



Module Handbook (Last amended: 10.10.2020)

for the Master's programme in

“Civil-Military Interaction” (MCMI) at

Helmut Schmidt University / Bundeswehr University, Hamburg

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MCFI Module Overview

1. Basic Phase of the Course of Study

1.1. Academic Methods (10 ECTS)

Module Number	Module Title	ECTS
MCMI-G-01	Leadership and management	5
MCMI-G-02	Empirical social research / research methods	5

1.2. Specifics of Civil-Military Cooperation (10 ECTS)

Module Number	Module Title	ECTS
MCMI-G-03	Principles of civil-military cooperation CCOE (Civil Military Cooperation Centre of Excellence)	5
MCMI-G-04	Cross-cultural awareness and conflict mediation	5

2. Consolidation and Application Phase of the Course of Study (15 ECTS)

Module Number	Module Title	ECTS
MCMI-V-01	International policy analysis	5
MCMI-V-02	Diversity and cross-cultural operational advice	5
MCMI-V-03	Planning module of civil-military cooperation – CCOE	5
MCMI-V-04	Strategy from an academic perspective	5
MCMI-V-05	International human rights from an academic perspective	5

3. Interdisciplinary and Transdisciplinary Project Seminar in Preparation for the Master's Thesis (10 ECTS)

Module Number	Module Title	ECTS
MCMI-S-01	Inter- and transdisciplinary project seminar in preparation for the Master's thesis	10

4. Preparation and Defence of a Master's Thesis (15 ECTS)

Module Number	Module Title	ECTS
MCMI-S-02	Master's thesis: Preparation and defence	15

Modules

Module Number	Module Title	Credits (ECTS)
MCFI-G-01	Leadership and Management	5
Type of module	Person responsible for the module	Email / phone no.
Compulsory	Prof . Dr. Hans Koller	koller@hsu-hh.de Telephone: 040-6541-2850

Description of Module

1. Qualification objectives					
<p>Students structure and reflect on command and control problems, using the example of civil-military cooperation at home and abroad. They develop and evaluate options for the solution of such problems, based on scientific methods derived from various pertinent disciplines.</p> <p>With regard to civil-military cooperation issues, they structure and develop ways of team, process and project management on the basis of modern leadership theories.</p> <p>Students develop an understanding of the system of social science leadership theories and apply modern leadership principles in their own actions on an academic basis.</p>					
2. Contents					
<p>Students reflect on their own leadership actions in the light of behavioural-scientific-inspired approaches to leadership from various academic disciplines such as organisation theory, social psychology, and behavioural economics. At the same time, students learn methods and concepts of team, process and project management.</p> <p>Initially, participants are introduced to the basics of various academic theories and methods and examples of their application. In a monitored project phase lasting several weeks, participants apply these theories and procedures in working on issues from their professional contexts of civil-military co-operation in accordance with the principles of problem-based learning (PBL).</p> <p>The scientifically grounded approaches to problem solving are presented by the participants in the concluding classroom phase. Participants reflect critically on leadership concepts, based on case studies.</p>					
3. Module components					
Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms
Basics and criticism of leadership theory – multi- and interdisciplinary	Lecture/ colloquium	1	5	Compulsory subject	Autumn term 01
Project management	Lecture/ colloquium	1		Compulsory subject	Autumn term 01
Monitored project thesis	PBL	2		Compulsory subject	Autumn term 01
4. Description of teaching and learning methods					

Standard block seminar for in-service study courses offered by the Centre for Postgraduate Education (ZWW):

The module consists of two classroom phases of three days each, comprising lectures with supplementary group work and discussion. The first classroom phase serves to convey theoretical basics, the second to reflect on, deepen and expand knowledge on the basis of experience gathered during the PBL phase.

There is a ten-week blended learning phase embedded in the two classroom phases during which students work on and consolidate projects from their own professional environment - especially civil-military interaction. The PBL phase is supported by the ILIAS online learning environment of HSU/UniBw H.

5. Admission requirements

None

6. Applicability

This module, together with the “Empirical social research / research methods” module, forms the “Academic methods” module block and is part of the basic phase of the course of study.

7. Workload and credits

	Time unit	Hours	Total number of hours	Credits
Classroom phase I	3 days	8/day	24	
Classroom phase II	3 days	8/day	24	
Monitored project thesis (blended learning) and preparation of project report (incl. project presentation)	8 weeks	10/week	80	
Module MCMI-G-01			128	5

8. Examination and grading of the module

Graded project report for the PBL phase.

9. Module duration

8 to 12 weeks of in-service studies

10. Number of participants

Min. 8, max. 20

11. Registration procedure

Registration is effected via the Campus Management System or via the ILIAS system of HSU/UniBw H.

12. Bibliographical references, scripts

Seminar materials and bibliographical references can be accessed in ILIAS after registration.

13. General information

The module can be offered in German or English.
There will be tuition fees for participation in this MCMI module.
For more information please see your application papers.

