



**Hellenic National Defence  
General Staff**



**Hellenic National  
Defence College**

**8<sup>th</sup> Senior Course on Defence Studies  
International Senior Course in Applied Strategy and Defence Diplomacy  
(Sep 14 - Dec 15, 2023)**

|               |                | <b>In-processing</b> |  |  |
|---------------|----------------|----------------------|--|--|
| <i>MONDAY</i> | <i>TUESDAY</i> | <i>WEDNESDAY</i>     | <i>THURSDAY</i>  | <i>FRIDAY</i>  |
| Sep.11        | Sep. 12        | Sep. 13              | Sep. 14  | Sep. 15  |
|               |                |                      | In-processing (Orientation, IT,<br>administrative instructions)<br><b><u>Ice Breaking (13:00-14:00h)</u></b> | Visit to Acropolis<br>Archeological Site &<br>Acropolis Museum |
|               |                |                      |  |  |

| <b>Cycle 1: Research Methodology and Critical Thinking in Strategic Studies (RM&amp;CT)</b>  |  |   | <b>Cycle 2: Strategic Leadership and Cultural Awareness (SL&amp;CA)</b>  |   |
|--|--|---|--|---|
| <p>-Thinking process and various methods for efficient and effective learning, thinking, and communication.</p> <p>-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.</p>                              |  |   | <p>-Elaborating 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.</p> <p>-Comprehending the range of conceptualizations of diversity and their relative influence on organizational processes and performance by analyzing the challenges and opportunities associated with the management and leading complex of a demographically diverse organization.</p> |   |
| <i>MONDAY</i>  | <i>TUESDAY</i>   | <i>WEDNESDAY</i>  | <i>THURSDAY</i>  | <i>FRIDAY</i>   |
| Sep. 18  | Sep. 19  | Sep. 20   | Sep. 21  | Sep. 22   |
| <p><b><u>RM-1</u></b><br/>Identifying the functions and qualities of academic writing:<br/>-Description, analysis and evaluation<br/>-Academic integrity: understanding referencing</p> <p>Identifying the functions and qualities of academic writing:<br/>-Description, analysis and evaluation<br/>-Identifying appropriate literature:<br/>What makes a source credible?</p> | <p><b><u>CT-1</u></b><br/>Principles of Critical Thinking<br/>-Bloom's taxonomy<br/>-Comprehension exercises</p> | <p><b><u>CT-2</u></b><br/>Creative thinking and Visualization</p> | <p><b><u>SL-1</u></b><br/>Theories of Leadership and Military Leadership</p>   | <p><b><u>SL-2</u></b><br/>Theories of Charismatic and Transformational Leadership</p> |

**Cycle 2: Strategic Leadership and Cultural Awareness (SL&CA) Cont.**

-Elaborating 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.

-Comprehending the range of conceptualizations of diversity and their relative influence on organizational processes and performance by analyzing the challenges and opportunities associated with the management and leading complex of a demographically diverse organization

| <i>MONDAY</i>                                    | <i>TUESDAY</i>  | <i>WEDNESDAY</i>   | <i>THURSDAY</i>                                   | <i>FRIDAY</i>                                   |
|--|---|--|---|---|
| Sep. 25  | Sep.26  | Sep.27   | Sep.28  | Sep.29  |
| <b><u>SL-3</u></b><br>Theories of War and Ethics | <b><u>SL-4</u></b><br>Theories-views regarding PTSD and War | <b><u>SL-5</u></b><br>Theories of Religion and Military Leadership | <b><u>SL-6</u></b><br>Senior Leader Communication | <b><u>SL-7</u></b><br>Strategic Decision Making |

**Cycle 2: Strategic Leadership and Cultural Awareness (SL&CA) Cont.**

-Elaborating 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.

