



GENERAL JONAS ŽEMAITIS
MILITARY ACADEMY OF LITHUANIA



Erasmus+

INTERNATIONAL WINTER SEMESTER 2026

DESCRIPTIONS OF MODULES



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MODULE CATALOGUE
for the International Spring Semester 2025/2026

Module	ECTS
LITHUANIAN HISTORY, CULTURE AND LANGUAGE (COMPULSORY)	5
INTERNATIONAL MILITARY CONFLICTS AND CONFLICT MANAGEMENT	5
MODERN MILITARY CAMPAIGNS AND OPERATIONS (September)	5
THEORIES OF INTERNATIONAL RELATIONS	5
EUROPEAN SECURITY ARCHITECTURE	5
INTELLIGENCE AND STATE SECURITY	5
MODERN MILITARY CAMPAIGNS AND OPERATIONS (October)	5
ORGANIZATIONAL BEHAVIOUR	5
ENERGY SECURITY	5
LOGISTICS	5
WAREHOUSE LOGISTICS AND INVENTORY MANAGEMENT	5
REGIONAL STUDIES	5
Research Paper See Annex 1 for all proposed topics for the course paper.	5
Total:	65



Module for International Students
LITHUANIAN HISTORY, CULTURE AND LANGUAGE
Module Description

Country Lithuania	Institution General Jonas Žemaitis Military Academy of Lithuania	Module Lithuanian History, Culture, and Language	ECTS 5
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Language English	<p align="center">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.
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<p>Prerequisites for international participants</p> <p>English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2.</p>	<p align="center">Goal of the Module</p> <p>To develop students' cross-cultural competence for successful communication with people of different cultural backgrounds as well as introducing the basic aspects of Lithuanian history and culture. The course begins with the introduction to the Lithuanian language and basic conversational skills of the language. Following the introduction to the language, the course continues with the insights on basic aspects of Lithuanian culture. Then the course proceeds with the introduction to the history of Lithuania, emphasizing its two dimensions – the history of Grand Duchy of Lithuania and the history of the 20th century. The course ends with the insights on the most recent phenomena in Lithuania in order to provide the current perceptions of Lithuanian attitude towards security, Europe and the world.</p>
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Learning outcomes	Know-ledge	The general knowledge about Lithuanian history, culture, regional specifics, contemporary society, national values and language.
	Skills	Will be able to better understand the local population, the national character, modern cultural values, to adapt to the local society, maintain intercultural dialogue.
	Compe-tences	<ul style="list-style-type: none"> • Intercultural competences • Sociocultural competences • Personal competences

Verification of learning outcomes:

- **Projects' oral presentations in the class.** Confidence and knowledge of the topic; beforehand preparation; connection with the audience; quality of the information presented; clarity of presentation; structural organisation; effectiveness of the visuals; quality and relevance of the answers to the given questions (weighting coefficient: 40-%).

The midterm exam. The midterm exam consists of a test of 5 open-ended questions based on the topics covered during the course (weighting coefficient: 30 - %).

- **Exam.** The final exam consists of a test of 5 open-ended questions based on the topics covered during the course. (weighting coefficient: 30-%).

Module details

Main Topic	Recommended WH	Details
Introduction to Lithuanian Language	5	<ul style="list-style-type: none"> • History of Lithuanian language • Basic conversational skills
Lithuanian Culture	10	<ul style="list-style-type: none"> • Literature. Arts. Architecture. • Food. Traditions. Celebrations • Geographical aspects • Etiquette
Main aspects of Lithuanian History before the 20 th century	6	<ul style="list-style-type: none"> • Formation of Grand Duchy of Lithuania • The Lithuanian-Polish Commonwealth • Historical nations and cultures of Lithuania
The History of the 20 th Century	11	<ul style="list-style-type: none"> • Lithuanian National Revival • The First Lithuanian Republic • Occupations and struggle for independence • Independence Restoration • Modern Lithuania • Central, Eastern, Northern Europe
Exam	2	<ul style="list-style-type: none"> • Consultation before the exam • Examination
	2	
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Excursions	16	2-3 excursions to different Lithuanian museums/historical sites
Self-Studies	73	Readings in preparation for examination and oral presentation; Unsupervised group work for discussion; Self-development.
Total working hours	125	The detailed number of hours for the respective main topic is up to the course director according to national law or home institution's rules.

Recommended literature:

Snyder, Timothy. 2003. The Reconstruction of Nations: Poland, Ukraine, Lithuania, Belarus, 1569-1999.

Wars of Lithuania. A Systematic Quantitative Analysis of Lithuania's Wars in the Nineteenth and Twentieth Centuries. 2014. Vitkus, Gediminas (ed.).



Module for International Students
INTERNATIONAL MILITARY CONFLICTS AND CONFLICT MANAGEMENT
Module Description

Country Lithuania	Institution General Jonas Žemaitis Military Academy of Lithuania	Module International Military Conflicts and Conflict Management	ECTS 5
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Language English	<p align="center">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.
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<p>Prerequisites for international participants</p> <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2. • A strong interest in enduring conflicts across the globe to prepare for and actively participate in classroom discussion and learning. 	<p align="center">Goal of the Module</p> <ul style="list-style-type: none"> • To develop analytical skills to comprehensively assess the causes, dynamics and management strategies of international military conflicts, integrating the theories of international relations, legal paradigms, information influence factors and principles of the use of a wide range of forces.
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Learning outcomes	Know-ledge	<ul style="list-style-type: none"> • Theories and concepts to recognize and explain the type, limits and effectiveness of a wide range of conflicts and countermeasures to them (from deterrence and peacekeeping to stabilization and support to civilian authority) in the overall strategy for international conflict management.
	Skills	<ul style="list-style-type: none"> • Critically analyze the origins of international military conflicts, escalation patterns, and crisis management processes.
	Compe-tences	<ul style="list-style-type: none"> • Recognizing and using instruments of international law that restrict or legitimize conflict and conflict management.

<p>Verification of learning outcomes:</p> <ol style="list-style-type: none"> 1. Exam (60% of cumulative score): An individual, 1-to-2-hour test consisting of 30 close-ended questions with multiple choice of answers. 2. Conflict Analysis (40% of cumulative score): an individual 20-min presentation of one (selected) international conflict of the 21st century (origins, actors involved, management efforts, prospects for resolving it, etc.) followed by group discussion during seminars.

