



THE CANADIAN FORCES COLLEGE
NATIONAL SECURITY STUDIES COURSE

COURSE 8

PROGRAMME SYLLABUS

**The Canadian Forces College
215 Yonge Blvd
Toronto, Ontario**

CFC 450

24 October 2005

FOREWORD

1. The Canadian Forces College (CFC) is a national institution dedicated to professional military education across the full spectrum of conflict with an emphasis on the operational and strategic levels. The mission of the CFC is to develop selected officers for senior command and staff appointments in the Canadian Forces (CF) and in allied formations and staffs.
2. For officers, the professional development system of the CF is structured into four development periods. The first and second development periods are concerned with the basic training and education of officer cadets/naval cadets and junior officers. The third development period provides training and education for officers at the ranks of major/lieutenant-commander and lieutenant-colonel/commander, while the fourth development period is intended for colonels/naval captains and generals/flag officers. The enclosed syllabus outlines the curriculum for the National Security Studies Course (NSSC), a four-part programme of studies that is part of this latter development period.
3. The NSSC, set at the strategic level, specifically includes the study of strategic command and executive leadership, Canadian national security policy, concepts of national power and military strategy and defence resource management, as well as intellectual and professional development in other areas of officer ship and national security studies.
4. This syllabus details those objectives of senior officer professional development that are to be met through the NSSC programme and provides general information on the specific activities that support each objective. The syllabus is published annually on authority of the Commandant of CFC and it is based on the learning objectives that have been approved by the CFC Curriculum Board and on the Officer General Specifications that have been approved by National Defence Headquarters. Recommendations for amendments should be submitted to the Director Strategic Studies at CFC.
5. More information on CFC can be obtained from the *Canadian Forces College Handbook* (CFC 205) and from the [CFC Web site](#).

NATIONAL SECURITY STUDIES COURSE

PROGRAMME SYLLABUS

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CHAPTER 1 — PROGRAMME BACKGROUND

We shall teach each other: first because we have a vast amount of experience behind us, and secondly, in my opinion, it is only through free criticism of each other's ideas that the truth can be thrashed out.... During your course here no one is going to compel you to work, for the simple reason that a man who requires to be driven is not worth driving.... Thus you will become your own masters, and until you learn how to teach yourselves, you will never be taught by others.¹

— Major-General J.F.C. Fuller

101. HISTORY OF THE PROGRAMME

1. Major-General Rowley first proposed the conduct of a Canadian National Security Course in his report on officer professional development tabled in 1969. The course that he envisioned was seven months in length with a curriculum covering national policy and security problems; scientific, political, economic and military factors influencing Canada and other states; and Canada's place on the international scene. The report identified a need to prepare officers of colonel rank, senior public servants and representatives of other sectors of Canadian society, for higher levels of responsibility in the conduct of national affairs through the study of national security problems.

2. In 1988, in a report on officer development, Lieutenant-General Evraire recommended the creation of a Centre for National Security Studies to contain all aspects of National Security Studies (NSS) at the General and Senior Officer levels. The Centre was to include the former National Defence College course and a series of proposed NSS short courses.

3. The idea of a formal course was advanced once again in Lieutenant-General Morton's Officer Development Review Board Report of 1996. Although all of the above reports proposed courses that differed in both length and conduct, the one constant was the need for formal senior officer education in the principles of command, the application of doctrine and the interface between the political and military spheres of interest.

4. Following the tabling of the Morton Report in 1996, an officer professional development-working group was formed to study the report's recommendations. As part of the follow up to the report, a Board of Experts was convened to expand upon the Officer General Specifications (OGS) and to better define the educational requirements for officers of colonel/naval captain and general/flag ranks. This work validated the need for formal studies in warfare by senior officers and led to the development of the Advanced Military Studies Course (AMSC) and the National Security Studies Course (NSSC). NSSC was first run from January to June 1999.

¹From Major-General JFC Fuller's initial lecture on taking over as Commandant of the Army Staff College, Camberley, in January 1923. As recorded in: Fuller, J.F.C. *Memoirs of an Unconventional Soldier*. London, UK: Nicholson & Watson, 1936, 417-418. ([355.3310942 F9 1936](#))

102. ACTIVE LEARNING

1. The educational framework of the NSSC is based on the learner-centred approach to adult education. To the maximum extent possible, the emphasis is on active learning through participation, as opposed to more passive learning strategies such as reading and lectures. Although some relatively passive learning experiences, such as formal lectures, are necessary to impart information, the majority of time will be spent preparing for and participating in lecture-discussions, seminars, case studies and exercises.
2. Course members are challenged to think critically and analytically about issues facing military forces in general and the CF in particular. A significant part of the learning experience comes from developing positions, via formal arguments, on selected issues and then defending those positions in the face of reasoned, critical and expert analysis. Academic freedom is fundamental to this educational philosophy.
3. The focus of learning on the NSSC falls largely within the cognitive domain - that is, the comprehension of information, the organization of ideas, the analysis of details, the application of knowledge, the selection between alternatives, and the evaluation of ideas or actions. CFC uses the six levels of learning, as articulated in B.S. Bloom's *Taxonomy of Educational Objectives*, as described at Section 410.

103. MODIFIED OXFORD TUTORIAL SYSTEM

1. The active learning environment in use for the NSSC continues to be the Modified Oxford Tutorial System, centred on the syndicate and an assigned member of the senior directing staff (SDS). As in the original tutorial system, the SDS does little formal teaching. Their role is to act as mentors to the syndicate members, to monitor student progress and, through regular interviews, to provide feedback. Unlike the original tutorial system, course members are not entirely free to refuse what their seniors offer, but, the spirit of providing a positive and challenging environment for debate and learning has been maintained.
2. In a similar application of the system, subject matter experts (SMEs) are made available for the seminars and case studies. These experts are drawn from the CFC academics, the faculty of the Royal Military College of Canada (RMC) or select universities. While it is still the aim to have course members teach themselves and each other, these SMEs will be of essential importance in guiding research and participating in the discussion periods.
3. Essential to the success of the tutorial system is a healthy syndicate environment. Course members have a wide variety of expertise, and the syndicate provides the forum in which they may discuss ideas that have been presented in readings, formal lectures and field studies. This interaction among course members, in particular the sharing of experiences, is fundamental to the learning experience. Indeed, the successful syndicate is one in which all members work cooperatively to share their knowledge, experiences and opinions. Although the ability to express ideas clearly and succinctly is a valuable skill, the members of the successful syndicate will be equally adept at listening. Good listening is marked by a sincere desire to understand the viewpoint being presented and by a belief that the ideas of others have merit and value.

CHAPTER 2 — PROGRAMME INTENT

201. PROGRAMME AIM

The aim of the NSSC is to prepare generals, flag officers, selected colonels, naval captains and civilian equivalents, for strategic leadership responsibilities in the development, direction and management of national security and defence policy.

202. PROGRAMME GOALS, LEARNING OUTCOMES AND LEARNING OBJECTIVES

1. To meet the programme aim, the NSSC includes a plethora of activities - from lecture-discussions, seminars to case studies and exercises. While the CF Officer General Specifications form the basis of the NSSC, a CFC 'Board of Experts' convened in 1996 to further develop the specification and today the NSSC exists in a construct of Programme Goals, Learning Outcomes, Learning Objectives and the supporting NSSC curriculum.

2. Setting the framework of the NSSC are the four Programme Goals, which describe the areas of study of the NSSC, and their respective Learning Outcomes, that set measurable standards of learning. From the four sets of Learning Outcomes follow the respective Learning Objectives that provide, in detail, what must be achieved as the intended result of instruction.

3. The programme Learning Outcomes and Learning Objectives are reviewed annually. This review is based on input from course members, the Director Strategic Studies, the Senior Directing Staff and NSSC curriculum planning staff.

Annexes: Programme Goals, Learning Outcomes, and Learning Objectives

Annex A	Strategic Command and Executive Leadership
Annex B	Defence Management
Annex C	Canadian National Security and International Affairs
Annex D	Strategic Concepts: National Power and Military Strategy

STRATEGIC COMMAND AND EXECUTIVE LEADERSHIP

Programme Goal. To further develop the course member’s ability to evaluate and apply the principles of command, and leadership and management, in leading the Canadian Forces as an institution, and to evaluate and characterize the military ethos.

