

APPROVED

By the Council of the ENDC on 18 June 2009

Amended

By the decision of the Council of the ENDC of 29th November 2009, 15th April 2010, 16th June 2010, 14th June 2011, 15th December 2011, 15th May 2012, 12th June 2013, 10th September 2013, 11th June 2014, 16th June 2015

Last amended by the decision of the Council of the ENDC of 14 June 2016

Name of the Curriculum in Estonian	Sõjaväeline juhtimine maaväes
Name of the Curriculum in English	<i>Military Leadership for Land Forces</i>
Level of Studies	Master's Studies
Form of Study	Regular studies (full-time), external studies
Educational institution	Estonian National Defence College (ENDC)
Volume of Studies	120 European Credit Points (ECP)
Nominal Period of Study	2 years
Field of Study	National Defence
Curriculum Reg. No. in EHS	80204
Language of Instruction	Estonian
Other Languages Required for the Achievement of the Curriculum Outcomes	English
Approval and Registration of the Curriculum in EHS	Approved by Ministry of Defence Order No 84 of 28 March 2005, registered in EHS on 18th October 2005
Approval of the Curriculum in the Educational Institution	Approved by the ENDC Council on 18th June 2009.
Candidate Requirements	Previously completed level 1 of higher education, at least three years of service as an officer in the Estonian Defence Forces or Defence League after completion of the curriculum of level 1 of higher education, positive evaluation, passed physical fitness test, English proficiency at level 2222 according to the NATO STANAG 6001, valid medical certificate, access to information classified as "SECRET", passing entrance tests, sent to apply to master's studies by the Personnel Department of the Headquarters of the Estonian Defence Forces.
Requirements for the Admission to the Curriculum	Matriculation, posting
Major Specialization and its Volume Within the Curriculum	Military Leadership for Land Forces, 115 ECP.
Specialization Within the Curriculum	Infantry, engineering, air defence, artillery, communications or logistics specialty, 5 ECP.

Objectives of the Curriculum	The aim of this curriculum is to prepare military leaders for service as staff officers, wartime battalion commanders or equivalent posts. The curriculum has been compiled to give an officer the knowledge and skills to perform the functions of leader, administrator, technician, educator and diplomat. The curriculum enables the reinforcement of skills of the previously acquired specialty. Master's studies in military leadership and military leadership professional higher education form an officer's professional and integral education that meets contemporary requirements with regard to specialty and academic requirements.
Outcomes of the Curriculum	After completion of this subject the student: 1) Is capable of fulfilling the service duties of a staff officer in infantry battalion and brigade staff; 2) Has acquired the required knowledge and skills for leading a battalion-sized unit in wartime; 3) Is capable of acting as an expert in the battalion and brigade staff, according to his or her specialization; 4) Is able to analyse and assess the technical capabilities and application possibilities of his/her arm of service; 5) Has acquired substantial knowledge and skills regarding the planning, organisation, execution, and evaluation of unit training; is capable of creating and solving complex learning situations, involving necessary experts from outside in the process; 6) Has acquired a broad knowledge of areas related to the military field and is able to apply them creatively for his service, choosing the best possibility for completing a task; 7) Is able to use the knowledge and skills from other areas related to the military field when solving problems in his specialty; 8) Is capable of conducting research independently, analytically and creatively, as well as supervising research at a lower level
Degree Awarded Upon Graduation	Master of Arts in Social Sciences
Documents Awarded Upon Graduation	A diploma of Master's education (military leadership for land forces), a diploma supplement in Estonian and English language.
Short Description of the Curriculum	The curriculum consists of the following modules: - general leadership module (30 ECP), - military leadership module (30 ECP), - administration and technology module (27 ECP), - pedagogy and research module (33 ECP).
Completion of the Curriculum	Completion of all modules and subjects listed in the

	<p>curriculum is obligatory for regular full-time students. The module is completed according to the progression of subjects as prescribed by the ENDC.</p> <p>As an external or visiting student the modules and/or subjects are completed in the manner prescribed by the ENDC (passing prerequisite subjects, limitations to participating in studies arising from the Defence Forces Service Act).</p>
Graduation Requirements	In order to complete the entire curriculum a student must pass subjects up to a total of 105 ECP and defend a Master's thesis valued at 15 ECP.
More Information	www.ksk.edu.ee

