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| Country GR | Institution HMA | Non-Common Module Crisis Management (Military Leadership) | ECTS 2.0 |
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| Service ALL | <ul style="list-style-type: none"> 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. 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). |
| Language English | |
| SQF MILOF | <p>Competence area - Leader and Decision-Maker</p> <p>Learning area - Military leadership; command</p> <p>Organisation level – Single Arm/Branch</p> |

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| <p>Prerequisites for international participants</p> <ul style="list-style-type: none"> 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. | <p>Goals of the Module</p> <ul style="list-style-type: none"> Explain the leader's role in building cohesive, disciplined teams / subunits / units operating in crises. Analyse the context and conditions of assuming higher level command / deputizing command in uncertain / short term crisis situations. 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. |
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| Learning outcomes | knowledge | <ul style="list-style-type: none"> Formulate the basics of the crisis management/crisis leadership theories. Explain the concept of crisis leadership competences as applied in a multinational environment. |
| | skills | <ul style="list-style-type: none"> To lead his/her sub-elements in different situations in current complexities, effectively responding and operating in crises. Develop innovative organizations of operating in dynamic and complex environment, taking into account the challenges and limitations of crisis leadership at all levels of command |
| | R&A | <ul style="list-style-type: none"> Demonstrate improvement of crisis leadership profiles (sustainability, adaptability, decision-making ability, communication & organisational skills). Solves problems and deals with the widest range of crisis leadership tools, based on the updated knowledge, methods acquired, experience and interaction skills |

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| <p>Verification of Learning Outcomes</p> <ul style="list-style-type: none"> 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. |
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Drafted by: HMA, Associate Professor Ioannis Ant. RAGIES 19th of April, 2018
 Revised by HMA, Associate Professor Ioannis Ant. RAGIES 10th of June, 2018
 Revised by: LTC Marcin BIELEWICZ, PhD 15th of August, 2018
 Revised by: COL Assoc. Prof. Harald GELL, PhD, MSc, MSD, MBA 19th of August, 2018
 Revised by: LTC Marcin BIELEWICZ, PhD 25th of August, 2018
 Revised according to SQF MILOF by CAPT (N) N. Dimitrov and Assoc. Prof. N. Karadimas / Chairpersons LoD 2/8 23rd May 2024



Common Module
Crisis Management
 Module Description

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

- **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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Strategic Partnership Project „International Military Leadership Academy” has been financed by the European Commission in the frame of Erasmus+ Programme

| Module details (the content is as an example and depend on the course director decision) | | |
|---|---------------------------------|---|
| Main Topic | Recom- mended WH | Details |
| Crisis management | 4 | <ul style="list-style-type: none"> Regional and global politico-military crisis context. Theories in crisis management and decision-making. E-learning lectures. |
| Crisis leadership | 4 | <ul style="list-style-type: none"> 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) | <ul style="list-style-type: none"> 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) | <ul style="list-style-type: none"> 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) | <ul style="list-style-type: none"> 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 |

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