

Curriculum

To be reviewed by <i>February 2022</i>	Activity number 25	Course on European Armament Cooperation (Awareness and Expert Level)	ECTS 4
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<u>Target audience</u> The course is aimed at personnel working in national and inter-national armament cooperation related posts who need to gain knowledge and experience in co-operative acquisition and project management and supports experts for future leadership positions in the wider defence area.	<u>Aim</u> The aim of the European Armament Cooperation (EAC) Course is to enhance mutual understanding in armament cooperation by critical analysis of the armaments sector; identifying the frameworks, stakeholders, tools and processes, understanding the challenges at stake and benefits at EU level. The Course will deliver commonly educated EAC managers who can undertake international armament cooperation projects with skill and efficiently in the context of a developing CSDP.
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Learning outcomes	Knowledge	<ul style="list-style-type: none"> Identify the main stakeholders and explain the role they play in armament co-operation Acknowledge the political and economic environment of Armament Co-operation Know the existing frameworks of armament co-operation List the principles of strategic management and common tools Identify Best Practices and Lessons Learned in armament co-operation Use harmonised vocabulary
	Skills	<ul style="list-style-type: none"> Dramatize the concept of armament co-operation Employ the core soft skills in armament co-operation Apply cultural awareness in armament co-operation.
	Competences	<ul style="list-style-type: none"> Describe European and international legislation, agreement and treaties. Assess main structures, processes and roles of the European Institutions and other relevant actors Analyse the main trends in capability development, research and technology, industrial development and armament co-operation.

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it makes use of *level 1 evaluation (based on participant's satisfaction with the course)*.

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on the active contribution in the residential module, including their syndicate session and practical activities as well as on their completion of the eLearning phases: course participants finalise the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80% in the incorporated out-test/quiz. Active observation by the course director/lead instructor and feedback questionnaire filled by course participants at the end of the course is used.

However, no formal verification of learning outcome is foreseen; proposed ECTS is based on participants' workload only.

Course structure

Main Topic	Recommended Working Hours (of that eLearning)	Contents
Political and economic environment	5	<ul style="list-style-type: none"> Challenges of the CSDP and main trends in European capability development, needs and shortfalls up to 2025 and beyond

		<ul style="list-style-type: none"> • Role and responsibilities of main stakeholders • Multilateral initiatives, including PESCO • Current trends in national defence spending • Key EU strategies, policies, concepts and regulations impacting security and defence • European Defence Technological and Industrial Base (EDTIB) and specificities of the European Defence Equipment Market (EDEM)
Institutions and Stakeholders	6	<ul style="list-style-type: none"> • The main players in the regional defence co-operation in Europe - interplay between regional platforms and the mainstream European efforts in capability development • Strategies, policies, common tools, legal framework and major programmes and projects the EDA manages on behalf of the Member States • Strategic partnerships with other institutions, organizations and countries <ul style="list-style-type: none"> ◦ Institutions and stakeholders: European Defence Agency, NATO, AeroSpace and Defence Industry Association in Europe • Existing Defence procurement tools : Defence and Security Procurement Directive
Intercultural Awareness	3	<ul style="list-style-type: none"> • Developing awareness, appreciation, and ability to collaborate with each other • Exploring informal mechanisms for collaborative efforts, negotiation and consensus-building capabilities • Negotiation and consensus building to develop skills in interpersonal and group dynamics at both the dyadic level and the group team level
Co-operative Framework, best Practices and Lessons Identified	15	<ul style="list-style-type: none"> • Objectives of armament co-operation and its effects • Case studies used to identify lessons from defence co-operation • Reasons to co-operate or not co-operate: pros and cons of collaborative approach and the principles and concepts that underlie successful and unsuccessful defence co-operation • The process for establishment of co-operative programmes and the role the OCCAR (Organisation Conjointe de Coopération en matière d'Armement) • Cooperation between EDA and OCCAR in terms of Programme generation • European defence procurement directives and their influence on the stakeholders • Best practices in setting requirements, planning budgets, conducting project management and dealing with legal aspects • The role of defence research and development in co-operative programmes and the main trends • The major phases of the programme preparation (e.g. Common Staff Targets, Common Staff Requirements, Business Case, MoU)
European and International Legislation,	2	<ul style="list-style-type: none"> • The main legal aspects associated with the preparation of the co-operative programmes • Overview of the most common legal instruments

Agreements and Treaties		<ul style="list-style-type: none"> • Case studies used to analyse various legal aspects of co-operative programmes
Strategic Management and Common Tools	6	<ul style="list-style-type: none"> • The underlying concepts, fundamentals and philosophies of the acquisition process and the practical application • Developmental, operational and joint test and evaluation • The role of test and evaluation in systems engineering and acquisition management • The transfer and adaptation of the principles of strategic management • The industry perspective to armaments co-operation, • Main trends in industry co-operation, the current status of industry consolidation, and the instruments used in gaining access to non-European markets
Programme Management and Leadership Core Soft Skills	4	<ul style="list-style-type: none"> • Language and communication skills • Case studies involving programme management problem solving and decision making in the acquisition environment
TOTAL	51 (10)	

<p style="text-align: center;"><u>Materials</u></p> <p>HANDBOOK ON CSDP</p> <p><i>Essential eLearning:</i> AKU 2 EU Global Strategy AKU 7 Treaty of Lisbon AKU 15 Armaments Co-operation AKU 21 Intercultural Awareness</p> <p>European Armament Cooperation Glossary</p>	<p><u>Additional information</u></p> <p>The course is conducted in two levels: awareness and expert level.</p> <p>All course participants have to prepare for the residential module by going through the relevant eLearning preparatory phase, which is mandatory. The number of AKU's included in the e-learning module is decided by the Course director, but should not be fewer than two.</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is enforced during the residential module: "participants 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".</p>
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