

COURSE DIRECTIVE

ACADEMIC YEAR 2021



**Senior Course on Defense Studies: International Senior
Course in Applied Strategy and Defense Diplomacy
(6th Course)**

(09 September – 03 December 2021)
(Edition, January 2021)

HELLENIC NATIONAL DEFENCE COLLEGE
EVELPIDON 6 AND MOUSTOXIDI
GR11362, ATHENS, GREECE.
<http://setha.army.gr/en>

HELLENIC NATIONAL DEFENSE COLLEGE

The Hellenic National Defense College (HNDC) acts as the highest military education and training institution within the Hellenic Armed Forces on issues of Defense Policy, National Security and Strategy.

Its mission is to educate and train military officers at the strategic level from all branches of the Hellenic Armed Forces, civilian employees of government ministries, as well as civilian personnel from companies and organizations that operate under public or private law, so that they can effectively and efficiently handle national defense issues in their respective fields of responsibility and expertise.

HELLENIC NATIONAL DEFENSE GENERAL STAFF
HELLENIC NATIONAL DEFENSE COLLEGE
EVELPIDON 6 AND MOUSTOXIDI, GR 11362, ATHENS, GREECE

January 2021

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Course Directive, “Senior Course on Defense Studies: International Senior Course in Applied Strategy and Defense Diplomacy,” Academic Year 2021.

This document is prepared solely for use by the staff, faculty, and students of the Hellenic National Defense College.

It contains educational material designed to promote discussion by students of the Hellenic National Defense College. It does not necessarily reflect the views of the Hellenic Ministry of National Defense (HMoD), and the Hellenic National Defense General Staff (HNDGS).

Commodore (Navy) Panagiotis Papanikolaou
HNDC Studies Director

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January 2021

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Senior Course on Defense Studies: International Senior Course in Applied Strategy and Defense Diplomacy

SECTION I

COURSE DESCRIPTION

1. COURSE DESCRIPTION

The Senior Course on Defense Studies: International Senior Course in Applied Strategy and Defense Diplomacy of the Hellenic Defense College resident core curriculum is designed to:

- Familiarize students with updated concepts concerning strategic thinking and leadership.
- Acquaint the student body with current theories of war and strategy.
- Provide elaboration on theories of international relations.
- Introduce students to NATO's Maritime Security Operations and Peace Support Operations.
- Familiarize participants with concepts of regional and international stability acquisition through conflict prevention thinking approach.
- Provide an assessment of Greek intellectual thinking through the classical antiquity, the Middle Ages (Byzantine Empire), and contemporary periods.
- Review security issues in the Balkans and the Eastern Mediterranean and the role of national and international players in a broader global security environment.

2. SCOPE

The course's aim is to prepare students in the performance of their duties as flag officers of their countries, to cope with the rapidly changing situations of the geostrategic environment and to become defense staff officers who stand out for their level of strategic thinking and critical analysis. The goals of the course are achieved by building (development – expansion) on existing knowledge of students, on subjects related to strategy, history, international relations and countering terrorism.

3. OBJECTIVES

- a. Provide students with basic understanding of the various cultural, demographic, economic, ethnographic, historical, physical, political, and social aspects of Southeastern Europe, the Balkans, the Middle East and North Africa that are essential for the formulation of strategic leadership.
- b. Comprehend the role of strategic leaders in the global environment.
- c. Analyze the nature and theory of war and strategy.
- d. Delve into concepts of Diplomacy and Defense Diplomacy practices.

- e. Analyze the phenomenon of terrorism.
- f. Provide adequate knowledge in how NATO copes with Maritime Security Threats and implements Peace Support Operations.
- g. Familiarize students with the evolution of Greek thinking through time.

4. **LANGUAGE:** The official instruction language is English.

5. **FACULTY / STUDENTS ORGANIZATION and RESPONSIBILITIES:**

- a. Director of the course: In-charge of running the course, coordinating and assigning tasks.
- b. Faculty Instructors (FI): Visiting professors / scholars from Greek and Foreign Universities / Diplomats, appointed to teach each cycle's topics.
- c. Faculty Advisors (FA): Military or civilian personnel holding a PhD or an MA degree, whose task is to assist FIs, advise students on academic matters, evaluate examinations, support, and assess major programs.
- d. Quality Assurance, Section Head, and Secretariat.

6. **COURSE ORGANIZATION.**

The Course consists of nine cycles, two Field Study Trips, and four visits described below:

a. **Cycle 1: Research Methodology and Critical Thinking in Strategic Studies (RMCT):** The lectures will enhance the cognitive capabilities of students, imparting significant knowledge about the thinking process and various techniques that may be used to facilitate efficient and effective learning, thinking, and communication. The module imparts an awareness of the importance of thinking and learning skills in complex/unbounded settings, different approaches to thinking, and knowledge of certain techniques such as comprehension, questioning, divergent and convergent thinking, and visualization. The module consolidates these thinking skills through the medium of contemporary strategic studies.