Serial	Learning Outcome	Learning Level
N101	Analyze the concepts, theories and techniques of strategic command	4
N102	Evaluate transformational leadership concepts, theories and conduct self assessment feedback to enhance personal leadership	6
N103	Compare executive leadership theories and principles, and their effective application at the strategic level	4
N104	Analyze ethical theories and practices	4
N105	Examine the needs and interactions of the Canadian Forces and the media	4
N106	Prepare communications strategies and apply public affairs resources	5
N107	Examine public attitudes on domestic and international issues concerning the Canadian Forces	4
N108	Examine current Canadian Forces legal and human rights issues	4

**LEARNING OBJECTIVES
STRATEGIC COMMAND AND EXECUTIVE LEADERSHIP**

Serial	Learning Objectives	Learning Level
N101	Analyze the concepts, theories and techniques of strategic command	4
N101a	Examine the evolution of those elements which give the Canadian Forces, allied and coalition command its legitimacy and structure (legal authority, the policy environment, decision-making processes, and staff structures)	4
N101b	Examine command and control processes and architectures, including adaptations predicated by the changing nature of warfare, technology, and society	4
N101c	Examine the capabilities and vulnerabilities of command and control processes and architectures and the means available to increase capabilities and reduce vulnerabilities	4
N101d	Examine and apply techniques of command at the strategic level	4
N102	Evaluate transformational leadership concepts, theories and conduct self-assessment feedback to enhance personal leadership	6
N102a	Evaluate and enhance personal leadership effectiveness	6
N102b	Identify and categorize reasons for leadership success and failure	4
N102c	Examine executive leadership needs at the strategic level across the spectrum of conflict and analyze applicable executive leadership models	4
N102d	Examine the role of collegiality, negotiation and persuasion in executive level leadership	4
N103	Compare executive leadership theory and principles, and their effective application at the strategic level	4
N103a	Analyze the evolution of executive leadership: concepts, theories and techniques at the strategic level	4
N103b	Analyze the cross-cultural aspects of leadership in contemporary society, and appropriate models and techniques for addressing these in national and international situations	4
N103c	Understand the key influences — environmental, organizational, interpersonal and personal — affecting human behaviour in operations, and the support systems necessary to optimize levels of performance	2
N103d	Examine the role of executive leaders in establishing an organizational vision and a strategy for its implementation	4

Serial	Learning Objectives	Learning Level
N104	Analyze ethical theories and practices	4
N104a	Understand the fundamentals of moral philosophy	2
N104b	Analyze alternative frameworks for ethical reasoning	4
N104c	Examine the major ethical issues associated with limits to Military Obligation	4
N104d	Examine the ideas and concepts that link military professionalism, discipline, ethos and ethics	4
N104e	Understand the role of ethos in strengthening the legitimacy of the military in Canadian society	2
N104f	Examine programmes to inculcate ethical behaviour in military members, and to maintain the ethos	4
N104g	Analyze the ethical issues associated with command within the framework of authority, accountability and responsibility	4
N105	Examine the needs and interactions of the Canadian Forces and the media	4
N105a	Understand Canadian and international media operating practices and reporting trends	2
N105b	Compare the strengths and weaknesses of different forms of media	4
N105c	Distinguish media needs and expectations in routine and crisis situations	4
N105d	Understand the roles, responsibilities and legal rights of the media in a democratic society	2
N106	Prepare communications strategies and apply public affairs resources	5
N106a	Differentiate communications strategies for routine and crisis situations	4
N106b	Understand the responsibility and accountability of commanders at all levels for public affairs	2
N106c	Understand CF/DND public affairs policies.	2
N106d	Develop and apply public affairs communications support plans	5

Serial	Learning Objectives	Learning Level
N107	Examine public attitudes on domestic and international issues concerning the Canadian Forces	4
N107a	Examine the political will of the nation and how public opinion is expressed through the political process.	4
N107b	Understand public attitudes on domestic and international issues concerning the CF and the effects of interest groups on the political process,	2
N107c	Understand target audiences and interpret the statistical methodologies of public opinion polls	3
N107d	Understand the distinctions between internal and external communications, and the personal constraints in-place when speaking of security and defence policy	2
N108	Examine current Canadian Forces legal and human rights issues	4
N108a	Understand the legal and popular interpretations of the Canadian Charter of Human Rights and categorize their impact of the Canadian Forces	4
N108b	Understand GoC legal issues and review their impact on the development of Departmental policy	2
N108c	Understand contemporary human rights issues and identify their impact on the development of CF policy and procedures	2

DEFENCE MANAGEMENT

Programme Goal. To refine the course member’s understanding of the principles of resource management, developing abilities in military and civilian human resource policy formulation, and to evaluate the impact of the defence resource management system in generating and sustaining effective Canadian Forces capabilities, so as to provide Canada a smart, strategic and focused military force.

Serial	Learning Outcome	Learning Level
N201	Distinguish and apply the elements of organizational effectiveness in order to enhance Canadian Forces readiness and relevance	4
N202	Examine CF and DND policies in the management of human resources	4
N203	Examine select CF and DND personnel policies as developed within the context of government human resource policy and guidance	4
N204	Examine select policies used in the management of the CF and DND professional and intellectual development	4
N205	Analyze the principles of materiel resource management and review their impact on the CF and DND responsiveness	4
N206	Examine the principles of financial management and the impact of financial process decisions on Canadian Forces capabilities	4
N207	Analyze the principles of information and knowledge management and their influence in the management of change in the CF/DND	4
N208	Analyze the defence-related planning processes and their impact on Canadian Forces capability-based planning	4
N209	Contrast management concepts and decision support systems, so as to exploit them at the strategic level	4

**LEARNING OBJECTIVES
DEFENCE MANAGEMENT**

Serial	Learning Objectives	Learning Level
N201	Distinguish and apply the elements of organizational effectiveness in order to enhance Canadian Forces readiness and relevance	4
N201a	Understand organizational effectiveness and behaviour theory	2
N201b	Understand the challenges of effecting changes in beliefs, values and attitudes	2
N201c	Examine what makes an organization effective	4
N202	Examine CF and DND policies in the management of human resources	4
N202a	Discuss current GoC policies influencing human resource development in the CF and DND	2
N202b	Examine the military and civilian duality within the CF and DND, as well as the Defence Team approach to human resource issues	4
N202c	Discuss the Total Force implications in formulation of Canadian Forces human resource policies	2
N202d	Apply human resource policies to support CF sustainment and readiness	3
N203	Examine select CF and DND personnel policies as developed within the context of government human resource policy and guidance	4
N203a	Discuss human resource planning policies processes and structures	2
N203b	Recognize salary and benefits policy change management processes	2
N203c	Examine the operational, legal and administrative implications of human resource policy modifications	4
N203d	Recognize established recruiting practices and demographic trends in human resource development	2
N204	Examine select policies used in the management of the CF and DND professional and intellectual development	4
N204a	Review the importance of specialized training and education in meeting the operational needs of the CF and DND	2
N204b	Discuss the development of training and educational systems from needs-analysis through to implementation and validation	2
N204c	Examine the ability of the organization to match individual continuing education needs to the operational needs of the Canadian Forces	4
N204d	Examine the professional development opportunities that should be made available to military and civilian personnel	4

Serial	Learning Objectives	Learning Level
N205	Analyze the principles of materiel resource management and review their impact on the CF and DND responsiveness	4
N205a	Understand the theory of resource management and the challenge of the necessary balance across capital, personnel and O&M in allocating defence resources	2
N205b	Examine the management implications in strategic decision making of effecting change across the resource balance of capital, personnel and O&M	4
N205c	Understand the DND materiel management process and recognize its role in support of Canadian Forces readiness and operational capabilities	2
N206	Examine the principles of financial management and the impact of financial process decisions on Canadian Forces capabilities	4
N206a	Distinguish government and DND financial management and reporting systems	4
N206b	Understand the ASD process and its application within the CF/DND	2
N206c	Understand the CF system for the management of non-public funds	2
N207	Analyze the principles of information and knowledge management and their influence in the management of change in the CF/DND	4
N207a	Understand the management information systems used to support CF/DND resource management and evaluate their impact on the CF readiness	2
N207b	Understand concepts related to the management of change	2
N207c	Understand the employment of knowledge as a resource in management	2
N207d	Examine the strategic implications of information dominance	4
N208	Analyze defence-related planning processes and their impact on Canadian Forces capability-based planning	4
N208a	Examine the CF Force Development Process	4
N208b	Examine the DND business planning process and performance measurement	4
N209	Contrast management concepts and decision support systems, so as to exploit them at the strategic level	4
N209a	Discuss select executive management concepts and techniques and apply best practices in management of strategy implementation	3
N209b	Recognize select decision-making processes and techniques; select and apply those appropriate to strategy definition and decision making	3

Serial	Learning Objectives	Learning Level
N209c	Analyze the relevance of intellectual agility and critical thinking and the rational in the engagement of consultants in seeking expert advice	4

CANADIAN NATIONAL SECURITY AND INTERNATIONAL AFFAIRS

Programme Goal. To further develop the course member’s understanding of factors, both internal and external to Canada, that influence the implementation of Canada’s national security policy and to examine of the (international) geo-strategic environment that influences government options in directing the defence of Canada’s national interests and promotion of Canada’s values.