Module details		
Main Topic	Recommended WH	Details
1. The concept of international conflict and war	2	Definitions, classifications, and historical patterns of international armed conflicts and wars
2. Applied theories and strategies of international conflict management	2	Theories of conflict origins and strategies of conflict management under different paradigms
3. United Nations as a global structure for managing international conflicts	4	Overview of legal and organizational framework for conflict management under the auspices of the UN. Historical patterns, best practices, and major failures.
4. Main regional structures for conflict management: African Union, League of Arab States, OSCE, European Union, NATO	4	Overview of legal and organizational framework for conflict management under the auspices of main regional organizations (AU, Arab League, OSCE, EU, NATO). Historical patterns, best practices, and major failures.
5. International military conflicts in the Middle East	5	Case studies of 2-to-4 protracted conflicts in the Middle East (origins, parties to the conflict, behind-the-scenes / outside actors involved, management efforts, possible theoretical explanations, etc.): most likely will include Israel vs. Palestinians, Yemeni Civil War, Syrian Civil War.
6. International military conflicts in Africa	5	Case studies of 2-to-4 protracted conflicts in (Western and Sub-Saharan) Africa (origins, parties to the conflict, behind-the-scenes / outside actors involved, management efforts, possible theoretical explanations, etc.): most likely will include Malian conflict, Sudanese Civil War, conflicts in the DR of Congo.
7. International military conflicts in the Indo-Pacific and the Western Hemisphere	5	Case studies of 2-to-4 protracted conflicts in the Indo-Pacific and the Western Hemisphere (origins, parties to the conflict, behind-the-scenes / outside actors involved, management efforts, possible theoretical explanations, etc.): most likely will include India vs. Pakistan, PR of China vs. RoC (Taiwan)
8. International military conflicts in Europe and the post-Soviet space	5	Case studies of 2-to-4 protracted conflicts in Europe and the post-Soviet space (origins, parties to the conflict, behind-the-scenes / outside actors involved, management efforts, possible theoretical explanations, etc.)
Consultations	2	Pre-exam consultation Feedback after tests
Exam	2	Exam
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	89	<ul style="list-style-type: none"> • Readings in preparation for class and examination • Unsupervised self-study • Unsupervised group work
Total working hours	125	The detailed amount of hours for the respective main topic is up to the course director according to national law or home institution's rules.

CORE literature:

1. Badmus I. A. (2015) The African Union's Role in Peacekeeping: Building on Lessons Learned from Security Operations. Basingstoke: Palgrave Macmillan, p. 84-111.

2. Harsch, M. (2015) *The Power of Dependence: NATO-UN Cooperation in Crisis Management*. New York: Oxford University Press, p. 37-154.
3. Hauss, C. (2010) *International Conflict Resolution*. 2nd ed. New York, London: Continuum, 78-133, 181-200.
4. Nye, J. S. (2009) *Understanding International Conflicts: An Introduction to Theory and History*. 7th ed. New York: Pearson Longman, p. 33-203.
5. Ramsbotham, O. & Woodhouse, T. (2016) *Contemporary Conflict Resolution*. 4th ed. Cambridge: Polity Press, p. 184-285.
6. Whitman, R. & Wolff, S. (2012) *The European Union as a Global Conflict Manager*. New York, London: Routledge, 2012, p. 23-32.



Module for International Students
MODERN MILITARY CAMPAIGNS AND OPERATIONS
Module Description

Country Lithuania	Institution General Jonas Žemaitis Military Academy of Lithuania	Module Modern Military Campaigns and Operations	ECTS 5
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Language English	<p align="center">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.
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<p>Prerequisites for international participants</p> <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2. • A strong interest in military history with a keen willingness to prepare for and actively participate in classroom discussion and learning. 	<p align="center">Goal of the Module</p> <ul style="list-style-type: none"> • To provide insight into a diverse group of post-World War II military campaigns that inform future military leaders on the politics, strategies, and tactics of the selected operations. Particular emphasis is placed on understanding and analyzing both the conventional and irregular warfare / special operations aspects of the selected cases.
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Learning outcomes	Know-ledge	<ul style="list-style-type: none"> • Gain insights into the policy and execution of major military campaigns. Understand the necessity to consider irregular warfare approaches as an integral part of operational planning.
	Skills	<ul style="list-style-type: none"> • Critically analyze and assess historical campaigns to derive insights and lessons for the present and future warfighting environment.
	Compe-tences	<ul style="list-style-type: none"> • Collaborate in teams to analyse assigned campaign cases and articulately present findings to the larger class.

<p>Verification of learning outcomes:</p> <ol style="list-style-type: none"> 3. Exam: An individual, 1-hour test consisting of 4-6 short essay questions covering the entire module. 4. Campaign Analysis: Group work (3-4 cadets per group) and presentation. 5. Book Review: 800-word individual book review of an approved text relevant to the course.

Module details		
Main Topic	Recommended WH	Details
9. First Indochina War (1946-1954)	8	Overview, exploration, and analysis of the conflict and campaign. Examination of the French use of indigenous forces and Groupement de Commandos Mixtes Aeroportes (GCMA) operations in the campaign.
10. Rhodesian War (1964-1979)	8	Overview, exploration, and analysis of the conflict and campaign. Examination of Rhodesian Special Forces (SAS, Selous Scouts, RLI) operations in the campaign.
11. Falklands War (1982)	8	Overview, exploration, and analysis of the conflict and campaign. Examination of British Special Forces (SAS, SBS) operations in the campaign.
12. Hybrid War: Chechnya (1994-96 1999-2009) and Crimea (2014)	8	Overview, exploration, and analysis of the conflict and campaign. Examination of Russian proxy operations in the campaigns.
Consultations	2	Pre-exam consultation Feedback after tests
Exam	2	Exam
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	89	<ul style="list-style-type: none"> • Readings in preparation for class and examination • Unsupervised self-study • Unsupervised group work
Total working hours	125	The detailed amount of hours for the respective main topic is up to the course director according to national law or home institution's rules.

CORE literature:

7. Fall, Bernhard. *Street Without Joy: The French Debacle in Indochina* (Mechanicsburg, PA: Stackpole Books, 2005).
8. Middlebrook, Martin. *The Falklands War*. (London: Pen and Sword, 2012).
9. Hughes, James. *Chechnya: From Nationalism to Jihad* (Philadelphia, PA: University of Pennsylvania Press, 2007).
10. Supplemental articles and pre-readings that support the core literature will be defined and provided prior to class execution.



Module for International Students
EUROPEAN SECURITY ARCHITECTURE
Module Description

Country Lithuania	Institution General Jonas Žemaitis Military Academy of Lithuania	Module EUROPEAN SECURITY ARCHITECTURE	ECTS 5
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Language English	<p align="center">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.
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<p>Prerequisites for international participants</p> <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2. • A strong interest in international security issues with a keen willingness to prepare for and actively participate in classroom discussion and learning. 	<p>Goal of the Module</p> <ul style="list-style-type: none"> • To provide insight into the formation of European security architecture through the lens of international security theories and the realities of international relations. Particular emphasis is placed on understanding the dynamics of the world order by analyzing the historical development of European security systems, including alliances, international agreements, and states' national interests, as well as examining key cases of both successful and failed security arrangements.
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Learning outcomes	Knowledge	<ul style="list-style-type: none"> • Gain an understanding of the theoretical and practical foundations of world order and the European security framework, as well as the importance of ensuring security and stability on the continent as an integral part of international relations.
	Skills	<ul style="list-style-type: none"> • Critically analyze the historical development of European security systems and draw relevant insights and lessons for present and future security architecture.
	Competences	<ul style="list-style-type: none"> • Collaborate effectively in teams to analyse assigned cases and present findings clearly and persuasively to the wider class.

