



Here in Selangor, we almost have the complete ecosystem to go on with this exploration in the aerospace industry. We want to ensure it is a win-win and is able to create more job opportunities for the people of Selangor.

Amirudin Shari
Selangor Menteri Besar



SELANGOR JOURNAL



Smart Selangor IPR Alignment Launching 30 August [Page 3](#)

The Smart Selangor Inisiatif Peduli Rakyat (IPR) Alignment will be launched on 30 August.

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Helping Hand for Special Needs Children

Raising a child with special needs requires parents to always put in the effort of having more time in order to pay attention to the child's needs and education—in other words, it can be challenging. No two disabled children are the same as they may be diagnosed with various complex disorders such as Mental Retardation, Pervasive Developmental Disorders, Autism, Asperger's or even Tourette's syndrome. [Story continues on Page 4](#)



Strategic Management IR4.0

The Fourth Industrial Revolution (IR 4.0) is the latest in a series of paradigm shifts in man's industrial trajectory that began with the First Industrial Revolution. IR 4.0 is defined by a fusion of technologies and overlapping of domains. We witness the physical and dig-

ital realms interfacing with the biological sphere across a vast spectrum encompassing the internet of things, high-speed mobile internet, big data analytics, cloud technology, artificial intelligence, robotics, machine learning, and deep learning. [Story continues on Page 14](#)



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Exploring New Industries for More Job Opportunities



SHAH ALAM – Selangor is taking on the challenge of exploring new industries that will contribute to an increase in job opportunities, thus boosting the state's economic growth.

Entrepreneurial Development and Rural, Village and Traditional Development EXCO, Rodziah Ismail said this is in line with the intention of shaping the state into a regional powerhouse.

"In this regard, corporations need to join forces to initiate steps in preparing for the Fourth Industrial Revolution (IR4.0)," said Rodziah.

"Careers in the IR4.0 era do not mean that many will be deprived of employment, or that job opportunities will be depleted but a right match is needed to ensure that students and graduates get jobs in their fields of study," she said.

Rodziah said this when met at the Career Carnival Day held at the Teratai Hall in Shah Alam Section 19 on 28 July.

Also present were Anggerik State Assemblyman, Mohd Najwan Halimi, Selangor Social Security Organization (SOCISO) director, Mustafa Deraman, and Shah Alam City Council (MBSA) Zone 7 Council chairperson, Mohamad Jamil Abdul Rahim.

Rodziah said corporations should also play a role in ensuring that the agenda of providing employment to the people is met.

However, she noted that nowadays job offers are not viewed solely from the

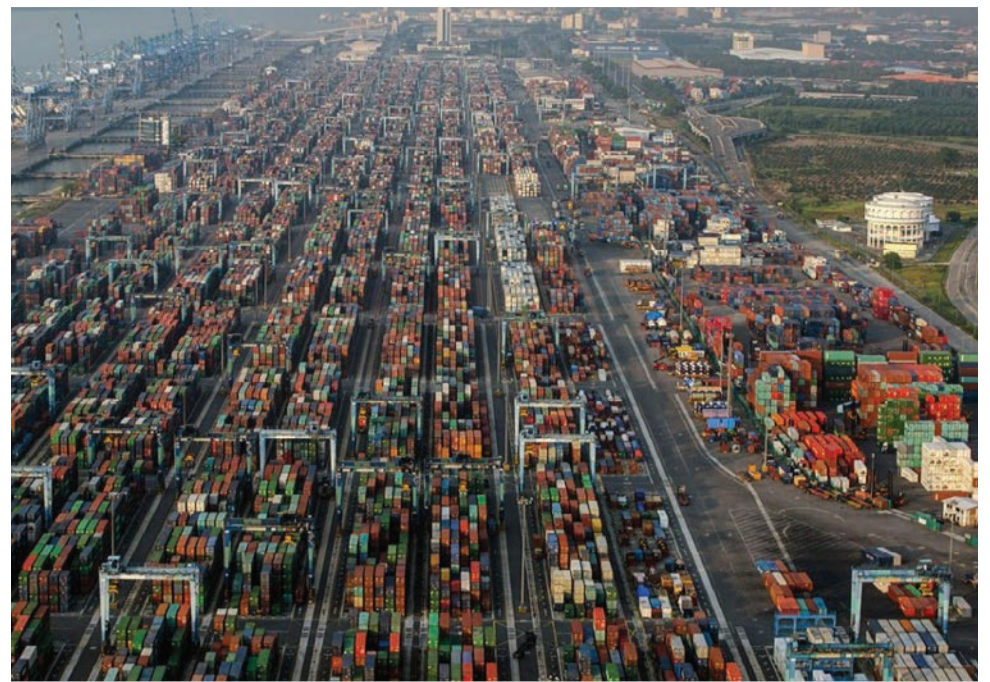
“Careers in the IR4.0 era do not mean that many will be deprived of employment, or that job opportunities will be depleted but a right match is needed to ensure that students and graduates get jobs in their fields of study.”

Rodziah Ismail
EXCO of Entrepreneurial Development and Rural, Village and Traditional Development

salary perspective but rather taking into account the welfare of the workers, as well as other benefits.

"We hope the jobs that will be offered will not have a salary that is too low as more fields and skills can still be explored, which will eventually result in a more empowered worker," said Rodziah.

"We want to see the people of Selangor work with an income of not just a minimum monthly wage of RM 2,000 but a target of RM 6,000 by 2025," she added.



Selangor Keen to Compete at ASEAN Level

KUALA LUMPUR – Selangor intends to put its level of self-sufficiency to the test by competing on the regional level within ASEAN, said Dato' Teng Chang Khim, EXCO for Investment, Industry and Trade for Small and Medium Industries (SMI).

He said the state government should not limit themselves by viewing Malaysia as the only market that can strengthen the state's position.

"When we see strength at the regional level, we can improve our ability and become a better competitor," he said.

He said this after attending the Policy Makers and Industry Leaders Session: Developing Joint Economy through the 'Selangor, Regional Powerhouse' Forum.

Prior to that, the forum at the Hilton Hotel was officiated by Selangor Menteri Besar, Amirudin Shari.

Commenting further, Chang Khim said that the forum was very meaningful for the state government as it gathered companies and industry players from within and outside the country.

"Through it we can discuss, collaborate and cooperate, not only to maintain Selangor's position as a 'powerhouse' but also to be a power in this region," he said.

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Dato' Teng Chang Khim
EXCO for Investment, Industry and Trade for Small and Medium Industries (SMI)

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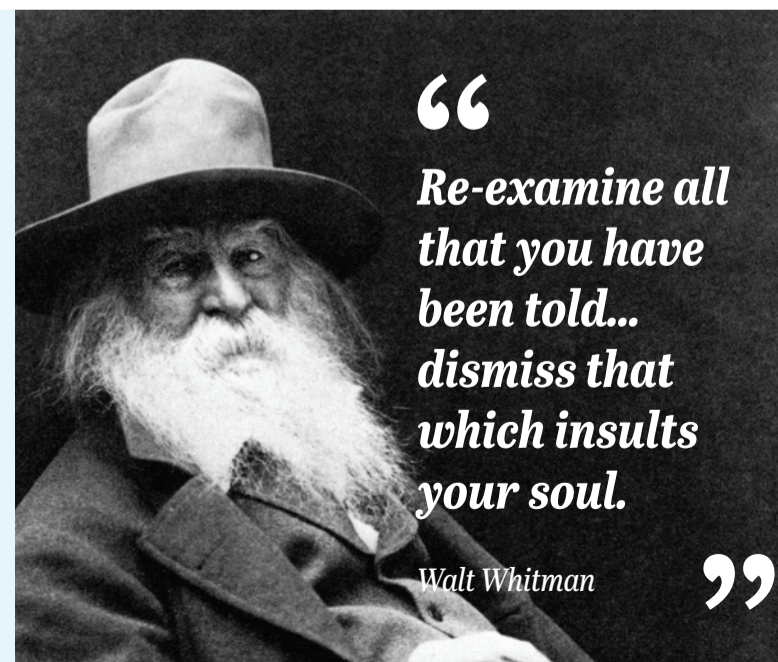
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“Re-examine all that you have been told... dismiss that which insults your soul.”

Walt Whitman

Smart Selangor IPR Alignment Launching 30 August



SHAH ALAM — The Smart Selangor Inisiatif Peduli Rakyat (IPR) Alignment will be launched on 30 August, said Selangor Menteri Besar Amirudin Shari.

According to Amirudin, as many as eight IPR initiatives are involved in the alignment, including the *Kasih Ibu Smart*

Selangor (Selangor Smart Mothers), *Skim Peduli Sihat* (Health Care Scheme), *Tabung Warisan Anak Selangor* (Selangor Children's Heritage Fund), *Bekalan Air Percuma* (Free Water Supply), *Skim Mesra Usia Emas* (Senior Citizens Caring Scheme), *Skim Kesihatan Wanita* (Wom-



The data of these eight schemes have now been 100 per cent collected, and in August we will be launching and explaining what Smart Selangor IPR is to the public.