Module Number	Module Title	Credits (ECTS):
MCFI-G-02	Empirical social research / research methods	5
Type of module	Person responsible for the module	Email / phone no.
Compulsory	Prof. Dr. Wenzel Matiaske	matiaske@hsu-hh.de Telephone: 0049-40-6541-3800

Description of Module

1. Qualification objectives					
Students command and supervise qualitative and quantitative empirical research projects related to civil-military co-operation in their staff work. Further, they interpret the results of such research and evaluate empirical studies from economy, social, and evaluation research. They have acquired a system awareness for empirical work.					
2. Contents					
The module deals with the basic methods and techniques of empirical social research. Emphasis is placed on the discussion of suitable procedures for empirical research in typical areas of application in civil-military cooperation, ranging from the compilation of social science data in specific research projects via the potentials of various methods of analysis of interrelations to the interpretation of the results. We will consider quantitative research methods (e.g. as part of descriptive and causal studies) as well as qualitative approaches, such as explorative studies. The focus will be on the academically established development of valid evaluation procedures to depict phenomena relevant for social science reliably. In the evaluation of the results, there will be a critical discussion of the academic-methodical background and the suitability of the various procedures.					
3. Module components					
Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms
Basic Social Research	Lecture/ colloquium	1	5	Compulsory	Winter term 01
Empirical research and evaluation	Lecture/ colloquium	1		Compulsory	Winter term 01
Empirical practical project	PBL	2		Compulsory	Winter term 01
4. Description of teaching and learning methods					

Standard block seminar for in-service study courses offered by the Centre for Postgraduate Education (ZWW):

The module consists of two classroom phases of three days each, comprising lectures with supplementary group work and discussions.

The empirical civil-military interaction research project follows the two classroom phases as a six- to ten-week blended learning phase. The PBL phase is supported by the ILIAS online learning environment of HSU/UniBw H.

The feedback for the research project will be an evaluation of the academic paper that describes and reflects the process and the results of the empirical research project.

5. Admission requirements

None

6. Applicability

This module, together with the “Command and control and management” module, forms the “Academic methods” module block and is part of the basic phase of the course of study.

7. Workload and credits

	Time unit	Hours	Total number of hours	Credits
Classroom phase I	3 days	8/day	24	
Classroom phase II	3 Tage	8/day	24	
Monitored project thesis (blended learning) and preparation of academic paper	8 weeks	10/week	80	
Module MCMi-G-02			128	5

8. Examination and grading of the module

Evaluated academic paper about an empirical research problem.

9. Module duration

8 to 12 weeks of in-service studies

10. Number of participants

Min. 8, max. 20

11. Registration procedure

Registration is effected via the Campus Management System or via the ILIAS system of HSU/UniBw H.

12. Bibliographical references, scripts

Seminar materials and bibliographical references can be accessed in ILIAS after registration.

13. General information

The module is offered in English.
There will be tuition fees for participation in this MCMi module.
For more information please see your application papers.

Module Number	Module Title	Credits (ECTS):
MCFI-G-03	Principles of civil-military cooperation	5
Type of module	Person responsible for the module	Email / phone no.
Compulsory	H Oliver Dyka, Dpt. „Training & Education“, CCOE	dyka.o@cimic-coe.org

Description of Module

1. Qualification objectives					
<p>In the first part of the module, participants acquire basic knowledge about civilian-military cooperation within NATO (structure, goals, principles and core functions). They understand the diversity of civilian actors and the significance of their operational principles. It is from this basis that they evaluate the resulting potentials for and obstacles to civil-military cooperation, including contributions to information management and the civilian situation picture, the establishment of liaison matrixes, contributions to key leader engagement, the management and evaluation of civil-military cooperation projects, holding conferences and the application of communication techniques as well as advice regarding cultural aspects or potential effects on the accomplishment of a mission and/or operational planning and the conduct of operations.</p> <p>In the second part of the module, participants gain a differentiated understanding of the contributions made by CIMIC staff elements in the operational and planning areas of staff work to counter the challenges of a modern operational environment with specific work results and products. They specifically apply staff processes and reflect contributions to military command and control and decision-making processes.</p>					
2. Contents					
<p>The first part of the module, with online-supported portions of study, fans out the basics of civil-military cooperation into the following topics: Introduction to the civilian dimension of a modern operational environment, NATO's understanding of civil-military cooperation and challenges of civil-military interaction, intercultural competence development and communication, introduction of social and economic systems to deepen the civilian dimension, interdisciplinary relations in civil-military cooperation, supplemented by information and knowledge management, liaison and the liaison officer, communication and negotiation management, civil-military cooperation projects. In addition to all topics of the first part of the module, there will be lectures on counterinsurgency and gender aspects.</p> <p>The second part of the module addresses staff processes and structures. It is rounded off with a lecture on the "Contribution of forces of civil-military cooperation to military command and control and decision-making processes".</p>					
3. Module components					
Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms

Principles of civil-military cooperation (with online-supported portions of study)	Lecture/ seminar	2	5	Compulsory	Winter term 01
Staff processes and structures	Exercise	1		Compulsory	Winter term 01
Contribution of civilian-military cooperation to military command and control and decision-making process	Exercise	1		Compulsory	Winter term 01
4. Description of teaching and learning methods					
The module is preceded by an online-supported phase of pre-reading in which students prepare their ten-day classroom phase on the basis of CCOE teaching material. The local seminar at CCOE consists of a lecture portion, which includes role plays and case studies, and an experimental game.					
5. Admission requirements					
None					
6. Applicability					
This module, together with the “Intercultural Competence and Conflict Mediation Module”, forms the “Specifics of civilian-military cooperation” module block and is part of the basic phase of the course of study.					
7. Workload and credits					
	Time unit	Hours	Total number of hours	Credits	
E-Learning-Phase (preparation of the module)	1 week	26	26		
Classroom phase I: Lectures	1 week	44/week	44		
Classroom phase II: Experimental Game	1 week	50/week	50		
Examination preparation	1 week	5	5		
Module MCMI-G-03			125	5	
8. Examination and grading of the module					
Simulation and reflection of a scenario of civil-military cooperation that is taken from the experimental game. Evaluation of an excerpt of the presentation portfolio.					
9. Module duration					
Four weeks of in-service studies with a ten-day classroom phase at CCOE.					
10. Number of participants					
Min. 8, max. 20					
11. Registration procedure					

Registration is effected via the Campus Management System or via the ILIAS system of HSU/UniBw H.

