



اَوْنِبُوْرَسِيْتِيْ بِاَتِيْكَوْلُوْ كِيْ مَبَارَا
UNIVERSITI
TEKNOLOGI
MARA



UiTM KAMPUS BANDARAYA MELAKA

MGT 666: INTERNSHIP

**INDUSTRIAL TRAINING REPORT
AT AIROD SDN. BHD.**

1ST MARCH – 15TH AUGUST

PREPARED BY	AFUZA QISTINA BT SHAMSUDIN
ID NO.	2021112415
CLASS	MBA 246 6C
PREPARED FOR	DR. NOR AZMAWATI HUSAIN

EXECUTIVE SUMMARY

Starting on the 1st of March, the student went and started her journey through the internship program initially organized by the university for her final semester as an international business student of UiTM Bandaraya Melaka. There she learnt various things that is to know about the actual life of starting a career especially when she is placed under the International and commercial program department at Airod Sdn. Bhd.

The company is located right next to the Subang. Skypark Terminal in Subang, Selangor. Established in in 1985, AIROD Sendirian Berhad was founded as a private company, marking the first privatisation of a government initiative. Its main functions include maintaining and repairing both military and commercial aircraft, as well as the auxiliary machinery and parts. There the student was given many opportunities to brush up her soft skills with attending to the company's international customers. Besides that, she went through many types of administrative tasking such as file organizing, writing minutes of meeting, travel to the ministry of defence for document signing and also preparing presentation slides.

Hence, the purpose of this report is to study on the company through SWOT analysis. Apart from that, through the research and hands on experience of the whole industrial training. As a result, the mission, strategies, and objectives, strategic capabilities, general environment, competitive environment, and SWOT analysis are all examined. The analysis really shed some light on how Airod can discover it's strength, weaknesses, opportunities and threats then the suggestion that the company could use to overcome the challenges or pursue the opportunities.

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ACKNOWLEDGEMENTS

First and foremost, a never-ending gratitude would like to be expressed to Airod Sdn. Bhd., its CEO Mej Gen Dato' Ismail (RMAF) Rtd for welcoming the student with open arms to carry out her Industrial Training in order to complete my Bachelor's Degree over at the company. Not to mention other staffs and honourable supervisors Pn. Azharina Hajah Maidin, Mr. Rustin and Mr. Navendren for guiding the student with sincerely full dedication and determination.

Other than that, the deepest gratitude would like to be expressed to the student's Advisor from UiTM, Dr. Nor Azmawati for guiding throughout the internship project and would never let the student get left behind on schedule and working hard to complete the project excellently.

Last but not least, to the university and all that has been involved under UiTM Bandaraya Melaka's 2023 internship program, they could not be thanked enough for the dedication to bring students to achieve each one of their dreams and complete their Bachelor's Degree through this internship program and final semester.

STUDENT'S PROFILE

AFUZA QISTINA BINTI SHAMSUDIN



PHONE NUMBER: ()

E-MAIL ADDRESS: ;

EDUCATION BACKGROUND

2021 – Current

3rd year student in **Bachelor of Business Administration (Hons) International Business (BA246)**

Universiti Teknologi MARA (Melaka)

Kampus Bandaraya Melaka,

110 off, Jalan Hang Tuah,

75300, Melaka.

Current cgpa 3.38

MUET's Band: Band 4

2015-2020

Diploma In Business Management (BM111)

Universiti Teknologi MARA (Cawangan Pahang)

Kampus Raub

Universiti Teknologi Mara (UiTM),

Cawangan Pahang Kampus,

Felda Krau,

27600 Raub, Pahang

CGPA: 2.83

2010 – 2014

SMK Sultan Salahuddin Abdul Aziz Shah

Shah Alam, Selangor

Industrial Training

Study in International Business

- International Economics
- Intercultural Management
- Global Market Places
- International Business Negotiations
- International Trade Framework
- International Investment
- Global Business Strategy
- Issues in International Business
- Global Marketing