b. **Cycle 2: Thucydidean Approach to Applied Strategy (TAAS):** Thucydides' *Peloponnesian War* is used as the platform to understand basic concepts related to war, policy, and strategy. In addition, it analyzes and appraises theories regarding the employment of military power both on a strategic and at a high-

operational level by utilizing current practices on land, sea, air, cyber, and space operations and examines the elements of states' power (diplomatic, informational, military, economic).

c. **Cycle 3: Managing Maritime Security Threats (MMST):** (Field Study Trip 1). This cycle will take place at the NATO Maritime Interdiction Training Centre ([NMIOTC](#)) which is located at Chania at the Island of Crete. Its aim is to introduce students to the Maritime Security Operations and the contemporary threats in the maritime environment. It also looks to educate students on NATO concept, to analyze NATO Operations Legal Aspects, Operational Planning Process and Briefing Techniques.

d. **Cycle 4: Strategic Leadership (SL):** Elaborates on the various aspects of classical antiquity by providing students with an appreciation of the uniqueness of strategic leadership orchestrating accumulated knowledge, skills, and abilities necessary to lead national security organizations in a national and global strategic environment.

e. **Cycle 5: Applied International Relations & Foreign Policy (AIRFP):** Through this module, students will acquire knowledge and understanding of the concepts and theories of Defense Doctrine, National Strategy and Foreign Policy. Students will also be acquainted with issues such as the formulation of National Defense Policy as well as with transnational and contemporary security threats.

f. **Cycle 6: Defense Diplomacy Negotiations and Cultural Awareness:** The module aims to provide a framework to prepare, conduct, and assess effective negotiations but also to establish firm foundations in understanding diplomatic key concepts by being familiarized with the evolution of Diplomacy through time, diplomatic tools and practices.

g. **Cycle 7: Regional Studies (RS):**

Block 1: “The Middle East and North Africa-Southeast Mediterranean”: Focuses on the Middle East and North Africa regions and Southeast Mediterranean Area.

Block 2: “Southeast Europe”: Provides an understanding of European national perspectives with emphasis on the Balkans.

h. **Cycle 8: Introduction to Peace Support Operations (PSO):** (Field Study Trip 2). This cycle will take place at NATO's Multinational Peace Support Operations Training Center ([MPSOTC](#)) in Northern Greece. It will provide a basic knowledge about Peacekeeping Operations, policies and CIMIC Operations (IO's, NGO's and GO's).

i. **Cycle 9: Countering the Changing Threat of International Terrorism (CIT):** The module aims examines the phenomenon of international terrorism in the 20th and 21st Centuries, and discusses the various strategies for countering it. The module imparts deep knowledge about particular terrorist groups, and deploys a number of concepts to understand their motivation, organization, and evolution. The module goes on to assess the development of counter-terrorist strategies since the end of the Cold War, charting the emergence of more holistic approaches. The study of terrorism embodies history, psychology, and political science.

j. **Field Study Trips, Island of Crete and Northern Greece:** The field study trips except the concepts described above, aim also to increase students' exposure to regional strategic issues and give them an opportunity to engage directly with senior military leaders in NATO and EU multinational organizations.

k. **Visits:** These visits are on non-working days. Families are welcome. These are at Acropolis, Epidaurus/Mycenae, Vergina, and Oracle of Apollo. Guided tours will be provided. Visits aim to increase students' understanding of the cultural, intellectual, and geographic diversity of Greece.

7. PREREQUISITES.

a. This course is suitable for officers at the rank of OF4 (Lt. Colonel) – OF5 (Colonel) and equivalents from all military services, or civilian members of government departments or services with equivalent ranks who, at a minimum, successfully graduated from a Joint War College or equivalent institution of higher education. Graduation from a National Defense College or equivalent is desirable.

b. English language proficiency is necessary, at least at level 3333, IAW STANAG 6001 (professional level for listening, speaking, reading, and writing). No additional language training or translation will be provided throughout the course.

c. Students must have basic level computer skills in the Microsoft Office package (mostly Word and Power Point).

d. The course is open to all international partners. Officers from NATO, PfP, MD, and other countries as approved are accepted to the course.

e. No prior knowledge of strategic studies theories or applications is necessary for enrollment.

8. METHODOLOGY

Students will examine and analyze concepts, issues, and concerns through class discussions and presentations. The course emphasizes an active role in the learning process. Thus, **you are expected to come prepared to discuss the examination of concepts and issues in an interactive dialogue environment.**

9. REQUIREMENTS

Each student is expected to:

a. **Complete** assigned readings, and participate in class discussion(s) through dialogue and presentations, as assigned.

Student Class Contribution: (70% of the total evaluation in each evaluated cycle):

The FIs will evaluate the students contributions based on an assessment of their daily preparation, in-class participation, and oral presentations, as and where required.