12. Bibliographical references, scripts

Seminar materials and bibliographical references can be accessed in ILIAS after registration.

13. General information

The module is offered in English.
There will be tuition fees for participation in this MCMi module.
For more information please see your application papers.

Module Number	Module Title	Credits (ECTS):
MCM-I-G-04	Cross-cultural awareness and conflict mediation	5
Type of module	Person responsible for the module	Email / phone no.
Compulsory	Prof. Dr. Anna Geis	geis@hsu-hh.de Telephone: +49-40-6541-2726

Description of Module

1. Qualification objectives
<p>Students understand how various states and societies organise, preserve and develop their memories. In this sense, they are capable of recognising the identity-establishing function of historical memory, of describing its contribution to the development and remedying of conflicts and of outlining options of mediation, counterbalancing and overcoming of conflicts by means of history.</p> <p>In historical and political science contexts, they will develop a “remembrance management” for the anticipatory recognition and de-escalation of conflicts. Their differentiated understanding of how conflicts arise enables them to systematically apply this understanding to a causal analysis and the overcoming of current conflicts and crises in the world.</p> <p>They correlate the knowledge gained with theories and methods of conflict psychology in international conflicts and peace research.</p>
2. Contents
<p>The side effects of escalating conflicts, but also often their causes, are identity-forming and distance-articulating narratives that are passed on as contents of the collective memory and may be cultivated elaborately (“cultural memory”). Also, memories of previous conflicts and reconciliation regularly form contents of joint war and post-war memories. Therefore, the narrated historical memory plays an important role in the escalation and de-escalation of conflicts.</p> <p>For this reason, in this module, students will study the relationship between war and memory, illustrated by historical and current examples that have historical ramifications for both the development of conflict situations and the overcoming of war and quarrel. A special focus will be placed on the various institutions, the habitus and (literary and extra-literary) forms of coping of societies with their memories of war and violence. We will examine in which different ways segmental and sedentary societies organise their remembrance.</p> <p>Initially, participants will be introduced to history and political science approaches to the “management of remembrance”, illustrated by case examples from various epochs and regions. During a monitored project phase within the blended learning arrangement which will last several weeks, participants will analyse the development of a historical or current intercultural conflict on the basis of a chosen narrative and develop a scenario for the solution of the conflicts, applying a possible “remembrance management”. This will be associated with possible modern conflict-psychological scenarios and mediation methods.</p> <p>Finally, participants will present their developed case studies for conflict analysis and solution during the subsequent classroom phase.</p>

3. Module components					
Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms
Intercultural competence through history- and political-science approaches of a "remembrance management".	Lecture/ colloquium	1	5	Compulsory	Spring term 01
Exemplary case studies for conflict analysis and solutions from various epochs and regions	Lecture/ colloquium	1		Compulsory	Spring term 01
Monitored project thesis	PBL	2		Compulsory	Spring term 01
4. Description of teaching and learning methods					
<p>Standard block seminar for in-service study courses offered by the Centre for Postgraduate Education (ZWW):</p> <p>The module consists of two classroom phases of three days each, comprising lectures with supplementary group work and discussion. The first classroom phase serves to convey theoretical basics, the second to reflect on, deepen and expand knowledge on the basis of experience gathered during the PBL phase.</p> <p>There is a six- to ten-week blended learning phase embedded in the two classroom phases during which students handle and scientifically consolidate projects from their professional environment - especially civil-military interaction. The PBL phase is supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Admission requirements					
None					
6. Applicability					
This module, together with the "Principles of civil-military cooperation", forms the "Specifics of civilian-military cooperation" module block and is part of the basic phase of the course of study.					
7. Workload and credits					
		Time unit	Hours	Total number of hours	Credits
Classroom phase I		3 days	8/day	24	
Monitored project thesis (blended learning) and preparation of project report (incl. project presentation)		8 weeks	10/week	80	
Classroom phase II		3 days	8/day	24	
Module MCMi-G-04				128	5

8. Examination and grading of the module
Graded project report on the PBL phase.
9. Module duration
8 to 12 weeks of in-service studies
10. Number of participants
Min. 8, max. 20
11. Registration procedure
Registration is effected via the Campus Management System or via the ILIAS system of HSU/UniBw H.
12. Bibliographical references, scripts
Seminar materials and bibliographical references can be accessed in ILIAS after registration.
13. General information
The module is offered in English. There will be tuition fees for the participation in this MCMI module. For more information please see your application papers.

Module Number	Module Title	Credits (ECTS):
MCMI-V-01	International policy analysis	5
Type of module	Person responsible for the module	Email / phone no.
Optional compulsory	N.N.	N.N.

Description of Module

1. Qualification objectives
<p>Students understand the influences of geo- and regional-political factors on stability, the options of international cooperation and the power-political changes in crisis regions. They develop differentiated scenario analyses on an interdisciplinary basis, using a diverse spectrum of methods of cultural, religious, political, legal and economic sciences.</p> <p>The regional conflicts and crises are placed in a reciprocal context with world-political developments. They identify the transregional significance of a conflict on an academic basis and assess the effects beyond the immediately affected region. On the other hand, they evaluate global trends as part of regional developments in the mapped-out complexity of factors of culture, religion, politics and society, economics and law.</p>
2. Contents
<p>A constant empathy for other cultures, social systems, historical regions and religions, a constant grappling with local circumstances is a prerequisite for objective decisions in civil-military cooperation. In this context, the module focuses on a comprehensive political-science analysis of conflict and crisis regions, not least with a view to interdependent relations between regional problem situations and world politics.</p> <p>Using exemplary scenario analyses, participants deduce geo- and regional-political backgrounds of current conflict regions such as Eastern Europe (Ukraine), Syria, Iraq, or Israel. From these individual scenarios, the dimensions and factors will be derived that influence a region and its population. These factors include influences of regional powers (but also great powers), aspects of religion (especially monotheistic religions), consideration of ethnic groups and economics as well as contexts of international law. A focus will be the consideration of reasons for the stability or the failure of democracy or state systems.</p> <p>Security policy will be drawn on for the exemplary analysis of a policy area, integrating excurses on engineering aspects of IT security (information technology) and the handling of biological, chemical and radiating harmful substances and protection measures (process technology).</p> <p>The respective country studies, political analyses, social studies and global challenges (global trends) are classified by the students and merged in the regional and transnational "EURASAFRICA" scenario. This transregional and global scenario context permits us to recognise the local political and social challenges and global trends and contexts.</p> <p>During a monitored project phase of several weeks, the participants develop exemplary political science scenario analyses, applying the methods and instruments taught in the first classroom phase and considering the complexity of factors discussed, not least in the</p>

