pahlawan Angkatan Tentera (PAT) (2015), and Panglima Setia Angkatan Tentera (PSAT) (2022). He was conferred the Darjah Pangkuan Seri Melaka (DPSM) in 2016 (title "Datuk"), and later received the Johan Mangku Negara (JMN) (2023) and Panglima Setia Diraja (PSD) (2023). In 2025, he was honoured with the Darjah Cemerlang Seri Melaka (DCSM). He is married to Datin Wira Noor Natasya binti Mohd Mustapa, and they have three children—two sons and a daughter. In his leisure time, he enjoys reading and sports.



MAJOR GENERAL ABDUL KARIM AHMAD

COMMANDANT OF THE NATIONAL RESILIENCE COLLEGE

Major General Abdul Karim Ahmad is the current Commandant of the National Resilience College (NRC) of the Malaysian Armed Forces. Commissioned into the Malaysian Army in 1986, he has accumulated almost four decades of distinguished service marked by progressive leadership across operational command, strategic staff appointments, and institutional development. Born on 28 January 1967 in Kampung Lemping, Kubang Rotan, Kedah, he has built a career characterised by professionalism, discipline, and a strong commitment to national service.

Throughout his military career, Major General Abdul Karim has held a wide range of senior command appointments. These include serving as Commanding Officer of the 9th Battalion Royal Malay Regiment (Para), Commander of Joint Task Force 2 in Tawau, Sabah, and Commandant of the Malaysian Army College in Port Dickson. He currently serves as the 4th Commandant of the National Resilience College, the apex institution of professional military education in the Malaysian Armed Forces, where he provides strategic leadership in advancing national resilience, security governance, and whole-of-nation approaches to peace and stability, while overseeing executive education programmes for senior military officers, civil servants, and national leaders. In addition to his command experience, Major General Abdul Karim has held several key senior staff and strategic appointments. Among these are Chief of Staff at the 3rd Division Headquarters, Principal Staff Officer Grade 1 (Operations) at Army Field Command Headquarters, Principal Staff Officer Grade 1 (Personnel) at the Directorate of Infantry, Assistant Chief of Staff for Administration and Logistics at the Malaysian National Task Force Group, and most recently Director General of the Policy and Development (Human Resources) Branch at Army Headquarters, Ministry of Defence. In these roles, he played a central role in operational planning, force readiness, personnel policy formulation, leadership development, and organisational transformation within the Army.

Major General Abdul Karim is academically accomplished, holding a Master of Security and Defence Studies from the National University of Malaysia and a Master of Management from the University of Malaya, in addition to advanced qualifications in security studies and human development. He is a Certified Professional Trainer, a Certified Neuro-Linguistic Programming Practitioner, a Fellow of the National Defence University of Malaysia, and an Honorary Member of the Dewan Perniagaan Datuk-Dato Malaysia. He has represented Malaysia in numerous bilateral and multinational defence and security engagements, training programmes, forums, and study visits across Australia, Singapore, Indonesia, the Philippines, Thailand, Brunei, France, South Korea, and the United States.

Major General Abdul Karim has also been actively involved in international shooting competitions and was appointed as Team Manager and Coordinator for the Malaysian Army Shooting Team in major events such as the ASEAN Army Rifle Meet (AARM), Brunei International Shooting at Arms Meet (BISAM), Australian Army Skills at Arms Meet (AASAM), and the International Practical Shooting Confederation (IPSC), reflecting his emphasis on discipline, professionalism, and excellence.

He is married to the late Madam Amelia binti Ahzan of Kuala Lumpur and is blessed with three children. Fluent in Bahasa Malaysia and English, his personal interests include sports, reading, collecting antiques, and exploring innovative approaches to personal and leadership development



PROF. TS. DR. NORHANA ABDUL HALIM

DEPUTY VICE CHANCELLOR (ACADEMIC AND INTERNATIONAL AFFAIRS) NATIONAL DEFENCE UNIVERSITY OF MALAYSIA

Prof. Ts. Dr Norhana Abdul Halim is the Deputy Vice Chancellor (Academic and International Affairs) of the National Defence University of Malaysia (NDUM/UPNM). She is recognised as a Professional Technologist (Ts.) by the Malaysia Board of Technologists (MBOT) and was appointed as a Radiation Protection Officer (RPO) by the Atomic Energy Licensing Board (AELB), under the Department of Atomic Energy, Ministry of Science, Technology and Innovation, on behalf of UPNM. This appointment was a critical requirement for the university to lawfully possess and operate radiation-related equipment in full compliance with national safety regulations.

In addition to her university leadership role, Prof. Ts. Dr Norhana serves as the Secretary of the Security and Defence Cluster at the Academy of Professors Malaysia (APM), reflecting her active engagement in national-level security and defence discourse. An accomplished academic, she has supervised four PhD candidates and four Master's students, and has published more than 101 research articles as author and co-author.

As a dedicated lecturer, researcher and academic leader, Prof. Ts. Dr Norhana continues to explore new frontiers in her field while contributing significantly to the advancement of higher education, research excellence, and national capacity-building in science, technology, security and defence in Malaysia.



LIEUTENANT COLONEL ASSOCIATE PROFESSOR DR. HAJI NOOR AZMI HAJI MOHD ZAINOL (R)

**DEAN, FACULTY OF DEFENCE STUDIES AND MANAGEMENT
NATIONAL DEFENCE UNIVERSITY OF MALAYSIA**

Lieutenant Colonel Associate Professor Dr Haji Noor Azmi Hj Mohd Zainol (R) is the Dean of the Faculty of Defence Studies and Management at the National Defence University of Malaysia (NDUM), a position he has held since 1 October 2025. A retired Colonel of the Malaysian Armed Forces, he brings extensive operational and leadership experience into the academic environment, strengthening the nexus between defence practice, scholarship and policy.

At NDUM, he serves as a senior lecturer actively involved in the Nationhood and Civilisation and Defence Management programmes. His teaching focuses on cultivating critical understanding of the Malaysian nation-state, its historical evolution, socio-political foundations and civilisational context, alongside the principles and practices of contemporary defence management and security governance.

Dr Noor Azmi is an active researcher with a visible scholarly footprint on platforms such as ResearchGate and Google Scholar. His principal research interests include nationhood and civilisation studies, defence and security management, national resilience, civil-military relations and strategic leadership within defence institutions. Through his publications, conference contributions and supervision of postgraduate research, he contributes to advancing knowledge in these fields and informing policy-relevant debates on Malaysia's defence and security.

As Dean, Lieutenant Colonel Associate Professor Dr Noor Azmi (R) plays a key leadership role in shaping the strategic direction of the faculty, enhancing academic quality, research culture and programme relevance to the needs of the defence and security sector. He is regarded as an influential academic figure within NDUM's community, committed to developing future-ready leaders and strengthening Malaysia's intellectual capital in defence studies and management.



BRIGADIER GENERAL YAZID YUSUF

SENIOR DIRECTING STAFF ARMY

Brigadier General Yazid Yusuf was born on 22nd December 1971 in Johor Bahru, Johor. His military career as an Army Officer began in September 1993 when he was commissioned as a Graduate Officer with the rank of Lieutenant. His first assignment was as a Troop Commander in the 22nd Special Forces Regiment, based in Kuala Kubu Bahru, Selangor.