As a minimum, students are expected to study the required readings that will be provided prior to their arrival. In addition, students will be assigned a subgroup/discussion leader for various lessons. Seminar participation is more focused on quality than quantity. The quality of a student's participation, in terms of synthesis and integration of material, and contribution to overall class learning will result in an overall higher evaluation weight as opposed to the number of times the student speaks up in class.

b. Present a case study, submit a paper or present a book review, in cycles **2,4,5,7 and 9**, contributing to 30% of the student's evaluation in these cycles.

c. Cycles 1 and 6 are not evaluated.

d. **Prepare and** submit a 5,000 words long **Major Project contributing** 20% of the student's total course evaluation on the following general topic:

“Apply one or more strategic theories, strategic leadership schemes to a specific national security challenge currently faced by your country or its allies.”

The specific topic must be agreed upon by the Course director. Proposed Project topics must be submitted to the Course director **no later than, September 20, 2021**. After its approval, the course director will assign a **FI, no later than September 27, 2021**, for providing further guidance, and for evaluating the project. The outline of the project must be submitted to the FI **no later than October 11, 2021**, while its **draft is due on October 25, 2021**. The project must be due **by the close of business on November 15, 2021** (submission to the FI).

The student ought to meet the following administrative requirements for the Major Project paper:

- Double spaced,
- 2.54 cm or one-inch margins,
- Font: Arial 12 pt.,

- Citations, References and Bibliography must comply with Harvard references style. You can find a detailed guide from Taylor & Francis publication group. Available from:
http://www.tandf.co.uk/journals/authors/style/reference/tf_X.pdf
[Accessed 15 Jan 2021].

To write acceptable course paper, students will need to conduct research and document sources. While course readings can be helpful and are a good starting point, this paper requires the use of sources beyond the readings. Once your research is complete, you must synthesize that research into a clear, concise, and logical presentation.

Writing with integrity: To avoid plagiarism, sources must be cited in places where they are used. They must also be referenced in cases where these are paraphrased. In general, one should only use direct quotes when the author's wording is believed to defend one's academic work. References are to be listed in a proper academic style at the end of the project. It goes without saying that using existing research in academic writing is beneficial especially when the writer is not an expert in the field. Their research, expertise, conclusions, and/or analysis can strengthen a student's work.

Evaluation Standard: Projects will be evaluated based on content, organization and style. The criteria for evaluating the paper will address the student's ability to gather information, conduct research, organize his/her work in a logical and prioritizing manner, compose and express thoughts clearly, coherently and effectively by using standard written English. Descriptions of the criteria for "Outstanding", "Exceeds Standards," "Meets Standards" and "Needs Improvement" are found below. The Faculty Instructor (FA) will return papers that "Need Improvement" to the student for re-submission until the student achieves a "Meets Standard" evaluation or better.

d. **Participate** in Field Studies Trips (Section II), and engage with host senior leaders, making-up 5% of the student's evaluation. Students are expected to effectively engage with various presenters when they allow for questions and discussions. Contribution grades, given by the accompanying FAs, will be based more on the quality of the students' input in speaker interactions rather than the quantity of such an input.

e. **Visits** (Section III). For students' cultural, intellectual, and geographic orientation only (no evaluation), four visits have been scheduled. These visits are on a **voluntary** basis. However, the College encourages the participation for the students' own intellectual benefit.

10. COURSE EVALUATION

In each evaluated CYCLE:

- 1) Students Class Contribution/Participation: **70%**

2) Case Study/Paper/Book Review: **30%**

Cycles, Major Project, and Field Studies Trips, Gravity (100%)

Cycle 2: **15%**

Cycle 4: **15%**

Cycle 5: **15%**

Cycle 7: **15%**

Cycle 9: **15%**

Major Project: **20%**

Field Studies Trips: **5%**

Faculty assessment of oral/written work is based on “Content, Organization, and Style”.

Style is concerned with perfecting the “flexibility and obedience” of language to accomplish a desired end.

Content carries the most weight as it includes assessment of idea(s), quality and argument strength. Thus, although each major aspect of the oral contribution/writing is important, the overall assessment cannot be rated higher than the Content assessment. An oral presentation/contribution or project might be well organized and stylistically interesting, but if the student fails to communicate his/her ideas to the audience/the reader, an important aspect may be lost.

Each element thereof is subject to an assessment as follows:

- **100 % – 95 %: Outstanding**

The contribution not only exceeds standards in every respect, but stands as an exemplar of excellence in oral/written communication. It displays exceptional insight and creativity, firm analysis, solid research, precise documentation, and does so in a well-structured context, reflecting both depth and balance.

- **94,99 % – 75 %: Exceeds Standards**

Impressive and clearly above the norm, the oral contribution/project is insightful and responsive to the task, well-researched, ample documented, and thoughtfully organized. The speaker/writer has a strong ability to analyze, synthesize, and integrate material. The work exhibits clarity in thought and expression and reflects an accomplished and continuously developing command of language.

- **74,99 % – 60%: Meets Standards**

The oral contribution/project is an acceptable and competent response to a discussion/writing topic: it is informative, to a certain degree persuasive, and includes some evidence grounded in research. Major points are clearly identified and appropriately developed, often with support from properly documented credible sources. The organization is reasonable, demonstrates unity, and has a clear beginning, middle, and end.