Serial	Learning Outcome	Learning Level
N301	Analyze Canada’s national interests, values and goals and the factors that influence the formation of Canada’s national security policy	4
N302	Examine the machinery of Canadian governance and identify its impact on the formulation of security and defence policy	4
N303	Examine the workings of the Canadian government central agencies engaged in the management of federal policy	4
N304	Examine the United States and allied national security strategies and defence policies.	4
N305	Examine the geo-strategic environment with an emphasis on regional security issues and review how they affect the development of Canadian security and defence policy	4
N306	Asses the institutional and policy relationships between DND, CIDA and FAC	6
N307	Understand the roles and functions of international political, economic and military organizations that are specifically important to Canada	2

LEARNING OBJECTIVES
CANADIAN NATIONAL SECURITY AND INTERNATIONAL AFFAIRS

Serial	Learning Objectives	Learning Level
N301	Analyze Canada’s national values, interests and goals and the factors that influence the formation of Canada’s national security policy	4
N301a	Understand the historical, political, economic and social character of Canada, and the relationship between the CF and the society that it serves	2
N301b	Not Allocated – reassigned and renumbered as N401g	
N301c	Understand Canada’s national interests and national values	2
N301d	Examine the national security policy process, including its components, national systems and principal participants	4
N301e	Understand the foundations of Canadian defence policy	2
N301f	Analyze current Canadian security and defence policy and assess its consonance with national interests and values.	4
N302	Examine the machinery of Canadian governance and identify its impact on the formulation of security and defence policy	4
N302a	Examine the powers and limitations of the Government of Canada, including the policy framework limitations, imposed by the division of powers that exists between the federal and provincial governments	4
N302b	Examine the separate roles of the executive, legislative, administrative and judicial branches of the Government of Canada	4
N303	Examine the workings of the Canadian government central agencies engaged in the management of federal policy	4
N303a	Examine the process and rationale of federal budgetary and fiscal policy implementation and the relationship between DND, Treasury Board Secretariat and the Department of Finance	4
N303b	Discuss Canadian economic policy making, including Canada's macro-economic and monetary policy, as it may impact defence and security policies	2
N303c	Understand the policy roles and influence of the Prime Minister’s Office, the Cabinet and the Parliament of Canada	2
N303d	Examine the operation and organization of the Privy Council Office and the duality in its roles of support to the Prime Minister and to the Cabinet	4

Serial	Learning Objectives	Learning Level
N304	Examine the United States and allied national security strategies and defence policies	4
N304a	Understand the national security strategy and defence policy of an allied middle power, in a similar geo-strategic position to Canada's	2
N304b	Examine United States national security strategy and defence policy	4
N304c	Analyze the security interests of the United States and their impact on Canadian national security and defence policies and the relevance of the Canadian Forces	4
N304d	Understand Canada/US defence development and production sharing agreements	2
N305	Examine the geo-strategic environment with an emphasis on regional security issues and review how they affect the development of Canadian security and defence policy	4
N305a	Understand the international political system and the role of power and national will in shaping international affairs	2
N305b	Understand the differences between major political systems (comparative governments)	2
N305c	Examine the social, economic and political factors in play on the contemporary international scene, with an emphasis on those factors that could lead to conflict and violence	4
N305d	Contrast the major regions of the world looking a security interests and threats, from Canada's perspective	4
N305e	Understand the non-military threats to Canadian sovereignty and security	2
N306	Assess the institutional and policy relationships between DND, CIDA and FAC	6
N306a	Understand the foundations of Canada's diplomatic and trade policies and how Canada's interests are manifested within FAC strategic plans	2
N306b	Understand the foundations of Canada's aid and developmental policy and how Canada's values are manifested within CIDA strategic plans	2
N306c	Analyze the framework of Canadian foreign policy and Canada's international engagement and evaluate the impacts on defence policy implementation and the relevance of the Canadian Forces	6
N306d	Examine how the cultural and socio-economic differences of nations affect Canada's developmental agenda and evaluate the impacts on defence policy implementation and the relevance of the Canadian Forces	6

Serial	Learning Objectives	Learning Level
N307	Understand the roles and functions of international political, economic and military organizations that are specifically important for Canada	2
N307a	Understand the NATO security strategy, readiness policy and transformation framework	2
N307b	Understand the EU security strategy, forces structure and its readiness posture	2
N307c	Understand the roles and functions of the world economic organizations, that are specifically important for Canada's economic security	2
N307d	Understand the differing perspectives of select international political organizations and their impact on Canada's multilateralism approach in world affairs	2
N307e	Recognize the process constraints and engagement restraints of the United Nations in international crisis prevention, conflict resolution and management	2

**ANNEX D
CHAPTER 2
NSSC 8 SYLLABUS**

STRATEGIC CONCEPTS: NATIONAL POWER AND MILITARY STRATEGY

Programme Goal. To further develop the course member’s understanding of national power, by way of an examination of its diplomatic/political, social/cultural, military, and economic determinants and their influence on Canada’s strategic options, and to evaluate the controls on the implementation of defence policy in military strategy and Canadian Forces operational responsiveness in a joint, inter-agency, multi-national, public environment.

Serial	Learning Outcome	Learning Level
N401	Distinguish the elements of national power in order to participate in evaluations of current Canadian security and defence policy	6
N402	Examine the organization, roles and operating concepts of DND and the Canadian Forces so as to evaluate their effectiveness	6
N403	Examine and apply strategic thought in considerations of the employment of military power	4
N404	Examine the legal controls on the use of military power in domestic and international operations	4
N405	Evaluate and apply Canadian Forces doctrine in joint, inter-agency, multi-national coalitions	6
N406	Analyze Canada’s defence industrial base and identify the impact of GoC procurement policies on industry and the Canadian Forces	4
N407	Categorize the impact of technology on defence policy formulation and military strategy development	4

LEARNING OBJECTIVES
STRATEGIC CONCEPTS: NATIONAL POWER AND MILITARY STRATEGY

Serial	Learning Objectives	Learning Level
N401	Distinguish the elements of national power in order to participate in evaluations of current Canadian security and defence policy	6
N401a	Examine the elements of national power including diplomatic, informational / institutional, military, and economic	4
N401b	Understand the relationship between national policy and national interests in planning the employment of diplomatic, military, and economic power	2
N401c	Understand the international economic system including trade and financial agreements, as a basis of exercising economic power	2
N401d	Examine the relationship in the strengths and weaknesses in employing military power to achieve diplomatic and economic objectives	4
N401e	Identify the characteristics that define nations as middle and small powers	2
N401f	Examining Canadian security and defence policy, evaluate Canada's relative position of power, strategic capability and military potential	6
N401g	Examine the impact of changes in Canadian societal and cultural institutions on the national will and the exercising of national power	4
N402	Evaluate the organization, roles and operating concepts of DND and the Canadian Forces, so as to evaluate their effectiveness	6
N402a	Examine the spectrum of military operations, which may involve the CF both domestically and internationally	4
N402b	Examine the organization and roles of DND and CF	4
N402c	Understand the influence of domestic and international factors, including alliances and formal agreements, on the development of Canadian maritime, land and air forces	2
N402d	Evaluate the effectiveness of the CF (force structure, roles, missions and readiness) in fulfilling Canadian defence policy	6
N403	Examine and apply strategic thought in considerations of the employment of military power	4
N403a	Examine the fundamental theories and concept of war at the strategic level	4
N403b	Examine the grand strategic concepts espoused by the great military theorists	4
N403c	Examine the interrelated elements of national strategic direction and the major considerations evaluated in considerations of employing military power	4

Serial	Learning Objectives	Learning Level
N404	Examine the legal controls on the use of military power in domestic and international operations	4
N404a	Categorize the extent to which the law provides the structure for the control and application of armed force	4
N404b	Question the extent to which the law sets the standards of conduct and morality on the use of the armed forces	4
N404c	Understand the legal and doctrinal development of Rules of Engagement (ROE) for Canadian Forces joint and combined operations	2
N404d	Understand how ROE can impact on national policies and values, and vice versa	2
N405	Evaluate and apply Canadian Forces doctrine in joint, inter-agency, multi-national, public coalitions	6
N405a	Categorize the potential uses, capabilities and limitations of military power	4
N405b	Assess and apply CF doctrine for the deployment and sustainment of forces in joint, inter-agency, multi-national, public coalitions	6
N405c	Evaluate command structures for the control of CF operating in joint, inter-agency, multi-national, public coalitions	6
N405d	Evaluate the capability and potential of the Canada to lead or contribute forces to a joint, inter-agency, multi-national, public coalition	6
N406	Analyze Canada's defence industrial base and identify the impact of GoC procurement policies on industry and the Canadian Forces	4
N406a	Contrast Canada's industrial base with a similarly structured and sized country, with other allies, and the United States	4
N406b	Understand the impact of GoC/DND procurement policy on Canadian industry	2
N406c	Understand the level of Canadian defence industrial preparedness	2
N407	Categorize the impact of technology on defence policy formulation and military strategy development	4
N407a	Understand the impact of technology on advances in warfare in the 20th century	2
N407b	Question the current state and future trends in technological development impacting military strategy formulation in the future security environment	4
N407c	Understand the impact of space and space-based technologies and capabilities on the conduct of war in the near to mid term future	2

CHAPTER 3 — PROGRAMME CURRICULUM

301. CURRICULUM ORGANIZATION

1. The curriculum of the NSSC programme is set out across the RMC-CFC Joint Programmes in Defence Studies (DS) 560 Series of Courses.