In January 1995, he was selected as one of the candidates to undergo a basic flying course at the Air Force College in Kepala Batas, Kedah. By August 1996, he successfully completed the course, earning his flying wings and becoming one of the pioneer aviators for the Malaysian Army Aviation unit.

Throughout his career, Brigadier General Yazid has participated in numerous courses and exercises at both national and international levels, enhancing his expertise in tactical, operational, and strategic military roles. His career progression included key positions such as Troop Commander, Air Troop Commander, Adjutant, Instructor Pilot, and eventually Staff Officer and Regimental Commander.

Notably, he pursued advanced training, including:

- The Aviation Captain Career Course at Fort Rucker, Alabama, USA
- The Qualified Helicopter Instructor Course at the Air Force College
- The Malaysian Armed Forces Staff and Command Course
- The Malaysian Armed Forces Defence Course
- The National Resilience College

He was promoted to Major in 2002, Lieutenant Colonel in 2010, Colonel in 2017, and Brigadier General in 2020. Over the years, he has commanded several key units, including the 881 Army Aviation Regiment, served as the Director of Malaysian Army Aviation, and commanded the 30th Brigade.

Academically, Brigadier General Yazid holds a Diploma in Accountancy (UiTM), a Postgraduate Diploma in Strategic Studies (UM), and a Master of Social Science in Defence Studies (UKM).

In recognition of his distinguished service, Brigadier General Yazid has been honoured with numerous awards, including:

- Panglima Angkatan Tentera (PAT)
- Kesatria Angkatan Tentera (KAT)
- Kesatria Mangku Negara (KMN)
- Pingat Kedaulatan Negara (PKN)

Brigadier General Yazid is married to Rosnita Binti Ahmad, and they are blessed with three sons.



FIRST ADMIRAL AZHAR BAHARUM

SENIOR DIRECTING STAFF NAVY

First Admiral Azhar Baharum was born on 25th October 1971 in Bangi, Selangor Darul Ehsan. He received his education in Kuala Lumpur and Johor Bahru, and on 1st July 1989, he began his naval career by joining the Royal Malaysian Navy as part of Cadet Intake 40, and was commissioned on 1st July 1991.

Throughout his distinguished naval career, First Admiral Azhar has held numerous key positions both at sea and ashore. His sea-going roles include Navigation Officer, Executive Officer, Acting Commanding Officer of KD SRI PERLIS (PC), Commanding Officer of KD PARI (FAC (G)) and KD SELANGOR (PV). He was also a member of the inaugural crew of KD LAKSAMANA TAN PUSMAH (Italian Assad-Class Corvette)

In addition to his operational duties, he has taken on significant shore appointments, including Commanding Officer of RMN Communication Station, Chief of Staff (Inspection) at HQ Western Fleet, Assistant Chief of Staff (Operations) (N3) at HQ Eastern Fleet, and Director of Communication at the Royal Malaysian Navy Headquarters.

His leadership extends beyond the Navy, having served at the Malaysian Armed Forces Joint Forces Headquarters, contributing to the tri-service level. First Admiral Azhar's career progression is strengthened by his extensive academic and professional training. His specialised education includes the Long Communication Course at INS Venduruthy, India.

He is also an alumnus of The Malaysian Armed Forces Staff College (2009), The Malaysian Armed Forces Defence College (2015) and The National Resilience College (2024).

In terms of academic achievements, First Admiral Azhar holds:

- A Postgraduate Diploma in Strategic and Defence Studies from the University of Malaya (UM)
- A Master's in Strategic and Defence Studies from the National University of Malaysia (UKM)
- Fellow Scholar recognition from the National Defence University of Malaysia (NDUM)
- A Master of Management from UNITAR

First Admiral Azhar is married to Mrs Rahmawati Sulaiman, AMN, and they are blessed with four sons.



BRIGADIER GENERAL DR NORAZRIN SHAMSUDIN RMAF

SENIOR DIRECTING STAFF AIR

Brigadier General Dr Norazrin Shamsudin RMAF is the current Senior Directing Staff Air Force, National Resilience College. Before his current position, BG Dr Norazrin RMAF held various appointments, including Director General of Air Operations and Exercise, Subang Air Base Commander, Staff Officer Policy, Staff Officer Operations & Strategy and Staff Officer Legal at the Air Force Headquarters. He was also elevated to head the Air Force Legal Department.

An operational helicopter pilot with many years of experience, BG Dr Norazrin RMAF has flown various types of aircraft, including the Pilatus PC-7, Alouette III, Sikorsky S61A-4 Nuri, Agusta A109C, Sikorsky S70A-34 Blackhawk and Eurocopter EC 120B. He was also a Qualified Helicopter Instructor. He held various flying appointments, including Flight Commander, Standard Safety Readiness, Training Officer and Acting Commanding Officer.

Brigadier General Dr Norazrin RMAF pursued his Doctorate in Management at Universiti Malaya and graduated in 2020. He attended the PLA-AF Command and Staff Course in China, where he graduated with a Master's Degree in Military Science in 2014. In addition to Military management, he also has an intuitive Legal mindset via his attainment of a Master of Law (LL.M) in 2005 from Universiti Malaya, a Bachelor of Law with Honours (LL.B Hons) from Universiti Teknologi MARA in 2003 and a Postgraduate Diploma in Shariah Law and Practice from International Islamic University Malaysia in 2024.

Brigadier General Dr Norazrin Shamsudin RMAF is married to Puan Suriati binti Samsudin and is blessed with two sons and two daughters. He has a strong passion for equestrian sport. He has also been invited to sit on the Judging Panel as an FEI Endurance Judge, National Show Jumping Judge and Malaysian Equine Council Alternate Director. He was also awarded a Diploma in Sport Management from the International Olympic Committee in 2021.



COLONEL MOHAMAD ZAMBARI HAJI ABDUL KHORID

COLONEL MANAGEMENT

Colonel Mohamad Zambari Haji Abdul Khorid is the current General Staff Officer, Management of the National Resilience College (NRC). Born on January 14, 1977, in Temerloh, Pahang, he began his military career in 1996 when he was commissioned into the Royal Malay Regiment.

Throughout his career, Colonel Zambari has held various significant positions. In 2015, he was appointed as the Second-in-Command of the 8th Battalion of the Royal Malay Regiment. That same year, he also served as the Second Military Advisor to the Deputy Minister of Defence, a role he held until 2016. On March 30, 2017, Zambari became the commanding officer of the 11th Battalion of the Border Regiment, serving as its first commanding officer.

Colonel Zambari's dedication to his duties was recognised over the years. In 2020, he was appointed as the Second Military Advisor to the Minister of Defence, followed by his appointment as the Military Advisor to the Deputy Prime Minister in 2021. He also served as a special officer to the 9th Prime Minister until 2022. In addition to these roles, Colonel Zambari served as Director of Policy and Development at the Human Resources Branch of the Army Headquarters. He further honed his leadership skills by attending the Joint War College Serial 65/24 in Bangkok, Thailand.

In his personal life, Colonel Zambari is married to Major Nazatul Nazwah, and they have two sons and a daughter. In his free time, he enjoys reading, playing sports, and participating in outdoor activities.