- **59,99 % – 50%: Below Standards/Needs Improvement**

The oral contribution/project is weaker than it should be and possibly deficient in one or more salient respects. The content is weak or the reasoning and logic noticeably flawed; the organization might be unclear and/or the style (facility with language) deficient. Content shortcomings are the gravest concern because the absence of substantial material severely undercuts the need for organization and the ability to craft a thoughtful and articulate paper. In case of a manuscript, it is characterized by minimal analysis, deficient insight, lack of evidence, inadequate research, slipshod documentation, poor organization, and sloppy and/or semi-coherent writing 'needs improvement.'

- **49,99 % – 0%: Fails to Meet Standards/Unsatisfactory**

The oral contribution/project is more than weak or deficient—it misses the mark substantially.

11. PASS/FAIL CRITERIA

Pass 60%, and above. Fail below 60%.

12. DETAILED PROGRAM.

a. The planning calendar indicates the schedule of the class subjects covered during each day.

b. **Official Course Times.**

- (1) Class starts at 08.00h every working day.
- (2) 1st period: 08.00-08.45h
- (3) 2nd period: 09.00-09.45h
- (4) 3rd period: 10.00-10.45h
- (5) 4th period: 11.00-11.45h Γ-1-14
- (6) 5th period: 12.00-12.45h
- (7) Classes stop at 12.45h, **unless** a guest speaker is scheduled to speak. In this case, class stops at 14.00.
- (8) Guest Speaker time: 13.00-13.45h. After his speech, a 15-minute Q&A period follows. Class stops at 14.00.

Times, dates, and topics may be adjusted to accommodate off-sites, field study trips arrangements or unforeseen events.

c. **Time Analysis: 13 Weeks, or 86 days, (Sept 09 – Dec 03, 2021)**

- (1) **250 hrs.** Core curriculum program, (**50 days x 5 hrs. per day**).
- (2) **20 hrs.** Theatre Training Workshop (Participation: Voluntary)(**5 days x 4 hrs. per day**) (workshop analyzed below).
- (3) **16 hrs.** for Guest Speakers. Topics will be related to day's class. Guest speakers program under confirmation.

- (4) **10 days** in Field Study Trips.
- (5) **1 day** for Writing and Research.
- (6) **1 day** Major Project presentations.
- (7) **5 days** voluntarily visits.
- (8) **2 days** In-processing/ Graduation Ceremony.
- (9) **15 days** without program.

d. **Dress Code**

- (1) Every Monday: Uniform Class B.
- (2) Tuesday to Thursday: Business (coat and tie, with equivalent attire for ladies).
- (3) Friday: Business Casual.
- (4) V.I.P. Visits and ceremonies: Class A.
- (5) Visits: Business Casual.
- (6) Field Studies Trips: Uniform Class B and Casual.

13. STUDENT READINGS. Student readings are annotated as follows:

- a. "Basic Readings." Readings those students should have done before class sessions.
- b. "Recommended - Other readings." These are supplementing basic readings. These readings can be found in the College's Library, pending availability.
- c. "Student Issue." Items (mainly books) received prior to the start of the course in a hard copy form, from the College's Library. Students return them to the Library after finishing the course.
- d. "Library." These are items provided by the College Library either in form of a paperback or digitally (e-library).
- e. "Online." Open source online materials available on the Internet.

Student Readings lists will be provided a month prior to Students enrolment to the Course.

14. THEATER TRAINING WORKSHOP

This workshop supports students' development through theatrical practices. 20 hours (5 sessions x 4hrs.) are dedicated to expose students to ancient Greek plays that are still relevant today. Instructors will be prominent directors and actors from the Greek national theatrical stage. The participation is voluntary; however you are encouraged to take part for your own intellectual development. Accompanying family members are also welcome to participate.

15. INFORMATION AND ADMINISTRATIVE ISSUES

a. Location of HNDC

The Hellenic National Defense College (HNDC) was founded in 1950 in Thessaloniki but in 1952 re-deployed in Athens, the capital of Greece and since 1984 it operates in the former Military Academy HQ building (the Averof Mansion). The camp address is “Evelpidon 6 & Moustoxidi St, Kipseli, GR 11362, Greece,” and is 3,5 km or 2 miles (11 min) far from the city centre, and 34 km or 22 miles (35 min) from the “Eleftherios Venizelos” Athens International Airport.

b. Arrival

The students should arrive in Athens not later than 14.00 local time, on **September 9, 2020**. Transportation from your point of entrance in Athens to your accommodation can be provided upon request, by the College.

c. Accommodation and meals

The Hellenic National Defense College (HNDC) provides the opportunity for the students to be accommodated in the military resort area of “Agios Andreas,” ([KAAY in Agios Andreas](#), Agiou Andreou Avenue, Nea Makri, GR 19005). For this reason 24 apartments have been renovated. A **limited number of scholarships**, covering accommodation and dining expenses, will be offered based upon timely received requests by interested countries and final approval by the HNDGS.

The officers that come from countries that are not granted scholarships have two options:

- They can either select to stay in “Agios Andreas” covering the relevant expenses or,
- They can stay at Hotels of their preference. In case you choose to stay at a hotel it would be wise to choose a hotel near a metro station.