<p>Verification of learning outcomes:</p> <ol style="list-style-type: none"> 6. Exam: An individual, 2-hour test consisting of 20 questions (of varying format). 7. Mid-term exam: An individual 2-hour test consisting of 20 questions (of varying format). 8. Continuous assessment: Evaluation based on active in-class participation, engagement in discussions, and contribution to group-based analytical tasks and case-study work.

Module details		
Main Topic	Recommended WH	Details
13. Theories of international security, historical experience of European Security systems, evolution of World Order	8	Overview, exploration, and analysis of the major theories of security, including realism, idealism, and structuralism. Examination of the key international agreements that have shaped world order and security architecture, from the Peace of Westphalia to the post-Cold War international order.
14. UN security system, nuclear strategy, regional military and political alliances.	8	Overview and analysis of the contemporary security environment, including the key factors shaping current security dynamics and the diverse nature of emerging threats. Particular attention is given to the role of nuclear armament by the United States and the USSR/Russia, the mission of NATO, and the role of the OSCE in maintaining international security.
15. European integration and non-military alliances as part of Security architecture	4	Overview and analysis of the European economic and political integration. Examination of the European Union and other non-military international organizations.
16. The main threats and necessity to establish the new European security architecture	6	Overview and analysis of Russian foreign and security policy, international terrorism, and the impact of security challenges originating beyond Europe on the European security architecture. Particular attention is devoted to Russia's aggression against Ukraine and other regional conflicts, examining their implications for European and international security.
17. New European Security Architecture. Central Europe and the Baltic states	4	Case study examining the practical security dynamics of a specific European region within the broader framework of European security architecture.
Mid-term exam	2	Self-study / independent preparation for assessment
Consultations	2	Pre-exam consultation
Exam	2	Self-study / independent preparation for assessment
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	89	<ul style="list-style-type: none"> • Readings in preparation for class and examination • Unsupervised self-study • Unsupervised group work
Total working hours	125	

CORE literature:

11. Buzan, B., & Wæver, O. (2003). *Regions and powers: The structure of international security*. Cambridge University Press.
12. Council of the European Union. (2022). *A strategic compass for security and defence: For a European Union that protects its citizens, values and interests and contributes to international peace and security*. Publications Office of the European Union.
https://www.eeas.europa.eu/sites/default/files/documents/strategic_compass_en3_web.pdf
13. Freedman, L. (2013). *Strategy: A history*. Oxford University Press.

14. Galeotti, M. (2022). *The weaponisation of everything: A field guide to the new way of war*. Yale University Press.
15. North Atlantic Treaty Organization. (2022, June 29). *NATO 2022 strategic concept*. <https://www.nato.int/en/about-us/official-texts-and-resources/strategic-concepts/nato-2022-strategic-concept>
16. Supplementary articles and preparatory readings supporting the core literature will be identified and provided prior to the start of classes.



Module for International Students
INTELLIGENCE AND STATE SECURITY
Module Description

Country	Institution	Module	ECTS
Lithuania	General Jonas Žemaitis Military Academy of Lithuania	INTELLIGENCE AND STATE SECURITY	5

Language	Minimum Qualification of Instructors
English	<ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.

Prerequisites for international participants	Goal of the Module
English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2.	<p>To provide intelligence and state security theories and the system, to explain methods of information collection, intelligence analysis techniques, and legal aspects of intelligence, to develop skills of intelligence analysis.</p> <p>Working individually and in small groups, students will have an opportunity to apply relevant analytic methods and techniques to practical exercises and case studies.</p>

Learning outcomes	Knowledge	Able to define intelligence and state security concepts and their specific features in Lithuania, NATO and EU member states, and use theoretical knowledge in practice.
	Skills	Able to use intelligence collection methods, critically evaluate the reliability of source and information, and perform and write the analysis of intelligence information.
	Competences	Able to analyse threats to national security, select appropriate threat prevention and security measures, make decisions, and use them quickly and efficiency.

Verification of learning outcomes:
9. Colloquium. Midterm writing. The colloquium is prepared according to the self-assessment questions presented in the Moodle (Topics 2-3). The tasks consist of test (10 questions), 1 open-ended theoretical question and 1 practical question. Tasks are based on compulsory study sources (weighting coefficient – 30%).
10. Creative problem solving. Group work (2 students each). Students analyse the theoretical aspect of intelligence or espionage case, identify a problem, offer a solution to the problem and present to the group (weighting coefficient – 30%).
11. Exam. Writing exam. The exam is prepared according to the self assessment questions presented in Moodle (Topics 4-6). The tasks consist of test (10 questions) open-ended theoretical questions and practical situations. The tasks are based on compulsory study sources (weighting coefficient – 40%).

Module details

Main Topic	Recommended WH	Details
18. Introduction to Intelligence and State Security Module	2	<ul style="list-style-type: none"> The aim, content and task requirements of the module
19. The System of Intelligence	4	<ul style="list-style-type: none"> Definitions of intelligence and state security Concepts of intelligence and state security Types of intelligence Goals and objectives of intelligence Intelligence services of the world
20. Methods of Collection of Information	10	<ul style="list-style-type: none"> The intelligence process Intelligence collection methods: HUMINT, SIGINT (COMINT, ELINT), CYBERINT, IMINT, MASINT, GEOINT, OSINT Covert operations
21. Fundamentals of Counterintelligence	10	<ul style="list-style-type: none"> Concept of counterintelligence Types of counterintelligence Methods of counterintelligence Espionage case studies
22. Intelligence Analysis, Production and Dissemination	4	<ul style="list-style-type: none"> Methods of evaluation of sources and information Methods of intelligence analysis Production and dissemination
23. Legal Aspects of Intelligence and Counterintelligence	4	<ul style="list-style-type: none"> Legal aspects of intelligence and counterintelligence Supervision and control of intelligence and security services
Exam	2	Exam
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-Study	89	<ul style="list-style-type: none"> Readings in preparation for class and examination Unsupervised self-study Unsupervised group work
Total working hours	125	The detailed amount of hours for the respective main topic is up to the course director according to national law or home institution's rules.

CORE literature:

- Bazzell, M. (2016). Open source intelligence techniques: resources for searching and analyzing online information. Create Space Independent Publishing Platform.
- Carter, D. (2009). Law Enforcement Intelligence: A Guide for State, Local, and Tribal Law Enforcement Agencies. Second Edition.
- Clark, R. (2014). Intelligence Collection. CQ Press.
- Clark, R. (2017). Intelligence analysis: a target-centric approach. Los Angeles. SAGE/CQ Press.
- Heuer, R., Pherson, R. (2015). Structured analytic techniques for intelligence analysis. Washington, SAGE/CQ Press.
- Lowenthal, M., Clark, R. (2016). The 5 disciplines of intelligence collection. CQ Press.
- Johnson, L. (ed.) (2010). The Oxford Handbook of National Security Intelligence. Oxford University Press.
- Johnson, L. (ed.) (2007). Strategic Intelligence. Praeger Security International.
- Prunckun, H. (2019). Counterintelligence Theory and Practice. Rowman&Littlefield Publishers, Inc.
- Reagan, M. (2025). Introduction to U.S. Counterintelligence. Office of National Counterintelligence.
- Richelson, J. (2016). The U.S. intelligence community. Routledge.



