

Curriculum

To be reviewed by <i>February 2025</i>	Activity number 32	Cross-Cultural Competence in CSDP Missions and Operations	ECTS 6
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CORRELATION WITH CTG/MTG TRAs	EQUIVALENCES
1. Communications, cultural, behavioural skills	N/A

<p style="text-align: center;"><u>Target audience</u></p> <p>Participants would normally be mid- to high-level personnel (civilian, police and military) from Member States and EU institutions and agencies who are assigned to or are interested in participating in CSDP missions and operations.</p>	<p style="text-align: center;"><u>Aim</u></p> <p>The aim of the course is to provide participants with a comprehensive set of cross-cultural knowledge and skills. An additional aim is to establish a network of personnel with cross-cultural competence participating in CSDP missions and operations.</p>
<p>Open to:</p> <ul style="list-style-type: none"> • third countries and IOs 	

Learning outcomes	
Knowledge	LO.01 Understand the internal diversity and heterogeneity of all cultural groups; LO.02 Understand one's own and other people's assumptions, preconceptions, stereotypes, prejudices, and overt and covert discrimination; LO.03 Understand the influence of one's own language and cultural affiliations on one's experience of the world and of other people; LO.04 Communicative awareness, including awareness of the fact that other peoples' languages may express shared ideas in a unique way, or express unique concepts; LO.05 Develop intercultural competence through education; LO.06 Be aware of the fact that people of other cultural affiliations may adopt different verbal and non-verbal communicative conventions which are meaningful and may be used by people who have particular cultural orientations; LO.07 Understand the processes of cultural, societal and individual interaction.
Skills	LO.08 Take other people's perspectives into consideration in addition to one's own (multi-perceptivity); LO.09 Discover information about other cultural affiliations and perspectives; LO.10 Interpret other cultural practices, beliefs and values and relate them to one's own; LO.11 Respond to other people's thoughts, beliefs, values and feelings (empathy); LO.12 Adapt one's way of thinking according to the situation or context (cognitive flexibility); LO.13 Make judgments about cultural beliefs, values, practices, discourses and products, including those associated with one's own cultural affiliations, and be able to explain one's views; LO.14 Adapt one's behaviour to new cultural environments – for example, avoiding verbal and non-verbal behaviours which may be viewed as impolite by people who have cultural affiliations which differ from one's own;

	LO.15 Manage breakdowns in communication; LO.16 Use a known language to understand another (inter-comprehension); LO.17 Act as a mediator in intercultural exchanges.
Responsibility and autonomy	LO-18 Be open to learning from and about people who have cultural orientations and perspectives which differ from one's own; LO-19 Empathise with people who have cultural affiliations which differ from one's own; LO-20 Question what is usually taken for granted as 'normal', according to one's previously acquired knowledge and experience; LO.21 Tolerate ambiguity and uncertainty; LO.22 Discover opportunities to engage and cooperate with individuals who have cultural orientations and perspectives which differ from one's own.

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it uses a level 1 evaluation (based on participants' satisfaction with the course).

In order to complete the course, participants must accomplish all learning objectives. This is evaluated based on their active contribution during the residential module, including the syndicate session and practical activities, and on their completion of the eLearning phases. Course participants must complete the autonomous knowledge units (AKUs) and pass the tests (mandatory), scoring at least 80% in the incorporated out-test/quiz. There will be active observation by the course director/lead instructor for course design purposes, and course participants will be asked to complete a feedback questionnaire at the end of the course for further development. **However, no formal verification of learning outcomes is foreseen; the proposed European credit transfer system (ECTS) score is based on participants' workload only.**

Course structure		
Main topic	Suggested working hours (of which eLearning)	Suggested content
1. Cross-cultural competence (3C)	12 (6)	1.1 Self-reflection/self-awareness; 1.2 cultural stereotypes; how to address them awareness, including cultural, gender, ethnic, religious and professional identity 1.3 cultural diversity
2. Operationalisation of culture	12 (6)	2.1 cultural self-awareness reinforcing the affective aspect of learning 2.2 cross-cultural communication and negotiation in security and defence contexts
3. Cross-cultural competence for CSDP	16 (8)	3.1. cross-cultural competence in fragile and conflict environments 3.2 applying civilian and military methods to cultural awareness and operationalisation of culture 3.3 multicultural project management and leadership

4. Good practices	4 (2)	4.good practices of cross-cultural competence
TOTAL	44 (22)	

<p style="text-align: center;"><u>Materials</u></p> <p><i>Essential eLearning:</i> AKU 10 – The EU's mediation and negotiation capacities AKU 21 – Intercultural competencies</p> <p>Group work materials, scenarios and other documents provided by the course director</p> <p><i>Recommended study on a voluntary basis:</i> <i>The Strategic Compass:</i> https://data.consilium.europa.eu/doc/document/ST-7371-2022-INIT/en/pdf</p> <p>Learning materials (reading, video and audio) and other online training courses (computer-assisted simulations, role-playing, case studies and virtual interactions), as decided by the course director / training provider.</p> <p>EU documents, i.e <i>Generic Standards of Behaviour/Code of Conduct</i></p>	<p><u>Additional information</u></p> <p>All course participants must prepare for the residential module by completing the relevant eLearning preparatory phase; this is mandatory.</p> <p>The materials proposed for supplementary eLearning will reflect current developments in the field of cross-cultural competence for the CSDP in general and for relevant EU policies in particular.</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is used during the residential module: '<i>participants in the course are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed</i>'.</p> <p><i>Recommended methodology:</i> This course is best delivered interactively, mainly using the presentation method in combination with Story Circles and various learning activities.</p>
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