302. CURRICULUM CODING

Programme NSSC	Course Defence Studies	Modules	Activity
N /	DS 561	COM [Command and Leadership] EMP [Ethics and the Military Profession] CMR [Communications and Media Relations]	
N /	DS 562	HRM [Human Resources Management] SRM [Strategic Resources Management] CKM [Change and Knowledge Management]	
N /	DS 563	CSS [Canada as a State and Society] MCP [Multilateralism and Canada's Place in the World] BCR [Bilateralism and the Continental Relationship]	
N /	DS 564	NPD [National Power and Its Determinants] TNW [Grand Strategy and the Nature of War] RCM [Strategic Readiness and Consequence Management]	

303. CURRICULUM ACTIVITIES

1. The NSSC curriculum is organized, in conjunction with the RMC- CFC Joint Programmes in Defence Studies (DS) 560 Series of Courses, so that the College, and the Canadian Forces, can be assured that course members receive the requisite knowledge they need to meet the demands of providing the best possible security and defence advice to government.

Annex A	DS 561 Strategic Command and Executive Leadership
Annex B	DS 562 Defence Management
Annex C	DS 563 Canadian National Security and International Affairs
Annex D	DS 564 Strategic Concepts: National Power and Military Strategy

DS 561 - STRATEGIC COMMAND AND EXECUTIVE LEADERSHIP

Course Aim. This course is concerned with expanding the course member's intellectual abilities and knowledge so as to be a more effective commander, executive leader or resource manager at the strategic level. The individual modules are designed to further develop the course member's ability to evaluate and apply the principles of command, leadership and management, in leading the Canadian Forces as an institution, and to evaluate and characterize the military ethos. DS 561 is set out across three learning modules, as follows:

- a. Command and Leadership (COM). This module is concerned with the examination of the nature, legitimacy and structure of command at the strategic level. In addition, the module examines command and control systems and their vulnerabilities in contemporary and in predicted future circumstances; the distinction between command and control will be considered from a theoretical point of view. This module additionally considers transformational leadership concepts, theories and includes self-assessment feedback to enhance individual personal leadership styles and behaviour.
- b. Ethics and the Military Profession (EMP). The three interlinked concepts of ethos, ethics and professionalism will be examined in a military context that will focus upon issues related to authority, accountability and responsibility. Course members will review the fundamentals of moral philosophy and ethical reasoning; they will explore some of the major ethical issues associated with their profession, particularly at the senior executive level. They will further consider the challenges of inculcating ethical behaviour in their subordinates, peers and superiors.
- c. Communications and Media Relations (CMR). This module is concerned with the development of strategic communications plans, the application of crisis public relations management, and the understanding of the military-media relationship. Examining public attitudes on domestic and international issues concerning the Canadian Forces, it will enable course members to prepare communications strategies and apply public affairs resources.

Command and Leadership N/DS 561/COM

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	The Nature of Leadership at the Strategic Level	To examine the nature of leadership at the strategic level	3.0	6.0	N101a-d N102a-d N103a-d
LD-2	The Military Dimensions of Executive Leadership	To explore the conceptual framework of executive leadership and the application of the transformational leadership model style	3.0	6.0	N102b-d N103a,d-e
LD-3	The Military Justice System and the Stewardship of Discipline	To examine the contemporary use of discipline in the Canadian Forces and the role of senior leaders in ensuring the effectiveness of the discipline system	3.0	6.0	N108a-c
SM-1	Understanding the National Environment and Strategic Level Leadership	To analyze the nature and style of executive leadership at the strategic level and inside the matrix to evaluate the reasons for success or failure	1.5	3.0	N101a,b,d N102c-d
SM-2	Civil - Military Relations: Command at the Strategic Level	To examine the fundamental theories in civil-military relations and the nature of the balance in political guidance and military command	1.5	3.0	N101d N102a,b N103a-d
SM-3	Institutional Leadership and the Military Ethos	To examine the role of executive leaders in balancing the competing requirements of achieving mission success and exercising stewardship of the profession of arms	1.5	3.0	N101b-d N102a N103a-d
TU-1	Collegiality	To analyze the collegial environment at the senior executive level and the techniques for the effective use of negotiation	3.0	1.5	N102d N103c N104g N107c
TU-2	Self Assessment: The Transformation Model	To provide a systematic basis for feedback and discussion on issues relevant to senior executive leadership and facilitate self-insight through a personalized, confidential development process, of the transformational leadership style	1.5	0.0	N102a
CS-1	Case Study: GENERALSHIP Integration 1964 Unification 1968	To analyze the command ethos and leadership principles of Canadian general officers / flag offices in the handling of a (past) strategic-level issue	3.0	25.0	N101a-d N102a,b,dN103b N301a,e N402b

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
KS-1	Perspectives of a Former MND	To provide the course members with an opportunity to interact with a former Minister of National Defence (MND)	1.5	0.0	N101a N102c N103c N303c,d N401b,d
KS - 4	Perspectives of a Theatre Commander	To provide the course members with an opportunity to interact with a serving or former Theatre Commander	1.5	0.0	N101a,b,c N102c,d N103c,d N106b N403c
KS-8	Perspectives of the MND	To provide the course members with an opportunity to hear the current MND	1.5	0.0	N101d N103d N105d N205a,b N303c N401b,f,g
KS-9	Perspectives of the CDS	To provide the course members with an opportunity to hear the current CDS	1.5	0.0	N101d N103c,d N104e N105c N106b N107d N301e,f N401f,g

Ethics and the Military Profession N/DS 561/EMP

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	Maintaining Legitimacy: Ethics and Moral Behaviour	To examine the framework of moral and ethical reasoning for use in analyzing issues related to the military and the relationship of ethos and ethics	3.0	6.0	N104a-g N301b
LD-2	Practitioners' Views on Ethics	To consider differing perspectives on major ethical issues and policies being faced by large public and commercial organizations	3.0	6.0	N104f N104g
LE-1	In Command: Authority, Accountability, Responsibility	To examine the demands of trust and authority, accountability, responsibility in a framework of mission command and delegated decision-making.	1.5	3.0	
SM-1	Decision Making and Competing Values	To explore ethical issues at the strategic level as they pertain to the Canadian Forces and the profession of arms	1.5	3.0	N104a-g N301b

Communications and Media Relations N/DS 561/CMR

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	Canada's Media and Reporting the Canadian Forces	To examine the media's perspective of their roles, and rights in covering defence issues and of the overall military-media relationship	3.0	6.0	N105a-d N106a-d
LD-2	Canadian Attitudes and Public Opinion: The Competing Elites	To assess the political will of the nation including public opinion, how public opinion is expressed through the political process, and the effects of interest groups on the political process	3.0	6.0	N107c N301f
LE-1	Measuring Public Opinion: Surveys and Polls	To explore the methodology, uses, result interpretation and limitations of various methods of public opinion polling	1.5	3.0	N107a-c N301i
LE-2	Defence Public Affairs: Opening a Dialogue with Canadians	To examine the practices of the Director General Public Affairs (DGPA) and other government agencies in developing communication policies and strategies for the Canadian Forces	1.5	3.0	N105d N106a-d N107c
TU-1	Media Relations: Incident and Issue Management	To examine operating practices of the Canadian media; to explore techniques for senior military officers to work with the media in incident and issue management, in crisis situations	6.0	3.0	N106a,d N107b-d

DS 562 - DEFENCE MANAGEMENT

Course Aim. This course is intended to refine the course member's understanding of the principles of defence resource management, so as to critically evaluate the impact of the defence resource management system in generating and sustaining effective Canadian Forces capabilities, providing Canada a smart, strategic and focused military force. The individual modules are designed to expand profession knowledge and confirm abilities in military human resource and strategic resource decision-making and policy formulation. DS 562 is set out across three modules, as follows:

