Senior Management
of Strategic Level Course
(L-4)
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Dear scientific and pedagogical employees, students, all participants of the development of the “Senior Management of Strategic Level Course”

The leading military educational institution of our state - the National Defense University of Ukraine named after Ivan Cherniakhovskyi, has embarked on a path of profound transformation, which is conditioned by new risks and threats for our young European state and, accordingly, new, higher requirements to the defenders of its territorial integrity and independence.

By integrating into the European and Euro-Atlantic community, we have set ambitious goals, including raising the level of training of military leaders to European standards. During the last period, the teaching staff of the University, together with our European colleagues, has taken many steps in this direction, and this leadership course is one of them.

According to my strong conviction, the success of the tasks of our units will depend on how we have managed to mobilize and unite the military teams, to create a new organizational culture in the Armed Forces of Ukraine, based on universal European human values. To organize this work in the Armed Forces is the task of military strategic leaders.

The experience of carrying out tasks in the ATO zone, the operation of the Joint Force shows that in the Armed Forces of Ukraine, other components of the security and defense sector, there are many officers with the qualities of genuine leaders capable of organizing combat missions in difficult conditions. To contribute to the development of their best qualities, to provide new knowledge in the field of strategic leadership, to prepare leaders of the strategic level is the main task of this course.

I express my confidence that the introduction of the “Strategic Leadership Course” into the educational process is an important step in improving the content of university students' training that opens the way for further improvement of the military education system in Ukraine.

Commandant of the National Defense University of Ukraine named after Ivan Cherniakhovskyi
Lieutenant-General A. SYROTENKO
Curriculum and organization of educational process

1. General provisions

The course is held for 6 months, including organizational and public holidays. The curriculum consists of one semester, which consists of 6 modules. The 4 module ends with a military-political game, the 5 module ends with a military-economic game and the 6 module ends with a military-strategic game.

Leading representatives of the National Defense University of Ukraine named after Ivan Cherniakhovskyi and invited lecturers are involved in teaching of the course.

2. Modules of the course "Senior Management of Strategic Level Course"

Module 1: Foundation of the Strategic Leadership
Module 2: International security and threat from Russia
Module 3: Future security environment
Module 4: Software national security
Military-political game. Strategy for neutralizing identified national security threats.
Module 5: Fundation of Strategic Resources Management
Military-economic game. Resource support for the developed strategy.
Module 6: The use of defense forces to deter and rebuff a full-scale armed aggression.
Military-strategic game. Proposals to the defense plan of Ukraine.

For each module, its main goal and expected learning outcomes are defined, which are formulated as the ability of students to demonstrate possession of competencies that are formed during the training.

The purpose of each module is part of the overall goal of the course - the preparation of strategic level leaders. This means that all modules are integrated and interconnected, that is, the results of studying each module are taken into account during the study of the next, while during the military-strategic game demonstrates the use of all the skills, knowledge and skills that were formed during the development of modules.

In order to get acquainted with the students with the general standards of education, work schedules and educational material base, during the first day, a practical lesson is organized on the topic: Organization of training in the course and entrance control.
Module 1: Foundation of the Strategic Leadership

Goal of the module:
Development of managerial competencies inherent in strategic level managers. Focus on common approaches to strategic decision-making.
The module aims to give students with the theoretical and conceptual tools of strategic leadership.
This module also contains an overview of the basic concepts and theories of international relations, history, security and geopolitics that are used in the strategic analysis process.

Learning Outcome (Capacity):

1. Develop academic writing skills on strategic issues with scientific substantiation of conclusions;
2. Present publicly the conclusions from problem analysis to the audience of strategic level managers;
3. Use an adequate scientific and methodical apparatus for developing strategies and assessing complex strategic phenomena;
4. Assess the feasibility of applying the basic provisions of the theories of international relations, geopolitics and government, and determine their suitability and usefulness as an analytical system for studying contemporary global relations;
5. Justify both the leader and the strategic level, variants of a set of measures to counter actual threats to national security;
6. Analyze complex strategic problems using critical thinking and scientific research methods, strategic theories and models of strategic leadership, top level commanders;
7. Assess the role of democratic civilian control in the management of the Security and Defense Sector; develop civil-military cooperation;
8. Explore the structure of senior command and skills that are necessary for leadership in leadership positions at the strategic level for their further use while performing real assignments;
9. Understand the mission command philosophy and other management concepts for planning and conducting military campaigns (operations);
10. Evaluate the impact of various events (factors) that contribute to success or lead to the defeat of senior management on examples of the history of Ukraine and actual military conflicts both in the global and on the territory of Ukraine.

