

## Curriculum

To be reviewed by <i>Feb 2026</i>	Activity number <b>78</b>	<b>Modern Leadership in the Context of Law of Armed Conflicts and Open Source Intelligence</b>	<b>ECTS</b>
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<p style="text-align: center;"><u>Target audience</u></p> <p>The course is designed for up to 40 participants. EU Member States and European institutions are invited to nominate one participant each at mid to senior level rank. The training audience might include, but is not limited to, participants (military and civilian personnel) from different ministries (foreign affairs, defence and interior) as well as national and EU institutions and agencies. The language regime of the CSDP will apply, i.e. the working language is English; no translation will be provided.</p>	<p style="text-align: center;"><u>Aim</u></p> <p>The course is intended to provide military/law-enforcement officers (OF2-OF4) and civil servants from EU institutions, relevant agencies and Member States with individual training in order to gain leverage in military command and administration, in the nexus of <b>“Learn, Plan, Apply &amp; Lead”</b>. The course further aims to educate participants about key elements of the international law (IL) of armed conflicts, the legal framework, and the impact of OSINT in decision-making. In addition, the course will provide participants with opportunities for networking and professional relationship building.</p>
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<b>Learning outcomes</b>	Knowledge	<ul style="list-style-type: none"> <li>- Understand the legal framework of CSDP missions and operations according to IL of armed conflicts;</li> <li>- Acquire introductory knowledge of EU structures and mechanisms, in relation to IL of armed conflicts;</li> <li>- Implement policies, strategies, and procedures, according to national &amp; international legal standards;</li> <li>- Understand the legal framework and the impact of open-source intelligence on decision-making, planning, and conducting military operations and CSDP missions;</li> <li>- Promote the importance of information-sharing and common operational picture between stakeholders;</li> <li>- Identify lessons learned from current conflict areas.</li> </ul>
	Skills	<ul style="list-style-type: none"> <li>- Openly act and actively contribute when operating in the international and/or EU environment;</li> <li>- Evaluate the operational/strategic impact of relevant EU actions and operations, in relation to capacity-building operations;</li> <li>- Be sensitive to the civ-mil coordination challenges;</li> <li>- Acknowledge multiple aspects, regarding cooperation and coordination with partners and host nation in CSDP missions;</li> <li>- Communicate effectively and exchange information with other relevant stakeholders ('common language').</li> </ul>
	Competences	<ul style="list-style-type: none"> <li>- Be able to work as mid-level officials of EU institutions, dealing with peacekeeping and capacity-building operations;</li> <li>- Be able to further apply a critical view on EU approaches, with the capacity to overcome problems related to established practices;</li> <li>- Be able to promote intra/inter-agency or state cooperation, within a comprehensive approach.</li> </ul>

<p><u>Evaluation and verification of learning outcomes</u></p> <ul style="list-style-type: none"> <li>• <b>Level 1 Observation and satisfaction:</b>  <i>Course attendance is mandatory on all days. Active observation by the Course Director and lead instructor. A certificate will be awarded to participants who have successfully completed the full course, including the distance-learning part.</i>  <i>Simulation exercise or syndicates works: presentation in plenary.</i></li> </ul>
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• **Level 2 learning:**

*No evaluation.*

Course structure		
Main topic	Recommended working hours (of which eLearning)	Content
International law of conflicts - legal challenges in current conflict areas	4 (2)	<ul style="list-style-type: none"> <li>Addressing the legal framework and challenges of conflicts</li> </ul>
Rules of Engagement (ROE) and operationalising law	3 (1)	<ul style="list-style-type: none"> <li>Addressing the ROE framework in a conflict area during a CSDP mission and operation</li> </ul>
International criminal justice and criminal liability - legal challenges	3 (2)	<ul style="list-style-type: none"> <li>Analysis of the legal responsibility of states, commanders and individuals</li> </ul>
Host nation role in dissemination of information	1	<ul style="list-style-type: none"> <li>Dissemination of information in an EU CSDP mission</li> </ul>
Information management	1	<ul style="list-style-type: none"> <li>Estimating the feasibility of information management using available resources</li> </ul>
Social media's role in 'hybrid strategies'	1	<ul style="list-style-type: none"> <li>Media (plus social media) influence in hybrid warfare.</li> </ul>
OSINT in the era of disinformation and fake news	1	<ul style="list-style-type: none"> <li>The impact of OSINT in disinformation and misinformation strategies</li> </ul>
Assessing the reliability of OSINT. A validity analysis in military targeting	1	<ul style="list-style-type: none"> <li>Procedures and techniques regarding reliability</li> </ul>
Information as a means of lawfare	1	<ul style="list-style-type: none"> <li>Information operations and integrating legal preparation in operational planning</li> </ul>
The impact of OSINT on decision-making	3 (2)	<ul style="list-style-type: none"> <li>Information operations in modern leadership</li> </ul>
The model of leader in digital era	1	<ul style="list-style-type: none"> <li>The impact of AI on future leadership skills</li> </ul>
Crisis management: the EU approach	4 (3)	<ul style="list-style-type: none"> <li>Addressing the EU approach to crises (examples from conflict areas)</li> </ul>
New-age leadership skills	1	<ul style="list-style-type: none"> <li>Leadership in the nexus of modern theories</li> </ul>
Soft skills of military commanders in information operations	1	<ul style="list-style-type: none"> <li>Analysis of new leaders' qualifications in information operations</li> </ul>
Lessons learnt from CSDP missions and operations	1	<ul style="list-style-type: none"> <li>Presentation of past or ongoing CSDP ops by participants, with a focus on their mandates</li> </ul>
Update on the current hybrid situation in conflict areas	1	<ul style="list-style-type: none"> <li>Addressing hybrid warfare in current military operations</li> </ul>
Decision-making game	17 (5)	<ul style="list-style-type: none"> <li>Working in groups on specific incident-related scenarios and presenting outcomes and possible solutions</li> </ul>
<b>TOTAL</b>	<b>45 (15)</b>	
<p style="text-align: center;"><u>Materials</u></p> <p><i>ESDC Handbook on CSDP missions and operations</i>  <i>ESDC Handbook for decision-makers(1<sup>st</sup> edition)</i>  <i>ESDC Handbook on cybersecurity</i>  <i>ESDC Handbook (4<sup>th</sup> edition, Vol 1)</i>  <i>ESDC Migration- How CSDP can support (1<sup>st</sup> edition)</i>  <i>AKU 109: Open-Source Intelligence Introduction Course</i>  <i>AKU 43: The legal framework of defence-related EU policymaking</i>  <i>AKU 6 : CSDP Decision-Shaping/Making</i>  <i>Additional articles</i></p>		<p style="text-align: center;"><u>Additional information</u></p> <p>Pre-course questionnaire on learning expectations and possibly a brief topic on the participant's specific area of expertise.</p> <p>Post-course evaluation questionnaire on admin and learning outcomes and satisfaction survey.</p>