Module for International Students
ORGANIZATIONAL BEHAVIOR
Module Description

Country Lithuania	Institution General Jonas Žemaitis Military Academy of Lithuania	Module Organizational Behavior	ECTS 5
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Language English	<p align="center">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.
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<p>Prerequisites for international participants</p> <p>English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2.</p>	<p align="center">Goal of the module</p> <p>To provide cadets with knowledge that enable them to explain, predict, control and manage personnel behavior in an organization and empower their own professional development.</p>
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Learning outcomes	Know- ledge	Knows general and modern theories of individual and group behavior within an organization with the focus on the military organization; knows how to apply social theories in practice and identify organizational challenges in the fields of defence and security; knows that organizational behavior, especially the process of decision-making, has to be guided by professional conduct of ethics.
	Skills	Ability to settle, prevent, forecast and control current problems of organizational behavior; ability to create and work with and within a group or team with the respect to organizational culture and cultural diversity, do not discriminate, adhere to the principles of democracy, draw correct conclusions, and prepare reasonable proposals.
	Compe- tences	Ability to apply critical and creative thinking, appropriate leadership; ability to behave professionally and ethically following organizational, national and democratic values.

<p>Verification of learning outcomes:</p> <ul style="list-style-type: none"> • Colloquium. The colloquium consists of 5 open-ended questions after reading an unsupervised self-study of selected literature. The self-assessment questions presented in the Moodle are organized to help get in-depth understanding of the reading material. The tasks are based on the compulsory study resources (weighting coefficient: 30%). • Case analysis. The task consists of a working group discussion about certain cases of organizational behavior. The task is designed to enable cadets to identify behavior problems in an organization and to find out all available solutions. The cadets should defend their opinion based on the literature review in order to prove their solutions are most appropriate to solve certain behavior problems. Critical thinking, creativity and application of the theory in practice are evaluated (weighting coefficient: 40%). • Exam. The test of 2 open-ended and 8 closed-ended questions. The self-assessment questions presented in the Moodle are organized to help cadets to get ready for the exam. The tasks are based on compulsory study sources (weighting coefficient: 30%).

Module details		
Main Topic	Recom- mended WH	Details
<ul style="list-style-type: none"> • Introduction and Object of Organizational Behavior, Goals, and Connection with Other Sciences 	2	<ul style="list-style-type: none"> • Contemporary problems of organizational behavior, possibilities of solution and prevention • Problems of organizational behavior in defence and security institutions • Multidisciplinary approach to organizational behavior
<ul style="list-style-type: none"> • Individual Behavior in an Organization 	8	<ul style="list-style-type: none"> • Interactions between personal and organizational behaviors • Background of individual behavior: values, attitudes, perception, ethics, learning, emotions and personality type • Motivation of oneself and others in an organization: from motivation theories to their application • Individual/group decision-making, decision-making methods, critical and creative thinking and ethics • Individual/group decision-making, decision-making methods, critical and creative thinking and ethics
<ul style="list-style-type: none"> • Group Behavior in an Organization 	8	<ol style="list-style-type: none"> 1. The influence of organizational structure to the behavior of personnel 2. Groups and work teams: creation, efficiency, members/players, typology, distinctions 3. Leadership: from theories to practical behavior 4. Communication process: forms, obstacles, significance in organizational behavior 5. Interaction between leadership and organizational behavior: from theory to practice 6. Authority and organizational policy
<ul style="list-style-type: none"> • Organizational Conflicts and Negotiations 	6	<ul style="list-style-type: none"> • Conflict: typology, causes, diagnostic, style of resolution • Improvement of conflict management (individual, group and organizational level)
<ul style="list-style-type: none"> • Organizational System and Behavior 	8	<ul style="list-style-type: none"> • Interaction between organizational structure and organizational behavior • Technological and organizational change, resistance toward an organizational change • The model of stress and coping, sources of stress, work-life balance, dealing with stress; organizational culture: concept, creation, maintenance, transformation • Military organizational culture • Deviated organizational culture: nepotism, mobbing, bossing, etc. • Socialization process: concept, methods, mentoring in an organization
Consultations	2	<ul style="list-style-type: none"> • Pre-exam consultation • Feedback after the exam
Exam	2	<ul style="list-style-type: none"> • Exam
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	89	<ul style="list-style-type: none"> • Unsupervised self-study • Unsupervised group work • Readings in preparation for examination
Total working hours	125	The detailed number of hours for the respective main topic is up to the course director according to national law or home institution's rules.

Recommended literature:

1. Kinicki Angelo, Fugate Mel. (2016) *Organizational Behavior: A Practical, Problem-Solving Approach*. McGraw-Hill, NY. P. 38-70; 292-325; 366-396; 478-511.
2. Denhardt, Robert B., Denhardt J. V., Aristigueta M. P. (2013) *Managing human behavior in public and nonprofit organizations*. SAGE Publications, Inc. P. 19-88; 189-235; 271-380.
3. Tosi Henry, Pilati Masimo (2011) *Managing organizational behavior. Individuals, teams, organization and management*. Edward Elgar Publishing, Inc., UK. P. 126-154.



Module for International Students
ENERGY SECURITY
Module Description

Country	Institution	Module	ECTS
Lithuania	General Jonas Žemaitis Military Academy of Lithuania	Energy Security (IR)	5

Minimum Qualification of Instructors	
Language English	<ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.

Prerequisites for international participants	Goal of the Module
<p>English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2.</p> <p>Completed an introductory course on political science or international relations</p>	<p>To introduce energy security within the broader study field of international relations; to explain links between energy, national security, internal politics, foreign policy, environment and social attitudes; to overview energy security challenges in the Euroatlantic space, with a specific emphasis on the Baltic Sea Region.</p>

Learning outcomes	Knowledge	<ul style="list-style-type: none"> • Able to define energy security, to understand the complex links between energy, national security, internal politics, foreign policy, environment and social attitudes, to explain the main energy security challenges in the Euroatlantic space, especially – the Baltic Sea Region.
	Skills	<ul style="list-style-type: none"> • Able to analyse the complex issues of energy security policy in the Euroatlantic space and their political, economic, technological, societal and environmental linkages at national and international levels.
	Competences	<ul style="list-style-type: none"> • Able to individually define energy security issues in the Euroatlantic space and to draft policy papers, presenting solutions to the issues.

Verification of learning outcomes:
<ul style="list-style-type: none"> • Colloquium. Midterm writing. The colloquium is prepared according to the self-assessment questions presented in the Moodle (Topics 2-6). The tasks consist of a mixture of open-ended and test questions. The tasks are based on compulsory study sources (weighting coefficient: 20 %). • Paper. Cadets identify a problem with energy security issues in the Euroatlantic space (issues to an individual country, region or an organization) and propose policy options to solve them (weighting coefficient: 30%). • Exam. Writing exam. The exam is prepared according to the self-assessment questions presented in the Moodle (Topics 7-13). The tasks consist of a mixture of open-ended and test questions. The tasks are based on compulsory study sources (weighting coefficient: 50%).