- a. Human Resources Management (HRM). Examining Canadian Forces policies and departmental intent in the management of human resources, this module is concerned with the management of personnel as set out in the context of government human resource policy and guidance. Discussing current GoC policies, that influence human resource policy development in DND and the CF, the module will enhance the senior officers' ability to develop military and civilian personnel policies consistent with strategic and operational requirements and the Defence Team approach in human resources management.
- b. Strategic Resources Management (SRM). Examining the concepts of material resource management, and the principles of financial management, this module is concerned with the challenges of managing an effective balance of resources across capital, personnel and operations and maintenance in maintaining the operational capability of the Canadian Forces. It is intended to enhance the senior officers' ability to evaluate the impact of defence resource management decisions on Canadian Forces strategic and operational capabilities.
- c. Change and Knowledge Management (CKM). Examining management structures and decision support systems, so as to exploit them at the strategic level, this module will analyze the principles of information and knowledge management and the defence-related planning processes and their impact on CF/DND capability-based planning. The module will enhance the course members' capacity to exert their influence in the management of change, to select the appropriate decision-making processes and techniques, and to create a climate for optimum team performance in the CF/DND.

Human Resources Management N/DS 562/HRM

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	The CF/DND Human Resources Process in Context	Putting People First: To discuss the importance of strategic Human Resource (HR) management systems in public and private organizations	3.0	6.0	N202b N203a,c N101a,b
LD-2	The CF/DND Human Resources Strategy and Development Programmes	Managing Expectations: To discuss the research and planning of CF HR strategic policy and the resulting human resource development programmes, so as to understand the personnel management continuum from recruiting to release and retirement.	3.0	6.0	N202a-c N203a,c N204a-d
LD-3	CF / DND HR Mgmt ADM (HR) Military ADM (HR) Civilian Perspectives	To discuss the contemporary Canadian Forces and the DND civilian human resources challenges and the strategies to meet them.	3.0	6.0	N201c N202a-d N203a-d N204d
LE-1	HR Management - Chief Reserves and Cadets Perspective	To discuss the contemporary human resource challenges facing the Reserve Force, and the strategy to meet them	1.5	3.0	N201b-c N202c
SM-1	Managing Issues or Managing Personnel: Correcting the Future	To analyze issues related to the research, planning and design of effective CF HR policies to meet contemporary and future needs	1.5	3.0	N202a-d N203a,c N204c,d N103a,b
CS-1	Case Study: MCCRT 1994 / 1997: Following Through	To examine the outcomes of the Management Command and Control Re-engineering Team (MCCRT) initiatives to restructure the Post Cold-War Canadian Forces.	3.0	25.0	N201a-c N202b N101a-c N402b N405c

Strategic Resources Management N/DS 562/SRM

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	GoC Expenditure Management and Defence Resource Planning	To analyze the GoC expenditure management systems and defence planning process and their influence on Canadian Forces activity levels and resources.	3.0	6.0	N205a,b N206a,b N208a,b N307c
LD-2	The Budget Process and National Defence: Allocating Resources	To examine the Government of Canada budgetary process and its funding allocation management, both to and within DND	3.0	6.0	N206a,c N208b
LD-3	Capital Procurement and Materiel Resource Management	To analyze the decision-making bodies in the capital procurement programme component of the Defence Management System	3.0	6.0	N205a-c N206b
LE-1	The Economics of Defence: Implementing Policy and Defence Funding	To discuss the impact of Canadian economic policies on security and defence policy and the process of evaluating DND/CF budget allocations	1.5	3.0	N205a-c N206a N303a-b N307c N401b,c
LE-2	Canadian Forces Personnel Demand and Supply	Understanding the War For Talent: To understanding of the impact of Canada's changing demographics on Canadian Forces personnel recruiting and retention.	1.5	3.0	N203a,c,d N204a N301a N401g
SM-1	Resources Allocation: Supporting Defence and the Force Structure	To examine the defence resource allocation and the resultant ability of the CF to sustain an effective force structure, so as to respond to Canada's security and defence policy needs	1.5	3.0	N205a,b N206a,b N208a-b N402c-d N405d

Change and Knowledge Management N/DS 562/CKM

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	The Tenets of Organizational Change: Cultures and Perspectives	To examine the contemporary aspects of organizational change and the influence these changes will have on Canadian Forces culture and effectiveness	3.0	6.0	N201a-c N207b
LD-2	The DND / CF Information Management Systems	To examine the use of knowledge and information as a resource at the strategic level	3.0	6.0	N207a,c,d
LD-3	The DND/CF Change Agendas: Strategic Change and CF Transformation	To develop an understanding of active strategic change initiatives within DND and the identified impacts of Canadian Forces Transformation	3.0	6.0	N201b N206b N209a
LD-4	Strategic Capability and Defence Planning	To examine the concept of strategic capability planning and evaluate its effectiveness across the CF in supporting government security and defence policy implementation	3.0	6.0	N208a-b N209a,b N402c-d N405c-d
LE-1	Strategic Decision Making: Processes, Support Tools and Analysis	To discuss decision analysis processes and tools utilised within DND/CF in support of strategic decision making	1.5	3.0	N209a,b
LE-2	Strategic Thinking and Policy Planning Processes	To examine the thinking frameworks being used in policy development and planning process at the strategic-level	1.5	3.0	N209a-c N102c N103c-d N301c-e
SM-1	Strategic Change and CF Transformation: Maintaining Organizational Effectiveness	To examine the contemporary aspects of organizational change and the influence these changes will have on Canadian Forces effectiveness	1.5	3.0	N201a-c N207b N209b
SM-2	Accessing Information: The Infrastructure and Knowledge Management	To examine the use of knowledge and information at the strategic level	1.5	3.0	N207a,c-d N209a

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
KS-5	Perspectives on Canada's Defence Policy / Canadian Forces Transformation	To provide the course members with an opportunity to hear contemporary perspectives on the formulation of Canada's defence policy / CF Transformation	1.5	0.0	N201c N205a,b N207b N209a,b,c N101d N102c N103b,d N301a,c-f N303c,d N304a N306c,d N307a,b N401b,d,f N402a,c,d N403c N405a
EX-1	STRATEGIC BRIDGE	To study Canada's National Security Policy and defence policy so as to confirm the roles and capabilities required in Canadian Forces Transformation and to develop a supporting Strategic Capability Investment Plan (SCIP) to meet select roles and capabilities.	30.0	6.0	N201a N202a,d N203c,d N205a,b N206b N207b,c N208a N209a,b N301c-f N304a N305d-e N307a,c,e N402a,c,d

DS 563 - CANADIAN NATIONAL SECURITY AND INTERNATIONAL AFFAIRS

Course Aim. This course is intended to enhance the course member's understanding of factors, both internal and external to Canada, that influence the formulation of Canada's security policy and defence strategy. The individual modules are designed to provide course members, working at the strategic level, with essential knowledge so they are able to translate government policy into security and defence objectives, in the defence of national interests and the promotion of national values. DS 563 is set out across three modules, as follows:

- a. Canada as a State and Society (CSS). This module is concerned with an analysis of Canada's national interests and values and the factors (historical, political, social, and economic) that influence the formation of Canada's national security policy. Examining the machinery of Canadian governance and the workings of the Canadian government central agencies, it will enable course members to evaluate the impact of politics and structure on the formulation of government policy and national goals.
- b. Multilateralism and Canada's Place in the World (MCP). This module is concerned with the international geostrategic environment and the institutional and policy mandate of CIDA, FAC and ITC. Examining the roles and functioning of international political, economic and military organizations that are specifically important to Canada, it will enable the course members to evaluate the impact of multilateralism on the formulation of Canadian defence and security policy.
- c. Bilateralism and the Continental Relationship (BCR). Placing an emphasis on bilateral security relations and how this approach can affect the development of Canadian security and defence policy, this module is concerned with the Canada - United States relationship. It will enable course members to categorize the cogent reality in the continental political, economic, cultural and defence arrangements and evaluate the impact of the relationship on the implementation of Canadian security and defence policy.