Allocation of time
• Under the guidance of a teacher: 98 hours
• Self-training: 52 hours
• Credits: 5

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<tr>
<th>Reporting</th>
<th>Assessment</th>
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<tbody>
<tr>
<td>Presentation of written work</td>
<td>Overall score from 0 to 10 points</td>
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<tr>
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<td>Research paper - 70%</td>
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<td>Presentation of the results - 30%</td>
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Module 2: International security and threat from Russia

Goal of the module:

Build knowledge of the students on the issues of modern international relations, the tools of force and the main directions of foreign policy of the leading countries and countries of the region, the activities of the main global and regional security organizations, the global and regional security landscape.

Analyze the events arising from the implementation of the strategies of Russia and the transatlantic community, as well as studying the main aspects of Russian foreign and domestic policy, as well as its security and defense policies.

Evaluate Russia's Challenges for Regional Security and International Order.

The module includes the participation of students in the International Week (NATO Week).

Learning Outcome (Capacity):

1. Assess the impact of global problems on the processes of ensuring national security, the effectiveness of the activities of international security institutions in countering hybrid threats to international peace and security by the Russian Federation for the drafting of strategic decisions on security and defense issues of Ukraine;
2. Assess the driving forces and trends of the world political process, the place of world, regional and small states in it, as well as modern international institutions and unions, in order to formulate recommendations of these directions of international cooperation;
3. Describe the functions, tasks and mechanisms of decision-making of the European Union, NATO and other security organizations in the system of European and global security;
4. Assess the importance of problems and threats occurring in various geopolitical theaters and analyze their impact on specific political situations, especially in the Eastern European region;
5. Assess the advantages and threats of Ukraine's participation in alliances and regional organizations, cooperation with situational and strategic partners for national security;
6. Assess the possibilities of helping the international community to resolve the conflict between Ukraine and Russia;
7. Understand the essence of Russia's policy towards Ukraine, its history and prospects, and its impact on the development and formulation of a national security policy;
8. Identify a range of measures and approaches that can be used at national and multilateral levels to address the challenges of Russia's European security and international order, assess their feasibility, effectiveness and realism.

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<th>Reporting</th>
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<tr>
<td>Presentation of written work: Mechanisms for achieving Russia's political goals in Ukraine</td>
<td>Overall score from 0 to 10 points</td>
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Allocation of time:

- Under the guidance of a teacher: 84 hours
- Self-training: 81 hours
- Credits: 5,5
Module 3: Future security environment

Goal of the module:

Identify the trends in the security environment, analyze the experience of strategic conflict management, use them to develop possible scenarios of the future.

Consider historical examples of the use of military force and the role played by specific conflicts in the history of human civilization, assess the strengths and weaknesses of the use of force in these conflicts and determine the results of the use of force: escalation or reduction of tension.

Explore current conflicts and differentiate between different types of conflict management (for example, collective defense, crisis response operations, etc.).

Study advanced innovative technologies that have a radical influence on the nature of military conflicts.

Explore other (non-military) power tools such as economic pressure, energy, information and trade warfare, etc.

Formulate suitable for defense planning scenarios of possible conflicts to which Ukraine can be drawn.

Learning Outcome (Capacity):

1. Study current and historical examples of the use of military force and realize the relevance of military rule in the future;
2. Identify the main features of the military conflicts that Ukraine may be involved in, assess the complex operational environment of contemporary and future military (armed) conflicts;
3. Demonstrate an understanding of the potential impact of technology development on future armed conflicts;
4. Identify the potentials and power tools needed to manage conflict, identify ways to integrate the use of military and/or non-military means to achieve political goals;
5. Use of technologies for forming scenarios of possible military conflicts and assess conflict management models;
6. Distinguish potential characteristics of future conflicts and the possibility of using armed forces in their region and beyond.