Module details		
Main Topic	Recommended WH	Details
7. Introduction to the Energy Security (IR) Module	1	<ul style="list-style-type: none"> Introducing the aim, content and requirements of the module
8. Energy Security in International Relations: a Historical and Theoretical Outlook	4	<ul style="list-style-type: none"> Explaining when, how and why energy becomes relevant in international relations Discussing historical examples; Introducing major theoretical assumptions regarding energy security
9. Five Elements of Energy Security Policy and their Linkages	2	<ul style="list-style-type: none"> Introducing political, economic, technological, societal and environmental levels of energy security policy Exploring their linkages
10. Energy Archetypes, Exporters, Suppliers and Transit States	2	<ul style="list-style-type: none"> Introducing energy archetypes (primary and secondary energy); Defining the role of exporters, suppliers and the transit states in the global energy system;
11. Energy Security Considerations in Foreign Policy and National Security Strategies	2	<ul style="list-style-type: none"> Introducing the role of energy security in foreign policy and national security strategies; Studying U.S., Germany, Russia and Lithuania as examples;
12. Energy Security in Euroatlantic Space: the Role of the European Union and NATO	2	<ul style="list-style-type: none"> Introducing Common Energy Policy of the European Union; Introducing NATO's role in energy security;
13. Environmental Agreements	2	<ul style="list-style-type: none"> Introducing major environmental agreements;
14. Energy Security of the Baltic States: from Victims of Pipeline Diplomacy to European Success Stories	2	<ul style="list-style-type: none"> Chronological overview of the energy security in Baltic States from 1990 to 2020 ;
15. Nuclear Energy and Nuclear Safety in International Treaties and Institutions	2	<ul style="list-style-type: none"> Historic overview of nuclear energy ; Introducing the most important treaties, regulating the environmental protection and safety of nuclear power; Describing the role of International Atomic Energy Agency;
16. Nuclear Geopolitics in the Baltic Sea Region (I)	2	<ul style="list-style-type: none"> Providing historic outlook on the regional Visaginas NPP and its competitors:
17. Nuclear Geopolitics in the Baltic Sea Region (II)	4	<ul style="list-style-type: none"> Introducing Lithuanian attempts to stop the construction of Ostrovets NPP; Highlighting the response from the neighbouring countries and the EU; Discussing the impact on Lithuanian – Belarusian relations;
18. Cable Geopolitics: Baltic States Synchronization to CEN	2	<ul style="list-style-type: none"> Introducing the concept of synchronization; Discussing the geopolitical aspects of the synchronization of Baltic States with CEN; Examining Russian response;
19. 'The Geopolitics of Nord Streams'	2	<ul style="list-style-type: none"> Providing a historic overview and rationale behind Nord Stream projects; Introducing the strategic implications of Nord Stream Projects; Presenting the development of Nord Stream 2 and opposition against it; Evaluating the effectiveness of the opposition;
20. Final Discussion	3	<ul style="list-style-type: none"> Questions and Answers; Summarizing discussion; Extensive feedback on the policy papers;
Consultations	2	<ul style="list-style-type: none"> Pre-exam consultation Feedback after exam
Exam	2	<ul style="list-style-type: none"> Exam

Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	89	<ul style="list-style-type: none"> • Readings • Unsupervised self-study • Writing a paper
Total working hours	125	The detailed amount of hours for the respective main topic is up to the course director according to national law or home institution's rules.

Recommended literature:

1. Cesnakas, G., 2012. Energy security in the Baltic-Black Sea Region: energy insecurity sources and their impact upon states. *Lithuanian Annual Strategic Review* 10, 155-198.
2. Cesnakas, G., 2018. Baltic states. In: Butler, E., Ostrowski, W. (Eds.), *Understanding Energy Security in Central and Eastern Europe: Russia, Transition and National Interests*. Routledge, London and New York.
3. Cesnakas, G., Juozaitis, J., 2017. *Nuclear Geopolitics in the Baltic Sea Region. Exposing Russian Strategic Interests behind Ostrovets NPP*. Atlantic Council, Washington, D.C.
4. Hussein, J.H., Kardas, S., Kłysinski, K., 2018. *Troublesome Investment. The Belarusian Nuclear Power Plant in Astravyets*. Centre for Eastern Studies, Warsaw.
5. Novikau, A., 2017. Nuclear power debate and public opinion in Belarus: from Chernobyl to Ostrovets. *Public Understanding of Science* 26 (3), 275-288.
6. Novikau, A., 2017. What is "Chernobyl Syndrome?" the use of radiophobia in nuclear communications. *Environmental Communication* 11 (6), 800-809.
7. Riley, A., 2018. A pipeline too far? EU law obstacles to Nordstream 2. *International Energy Law Review* 1-25.
8. Riley, A., 2018. *Nord Stream 2: Understanding the Potential Consequences*. Atlantic Council, Washington, D.C.
9. Sovacool, A. B. 2013. *The Routledge Handbook of Energy Security*. Routledge, London and New York.



Module for International Students
LOGISTICS
Module Description

Country Lithuania	Institution General Jonas Žemaitis Military Academy of Lithuania	Module Logistics	ECTS 5
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Language English	<p align="center">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.
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<p>Prerequisites for international participants</p> <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2. 	<p align="center">Goal of the Module</p> <ul style="list-style-type: none"> • To give basic understanding related to the broad field of logistics and develop some practical skills in solving essential tasks associated with transportation, warehousing and inventory management.
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Learning outcomes	Know-ledge	<ul style="list-style-type: none"> • Understands importance of logistics service system and its key activities / functions.
	Skills	<ul style="list-style-type: none"> • Is able to solve basic tasks associated with transportation, warehousing and inventory management.
	Compe- tences	<ul style="list-style-type: none"> • Is able to apply appropriate methods and solve basic tasks leading to the increase of logistics system performance.

<p>Verification of learning outcomes:</p> <ul style="list-style-type: none"> • 1st intermediate exam. Officer students must answer 15 closed type questions (weighting coefficient 30 %) • Homework task and presentation of the results. Officer students must complete individual assignment and present (discuss) results to the class (weighting coefficient 30 %) • Final exam. Officer students must answer 20 closed type questions (weighting coefficient 40 %).