interlocking of regional and world politics. Participants will present their project results in the concluding classroom phase and put them up for discussion in a circle of political science and international law experts.

3. Module components

Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms
Politics analysis – Interdisciplinary and with examples of current conflict regions	Lecture/ colloquium	1	5	Compulsory	Autumn term 02
Exemplary scenario analyses – Interrelations between regional and world politics	Lecture/ colloquium	1		Compulsory	Autumn term 02
Monitored project thesis	PBL	2		Compulsory	Autumn term 02

4. Description of teaching and learning methods

Standard block seminar for in-service study courses offered by the Centre for Postgraduate Education (ZWW):

The module consists of two classroom phases of three days each, comprising lectures with supplementary group work and discussions. The first classroom phase serves to convey theoretical basics, the second to reflect on, deepen and expand knowledge on the basis of experience gathered during the PBL phase.

There is a six- to ten-week blended learning phase embedded in the two classroom phases during which students develop and scientifically consolidate a scenario analysis. The PBL phase is supported by the ILIAS online learning environment of HSU/UniBw H.

5. Admission requirements

None

6. Applicability

The module is part of the consolidation and application phase of the course of study and belongs to the compulsory elective subjects of the modules MCMI-V-01, -02, -04 and -05, from which two modules have to be studied. The successful completion of two modules of the consolidation phase is a prerequisite for participation in the inter- and transdisciplinary project seminar which serves as preparation for the Master's thesis (MCMI-S-01).

7. Workload and credits

	Time unit	Hours	Total number of hours	Credits
Classroom phase I	3 days	8/day	24	
Monitored project thesis (blended learning) and preparation of a project	8 weeks	10/week	80	

presentation and an academic paper (scenario analysis).				
Classroom phase II	3 days	8/day	24	
Module MCMI-V-01			128	5
8. Examination and grading of the module				
Graded academic paper during the PBL phase.				
9. Module duration				
8 to 12 weeks of in-service studies				
10. Number of participants				
Min. 8, max. 20				
11. Registration procedure				
Registration is effected via the Campus Management System or via the ILIAS system of HSU/UniBw H.				
12. Bibliographical references, scripts				
Seminar materials and bibliographical references can be accessed in ILIAS after registration.				
13. General information				
The module can be offered in German or English. There will be tuition fees for the participation in this MCMI module. For more information please see your application papers.				

Module Number	Module Title	Credits (ECTS):
MCFI-V-02	Diversity and cross-cultural operational advice	5
Type of module	Person responsible for the module	Email / phone no.
Optional compulsory	N.N.	N.N.

Description of Module

1. Qualification objectives
<p>Students understand command and control and action contexts that are increasingly shaped by diversity as a (necessary) opportunity to shape the personnel, structure and organisational development. They plan operational concepts beneficial to diversity for civil-military cooperation. They develop individual options of advancement for their own personality formation and, in the broadest sense, for their team members and colleagues, including, in particular, for cross-cultural operational advisers in crisis and conflict regions, but also potentials for innovation and transformation in cooperation with various participants. Moreover, they bear in mind processes and structures of operationally ready highly reliable networks by acting and reacting in a diversity-sensitive manner. Last but not least, they develop addressee- and target-group-specific guiding concepts (“diversity concepts”) and adapt them to the requirements of the respective operation abroad and their consulting mission.</p>
2. Contents
<p>The module covers diversity on three different levels of civil-military cooperation and cross-cultural operational advice, i.e. firstly, at the level of individual competence development and possibly gainful cooperation with various actors involved, secondly at the level of the structure and organisation development of mission-ready highly reliable networks, and, thirdly, at the level of diversity-sensitive advice concepts, that is, addressee-specific and “suitable” advice concepts for the respective operation abroad.</p> <p>The first level refers to the individual diagnostic competence and development of participating CIMIC leaders, with specifically tailored Assessment Centres being developed and tested. Based on the test results, exemplary individual competence development plans are generated that provide for continued personality development, the best-possible involvement of roles and performance of tasks in the CIMIC fields of action. This arrangement is carried out and reflected upon on a step-by-step basis together with the participants to enable further application with regard to the diversity-enhancing competence development of team members and colleagues in their daily working lives. On the second level, especially with a view to challenging missions abroad, a diverse team and institutions composition should not prove disadvantageous but enriching for the creation of transformation processes in conflict and crisis regions. For this purpose, theoretical approaches and methods of organisational and inter-organisational structural development processes form the basis that are applied to operational daily routine involving all participants from civilian and military fields of action. In this context, interaction and network analyses are carried out – falling back on the high-reliability network research – in order to create sustainable work relationships among various actors.</p>

The third level of diversity focuses on the didactisation of addressee-specific and diversity-sensitive advice concepts in intercultural fields of activity. For this purpose, based on requirement and target group analyses, pedagogical and psychological approaches of various advice concepts and formats are introduced and tested in simulations of intercultural operational advice situations. The goal is the autonomous development of a diverse-sensitive advice concept for an exemplary – imaginary – intercultural operation in a current crisis or conflict region. In doing this, the participants function as pedagogical developers and educational managers of such a diversity concept and as consultants of decision makers in the respective crisis or conflict region.