Amirudin Shari
Selangor Menteri Besar



en's Health Scheme), *Bantuan Sihat Selangor* (Selangor Health Aid) and *Skim Rumah Selangorku* (My Selangor Home Scheme).

"The data of these eight schemes have now been 100 per cent collected, and in August we will be launching and explaining what Smart Selangor IPR is to the public," said Amirudin.

"The state government has created a network for Communication Corporation Sdn. Bhd. to integrate all of these Smart Selangor IPR databases into one system," he added.

"Therefore, the organizers and the operators can then review and encourage the people to register under one system."

Amirudin said this during a debriefing session that explained the alignment of IPR programmes that are implemented by the state government to the Selangor State Assembly.

At the same time, Amirudin said the state government would consolidate 25 IPR schemes by 5 March 2020.

Amirudin added that the state government has identified the IPR schemes that are to be pursued, branded or abolished.



Two Disused Pontoons Removed From Sungai Selangor

Two disused sand-mining pontoons have been removed from Sungai Selangor where there was a diesel spill recently, said Menteri Besar, Amirudin Shari.

"We were informed by Kumpulan Semesta that two pontoons, which were no longer in operation in the river, were removed following the completion of police investigations into the source of the river pollution in the area.

"There were only two pontoons (in Sungai Selangor), and we will set a standard operating procedure (SOP), after this for the removal of any disused pontoon from the river area," he told reporters in Shah Alam after handing over 1,200 head of cattle to mosques and surau in the state, in conjunction with

Hari Raya Aidiladha.

Amirudin said that although diesel had flowed from one of the pontoons, he believed the oil spill was due to sabotage.

"This is the first incident (of oil spilling from pontoon). We cannot blame the entire system at the pontoon because there are many possible causes of pollution," he said.

He said it appeared that the pollution was caused by oil deliberately discharged from tanks and not from leakage.

The Selangor government had earlier said that sabotage was suspected in the diesel pollution in Sungai Selangor, which forced the shutdown of four water treatment plants on 20 July.

MB: Selangor in Strong Financial Position



Selangor is in a healthy financial position, recording reserves totalling RM 2.38 billion in the first six months of the year, the state assembly was told.

Menteri Besar Amirudin Shari said this was through the receipts of the Consolidated Revenue Account, Consolidated Trust Account and Consolidated Loan Account.

"However on 30 June, 2019, the balance of the state government's Consolidated Fund saw a decrease of 16.3 per cent, or RM 467 million, namely from RM 2.84 billion to RM 2.38 billion, when compared to the same period in 2018.

"The state government's reserve balance as of 31 December, 2018, was RM 2.1 billion," he said during the assembly sitting.

Amirudin (PKR-Sungai Tua) was responding to questions from Elizabeth Wong (PKR-Bukit Lanjan) and

The state government's reserve balance as of 31 December, 2018, was RM 2.1 billion,

Datuk Ahmad Yunus Hairi (PAS-Sijanggang) on the state government's latest financial performance.

The state government has projected management expenditure, and development expenditure totalling RM 2.64 billion, and a revenue target of RM 2.2 billion, with the deficit defrayed through the Consolidated Revenue Account.



Helping Hand for Special Needs Children

Continued from cover page...

The number of complex disorders that exist makes it harder to successfully identify which category a disabled child belongs to, particularly when there is no intervention for the child at an early age. Moreover, if coupled with added physical disabilities such as deafness, blindness, or other medical conditions that often affect disabled children, this makes it even more challenging to identify effective treatment for the child.

■ Challenges for Parents

In today's age where information is only a click away, parents are often in the know and are exposed on the best ways to treat children with these complex disorders as they make it their task to do extensive online research regarding the matter. With the increasing availability of niche websites, books and even national organizations, many are of the opinion that parents of children with special needs are not short of aid.

Be that as it may, these parents still find it a challenge to raise a child with disabilities, particularly when the task is being shared between just the two of them. Finding a third party who can provide the care needed for their child can be difficult as it is hard to find someone with the right skills, understanding or patience required to raise and care for a child with special needs. Moreover, sending their child to day-care centres or schools that cater for special needs children can also be a challenge, as the fees are oftentimes unaffordable for most parents.

In time, this will result in parents hav-

ing little time to spare for themselves or even family activities, thus putting a strain on their relationship. To add insult to injury, these parents find themselves criticized and blamed by the public or even their own extended families over the behaviour of their child, resulting in them avoiding having to attend community events or even family gatherings with their child.



■ Lightening the Burden

With the aim to lighten the burden of parents with special needs children in Selangor, the state government has decided to lend a helping hand in the form of financial assistance starting from the beginning of this year.

Known as the Bantuan Khas Anak Istimewa Selangor (AnIS), RM 500,000 has been allocated specially for the programme for 2019. According to Selangor Menteri Besar, Amirudin Shari, each family can draw a maximum amount of RM 5,000 to be used for the child's various needs.

With this financial assistance, parents will now be able to enrol their child into a proper centre that caters specially for



Early intervention centres for children with special needs cannot escape the high cost as the support systems and special equipment in providing complete infrastructure are costly, and it is unlikely that they will reduce the fees for the parents, so this subsidy can help to increase the schools' facilities.

Amirudin Shari
Selangor Menteri Besar



By
Batrisyia Jay





Dr Siti Mariah Mahmud
EXCO of Health, Welfare, Women's and Family Empowerment

The programme is co-organized with the Selangor Disability Action Council (MTOS), who are tasked with outlining core guidelines and conditions for a selected centre of the intervention before these centres are approved by the Social Welfare Department (JKM).

Commenting on this, Amirudin said that most of the fees for the underprivileged are low, and schools are subsidizing special needs children through the provision made by the state government.

“Early intervention centres for children with special needs cannot escape the high cost as the support systems and special equipment in providing complete infrastructure are costly, and it is unlikely that they will reduce the fees for the parents, so this subsidy can help to increase the schools’ facilities,” he said.

On 2 October 2018, it was reported that the state government is working to establish an early intervention centre for special needs children that will cover aspects of self-care, social and education of these children. According to EXCO of Health, Welfare, Women’s and Family Empowerment, Dr Siti Mariah Mahmud, a total of two nurseries in each state assembly will be selected for the pilot project. To date, it has been reported that 11 intervention centres have submitted applications from 152 AnIS members in total.

Trained Educators

Besides aiding parents and intervention centres for special needs children, the programme also trains kindergarten and childcare centre teachers on the proper ways to manage various types of disabilities found in children with special needs. On this note, the state government plans to set up the Anak Istimewa Selangor (AnIS) teachers’ programme in several schools in each state assembly to look after children with special needs.

According to Dr Siti Mariah, the initiative was implemented to ease the burden of parents with special needs children as they often have no choice but to send their children to a high-cost kindergarten that specially caters to children with special needs.

“So far, the pilot projects are in progress and we have selected 75 AnIS teachers from among the kindergartens around Selangor to train them on how to care for and educate children with disabilities,” she said.

children with special needs without having to worry about the expenses needed. As was stated by Amirudin, the funds can also be used to purchase equipment that are necessary for the rehabilitation of these children.

Intervention Centres for Special Needs Children

On 19 July, Amirudin Shari stated that financial assistance in the form of a subsidy of RM 200 would be provided to special needs children through direct funding to intervention centres in the state on a monthly basis.



Dr Siti Mariah noted that these schools are optimistic about accepting children with special needs even though they are not a centre that caters specifically for special needs children. As a result, there will be no social gap between children with disabilities and normal children.

“In this way, these special children will not feel isolated, and even normal children will be able to learn to accept the group as a part of their friends,” she said, adding that the stigma that having children with disabilities is a burden must be removed and is of the opinion that these children are “the provision that God has given us”.



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EXCO of Health, Welfare, Women's and Family Empowerment



For the next step in ensuring that the special needs children in Selangor are taken care of, Dr Siti Mariah stated that there have to be four intervention centres in each state assembly to recruit special needs children in order to enable easy access to those who are living in rural areas.

The AnIS programme is proof that Selangor is a pioneer when it comes to increasing accessibility for the disabled. With this programme in motion, parents of special needs children can now find the support needed to ensure that their children are able to adapt to their surroundings and grow up in a healthy environment.



What is the AnIS Programme?

This programme is an initiative from the state government with the aim to lighten the burden of parents with special needs children in Selangor by aiding in the cost of living, rehabilitation and education of these children.



Who can apply for the programme?

Applicants must be parents or guardians of children with special needs who are registered with the Welfare Department and holders of the child’s disabled person’s card (OKU card).



How to apply?

Application forms can be obtained from any of the state’s 56 constituencies’ service centres or from the state government’s official website:

www.selangor.gov.my

MIER raises GDP growth prediction to 4.6 per cent

The Malaysian Institute of Economic Research (MIER) has revised its 2019 gross domestic product (GDP) forecast for Malaysia to 4.6 per cent from 4.5 per cent, due to changes in its forecast model.

The upward revision, however, was not so much and still within the expectation of Bank Negara Malaysia, said its chairperson Tan Sri Dr Kamal Salih.

Speaking to reporters after MIER's 34th National Economic Briefing, Tan Sri Dr Kamal said that despite the revision, global headwinds and weak sentiments kept optimism in check.