MAJOR GENERAL DATO' ABDUL RAHIM MOHD YUSUFF (R)

HEAD OF ACADEMICS

Major General Dato' Abdul Rahim Mohd Yusuff (R) is the Head of Academics (HoA) at the college. He served with distinction in the Malaysian Armed Forces from 1977 until 2016, holding various command and staff positions. Notable among these were his roles as Commander of the 2nd Infantry Brigade, Commander of the 4th Infantry Division, and Inspector General of the Malaysian Armed Forces.

Dato' Abdul Rahim also served with the United Nations in the Department of Peacekeeping Operations. Additionally, he was appointed Head of Mission for the International Monitoring Team (IMT) in Mindanao, Philippines, where he played a key role in monitoring and assisting the peace process.

Following his retirement in 2016, he was appointed as the Post Holder of the Leadership Chair and Senior Fellow at the Faculty of Defence Studies and Management at the National Defence University of Malaysia. In September 2019, he assumed his current role as the Head of Academics at the NRC.

Rahim completed his Master's in Defence Studies (MDef Stud) at the University of New South Wales in 2000. He earned a Master of Science in Defence Studies (MDef Studies) from the National Defence University, Islamabad, Pakistan.



LIEUTENANT GENERAL DATUK HAJI ABDUL HALIM HAJI JALAL (R)

SEMESTER 1 CONVENOR

Lieutenant General Datuk Haji Abdul Halim Haji Jalal (Retired) was born in Pasir Puteh, Kelantan. He graduated from the Officer Cadet School in 1980 and was commissioned into the Royal Malay Regiment.

Throughout his career, Lieutenant General Datuk Abdul Halim held various command and staff appointments within the Malaysian Army and beyond. Among the important and notable ones are Staff Officer Grade 2 Legal with the Malaysia Battalion IV (MALBAT-IV) during the Bosnian Conflict in 1995, Commanding Officer of the 14th Battalion Royal Malay Regiment in Johore, Commander of 12th and 5th Infantry Brigades, as the first Director of Defence, Eastern Sabah Security Command (ESSCOM) in 2013, wherein he was also responsible for setting up its initial establishment.

Upon completion of his tour of duty in Sabah, he assumed the post of Assistant Chief of Staff, Planning and Development Branch at the Army Headquarters and subsequently commanded the 4th Infantry Division. He was made the Chief of Staff of the Army Headquarters and the Armed Forces Headquarters in 2016 and 2017, respectively. His last appointment while in service was as the Vice Chancellor of the National Defence University of Malaysia (UPNM) before his retirement in 2021. Upon his retirement, Datuk Abdul Halim continues with his post-retirement career as an Academic Fellow at NDUM.

Lieutenant General Datuk Abdul Halim holds a Law Degree from the Universiti Teknologi MARA (UiTM), a Diploma in Syariah Law and Practice (DSLPP) from the International Islamic University of Malaysia (IIUM), a Master of Science in Global Security from the University of Cranfield, United Kingdom, a Master of Arts in Defence and Strategic Studies from Deakin University, Australia. He is a graduate of the Malaysian Armed Forces Staff College and a fellow of the Centre for Defence and Strategic Studies, Australian Defence College. Datuk Halim is also a non-practising Advocate and Solicitor of the High Court of Malaya.



PROFESSOR RUHANAS HARUN

SEMESTER 2 CONVENOR

Ruhanas Harun is a Professor at the Department of International Relations, Security and Law, National Defence University of Malaysia. She is a graduate of the University of Malaya, the University of Sorbonne, Paris and the Institute of Political Studies, Paris. Current academic affiliations include Research Committee Member at the Institute for Peace and Security in Tokyo, Japan, and Associate Fellow at the National Institute of Ethnic Studies at Universiti Kebangsaan Malaysia. She lectures, researches, and publishes on foreign policy, national security, and ASEAN regionalism.

Apart from making a mark as an expert on Malaysia's national security and foreign policy, she has distinguished herself as Malaysia's leading expert on Indochina, especially Vietnam. Current research interests and writings include regional geopolitics and security, counterterrorism, post-conflict peacebuilding, and Russia's foreign policy in the Asia-Pacific. She has contributed widely to academic and popular writings, including newspapers.

Recent significant publications include 'Blue Security in the Indo-Pacific: Malaysia' (2024); Revisiting the kinship concept in Malaysia-Indonesia Relations (2023); Reactivating and Enhancing Malaysia-Russia Relations: Opportunities & Challenges (2022); Malaysia as Maritime Nation (ed.) (2021); and 'ASEAN and the Indo-Pacific Construct' (2020).



LIEUTENANT GENERAL DATO' FADZIL MOKHTAR (R)

SEMESTER 3 CONVENOR

Lieutenant General Dato' Fadzil Mokhtar (R) joined the Malaysian Army in 1977 and was commissioned into the Royal Malay Regiment after graduating from the Royal Military Academy, Sandhurst. He held a variety of command positions, notably as the Commanding Officer of 22nd Royal Malay Regiment, Commander 6th Infantry Brigade, General Officer Commanding 2nd Division, and finally as Commander Malaysian Armed Forces Joint Force. In addition, he had served as the Army's Director of Human Resources, Chief Provost Marshall of the Malaysian Armed Forces, Chief of Staff Army Field Command, and Assistant Chief of Staff (Human Resources) at the Army Headquarters.

Dato' Fadzil has considerable experience in peacekeeping operations, conflict management, and international law, having served as the Legal Adviser to the Malaysian Contingent in Bosnia Herzegovina, and later as the Head of Mission of the International Monitoring Team in Mindanao, Philippines. Dato' Fadzil's career also included a stint as a Lee Kuan Yew Fellow, during which he pursued post-graduate studies at the Lee Kuan Yew School of Public Policy, National University of Singapore, and the John F Kennedy School of Government, Harvard University.

Dato' Fadzil is currently an Academic Fellow at the National Defence University of Malaysia, a post he assumed upon his retirement from the Armed Forces in mid-2018.

Lieutenant General Dato' Fadzil Mokhtar ® holds a First Class Honours Degree in Law from MARA University of Technology, a Master's in Public Management from the National University of Singapore, and a Master of Arts from the National University of Malaysia. He is a graduate of the Australian Army Command and Staff College, the Malaysian Armed Forces Defence College, and the Bangladesh National Defence College. He also attended the Advanced Leadership Management Programme at the National Institute of Public Administration (INTAN).



PROFESSOR DR. ADAM LEONG KOK WEY

CONVENOR: ISSUES AND TRENDS IN GLOBAL SECURITY MODULE

Professor Dr Adam Leong Kok Wey is a Professor in Strategic Studies and Director at the Centre for Defence and International Security Studies (CDiSS) at the National Defence University of Malaysia. He also lectures at the Malaysian Armed Forces Staff College (MTAT), Malaysian Armed Forces Defence College (MPAT) and the National Resilience College (NRC). He has held a postdoctoral research fellowship at the Department of Politics and International Relations, University of Oxford (2015-2016), and he was the 2014 'Australia-Malaysia Towards 2020 Fellow' at the University of New South Wales, Sydney.

Dr Adam Leong holds a PhD in strategic studies from the University of Reading and a Master of Strategic and Defence Studies from the University of Malaya. He has published numerous articles on grand strategy, special operations, intelligence history, underwater warfare, and foreign policy in *The RUSI Journal*, *Comparative Strategy*, *Journal of Intelligence History*, *Australian Journal of Maritime and Ocean Affairs*, *Air Power History*, *Strategos*, *The Diplomat* and *The East Asia Forum*. His most recent book is *Killing the Enemy! Assassination operations during World War II* (London: Bloomsbury, 2020).