-Comprehending the range of conceptualizations of diversity and their relative influence on organizational processes and performance by analyzing the challenges and opportunities associated with the management and leading complex of a demographically diverse organization

**Cycle 3: Strategic Crisis Management (SCM)**

Broadening learning experience focused on thinking, leading, and communicating at the strategic level. Students will participate in required academic deliverables in persuasive writing, speaking on issues of strategic importance, and the provision of best military advice.

| <i>MONDAY</i>   | <i>TUESDAY</i>   | <i>WEDNESDAY</i>   | <i>THURSDAY</i>   | <i>FRIDAY</i>   |
|---|--|--|---|---|
| Oct. 2  | Oct. 3   | Oct. 4   | Oct. 5  | Oct. 6  |
| <b><u>CA-1</u></b><br>Organizational Culture and Leadership | <b><u>CA-2</u></b><br>Leading Innovative Organizations | <b><u>CA-3</u></b><br>Leading in a Multicultural Environment | <b><u>SCM-1</u></b><br>Crisis Management /Risk Management | <b><u>SCM-2</u></b><br>Crisis Management /Risk Management |

| <b>Cycle 3: Strategic Crisis Management (SCM) Cont.</b>   |   | <b>Cycle 4: Thucydidean Approach to Applied Strategy (TAAS)</b>   |  |  |
|---|---|---|--|--|
| Broadening learning experience focused on thinking, leading, and communicating at the strategic level. Students will participate in required academic deliverables in persuasive writing, speaking on issues of strategic importance, and the provision of best military advice.  |   | -Understanding basic concepts related to war, policy, and strategy.<br>-Analyzing and appraising 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) |  |  |
| <i>MONDAY</i>   | <i>TUESDAY</i>                                | <i>WEDNESDAY</i>  | <i>THURSDAY</i>  | <i>FRIDAY</i>                                  |
| Oct. 9  | Oct. 10                                       | Oct. 11   | Oct. 12  | Oct. 13  |
| <b><u>SCM-3</u></b><br>NATO Orientation Course  | <b><u>SCM-4</u></b><br>NATO Crisis Management | <b><u>TAAS-1</u></b><br>Theory, War and Strategy  | <b><u>TAAS-2</u></b><br>Thucydides and the War   | <b><u>TAAS-3</u></b><br>Thucydides and the War |
| <b>Cycle 4: Thucydidean Approach to Applied Strategy (TAAS) Cont.</b>   |   |   |  |  |
| -Understanding basic concepts related to war, policy, and strategy.<br>-Analyzing and appraising 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) |   |   |  |  |
| <i>MONDAY</i>   | <i>TUESDAY</i>                                | <i>WEDNESDAY</i>  | <i>THURSDAY</i>  | <i>FRIDAY</i>                                  |
| Oct. 16   | Oct.17  | Oct. 18   | Oct.19   | Oct. 20  |
| <b><u>TAAS-4</u></b><br>Geopolitics<br>Clausewitz and the War   | <b><u>TAAS-5</u></b><br>Power                 | <b><u>TAAS 6</u></b><br>Airpower<br>(class held at H.A.F.<br>museum)  | <b><u>TAAS 7</u></b><br>Sea power<br>(class held at Georgios<br>Averof Armored Cruiser<br>floating museum) | Visit to National Historical<br>Museum         |

**Cycle 5: Introduction to Peace Support Operations (PSO) (Field Study Trip 1)**

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)

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|---|---|--|---|---|
| Oct. 23   | Oct. 24   | Oct. 25                                      | Oct. 26   | Oct. 27   |
| <p><b>Departure from Athens by bus</b></p> <p>Visits to Thermopylae, 1<sup>st</sup> Army HQs and EL.EU HQ</p> <p>Arrival at Thessaloniki.</p> | <p><b>PSO 1 SJWC</b></p> <p>Peace Building Activities- Introduction to NATO STRATCOM- NATO STRATCOM Policy/Narrative Visit to NATO Rapid Deployable Corps, Greece</p> | <p>Visit to Rupel's Fort Military Museum</p> | <p><b>PSO-2 MPSOTC</b></p> <p>MPSOTC Presentation- Hybrid Warfare</p> <p>Visit to 71<sup>st</sup> Airborne Division</p> | <p>Visit to Archeological Museum of Vergina (Macedonian Royal Tombs)</p> <p><b>Departure from Thessaloniki by bus</b></p> |