Module details		
Main Topic	Recommended WH	Details
<ul style="list-style-type: none"> The principles of logistics 	3	<ul style="list-style-type: none"> Historical development of logistics Definition and significance of logistics Logistical system of services Agents and elements of logistics
<ul style="list-style-type: none"> Logistics system 	3	<ul style="list-style-type: none"> Logistics and corporate strategy Management of logistics systems
<ul style="list-style-type: none"> Logistics infrastructure 	3	<ul style="list-style-type: none"> Basic terminology, types and functions Transport infrastructure and superstructure Information and communication infrastructure
<ul style="list-style-type: none"> Transport systems and logistics services 	6	<ul style="list-style-type: none"> Transport basics Modes of transport and transport technologies Transport systems and means of transport Logistics service providers
<ul style="list-style-type: none"> Warehousing, handling and picking systems 	6	<ul style="list-style-type: none"> Warehousing basics Storage facilities Conveyors Packages loading units and load carriers Picking and handling Warehouse organization
<ul style="list-style-type: none"> Inventory management 	4	<ul style="list-style-type: none"> Inventory basics Inventory planning and management Provisioning of goods Transport, warehouse and location concepts Cooperation concepts of inventory and provisioning management
<ul style="list-style-type: none"> Logistics network planning 	4	<ul style="list-style-type: none"> Strategic network planning Warehouse networks Transport networks
<ul style="list-style-type: none"> IT in logistics 	3	<ul style="list-style-type: none"> Electronic data transmission Identification technology Stock management and warehouse control Transport planning and controlling Strategic and operative planning systems
<ul style="list-style-type: none"> Additional consultation 	2	
<ul style="list-style-type: none"> Exam 	2	
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	89	<ul style="list-style-type: none"> Readings in preparation for intermediate and final examination. Preparation of the individual assignment and preparation for it's presentation and discussion. Unsupervised self-study.
Total working hours	125	The detailed amount of hours for the respective main topic is up to the course director according to national law or home institution's rules.

Recommended literature:

- 1. Waters, D., Rinsler, S. Global logistics. New directions in supply chain management. Kogan page, 2014;
- 2. Christopher, M. Logistics and supply chain management. Prentice hall, 2011;
- 3. Rushton, A. et al. handbook of logistics and distribution management. Kogan page, 2014



Module for International Students
WAREHOUSE LOGISTICS AND INVENTORY MANAGEMENT
Module Description

Country Lithuania	Institution General Jonas Žemaitis Military Academy of Lithuania	Module Warehouse Logistics and Inventory Management	ECTS 5
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Language English	<p style="text-align: center;">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.
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<p>Prerequisites for international participants</p> <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2. 	<p style="text-align: center;">Goal of the Module</p> <p>To provide basic knowledge about inventory management, warehousing processes and necessary resources to ensure a proper warehousing process, as well as to develop skills to apply warehousing and inventory management tools in practice.</p>
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Learning outcomes	Know-ledge	<ul style="list-style-type: none"> • Knows modern technologies and systems of defence, information and logistic support of military forces, the principle of their development and peculiarities of application. • Knows the effective management methods of warehouses and inventory use and the features of their application
	Skills	<ul style="list-style-type: none"> • Able to plan, organize, implement and evaluate the technologies necessary for the defence of the country and the measures necessary for the logistical support of the military forces taking into account the financial, informational, human, material and time resources available to the organization, state and allied countries. • Able to efficiently and creatively manage inventory and warehouse operations.
	Compe-tences	<ul style="list-style-type: none"> • Able to constantly update knowledge and skills and independently collect and analyse data necessary for successful performance of professional tasks, with proper citation and respect for copyright and other intellectual property rights. • Able to properly collect, analyse and apply inventory and warehouse activity information

<p style="text-align: center;">Verification of learning outcomes:</p> <ul style="list-style-type: none"> • Written assignments (closed-ended and open-ended questions). First: cadets answer 10 closed-ended and 4 open-ended questions. Second: cadets answer 10 closed-ended and 1 open-ended question. Responses are evaluated according to the following criteria: factually correct; completeness; logical consistency (weighting coefficient: 40%). • Independent work (solving 3 related tasks and discussing the results: 1 - ABC analysis of the selected goods; 2 - Calculate the optimal order quantity and present the calculated optimal cyclical stock replenishment graphically; 3 – counting loading efficiency). Cadets prepare a report on the solution of each individual task (weighting coefficient: 30%). • Exam. Writing exam. The exam task will consist of test questions, open-ended questions and practical tasks (weighting coefficient: 30%).

Module details		
Main Topic	Recommended WH	Details
• Inventory Management	2	<ul style="list-style-type: none"> Inventory (Stocks) in the supply chain Purpose, types of inventory Inventory analysis
	1	<ul style="list-style-type: none"> Inventory management models (by quantities and by periods) ABC and XYZ inventory analysis
	2	<ul style="list-style-type: none"> Inventory management problems (demand fluctuations, supply disruptions)
	1	<ul style="list-style-type: none"> Inventory, audit (inventory storage costs)
• Storage Purpose(s)	1	<ul style="list-style-type: none"> Who needs warehouses, what benefits Warehouse location in the company's logistics system (supply chain and warehouse location)
• Types of Warehouses	1	<ul style="list-style-type: none"> Under supply schemes According to purpose
• Strategic Warehousing Solutions	4	<ul style="list-style-type: none"> Warehouse ownership Location: how to select a location for the warehouse in supply / distribution processes Warehouse location selection
• Warehouse Size and Layout	2	<ul style="list-style-type: none"> Calculation of warehouse areas Layout of warehouse areas
• Warehousing Processes. The Flows of Goods in the Warehouse	2	<ul style="list-style-type: none"> The flows of good in the warehouse (acceptance, storage, selection, packaging)
• Warehouse Equipment	3	<ul style="list-style-type: none"> Types of racks and shelves, their advantages and disadvantages
• Handling Equipment and Efficiency	4	<ul style="list-style-type: none"> Loading works equipment Calculation of productivity of different cargo handling works
• Warehouse Information Provision	1	<ul style="list-style-type: none"> Warehouse management systems
• Warehouse Planning and Management	2	<ul style="list-style-type: none"> Warehouse operations planning and possibilities and types of management
• Reducing the Environmental Impact of Storage	2	<ul style="list-style-type: none"> Pollution and reduction of warehouse operations
• Typical Storage Problems	4	<ul style="list-style-type: none"> Employees, quantities of goods - inequality of demand for their supply, IT, security
Consultation	1	<ul style="list-style-type: none"> Pre-exam consultation
Exam	2	<ul style="list-style-type: none"> Examination
Consultation	1	<ul style="list-style-type: none"> Feedback after exam
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-study	89	<ul style="list-style-type: none"> Readings Unsupervised independent task solving Unsupervised self-study
Total working hours	125	The detailed amount of hours for the respective main topic is up to the course director according to national law or home institution's rules.