Computer Skills	Operating system: Windows Desktop Software: Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Adobe Photoshop, Adobe Lightroom, Adobe Acrobat, Filmora, Audacity.
Languages	Fluent in speaking and good in writing both Malay and English
Hobbies and Interests	Cooking Editing Videos Photography Playing Golf Swimming
Personal Skills and Abilities	<ul style="list-style-type: none">• Extensive communication and interpersonal skills• Eager to understand and learn everything possible• Willing to gain new experiences and knowledge• Very good in organizational and management skills• Able to generate creative and critical thinking• Able to work under pressure as well as multitasking• Good in administrative field
Extra-Curricular Involvement	2016 <ul style="list-style-type: none">- Participated in "Nurturing Entrepreneurial Young Innovators" innovation show under the business faculty- Participated in Entrepreneur event "Youth Fest"

2017

- Participated in "Public Relation: Commit To Be Fit" at SK Raub Indah

2022

- Participated in CSR program in Kampung Sambah, Tuaran, Sabah.
- Participated in public relation program in University Malaysia Sabah.
- Participated as an emcee in the "Skill Up: Heroes in Training, Manner is a beauty that never fades" at SK Tengkeru 2, Melaka.

References

NAME: Mohd Isham Bin Abidin

MOBILE:

OFFICE: Faculty of Business and Management

ADDRESS: Faculty of Business Management, Universiti Teknologi MARA (UiTM),
Cawangan Melaka Kampus Bandaraya Melaka, 110 Off Jalan Hang Tuah, 75350
Melaka, MALAYSIA

POSITION: Lecturer (Academic Advisor)

NAME : Norshiba Binti Norhisham

MOBILE :

OFFICE : Faculty of Business and Management

ADDRESS : Faculty of Business Management, Universiti Teknologi MARA (UiTM),
Cawangan Melaka Kampus Bandaraya Melaka, 110 Off Jalan Hang Tuah, 75350
Melaka, MALAYSIA

POSITION : Senior Lecturer

COMPANY'S PROFILE



Figure 1 Company's Logo

The Royal Malaysian Air Force (RMAF) aircraft, together with their corresponding engines, aero components, and avionics, are supported at AIROD, the nation's first and only military depot level repair facility, which opened its doors in 1976.

Aerospace Industries Malaysia (AIM, now National Aerospace and Defence Industries Sdn Bhd or NADI) and Lockheed Martin Systems International (LASI) of the United States formed AIROD Sdn Bhd (AIROD) as a joint venture in 1984. In 1986, AIROD—which had been privatised in 1985—became a licenced Lockheed Martin Hercules Service Centre.

All of the LASI shares were sold in 1995 and bought by regional businesses, and PJS Industries, through its subsidiary NADI, which also bought the ownership of AIM, became the company's largest shareholder in 1997. Since privatisation, AIROD has offered MRO services to 76 clients of mixed military and commercial aircraft from 33 nations. These services include depot level maintenance of the highest calibre and customisation and modifications of the aircraft, such as structural and avionics improvements.

A whole variety of aviation services, including transport, training, fighter, and VVIP aircraft, are now provided by AIROD. AIROD is steadfastly devoted to upholding the highest standards of service quality on the planet. Additionally, AIROD offers complete global assistance via its Field Services Team (FST).

COMPANY'S VISSION

A global MRO leader by delivering excellent and reputable services by 2040

COMPANY'S MISSION

To Excel & Grow Profitably, and Focus on Strategic Businesses and Partnerships, achieving Customer Satisfaction through delivering highest level of Quality, Safety & Value services, in the most Effective and Professional manner

OBJECTIVE

To be a growing source of pride to the Nation, our Customers, our Shareholders, and our Employees and their families

COMPANY'S CORE VALUES

A.I.R.O.D

Accountability / Integrity / Reliability / Objectivity / Dependability

Striving for Excellence and Integrity through Continuous Improvement to achieve product reliability.