MAJOR GENERAL DATO' DR. A. ENDRY NIXON (R)

CONVENOR: STRATEGIC LEADERSHIP SUB MODULE

Major General Dato' Dr A. Endry Nixon (R) earned his Master's in Management degree from the Asian Institute of Management, Manila, Philippines in 1998, Master's in Social Science (Defence Studies) degree from University Kebangsaan Malaysia in 2006 and obtained his Doctorate in Philosophy degree from University Putra Malaysia in 2011. He joined the cadet officer training in 1979 and was commissioned into the Royal Ranger Regiment. He has attended various military courses in conjunction with his military career, including Defence Resource Management at Monterey, California, USA, and the Leadership and Management program at the Defence Academy of the UK, Cranfield University.

He graduated in the Commandant's list from the Armed Forces Staff College in 1994 and the Armed Forces Defence College in 2005. He was the Commanding Officer of the 9th Royal Ranger Regiment and has served as military instructor at the Army Institute of Management, Army Combat Training Centre and as Directing Staff of Human Resource and Training at the Army Senior Officers Training Institute. He also served as the Deputy Inspector General at the Army Inspectorate Division of the Army Headquarters. He was the Commandant of the Army Senior Officers Training Institute before his retirement.

Since his retirement he has joined National Defence University Malaysia as a FELO Lecturer at the faculty of Management and Defence Studies. He is a keen writer who has published articles in the Malaysian Army Journal, Asian Journal of Politics, Defence and Security, and Journal of Southeast Asia Research. His research interests include human resource development, organisational learning, training and case writing. He has also been involved in consultancy work for the university. He is married to Datin Dr C.J. Netto and blessed with a daughter.



COLONEL PROFESSOR DR. KHAIROL AMALI AHMAD (R)

SUB CONVENER: SCIENCE TECHNOLOGY AND INNOVATION & TECHNOLOGY AND FUTURE WARFARE MODULE

Colonel Professor Dr Khairol Amali Ahmad (Retired) obtained a BSc in Electrical Engineering in 1992 from the United States Military Academy, West Point and an MSc in Military Electronic Systems Engineering in 1999 from Cranfield University, UK. In addition, he holds a Master of Military Arts and Science from the US Army Command and General Staff College, Fort Leavenworth, USA, and an MSc in Aeronautical and Space Systems from ISAE-SUPAERO, France. While serving in the Malaysian Army, he was assigned to various posts and units, including those involved in engineering maintenance and the procurement and consultation on equipment. He then joined the National Defence University of Malaysia (NDUM) and completed his PhD at ISAE-SUPAERO in France in 2015.

Currently, he is the Assistant Vice Chancellor (Research and Innovation) and an associate to the Centre of Defence Research and Technology (CODRAT) and the Centre of Cybersecurity and Industrial Digital Revolution (PKS&RID) in NDUM. External to NDUM, he serves as the Chairman of the Malaysia Radar and Navigation Interest Group (MyRANig) of MySET and as a fellow of the Industrial Research Laboratory (IRL) at UiTM. He is also a member of the Institution of Engineering and Technology (IET), the Board of Engineers Malaysia (BEM), and the Malaysia Board of Technologists (MBOT). He has served as the Organising Chair of several international conferences, including the DSTC and IntCET series.

He co-edited 2 books entitled “Machine Learning and Big Data: Concepts, Algorithms, Tools and Applications” and “Functional Encryption”. He has also delivered several expert talks, served as a guest lecturer at conferences, and reviewed papers for several conferences and journals. Among his current research interests are signal processing related to signal propagation in tropical areas, mesh networks for IoT applications, Delay/Disruption Tolerant Networks (DTNs), and machine learning applications.



LIEUTENANT COLONEL PROFESSOR DR VICTOR FEIZAL KNIGHT (R)

SUB CONVENOR: HEALTH SECURITY MODULE

Lieutenant Colonel Dr Victor Feizal is a medical lecturer with the Faculty of Medicine and Defence Health (FMDH), NDUM and the former Director of the Research Centre for Chemical Defence (CHEMDEF), NDUM. He lectures in Public Health Medicine, with an emphasis on Military Medicine.

He graduated from the University of Malaya, Kuala Lumpur, with a Bachelor of Medicine and Bachelor of Surgery (MBBS) in 1987, and in 1997, graduated from the University of New South Wales, Australia, with a Master's in Health Planning, a division of Public Health Medicine. He was elected a Fellow of the Royal Society for Public Health (FRSPH) in 2017.

He served as a military medical officer in the Malaysian Armed Forces from 1 August 1987 till 4 August 2004 in a variety of positions. After completing his military service, he worked in various positions in both the private sector and other public agencies before joining the NDUM.

His experiences include clinical duties in hospital, clinic, and pre-hospital care settings, as well as administrative responsibilities with healthcare and statutory bodies, and healthcare research and academic duties. He is also involved with Chemical, Biological, Radiological and Nuclear Defence (CBRND) planning and research. His research encompasses health screening, visual function, and human performance in challenging environments, as well as chemical hazard defence.

He has over 98 publications to date and is currently involved in several active research projects.



PROFESSOR DR. MOHD ABDULLAH JUSOH

CONVENOR: GOOD GOVERNANCE AND ECONOMIC INSTRUMENT OF NATIONAL POWER SUB MODULE

Professor Dr Mohd Abdullah Jusoh is a lecturer at the Faculty of Defence and Management Studies, National Defence University of Malaysia. Previously, he served in the Faculty of Management and Economics, University Pendidikan Sultan Idris (UPSI), Tanjong Malim, Perak, for 20 years. Obtained a Bachelor's degree in Accounting (Honours) from Universiti Kebangsaan Malaysia in 1998. Then continued his studies and obtained a Master of Business Administration (Finance) in 2001 from the same university. In 2013, Professor Dr Mohd Abdullah Jusoh completed his studies by obtaining a Doctor of Philosophy (Accounting) from Universiti Utara Malaysia.

He lectures, researches, and publishes in the fields of accounting, finance, and corporate governance. Professor Dr Mohd Abdullah Jusoh has also served in the university administration as Head of the Accounting and Finance Department, Universiti Pendidikan Sultan Idris. In addition, he was actively involved in community activities while serving as Deputy Director of the University Community Transformation Centre (UCTC) at Universiti Pendidikan Sultan Idris. He is also a Certified Public Accountant (Chartered Accountant).

At the same time, he is also involved in training and consulting to the government and private sectors on various programs, especially in human development, including Financial Management Skills, High Impact Teaching, Coaching for Leaders, and NLP for Leaders.



LIEUTENANT COLONEL ASSOCIATE PROFESSOR DR. S. ANANTHAN (R)

CONVENOR: NATURAL RESOURCE SECURITY MODULE

Lieutenant Colonel Associate Professor Dr S. Ananthan (R) is a former military officer who joined the Malaysian Army in 1980 and was commissioned into the 21st Special Service Group. He served in numerous field appointments, including Commanding Officer of 21 Commando Regiment. He was also an instructor at the Army Combat Training Centre (PULADA). He served as a logistics and technical staff officer in MINDEF and HQ 21 SSG and contributed significantly towards the development of SF doctrine. In 1997, he served with the UN Mission in Western Sahara (MINURSO) as G3-Plans at the Force HQ.