**Cycle 6: Applied International Relations & Foreign Policy (AIR&FP)**

-Acquiring knowledge and understanding of the concepts and theories of Defence Doctrine, National Strategy and Foreign Policy.  
-Being acquainted with issues such as the formulation of National Defence Policy as well as with transnational and contemporary security threats

| <i>MONDAY</i>   | <i>TUESDAY</i>  | <i>WEDNESDAY</i>   | <i>THURSDAY</i>   | <i>FRIDAY</i>  |
|---|---|--|---|--|
| Oct. 30   | Oct. 31   | Nov. 1   | Nov. 2  | Nov. 3   |
| <p><b>AIR&amp;FP-1</b></p> <p>The Modern Structure of the International System: UN, NATO (and Global Partners), EU (and CFSP)</p> | <p><b>AIR&amp;FP-2</b></p> <p>Aspects of Diplomacy (Economic, Military, Energy) Secessionism -National Minorities</p> | <p><b>AIR&amp;FP-3</b></p> <p>Issues of National Security: Immigration, Environment, Energy etc.</p> | <p><b>AIR&amp;FP-4</b></p> <p>International Law of the Sea Exclusive Economic Zone Maritime Delimitation and Law of the Sea</p> | <p><b>AIR&amp;FP-5</b></p> <p>The Structure of Peaceful Relations: International Justice System of Settlement of International disputes Recent Case Law on Palestine /USA, Iran /USA, Ukraine /Russia, Georgia /Russia, Philippines /China, Chagos Islands Opinion</p> |

| <b>Cycle 6: Applied International Relations &amp; Foreign Policy (AIR&amp;FP) Cont.</b>  |  | <b>Cycle 7: Defence Diplomacy and Negotiations (DD&amp;N)</b>   |   |   |
|--|--|---|---|---|
| -Acquiring knowledge and understanding of the concepts and theories of Defence Doctrine, National Strategy and Foreign Policy.<br>-Being acquainted with issues such as the formulation of National Defence Policy as well as with transnational and contemporary security threats |  | Providing 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 |   |   |
| <i>MONDAY</i>  | <i>TUESDAY</i>   | <i>WEDNESDAY</i>  | <i>THURSDAY</i>   | <i>FRIDAY</i>   |
| Nov. 6   | Nov. 7   | Nov. 8  | Nov. 9  | Nov. 10   |
| <b><u>AIR&amp;FP-6</u></b><br>General Principles of Foreign Policy<br>“Soft” vs “Hard” Power,<br>“Smart” Power   | <b><u>AIR&amp;FP-7</u></b><br>Great Power Politics<br>(USA, Russia, China) | <b><u>DD-1</u></b><br>Main Actors   | <b><u>DD-2</u></b><br>Areas and Instruments<br>Modes of Practice  | <b><u>DD-3</u></b><br>The Role, Goals and Tasks<br>of Defense Diplomacy         |
| <b>Cycle 7: Defence Diplomacy and Negotiations (DD&amp;N) Cont.</b>  |  |   |   |   |
| Providing 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                    |  |   |   |   |
| <i>MONDAY</i>  | <i>TUESDAY</i>   | <i>WEDNESDAY</i>  | <i>THURSDAY</i>   | <i>FRIDAY</i>   |
| Nov. 13  | Nov. 14  | Nov. 15   | Nov. 16   | Nov. 17   |
| <b><u>DD-4</u></b><br>Defence Diplomacy/ Role<br>Play  | Visit to Mycenae,<br>Archaeological sites and<br>Nafplion                  | <b><u>N-1</u></b><br>Negotiation’s Theory I.<br>Preparation of<br>Negotiations  | <b><u>N-2</u></b><br>Negotiations Theory II:<br>Strategic Conflict<br>Management/ Negotiating<br>Strategies-Tactics | <b><u>N-3</u></b><br>Negotiations Theory<br>Synthesis /Negotiations<br>Exercise |

**Cycle 8: Countering the Changing Threat of International Terrorism (CCTIT)**

-Examining the phenomenon of international terrorism in the 20th and 21st Centuries  
 -Discussing the various strategies for countering it.

-Imparting deep knowledge about particular terrorist groups, and deploys a number of concepts to understand their motivation, organization, and evolution.