COMPANY'S BACKGROUND OF ESTABLISHMENT

The AIROD project was initially developed in the early 1970s as a "SELF-RELIANCE" posture as a defence strategy to drive Malaysia's aerospace sector growth. The company's slogan, "BERDIKARI," embodies this.

Aside from that, this business is notable for being Malaysia's first privatised government organisation. The historic occurrence occurred in January 1985.

The Royal Malaysian Air Force (RMAF)-AIROD was formally constituted as a unit in 1974, which is when AIROD first entered history. 242 Malaysian employees, the most of whom were transferred from the RMAF, and 10 Lockheed Managers were present when AIROD began operations after being privatised in January 1985.

COMPANY'S ORGANIZATIONAL STRUCTURE



Figure 2 Company's Managerial Chart

LOCKHEED MARTIN



**Lockheed Martin Hercules Service Center
Certificate of Appointment
National Aerospace & Defence Industries
(NADI) Sdn. Bhd.
AIROD SENDIRIAN BERHAD**

Bangunan A.T.S.C.
P.T. 192, Jalan TUDM, 47200 Subang
Selangor Darul Ehsan, Malaysia

In accordance with the terms and conditions of
Contract No. GLX-20-C130-0017, this certificate acknowledges that
National Aerospace & Defence Industries (NADI) Sdn. Bhd.,
AIROD SENDIRIAN BERHAD has met all requirements as an Authorized Lockheed
Martin Hercules Service Center and provides recertification that
unless canceled, suspended or revoked shall continue through 31 December 2023.

Suzzette G. Loy
Service Center Coordinator
C-130 Service Centers

Julie Kirby
Program Manager
C-130 Service Centers

Figure 3 Lockheed Martin Service Center : Certificate of Appointment

SERVICES OFFERED BY THE COMPANY

: AIRCRAFT MAINTENANCE, REPAIR & OVERHAUL

Aircraft Maintenance

- Flight Line Maintenance
- Progressive Second Line Maintenance
- Periodic Maintenance
- Structural Repair
- Depot Level Maintenance (DLM)
- Major Inspection
- Drop-In Maintenance
- Crash Damaged Recovery
- Aircraft Strip and Paint



Figure 4 Periodic Depot Maintenance

Aircraft Modifications and Upgrades

- Avionics Upgrade / Modernization
- Structural Modifications
- Service Life Extension Program
- Aging Aircraft Program
- System Integration
- Interior Refurbishment and Conversion
- Airborne Fire Fighting System
- Fuselage Stretch
- Air-to-Air Refueling Mods



Figure 5 Avionic's Upgrade

TRAINING'S REFLECTION

The industrial training started on the 1st of March 2023 and has been agreed to end by all parties on the 25th of August 2023. Hence, the duration of the whole internship program takes about five months and a half. The student was offered RM300 as a monthly allowance from the company. Other than that, she was allowed two day off of her liking each month. They required her to work five days a week from Monday to Friday, 8:00 a.m. until 5:00p.m.

On the student's first day working at AIROD Sdn. Bhd., she was assigned but the human resources department to the Government of Malaysia Operations department. There, the student was supervised under Puan Azharina Hajah Maidin which is the senior manager of cntracts. The student spent over a month and a week learning a lot in the department. Especially get to join meetings as the company's representative with government officials such as the Audit meeting with the Ministry of Finance Malaysia. There the student learnt document handling and how department contracts Audit worked with the ministries such as the ministry of finance or the ministry of defence. Other than that, the student was given the opportunity to visit the Chief Secretary of Malaysia's office with the head of department. The purpose of the visit was to bring offerings from Airod upon celebrating the holy month of Ramadan. Whilst in Putrajaya, the student also visited other visited ministry chief's offices for the same reason.

In the Government of Malaysia Operations department, the student even get to experience working with the Program Management Office and engineering section despite her background as a business student, she learnt how to work with the company's system AMROS (Airod Maintenance Repair Overhaul System) to key in credentials for their Task Card. A record or list for any aircraft defect to be repaired that is to be sent to the approval holder before any maintenance work starts.