During the first classroom phase, the three levels of diversity are fanned out and examined with regard to potential theories and methods. In the blended-learning phase, participants work on a problem on one of the following three levels: (1) Assessment Centre and criteria-related basics of a derived competence development plan for the individual promotion of colleagues, (2) Network analysis to develop a concept of use for diversity potentials of civilian and military structures, or (3) Requirement-oriented development of a diversity-sensible advice concept in a crisis or conflict region. The second classroom phase is dedicated to the presentation of projects and discussion of project results with scientific experts and professional practitioners of civilian-military cooperation as well as intercultural operational advice while continuing with the three-level structure of the module. These aspects will also consider potential monitoring measures.

3. Module components

Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms
Diversity in the personnel and structural development and advising in conflict and crisis regions: Scientific approaches, theories and methods	Lecture/ colloquium	1	5	Optional compulsory	Winter term 02
Diversity in practice and monitoring	Lecture/ colloquium	1		Optional compulsory	Winter term 02
Monitored project thesis	PBL	2		Optional compulsory	Winter term 02

4. Description of teaching and learning methods

Standard block seminar for in-service study courses offered by the Centre for Postgraduate Education (ZWW):

The module consists of two classroom phases of three days each, comprising lectures with supplementary group work and discussion. The first classroom phase serves to convey theoretical basics, the second to reflect on, deepen and expand knowledge on the basis of experience gathered during the PBL phase.

There is a six- to ten-week blended learning phase embedded in the two classroom phases during which students develop and scientifically consolidate a concept of diversity-sensitive personnel and structural development or advice. The PBL phase is supported by the ILIAS online learning environment of HSU/UniBw H.

5. Admission requirements

None

6. Applicability				
The module is part of the consolidation and application phase of the course of study and belongs to the compulsory elective subjects of the modules MCMI-V-01, -02, -04 and -05, from which two modules have to be studied. The successful completion of two modules of the consolidation phase is a prerequisite for participation in the inter- and transdisciplinary project seminar as preparation for the Master's thesis (MCMI-S-01).				
7. Workload and credits				
	Time unit	Hours	Total number of hours	Credits
Classroom phase I	3 days	8/day	24	
Monitored project thesis (blended learning) and preparation of a project presentation and an academic paper	8 weeks	10/week	80	
Classroom phase II	3 days	8/day	24	
Module MCMI-V-02			128	5
8. Examination and grading of the module				
Graded academic paper during the PBL phase.				
9. Module duration				
8 to 12 weeks of in-service studies				
10. Number of participants				
Min. 8, max. 20				
11. Registration procedure				
Registration is effected via the Campus Management System or via the ILIAS system of HSU/UniBw H.				
12. Bibliographical references, scripts				
Seminar materials and bibliographical references can be accessed in ILIAS after registration.				
13. General information				
The module is offered in English. There will be tuition fees for the participation in this MCMI module. For more information please see your application papers.				

Module number	Module title	Credits (ECTS):
MCFI-V-03	Planning module of civil-military cooperation	5
Type of module	Person responsible for the module	Email / phone no.
Compulsory	OTL Kim Vogt, Dpt. „Training & Education“, CCOE	vogt.k@cimic.coe.org

Description of Module

1. Qualification objectives					
<p>The graduates will be enabled – in analogy with CIMIC staff officers – to conduct self-reliant work in a multinational (NATO) staff/ headquarters (HQ) and develop required CIMIC-contributions within the staff. In these event relations, they contribute their CIMIC expertise to the planning process and the various staff processes at the Headquarters (HQ) in accordance with NATO planning processes in the respective current version. They structure and create work processes with divided responsibilities within the CIMIC staff element and carry out prepared conferences with decision makers outside the military sector. Further, they coordinate the CIMIC planning and operational command and control with superior strategic and directly subordinate HQs to minimise friction losses.</p>					
2. Contents					
<p>Thematically, the module structure follows the NATO planning process. As part of an introduction to “Civil-military co-operation at the political-strategical level and the NATO planning process”, participants will be trained in techniques and methods of civil situation assessment that will continue to be applied during further training.</p> <p>Other topics refer to civil-military situation assessment. The “First civilian-military situation assessment” will be the cornerstone for the planning efforts of the HQ. Using selected subject areas, students will work in issue-related project teams and develop the required understanding for situational details, deriving potential CIMIC focus areas in this context. While concerning themselves with a “continued civil-military situation assessment”, students develop concepts for the deployment of CIMIC forces. At the same time, they familiarise themselves with the required processes in their own department in order to be able to exercise goal-oriented command and control later on.</p> <p>In the “development of an operations plan”, the results are combined and brought into the shape required by the HQ in order to be incorporated into the staff processes of the HQ as CIMIC expertise. In this manner, aside from the application of the tools of the trade, students experience a differentiated understanding of the necessity of a proactive basic attitude and distinct intercultural capabilities of communication.</p> <p>The module concludes with the imparting of knowledge about the reporting system and exchange of experiences and suggested improvements in a multinational environment.</p>					
3. Module components					
Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms

Principles of civil-military cooperation (with online-supported portions of study)	Lecture/ seminar	2	5	Compulsory	Autumn term 02
Staff processes and structures on an operative NATO-level	Exercise	1		Compulsory	Autumn term 02
Contribution of civilian-military cooperation forces to the military command and control and decision-making process	Exercise	1		Compulsory	Autumn term 02
4. Description of teaching and learning methods					
<p>The module is preceded by an online-supported phase of pre-reading in which students prepare their ten-day classroom phase on the basis of CCOE teaching material. The local seminar at CCOE which focuses on the thematic structure of the NATO planning process, consists of a lecture portion which includes role plays and case studies, and an experimental game.</p>					
5. Admission requirements					
None					
6. Applicability					
<p>The module is part of the consolidation and application phase of the course of study. The successful participation in a total of two modules from the consolidation and application phase of the course of study is the prerequisite for participation in the inter- and transdisciplinary project seminar to prepare the Master's thesis.</p>					
7. Workload and credits					
	Time unit	Hours	Total number of hours	Credits	
E-Learning-Phase (preparation of the module)	1 week	26	26		
Classroom phase I Lectures	1 week	44/week	44		
Classroom phase II Experimental Game	1 week	50/week	50		
Examination preparation	1 week	5	5		
Module MCMI-V-03			125	5	
8. Examination and grading of the module					
<p>Documentation and science-based reflection on a case-study-related planning process (including project management plan with monitoring of milestones) that is reconstructed following the experimental game. Evaluation of an excerpt of the presentation portfolio with regard to process documentation and reflection.</p>					
9. Module duration					
Four weeks of in-service studies with a ten-day classroom phase at CCOE.					
10. Number of participants					

Min. 8, max. 20

11. Registration procedure

Registration is effected via the Campus Management System or via the ILIAS system of HSU/UniBw H.

12. Bibliographical references, scripts

Seminar materials and bibliographical references can be accessed in ILIAS after registration.

13. General information

The module is offered in English.
There will be tuition fees for the participation in this MCMI module.
For more information please see your application papers.

Module Number	Module Title	Credits (ECTS):
MCFI-V-04	Strategy from an academic perspective	5
Type of module	Person responsible for the module	Email / phone no.
Optional compulsory	Prof. Dr. Burkhard Meißner Prof. Dr. Stefan Bayer	bmeissner@hsu-hh.de Telephone: 040/6541-3396 sbayer@hsu-hh.de Telephone: 040/8667 6726

Description of Module

1. Qualification objectives
<p>The graduates</p> <ol style="list-style-type: none"> 1. have knowledge of the economic, historical and political implications of strategic concepts, are familiar with the history of strategic thinking as well as with the variety of strategy concepts and methods as a basis for strategic assessment, 2. understand the methods of economics, history and political sciences to estimate strategic decisions, and 3. are able to come to strategic decisions which they can deduce and substantiate in the context of theories and findings of these sciences. They know how to systematically incorporate their strategic decisions into the broader context of disciplines dealing with strategic issues.
2. Contents
<p>The module "Strategy in an Academic Perspective" scientifically consolidates the field of military strategy. The main emphasis will be put on the history of strategy as well as economic and behavioural-scientific aspects of strategic thinking including game theoretical perspectives. This will be conveyed in the form of introducing lectures. On this disciplinary basis, conflict dynamics will be analysed and assessed in optional compulsory seminars which can be chosen from a number of collective lectures offered in parallel by the specialist staff involved in order to deepen the acquired theoretical knowledge in an interdisciplinary manner.</p> <p>In the context of this interdisciplinary approach, the following aspects shall gain a special analytical value as comparison categories which will be studied separately within the individual disciplines: Aggression, mediatisation, the relation between segmentary and sedentary communities, failed and failing states and different types of statehood, aspects of institutional economics, the functions of social identities and models. An essential part of the study will be the history of thinking about conflicts and how to deal with them. The phenomena which will be comparatively and comprehensively studied include piracy and pirates, financial and currency crises, wars as learning and adjustment processes, conflicts between segmentary, constitutional and segmentary-acephalous societies, managing of conflict experience and the impact on the formation of institutions of conflict settlement, conflict and organization. A thematic aspect of the work is the typological study of conflicts and their dynamics.</p>
3. Module components

Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory /Optional/ Optional compulsory	Autumn/ spring/ winter terms
Strategy from an economic and historic perspective	Lecture/ colloquium	1		Compulsory	Winter term 02
Fields of politics and strategy	Lecture/ colloquium	1		Compulsory	Winter term 02
Monitored project thesis	PBL	1		Compulsory	Winter term 02
4. Description of teaching and learning methods					
<p>Standard block seminar for in-service study courses offered by the Centre for Postgraduate Education (ZWW):</p> <p>The module consists of two classroom phases of three days each, comprising lectures with supplementary group work and discussion. The first classroom phase serves to convey theoretical basics, the second to reflect on, deepen and expand knowledge on the basis of experience gathered during the PBL phase.</p> <p>There is a six- to ten-week blended learning phase embedded in the two classroom phases during which students handle and scientifically consolidate projects from their professional environment - especially civil-military interaction. The PBL phase is supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Admission requirements					
None					
6. Applicability					
Nothing specified					
7. Workload and credits					
	Weeks	Hours	Total number of hours	Credits	
Classroom phase I	1	22	22		
Classroom phase II	1	21	21		
Project thesis (blended learning)	6	10	60		
Preparation of a final report	2	11	22		
Module MCMI-V-04			125	5	
8. Examination and grading of the module					
Graded project report on the PBL phase.					
9. Module duration					
8-12 in-service weeks					
10. Number of participants					

Min. 8, max. 20

11. Registration procedure

Via the Campus Management System or via ILIAS

12. Bibliographical references, scripts

Bibliographical references and seminar materials can be accessed in ILIAS after registration.