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<tr>
<td>Protection of an individual project</td>
<td>Overall score from 0 to 10 points</td>
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<td>&quot;The scenario of military conflict development&quot;</td>
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Allocation of time

- Under the guidance of a teacher: 72 hours
- Self-training: 78 hours
- Credits: 5
Module 4: Software national security

Goal of the module:
Evaluate the impact of internal and external factors that influence the wording of the strategy.
Evaluate the current state of the security environment, the latest key decisions and events in the field of Ukrainian military policy and strategic planning.
Get familiar with the methodology of strategy formation, with the "goal-way-means" system and other approaches to defining ways of realizing national interests and achieving goals.
The module provides group training on strategy formulation, which will allow students to participate in the development of the military security strategy of Ukraine.
Introduce the students with the principles of strategic planning and organization of strategic planning of development and strategic planning of the use of the Armed Forces of Ukraine.
Module ends with the training “Strategy for neutralizing identified national security threats”

Learning Outcome (Capacity):
1. Assess the nature, role and evolution of the strategy of national and military security of Ukraine, as well as strategies of other states, alliances and international organizations;
2. Investigate the relationship between the national and international context, namely: external challenges and threats, the purpose (the necessary state of affairs), ways and means, when formulating a military security strategy;
3. Formulate a strategy of military security of Ukraine with further evaluation of its realism and feasibility;
4. Assess the risks arising from the implementation of the developed strategy;
5. Study the problems of strategic planning of the use and development of the Armed Forces in the interests of preparing for a wide range of operations.

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<tr>
<td>Protection of the collective project during the military-political game</td>
<td>Overall score from 0 to 10 points</td>
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Allocation of time:
• Under the guidance of a teacher: 90 hours
• Self-training: 75 hours
• Credits: 5,5
Module 5: Foundation of Strategic Resources Management

Goal of the module:

Consider tools for studying, evaluating and formulating defense planning documents.
Review the defense economy and resource management by analyzing the theory, principles and processes of defense management.
Evaluate how financial, material, infrastructure and personnel decisions affect the ability to implement a national security strategy and develop the ability to formulate recommendations for effective defense planning under resource constraints.
Module ends with the training “Resource support for the developed strategy”

Learning Outcome (Capacity):

1. Formulate policy recommendations for effective defense management;
2. Assess the relationship between security objectives, strategies and military capabilities;
3. Assessment of the impact of resource constraints on defense planning;
4. Study the main processes of strategic resource management;
Consider the effects of different choices of resource allocation on defense capabilities.

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<tr>
<td>Protection of the collective project during the military-economic game</td>
<td>Overall score from 0 to 10 points</td>
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Allocation of time:

• Under the guidance of a teacher: 98 hours
• Self-training: 82 hours
• Credits: 6
Module 6: The use of defense forces to deter and rebuff a full-scale armed aggression. Strengthening containment through unification of efforts

Goal of the module:

Consider the potential of various instruments of the Ukrainian authorities and the possibility of their joint use to counteract the threat posed by the Russian Federation.

Make a comprehensive assessment of deterrence in theory and in practice, both in the historical and in the contemporary context.

Develop variants of strategies of containment of Russia in the existing security environment.

Module ends with the training “Proposals to the defense plan of Ukraine”

Learning Outcome (Capacity):

1. Plan and develop the integrated use of all power tools in the interests of containment in an innovative, flexible and systematic way and in a corresponding existing situation format;
2. Formulate and submit proposals for improving interagency cooperation to achieve more effective containment;
3. Identify gaps between contemporary deterrence and the actual level of deterrence potential;
4. Assess the level and efficiency of existing cooperation between the security sector and other institutions in building capacity for containment;
5. Identify and prioritize the most important interagency cooperation activities on deterrence and defense;
6. Identify and systematize the main sources of information needed to analyze the existing level and the real needs of deterrence;
7. Assess the regional security and threat trends and their impact on Ukraine.

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<td>Protection of the collective project during the military-strategic game</td>
<td>Overall score from 0 to 10 points</td>
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Allocation of time:

- Under the guidance of a teacher: 114 hours
- Self-training: 186 hours
- Credits: 10
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