On the month of April then the student was transferred to the International Commercial Program Department under Mr Navendran as the head of department. There she has learnt more there is to know about the company's international relations with customers, vendors and tenders as much as experiencing the lot of it. The student gets to work under all the managers in the department. For pricing, under Mr. Kassim Endut, she gets to learn on how the company budgets international expenditure such as aircraft buying, international internship program, workforce payment and many more. The medium in which she uses for that kind of work is mostly Microsoft Excel.

For international affairs, she works under Mr. Rustin Ramendra Nahulandran. The student was more than delighted to work in the field when it comes to international affairs. There she gets to help coordinate and prepare the company meetings upon the international visits. These visitors came from various countries such as Japan Maritime Self-Defence Force, Incheon Industry Academy Collaboration Institute (Korea), Hindustan Aeronautics Limited (India), Link Aviation Devices (The United States), Ministry of Defence Sri Lanka, Indonesian Defence Airworthiness Authority (Indonesia) and more. The student gets to prepare corporate slides for the presentation that would later on be presented by the head of department in the company heartrate room or Bolkiah meeting room which is a prestigious room used for international guests or managerial meeting. She then even had the opportunity to become the department's photographer to photograph the tour around the grounds such as the hangars, Airod Techno Power building and Propeller shop. There, she used a professional DSLR camera for she claims to have beyond average photography skills. During all the visits the student also worked with heads of departments, the CEO of Airod, Dato Ismail, The CEO of Airod Techno Power and also the Vice President of National Air Defence Industries (NADI). The student was also very much pleased because she was given the task to entertain the women or wives along the visit. There she picked up a lot of soft skill especially learn herself around to know more about the clients and build her confidence.

On top of that, the student did get the opportunity to help the department's task managing. She researched and found the best software and application that the department could use to digitalize their task, put on reminders and planners and online teamwork. Since it is free, the student decided to recommend the department to use google applications because they are free, user friendly and accessible on any platforms. The student was confident enough to present her ideas to the board and her ideas were approved by the head of department. Following up to that, she was given the task to conduct a training for the whole department to use all of this software.

Other than that, administrative task such as file organizing and writing minutes of meeting was given to the student and was done successfully. One time, the student was given the task to accumulate on Microsoft Excel for the quoted prices for aircraft components and servicing given by various vendors to be compared to the budget that the company had at hand. That was by far the most challenging task the student yet to receive. Moreover, the student also got the chance to use the company's invoicing system. There she keyed in credentials to complete official invoices.

SWOT ANALYSIS

S

- Authorised Lockheed Service Center
- Diverse customers

W

- Incomplete capability as one stop center for maintenance
- Limited Aircraft general spares for aircraft overhaul (maintenance work)

O

- Well reputable and and strong networking
- Participating in international Aerospace exhibition

T

- Many other facilities with good capabilities in the form of international competitors
- change in customer preferences/ demands in terms of quality , good Turnaround time and competitive prices

DISCUSSION AND RECOMMENDATION

1. STRENGTH

The only Authorised Lockheed Service Center in Malaysia

AIROD is known to be an internationally recognized Maintenance, Repair & Overhaul (MRO) organization and Malaysia's pioneer and leading aviation MRO center.

It has been known throughout the aerospace companies in Malaysia that Airod has been authorized by Lockheed Martin, an American company with interests in aircraft, weaponry, defence, information security, and technology that is regarded as the top systems integrator in the world(Wikipedia, 2023). This will always be shown on Airod's corporate presentation done by the head of International and Commercial Program whenever an international visit is ongoing to show the customers how they can, make Airod their first choice.

Researchers have only lately begun to pay attention to the role of corporate standards as a tactical instrument for the governance of inter-firm interactions and the optimisation of internal processes. When businesses receive information from technology and business practises that is valuable to them, they want to keep value-chain-related operations inside. This can be accomplished in one of two ways: either by manufacturing as a single company in one or more locations, or by creating a network of specialised, legally distinct firms that share common ownership with the parent company. It's important to distinguish between so-called corporate groupings and independent businesses that form strategic alliances. (Blind & Müller, 2020)

Diverse customers

Over the years, AIROD has gained an immense number of customers from all over the globe other than serving for the Royal Malaysian Air Force and the Malaysian Fire Department which are the local customers.