As for his academic background, he pursued a Diploma in Management Science at the National Institute of Public Administration (INTAN) in 1999 and later obtained his MSc in Management Science via a twining programme between INTAN and Universiti Utara Malaysia (UUM) in 2000. He completed his PhD in leadership development at NDUM in 2018. He is also a graduate of the Malaysian Armed Forces Staff College (Haigate), Course 21/1992.

In 2009, he joined the National Defence University of Malaysia. He went on to attend the Defence Resources Management course at the Naval Postgraduate School in Monterey, California, and the Defence Capability Management Course and Strategic Leadership Programme at the Defence Academy in Shrivenham, UK.

Currently, he is the Director of NDUM's Institute of Executive Education and a senior lecturer at the Faculty of Defence Studies and Management. He lectures on defence management, peacekeeping operations and military leadership at NDUM. He also lectures regularly at the National Resilience College, the Armed Forces Defence College and the Armed Forces Staff College in Puspahanas.



PROFESSOR TS DR. NOOR AFIZA MAT RAZALI

CONVENOR: CYBER SECURITY MODULE

Professor Ts. Dr Noor Afiza Mat Razali (Afiza) holds a bachelor's degree in Computer and Information Engineering, a Master of Science in Computer Science and a PhD in Computer Science from Japanese Universities. Afiza is an Associate Professor at the Defence Science and Technology Faculty in the National Defence University of Malaysia (UPNM). Before joining UPNM, Afiza worked in the IT industry for 10 years across multiple international corporations, focusing on IT solution implementations, operations support, and project management, involving stakeholders in Malaysia and overseas. These experiences in international enterprise IT solution implementation and management have given Afiza strong capabilities in implementing and managing major grant projects, as well as in research- and industry-oriented supervision.

At UPNM, Afiza's research interests and expertise include Cyber Security, Internet of Things, Big Data Analytics, Artificial Intelligence, Robotics, Blockchain Technology, Smart City, Human-Computer Interaction, and Disaster Management Systems. Afiza has an ongoing FRGS grant titled "IoT Network Monitoring Framework for Smart City Cybersecurity." Afiza has also received the FRGS grants as project leader for the research title: Kansei Engineering as Users' Emotional Assessment in Information Security. Afiza has also received a Knowledge Transfer Programme grant as project leader for the Cyber Security Education using Practical Approach & Career Talk project. This project was delivered in collaboration with and under the sponsorship of the Secondary Education Division, Majlis Amanah Rakyat (MARA), and Cyber Security Malaysia. Afiza also contributed to the well-being of Malaysia's international relations by assisting the government in policy discussions and by organising national-level conferences and seminars focusing on economic, educational, and human resource development between Malaysia and Japan. In the consultancy field, Afiza was also appointed as an Academic Liaison Consultant for Japanese Universities at University Kuala Lumpur (Unikl), Fellow at Education Malaysia Global Services (EMGS), Visiting lecturer and Fellow at Management and Science University (MSU), Expert Reference for Malaysia National Disaster Management Agency (NADMA), Appointed Representative in Japan for the year 2014 and 2015 to assist Majlis Amanah Rakyat (MARA) HQ dealing with universities in Japan (Education Sponsorship Division), Consultant for Malaysia Board of Technologist (MBOT) for negotiation with Japanese counterpart for Seoul Accord (2019), Corporate & Marketing Communication Appointed Consultant for Malaysia Healthcare Travel Council (MHTC) in Japan and various appointment from the private sector. Afiza is also an expert reviewer for the Malaysian Board of Technologists and the Ministry of Science, Technology and Innovation (MOSTI) Grand Challenge Grant.



ASSOCIATE PROFESSOR DR RADZIAH ABDUL RAHIM

CONVENOR: GLOBAL GEO ECONOMICS AND ISSUES AND TREND IN GLOBAL SECURITY MODULE

Dr Radziah binti Abdul Rahim is currently an associate professor with the Faculty of Defence Studies and Management of the National Defence University of Malaysia (NDUM). She has served on the faculty's Executive Diploma and, subsequently, the Postgraduate Diploma in Strategic and Defence Studies programme whenever her services were required after she retired from the same university in 2017. During her tenure with the faculty, Dr Radziah has held the positions of head of the Department of Strategic Studies and the dean of the faculty. Before joining the NDUM, she was with the University Utara Malaysia's College of Law, Government and International Studies.

Dr Radziah was a journalist with New Straits Times Press Bhd. (Malaysia). Before her involvement with academia. She holds a PhD and an MA in International Relations from the University of Keele, UK, and was a Visiting Fellow at the Institute of Commonwealth Studies, University of London (2015-2016) and a Research Fellow at the Centre for Defence and International Security Studies, NDUM (2012-2014). Dr Radziah's primary academic and research interests are in diplomatic and consular relations and international affairs.

She has translated R.G. Feltham's Diplomatic Handbook, which received the National Book Council of Malaysia's 2008 Best Translated Book award, and a chapter from Vladimir Putin: Munich, Valdai, Crimea, Sochi (2015). Dr Radziah has also co-authored, with several academicians, a book on Qualitative Research: Data Collection & Data Analysis Techniques. The second edition of this book was published in 2020.



ASSOCIATE PROFESSOR DR NORSHIMA ZAINAL SHAH

CONVENOR: CRITICAL, INNOVATIVE AND STRATEGIC THINKING SUB MODULE

Assoc. Prof. Dr Norshima Zainal Shah is a Senior Lecturer at the Language Centre, National Defence University of Malaysia (UPNM), with more than three decades of experience in English language education, higher education leadership, and academic research. She holds a PhD in Humanities and Social Sciences from Dublin City University, an MSc and BEd in TESL from Universiti Putra Malaysia, and recently completed an MSc in International Technology Management for Defence and Security at the University of Warwick, United Kingdom.

Her academic expertise centres on critical thinking, intercultural communication, academic writing, employability and soft skills development, and military-focused education. She has taught a wide range of undergraduate and postgraduate courses and has supervised numerous Master's and PhD candidates, both as main and co-supervisor, with many completing successfully. Her research interests focus on critical thinking, language education, employability, and the integration of socio-affective strategies in higher education, particularly within defence and security contexts.

Dr Norshima has held several key leadership and administrative roles at UPNM, including Director and Deputy Director of the Language Centre, and Deputy Director and Acting Director of the Centre for Academic Development. She has also served as a Research Fellow under the Joint Chair in Security Studies between UPNM and the University of Derby. Her leadership contributions include curriculum development, quality assurance, academic governance, and staff development at institutional and national levels.

An active researcher, Dr Norshima has published extensively in indexed international journals and conference proceedings, contributed a book chapter, and led or participated in multiple funded research projects. She is a frequently invited speaker, panellist, and reviewer for journals and conferences at national and international levels, and her work has received numerous awards for teaching innovation and academic excellence. Her professional service reflects a sustained commitment to advancing language education, critical thinking, and graduate employability in Malaysian and international higher education contexts.



LIEUTENANT COLONEL ASSOCIATE PROFESSOR DR INDERJIT SINGH A/L TARA SINGH (R)

CONVENOR: STRATEGIC LEADERSHIP SUB MODULE

Lt Col Dr Inderjit Singh (R) has been serving as a Senior Lecturer at the National Defence University of Malaysia (UPNM) since 2011. Before his academic career, he served for over 30 years in the Armed Forces. Dr Inderjit holds a Doctorate in Business Administration (Organisational Behaviour) from Universiti Utara Malaysia, a Master's in Information Technology and a Master's in Management—both from the University of Malaya—as well as a Bachelor's Degree in Management from the University of Sydney, Australia.