Canada as a State and Society N/DS 563/CSS

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	The Character of Canada: National Identity and Regional Agendas	To examine the historical, political, economic and social character of Canada and the relationship between the Canadian Forces and the society it serves.	3.0	6.0	N301a
LD-2	Federalism, the Canadian Confederation and the Division of Powers	To examine the machinery of Canadian governance and evaluate its impact on the formulation of defence policy.	3.0	6.0	N302a N302b
LD-3	Canada's Government and the Central Agencies	To examine the workings of the Canadian Government and the Central Agencies engaged in the management of federal policy.	3.0	6.0	N302b N303c-d
LD-4	National Interests and National Values and the Process of Policy	To understand Canada's national values and interests and their influence on the process of determining Canada's security and defence policies.	3.0	6.0	N301c N301f
LD-5	Canadian National Security Strategy and the NSP	To analyse the underlying principles of Canadian national security policy and strategy and the foundations of Canadian defence policy.	3.0	6.0	N301d N301e
LD-6	Threats to National Security: The Risks to Canada	To examine the geo-strategic environment, including regional and functional issues, and their implications for any nation's long-term national security interests.	3.0	6.0	N301e N305c-e
SM-1	Conflicts and Competition: National Values versus National Interests	To consolidate an understanding of the development of Canada's national values and interests, the potential conflict between and their impact on the formulation of Canadian government policy.	1.5	3.0	N301c-f
SM-2	Understanding Ottawa: Implementing the NSP	To assess the impact of domestic policy processes and politics on the formulation and implementation of the Canadian national security policy	1.5	3.0	N301f N302a-b N303c

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
KS -2	Perspectives of a Former Canadian Ambassador / PCO Senior Advisor	To provide the course members with an opportunity to interact with a Canadian Ambassador / PCO Senior Advisor	1.5	0.0	N301a,c N303c,d N304a,c N305d N306a,c N307a-e N101d N102c,d N103b,d N201c N402a,c,d
KS-6	Perspectives of National Interests and Canadian Values	To provide the course members with an opportunity to hear a leading historian speak about national interests and Canadian values	1.5	0.0	N301a,c N304e N305a N306a,b N307c-e N102d N103b N401b,g
KS-7	Perspectives on Canada's Domestic Politics and the National Agenda	To provide the course members with an opportunity to understand the balancing of priorities by Government between the requirements of domestic politics and an achievable level of international ambition.	1.5	0.0	N301a,f N302a N303c N304c N305a,d N306a,b N102d N103c,d

Multilateralism and Canada's Place in the World N/DS 563/MCP

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	International Relations and Canadian Diplomacy	To understand the foundations of Canada's diplomatic policy and how Canada's interests and values are manifested within FAC strategic plans	3.0	6.0	N306a N306c
LD-2	International Development and Canada's Strategy	To understand the foundations of Canada's aid and development policy and how Canada's interests and values are manifested within CIDA's strategic plans	3.0	6.0	N306b N306d
LE-1	International Political Organizations: Canada and NATO	To examine the current NATO security strategy and its implementing objectives, so as to understand Canada's NATO priorities and its commitment to collective defence	1.5	3.0	N306c N307a N307d
LE-2	International Political Organizations: Canada and the EU	To examine the evolution of European integration to the current EU Common Foreign and Security Policy debate, so as to understand the Canadian perspective on the European Security and Defence Policy	1.5	3.0	N306c N307b N307d
LE-3	International Political Organizations: Canada and the UN	To discuss the roles of the UNSC, the ECOSOC, the committees of the General Assembly and the specialized agencies of the UN, with reference to the Canadian perspective on their physical and human security agendas	1.5	3.0	N305a N305c N306c N307d-e
LE-4	International Organizations	To discuss the roles of international political and economic organizations on security and defence policy formulation at the strategic level	1.5	3.0	
LE-5	Non Governmental Organizations	To discuss the influence of major Non-Governmental Organizations on security and defence policy formulation at the strategic level	1.5	3.0	
SM-1	Domestic Politics and International Ambition: Diplomacy, Development and Defence	To consolidate an understanding of the international security environment and the impact on Canada's national security, foreign and domestic policies	1.5	3.0	N303c-d N305a-c N306c N307c-e

CS-1	Case Study: OPERATION ASSURANCE Zaire 1996 – Lead Nation Responsibilities	To examine and evaluate the considerations inherent as the ‘lead nation’ and in assuming coalition leadership, within the context of the planning and conducting of a multi-national UN/NATO/Coalition operation.	3.0	25.0	N303c N305c N306c N307d-e
Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
TU-1	Global Affairs and Regional Security Interests	To examine selected regions of security interest, within the current global geo-strategic environment, and to analyze Canada’s interests and strategic priorities.	21	42	N305a-e N306c
FS-1	Field Study: International	To provide experiential learning through visits to significant international political organizations, and select strategic partners, through which Canada works multilaterally to defend its national interests or promote its values.	33.0	0.0	N305a N305c-e N306c-d N307a-e

Bilateralism and the Continental Relationship N/DS 563/BCR

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	US National Security Strategy and Defence Policy	To examine the process used by the US for the formulation of its national security strategy and for developing its defence policy	3.0	6.0	N304c
LE-1	The Character and Culture of America	To review the historical, political, economic and social/cultural character of the US and the relationship with Canada	1.5	3.0	N304c
LE-2	The United States Government and American Political Culture	To discuss the powers and limitations of the United States government, the roles of the legislative, executive and judicial branches of the government as well as the influences of various institutions and lobbyist groups	1.5	3.0	N304 N305b
LE-3	Australian Security Strategy and Policy: Strategic Partnerships	To develop an appreciation for the development and execution of Australia’s national security strategy and policy	1.5	3.0	N304a
SM-1	The Relationship between Canada and the United States	To examine particular aspects of the historical and contemporary relationship between Canada and the United States and how these aspects have and continue to affect the formulation of Canada’s national security, foreign and defence policy	1.5	3.0	N301f N304b-c N305e N306c N307c-d

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
FS-1	Field Study: The United States / the United Nations	To provide experiential learning of the bilateral continental relationship through visits to selected military national command and strategic studies focused academic facilities, governmental departments and appropriate missions and select international political organizations in the United States.	45.0	0.0	N304b-c N305a,c,e N307c-e

DS 564 - STRATEGIC CONCEPTS: NATIONAL POWER AND MILITARY STRATEGY

Course Aim. This course is intended to further develop the course member's understanding of national power, by way of an examination of its diplomatic/political, social/cultural, military, and economic determinants and their influence on the development of Canada's strategic options. So as to evaluate the controls on implementation of defence policy in military strategy and Canadian Forces operational responsiveness in a joint, interagency and multinational environment, the course modules are designed to provide course members with essential knowledge to understand the formulation of military strategy and provide the best possible advice in crisis and consequence management. DS 564 is set out across three modules, as follows:

- a. National Power and Its Determinants (NPD). This module lays the foundation in the study of Strategic Concepts, by delineating the characteristics of national power, their determinants, and the constraints on the use of military power. It will enable course members to distinguish the elements of national power in order to participate in evaluations of current Canadian security and defence policy and to analyze the impact of the constraints in the formulation of defence policy and military strategy.
- b. Grand Strategy and the Nature of War (TNW). This module examines the fundamental theories and concepts' of war at the grand strategic level and the interrelated elements of military strategic direction, laying out the strengths and weaknesses in employing national power so as to achieve diplomatic and defence policy objectives. It will enable course members to discuss and apply strategic thought in considerations of the employment of military power and Canadian Forces' capabilities in the design of joint, interagency, multi-national, public coalitions.
- c. Readiness and Consequence Management (RCM). This module examines the organization, roles, and operating concepts of the Canadian Forces, the legal controls on the use of military power in domestic and international operations and discusses Canada's strategic industrial readiness. With its two exercises and case study, it will enable course members to evaluate Canada's strategic capability and military potential to lead, or contribute forces to, multi-national coalitions.