These customers are namely Incheon Industry Academy Collaboration Institute (Korea) that came for a collaboration of international internship program with Airod for their students, Japan Maritime Self-Defence Force, Hindustan Aeronautics Limited (India), Link Aviation Devices (The United States), Ministry of Defence Sri Lanka, Indonesian Defence Airworthiness Authority (Indonesia) which all came for the overhaul service for their C-130 Hercules aircrafts. (International and Commercial Program, 2023)

Customer satisfaction and a great experience are more likely to arise from exceptional staff performance, which in turn promotes customer loyalty. This loyalty may result in higher sales, repeat business, and positive word-of-mouth advertising. Good employee performance may be demonstrated in a variety of ways, including effective communication, problem-solving, attention, and a pleasant attitude. Customers are more likely to feel valued and heard when staff demonstrate these qualities, which in turn improves the likelihood that they will return to the establishment and promote it to others. (O'Leary et al., 2004)

2. WEAKNESSES

Incomplete capability as one stop center.

With this being said, Airod is lacking in terms of its expertise in carrying out certain aircraft components repair and overhaul and thus needs to outsource to outside vendor which may incur higher cost and longer lead time since it needs to be shipped out usually to overseas vendors.

The turnaround time takes longer than other competitive companies which makes the waiting time for customers longer, according to an unofficial interview with. This will later cause an unwanted issue like the relationship between the company and clients getting bitter. (Sayidah Nafisah, Program management Manager, Informal Interview, July 2023)

Limited aircraft general spares for aircraft overhaul (maintenance work)

No doubt that Airod is a very resourceful company when it comes to its facilities such as hangars and offices. Although, maintenance work won't be complete with that factor itself. Airod has limited number of general spares to use on the maintenance of the aircrafts either to repair or reconstruct to brand new aircraft ready to go.

Most of the general spares such as washers, screws and nuts happened to be the mandatory spares to start off the aircraft maintenance work. since Airod don't produce any of these spares, the company have to raise a *Task Card* which is sort of a letter of order to be sent for approval upon the arrival of the aircraft. according to the official Task Cards that has always been issued by the production department to raise a demand on the ordering of components from outside the company so that the maintenance work can commence (Sayidah Nafisah, Program management Manager, Informal Interview, July 2023)

3. OPPORTUNITIES

Large fleet size in Africa Middle East, Asia Pacific and Latin America.

AIROD has been having connections all over the globe and been working with the Air Force especially for the C-130 Hercules overhaul projects as well as Mi-17 Helicopters. This helps AIROD in expanding their business worldwide.

When the expertise is needed somewhere outside the country, Airod will provide their best. This information has been extracted from Airod's official corporate introduction presentation slides where it clearly shows that Airod even sent their specialist on missions to revive a stranded aircraft in the Sahara Desert, Mali. This involved the Libyan Armed Forces C-130 upon heavy-landing recovery. Other than that, Airod performed vertical tail removal, repair and reinstallation.(International and Commercial Program, 2022)

People must invest in their own human capital in the form of knowledge, experience, and their well-being in order to stay relevant in the workplace (Luthans & Youssef, 2004). Movement and change dynamics are growing in magnitude and sophistication in a progressively globalized world of work (Reiche & Harzing, 2011)

Participating in international Aerospace exhibition.

In every two years, it is a must for Airod to join the prestigious event of the year and that is the Langkawi International Maritime and Aerospace Exhibition (LIMA). Following by the main Company which is National Aerospace and Defence Industries (NADI), and for 2023 itself, NADI as well as all the companies under it got themselves a two stories chalet right next to the runway for their own exhibition. This has gained Airod a huge sum of opportunities and recognition.