His areas of expertise encompass soft management skills, strategic security, and defence studies, including international negotiations, strategic mediation, and crisis management. In 2004, he served as a Military Observer with the United Nations Mission in Ethiopia and Eritrea (UNMEE) and was later appointed as the Military Assistant to the Force Commander. His extensive field experience in international negotiations, crises, and leadership governance across several African states enriched his understanding of peace processes—knowledge he now integrates into his teaching and training programs. He is also a guest lecturer at the Institute of Diplomacy and Foreign Relations (IDFR), contributing to the Malaysian Technical Cooperation Programme (MTCP) for foreign diplomats. In addition to his academic responsibilities at UPNM, Dr Inderjit regularly conducts lectures and training sessions on various aspects of management, including strategic and change management, human resource development, leadership, negotiation, and knowledge management for corporate and government organisations

Between 2009 and 2012, he served as a guest lecturer at the Norwegian Command and Staff College in Oslo, where he delivered a series of lectures on leadership attributes of commanders in peacekeeping operations. Beyond his university duties, Dr Inderjit continues to contribute as an academician and professional trainer across multiple organisations, including ASTRO, PETRONAS, and the Malaysian Qualifications Agency (MQA).



DR HAFIZAH MAT NAWI

CONVENOR: RESEARCH METHODOLOGY

Dr Hafizah Mat Nawi is a Senior Lecturer at the Faculty of Defence Studies and Management, National Defence University of Malaysia (UPNM). She holds a PhD in Accounting and Finance from Brunel University London, an MBA in Finance from the University of Malaya, and a Bachelor of Accounting (Hons.) from IIUM. She is an Associate Member of the Malaysian Institute of Accountants (MIA) and an Ordinary Member of the Malaysian Financial Planning Council (MFPC), with certifications including CFP and Shariah Registered Financial Planner (SRFP).

Her research expertise spans financial readiness of military personnel, financial planning for families with special needs children, capital structure of SMEs, financial literacy, internal auditing, natural resources, and bibliometric analysis. She has published extensively in Scopus-indexed journals and serves as a reviewer for international journals, including PLOS One and the Asian Academy of Management Journal.

Dr Hafizah has led and contributed to multiple national and institutional research grants, including projects under IERIF, FRGS, and UPNM internal funding. These grants cover areas such as retirement planning for military families with special needs children, financial-readiness modelling for armed forces personnel, and the impacts of Industry 4.0 on SMEs. She actively supervises PhD, master's, and undergraduate research students.

With more than 15 years of academic experience, Dr Hafizah has taught an extensive range of subjects across Accounting, Finance, and Financial Planning programmes. Her teaching portfolio includes managerial and financial accounting, taxation, auditing, financial management, research methods, applications of financial planning, and advanced quantitative analysis. She has experience teaching undergraduate, MBA, MBM, DBA, and PhD programmes, and has served as module leader for numerous courses across multiple universities.

Beyond academia, she conducts training in SPSS, quantitative analysis, and bibliometrics, and contributes to community programmes on financial planning for special needs families.



DR. NORHAZLINA FAIRUZ MUSA KUTTY

CONVENOR: ENVIRONMENT SECURITY MODULE

Dr Norhazlina Fairuz Musa Kutty is a Senior Lecturer at the National Defence University of Malaysia (UPNM), specialising in International Relations, Post-Disaster Reconstruction, International Security, Strategic Studies, Humanitarian Intervention, and Human Security. Her research primarily addresses civil-military coordination in disaster response, urban disaster management, and water security.

She holds a bachelor's degree in international relations from University Malaysia Sarawak (UNIMAS), 1998-2001, a Master's in International Security and Strategic Studies from University Kebangsaan Malaysia (UKM) 2004-2006, and a Ph.D. in International Relations & Politics from the University of New South Wales, Australia (UNSW), Kensington Sydney, Australia in 2017. Her doctoral work focused on post-tsunami reconstruction in Aceh and on the role of NGOs in disaster management, particularly in efforts to empower communities through participatory capacity-building. Throughout her career, Dr Norhazlina served as Senior Lecturer at the University Malaysia Sarawak, Kuching, from 2006-2008. She later joined the National Defence University of Malaysia (NDUM) in 2008 to date. She has made significant contributions to academia through her publications on topics such as post-tsunami reconstruction in Aceh, Indonesia, and the role of NGOs in disaster management. She has also explored the challenges of implementing IoT in logistics, emphasising the practical implications of her work for enhancing disaster response strategies. Dr Norhazlina has made significant contributions to her field through numerous publications on post-tsunami reconstruction in Aceh and the role of NGOs in disaster management. She has also researched the implementation of IoT in logistics, emphasising its practical implications for enhancing disaster response strategies. Her consultancy roles with various organisations further underscore her commitment to advancing effective disaster management practices and fostering resilient communities. Dr Norhazlina's consultancy work with various organisations such as NADMA, MKN, MAF, RMP and other government agencies in enhancing Civil Military Coordination further highlights her commitment to advancing effective disaster management practices and fostering resilient communities.

In addition to her academic role, she has developed and taught courses in her area of expertise, supervised postgraduate students, and engaged in community empowerment initiatives to improve disaster preparedness in addition to her academic leadership at NDUM, where she develops and delivers courses in both undergraduate and postgraduate on relevant subjects in International Relations and Security Studies at Open University Malaysia (OUM) and University Kuala Lumpur (UniKL). Besides her academic work, Dr Norhazlina actively engages with local NGOs to support community empowerment programs and initiatives that improve disaster preparedness at the grassroots level.



DR. NOR AISHAH HANIFA

CONVENOR: GEOPOLITICS IN THE MIDDLE EAST MODULE

Dr Nor Aishah Hanifa began her professional journey as a teacher and served in the education sector for almost 30 years, starting at the age of 18 as a voluntary teacher and later teaching across various school systems. She is currently a Senior Lecturer at the National Defence University of Malaysia (NDUM), Department of International Relations, Law, and Security.

She obtained a Bachelor of Arts (Hons) in History from the University of Malaya. She received three book prize awards for academic excellence: (1) University Senior Scholarship (1989), (2) University Subject Prize (1990), and (3) R.R. Bonney @ Mohd Hamdan's Book Prize (1990). She subsequently completed postgraduate studies at St John's University, New York, USA, in Education Administration, Primary School Curriculum Development, and Special Education and Services, and also sat for the New York State Teacher Certification Examination (Arts and Social Studies). In 2010, she completed an M.Sc. in Diplomacy and Strategy at the National University of Malaysia in collaboration with the Institute of Diplomacy and Foreign Relations (UKM-IDFR), graduating as the top student in her 2009/2010 cohort. In 2018, she earned her PhD in Strategy and International Relations from NDUM and was subsequently appointed Senior Lecturer. Committed to lifelong learning, she has pursued CPD (UK) certification courses in International Relations, Foreign Policy, Realism, Geopolitics, Navigating Geopolitics in the 21st Century, and International Security. Dr Aishah has published two books on the Israel–Palestine conflict: *The Power of AIPAC and the US-Israel Special Relationship: The Future of the Palestinian State* (2020) and *Jerusalem/Baitul Maqdis dalam Cengkaman Israel (Jerusalem in the Grip of Israel)* (2022). Two further titles are in the publication pipeline: *Searching for God with Rumi* and *Israel's Strategy in Jerusalem: Archaeology as a Weapon*. She has authored tens of articles on the Israel–Palestine conflict and other academic topics in both Malay and English.