National Power and Its Determinants N/DS 564/NPD

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	Power as a Concept	To examine the various elements and characteristics that form the concept of power.	3.0	6.0	N401a-e N305a
LD-2	National Power: Utility and Limitations	To discuss the potential use, limitations and boundaries of diplomatic and military power as a contributing element to a state's national power	3.0	6.0	N401a,b N401e N305a
LD-3	International Codification and Institutional Constraints on Military Power	To evaluate the international codification and institutional constraints pertaining to military power	3.0	6.0	N401a,b N401d N403c N405a N305a
LD-4	Canadian Economic Realities	To analyze Canada's economic performance, government economic policies, and the impact of such policies on economic growth and Canada's security	3.0	6.0	N401a,b N401c N303b
LD-5	Science and Technology: Investing in Defence	To examine the influence of current research and technologies and the impact of science on the development of military strategy	3.0	6.0	N401a N407a-c
LE-1	Canadian Cultural Mosaic and the Politics of Identify	To examine the change in the Canada's demographics and develop an understanding of the implications of such changes for Canadian society and its institutions	1.5	3.0	N401a N401g
LE-2	International Trade and Trade Liberalization	To discuss Canada's international trading policies and practices and liberalization behaviour as impacts Canada's economy and security	1.5	3.0	N401a,b N401c
SM-1	Technological Innovation and the Developments Impacting Military Strategy	To examine the role of research and development and the future impact of technology on the development of military strategy	1.5	3.0	N401a N402c N403c N407a-c

Grand Strategy and the Nature of War N/DS 564/TNW

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	The Nature of War and Its Theorists: What is Changing?	To confirm the fundamental concepts and theories of war and their continued relevance facing the challenges of today's security environment	1.5	3.0	N403a N403b
LD-2	The Formulation of Grand Strategy: Components and Challenges	To examine the factors that influence the formations, design, and limitations of a grand strategy in both the general and Canadian specific contexts	3.0	6.0	N403b N403c
LD-3	National Military Strategy: Ends, Ways, Means and Challenges	To examine the factors that influence the formations, design, and limitations of a national military strategy in both the general and Canadian specific contexts	3.0	6.0	N403a N403c
LD-4 (FSE)	Implementing National Goals: The Central Agencies	To discuss the dual role and influence of the PCO in the national policy development process and in national crisis management (Ottawa FSE)	3.0	6.0	N401b,g N403c N303c-d
LD-5 (FSE)	Developing Common Objectives: The DND / FAC / CIDA Relationship	To examine the processes used at FAC and CIDA, and their relationship with DND, in forming national objectives and implementing Canadian foreign and developmental policy (Ottawa FSE)	3.0	6.0	N401b,d N403c N306a-d
SM-1	Canada and Its Strategic Options	To consolidate an understanding of the changing international security environment as a result of US primacy and international terrorism and their impacts on Canada's strategic options	1.5	3.0	N401a,b,f N403a-c N304b,c
FS-1	FSE: Ottawa	To provide experiential learning of the agencies at the centre of the machinery of Canadian government and their engagement in the management of international and domestic Canadian Forces operations	27.0	0.0	N402a-d N403c N405a N301a,d,f N302a N303a-d N306a-d

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
KS-3	Perspectives on Statesmanship and Grand Strategy	To provide the course members with an opportunity to hear an additional perspective on statesmanship and the management of a nation's grand strategy	1.5	0.0	N401a,b,f N403a-c N101d N102c,d N103b,d N209a,b N301d N303c

Readiness and Consequence Management N/DS 564/RCM

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
LD-1	Industrial Preparedness and the Defence Industrial Base	To evaluate the current status of Canadian strategic industrial readiness; economic, industrial, and military	3.0	6.0	N401c N406a-c N304d
LD-2	Concepts and Structure: The CF / DND Organized for Defence	To analyse the concepts, structure and strategy of the CF/DND and civil-military relations in Canada	3.0	6.0	N402a-d
LD-3	The Legal Dimensions in CF Operations	To assess the influence of law and custom during war or Canadian Forces operations from a strategic perspective	3.0	6.0	N404a-d N401d
LD-4 (FSE)	Strategic Crisis Management: Context and Consultation	To examine the strategic processes used in the management of crisis and the interaction between the various levels of government and the federal government departments	3.0	6.0	N402a,b N403c N405a
LD-5 (FSE)	Public Safety and Emergency Preparedness	To examine the challenges and strategies for protecting Canada and Canadians and its domestic infrastructure	3.0	6.0	N402a,d N301d,f N302a
SM-1	Laws and Legal Constraints in Setting Military Strategic Objectives	To assess the influence of law and custom during war or operations other than war from a strategic-level perspective and to evaluate the limitations on the use of military force	1.5	3.0	N401d N404a-d
SM-2	Competing Interests: Defence Policy and the Future of the CF	To examine the ability of the CF to execute a spectrum of military operations in joint, interagency and multinational environments	1.5	3.0	N402a-d N405a-d N406a-c
CS-1	Case Study: <i>Operation Apollo</i> — JTFSWA Strategic Concepts	To examine and evaluate the Government of Canada guidance and the Canadian Forces' strategic response in <i>Operation Apollo</i> , from the period 11 September 2001 to 30 September 2002.	3.0	25.0	N401d-f N402a,c,d N404b N405c
EX-1	STRATEGIC PLAY (Ottawa)	To provide an opportunity to practise, in a domestic scenario, inter-agency national level consequence management	30.0	6.0	N402d N404c,d N405b-d

Code	Title	Aim	Prog Time	Prep Time	Learning Objectives
EX-2	STRATEGIC POWER (Ottawa)	To provide an opportunity to practise, in an international scenario, inter-departmental national level crisis management	30.0	6.0	N401a,b,d,f N402c,d N404c,d N405b-d

CHAPTER 4 — PROGRAMME METHODOLOGY

401. LECTURE-DISCUSSION (LD)

1. A lecture-discussion consists of the following segments:
 - a. Presentation. The lecture-discussion starts with a lecture in the Rowley Auditorium by one or more guest lecturers, for a total of 45 to 60 minutes.
 - b. Syndicate Discussion. After the lecture, the course members retire to their syndicate rooms to discuss the lecture and the preparatory readings, and deliberate on the nature and relevance of the material. Assigned course members chair the discussions, and the guest lecturer(s) will normally be invited to sit in. This segment normally lasts 60 to 75 minutes. The syndicate discussion allows course members to consider the material at a higher cognitive level and formulate more in-depth and effective questions.
 - c. Plenary Questions. After the syndicate discussions, the course reconvenes in the Rowley Auditorium to engage in discussion with the guest lecturer(s) for 45 to 60 minutes.

402. LECTURE (LE)

Lectures are intended to deal with material that best suited to plenary discussion, technical and contemporary topics are examples of such material. Normally, a lecture consists of a 45- to 60-minute presentation, with a 30- to 45-minute question period.

403. SEMINAR (SM)

1. One of the principal learning vehicles used throughout the NSSC is the seminar, along with its associated seminar notes or research paper. The intent of the seminar, of which there are two types, is to focus discussion on a single topic, to further develop and enhance the curriculum material, and to provide a venue for course members to exchange their views on the material in far greater depth and to take advantage of the active learning properties of the format.
 - a. Course Seminars. For each of the course seminars, the course member chair is required to write a 1,000- to 2,000-word synopsis of the critical issues associated with the assigned topic area, based on readings provided, the associated lectures, lecture-discussions and personal research. Not a persuasive essay, nor a descriptive essay, the seminar synopsis is to be a cogent articulation of main issues associated with the subject, bringing forward reasoned thought and analysis of issues to be discussed in the seminar. Five days prior to the seminar presentation date, the chair will post their seminar synopsis and will provide them to the assigned SME and the SDS.

- b. Research Paper Seminars. Research Paper seminars are intended to extend engagement with the programme curriculum within the framework of an SDS approved topic of personal interest. The research paper author is the seminar chair and will conduct the seminar, in syndicate. Seven days prior to the seminar date, course members must post the final draft of their research paper in the appropriate network folder and will provide a final draft to the assigned SME and the SDS.

404. RESEARCH PAPER (RP)

1. During the NSSC, course members are required to write a persuasive research paper, of between 8,000 to 12,000 words, that supports an approved thesis and then present their findings in a seminar. For the research paper, course members will be required to select their own topic, in consultation with their SDS and an assigned SME. Once a topic has been agreed, the course member completes a draft and presents the final draft paper during a syndicate seminar. Based on feedback from the seminar, seven days after their seminar date, or on an agreed target date, the seminar chairs must post their final research paper on the College network drive and provide it to their SDS and SME for final review and evaluation.

- a. RP SME. Based on their selected topic, the course members are assigned an SME by the College Deputy Director Research. As course members develop their thesis, and during the research and writing of the draft, course members should consult regularly with their SME, to ensure their thesis is well argued.
- b. Writing Conventions. The research paper is to include an abstract and citations, none of which are tallied in the word count, and is to be written using the scholarly conventions described in *The Little, Brown Handbook*. It should also be noted that for NSSC Research Papers, the title information, table of contents, lengthy quotations, footnotes and annexes are not to be included in the word count. Papers that are either too long or too short will be returned for editing and the grading will be adjusted accordingly.

405. CASE STUDIES (CS)

1. Case studies provide the NSSC course members with an opportunity to examine and integrate a number of curriculum themes in an evaluation of previous Canadian Forces operations or strategic resource management events impacting the Canadian Forces. The format fosters group discussion, collegial decision-making and active learning.

2. For each case study, the syndicate is required to write a 2,000- to 3,000-word synopsis of the critical issues associated with assigned topic, based on readings provided, associated lectures, syndicate discussions and additional personal research. Not a persuasive essay, nor a descriptive essay, the case study notes are to be a cogent articulation of main issues associated with the subject, bringing forward reasoned thought and analysis of issues to be discussed in the case study. Seven days prior to the case study presentation date, the chair will post the case study notes and will provide them to the assigned SME and SDS.