Recommended literature:

- Richards G. (2018). Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse CPI group (UK) LTD, Croidon CRO, 4YY.
- Bozarth, Cecil C. (2016). Introduction to operations and supply chain management / Cecil C. Bozarth, Robert B. Handfield. 4th ed., global ed. Boston [Mass.] : Pearson, 2016. 503 p. : illustr. ISBN 9781292093420;. (#000169171)

- Gwynne R. (2014). Warehouse management : a complete guide to improving efficiency and minimizing costs in the modern warehouse. London : Kogan Page, xvi, 427 p. : illustr.
- Logistics and retail management : emerging issues and new challenges in the retail supply chain / [edited by] John Fernie & Leigh Sparks. 5th ed. London : KoganPage, 2019. xxvii, 314 p. : illustr., diagr., lent. ISBN 9780749481605;. (#000169152)
- Alan C. McKinnon, Michael Browne, Anthony Whiteing, Maja Piecyk (2015) Kogan Page, - Business & Economics - 426 pages
- Armengol G. (2021) Warehouse Inventory Management: Top Warehouse Management Software: Types Of Warehouse Management Systems. Publisher Independently Published, 2021. ISBN 9798727662052, Length 50 pages
- Grant, David B., (2017). Sustainable logistics and supply chain management : principles and practices for sustainable operations and management / David B. Grant, Alexander Trautrimis and Chee Yew Wong. 2nd ed. London : Kogan Page, 2017. xiv, 286 p. : illustr. ISBN 9780749478278;. (#000143947).



Module for International Students
REGIONAL STUDIES
Module Description

Country	Institution	Module	ECTS
Lithuania	General Jonas Žemaitis Military Academy of Lithuania	Regional Studies	5

Language	Minimum Qualification of Instructors
English	<ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.

<p>Prerequisites for international participants</p> <p>English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2.</p>	<p>Goal of the Module</p> <p>The aim of the course is to provide the basic knowledge of the main concepts of regional studies and elaborate connections between cultural and political factors by emphasizing their role in modern politics. During the course the main security issues and perceptions in each region are identified and analyzed also discussing the relations between the regional powers and the great powers.</p> <p>During the course the key players in regional security systems are assessed including NATO (North America and Europe), the Middle East, Africa, Asia, South America, Arctic region. The course also aims at providing better knowledge of NATO attitude regarding these issues as well as relations of NATO with other regional security structures. Course aims at developing analytical and critical thinking of the officer students.</p>
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Learning outcomes	Know-ledge	The general knowledge about the main issues and aspects of regional studies and security, the security structure and perceptions of various regions in the world.
	Skills	Will be able to identify and analyze the security issues and developments based on the regional aspects also being able to explain the relevance of them to NATO.
	Compe-tences	<ul style="list-style-type: none"> • Personal competences • Group work competences • Analytical competences

Verification of learning outcomes:

- **Projects' oral presentations in the class.** Confidence and knowledge of the topic; beforehand preparation; connection with the audience; quality of the information presented; clarity of presentation; structural organisation; effectiveness of the visuals; quality and relevance of the answers to the given questions (weighting coefficient: 40-%).
- **Midterm exam.** The midterm exam consists of a test of 5 open-ended questions based on the topics and discussions covered during the course (weighting coefficient: 30 - %).
- **Exam.** The final exam consists of a test of 5 open-ended questions based on the topics and discussions covered during the course. (weighting coefficient: 30-%).

Module details

Main Topic	Recommended WH	Details
Introduction to the Regional Studies	5	<ul style="list-style-type: none"> • Introduction to the main concepts of regional studies • Regions and subregions • Great and regional powers
NATO	7	<ul style="list-style-type: none"> • Subregions within NATO: between North America and Europe • Southeastern Europe • Major non-NATO ally
The Middle East	10	<ul style="list-style-type: none"> • The main aspects of Türkiye • The region between Iran, Saudi Arabia, and Türkiye
The regions of the world	10	<ul style="list-style-type: none"> • Africa • Arctic sea region • Asia • Central Asia • South America
Exam	2 2	<ul style="list-style-type: none"> • Consultation before the exam • Examination
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	89	Reading in preparation for examinations and oral presentation; Unsupervised group work; Self-development.
Total working hours	125	The detailed number of hours for the respective main topic is up to the course director according to national law or home institution's rules.

Recommended literature:

Atanassova-Cornelis, Elena; van der Putten, Frans-Paul, 2014. *Changing Security Dynamics in East Asia: A Post-US Regional Order in the Making?*, Palgrave Macmillan UK, 27-47; 69-89.

Altunışık, M. B. Turkey's 'Return' to Central Asia in a Shifting Global and Regional Context: New Opportunities and Limitations. *Journal of Balkan and Near Eastern Studies*, 26(5), 716–731, 2024.

Baghernia, N. CHINA'S MARGINAL INVOLVEMENT IN THE 2023 IRAN-SAUDI ARABIA RECONCILIATION. *Asian Affairs*, 55(1), 34–51, 2024.

Berkes Niyazi. *The Development of Secularism in Turkey*. New York: Routledge, 1998.

Buzan, Barry, Waever, Ole. *Regions and Powers: The Structure of International Security*, 2003.

Coe, Brooke N. *Sovereignty in the South: Intrusive Regionalism in Africa, Latin America, and Southeast Asia*, Cambridge, 2019.

Farid, Hilmar 2016. „Rethinking the legacies of Bandung“, *Inter-Asia Cultural Studies*, 17, 1:12-18.

Karasipahi, Sena. *Muslims in Modern Turkey: Kemalism, Modernism and the Revolt of Islamic intellectuals*. New York: I.B.Tauris, 2009.



Module for International Students
REGIONAL STUDIES
Module Description

Country Lithuania	Institution General Jonas Žemaitis Military Academy of Lithuania	Module Regional Studies	ECTS 5
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Language English	<p align="center">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). • Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.
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<p>Prerequisites for international participants</p> <p>English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2.</p>	<p align="center">Goal of the Module</p> <p>The aim of the course is to provide the basic knowledge of the main concepts of regional studies and elaborate connections between cultural and political factors by emphasizing their role in modern politics. During the course the main security issues and perceptions in each region are identified and analyzed also discussing the relations between the regional powers and the great powers.</p> <p>During the course the key players in regional security systems are assessed including NATO (North America and Europe), the Middle East, Africa, Asia, South America, Arctic region. The course also aims at providing better knowledge of NATO attitude regarding these issues as well as relations of NATO with other regional security structures. Course aims at developing analytical and critical thinking of the officer students.</p>
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Learning outcomes	Know-ledge	The general knowledge about the main issues and aspects of regional studies and security, the security structure and perceptions of various regions in the world.
	Skills	Will be able to identify and analyze the security issues and developments based on the regional aspects also being able to explain the relevance of them to NATO.
	Compe- tences	<ul style="list-style-type: none"> • Personal competences • Group work competences • Analytical competences

Verification of learning outcomes:

- **Projects’ oral presentations in the class.** Confidence and knowledge of the topic; beforehand preparation; connection with the audience; quality of the information presented; clarity of presentation; structural organisation; effectiveness of the visuals; quality and relevance of the answers to the given questions (weighting coefficient: 40-%).
- **Midterm exam.** The midterm exam consists of a test of 5 open-ended questions based on the topics and discussions covered during the course (weighting coefficient: 30 - %).
- **Exam.** The final exam consists of a test of 5 open-ended questions based on the topics and discussions covered during the course. (weighting coefficient: 30-%).