13. General information

The module can be offered in German or English.
There will be tuition fees for the participation in this MCMI module.
For more information please see your application papers.

Module Number	Module Title	Credits (ECTS):
MCFI-V-05	International human rights from an academic perspective	5
Type of module	Person responsible for the module	Email / phone no.
Optional compulsory	Prof. Dr. Sigrid Boysen	boysen@hsu-hh.de Telephone: 040/6541-2771

Description of Module

1. Qualification objectives					
<p>The module provides students with detailed knowledge about international human rights protection and its foundations under international law. They are to be enabled to recognize and to critically reflect the human rights dimension of international conflicts. The first part of the module ("Foundations of International Human Rights Protection") initially provides them with the essential basic knowledge. In the second part of the module ("Human Rights in Armed Conflicts and in Civil-Military Cooperation (CIMIC)"), the students will, based on the above, acquire detailed knowledge with respect to the constellation of the armed conflict as well as to typical problems regarding civil-military cooperation and they will learn how to apply this knowledge within the context of relevant constellations.</p>					
2. Contents					
<p>Foundations of international human rights protection</p> <ul style="list-style-type: none"> • The human being under international law • Development and dimensions of international human rights protection • Universalism and criticism • Institutions and liable parties • European Convention on Human Rights • International human rights pacts <p>Human rights in armed conflicts / in civil-military cooperation (CIMIC)</p> <ul style="list-style-type: none"> • Human rights protection and international humanitarian law • Extraterritorial application of the European Convention on Human Rights • Material guarantees • Derogation conditions • Post-conflict governance 					
3. Module components					
Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms

Foundations of international human rights protection	Lecture/ colloquium	1		Compulsory	Autumn term 02
Human rights in armed conflicts / in civil-military cooperation (CIMIC)	Lecture/ colloquium	1		Compulsory	Autumn term 02
Monitored project thesis	PBL	1		Compulsory	Autumn term 02
4. Description of teaching and learning methods					
<p>Standard block seminar for in-service study courses offered by the Centre for Postgraduate Education (ZWW):</p> <p>The module consists of two classroom phases of three days each, comprising lectures with supplementary group work and discussion. The first classroom phase serves to convey theoretical basics, the second to reflect on, deepen and expand knowledge on the basis of experience gathered during the PBL phase.</p> <p>There is a six- to ten-week blended learning phase embedded in the two classroom phases during which students handle and scientifically consolidate projects from their professional environment - especially civil-military interaction - while taking into account their module-specific knowledge. The PBL phase is supported by the ILIAS online learning environment of HSU/UniBw H.</p>					
5. Admission requirements					
None					
6. Applicability					
The module is part of the optional compulsory section within the consolidation phase of the study course.					
7. Workload and credits					
	Weeks	Hours	Total number of hours	Credits	
Classroom phase I	1	22	22		
Classroom phase II	1	21	21		
Project thesis (blended learning)	6	10	60		
Preparation of the project thesis	2	11	22		
Module MCMI-V-05			125	5	
8. Examination and grading of the module					
Graded project report on the PBL phase.					
9. Module duration					
8-12 in-service weeks					
10. Number of participants					
Min. 8, max. 20					
11. Registration procedure					

Registration is effected via the Campus Management System or ILIAS.

12. Bibliographical references, scripts

Bibliographical references and seminar materials can be accessed in ILIAS after registration.

13. General information

The module can be offered in German or English.
There will be tuition fees for the participation in this MCMI module.
For more information please see your application papers.

Module Number	Module Title	Credits (ECTS):
MCFI-S-01	Inter- and transdisciplinary project seminar in preparation for the Master's thesis	10
Type of module	Person responsible for the module	Email / phone no.
Compulsory	MCFI Scientific Programme Director together with the university lecturers of the HSU/UniBw H and the lecturers and practical professionals of the CCOE	Homepage MCFI

Description of Module

1. Qualification objectives

In diversity-characterised teams, the graduates organize and structure scientifically founded work as an interdisciplinary and transdisciplinary project. They use diversity as a potential to develop as individuals and as a group.

They are able to formulate sophisticated application-related research questions and to develop an argument-based and conclusive overall structure (central theme) to discuss these in a problem-oriented matter. In their problem-solving approach, they apply the current status of research and are thus able to adequately reflect their elaborations as regards methodology, ontology and epistemology.

Not least of all, they are able to prepare the academic assignment using an adequate scientific language. Their scientific work is based on the international common rules of good academic practice.

2. Contents

In the first classroom phase, the participants deepen their already gained knowledge of intercontextual, interdisciplinary and scientifically founded work. In order to organize scientific work, they look into the methods of project management within the academic community as well as online tools to facilitate cooperation over long distances.

On the third day of the third classroom phase, teams are formed who jointly decide on a topic from the field of civil-military cooperation to be investigated in a scientific manner, which can only be achieved by networking the diverse expert knowledge in the team - i.e. civilian and military expertise, nations, occupational specialties, genders etc. They choose a problem related to an ongoing crisis situation in which civil-military cooperation is of particular relevance. The field of activity of the operation abroad - development assistance and humanitarian projects, disaster relief etc. - can be chosen freely.

In the phase of blended learning, the teams discuss, especially online, the research issue to be dealt within the group - as scientifically founded work and on the basis of an interdisciplinary and transdisciplinary range of methods - and, together, they prepare an academic assignment according to the rules of good academic practice.

In the second classroom phase, which may be arranged as a scientific conference, the participants present their research results. Their presentation will be in an interdisciplinary and transdisciplinary setting with the research results to be put up for discussion.