The facilities of “Agios Andreas” are located 35 km from the College; on the East side of the Attica prefecture (average time to reach the Athens city center or HNDC Camp is about 40’ -45’). However, there are a number of advantages if you choose to stay in “Agios Andreas,” such as:

- 24/7 provided security in a military camp. Access in the facilities will be granted by issuing the relevant security card.
- Furnished rooms with air condition. Water and electricity are free of charge.
- Limited rent expenses in comparison with regular Hotel prices.
- Sports facilities.
- Free Wi-Fi.
- First aid medical assistance.

The students may choose to have meals in the facilities of “Agios Andreas,” or at the Hellenic Armed Forces Officers Club.

Lunch at “Agios Andreas” is scheduled from 14.00 till 15.30 and you have to inform the relevant personnel one day in advance.

Lunch in the Hellenic Armed Forces Officers Club ([LAED/AEΔ](#)) is offered from 14:30 to 16:00. The officers club is located in Rigillis 1 & Vasilissis Sofias (Pavlos Melas Square), Athens, tel: 210.72.12.496/72.15.806).

d. Access to HNDC Camp

The HNDC Camp can be easily reached by taxi or by bus. For the students who choose to be accommodated in the military resort area of “Agios Andreas”, a shuttle bus will be available. In order to facilitate your access, a security entrance card (pass) is mandatory. Therefore, you need to send us along with the application form, a copy of your passport (page with the picture and personal data) and a copy of your national ID card.

e. Laptops

Participants are allowed / encouraged to use their personal laptops or tablets in the camp. Nevertheless, computers with Internet access are available for student use and a laptop can be issued (to each student) for the duration of the course.

f. Security

In the camp, participants have to carry their Entrance Pass, which will be received from the security office.

g. Insurance

The HNDC will not cover any health care expenses. All participants and any accompanying family members are responsible for ensuring that they are in possession of a valid and adequate insurance (accident, repatriation, liability and health - pharmaceutical).

h. Visa request

According to the international regulations certain foreign nations need valid passports and a visa to enter Greece. If a visa is required, it is the responsibility of the sending nation and of the individual student to apply for it, in advance for himself / herself and any accompanying dependents. All the participants should be aware of the valid international regulations.

i. Transportation

Transportation from your accommodation in the “Agios Andreas” military resort to the HNDC Camp and vice versa will be provided during the working days and is free of charge.

j. **Social program and weekend**

An official welcome reception event will be held at the Hellenic Armed Forces Officers Club during the first week of the course as well as an Official Graduation Ceremony on the last day of the course, followed by a reception.

During the weekends you are free to arrange your own schedule. However, if a special event arises that requires your presence; you will be informed well in advance.

k. **Fees**

No participation fees are applicable. Sending nations will have to bear accommodation and dining costs. Nevertheless a limited number of scholarships will be offered exclusively on military facilities, based upon timely received requests by interested countries and final approval by the HNDGS.

l. **Families**

Foreign students’ families are welcome.

m. **Absence** is allowed upon an important reason. If a student misses more than 10% of the total number of classes, the school initiates the process for failing the course.

16. MISCELLANEOUS

a. Course graduates are awarded the Crest of the Course to wear with their uniforms Class A, and B.

b. The Hellenic National Defense College has established a strategic co-operation with [Plymouth University](#), UK which leads to the **MA programme in “Applied Strategy and International Security”**.

The University awards a total of 180 credits (which are required for the successful completion of the MA) to willing graduates of the ISCAS as follows:

- **60 credits for the students’ previous academic qualifications (Defense Colleges/Universities, equivalent to HNDC), through accreditation of prior certificated learning (APCL).**

- **60 credits for the academic modules taught at the ISCAS. The MA students will be required to submit additionally three essays of 5.000 words each (one of which could be the major project)*.**

- 60 credits for a dissertation of 18.000 words*.

*The submission of the essays and the dissertation will be supervised by University of Plymouth academics.

The MA programme will be completed in one year after graduation from the course.

The enrolment in the MA programme is optional and the fees/expenses are covered by the individual. A detailed presentation for that opportunity will be provided at the beginning of the course.

17. FACULTY ORGANIZATION

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SECTION II

PLANNING CALENDAR/FIELD STUDY TRIPS-VISITS

1. PLANNING CALENDAR

**Senior Course on Defense Studies:
International Senior Course in Applied Strategy and Defense Diplomacy
(Sep 9-Dec 3, 2021)**

			Cycle 1: Research Methodology, Critical Thinking in Strategic Studies (RMCT 1-4)			
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Sep.06	Sep. 7	Sep. 8	Sep. 9	Sep. 10	Sep. 11	Sep.12
			<p><u>RMCT 1</u> In – processing (Orientation, IT, administrative instructions)</p> <p>Introduction to writing at M-level: -Exploring challenges and expectations -Identifying a research question: creating a research space Methodological considerations</p> <p><u>Ice Breaking</u> (19:00-22:00h) (at the Hellenic Armed Forces' Officers Club/LAED)</p>	<p><u>RMCT 2</u> Engaging in a literature review: - Synthesizing knowledge - Developing a critical stance: identifying assumptions/ acknowledging alternative perspectives - Contribution to knowledge: producing a new or useful insight</p>		<p>Visit to Acropolis Archeological Site-Acropolis Museum</p>