The MIER Business Condition Index decreased slightly from 94.3 points in the previous quarter to 94.2 points in the second quarter of 2019 (2Q19), and business confidence stayed flat during the quarter.

The Consumer Sentiment Index, on the other hand, rose from 85.6 points in 1Q19 to 93 points in 2Q19. MIER said in the coming months, household demand, especially for sensitive and large-scale tickets such as homes and cars, will proceed with caution.



Malaysia may become India's top palm oil provider

Malaysia may soon take over from Indonesia as India's leading palm oil supplier in 2019, as New Delhi has reduced the import tax on shipments of palm oil from Malaysia, giving Kuala Lumpur an edge over Jakarta.

India is the largest palm oil importer in the world. Raising shipments of refined palm oil is helping refineries in Malaysia reduce the world's second-largest producer's stocks of tropical oil, while squeezing Indian refineries that traditionally import crude palm oil.

In January, New Delhi cut the import duty on refined palm oil shipments from 54 per cent to 50 per cent. Due to the Comprehensive Economic Cooperation Agreement signed nearly a decade ago, the import duty on Malaysian shipments is 45 per cent.

Malaysia's share in Indian palm oil imports in the first half of 2019 has increased to 52 per cent, compared to 30 per cent in 2018.

Speaking on the sidelines of a conference in Mumbai, Malaysia Palm Oil Board (MPOB) chairman Mohd Bakke Salleh expects the market share to remain the same in the second half of the year.

Based on data collected by the MPOB, Indian imports of Malaysian palm oil have reached 2.59 million tonnes in the first half of this year, compared to 1.39 million tonnes last year.



RM 5 bil investment for electric vehicle project

Plans are in the works to establish an electric vehicle smart factory on a 161.87-hectare site at the Enstek Industrial Park in Negeri Sembilan, with an investment of RM 5 billion.

Tan Sri Dr Kamal Salih, chairman of the Malaysian Institute of Economic Research (MIER), said that local investors, in partnership with Elenvi Otomotif Sdn. Bhd. are developing the project.

MIER has been assigned to conduct a viability study as well as a business, investment and financial plan which will be

presented to the Prime Minister, Tun Dr Mahathir Mohamad, for his consideration.

MIER provided no information about the personal investment funders.

Kamal said the first electric car showcase would be launched in October by Prime Minister Tun Dr Mahathir Mohamad. The cars are designed and produced for the local market as well as for export.

With over 20 strategic partners, including Elenvi, for the smart manufacturing project, MIER has signed several Memorandums of Understanding

(MoU). Seven technologies were highlighted in the MoUs, including the electric car, solid-state hydrogen, 5 G and palm-oil biojet fuel.

The signing of the MoUs for 2019 to 2023 was part of the new research plan MIER calls the "Crouching Tiger Plan" which relates to the aspiration of the new government to achieve 'shared prosperity' by 2030.

The plan includes three main objectives, namely tackling income disparity, creating a growing high value and knowledge-based economy, and establishing the nation as the leading economy in Asia.

"We hope that individuals at all levels and communities can continue to evaluate the idea and planning proposed," said Tan Sri Kamal.

"We will bring them to the base stage for feedback and to gain better thoughts before they become included in Malaysia's 12th and 13th Plans, in order to attain shared prosperity by 2030," he added.

BNM Governor urges reforms



Malaysia needs to urgently embark on structural reforms to build the country's strengths and prepare for the future, said Bank Negara Malaysia Governor Datuk Nor Shamsiah Mohd. Yunus.

She said that the reforms should first tackle the immediate economic vulnerability of the nation and should be complemented by efforts to increase the potential for long-term development.

This includes increasing the economic status of Malaysia, reducing imbalances in the real estate market and strengthening household resilience to guarantee the sustainability of future development.

Nor Shamsiah also said that Malaysia has to act quickly to introduce financial complexity

Malaysia has to act quickly to introduce financial complexity reduction reforms by generating high-value employment, building new and reinforcing existing economic clusters, and improving inclusiveness.

Datuk Nor Shamsiah Mohd. Yunus
Bank Negara Malaysia Governor

reduction reforms by generating high-value employment, building new and reinforcing existing economic clusters, and improving inclusiveness.

The nation must intensify efforts to accelerate investments in downstream mining and agriculture in order to create new and sustainable products in current economic clusters such as palm oil and petroleum.

She also stated that the economic environment of Malaysia is likely to become extremely difficult, with a global challenges and external headwinds. The continuing trade dispute between the U.S. and China, Malaysia's two largest trading partners which have reduced demand for its exports. Malaysia's growth is expected to moderate to 4.3 per cent and 4.8 per cent, this year.

The moderate economic growth also slowed demand for finance, as reflected in a decrease in loan applications.

Despite high financing support of 53.1 per cent of total company loans, Small and Medium Enterprise (SME) productivity stood at about 37.1 per cent of the total gross domestic product.

In comparison, Malaysia's SME contribution to GDP was rather low compared to other countries such as Indonesia (60.6 per cent), China (60 per cent), Japan (54.5 per cent), the United Kingdom (51 per cent), and Thailand (42.3 per cent), she added.



Protecting Your Children From Heart Disease

By
Batrisyia Jay

According to the World Health Organization, 17.9 million people die each year from cardiovascular disease (CVD), an estimated 31 per cent of all deaths worldwide. A common belief is that children are not at risk of CVD, which is often seen only as an ‘elderly disease’.

However, this is inaccurate as children can also develop heart disease, especially as they get older. According to Dr Ronald Kanter, a pediatric cardiologist at the Nicklaus Children’s Hospital, in Miami, Florida, “The kinds of heart problems which relate to the problems adults have don’t really manifest themselves until the children are much older.”

Therefore, as a parent, it is never too early to start taking care of your children’s heart. You can begin this by encouraging healthy eating, more physical activity, and educating your children about the dangers of smoking. Even a few simple changes in your children’s habits can help to reduce their risk of developing heart disease.



Healthy Food Choices

When planning meals, try to choose foods that have a high content of nutrients—protein, vitamins and minerals—and that are lower in calories, fat and sugar. For children below the age of two years, there is no need to reduce or limit certain foods, unless advised by a paediatrician. Children older than two years old should be encouraged to select foods lower in both saturated fat and trans fat. By age five, children’s diet should include heart-healthy foods.



Keep away from eating fast food as much as possible, especially if it has the word “fried” in the name. Choose baked rather than fried food as a healthier option. Expose your children to delicious food that is cooked in ways other than frying, such as boiling or steaming.

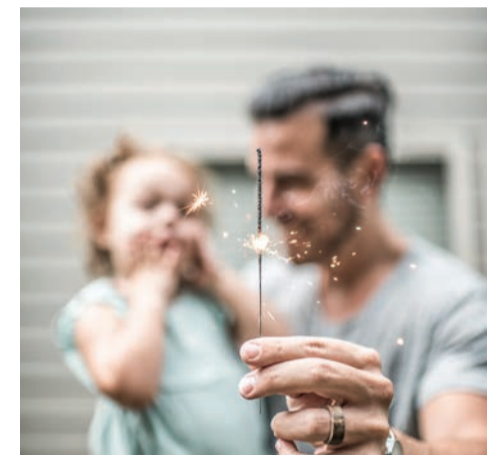


One healthy eating habit is to avoid fried, fatty foods. Keep away from eating fast food as much as possible, especially if it has the word “fried” in the name. Choose baked rather than fried food as a healthier option. Expose your children to delicious food that is cooked in ways other than frying, such as boiling or steaming.

Train children to recognize healthy food. One of the ways to do this is to teach children to read labels before buying food items so that they know what to look for and what to avoid. This can help them develop healthy eating habits. Reading labels will make them much more aware of their diet for the rest of their lives, and will help the develop healthy eating habits.



chores that involve activity. Send them out to wash the car, rake leaves, or sweep the floor. This will keep them active and off the couch.



Keep Children Active

Exercising is key for a healthy life. Most adults think exercise means working out in the gym, jogging, or doing aerobics. However, children exercise through playing and being physically active.

Children not only exercise in their physical education class at school but also when they play during recess, at dance class or soccer practice, or when they are riding their bikes.

Set a Good Example

Children often follow the behaviour of their parents, so it is essential to set a good example in order to help your children make the right choices and developing a healthy lifelong habit. This means adopting a healthy lifestyle for yourself. Ditch the smoking habit and



Skateboarding, skating, running, dancing, bicycling, swimming, basketball are types of aerobic activities for children. Aerobics is a cardio exercise that can increase the heart rate and strengthen the lungs.

It is vital to keep their physical activities fun to sustain their interest. Encouraging them as they increase their skills, whether they are learning to ride a bicycle or play a sport will help them get into the habit of staying active.

You can also assign your children

teach your children to avoid tobacco use. Eat healthy family meals together, instead of eating in front of the TV, which can lead to overeating. Make exercise a family activity, not only to stay healthier but also to encourage family togetherness.



By
Muhaimin Merican

The Quiet District of Kuala Langat

Hidden amongst the quiet coast of Selangor, is one of the nine districts in Selangor, Kuala Langat. Located in the southwestern part of Selangor, and the district covers an area of 858 sq. km. The districts of Klang and Petaling border it to the north, and Sepang to the east. Its southern border forms part of Selangor's border with the state of Negeri Sembilan. The Strait of Malacca forms its western border.