MODULES AND SUBJECTS OF THE CURRICULUM MILITARY LEADERSHIP FOR LAND FORCES

GENERAL LEADERSHIP MODULE (30 ECP)				
Code	Subject	Volume	Assessment	Semester
JP16.24	Military Psychology	3 ECP	ND	III
KK16.06	English (Level B1+)***	6 ECP	ND	I-II
KK16.07	English (Level B2)***	6 ECP	ND	I-II
ST16.07	History of the Art of War	5 ECP	D	I-III
ST16.08	Security Policy and Defence Strategy	3 ECP	ND	I-II
JP16.25	Leadership in Present-day Organisations and Society	5 ECP	D	II, IV
ST16.09	Religion and Politics in the Modern World	2 ECP	D	IV
JP16.26	Intercultural Communication*	3 ECP	D	II-IV
KK16.08	Elective Foreign Language (French)*	6 ECP	ND	III-IV
KK16.09	Elective Foreign Language (Russian)*	6 ECP	ND	III-IV
KK16.10	Elective Foreign Language (French)*	9 ECP	ND	III-IV
KK16.11	Elective Foreign Language (Russian)*	9 ECP	ND	III-IV
KK11.03	Specialised Language*	3 ECP	ND	III-IV
KK16.12	English Writing E-course *	3 ECP	ND	III-IV
ST13.03	International relations*	3 ECP	D	III-IV
ST16.10	Use of Armed Forces in International Relations*	3 ECP	D	III-IV

MILITARY LEADERSHIP MODULE (30 ECP)				
Code	Subject	Volume	Assessment	Semester
TK16.23	Combat Activity of Combined Arms and Joint Forces	5 ECP	ND	I
TK16.24	Infantry Battalion and Brigade Combat Operations Planning, Staff Procedures	8 ECP	D	I-II
TK16.25	Practical Placement - Staff Procedures of an Infantry Battalion and Infantry Brigade	13 ECP	ND	II, IV
TK16.26	Infantry Battalion Stability Activities	4 ECP	D	II

ADMINISTRATION AND TECHNOLOGY MODULE (27 ECP)				
Code	Subject	Volume	Assessment	Semester
LT16.16	Advancement of Military Technology	2 ECP	ND	II
LT16.17	Battlefield Systems	2 ECP	ND	I
LT14.33	Geoinformatics	3 ECP	D	I
TK16.27	Staff Officer Specialty Studies (Infantry)**	5 ECP	D	II, IV
TK16.28	Staff Officer Specialty Studies (Engineering)**	5 ECP	D	II, IV
TK16.29	Staff Officer Specialty Studies (Artillery)**	5 ECP	D	II, IV

TK16.30	Staff Officer Specialty Studies (Air Defence)**	5 ECP	ND	II, IV
TK16.31	Staff Officer Specialty Studies (Communications)**	5 ECP	D	II, IV
TK16.32	Staff Officer Specialty Studies (Logistics)**	5 ECP	D	II, IV
ST16.11	Civil-military Cooperation	2 ECP	ND	II
ST16.12	International Law and Law of Armed Conflict	4 ECP	D	II
JP16.27	Management of a Peacetime Unit II	6 ECP	D	IV
LT14.10	Scientific Worldview*	3 ECP	D	III-IV
LT09.15	Economic Geography*	3 ECP	D	III-IV
JP16.28	Analytical Methods in the Decision-making Process*	3 ECP	D	III-IV

PEDAGOGY AND RESEARCH MODULE (33 ECP)				
Code	Subject	Volume	Assessment	Semester
JP16.29	Data Analysis	5 ECP	D	II-III
JP16.30	Methods of Scientific Data Collection and Analysis	4 ECP	ND	I-II
JP16.31	Pedagogical Aspects of the Study Process	3 ECP	ND	II-III
JP16.32	Organization of Exercises	4 ECP	ND	III
JP16.33	Organizing Tactical Decision Games	2 ECP	ND	III
VT14.02	Master's Thesis	15 ECP	D	II-IV

MODULES OF THE CURRICULUM, THEIR OBJECTIVES AND OUTCOMES

GENERAL LEADERSHIP MODULE		Volume 30 ECP
Objective	The aim of the general leadership module is to provide students with the necessary knowledge and skills that support a military leader's completion of different tasks. The module reinforces their understanding of the development of the art of war, security issues and crisis management in the modern world, of different roles of a leader in an organisation and in society. After completion of the module students have improved knowledge of Estonian and at least one foreign language and are able to express themselves in these languages in both oral and written form.	
Outcomes	<p>After completion of the general leadership module the student:</p> <ol style="list-style-type: none"> 1) Is able to evaluate and analyse different leadership styles and the functioning of a modern organisation; 2) Is capable of developing and applying the leadership styles and methods that correspond both to the needs of a modern military organisation and to his/her personal characteristics; 3) As a military leader, knows and is able to explain and analyse the background of present-day conflicts and security issues and the strategies for managing and solving conflicts; 4) Knows the most important stages of the development of the art of war, is able to analyse different conflicts and operations; 5) Is able to compile accurate research texts in Estonian and work with research texts; 6) Is proficient in English at B1 level of the Common European Framework of Reference for Languages in all skills (listening, speaking, reading, writing); 7) Understands the crisis management principles of federations of democratic countries, his role and responsibility in it. 	
Assessment: the module is assessed on the basis of subjects.		