Recognised as a reputable Palestinian studies academician in Malaysia and a prominent woman figure in the field, Dr Aishah is frequently invited to international and national forums, and regularly contributes to local media through articles and dialogue sessions. She is often consulted on the Israel–Palestine conflict, Middle East and regional affairs, and national issues. Her areas of expertise include History of Malaysia, World History, South Asia and International Relations, the Israel–Palestine Conflict, and Middle East politics. In November 2025, she received the Global Impact Award and the Women's Inspiration and Excellence Award from the Women's Icon Organisation of India, in association with Times Women. She remains grateful to Allah Almighty for His blessings.



DR. SALMA YUSOF

CONVENOR: POLITICS AND GOVERNMENT OF MALAYSIA SUB MODULE

Dr Salma Yusof was born in Kota Bharu, Kelantan. She obtained her first law degree (LL. B) (Hons) from the International Islamic University of Malaysia in 2002. She obtained her Master of Comparative Law (MCL) from the same university in 2003. She was conferred a doctorate by the same university in 2014.

Her career began in 2003 as a legal officer at the Attorney-General's Chambers in Putrajaya. She began her teaching career at the Malaysian Military Academy, which later became the National Defence University of Malaysia. Dr Salma is currently the Deputy Dean (Academic & Undergraduate) at the Faculty of Defence Studies and Management.

Previously she has held the post as the Head of Department of Strategic Studies (2019-2021) and Department of International Relations, Security and Law (2022-2023). Her taught courses include employment law, business law and international law. Her research interests include maritime delimitation, refugee issues, business governance and ethics.



DR AINI FATIHAH ROSLAM

CONVENOR: THE EVOLVING GEOPOLITICS AND SECURITY IN THE ASIA PACIFIC MODULE

Dr Aini Fatihah Roslam is a Senior Lecturer at the Department of International Relations, Security, and Law, Faculty of Defence Studies and Management (FPPP), National Defence University of Malaysia (UPNM). Her research focuses on International Relations Theory, Security Studies, and Strategic Studies, with particular emphasis on foreign policy, great-power dynamics, small-state strategies, and Myanmar's relations with major powers such as the United States, China, and ASEAN.

She has been involved in several major research projects, including *Pendatang Asing Tanpa Izin di Sempadan Darat Malaysia dan Impak Kepada Keselamatan Nasional 2024-2025* (SPRM); *Sustainable Business for Micro-Entrepreneurs 2024-2027* (The Coca-Cola Foundation); *Kajian Indeks Persepsi Keselamatan (PSI) Malaysia Tahun 2023* (KDN-IPSOM); *Migrasi dan Keselamatan* (DPP-2013-187), *Migrasi, Pembangunan dan Keselamatan* (DPP-2014-113); *Lensa Baharu Dalam Teori Hubungan Antarabangsa: Kebangkitan 'Kuasa Parsi', Ancaman Doktrin Syiah dan Keselamatan Negara Malaysia* (FRGS/1/2014/SS04/UKM/1); *ASEAN, Pelarian Rohingya dan Keselamatan Insan* (DPP-2015-106); and *Isu Kemanusiaan: Kelangsungan Hidup Pelarian Etnik Rohingya di Malaysia* (GUP-2016-031).

In 2019, she was awarded the Taiwan Experience Education Programs Scholarship (TEEP@AsiaPlus) and served as a Postgraduate Visiting Researcher at the College of Law and Politics, National Chung Hsing University (NCHU), Taiwan, focusing on International NGOs, Sustainable Development, and Regional Governance. She is active in academic publishing, contributing to journal articles and book chapters in International Relations. Her recent contributions include chapters in *Globalisasi dan Hubungan Antarabangsa: Teori, Praktik dan Transformasi* (2025) and *Teori dan Konsep dalam Hubungan Antarabangsa* (2025), as well as the authored book *Hubungan Myanmar-Amerika Syarikat & China* (2022). She holds a Doctor of Philosophy (PhD) in Strategic and Security Studies, a Master of Social Science (Strategic and Security Analysis), and a Bachelor of Social Science (International Relations) from Universiti Kebangsaan Malaysia (UKM). She can be contacted via email: ainifatihah@upnm.edu.my.



LIEUTENANT COLONEL DR NOR AMIR ZAKUAN PANIZAN (R)

CONVENOR: HEALTH SECURITY MODULE

Lieutenant Colonel Dr Nor Amir Zakuan bin Panizan (R) is a registered medical practitioner serving at the Faculty of Medicine and Defence Health, National Defence University of Malaysia (NDUM), Kuala Lumpur. He holds a Doctor of Medicine (MD) degree from Universiti Kebangsaan Malaysia (UKM) and has been fully registered with the Malaysian Medical Council since 2008.

His professional practice is closely associated with the national defence and security health ecosystem. In recent years, his principal place of practice has been the National Defence University of Malaysia (UPNM), specifically the Faculty of Medicine and Defence Health at Kem Perdana Sungai Besi, with additional clinical duties at Hospital Angkatan Tentera Tuanku Mizan in Wangsa Maju and the UPNM Health Centre.

Through his work in these defence-related medical institutions, Dr Nor Amir Zakuan contributes to the delivery of healthcare services within a military and defence-focused environment, supporting the well-being of personnel and the wider university community while upholding the professional standards of medical practice in Malaysia.



DR AZRUL AZLAN ABDUL RAHMAN

CONVENOR: FOOD SECURITY MODULE

Dr Azrul Azlan Abdul Rahman is a Senior Lecturer at the Faculty of Defence Studies and Management, Universiti Pertahanan Nasional Malaysia (UPNM). He specialises in Strategic Studies, National Security and International Relations, and is recognised as one of UPNM's key subject-matter experts in defence and security affairs.

At NDUM, Dr Azrul Azlan is actively involved in teaching and academic guidance, helping to develop future leaders with a solid understanding of contemporary security challenges, defence policy and the strategic environment at regional and global levels. His academic work and professional insights contribute to strengthening the university's role as a reference point in defence and security education.

Beyond the university, he frequently appears in the media as an expert commentator on current issues related to defence, geopolitics and international security, including topics such as the Palestine–Israel conflict and matters involving Russia and war-related compensation. Through these engagements, Dr Azrul Azlan helps bridge academic analysis and public understanding, offering informed, professional perspectives on complex security and geopolitical developments.



DR. NURUL ATIQAH MOHD SUIB

CONVENOR: GLOBAL GEOECONOMICS MODULE

Dr Nurul Atiqah Mohd Suib is a lecturer at the National Defence University of Malaysia (NDUM), specialising in Agricultural Economics with a particular focus on smallholder welfare and sustainable plantation practices. She obtained her PhD in Agricultural Economics from Universiti Kebangsaan Malaysia (UKM), building on a Master's degree in Economics from UKM and a Bachelor's degree in Mathematical Sciences from Universiti Teknologi Malaysia (UTM).