The rapid development of areas such as Putrajaya and the Kuala Lumpur International Airport has made the district into a strategic place for investment. Besides, the district is supported by excellent road infrastructure that connects the district to the Kuala Lumpur City Center, the city of Petaling Jaya, Shah Alam, the royal city of Klang, Port Klang, and the Kuala Lumpur International Airports.

■ Kuala Langat

The Kuala Langat district is made up of 7 *mukim* or subdistricts which are Bandar, Batu, Jugra, Kelanang, Morib, Tanjung 12 and Teluk Panglima Garang.

The district has a population of over 200,000 with a majority of Malays, followed by Chinese and Indians and a significant number of indigenous tribes in the district.

In the 1960s the district was famous for its tin mining activities but since the 1980s these have stopped. The tin mining activities brought in large dredges in the area, for which the area was synonymous over these two decades.

The district has an Island under its jurisdiction. Known as Carey Island or

■ Historical Significance

From 1875, the royal capital of Selangor was moved from Kuala Selangor to Jugra because it was the residence of the then-Sultan, Sultan Abdul Samad.

The Istana Bandar, now known as Istana Jugra, is a living testament of the royal presence in Jugra before Sultan Alauddin Sulaiman Shah moved the Royal Capital to Klang.

Aside from the Istana Bandar, there is also an old royal mausoleum,



During the 1950s, much like most of Selangor, the district was profoundly affected by the communist insurgency during the Malayan Emergency. Much of the district was affected by the insurgency when the British set up 'new villages' to stop the communist influence in the area.



One of the most famous hills is the Bukit Tadam which is home to the Tadam Hills Resort. Other hills in the area are Bukit Jugra, Bukit Cheeding, Bukit Kemandol, Bukit Perah, Bukit Serdang.

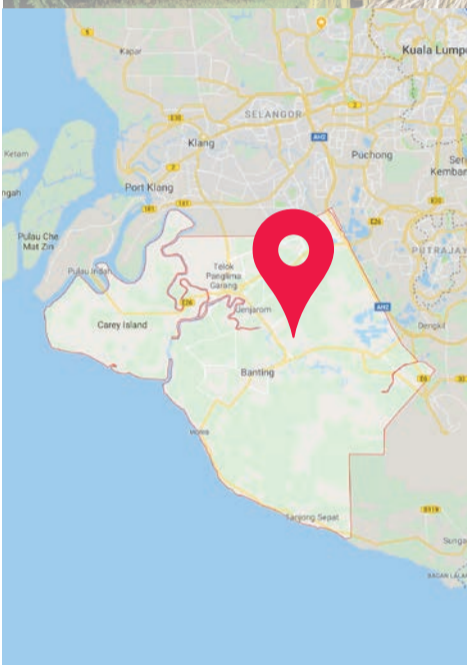


Pulau Carey. It was named after Edward Valentine John Carey, an Englishman planter in Malaya who acquired the island from Sultan Alaeddin Sulaiman Shah of Selangor to start rubber plantations. The island is home to the Mah Meri people, one of the Orang Asli tribes of Malaysia.

The district is also home to six hills that make up much of the inland landscape. One of the most famous hills is the Bukit Tadam which is home to the Tadam Hills Resort. Other hills in the area are Bukit Jugra, Bukit Cheeding, Bukit Kemandol, Bukit Perah, Bukit Serdang.

Makam Diraja Almarhum Sultan Abdul Samad, that is a remnant Jugra's past as the royal capital of Selangor. The mausoleum is that of the fourth Sultan of Selangor, Sultan Abdul Samad.

During the 1950s, much like most of Selangor, the district was profoundly affected by the communist insurgency during the Malayan Emergency. Much of the district was affected by the insurgency when the British set up 'new villages' to stop the communist influence in the area. New villages like Kampung Baru Sungai Jarom and multiple other new villages are living examples of a turbulent time in Malaysia's history.



Kuala Langat
Selangor

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▼ Mah Meri tribe, sometimes referred to as the 'masked men of Malaysia', one of 18 indigenous communities living in Peninsula Malaysia.

■ Attractions

Kuala Langat is a district with many things to offer if you are looking for a place to spend time playing tourist.

If you would like something different than beaches or resorts, pay a visit to the ancient Mah Meri tribe, sometimes referred to as the 'masked men of Malaysia', one of 18 indigenous communities living in Peninsula Malaysia. They are regarded as some of the best mask-makers in the world; some of their handicraft have been known to fetch thousands of dollars. Much care has been taken to ensure that their ancient rituals and customs are documented and preserved. A small gallery/museum and traditional house in the village compound is open to visitors.



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If you prefer to spend some time in the sun and sand, Kuala Langat's three-kilometre long Morib Beach is a shoreline shaded by Casuarinas and palms trees. Most of the beachfront has been converted into a seaside promenade and recreational park, but there are still stretches of sandy beach towards the northern end that extend into the ocean during low tide.

However, if you are looking for a more natural and educational location to spend time away from the city, Paya Indah Wetlands is an ecotourism destination located near Dengkil in Kuala Langat. Covering approximately 450 hectares, the wetlands are divided into a Conservation and Research Zone, Educational Zone and Recreational Zone. This extensive wetlands park consists of many lakes and ponds, including a hippopotamus pond, crocodile pond, ecology pond, water lily ponds and fishing ponds. It is also a bird-watching haven, where over 210 species of residential and migratory bird have been recorded.

▼ Makam Diraja Almarhum Sultan Abdul Samad



▲ Much of the district was affected by the insurgency when the British set up 'new villages' to stop the communist influence in the area.



▲ three-kilometre long Morib Beach



◀ Paya Indah Wetlands is an ecotourism destination located near Dengkil in Kuala Langat.



◀ Tadam Hill Resort

SELANGOR QUICK TAKES

SELANGOR JOURNAL

Retro Klang 2019 Best Way To Promote Klang Heritage Walk

The Klang Retro 2019 program is one of the best platforms to promote the Klang Heritage Walk, said Klang Municipal Council (MPK) President Dato 'Mohamad Yasid Bidin. He said most of the public or tourists were welcome to take the Klang Heritage Walk package to explore the many interesting and historical places in the area. Nearly 2,000 participants celebrated a 'flashmob' themed Sarong Train with each of them dressed in traditional Malaysia, at the Retro Klang 2019 program in conjunction with the Independence Day celebration.



RM1.8 million To Upgrade Facilities In Kota Raja

A sum of RM1.8 million was allocated by the Kota Raja Parliament to upgrade several building facilities such as schools, clinics and the Village Community Management Council (MPKK) in the area. Malaysian Defense Minister Mohamad Sabu said the number had been distributed to 45 schools, two health clinics, five neighbouring areas, five residents' associations and five local MPKKs.

A New Enactment On Illegal Waste Set To Be Implemented Next Year

A new enactment to impose more severe penalties on individuals or persons who dispose of illegal waste is expected next year. EXCO Local Government, Public Transport and New Village Development, Ng Sze Han said the enactment was also created to ensure the industry employs contractors who register with the Local Authorities (Local Authorities) or contractors of the local authority. Sze Han said that without the new enactment, the State Government would have struggled to cope with the increasingly widespread situation of illegal waste disposal.

Selangor Approved A Total Of 281 Manufacturing Projects Up Until March



A total of 281 manufacturing projects in Selangor were approved by the Selangor Malaysian Investment Development Authority (MIDA) for the period April 2018 to March this year. EXCO Investment, Industrial and Trade, Small and Medium Industries, Dato 'Teng Chang Khim said the project was approved with an investment value of RM19.656 billion. He said of the total, 43 per cent were domestic investments, while 57 per cent were foreign investments.



MPK Collected An Estimated Tax Of RM115.6 million

The Klang Municipal Council (MPK) has successfully collected an assessment tax of RM115.6 million, as of July 15. Its President, Dato 'Mohamad Yasid Bidin said the collection involved RM77.3 million for Tax Assessment 1/2019 and RM20.4 million for Taxation 2/2019. Mohamad Yasid said the revenue performance and expenditure for the MPK as of June 2019 were RM143.7 million, recording a 61 per cent performance against the annual budget of RM235.7 million.

Public Hearing To Reach To Indigenous Groups



Kuala Langat MP Dr Xavier Jayakumar organised a Public Hearing session to reach out to Indigenous groups to hear what the group was facing. Dr Xavier said that among the issues raised was the Aborigines Act 1954 (Act 134). He also discussed the provision for indigenous peoples under the control of the Aboriginal Development Department (JAKOA), school infrastructure and oil prices. Xavier, who is also Minister of Water, Lands and Natural Resources, said the results of the discussion also announced that the State Government had already approved 15 applications for Aboriginal land.

NATIONAL NEWS QUICK TAKES

SELANGOR JOURNAL



Only 23 Tigers Left In Forest Reserves In Perak

The Perak State Parks Corporation has estimated that there are only 23 tigers left in the Royal Belum and Temenggor forest reserves. The number represented a 60% drop from the over 60 tigers recorded in the two forest reserves seven years ago, its general manager Mohamed Shah Redza Hussein announced yesterday. He said the biggest threat to the tiger population at the two habitats was poaching, believed to be executed by foreigners, especially from Vietnam, Laos and Cambodia, aided by locals.