3. Module components

Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms
Intercontextual and intercultural scientific work	Lecture/ colloquium	1	10	Compulsory	Winter term 02
Simulation of a scientific conference	Lecture/ colloquium	1		Compulsory	Winter term 02
Monitored project phase for preparing an academic assignment	PBL	6		Compulsory	Winter term 02

4. Description of teaching and learning methods

Standard block seminar for in-service study courses offered by the Centre for Postgraduate Education (ZWW):

The module consists of two classroom phases of three days each, comprising lectures with supplementary group work and discussion. The first classroom phase serves to convey theoretical basics, the second to reflect on, deepen and expand knowledge on the basis of experience gathered during the PBL phase.

There is a six- to ten-week blended learning phase embedded in the two classroom phases during which students handle and scientifically consolidate projects from their professional environment - especially civil-military interaction. The PBL phase is supported by the ILIAS online learning environment of HSU/UniBw H.

5. Admission requirements

Admission requirements include the successful participation in the modules of the basic phase as well as the successful participation in the modules of the consolidation phase with 10 ECTS credit points.

6. Applicability

The module is integrated into the scope of application of the study course and is the precondition for the Master's thesis module.

7. Workload and credits

	Time unit	Hours	Total number of hours	Credits
Classroom phase I: Scientific work and cooperation	3 days	8/Day	24 (25)	
Monitored project thesis (blended learning) phase	10 weeks	20/week	200	

Classroom phase II: Presentation and discussion of work results	3 days	8/Day	24 (25)	
Module MCMI-S-01			248	10
8. Examination and grading of the module				
Evaluated academic assignment, evaluated presentation of results and collaborative work within the classroom phases.				
9. Module duration				
8 to 12 weeks of in-service studies				
10. Number of participants				
Min. 8, max. 20				
11. Registration procedure				
Registration is effected via the Campus Management System or via the ILIAS system of HSU/UniBw H.				
12. Bibliographical references, scripts				
Seminar materials and bibliographical references can be accessed in ILIAS after registration.				
13. General information				
The module is offered in English. There will be tuition fees for the participation in this MCMI module. For more information please see your application papers.				

Module Number	Module Title	Credits (ECTS):
MCFI-S-02	Master's thesis	15
Type of module	Person responsible for the module	Email / phone no.
Compulsory	MCFI Scientific Programme Director together with the university lecturers of the HSU/UniBw H	Homepage MCFI

Description of Module

1. Qualification objectives					
<p>The graduates understand the field of civil-military cooperation and the associated problems within the intersection of different theoretical traditions in social science. They familiarise themselves with the development and the current state of research in different disciplines concerning this field and, on this basis, they are able to understand issues, problems and empirical phenomena in a scientifically founded and interdisciplinary broadened manner.</p> <p>They are able to work out a problem situation independently and comprehensively with the aid of scientific methods within specified time limits. They are capable of substantiating their theses on the basis of systematic research and the processing of international specialized literature on the current state of research regarding the problem to be worked on. They can independently conduct and evaluate empirical studies and they succeed in substantiating the relevance of their conceptual considerations.</p>					
2. Contents					
<p>The specific contents of the Master's thesis depend on the topic of the final thesis and/or result from the individual research project with the possibility to continue the project work of the interdisciplinary and transdisciplinary project seminar (MCFI-S-01). A project presentation, e. g. an interim report of the thesis project is, for the most part, done in the online thesis colloquium.</p> <p>When choosing the topic of the Master's thesis, particular importance is attached to the topicality of the task and the academic quality of the thematic analysis and the treatment of the topic.</p>					
3. Module components					
Title of lecture	Type of lecture	Hours per week per term	Credits	Compulsory/ Optional/ Optional compulsory	Autumn/ spring/ winter terms
Preparation of the Master's thesis	Thesis	6	15	Compulsory	Spring term 02
Master's thesis colloquium and/or defence	Colloquium	2		Compulsory	Spring term 02
4. Description of teaching and learning methods					
Independent academic work supervised by a subject matter expert.					

Additional online workshops, presentation of an expose, presentation and discussion of the thesis project.

5. Admission requirements

The successful participation in the interdisciplinary and transdisciplinary project seminar (MCMi-S-01) is the prerequisite for the completion of the Master's module and/or the preparation of the Master's thesis.

6. Applicability

Prerequisite for the successful Master's Degree and/or the corresponding performance test of independent scientific work.

7. Workload and credits

	Time unit	Hours	Total number of hours	Credits
Online-Workshop: Choice of a topic, preparation of an expose, presentation and discussion of the thesis project.	3 days	8/day	24	
Preparation of the Master's thesis.	12 weeks	20/week	240	
Online-Thesis-Colloquium: Preparation/Improvement of the Master's thesis.	12 weeks	5/week	60	
Preparation of the presentation and defence of the Master's thesis.	4 weeks	8/week	32	
(Online-)Workshop: Presentation and defence of the Master's thesis	2,5 days	8/day	20	
Module MCMi-S-02			376	15

8. Examination and grading of the module

Evaluated academic paper including defence.

9. Module duration

6 months of in-service studies

10. Number of participants

Not necessary because the Master's thesis is an individual achievement.

11. Registration procedure

Registration is effected via the Campus Management System or via the ILIAS system of the HSU/UniBw H. In addition, the personal consultation with the chosen academic supervisor and/or allocation i. a. w. the Priority Programme will take place.

12. Bibliographical references, scripts

Bibliographical references for academic work can be accessed in ILIAS after registration. Additional bibliographical references are given depending on the topic / the support by the respective academic supervisor.

13. General information

This module may only be completed during a study course. A fee of 3,000 € is charged for this on a pro-rata basis.

The colloquium can be offered in German or English.

The Master's thesis, too, may be prepared in German or English.

Details are specified in the specific study and examination regulations.