Code	Subject	Volume	Assessment	Semester
JP16.24	Military Psychology	3 ECP	ND	III
KK16.06	English (Level B1+)***	6 ECP	ND	I-II
KK16.07	English (Level B2)***	6 ECP	ND	I-II
ST16.07	History of the Art of War	5 ECP	D	I-III
ST16.08	Security Policy and Defence Strategy	3 ECP	ND	I-II
JP16.25	Leadership in Present-day Organisations and Society	5 ECP	D	II, IV
ST16.09	Religion and Politics in the Modern World	2 ECP	D	IV
JP16.26	Intercultural Communication*	3 ECP	D	II-IV
KK16.08	Elective Foreign Language (French)*	6 ECP	ND	III-IV
KK16.09	Elective Foreign Language (Russian)*	6 ECP	ND	III-IV
KK16.10	Elective Foreign Language (French)*	9 ECP	ND	III-IV
KK16.11	Elective Foreign Language (Russian)*	9 ECP	ND	III-IV

KK11.03	Specialised Language*	3 ECP	ND	III-IV
KK16.12	English Writing E-course *	3 ECP	ND	III-IV
ST13.03	International Relations*	3 ECP	D	III-IV
ST16.10	Use of Armed Forces in International Relations*	3 ECP	D	III-IV

Subjects in the module are obligatory for regular full-time students. The module is completed according to the progression of subjects as prescribed by the ENDC.

*In order to complete the entire curriculum in full, students must pass elective subjects to a volume of 9 ECP from the general leadership module and/or administration and technology module.

The English obligatory course*** of 6 ECP is passed according to the language level of students.

Subject Code	JP16.24
Subject	Military Psychology
Volume	3 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students an overview of today's military psychology as one of the applied fields of psychology, and to form the basis for students developing the skills necessary for a military leader to cope with diverse modern military and non-military leadership circumstances.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Can transfer and apply knowledge in the field of psychology to the context of military leadership; 2) Can analyse the psychological factors the influence leadership and the functioning of military organisations, as well as human behaviour from the viewpoint of both a leader and a subordinate; 3) Is able to relate psychological factors to his/her daily service tasks, including to the tasks performed in international military operations in a multinational unit; 4) Is able to take into consideration the psycho-social needs of his own, his subordinates and the organisation as a whole to diminish distress and increase motivation and job satisfaction of people;

Subject Code	KK16.06
Subject	English (Level B1+)***
Volume	6 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of the subject is to develop foreign language competence at independent user's level B1+ (upper threshold). The subject outcomes are based on the level descriptors of the Common European Framework of Reference for Languages. During the course the students acquire additional knowledge about grammar, enhance their listening, reading, writing and speaking skills, vocabulary and pronunciation. Cultural norms of the target language are valued and understood during communication. Specialist vocabulary on general military topics is developed. The course aims to support the process of lifelong learning where continuity plays the key

	role.
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Can write straightforward connected texts on a range of familiar subjects within his field of interest including military topics, e.g. descriptions, official letters, summaries, essays based on written and oral clearly signalled argumentative texts in English presenting accumulated factual information; 2) Can clearly express and justify his/her ideas, and participate in group works, e.g. discussions, debates and disputes; 3) Can give a prepared straightforward presentation with some confidence on different topics, including military topics, based on clearly signalled written and oral sources in English presenting accumulated factual information; Can ask and provide answers with some fluency to questions from the audience after his/her presentation. 4) Can express himself/herself in oral and written form, using military vocabulary and based on various specialised sources.

Subject Code	KK16.07
Subject	English (Level B2)***
Volume	6 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	<p>The aim of the subject is to develop foreign language competence at the independent user's level B2 (vantage). The subject outcomes are based on the level descriptors of the Common European Framework of Reference for Languages. During the course the students acquire additional knowledge about grammar, enhance their listening, reading, writing and speaking skills, vocabulary and pronunciation. Cultural norms of the target language are valued and understood during communication. Specialist vocabulary on general military topics is developed. The course aims to support the process of lifelong learning where continuity plays the key role.</p>
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Can write clear, well structured, detailed texts on a variety of subjects, including military topics, e.g. descriptions, official letters, summaries and essays, synthesizing and evaluating information and arguments from a number of sources, providing their point of view, giving reasons in support of or against a particular point of view, expanding and supporting ideas with subsidiary points and relevant examples, using authentic linguistically and propositionally complex English sources; 2) Can express him or herself clearly and appropriately when participating in group work, e.g. discussions, debates, disputes, giving the advantages and disadvantages of various options on a wide range of subjects. Can expand and support ideas with subsidiary points and relevant examples; 3) Can give a clear, prepared presentation on a variety of subjects, including military topics based on linguistically and propositionally complex authentic oral and written English sources. Can ask and provide answers with a degree of fluency and spontaneity to a series of questions from the audience after his/her presentation.