Cycle 1. (Cont)		Cycle 2:Thucydidean Approach to Applied Strategy (TAAS 1-8)				
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Sep. 13	Sep. 14	Sep. 15	Sep.16	Sep. 17	Sep. 18	Sep. 19
<u>RMCT 3</u> Identifying the functions and qualities of academic writing:- Description, analysis and evaluation - Academic integrity: understanding referencing - Identifying appropriate literature: what makes a source credible?	<u>RMCT 4</u> Principles of Critical Thinking - Bloom's taxonomy - Comprehension exercises - Creative thinking and Visualization	<u>TAAS-1</u> Theory, War and Strategy	<u>TAAS-2</u> Thucydides and the War	<u>TAAS-3</u> Thucydides and the War	<u>TTW 1</u> Theatre Training Workshop	
Cycle2:Thucydidean Approach to Applied Strategy (TAAS 1-8) Cont.						
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Sep. 20	Sep.21	Sep.22	Sep.23	Sep.24	Sep. 25	Sep.26
<u>TAAS-4</u> Geopolitics	<u>TAAS-5</u> Clausewitz and the War	<u>TAAS 6</u> Power	<u>TAAS 7</u> Airpower (class held at H.A.F. museum)	<u>TAAS 8</u> Seapower (class held at Georgios Averof Armored Cruiser floating museum)		<u>TTW 2</u> Theatre Training Workshop
Cycle 3: Managing Maritime Security Threats (MMST) (Field Study Trip 1)						
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Sep.27	Sep.28	Sep.29	Sep.30	Oct. 1	Oct.2	Oct.3
Departure to Crete Visit to NMIOTC -The Maritime System -Transnational Organizations	<u>NMIOTC</u> NATO Intelligence Cycle of Maritime Security Operations	<u>NMIOTC</u> Evidence collection principles in	Visit to Knossos Archaeological site and museum	<u>NMIOTC</u> NATO's Alliance policy and decision making process		

-Multinational Responses -Defending the Global Commons	Visit to Souda Naval Base	Maritime Security Operations Visit to NATO Missile Firing Installation (NAMFI) and Air Defence Center of Excellence	Visit to Heracleon Archaeological museum	NATO's Alliance partnership and cooperation programs NATO's Alliance concept NATO Operational Planning Process Visit to 115 CW Departure to Athens		
Cycle 4: Strategic Leadership (SL 1-5)						
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Oct. 4	Oct. 5	Oct. 6	Oct. 7	Oct. 8	Oct.9	Oct. 10
<u>SL-1</u> Theories of Leadership and Military Leadership	<u>SL-2</u> Theories of Charismatic and Transformational Leadership	<u>SL-3</u> Theories of War and Ethics	<u>SL-4</u> Theories-views regarding PTSD and War	<u>SL-5</u> Theories of Religion and Military Leadership		Visit to archeological site of Apollo Oracle , at Delphi .
Cycle 5: Applied International Relations & Foreign Policy (AIRFP 1-10)						
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Oct. 11	Oct.12	Oct. 13	Oct.14	Oct. 15	Oct. 16	Oct. 17
<u>AIRFP-1</u> The Modern Structure of the International System:UN, NATO (and Global Partners), EU (and CFSP)	<u>AIRFP-2</u> Aspects of Diplomacy (Economic, Military, Energy) Secessionism,- National Minorities	<u>AIRFP-3</u> Issues of National Security: Immigration, Environment, Energy etc. Visit to Joint	<u>AIRFP-4</u> International Law of the Sea Exclusive Economic Zone	<u>AIRFP-5</u> The Structure of Peaceful Relations: International Justice System of Settlement of International disputes Recent Case Law on	<u>TTW3</u> Theatre Training Workshop	

		Coordinating Center of Search and Rescue)		Palestine /USA, Iran /USA, Ukraine /Russia, Georgia /Russia, Philippines /China, Chagos Islands Opinion, Maritime Delimitation and Law of the Sea		
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Oct. 18	Oct.19	Oct.20	Oct. 21	Oct. 22	Oct. 23	Oct. 24
AIRFP-6 General Principles of Foreign Policy “Soft” vs “Hard” Power, “Smart” Power	AIRFP-7 Great Power Politics 1 (USA, Russia, China)	AIRFP-8 Great Power Politics 2 (USA, Russia, China)	AIRFP-9 Introduction to Islam The Islamic Caliphate	AIRFP-10 Asymmetric Threats and Cyber Warfare	Visit to National Archaeological museum	
Cycle 6: Cultural Awareness-Negotiations and Defense Diplomacy (CANDD)						
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Oct. 25	Oct.26	Oct. 27	Oct. 28	Oct. 29	Oct. 30	Oct. 31
DD-1 Main Actors	DD-2 Areas and Instruments	DD-3 Modes of Practice	National Day (No Class-Research)	N-1 Negotiation’s Theory I. Preparation of Negotiations		TTW4 Theatre Training Workshop
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Nov. 1	Nov.2	Nov. 3	Nov. 4	Nov. 5	Nov. 6	Nov. 7
N-2 Negotiations Theory II: Strategic Conflict Management/ Negotiating Strategies-Tactics	N-3 Negotiations Theory Synthesis/ Negotiation Exercise	DD-4 The Role, Goals and Tasks of Defense Diplomacy	DD-5 Cultural Awareness (Exercise)	DD-6 Cultural Awareness (Exercise)		Sailing trip to Hydra-Poro- Aigina