Her research centres on the socio-economic well-being of oil palm smallholders in Malaysia, especially the impact of Good Agricultural Practices (GAP) on productivity, income, and long-term sustainability. She has published in reputable journals, including *Agriculture and Agricultural Economics - Czech*, and has conducted studies on smallholder economics and the challenges faced by oil palm smallholders during the COVID-19 pandemic.

Dr Nurul Atiqah was awarded the Doctor of Philosophy (PhD) degree in the 2022/2023 academic session by the Faculty of Economics and Management, UKM. As an emerging scholar in agricultural economics, she remains actively engaged in teaching, research and academic supervision, with a strong commitment to advancing evidence-based policies and strategies that support the livelihoods and resilience of smallholder communities in Malaysia.



BRIGADIER GENERAL DR WAN EDENIN WAN MAHSIN

CONVENOR: MILITARY INSTRUMENT OF NATIONAL POWER SUB MODULE

Brigadier General Dr Wan Edenin Wan Mahsin is currently serving as a lecturer at the National Defence University of Malaysia (UPNM), where he contributes his extensive professional experience and academic insight to the field of defence and security studies. His background combines senior-level military command, strategic management, and scholarly work on civil–military relations and constitutionalism.

Throughout his military career in the Malaysian Armed Forces (MAF), he held several key leadership appointments. He previously served as Commander of Joint Task Force 2 (JTF 2), where he oversaw security operations in Eastern Sabah under the Eastern Sabah Security Command (ESSCOM), under the operational command of the Joint Force Command Headquarters, reflecting his senior role in regional security operations from a multi-domain perspective.

Within the higher defence education ecosystem, Wan Edenin played an essential role at the National Centre for Defence Studies (PUSPAHANAS). He served as Director General of Management and Training at PUSPAHANAS, overseeing strategic-level education, training management and institutional activities, including official visits and engagements linked to UPNM and the Ministry of Defence.

Academically, he has been involved in research on civil–military relations, constitutionalism, and the unique character of military service, which is *sui generis* in nature. His work underscores his commitment to advancing intellectual discourse on the profession of arms and its relationship with the state and society.

Brigadier General Dr Wan Edenin Wan Mahsin brings to UPNM a wealth of experience from command, management and academic research at the highest levels of national defence, positioning him as a key figure in developing future strategic leaders for Malaysia.



SURESH THANAKODI

CONVENOR: ENERGY SECURITY MODULE

Suresh Thanakodi is a senior lecturer in the Department of Science and Maritime Technology, Faculty of Science & Defence Technology at the National Defence University of Malaysia (Universiti Pertahanan Nasional Malaysia, UPM), where he also serves in leadership roles, including as an associate research fellow at the Centre for Cybersecurity and Digital Industrial Revolution (PKS & RID). His teaching and research focus on renewable energy, power electronics, power systems, and related applications in smart and sustainable technologies, including immersive technology and Internet of Things (IoT).

He has published extensively on grid-connected photovoltaic systems for the Malaysian climate, building energy efficiency, smart life-saving and marine monitoring systems, and advanced control and monitoring solutions using IoT and mixed-reality technologies. His work also extends into digitalisation within the context of Industrial Revolution 4.0, including recent research on NFC-based campus access systems and other technology-enabled solutions that enhance safety and operational effectiveness.

Through his academic, research, and supervisory roles, Suresh contributes to developing innovative engineering solutions that support both national defence requirements and broader sustainability and energy-transition agendas.



MDM. NORASHIKIN SAHOL HAMID

CONVENOR: INFORMATION INSTRUMENT OF NATIONAL POWER AND NATIONAL POWER PRACTICUM MODULE

Norashikin Sahol Hamid is a lecturer at the Faculty of Defence and Management Studies at the National Defence University of Malaysia (NDUM), bringing a wealth of knowledge from her Master's in International Communication from the University of Leeds, UK. Concurrently, she is advancing her scholarly journey by pursuing doctoral studies at the Centre of Media and Information Warfare Studies (CMIWS) within the School of Communication and Media at the College of Computing, Informatics and Media, University Technology of MARA (UiTM). She extends her expertise to the National Resilience College, where she imparts strategic communication and media handling.

With an academic foundation solidified by a First Class Honours B.A. in Mass Communication and Media Studies, specialising in broadcasting from UiTM, Norashikin transitioned from a vibrant media industry career, where she excelled as a writer and creative researcher, to the scholarly realm of academia. Her pedagogical repertoire at UiTM encompassed instructing postgraduate courses such as "War, Religion and Society," as well as foundational courses at the diploma level, including "Broadcasting Theories," "Photo-Communication," and "Research Methods." At NDUM, she has imparted knowledge in a spectrum of disciplines within the Faculty of Management and Defence Studies, teaching "Media and Information Management", "Organisational Behaviour", "Civilian Organisational Leadership", "Economics", "Performance Evaluation and Personal Development", and "Business Management". At the Language Centre, Norashikin has enriched minds with courses in "English Grammar and Vocabulary", "Al-Ghazali's Dialogue: English Communication", and "English for Academic Writing".

Her intellectual pursuits also led her to complete the Online Professional English Network (OPEN) course, focusing on integrating critical thinking with cultural explorations in an EFL context, a program under the auspices of the U.S. Department of State and implemented by FHI 360.

Beyond her expertise in media and communication, Norashikin is a dynamic contributor to research collaborations that transcend disciplinary boundaries, owing to the diverse specialisations of her research team. Driven by an innate passion for writing, a perpetual drive to learn, and ideation with peers on prospective projects, she strives for organisational advancement. Norashikin embodies the ethos of collaborative achievement, seeking to forge synergies towards shared objectives in the service of the Almighty.



MDM. NOR AZLIN SAFINA ABDUL AZIZ

CONVENOR: NATIONAL POWER PRACTICUM

Nor Azlin Safina Abdul Aziz holds a Master of Science (Msc) (Biomolecular Science) in 2020 from the Faculty of Applied Science and carried out all the research work at the Institute of Medical Molecular Biotechnology (IMMB), University Tunghuul Mara (UiTM).

Her field of expertise is in molecular biology. She started her career at NDUM as a Research Officer at the Postholder Leadership Chair Office, UPNM, in 2017, as an Assistant Registrar at the Centre for Military and International Humanitarian Law (CoMIHL), and is currently an Assistant Registrar at the Centre for Accreditation of Prior Experiential Learning (APEL), NDUM. She is now pursuing her studies in cell degenerative medicine or stem cell therapy.



MDM. SYAMSURIANA SHAARY

CONVENOR: NATIONAL POWER PRACTICUM

Syamsuriana Shaary is a retired military personnel from the General Service Corps (Clerical Division), who concluded her service with a pension on January 20, 2023. Her military career commenced on January 21, 2002, beginning with Recruit Training at the Army Training Centre (PUSASDA) in Port Dickson, Negeri Sembilan.

During her 21 years of service, she was assigned to various units, including BPA – JRP, MK TD – CSM, MK ATM – POP., 206 Small Support Detachment and ALK – UPNM. On May 2, 2023, she received a contract offer for the position of Administrative Assistant (Clerical/Operations) from the National Defence University of Malaysia, to serve as an academic staff member at the National Resilience College.

With her extensive experience and demonstrated commitment to administrative and management tasks, as well as her consistently positive attitude towards every assignment and responsibility, she is well-suited for this new role.



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