	4) Can express himself/herself in oral and written form, using military vocabulary and based on various specialised sources.
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Subject Code	ST16.07
Subject	History of the Art of War
Volume	5 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students an overview of major war theoreticians' concepts of the developments of the art of war and war philosophy. The course addresses major military operations of World War II and lessons learned from them, as well as selected conflicts after the war and the lessons learned from those conflicts.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Can identify the main development stages of warfare and the factors affecting the development of warfare; 2) Is familiar with the ideas of war theory classics and why these theories have remained important for warfare throughout time; 3) Is familiar with the application of the ideas of war classics based on examples of World War II operations and conflicts after the war; 4) Can analyse the major operations of World War II and conflicts after the war and can identify the major factors influencing them; 5) Can describe the application of this knowledge in the development of the Estonian National Defence System.

Subject Code	ST16.08
Subject	Security Policy and Defence Strategy
Volume	3 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students knowledge of the theoretical and organisational foundations of international relations and international security, and of the activities and problems of various actors with regard to conflict settlement. The subject introduces the security and military strategies of the states and international organisations of importance to the Republic of Estonia.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Can distinguish between major schools of international relations and can compare the major theories of international security; 2) Can evaluate various actors of international security, including their strengths and problems and main fields of activity with regard to conflict settlement; 3) Can analyse the main focus, specific aspects and main directions of the development of security and national defence policies of the states and international organisations that are of strategic importance to the Republic of Estonia.

Subject Code	JP16.25
Subject	Leadership in Present-day Organisations and Society

Volume	5 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	1. Organisation and Leadership Theory (2 ECP, II, D) 2. Modern Image and Professional Ethics of an Officer (1 ECP, IV,D) 3. Military Leadership (2 ECP, IV, D)
Objectives	The aim of the subject is to provide students with the knowledge of the functioning of contemporary organisations (incl. military organisations), as well as the influence of societal and external factors on military organisations and their leadership. The subject also addresses contemporary management and leadership theories and officers' professional ethics. The subject reinforces the knowledge and skills necessary to understand the processes taking place in a military organisation and its leadership, and to analyse one's own leadership behaviour as mid-level leaders in regards to the contemporary officer image, theoretical principles of leadership and norms of professional ethics.
Outcomes of the Subject	After the completion of the subject the student: 1) Understands the theories of organisational management and leadership, the aspects influencing a leader's activities and an organisation as a whole. Can distinguish between different leadership styles and methods, and diverse ways of motivating and influencing subordinates and can use this knowledge when analysing scholarly papers on leadership; 2) Knows the working principles of modern organisations, including military organisations, the main traits of the organisational principles and organisational culture of the Estonian Defence Forces, and can analyse the relationships between human behaviour and activities of the organisation; 3) Can perform in complex situations considering the principles of professional ethics, is aware of the ethical aspects and moral responsibility of his/her behaviour, and can explain his/her statements based on the basic values and ethical norms valid in a democratic society; 4) Understands the role of internal and external communication in contemporary leadership; 5) Understands the role of a military leader in a modern democratic society and can consider outside influences in decision-making; 6) Can articulate his/her leadership principles as a leader of a unit, based on management and leadership theories, and can analyse the efficiency of his/her leadership behaviour.

Subject Code	ST16.09
Subject	Religion and Politics in the Modern World
Volume	2 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to provide students with knowledge of the links between religion and politics in the present-day world in the current climate of renewed threats to security. The subject helps them to understand how religion and politics are interpreted in different religious traditions and, in addition, to analyse the impact of religious movements

	on the emergence of conflict between civilizations. It also provides the basic knowledge and skills for analysing the influence of various interpretations on the relationship between religion and politics at state, region, school of thought and grouping levels.
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Understands the concepts and major analytical and theoretical approaches in the scientific research of religion and politics, and is able to apply this in their scientific research analytically; 2) Knows and is able to describe the specific historical and cultural features of the relationship between religion and politics, taking the main religions of the world (Christianity Islam, Judaism) as examples; 3) Knows in which way and why religion and politics have different interpretations in the tradition of different religions; 4) the student is also able to characterise the relationship between religion and politics with different political backgrounds in the main religions of the world, taking certain states and regions (i.e., the US, Western and Eastern Europe, the Middle East) as examples; 5) Is able to analyse how different interpretations influence the relationship between religion and politics in the modern world, and associate this with issues of international relations, international security and modern conflicts; 6) Is able to discuss the issues of religion and politics and can justify his/her statements.