'Love Our Malaysia: A Clean Malaysia' theme for Merdeka and Malaysia Day

The theme for the 2019 National Day and Malaysia Day is 'Sayangi Malaysiaku: Malaysia Bersih' (Love Malaysia: A Clean Malaysia) to stress the importance of unity and patriotism for the well-being of the people as well as shared prosperity. Communications and Multimedia Minister Gobind Singh Deo hoped that the theme would instil integrity and strong character among Malaysians. The minister also announced that the National Day Parade on 31 August would be held in Putrajaya and Malaysia Day in Kuching on 16 September.



Sultan Abdullah Formally Installed As Malaysia's New King

The Sultan of Pahang, Abdullah Ri'ayatuddin Al-Mustafa Billah Shah, was installed as the 16th king of Malaysia on 30 July in a ceremony steeped in Malay royal customs and traditions, formally marking his five-year reign as the head of state. In his first address at Istana Negara, Sultan Abdullah called on the people to refrain from inciting misunderstanding by raising matters that can undermine and destroy harmony in the country.

He stressed that unity and harmony are the pillars and strength of the nation. "Playing with fire will burn not only oneself but also the whole village," he said. The king also pledged to do his best to promote unity and tolerance among people of all races and religions.

Lynas Licence Renewal Decision By 15 August



The government will announce its decision on Lynas Malaysia's licence renewal status by 15 August. Energy, Science, Technology, Environment and Climate Change Minister Yeo Bee Yin said this would also be when the government would announce whether the rare earth producer would have to repatriate its radioactive waste back to Australia.

"Lynas can only apply for a renewal of their (operating) licence 30 days before it expires, which is on 2 September



Dr M: Khat In BM Curriculum Will Continue

The introduction of khat (a form of Malay-Arabic calligraphy) as part of the Bahasa Melayu subject for Year Four students next year can go ahead, says Tun Dr Mahathir Mohamad. He said the government was steadfast in its policy of shared prosperity and had never stopped the use of other languages' writings. Dr Mahathir said khat was a high-level form of art, adding that during his recent visit to Turkey, he observed that the people there were skilful in the writing, despite also using the Romanised script.



Rent-to-Own Scheme to Launch in September

KUALA LUMPUR — Housing and Local Government Minister Zuraida Kamaruddin revealed that the government's rent-to-own housing scheme will be launched this September.

Zuraida said that the Ministry and several banks are in the midst of introducing the scheme to citizens, particularly to those earning less than RM 3,000.

"The buyers don't have to pay a deposit but can rent a unit first, and after five years we will review their financial status on whether they are eligible to buy the house," she said.

"The scheme is especially for young people who earn below RM 3,000 and the house is priced at RM 300,000," she added.

Zuraida highlighted that the culture of encouraging young people to have their own property should begin now for their own long-term benefit.

Flexibility will also be given to buyers blacklisted in the Central Credit Reference Information System (CCRIS) as well as borrowers of the National Higher Education Fund Corporation (PTPTN).

Furthermore, since the policy to list PTPTN borrowers in CCRIS was a 'blanket policy' that did not always reflect the real situation of borrowers, banks can determine whether the PTPTN borrowers are fit to apply for mortgage loans.

"For example, if someone just graduated, their creditworthiness is high because they are not tied to loans or commitments," she said. Banks could still apply the usual process to determine the loan eligibility for these borrowers, taking into account their income and financial commitments.

100% Home Loan from PKNS—Maybank

SHAH ALAM — It is now easier for the public to own a house as the Selangor State Development Corporation (PKNS) and Maybank now offer 100 per cent loans.

PKNS Chief Executive Officer, Dato' Mohd. Azizi Mohd Zain, said the collaboration agreement was made for the implementation of the Smart Selangor First Home Buyer scheme.

"This Selangor government-inspired scheme is a loan assistance to facilitate the people of Selangor who will receive 90 per cent financing from Maybank," said Mohd. Azizi.

"Meanwhile, the state government will provide 10 per cent financing assistance while PKNS will be appointed as the implementing agency of the scheme," he said.

"The scheme is a 100 per cent low-interest rate loan incentive for the first eight years. This will make it easier for buyers to get a loan and thus to own a home," he added.

He said this during the launch of the PKNS Property Collection 2019 at the PKNS Shah Alam Complex.

At the same event, Mohd. Azizi also presented a replica of the Smart Selangor First Home Buyer scheme to Maybank Islamic Berhad's Deputy Chief Executive Officer, Shah Shahzan Sulaiman, as a symbol of their cooperation.

Also present were senior PKNS officials including Central Regional Development Manager Azmi Adnan, Chief Financial Officer, Nor Azlina Amran and Southern Region General Manager Lokman Abd Kadir.

At the same fair, Maybank also opened a special counter for the housing loan qualifying service specially for visitors.

Mohd. Azizi noted that the scheme is open to buyers who are keen to purchase the Selangorku Home units that are developed by PKNS and the subsidiary of PKNS only.

The project includes areas such as Selangor Cyber Valley, Antara Gapi, Kota Puteri, Klang and Kampung Sri Temenggung Gombak.

RHB to Extend Home Loans to Blacklisted Borrowers

KUALA LUMPUR — It is no issue for RHB Banking Group to provide housing loans to blacklisted National Higher Education Fund Corporation (PTPTN) loan borrowers.

"If the blacklisted borrowers are able to restructure and convince us that they already have a repayment structure with PTPTN, we will consider. We are already accommodating that kind of situation," said Nazri Othman, acting Head of Retail Banking at RHB Banking Group.

According to Nazri, the bank has no reason to refuse extending housing loans to PTPTN borrowers who are willing to pay their loans with a proper repayment schedule.

"They may have had difficulties to repay earlier but now they are able to restructure

their repayments. So, we will consider them and give them [a] lifeline to apply for loan facilities," he said.

"It doesn't mean that by having a problem [in repaying] earlier, they would continue to have that problem forever," he added.

On the other hand, a discipline mechanism for National Higher Education Fund Corporation (PTPTN) borrowers listed under the Central Credit Reference Information System (CCRIS) regarding their payment for housing and education loans will be introduced by the government.

According to Housing and Local Government Minister Zuraida Kamaruddin, this will enable young people to get up the property ladder as the mechanism would cover purchases of

all types of homes and not just those falling under the Ministry.

"CCRIS is just an information scheme but banks are still free to approve or reject the housing loan for them. In a way, the Ministry will work out the mechanism together with PTPTN in order to assist them to repay both education and housing loans," said Zuraida.

Meanwhile, Youth and Sports Minister Syed Saddiq Syed Abdul Rahman revealed that the Youth Housing Policy is to be launched in October.

He stated that the current rent-to-own scheme launching in September, covering houses valued below RM300,000, was a good initiative for the youth who are earning below RM 3,000.

"The buyers don't have to pay a deposit but can rent a unit first and after five years, their financial status will be reviewed as to whether they are eligible to buy the house," he said.

Bandar Rimbayu Ups Its Lifestyle Offering with The Club

BANDAR RIMBAYU — IJM Land's Bandar Rimbayu is improving the lifestyle offering within this township with the launch of The Club @ Rimbayu to cater to the ever-evolving urban way of life.

"At an age where quality of life and a healthy lifestyle are of utmost priorities to the urban generation, this development seeks to propel the ideals of wholesome living," said Bandar Rimbayu senior general manager, Chai Kian Soon.

"With a reasonable membership fee, members of The Club will not only have access to all the facilities daily but they will also get to enjoy their favourite pastimes within the convenience and safety of the modern township," he said.

There will be 11 facilities combined within the premise of The Club. These include an Olympic-size swimming pool, children's wading pool with water play equipment, a Jacuzzi, a sauna, four badminton courts, two squash courts, gym, table tennis facilities, a Karaoke room and a multipurpose hall.

Bandar Rimbayu is also anticipating for the opening of a Starbucks outlet which will occupy a 3,734 sq. ft lot adjacent to The Club.

Bandar Rimbayu also announced its next development—Starling—which will

be launched in Q4 of 2019 with a starting price of about RM 590,000.

The units consist of 20 ft x 60 ft double-storey link-homes, the development is targeted at young families who are looking for a starter home.

"We adapted the naturally evolutionary concept of a starling bird into this development

phase because we wanted a holistic design that allows for a good range of flexibility so that potential homebuyers who have very different needs can look no further than Bandar Rimbayu," said Chai.

Additionally, Parcel 2 of the Swans development is currently open for registration following the overwhelming response of Parcel 1 which has a take-up of 85 per cent. Swans offers low density 2-storey linked homes which are infra-ready smart homes.

Mah Sing Launches "Lock and Win" Campaign

KUALA LUMPUR — Property developer Mah Sing Group Bhd. launched its latest sales campaign named "Lock and Win" to give purchasers the opportunity to win prizes worth up to RM 2 million.

