Non-Common Module
Crisis Management
Module Description

Implementation Group	
Doc.:	IG/
Date :	
Origin:	IMLA

Country **GR**	Institution **HMA**	Non-Common Module **Crisis Management (Military Leadership)**	ECTS **2.0**

Minimum qualifications for lecturers

Service **ALL**	• International security, strategic and defence studies lecturer, with exceptional knowledge of crisis management and crisis leadership fields, combined with relevant experience in academic research or experience at national/international staff posts in crisis management.
Language **English**	• Teaching/Instructor experience of at least two years in international security, strategic and defence studies or relevant fields (crisis management, leadership). • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG 6001 Level 3 (SLP 3333).

Prerequisites for international participants	Goals of the Module
• English: CEFR B1 or NATO STANAG 6001 Level 2 (SLP 2222). • Basic knowledge of international security and command & management. • Ability to perform under stress and time pressure.	• The concept of crisis leadership and analyse its features at all levels of command. • Crisis management and decision-making theories linked to applied leadership. • Effective engagement in regional and global politico-military crisis management operations. • Critical understanding of the nature of current decision-making processes. • Abilities to think and act more creatively and effectively in complex crisis situations. • Necessary knowledge, skills, and competencies for managing a diverse range of current crises.

Learning outcomes

knowledge	• Learns crisis management/crisis leadership theories. • Learns basic principles and strategies at all levels of command. • Learns the concept of crisis leadership as applied in a multinational environment. • Is aware of the interaction between crisis management and crisis leadership in the current security environment.
skills	• Recognizes current complexities in effectively responding and operating in crises. • Identifies challenges and limitations of crisis leadership at all levels of command. • Identifies the strategic, tactical, and operational impact of crisis leadership.
competencies	• Develops abilities, skills, and competencies to effectively implement best practices in crisis leadership. • Applies crisis management/crisis leadership tools, tactics, and techniques in a complex and demanding environment at all levels of command. • Enhances civil-military synergies in military missions and operations at all levels of command.

Verification of Learning Outcomes

- **Test**: Theoretical part of the Module can be conducted via the e-learning which includes self-evaluations after each lesson, and final test verifying the learned knowledge.
- **Observation**: During the course, module participants will be observed and evaluated on theory-learned topics as well as on the practical application of knowledge in specific case studies. Throughout the Module students will be asked to discuss assigned topics within syndicates and in the plenary.
- **Evaluation**: Selected project topics will be allocated to groups of students for preparation and presentation.

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Module Details		
Main Topic	**Recom-mended WH**	**Details**
Crisis management	4	• Regional and global politico-military crisis context. • Theories in crisis management and decision-making. • E-learning lectures.
Crisis leadership	4	• Crisis leadership concept. • Crisis leadership: strategic, tactical, and operational levels. • Crisis management exercises and war games. • Crisis leadership training: case-based scenario development. • E-learning lectures.
Current challenges to military command & leadership	10 (incl. 4 SW)	• Command and leadership in SOs, CROs/CMOs & PSOs. • Multidimensional peacekeeping and crisis management. • Command challenges: high-intensity and low-intensity conflicts. • Authority, command, and control in UN PKOs. • Tactical and operational crisis leadership. • Strategic leadership: strategic vision and decision-making. • Contextual factors influencing crisis leadership.
Crisis management and crisis leadership: doctrinal and institutional approaches	10 (incl. 4 SW)	• Comprehensive leadership doctrine development. • Comprehensive approach to crisis management. • Crisis Management CLM Model: Command = Leadership + Management (Problem Solving = Command + Leadership + Management). • Command, management, and leadership considerations. • EU & NATO: organisational structures and processes – a SWOT analysis.
Crisis management skills & competencies for military leaders	10 (incl. 4 SW)	• Crisis leadership skills and competencies. • Analytical capacity, critical thinking, and problem-solving skills. • Decision-making capability-building for crisis leaders. • Ethical leadership in crisis management. • Crisis leadership and crisis management best practices in military education and training. • Crisis management practised by leaders: selected case studies.
Total	**38**	
Additional hours to enhance learning outcomes		
	12	Self-study, pre-reading, reviews, & preparation. Course feedback provided by students.
Total WH	**50**	The number of hours for the use of the developed e-learning content is up to the module director. He/she may replace the e-learning hours/topics with residential phases. The detailed number of hours for the respective main topic is up to the course director according to national laws or the home institution's rules.

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List of Abbreviations

B1, B2 .... Common Reference Levels

CEFR .... Common European Framework of Reference for Languages

CLM .... Command, Leadership, Management

CMOs .... Crisis Management Operations

COs .... Complex Operations

CROs .... Crisis Response Operations

ECTS .... European Credit Transfer and Accumulation System

EU .... European Union

GR .... Greece

HMA .... Hellenic Military Academy

IG .... Implementation Group

IMLA .... International Military Leadership Academy

LU .... Lecture Unit

NATO .... North Atlantic Treaty Organization

PKOs .... Peacekeeping Operations

PSOs .... Peace Support Operations

SLP .... Standardized Language Profile

SOs .... Stability Operations

SP .... Strategic Partnership

STANAG .... Standardization Agreement

SW .... Syndicate Work

SWOT .... Strengths, Weaknesses, Opportunities, Threats

WH .... Working Hour