Subject Code	JP16.26
Subject	Intercultural Communication*
Volume	3 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to provide students with the knowledge and skills for being aware of people's cultural differences and how possible misunderstanding can result from such differences. The subject provides them with background knowledge to improve their communication skills and minimise cultural conflict in multicultural units and culturally diverse environments.
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Understands cultural sensitivity and how to measure it; 2) Is able to categorize cultures, notice the sources of intercultural conflicts and analyse them; 3) Is able to describe primary and secondary communication behaviour; 4) Is able to see the special character of his own culture and relate it to other cultures; 5) Understands ethnocentric tendencies in communication and is able to view things from the perspective of another culture; 6) Is able to conduct himself appropriately in simple cultural conflicts.

Subject Code	KK16.08
Subject	Elective Foreign Language (French)*
Volume	6 ECP
Assessment	Non-differentiated assessment

Sub-subjects, volume, semester, assessment	–
Objectives	The aim of the subject is to develop foreign language competence at A1 level (breakthrough). The subject outcomes are based on the level descriptors of the Common European Framework of Reference for Languages. During the course the students acquire knowledge about grammar, acquire basic listening, reading, writing and speaking skills, and develop their vocabulary and pronunciation. The course introduces the cultural norms necessary for communication and general military terminology. The course aims to support the process of lifelong learning where continuity plays the key role.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Can introduce himself/herself, his/her field of activity and home region, using relatively simple memorized phrases and sentences and the most basic everyday polite phrases; 2) Can produce short and simple coherent written announcements, using relatively simple sentences and also military vocabulary; 3) Can follow clear speech at a very low speed, requiring several pauses to understand the content of the speech; 4) Understands very short and simple texts by phrases, looking for familiar words and phrases and reading the text several times as needed.

Subject Code	KK16.09
Subject	Elective Foreign Language (Russian)*
Volume	6 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of the subject is to develop foreign language competence at A1 level (breakthrough). The subject outcomes are based on the level descriptors of the Common European Framework of Reference for Languages. During the course the students acquire knowledge about grammar, acquire basic listening, reading, writing and speaking skills, and develop their vocabulary and pronunciation. The course introduces the cultural norms necessary for communication and general military terminology. The course aims to support the process of lifelong learning where continuity plays the key role.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Can introduce himself/herself, his/her field of activity and home region, using relatively simple memorized phrases and sentences and the most basic everyday polite phrases; 2) Can produce short and simple coherent written announcements, using relatively simple sentences and also military vocabulary; 3) Can follow clear speech at a very low speed, requiring several pauses to understand the content of the speech; 4) Understands very short and simple texts by phrases, looking for familiar words and phrases and reading the text several times when needed.

Subject Code	KK16.10
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Subject	Elective Foreign Language (French)*
Volume	9 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of the subject is to develop foreign language competence from A1 level (breakthrough) towards A2 level (waystage). The subject outcomes are based on the level descriptors of the Common European Framework of Reference for Languages. During the course the students acquire knowledge about grammar, acquire basic listening, reading, writing and speaking skills, and develop their vocabulary and pronunciation. The course introduces the cultural norms necessary for communication and general military terminology. The course aims to support the process of lifelong learning where continuity plays the key role.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Can introduce himself/herself, his/her field of activity and home region, using relatively simple memorized phrases and sentences and the most basic everyday polite phrases; 2) Can produce short and simple coherent written announcements, using relatively simple sentences and also military vocabulary; 3) Can follow clear speech at a low speed, requiring several pauses to understand its content; 4) Understands short and simple texts, looking for familiar words and phrases and reading the text several times when needed.

Subject Code	KK16.11
Subject	Elective Foreign Language (Russian)*
Volume	9 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of the subject is to develop foreign language competence from A1 level (breakthrough) towards A2 level (waystage). The subject outcomes are based on the level descriptors of the Common European Framework of Reference for Languages. During the course the students acquire knowledge about grammar, acquire basic listening, reading, writing and speaking skills, and develop their vocabulary and pronunciation. The course introduces the cultural norms necessary for communication and general military terminology. The course aims to support the process of lifelong learning where continuity plays the key role.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Can introduce himself/herself, his/her field of activity and home region, using relatively simple memorized phrases and sentences and the most basic everyday polite phrases; 2) Can produce short and simple coherent written announcements, using relatively simple sentences and also military vocabulary; 3) Can follow clear speech at a low speed, requiring several pauses to understand its content; 4) Understands short and simple texts, looking for familiar words and phrases and reading the text several times when needed.