Beginning from 19 July, the campaign is open to all Mah Sing purchasers who have successfully booked their respective properties from 1 March 2019 to 31 December 2019.

"The recent extension of the Home Ownership Campaign (HOC) shows that the government is committed to assist aspiring homeowners in getting a leg up on the proper-

ty ladder," said Mah Sing Group Managing Director, Tan Sri Datuk Sri Leong Hoy Kum.

"To support the HOC and to celebrate Mah Sing's Silver Jubilee in 2019, we have crafted out a new campaign called 'Lock and Win' which aims to reward recent and new potential home purchasers by allowing them to participate in a lucky draw with a wide array of prizes to be won," he said.

For a property to be successfully booked, the Sale and Purchase Agreement (SPA) should have been signed with the minimum amount required in accordance with the SPA paid during the campaign period.

In addition to the cash prizes and hotel vouchers, buyers who purchased properties from selected participating projects will also be entitled to an additional set of prizes from a range of sports utility vehicles.

Khoo Kay Kim

Malaysia's Legendary Historian

On 28 May, Malaysia was shocked and deeply saddened when we learned of the death of prominent historian Emeritus Professor Tan Sri Dr Khoo Kay Kim. He was 82 years old and had succumbed to lung failure.

By
Muhaimin Merican

In the modern history of Malaysia, Khoo is known as one of the instrumental figures in the drafting of the Rukun Negara (National Principles) to foster unity in the aftermath of the 1969 riots.

With his passing, Malaysia lost her most prominent historian, an icon and a national treasure.

■ A different side of Khoo Kay Kim

Born in 1937 to Peranakan Chinese parents in Kampar, Perak, Professor Khoo Kay Kim was raised in Teluk Intan (then Teluk Anson). He received his early education at the Methodist Anglo-Chinese School until Standard Six, before pursuing secondary-level education at St. Michael's in Ipoh.

In his younger day, Khoo was also an avid sportsman; he was an accomplished forward who supported the great 1950s English football team Blackpool FC and admired its legendary striker, Sir Stanley Matthews.

For him, sports was one of the best memories that he had growing up. According to Professor Khoo, sports gave him many opportunities, and his first trip overseas was to play football in Hong Kong.

Sports provided him with an outlet to explore ideas, discipline and knowledge. He claimed that sports had inspired him to adopt the values of sportsmanship to learning about other cultures. The experience taught him to appreciate and better understand the meaning of education, and how it could be possible outside the classroom.

In the 1950s, Khoo was officially recognized as an athletics coach in Teluk Intan, Perak. Soon after, he became one of the first qualified track and field officials in Malaysia, and officiated his final big meet in the 1965 SEAP Games in Kuala Lumpur.

Despite being one of the most prominent historians in Malaysia with decades of teaching, Khoo was initially not enthusiastic in pursuing a life as a university student. However, that all changed in 1959 when he pursued his undergraduate degree in University of Malaya, Singapore. During his degree years, he was inspired by his history lecturers who encouraged him to do research and discover more about the country.

His decision to pursue his studies ultimately allowed him to lead a scholarly lifestyle dedicated to learning and as well as nation-building.

“His decision to pursue his studies ultimately allowed him to lead a scholarly lifestyle dedicated to learning and as well as nation-building.”

■ A Life in Academia

In 1959, Khoo enrolled in the University of Malaya for his undergraduate degree. Once he completed his degree, Khoo went on to pursue further studies and obtained an M.A in history from the University of Malaya in 1965. His Master's thesis was featured in Oxford University Press' Historical Monographs Series in 1967. Moreover, in 1974, he became one of the first few Malaysians to obtain a PhD in the field for his thesis entitled *The Beginnings of Political Extremism in Malaya 1915-1935*.

Beginning in 1967, Khoo was appointed as a lecturer at the University

of Malaya after two years of tutorship. From there on, he gained his professorship and appointment as the Chair of Malaysian History in 1974.

During his tenure, he was appointed as Head of the History Department, and later Dean of the Faculty of Arts and Social Sciences from 1984 to 1986. He was the first lecturer outside of the Malay Studies department to conduct lectures in the national language.

As a well-respected proponent of national sports, Professor Khoo Kay Kim was heavily involved in international sporting events. He was the founder of the University of Malaya Sports Centre, and was responsible for introducing the first sports science degree programme in the country.

After serving 50 years in the University of Malaya's History Department, Professor Khoo Kay Kim retired in 1992. However, he maintained an office at the university after retirement.

At the national level, he served on the National Education Advisory Board and the Cluster School of Excellence Advisory Panel. From 1970 to 1997, he was appointed by the Malaysian Examinations Council to serve as the Head Examiner for the History Paper II, Sijil Tinggi Pelajaran Malaysia (STPM).

In recognition of his outstanding service and contribution in scholarship, Professor Khoo Kay Kim was made Emeritus Professor by the University of Malaya in 2001.

■ Works

As a prominent scholar in Malaysia, Professor Khoo authored almost a hundred academic writings. He also initiated various history research projects focusing on Malaysia.

His writings focus on various perspectives of Malaysian history based on a more local viewpoint and have been widely published by reputable academic journals locally and internationally, including *Malaysia in History*, *Jurnal Sejarah*, *Sejarah*, *JEBAT*, *Journal of the Malaysian Branch of the Royal Asiatic Society*, *Journal of Southeast Asian History*, *The Southeast Asia Review*, and *Journal of the New Zealand Asia Studies Association*.

As the author of countless works in English and Malay, his essays and writings have been a primary source of reference for the history curriculum in Malaysia. He was most noted for his work *The Western Malay States 1850-1873* published in 1972.

Professor Khoo Kay Kim is probably most well-known to the general public for being among the initiators in the for-

mulation of the Rukun Negara (National Principles) to foster national cohesion following the aftermath of the 1969 riots. The idea was inspired by the Indonesian 'Pancasila' and proposed by Tun Ghazalie Shafie who was then Home Minister.

■ The Loss of a National Treasure

Early on the morning of 28 May 2019, Emeritus Professor Tan Sri Dr Khoo Kay Kim sadly passed away at the age of 82.

The passing of this man who has contributed so much to Malaysia and her history was a sad loss for the country. Although we have lost a great historian and scholar, his teachings and legacy will continue to be an integral part of our society.

The Sultan of Selangor, Sharafuddin Idris Shah, said it best when he commented on Professor Khoo's contributions and legacy: "I am certain that the legacy of the late Tan Sri Dr Khoo Kay Kim will be inscribed in Malaysia's history and continue to contribute to the development of the nation's human capital."

The Written Works of Khoo Kay Kim

- ❖ *Transformasi&Demokrasi (1971);*
- ❖ *The Western Malay States: The Effects of Commercial Development on Malay Politics (1972);*
- ❖ *Pensejarahan Malaysia (1975);*
- ❖ *A History of Southeast Asia, South and East Asia: Essays and Documents (1977);*
- ❖ *Panji-panji Gemerlapan: Satu Pembicaraan Pensejarahan Melayu (1979);*
- ❖ *Taiping: Ibu Negeri Perak (1981);*
- ❖ *Teluk Anson (TelukIntan): 100 Tahun (1982);*
- ❖ *Kenegaraan 25 Tahun: Satu Perspektif Sejarah (1983);*
- ❖ *Majalah dan Akhbar Melayu Sebagai Sumber Sejarah (1984);*
- ❖ *100 Years of Kuala Lumpur as Local Authority (1990);*
- ❖ *His Majesty Sultan Azlan Shah (1991);*
- ❖ *Malay Society: Transformation and Democratization (1991);*
- ❖ *Pacific Bank: 75 Years of Service to the Community (1996);*
- ❖ *Thoughts on Malaysian Historiography (1996);*
- ❖ *Kuala Lumpur: The Formative Years (1996);*
- ❖ *The Commemoration of the 40th Anniversary of Federal Hotel, 1957-1997 (1997)*
- ❖ *I, KKK - The Autobiography of a Historian (2017)*

Strategic Management IR4.0

By
Prof Dr Mohd Faiz
Abdullah
Dean of Selangor
Business School



Continued from cover page...

This synthesis transforms our industrial and commercial processes and transactions. In manufacturing, for example, we can use more natural building blocks for manufacture—natural organisms to design product building parts; only instead of very material properties, we are varying biological functionality. In services and commerce, we are looking not at end products but as outcomes of what we buy. Hence, the outcome economy.

We are entering a new paradigm of the world of cyber-physical systems underscored by an unprecedented impact in terms of velocity and scope causing major disruption across the board. The paradigm that is effected also impacts the economic system taking us away from merely the bi-polar discourse or encounter between the socialist and non-socialist systems or Marxist-Communist and capitalist system to the debate between neo-Keynesian and libertarian schools.