Cycle 7: Regional Studies (RS 1-10)						
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Nov. 8	Nov. 9	Nov. 10	Nov. 11	Nov. 12	Nov. 13	Nov. 14
Block I. The Middle East and North Africa and South East Mediterranean (MENA-SEM) (RS 1 – 5)						
<u>RS-1</u> Historical Development till Middle & Early Modern Ages	<u>RS-2</u> The Age of Empires	<u>RS-3</u> From 19 th c. until the Days of Independence	<u>RS-4</u> The Arab-Israeli Conflict & Peace Process	<u>RS-5</u> From 1990 until Today		Visit to Mycenae, Archaeological sites and Ancient theatre of Epidaurus, and Nafplion
Cycle 7: Regional Studies (RS 1-10) Cont.						
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Nov. 15	Nov. 16	Nov. 17	Nov. 18	Nov. 19	Nov. 20	Nov. 21
Block II. Southeast Europe (RS 6-10)						
<u>RS-6</u> European Union: An Introduction to the best practice model of Regional Integration	<u>RS-7</u> South East Europe: An Overview. East Southeast Europe: Focus: Romania and Bulgaria	<u>RS-8</u> East Southeast Europe I: Bosnia-Herzegovina, Croatia, Slovenia, Serbia, Montenegro, Kosovo, Albania, North Macedonia	<u>RS-9</u> Eastern Europe Focus I: Russia, Ukraine, the Caucasus Region, Turkey	<u>RS-10</u> Eastern Europe Focus II: Russia, Ukraine, the Caucasus Region, Turkey	<u>TTW 5</u> Theatre Training Workshop	Hellenic Armed Forces Day

Cycle 8: Introduction to Peace Support Operations (PSO 1-3) (Field Study Trip 2)						
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Nov.22	Nov.23	Nov.24	Nov.25	Nov.26	Nov. 27	Nov. 28
Departure from Athens by bus Visits to Thermopylae, 1st Army HQs and EL.EU HQ Arrival at Thessaloniki.	PSO-1 SJWC -Introduction to UN Peacekeeping -UN Security Council Mandates for Peacekeeping -Legal Framework for UN Peacekeeping -Civil and Child Protection, Sexual Exploitation and Abuse	PSO-2 SJWC -NATO STRATCOM Policy -Digital Environment Assessment -Hybrid Warfare Visit to NATO Rapid Deployable Corps, Greece	PSO-3 MPSOTC -NATO PA Policy /Media Awareness -NATO CIMIC Doctrine (CIMIC and Social Environment IO's, NGO's, GO's, Liaison) - Working with Language Assistance Visit to 71st Airborne Division	Visit to Archeological Museum of Vergina (Macedonian Royal Tombs) Departure from Thessaloniki by bus		
Cycle 9: Countering the Changing Threat of International Terrorism (CIT 1-4)						
<i>MONDAY</i>	<i>TUESDAY</i>	<i>WEDNESDAY</i>	<i>THURSDAY</i>	<i>FRIDAY</i>	<i>SATUR.</i>	<i>SUNDAY</i>
Nov.29	Nov.30	Dec. 1	Dec. 2	Dec. 3	Dec. 4	Dec. 5
CIT-1 -What is Terrorism? History and Understanding of the phenomenon of Terrorism. -Terrorist	CIT-2 -What makes a Terrorist? -Understanding Religious Terrorism: Terror mandated by God	CIT-3 -Addressing Islamic Fundamentalism in the Caucasus: The Russian Government response to the threat of Terrorism	CIT-4 Mission Design Exercise Course Conclusive Feedback Alumni Brief	Graduation Day/Official Ceremony (Hellenic Armed Forces' Officers Club/LAED)		

<p>Movements: a Profile of Terrorists and Their Organizations/ Tactics</p> <p>Major Projects Presentation</p>	<p>-The rise of AL-QAEDA & ISIS and the impact of 9/11: The Strategy of the 'War on Terrorism'</p> <p>Major Projects Presentation</p>	<p>-The Weapons of Mass Destruction (WMD) Nightmare: Can WMD Terrorists be Pre-empted?</p> <p>-Cyber-Terrorism in the 21st century: How real is the Threat?</p> <p>-Future prospects for Defeating Terrorism: Managing the Threat</p> <p>Major Projects Presentation</p>	<p>Out-processing</p>			
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2. FIELD STUDY TRIPS AND VISITS DESCRIPTIONS

a. Field Study Trip 1, on Crete Island

We will fly to [Chania Airport](#), in the early morning of September 27, 2021. Our stay at Crete will be accommodated at the NMIOTC's or NAMFI's premises. Besides the scheduled courses at NMIOTC (as described in the curriculum) we will visit the following installations in the area:

- The Hellenic Souda Naval Base, September 28.
- The NATO Missile Firing Installation ([NAMFI](#)) and Air Defence Center of Excellence on September 29.
- The 115 Combat Wing, on October 1st.