Subject Code	KK11.03
Subject	Specialised Language*
Volume	3 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to introduce military terminology in Estonian and English. The subject aims to give students an overview of translation theory, terminology work and harmonized military terminology in the Estonian language, as well as the skills to put this knowledge into practice. The subject also addresses diverse problem areas with regard to terminology and translation. The subject develops and reinforces the skills necessary to write their master's theses.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Knows the main concepts and meta-language of terminology and can put this knowledge into practice when addressing the terms in a specific field or his field of research; 2) Know the main methods of term production and requirements set for terms; 3) Is capable of choosing the most appropriate term from among many terms for the same idea with regard to its appropriateness of concept and register, and can explain and justify his choice; 4) Is able to translate specialised texts from English into Estonian (text level) and from Estonian into English (word and phrase levels); 5) Is able to compile the general parts of a research paper (introduction, conclusions) and can correctly employ the system of referencing.

Subject Code	KK16.12
Subject	English Writing E-course *
Volume	3 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to enhance their skills to express themselves in written English according to language level (B1+ or B2).
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Is able to compile clear and detailed essays on various topics, including military topics by synthesizing and evaluating information and argumentation from different sources; 2) Is capable of writing a resume of a scientific article following the conventions set for resumes; 3) Can write letters and memos and express himself both in formal and informal register.

Subject Code	ST13.03
Subject	International Relations*
Volume	3 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to provide students with knowledge of the

	theories, methods and debates on international relations, security and diplomacy, in order to understand the complexity of relations and rhetoric between states, as well as the influence of various factors on the relationship between states.
Outcomes of the Subject	After the completion of the subject the student: 1) Can subdivide the history of international relations into periods; 2) Can evaluate the reasons for the emergence of international crises and conflicts; 3) Can analyse the problems related to international relations, security and diplomacy; 4) Understands the main theoretical debates on international relations.

Subject Code	ST16.10
Subject	Use of Armed Forces in International Relations*
Volume	3 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to provide students with knowledge of the international legal regulations regarding the right of states to use armed forces in international relations. The subject also introduces the development of the use of military force in history from the ancient times to World War II, and contemporary international legal regulations of the use of force. The course also analyses various forms of the use of armed forces, from legal aspects, e.g. self-defence, interventions, peace operations. All topics are supplemented with the investigation of relevant practices of states, organisations and courts.
Outcomes of the Subject	After the completion of the subject the student: 1) Is familiar with the historical developments of the rules pertaining to the use of force; 2) Can explain the contemporary international regulations regarding the use of force; 3) Can evaluate various forms of the use of force from a legal viewpoint; 4) Understands contemporary developments and problems regarding the use of force; 5) Understands the practices of states, organisations and courts with regard to the use of force.

MILITARY LEADERSHIP MODULE		Volume 30 ECP
Objective	The aim of the military leadership module is to provide students with the knowledge and skills necessary for planning and leading battalion combat activities in a modern combat environment, and for fulfilling staff officer service duties and responsibilities. In order to achieve this aim, the students are taught the factors that influence the decision-making process and the division of roles of a commanding officer and staff up to the level of a brigade.	
Outcomes	After completion of this military leadership module the student: 1) Is able to plan, prepare and command infantry battalion and brigade combat activities, taking into consideration their combat composition and	

	<p>capabilities and principles of modern combat;</p> <p>2) Knows and is able to use the combat support units of arms of service or branches of the armed forces provided by a superior unit in his own operation plan;</p> <p>3) Knows the enemy tactics to the extent of a regional command;</p> <p>4) Understands the interconnections between different stages of staff procedures and is able to organise the division of work of staff sections in decision-making processes;</p> <p>5) Is familiar with mobilization documents and with the role of a unit commander in formation;</p> <p>6) Understands the importance of supporting the subordinates' initiative, is able to apply authority and performance management for the motivation of subordinates;</p> <p>7) Is able to give clear, succinct and precise orders, solve problems systematically and create connections.</p>
Assessment: the module is assessed on the basis of subjects.	

Code	Subject	Volume	Assessment	Semester
TK16.23	Combat Activity of Combined Arms and Joint Forces	5 ECP	ND	I
TK16.24	Planning of the Combat Operations of an Infantry Battalion and Infantry Brigade, Staff Procedures	8 ECP	D	I-II
TK16.25	Practical Placement - Staff Procedures of a Battalion and Brigade	13 ECP	ND	II, IV
TK16.26	Infantry Battalion Stability Activities	4 ECP	D	II

The subjects in the module are obligatory for regular full-time students. The module is completed according to the progression of subjects as prescribed by the ENDC.