“The recent Langkawi International Maritime and Aerospace (Lima) exhibition has turned out to be a windfall for Airod Sdn Bhd. Airod, Malaysia's leading aviation maintenance, repair and overhaul (MRO) group, signed multi-million-ringgit memorandums of understanding (MoU) with foreign partners in the fast-growing industry. The first MoU signed was with PT Dirgantara Indonesia (PTDI), to explore collaboration on N219, an aircraft fully designed and developed by Indonesian engineers, marking its entry into the global market, said its president and director Gita Amperiawan. In a statement over the weekend, Airod said both parties would team up to explore potential synergies in several strategic areas of marketing and sales of N219 aircraft produced by

PTDI in Malaysia, and to establish and develop MRO cooperation in the country.”(Azman Ujang, 2023)

4. THREATS

Many other facilities with good capabilities (Company's international competitors)

For local businesses, AIROD has always been leading in overhaul projects. Although internationally, there are countless companies with better capabilities, bigger company and larger budget with bigger facilities to take in the C-130 Hercules overhaul projects.

Upon constructing official documents from Airod with task authorized by Mr. Rustin (head of marketing) through preparing executive summary documents for the CEO to study on AIROD's competitive company such as Global Aerospace Logistics in the UAE. It is found that Global Aerospace Logistics has countless competitive advantage over Airod. This is because Global Aerospace in contrast from Airod, has 5,000 employees from 71 different nationalities.

Over the course of five days at a significant defence expo in the nation's capital Abu Dhabi, the United Arab Emirates inked defence contracts totalling 23.34 billion dirhams (\$6.36 billion), including significant victories for local businesses in spite of a strong showing by foreign corporations. On the second day of the event, the Abu Dhabi military company EDGE, which had a book value of nearly \$5 billion the previous year, was given a 4.7-billion-dirham contract for the delivery of Desert Sting P5 systems through its subsidiary Halcon. (Louise Heavens & Kirsten Donovan, 2023)

Customer preference change in terms of quality, good turnaround time and competitive prices.

As challenging as it is, Airod has been dealing with customers with high demands for quality, good turnaround time and competitive prices especially when there are other companies out there that can meet their demands.

Upon department meeting for International and Commercial Program conducted by Mr. Rustin with Indonesian Aerospace (PTDI) to discuss about the terms of ptdi's representing customer, the Indonesian Air Force. There the both parties trying to agree on the completing the center wing box of the aircraft withing the discussed time but for cheaper price. (International and commercial program meeting with PTDI, 2023)

CONCLUSION

In a nutshell, this internship has been fantastic and fulfilling especially according to the program given by the university. It is known that the student has been taught a great deal. It goes without saying that the technical components of the work I've done might be enhanced given enough time. Since the student have zero knowledge of what it was like to work for an organization especially one that works with international clients, the time that was invested in learning about all different kind of task handling was well worth every second and helped the student to find a workable way to create a completely functional management and working skills. Moreover, the student has come to realise the significance of time management abilities and self-motivation.

Other than that, the student has learnt how to take responsibility since she was given tasks to be done within a period of time almost everyday since. On top of that, discipline on being punctual, how to be at her best behaviour and etiquette, especially when there's a visit and requires her to sit and dine with the visitors. There she has brushed her soft skills and confidence. Although doing the research on the company while working at the same time can be very difficult, the student is determined that she could complete the semester.

The student discovered so much while working here at Airod Sdn. Bhd. And her main focus is to study on the company's SWOT Analysis. the company has a lot of potential to be better than it was before since they are still recovering from the depressive period of the COVID-19. Although, Airod has its own loyal customers which are the Royal Malaysian Air Force and plus all the other international customers. Therefore, it is known that Airod is made for greatness