■ Humane human resource

Nevertheless, this paradigm change is seeing the ascent of the ‘knowledge worker’. The broad view regards it as “all workers involved in the chain of producing and distributing knowledge products” while the narrower position limits it to ‘non-routine’ problem solving that requires “a combination of convergent, divergent, and creative thinking” and exploiting “symbols to create an original knowledge product”. The common-sense definition includes IT professionals such as programmers and software engineers and “those who think for a living”. Rather than relying on physical resources to be transformed through machines, a knowledge economy employs information instead as raw material in the organizational processes moving away from mechanical bureaucracies to systems thinking in management. A new paradigm for management practice in the 21st century is setting in with

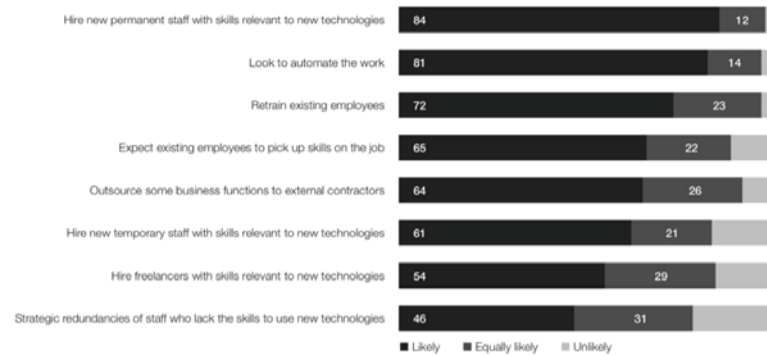
critical systems thinking as a coherent framework. This covers a wide spectrum ranging from chaos and complexity theory, system dynamics, to interactive planning, management cybernetics, the fifth discipline and many more. More significantly, this paradigm is seeing the increasingly important role played by artificial intelligence, machine learning, robots and deep learning. All those employed in these processes are knowledge workers no matter how extensive or limited the spectrum may be.

■ Job Disruptions

High on this disruptive list is the prediction of millions of jobs in many sectors being lost to technology, namely, artificial intelligence personified in robots. In practical terms, we will witness the severe disruptions in construction, manufacturing, services, public health, and education caused not by mere automation but by machines that are capable of teaching themselves, updating their own software and possibly devising their own language.

To deal with the loss of jobs is to ask the right question: how do we adapt to the work that is required with the advances in technology, for in the history of mankind, change has been the only constant. How do we bring value innovation and get people to implement the change at the scale needed and at a price that is affordable? The mantra of growth being constrained by resource capacity must be debunked not by mere rhetoric but by taking pre-emptive steps to decouple them by creative innovation. Leaving aside the dystopian scenario conjured by doomsday prophets and conspiracy theorists, we still should remain wary of falling into the trap of self-serving triumphalism. IR 4.0 is a function of the proliferation of technologies in their diverse domains and the re-patterning of bio-societal structures generating synergies among them. The outcome economy is a function of materialistic man’s ever-increasing craving for instant gratification, exacting from the seller or provider every ‘kilo of flesh’ to get maximum ‘bang for the buck.’ Those who aspire to take their communities to transformation into a smart state would need to leapfrog from legacy technology to cutting edge or state of the art technology. That it is disruptive is no longer in issue. The question is how and what this disruptive impact is making on the various spheres particu-

larly on business growth, thus creating new business models and existing skill sets.



▲ Projected strategies to address shifting skills needs, by proportion of companies
Source: Future of Jobs Survey 2018, World Economic Forum

■ Digital disruption

This term has over the years become associated with the changes impacting technology markets particularly and other markets generally. In strategic marketing it is ‘the change that occurs when new digital technologies and business models affect the value proposition of existing goods and services’. Examples abound in this regard: email (disrupting and virtually eliminating conventional ‘snail’ mail), the rise of electronic reading and then e-books (disrupting traditional reading off the printed page) and from reading to just listening, and the proliferation of digital channels (Netflix, YouTube, and other video streaming services.) If we recall Porter’s Five Forces, what this disruption means is that the doctrine on threats of new entrants and, conversely, barriers to entry in the market need to be re-examined, if not altogether ditched. Across the board, innovators can expect other competitors to jump on the bandwagon. The only way to compete is to evolve, adapting to the breakthroughs in hardware and software.

■ Blockchain—New Kid on the Block

Much of the discourse on IR4.0 has missed the new kid on the block and its societal, economic and global implications which in turn must impact modern approaches to strategic management.

We may look at blockchain not as technology but as a phenomenon that could unleash disruptive change to the economy. If we—humankind—had not progressed beyond our primal urges and needs, we would have continued to be hunters and gatherers with no need for sophisticated commercial exchange. However, it did not

take long for the human species to come around to the realization that apart from amassing for your own needs, you could eye your neighbour’s produce, and if you could not forcibly

ity, the Orwellian ‘Big Brother’? And the challenge is one for the central authority as well. They should not overreact to worst cases in order to avoid stifling innovation. They must also not twist unproven applications to restrict civil liberties or encroach on fundamental freedoms enshrined in the constitution.

■ Conclusion

In light of the disruptive impact of IR4.0, the question is what remains of the tasks and scope of expertise of strategic managers. Research suggests that four strategic management trends may be discerned, the most important being emerging technology proliferation. The challenge here is how managers will address emerging technology, and how they will accept it, reject it, or integrate it into business operations.

grab them, you could make a deal through the medium of exchange of value.

Thus, from time immemorial, the control of how value is set, quantified, and exchanged, has defined mankind’s civilizational trajectory because with value comes control, and with control comes power. The issue is one of fundamental concern and that is the role of centralization or command and control from the pivot or the so-called axis that sees everything, reminiscent of the ‘Big Brother’ in George Orwell’s Nineteen Eighty-Four—the omnipresent, all powerful authority that never sleeps in order to keep that watchful eye over society.

In this regard, blockchain technology marks a shift from the pivot of state or centralized authority to the periphery of individual human actors. In the value equation, this will automatically shift the locus of value creation and determination as well. As blockchain technology challenges in a fundamental way and expands the spectrum of value, an entire new ecosystem will evolve. It is in this context that the repercussions of blockchain technology should be, not just the technological leap but a paradigm leap with multi-dimensional impact on society.

To bring it down to a more practical level, the transformative effect of blockchain could therefore be seen by how society views the factors of production and economic output. Where once the language was one of products and services, IR4.0 heralds the age of solutions and outcome. Hence, the concept of the outcome economy because with the digital age comes the proliferation of connected sensors to deliver not merely your product or your service but the desired outcomes.

Would blockchain be able to provide the solution to the global problem of growing inequality? Can blockchain network hold its own against central author-

According to one view, because markets are fast moving toward global emersion, emerging technology must top strategic management priorities. Acceptance of the right technology can mean the difference in a business moving forward, changing with future product and market requirements, or becoming irrelevant. Furthermore, because technology mushrooms at breakneck speeds, innovations may already be outdated by new advancements. Creative destruction is unleashed by gales or storms, never breezing in. The only way to deal with it is to be ready with the latest technology because it is integrated into the system in all its myriad manifestations.

As for the other three trends, namely, environmental controls, time to market of new products, and management of the workplace social environment, while considered critical to the future of strategic management, are not germane to the discussion at hand, and on account of space constraints, will not be pursued. Nevertheless, the four trends are to be viewed and applied holistically in any comprehensive discourse on strategic management.

Yet another dimension needs a major relook. The traditional notion that operations is not part of strategic management has to be reviewed on account of the rate of change in operational capabilities, making it an integral part of strategic planning. With the mushrooming of new functional technologies, “operations is where change is going to happen” as the head of operations has “a 360 degree view of the scope of change” and “the tools to lead the organization through this change” making the operations function



Industrial Policy Finally Legitimate?

By
Jomo Kwame Sundaram

“a change leader”.

Among others, the change process can be seen in delivery which is now ‘a key differentiator’ rather than just a link in the value chain. As time is of the essence, speed of delivery is no longer an option but a condition precedent to satisfying the buyer’s or customer’s expectations. Operating models and platforms need to be redesigned and core processes must be digitized and modernized “to achieve operational excellence, whilst always putting the customer first”. This is inevitable as, with continuous innovation and change in market conditions, there will always be fresh competition or a new killer app, “new customers whom you have never served, new global partners that you can’t understand, new generations you need to communicate with and new ideas of doing business”.

Further, in view of the preponderance and increasing pervasiveness of automation with cognitive technologies on account of artificial intelligence, strategic management IR4.0 must find ways of striking a balance between our increasing reliance on high-impact automation and the disruptive consequences on workforce. For the bigger firms, there has to be balance also in the various cost components including R&D, innovation, and corporate social responsibility so as to minimize the trade-off impact. A clear example can be seen in the case of traditional banks as against the FinTechs, the Goliaths against the Davids that are smaller and more agile. Looking at Blue Ocean Strategy, the value proposition here is innovative technology as differentiation plus lower cost without the legacy (costly) infrastructure, thus avoiding the trade-off so typical of competitive strategy.

Because strategic management is a function of the response to real-world situations and cannot be decided on a priori theoretical dictates, strategic management of the 21st century must, therefore, be crafted to meet the challenges of this paradigm change, a change that is ushering the Fourth Industrial Revolution. Those who insist that the world hasn’t changed will continue to behave like the proverbial ostrich that buries its head in the sand. Those who have fully grasped the magnitude and extent of the changes that are happening and are about to happen, will appreciate how this revolution is opening the gates to greater productivity in manufacturing, speedier levels of service delivery and better fulfilment of the outcome economy.