3. On the presentation date, the syndicate will provide a 30-45 minute oral briefing on the case, and then open the floor to a 30-minute plenary discussion period. The following 90-minute period will be used by the invited SME for further comment and by the SDS for feedback.

406. EXERCISES (EX)

Exercises provide the course members with the opportunity to conduct national level coordination in a simulated setting. The foci of the three NSSC exercises range from the confirmation of the national security policy and defence strategy, domestic consequence and international crisis management.

407. FIELD STUDY (FS)

1. Field Studies provide the course members with an experiential opportunity to more closely examine issues covered on the programme, such as inter-governmental processes, national security objectives, strategic planning processes, joint force capabilities of other nations and the agendas and mandates of select economic and political international organizations.

2. During the NSSC, three FSs will take place: to international strategic-level agencies; to select national-federal departments and agencies in Ottawa; and to United States strategic-level defence and security agencies and the United Nations. At non-Canadian locations, the Canadian embassies are visited.

408. TUTORIALS (TU)

Tutorials are interactive examinations of material conducted by a subject matter expert.

409. PREPARATORY READINGS

1. The preparatory readings for the various programme activities are listed in the applicable activity packages and readings have, in most cases, been copied and provided to the course members in the applicable activity packages. Where electronic source materials are recommended, copyright restrictions may preclude the College from providing the material in hard copy form; however, course members can electronically link to these sites through the College network. For consistency, the terms used in the packages for these readings are:

- a. Required Readings. These readings are considered the minimum essential to provide the course members with the fundamental concepts, knowledge and understanding required to gain a balanced view of the activity's subject area. They should be read in preparation for the activity and be retained, as they are fundamental to the course seminars.
- b. Supplementary Readings. These readings are considered to be of important value for gaining a balanced and insightful view of the activity's subject area and will likely be of significant importance to related seminars. The supplementary reading material offered is often well in excess of what can be reviewed in the time available. The provision of a larger range of material is intentional as it offers to

individual course members the opportunity to come to select lectures and discussions with a broader sampling of the literature where they have a personal interest.

2. Most of the relevant military doctrine manuals have been provided to the course members for the duration of the course or are available in electronic form through the [Doctrine](#) link on the College's *War, Peace and Security* web page. Academic works are available through the IRC, some on a long-term loan basis.

410. HIERARCHY OF LEARNING

1. The focus of learning on the NSSC falls largely within the cognitive domain — that is, the comprehension of information, the organization of ideas, the analysis of data, the application of knowledge, the selection between alternatives, and the evaluation of ideas or actions. CFC uses six levels of learning, based on B.S. Bloom's *Taxonomy of Educational Objectives*, which are described below.

- a. Evaluation (Level 6). The ability to judge the value of material for a given purpose. Learning in this area is the highest in the cognitive domain hierarchy because it involves elements of all the other categories, as well as conscious value judgments based on clearly defined criteria.
- b. Synthesis (Level 5). The ability to put parts together to form new patterns or structures, such as a unique communication (a theme or speech), a plan of operation (a research proposal) or a set of abstract relations (schemes for classifying information).
- c. Analysis (Level 4). The ability to break down material into its component parts so that the organizational structure may be understood. Includes identification of the parts, analysis of the relationship between parts, and recognition of the organizational principles involved.
- d. Application (Level 3). The ability to use learned material in new and concrete situations, including the application of rules, methods, concepts, principles, laws and theories.
- e. Comprehension (Level 2). Seeing relationships, concepts, and abstractions beyond the simple remembering of the material. Typically involves translating, interpreting and estimating future trends.
- f. Knowledge (Level 1). The recall of previously learned material (facts or theories) in essentially the same form.

CHAPTER 5 — PROGRAMME ORGANIZATION

501. SCHEDULING

1. The NSSC is a 25-week programme and a provisional schedule is provided at Annex A. However, as changes will occur an up-to-date electronic version of the course schedule will be available to course members via the College Web page.
2. In view of the experience gained from the past courses, the following principles are followed in the development of the programme schedule and will continue to be observed, where possible, whenever rescheduling of activities is required:
 - a. Contiguous Preparation Time. Previous course members have commented that they work more efficiently if their assigned preparation time is concentrated into uninterrupted blocks. To respond to this preference, a study week has been built into each term and scheduled at an optimal work-point around Weeks 7 and 14.
 - b. Spacing of Deliverables and Course Activities. Exercises, case studies and field studies, when conducted in the four programme courses, should take advantage of the knowledge, experience and perspective immediately gained by the course members throughout the course. However, scheduling all of the course activities at the end of each course may prove unworkable. In the alternative, select course activities have been spaced out somewhat more evenly throughout the programme, and emphasis has been placed on the delivering of additional prerequisite material (just) prior to the activity.

502. RESEARCH AND PREPARATION TIME

1. The NSSC Programme Coordinator uses an Excel-based model to confirm that the amount of preparation time (Prep Time) that is required for the successful conduct of individual course activities is available. In general, more individual preparation time (IPT) is required than is considered reasonably available on nights and weekends, and to compensate for this shortfall, assigned preparation time (APT) periods are programmed into the weekly schedules.
2. Preparation Time Model. The preparation time model is a time counter that is based on a number of subjective metrics. The counter tracks a cumulative difference between preparation time credits (the preparation time available) and preparation time debits (the preparation time required). The assumptions used as the basis for the counter are fairly simple, as the model is intended only to establish a gross assessment of balance.
 - a. Credits. The counter assumes that three hours of individual preparation time are available each weeknight, and six hours on weekends. During field studies the counter assumes the full three hours are not available and when on exercises no evening preparation time is assumed.
 - b. Debits. The counter deducts time based on programme activities as follows:

- (1) Lectures and Lecture-Discussions. Two times as much preparation time as contact time has been allocated for these activities. Therefore, with exception, six hours of preparation time are deducted for lecture-discussions preparations and three hours for lecture preparations.
- (2) Exercises. A standard of 6 hours is allocated for preparation time for each of the exercises.
- (3) Field Studies and Keynote Speakers. No preparation time is currently allocated.
- (4) NSSC Research Paper and Seminar. For the research paper 100 hours of preparation time of is allocated: ten hours for topic selection and research planning and ninety for research and writing. For the paper seminar 25 hours is allocated: 15 hours to the discussant and 10 hours to the chair for their preparation. Thus for each research paper and its associated seminar a course member has been provided with 125 hours of preparation time. In the counter a further three hours per seminar of IPT/APT is counted.
- (5) Course Seminars. For the course seminars, 20 hours of preparation time is allocated for the seminar chair to prepare and three hours per seminar to individual course members.
- (6) Case Studies. For the case studies, a preparation time of 25 hours has been allocated to each member of the presentation team.

503. SYNDICATES

The course members are organized into two syndicates of relatively balanced composition. Assigned to each syndicate as Senior Directing Staff (SDS) is a retired Canadian general or flag officer, who serves as a mentor to the group.

504. STUDENT ASSESSMENT

1. As part of the mentoring process the SDS, course members will be regularly observed and assessed in the following categories:
 - a. Course Work. The SDS and identified SMEs will carry out written assessments for course seminars, case studies, the research paper and its associated seminar.
 - b. Professional Competencies. Professional competencies include command, leadership and management skills and professional knowledge. Assessments on professional competencies are provided in narrative form only.
 - c. Personal Competencies. Personal competencies are concerned with intellectual capacity, personal values and qualities, and communicative competence. Assessments on personal competencies are provided in narrative form only.

2. Course members will receive regular feedback to facilitate their self-development. This feedback will be provided through meetings with SDS and in written reports.

3. An assessment of overall achievement will be provided on the course report. The course report will comprise three parts - an assessment of achievement and performance, comments on potential, and a recommendation for future employment.

505. ACCREDITATION

1. RMC will be offering two credits, with no top-up required, towards a Master of Arts in War Studies or Defence Management and Policy for graduates of the NSSC.

2. Interested course members will be required to formally apply to and be accepted by the applicable RMC programme.

505. SUMMARY

1. In summary, the educational framework in use for the NSSC is focused on improving the critical analytical skills and intellectual agility of the course members. The emphasis is on active learning and full participation by all course members in an open and positive environment. The role of the College is to provide the environment; the role of the course member is to take full advantage of a unique opportunity to study the profession while developing his or her intellect.

Annexes:

[Annex A](#) NSSC Macro Schedule (To be issued)

**ANNEX A
CHAPTER 5
NSSC 8 SYLLABUS**

**“NSSC MACRO SCHEDULE”
(TO BE ISSUED)**