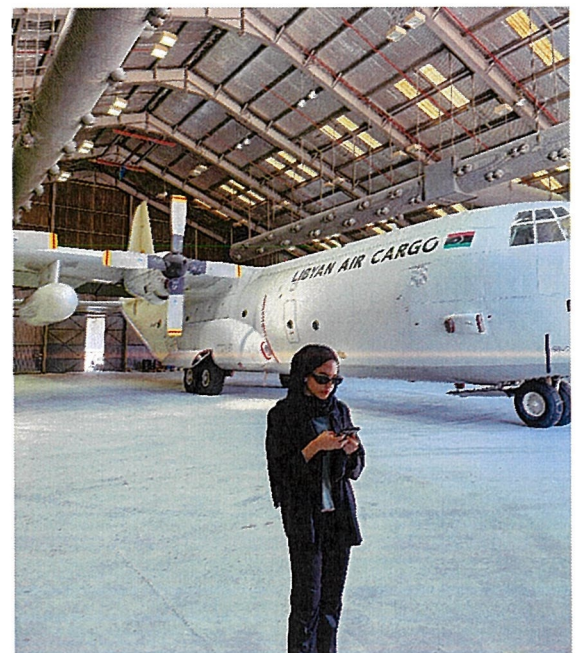
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Apendices



Visit to the Ministry of defence in Sungai Besi, Kuala Lumpur to get documents signed by Colonel Jamaludin Mohd Zin (RMAF) from PERO 3 department.



Visit from Mr. Rehan from LINK Aviation,USA to check on the progress of Aircraft maintenance



The student presenting her idea to the whole department on using the one of the most convenient task management software from Google.



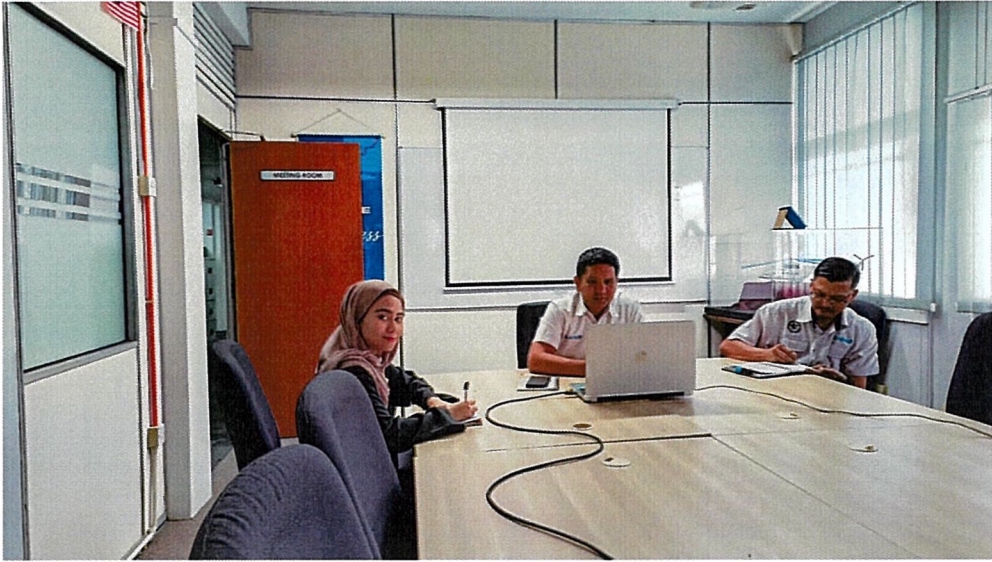
The student at her assigned office space being taught how to use the Airod Invoicing System by Madam Norhazani from the International and Commercial Program department.



The student along with her supervisor Madam Azharina Hajah Maidin (Most Left) attending to the General Tengku Mohammad Yani's wife. The head of airworthiness center , Indonesia.



The student attending closing of the Audit between the Indonesian Defence Airworthiness Authority (IDAA) and Airod attended by General Tengku Mohammad Yani (IDAA), Dato' Ismail (CEO of Airod) and Mr. Rustin (Acting head of the International and commercial Program)



Student attending online meeting with Mr Rustin (Chairman) , Mr. Kassim (pricing Manager) and Link Aviation, USA to record their minutes of meeting.