Module details

Main Topic	Recommended WH	Details
Introduction to the Regional Studies	5	<ul style="list-style-type: none"> • Introduction to the main concepts of regional studies • Regions and subregions • Great and regional powers
NATO	7	<ul style="list-style-type: none"> • Subregions within NATO: between North America and Europe • Southeastern Europe • Major non-NATO ally
The Middle East	10	<ul style="list-style-type: none"> • The main aspects of Türkiye • The region between Iran, Saudi Arabia, and Türkiye
The regions of the world	10	<ul style="list-style-type: none"> • Africa • Arctic sea region • Asia • Central Asia • South America
Exam	2	<ul style="list-style-type: none"> • Consultation before the exam • Examination
	2	
Total lecture working hours	36	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	89	Reading in preparation for examinations and oral presentation; Unsupervised group work; Self-development.
Total working hours	125	The detailed number of hours for the respective main topic is up to the course director according to national law or home institution’s rules.

Recommended literature:

Atanassova-Cornelis, Elena; van der Putten, Frans-Paul, 2014. *Changing Security Dynamics in East Asia: A Post-US Regional Order in the Making?*, Palgrave Macmillan UK, 27-47; 69-89.

Altunışık, M. B. Turkey’s ‘Return’ to Central Asia in a Shifting Global and Regional Context: New Opportunities and Limitations. *Journal of Balkan and Near Eastern Studies*, 26(5), 716–731, 2024.

- Baghernia, N. CHINA'S MARGINAL INVOLVEMENT IN THE 2023 IRAN-SAUDI ARABIA RECONCILIATION. *Asian Affairs*, 55(1), 34–51, 2024.
- Berkes Niyazi. *The Development of Secularism in Turkey*. New York: Routledge, 1998.
- Buzan, Barry, Waever, Ole. *Regions and Powers: The Structure of International Security*, 2003.
- Coe, Brooke N. *Sovereignty in the South: Intrusive Regionalism in Africa, Latin America, and Southeast Asia*, Cambridge, 2019.
- Farid, Hilmar 2016. „Rethinking the legacies of Bandung“, *Inter-Asia Cultural Studies*, 17, 1:12-18.
- Karasipahi, Sena. *Muslims in Modern Turkey: Kemalism, Modernism and the Revolt of Islamic intellectuals*. New York: I.B.Tauris, 2009.



Module for International Students
RESEARCH PAPER
Module Description

Country	Institution	Module	ECTS
Lithuania	General Jonas Žemaitis Military Academy of Lithuania	RESEARCH PAPER	5

Language	Minimum Qualification of Instructors
English	<ul style="list-style-type: none"> Minimum English skills at Level B2 of the Common European Framework of Reference for Languages (CEFR). Extensive experience in teaching and/or conducting relevant research in the academic field of the study course.

Prerequisites for international participants	Goal of the Module
<ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2. Completed course on research methods at home institution 	To develop essential skills of academic writing and application of scientific methodology and analysis.

Learning outcomes	Knowledge	<ul style="list-style-type: none"> Have in-depth knowledge of all relevant aspects of the topic of the research paper.
	Skills	<ul style="list-style-type: none"> Able to conduct literature analysis, apply relevant research methods, and write complex academic texts.
	Competences	<ul style="list-style-type: none"> Able to commit to robust, ethical, evidence and research based discussion in the implementation of duties.

Verification of learning outcomes:
<ul style="list-style-type: none"> Presentation and defence of the paper. Students have to submit their papers on due date and present them to the teacher panel. Teachers assess the papers by taking into account the results of the presentation and Q&A session. Criteria for assessment: <ul style="list-style-type: none"> Scope: 7,000-8,000 words, 40,000-45,000 characters Development of a research proposal Technical formatting (incl. citations and bibliography) Academic style Structure and consistency Selection, relevant and appropriate application of the research and/or analysis methods

Module details		
Main Topic	Recommended WH	Details
1. Introduction to the standards and requirements for the research paper	2	<ul style="list-style-type: none"> Presented and discussed with the coordinating teacher
2. Selection and discussion on the topic and aim of the research paper	1	<ul style="list-style-type: none"> Face-to-face discussion with the supervisor (see Annex 1)
3. Structure and organization of the research paper. Types of literature sources. Databases and sources search strategies. Sources evaluation. Guidelines for APA citation style. Paraphrasing. Quotation. Academic integrity. Plagiarism.	2	<ul style="list-style-type: none"> Presented and discussed with the coordinating teacher
4. Individual consultations	1	<ul style="list-style-type: none"> Face-to-face consultations with the supervisor based on agreed points
5. Oral or poster presentation of the paper	1	<ul style="list-style-type: none"> Presented and discussed with the coordinating teacher
6. Defence of the paper	1	<ul style="list-style-type: none"> Presentation and defence of the paper to the teacher panel and Q&A
Total lecture working hours	8	
Additional hours (WH) to increase the learning outcomes		
Self-study	117	<ul style="list-style-type: none"> Readings and another unsupervised self-study Data collection and analysis Writing
Total working hours	125	

Recommended literature:

- Bailey, S. (2017). *Academic writing: A handbook for international students*. Routledge.
 - Bryman, A. (2016). *Social research methods*. Oxford University Press.
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ANNEX 1
Proposed Topics for the Research Paper

Teacher	Topic
Dr. Lina VIDAUŠKYTĖ	<ul style="list-style-type: none">- Moral Values in Military Ethics.
Prof. Dr. Aidas Vasilis VASILIAUSKAS	<ul style="list-style-type: none">- Application of Lean and Agile Principles to Maximize Efficiency of Supply Chains;- Means Assuring Development of Sustainable Supply Chains;- Means Assuring Supply Chains Resilience.
Prof. Dr. Aušrius JUOZAPAVIČIUS	<ul style="list-style-type: none">- Cyber Threat Hunting Using Dark Web;- Generative AIs and Their Possible Impact on Cyber Security;- User Password-related Habits and Their Security Considerations; Ransomware Business Model and How to Disrupt It.
Assoc. Prof. Dr. Gitana DUDZEVIČIŪTĖ	<ul style="list-style-type: none">- Association between military expenditure and economic factors;- Relationship between military expenditure by category (personnel, equipment, infrastructure, and others) and economic growth.
Assoc. Prof. Dr. Dalia PRAKAPIENĖ	<ul style="list-style-type: none">- Retention management in military: motivational and organizational perspectives.
Dr. Vidmantė GIEDRAITYTĖ	<ul style="list-style-type: none">- Artificial intelligence in warfare: opportunities and threats;- Cross-sectoral cooperation in crisis management.
Lect. Aušra KAMINSKAITĖ	<ul style="list-style-type: none">- Human trafficking as a challenge to security.- National efforts to reinforce societal resilience to external threats.
Prof. Dr. Alvydas ŠAKOČIUS	<ul style="list-style-type: none">- Features of the jurisdiction of the International Criminal Law in non-statutory countries;- Peculiarities of public service under foreign occupation.- Command Responsibility under International and Domestic Law for Crimes Against Humanity and War Crimes.
Lect. Justinas JUOZAITIS	<ul style="list-style-type: none">- Energy security in the Baltic Sea Region;- German foreign and security policy;- National security and foreign policy strategies of small European states.