Subject Code	TK16.23
Subject	Combat Activity of Combined Arms and Joint Forces
Volume	5 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students the knowledge necessary to apply manoeuvre warfare principles when planning battalion and brigade combat activities.
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Knows the tactical enemy's combat power at the operational command level of a military district, and its application principles in the main types of combat; 2) Is familiar with the mobilization system, formation principles and its organisation principles; 3) Understands the purpose of the activities in the battlespace and the way the activities are related; 4) Understands the links and principles of the measures and methods of manoeuvre warfare.

Subject Code	TK16.24
Subject	Infantry Battalion and Brigade Combat Operations Planning, Staff Procedures
Volume	8 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students the knowledge and skills necessary for the planning and command of the combat activities of a brigade, battalion and defence command in different types of combat.
Outcomes of the Subject	After the completion of the subject the student: 1) Knows the structure of an infantry brigade and the functions of its subdivisions and can apply its combat power in combat plans; 2) Can apply the decision-making process and can perform the tasks of different staff members in it; 3) Can draft and give the operation order of a brigade/battalion/defence command to subunits; 4) Can draft the mobilization plan of a battalion; 5) Can apply in combat plans the combined arms cooperation principle depending on a tactical situation.

Subject Code	TK16.25
Subject	Practical Placement - Staff Procedures of a Battalion and Brigade
Volume	13 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	1. Practical Placement in an Infantry Battalion Staff (4 ECP, II, ND) 2. Practical Placement in a Brigade Staff (7 ECP, IV, ND) 3. Practical Placement in a Multinational Staff (2 ECP, II, ND)
Objectives	The aim of this subject is to give students the work experience of a staff officer in planning and leading combat activities necessary to serve in the staff of battalion and brigade level units.
Outcomes of the Subject	After the completion of the subject the student: 1) Understands his role in a staff according to his position and contributes to staff procedures accordingly; 2) Participates in the decision-making process and can prepare the specified staff tasks as required; 3) Participates in the work of a tactical centre and can ensure the fulfilment of its basic functions; 4) Knows the subdivisions of a forming-up point, their functions and organisation of work, and can organize the work of a forming-up point;

Subject Code	TK16.26
Subject	Infantry Battalion Stability Activities
Volume	4 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students the knowledge to plan the activities of up to an infantry battalion-sized unit in an international environment in the framework of stability activities.
Outcomes of the Subject	After the completion of the subject the student:

	<ol style="list-style-type: none"> 1) Knows the modern security environment and the main factors influencing it; 2) Understands the fundamentals of resistance movement and its opposing force, and the links between them; 3) Can describe the subdivision of NATO crisis response operations (<i>NA5CRO</i>) and its application principles; 4) Understands the role of the Estonian Defence Forces and the peculiarity of activities in stability activities; 5) Can plan the stabilizing activities of up to infantry battalion-sized units in an international environment.
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ADMINISTRATION AND TECHNOLOGY MODULE		Volume 27 ECP
Objective	The aim of the administration and technology module is to teach students to administer and lead a peacetime unit (battalion) and to apply the achievements of military technology and analytical methods in their service. During specialization, students acquire knowledge of the armament and technology used in their chosen arm of service (infantry, engineering, air defence, artillery, or communications), the development trends in the world and application for the fulfilment of their service duties.	
Outcomes	<p>After completion of this administration and technology module the student:</p> <ol style="list-style-type: none"> 1) Knows the interconnections between the art of war and technology and has an overview of the development of military technology in different branches of the armed forces, its connections to the strategy and tactics of warfare and is aware of the technical capabilities of civil-military authorities; 2) Can use the combat power of his specialty at the battalion level and knows its capability at the brigade level; 3) Is aware of the possibilities of use of Estonian geographic information systems and is able to use digital maps of the Estonian Defence Forces; 4) Is able to assess and argue for and against the applicability of different legislation and solve different legal issues in military matters within the scope of his or her position, and is able to cooperate with experts in the law of armed conflict if needed; 5) Understands the nature of intellectual capital and is capable of using acquired technological, social and conceptual skills in administration; 6) Is able to analyse the influence of outside environment on the Estonian Defence Forces as an organisation, knows the bases, purposes and different aspects of civil-military cooperation, and is able to organise cooperation with civilian structures at battalion level; 7) Is aware of the administrative organisation of a battalion, knows the principles and responsibilities of budget compilation and is able to administer and manage the financial and material assets of a company. 	
Assessment: the module is assessed on the basis of subjects.		