-Assessing 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.

| <i>MONDAY</i>  | <i>TUESDAY</i>  | <i>WEDNESDAY</i>  | <i>THURSDAY</i>  | <i>FRIDAY</i>  |
|--|---|---|--|--|
| Nov. 20  | Nov. 21   | Nov. 22   | Nov. 23  | Nov. 24  |
| <p><b><u>CCTIT-1</u></b><br/>                     -What is Terrorism?<br/>                     History and Understanding of the phenomenon of Terrorism.<br/>                     -Terrorist Movements: a Profile of Terrorists and Their Organizations/ Tactics</p> | <p><b><i>HELLENIC ARMED FORCES DAY</i></b><br/> <i>(Official holiday)</i></p> | <p><b><u>CCTIT-2</u></b><br/>                     -What makes a Terrorist?<br/>                     -Understanding Religious Terrorism<br/>                     -The rise of Al-Qaeda &amp; ISIS<br/>                     -The Strategy of the GWOT</p> | <p><b><u>CCTIT-3</u></b><br/>                     -Addressing Islamic Fundamentalism in the Caucasus: The Russian Government response to the threat of Terrorism</p> | <p><b><u>CCTIT-4</u></b><br/>                     -Weapons of Mass Destruction (WMD)<br/>                     -Future prospects for Defeating Terrorism: Managing the Threat</p> |

**Cycle 9: Managing Maritime Security Threats (MMST) (Field Study Trip 2)**

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

| <i>MONDAY</i>  | <i>TUESDAY</i>   | <i>WEDNESDAY</i>   | <i>THURSDAY</i>  | <i>FRIDAY</i>   |
|--|--|--|--|---|
| Nov. 27  | Nov. 28  | Nov. 29  | Nov. 30  | Dec. 1  |
| <p><b>Departure to Crete</b><br/>                     Visit to NMIOTC<br/>                     -The Maritime System<br/>                     -Transnational Organizations<br/>                     -Multinational Responses<br/>                     -Defending the Global Commons</p> | <p align="center"><b><u>NMIOTC</u></b><br/>                     NATO Intelligence Cycle of Maritime Security Operations<br/>                     Visit to Souda Naval Base</p> | <p align="center"><b><u>NMIOTC</u></b><br/>                     Evidence collection principles in Maritime Security Operations<br/>                     Visit to NATO Missile Firing Installation (NAMFI) and Air Defence Center of Excellence</p> | <p align="center">Visit to Knossos Archaeological site and museum<br/><br/>                     Visit to Heraklion Archaeological Museum</p> | <p align="center"><b><u>NMIOTC</u></b><br/>                     NATO's Alliance policy and decision-making process<br/>                     NATO's Alliance partnership and cooperation programs<br/>                     NATO's Alliance concept<br/>                     NATO Operational Planning Process<br/>                     Visit to 115 CW<br/> <b>Departure to Athens</b></p> |

**Cycle 10: War games/ Strategic Exercise**

Exercising to encourage reflection, critical assessment, and consideration of issues that arise in a complex and ambiguous environment. The core courses provide opportunities for critical thinking and reflective learning, often culminating in an end-of-course exercise

| <i>MONDAY</i>         | <i>TUESDAY</i>        | <i>WEDNESDAY</i>      | <i>THURSDAY</i>       | <i>FRIDAY</i>         |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Dec. 4                | Dec. 5                | Dec. 6                | Dec. 7                | Dec. 8                |
| <b><u>WG/SE-1</u></b> | <b><u>WG/SE-2</u></b> | <b><u>WG/SE-3</u></b> | <b><u>WG/SE-4</u></b> | <b><u>WG/SE-5</u></b> |



| <b>Major Project</b>                          |                |                  | <b>Ending Course Process</b>  |                                     |
|---|----------------|------------------|---|-------------------------------------|
| <i>MONDAY</i>                                 | <i>TUESDAY</i> | <i>WEDNESDAY</i> | <i>THURSDAY</i>   | <i>FRIDAY</i>                       |
| Dec. 11                                       | Dec. 12        | Dec. 13          | Dec. 14   | Dec. 15                             |
| Major projects' presentations of the students |                |                  | Course Conclusive<br>Feedback<br>Alumni Brief<br>Out-processing<br>Graduation Day/<br>Preparation/Rehearsal<br>Ceremony | Graduation Day/Official<br>Ceremony |