The trip will be concluded on Friday, October 1st, and we will return to Athens, late in the evening.

b. Field Study Trip 2, to Northern Greece

On November 22nd, 2021, we will depart from Athens by bus, early in the morning. After a 2-hour ride, we will reach the Gates of Thermopolis (Thermopylae), and we will pay a visit to the small local museum.

Thermopylae literally means "hot gate"; its name deriving from the hot sulphursprings, which in Greek mythology is said to lead to the entrance to Hades. Thermopylae is indeed a narrow pass that became world-famous after the [battle](#) in 480BC between the Greek and the Persian Army. The land surface on which the battle took place lies less than 20 meters (66 ft) of soil.

Then, we will proceed to [Larissa](#)(2h), where we will visit the 1st Army, and the EU Operations HQ. Subsequently we will depart for [Thessaloniki](#) where we will stay at a downtown hotel.

On November 23, 24, 25th we will attend the scheduled courses of [MPSOTC](#) at SJWC and MPSOTC (as described in the curriculum).

Additionally on November 24th, we will visit NATO Rapid Deployable Corps Greece ([NRDC GR](#)) HQ and on November 25th the 71th Airborne Division. We will depart from Thessaloniki early on November 26th, and on the way to Athens we will visit the Archeological Museum of Vergina (Macedonian Royal Tombs).

The [Archeological Museum of Vergina](#)(Aigai) houses the findings of the excavations of the Royal Tombs of Vergina, which were led by Manolis Andronikos. For the preservation of the artifacts themselves a subterranean structure was built in 1993 to encase and protect the ancient monuments by maintaining a constant temperature and humidity, both indispensable for the preservation of the wall paintings.

c. Visit [Acropolis-Acropolis Museum](#)(Sunday, September 12, 2021)

The Acropolis of Athens means "the outer edge of the city" is a 156m. high rock, which was inhabited since the 4th millennium BC. The Athenian Statesman [Pericles](#) in the fifth century BC co-ordinated the construction of the site's most important buildings including the [Parthenon](#), the [Propylaia](#), the [Erechtheion](#) and the [Temple of Athena Nike](#).

The Parthenon and the other buildings were seriously damaged during the 1687 siege by the [Venetians](#) in the [Morean War](#) when gunpowder being stored in the Parthenon was hit by a cannonball and exploded. A considerable number of archaeological findings and architectural member were stolen by Elgin and currently form part of the exhibition of the British Museum in London.

Behind the Propylaea, Phidias' gigantic bronze statue of [Athena Promachos](#) ("Athena who fights in the front line"), built between 450 BC and 448 BC, dominated. The base was 1.50 m (4 ft 11 in) high, while the total height of the statue was 9 m (30 ft). The goddess held a lance whose gilt tip could be seen as a reflection by crews on ships rounding Cape [Sounion](#).

The New Acropolis Museum was built to house every artifact found on the rock and on the surrounding slopes, from the [Greek Bronze Age](#) to [Roman](#) and [Byzantine Greece](#). It also lies over the ruins of a part of Roman and early Byzantine [Athens](#).

d. Visit to the [Apollo Oracle](#), at Delphi.

A day-trip, by bus. We will depart early in the morning and after a 2-hour ride, we will reach Delphi and visit the oracle and the Delphi museum. Delphi is one of the most famous Ancient Greek Oracles (the other one being the Dodoni Oracle in Northern Greece) and sanctuary that grew rich as it was regarded the Centre of the Earth. As such, the Oracle was consulted on important decisions throughout the ancient classical world. Moreover, the ruins of the Temple Apollo will give you the opportunity to travel back in time.

e. Visit to archeological sites; [Mycenae](#), Ancient theatre of [Epidauros](#), and the City of [Nafplio](#).

A day-trip by bus. We will depart early in the morning and after a 2-hour ride, we will reach Epidauros, which is home to the most beautiful and best preserved ancient theatre in Greece. It is also well known for its Asklepeion, an Ancient Greek curating and rehabilitation facility named after Asklepeios, the Father of Medicine, who was later worshipped. Afterwards, we will visit the City of Nafplio for a short ride and lunch.

In the end, we will reach Mycenae, which is the most important and richest palatial center of the Late Bronze Age in Greece.

f. Sailing trip to Hedra –Poro- Aigina

A day-trip by boat. The journey takes 11 hours. Getting Started in the Morning by Marina Flisvou (Trocadero, Paleo Faliro). The aim is to highlight the folklore and historical island aspect of Greece to foreign students. This activity includes visits to archaeological sites, fortress and museums (Temple of Aphaia, Byzantine Church of AgiosNektarios).