For decades, the two Bretton Woods institutions have rejected the contribution of industrial policy (IP), or government investment and technology promotion efforts, in accelerating and sustaining growth, industrialization and structural transformation.

Finally, two International Monetary Fund (IMF) staff members, Reda Cherif and Fuad Hasanov, have broken the taboo. They embrace industrial policy, arguing against the current conventional wisdom that East Asian industrial policies cannot be successfully emulated by other developing countries.

■ Miracle Economies Not Miraculous

Cherif and Hasanov argue that IP has been key to East Asian ‘miracles’, offering valuable lessons for sustaining ‘catch-up’ growth. For them, appropriate IP interventions have been key to successful entry into more sophisticated industrial activities, early strong export orientation, and fierce competition with strict accountability.

For over half a century, especially following Asian and African decolonization after World War Two, developing countries have gone their separate ways with very mixed results, with all too many falling behind. Meanwhile, very few economies have caught up with some of the most advanced economies and firms.

Between 1960 and 2014, 16 out of the 182 economies under study achieved high-income status, underscoring the difficulties for middle-income countries reaching high-income status within two generations. Cherif and Hasanov distinguish three types of countries which have ‘succeeded’, namely the East Asian miracles, those discovering considerable oil and gas, and those that benefitted from joining the European Union.

They insist on the key role of industrial policy in the Asian miracles, and for the US after the Civil War, Germany under Bismarck, and Japan after the Meiji Restoration, and argue that East Asian industrial policies have much in common despite their many differences.

The conventional growth

formula—of improving macroeconomic stability (typically through anti-inflationary policies), strengthening property rights, and providing physical and social infrastructure and basic services to address government failures—was not enough.

Drawing useful lessons from varied country experiences is fraught with difficulty, especially considering the exogenous and conjunctural factors affecting growth, including luck. In contrast with the conventional empirical approach emphasizing averages, their analysis of long-term cross-country growth experiences instead underscores the value of studying the ‘tails’ or exceptions.

■ Technology and Innovation Policy

Contrary to earlier formulations of industrial policy as primarily involving investment and technology, Cherif and Hasanov propose three key principles constituting ‘true industrial policy’, summarized as technology and innovation policy (TIP), namely:

- State interventions to overcome constraints to the early emergence of national producers in more sophisticated industries, beyond conventional notions of ‘comparative advantage’.
- Export orientation, not import substituting industrialization (ISI); this contrasts with providing effective protection in the national or regional market on condition of early export promotion to achieve export competitiveness.
- Ensuring both national and international competitiveness with strict accountability.

■ Hyundai vs Proton

Cherif and Hasanov also contrast the cases of Malaysia’s Proton with South Korea’s Hyundai in support of their three principles. They argue that Proton did not export enough, reflecting failure to build sufficient managerial and engineering skills as well as an innovative automotive cluster.

Hyundai, by contrast, has successfully created a global brand. Cherif and Hasanov insist that allowing several South

Korean industrial conglomerates or chaebols to develop rival auto industries, and the push to export, were key to its success.

Governments have directed capital and labour into industrial ventures that firms probably would not have undertaken without appropriate incentives but market competition, market signals, and private sector accountability are also recognized as important.

Without conclusive evidence, Cherif and Hasanov claim that due to the government’s push to export, Korean automakers ‘moved first, then learnt and adjusted’. In exchange for very low real interest rate loans, Korean chaebols had to quickly secure foreign market shares, while accountability was enforced by firing senior managers who failed to reach export targets.

Pressure to compete and export forced Hyundai to increase its R&D effort and technology upgrading, producing its own engine in 1991, and later, its first electric car. Korean encouragement of several chaebols in the automotive industry later forced them to restructure, with few surviving.

But would fostering more than one automotive firm have ensured Proton’s success in light of Malaysia’s smaller domestic market and more modest industrial capabilities? And what were the economic costs of Korea’s arguably wasteful automotive industry competition?

■ Three Development Policy Options

Cherif and Hasanov emphasize the importance of government ambition, accountability and adaptability. Government ambition is seen in terms of a feasible or pragmatic level of sophistication of new sectors and domestic ownership of industrial technology.

Government policy implementation must be subject to accountability, not only for firms but also for the responsible policymakers and senior managers. As conditions change and new knowledge becomes available, policy interventions must adapt to continue to be effective and feasible.

Low gear: The conventional approach to growth—im-

proving the investment environment, key institutions, infrastructure, macroeconomic stability, investments in education, and minimizing other government interventions—is likely to result in relatively slow ‘snail’s pace’ growth.

Such policy interventions typically address government failures but not necessarily market failures, especially to develop more technologically-sophisticated sectors beyond conventional understanding of comparative advantage.

Middle gear: This approach mainly relies on attracting FDI into more technologically-sophisticated industries to participate increasingly in global value chains, or by improving the technological level of existing industries. This may accelerate growth for middle-income countries but is unlikely to lead to sustainable development or ‘high-income status within two generations’, owing to limited national capacities and capabilities.

High gear: The East Asian miracle economies are said to be using a ‘moonshot approach’ for governments to create competitive national firms in frontier technologies, and more sophisticated industries with homegrown technologies, creating conditions for high, sustained long-term growth.

The speed and extent of the leaps to more sophisticated industries and technologies created by national firms are crucial for sustaining long-term development. Countries that manage this process well have better chances of soon becoming relatively advanced economies.

Excerpt:

Visit this story at

<http://ipsnews.net/2019/07/industrial-policy-finally-legitimate>



Jomo Kwame Sundaram, a former economics professor and United Nations Assistant Secretary-General, was a member of the new Malaysian Government’s Council of Eminent Persons.



Walk-A-Mile 2019

Walk-A-Mile, the highly-anticipated annual walking event, is back! In collaboration with Yayasan Jantung Malaysia (YJM), organised by Nestlé Omega Plus, come walk a mile with your fellow Malaysians to keep the beat strong and say #NOTME to high cholesterol. The shocking reality is that 1 in 2 Malaysians have elevated cholesterol, but together we can stop the count. Join us for a fun-filled, heart-healthy day with free health controls, games, Zumba sessions, product sampling from Nestlé Omega Plus, and so much more!

Organizer: Nestlé Malaysia

1 September 2019, 7:00 a.m. – 11:00 a.m.

Perdana Botanical Gardens (Lake Gardens)

Category and Price: RM 20 – Individual (18years & above) | RM 60 – Family Team of 4, min 1 Adult

Registration Closing Date: 16 August 2019

For more information, visit: www.dearnestle.com.my

AROUND TOWN

August 2019



Did you know that Rawang, Selangor was the first city to receive electricity in Malaysia? Electricity first made its appearance in this country at the turn of the 20th century, and the earliest record of power generation can be traced back to a small mining town in Rawang, Selangor.

CFA SOCIETY MALAYSIA CAREER DAY 4.0
REDEFINING FUTURE FINANCIAL CAREERS

8:30 AM | 7TH SEPT | ALOFT KL SENTRAL

CFA Society Malaysia Career Day 4.0: Redefining Future Financial Careers

In the face of ongoing challenges from digital disruption, discover how the CFA Programme empowers you with knowledge and resources to adapt and stay relevant.

The CFA designation sets you apart from the rest, giving you the competitive edge to constantly reinvent yourself amidst the investment profession's continuing evolution.

7 September 2019, 8:30 a.m. – 4:00 p.m.

Aloft KL Sentral, No. 5, Jalan Stesen Sentral

Free Admission

For more information, visit:

<https://www.facebook.com/cfamalaysia/>

The Conscious Market 2019

The Conscious Market is a community market that emphasizes helping and celebrating businesses and is driven by natural and organic living, ethical, environmental or social causes that promote conscious consumerism.

The Conscious Market, curated by Melissa Tan, a zero-waste advocate, model and TV host/producer, brings together products that have a beneficial effect and promote the values of yoga and awareness in our everyday life.

Get to understand local businesses that provide better decisions in organic food, participate with social projects and consider your position in an environmentally conscious globe!



31 August 2019 – 1 September 2019, 8:00 p.m.

Publika Shopping Gallery

Free Admission



MPH Children's Book Festival

Come and join the upcoming Publika Shopping Gallery MPH Children's Book Festival! This book festival runs from 5 August to 16 August, 2019.

There will be plenty of books, stationery, toys, gifts and more, to enjoy plenty of deals and discounts! There will be plenty of fun activities and game scheduled for the children—from storytelling, arts and crafts, to competitions for colouring and more.

5 August - 16 August 2019

Publika Shopping Gallery

Free Admission



Free Hand Festival 2019

This is the first Malaysian Contemporary Composers Piano Festival 2019 in Kuala Lumpur organized by the nation's best private university, UCSI University. 'Free Hand' means being free to explore, free to create, free to compose.

Bringing nine new piano works to life is Mei Yi Foo, recipient of the 2013 Best Newcomer Award from BBC Music Magazine, who will also provide insights on how to include modern works in a concert programme during the daytime seminar at the festival.

14 August 2019, 8:00 p.m. – 10:00 p.m.

UCSI Recital Hall, Kuala Lumpur

RM 50 Adult Pass | RM30 Student Pass

For more information, visit: <https://freehandfestival.wixsite.com>