Code	Subject	Volume	Assessment	Semester
LT16.16	Advancement of Military Technology	2 ECP	ND	II

LT16.17	Battlefield Systems	2 ECP	ND	I
LT14.33	Geoinformatics	3 ECP	D	I
TK16.27	Staff Officer Specialty Studies (Infantry)**	5 ECP	D	II, IV
TK16.28	Staff Officer Specialty Studies (Engineering)**	5 ECP	D	II, IV
TK16.29	Staff Officer Specialty Studies (Artillery)**	5 ECP	D	II, IV
TK16.30	Staff Officer Specialty Studies (Air Defence)**	5 ECP	ND	II, IV
TK16.31	Staff Officer Specialty Studies (Communications)**	5 ECP	D	II, IV
TK16.32	Staff Officer Specialty Studies (Logistics)**	5 ECP	D	II, IV
ST16.11	Civil-military Cooperation	2 ECP	ND	II
ST16.12	International Law and Law of Armed Conflict	4 ECP	D	II
JP16.27	Management of a Peacetime Unit II	6 ECP	D	IV
LT14.10	Scientific Worldview*	3 ECP	D	III-IV
LT09.15	Economic Geography*	3 ECP	D	III-IV
JP16.28	Analytical Methods in the Decision-making Process*	3 ECP	D	III-IV

The subjects in the module are obligatory for regular full-time students. The module is completed according to the progression of subjects as prescribed by the ENDC.

*In order to complete the entire curriculum in full, students must pass elective subjects to a volume of 9 ECP from the general leadership module and/or administration and technology module.

** The subject is passed in accordance with previous specialisation.

Subject Code	LT16.16
Subject	Advancement of Military Technology
Volume	2 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students knowledge of selected developments in the field of military technology, and to enhance the ability of students to articulate and resolve various technical and technological problems that occur in the military context.
Outcomes of the Subject	After the completion of the subject the student: 1) Can define a research problem to resolve an important technical or technological problem in the Estonian Defence Forces; 2) Is familiar with the developments of technology and technical equipment and their use for both civilian and military purposes; 3) In cooperation with technology students of other Estonian universities, can offer a solution to the technical or technological problem important for the Estonian Defence Forces; 4) Can compile a research report addressing the technical or technological solution, integrating military and scientific fields.

Subject Code	LT16.17
Subject	Battlefield Systems
Volume	2 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students knowledge of various land based systems of the Estonian Defence Forces, their developments and principles of use on the battlefield.
Outcomes of the Subject	After the completion of the subject the student: 1) Knows the technologies and systems used at tactical and operational levels on the battlefield; 2) Is familiar with various command, weapons, communication, geoinformation and guard systems and their principles of use; 3) Can plan tactical activities, taking various battlefield systems into account.

Subject Code	TK14.33
Subject	Geoinformatics
Volume	3 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students knowledge of the possible uses of digital maps in staff work and for making studies related to military fields. Students will gain knowledge of the layout of the components, spatial data analysis and visualization methods, as well as remote sensing and its principles of the digital maps used in the Estonian Defence Forces.
Outcomes of the Subject	After the completion of the subject the student: 1) Knows and is able to define the terminology of geographic information systems; 2) Knows the major coordination systems used in NATO and in Estonia and can define their specifications and convert between different coordination systems; 3) Knows the databases of digital raster and vector maps (scales 1:10 000, 1:50 000, 1:150 000, 1:250 000) used in the Estonian Defence Forces; 4) With the help of guidance materials, can use the ArcGIS platform for making different maps, creating new map layers, submitting queries of spatial and attribute data, and adding tactical symbols on maps; 5) With the help of guidance materials, can use the ArcGIS 3D Analyst module for creating a height module, calculating slopes, visibility, and height profiles, finding the optimal route and service area, and solving map algebra exercises with the help of the Spatial Analyst module; 6) Can use the geoportals of the Estonian Defence Forces and the Estonian Land Board and knows other internet sources for spatial data; 7) Can explain what remote sensing means and how it is used in the armed forces, as well as how various sensors (EO, IR, SAR) and specifications influence the opportunities for using remote sensing.

Subject Code	TK16.27
Subject	Staff Officer Specialty Studies (Infantry)**

Volume	5 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to reinforce students' knowledge of the tasks of units and the organisation of staff work for planning and command of combat activity.
Outcomes of the Subject	After the completion of the subject the student: 1) Knows the main weapons systems of units and can plan their tactical applications; 2) Is able to analyse the combat capability of combat subunits and can offer solutions to compensate shortcomings; 3) Is able to perform the duties of a staff officer for the planning, preparation and command of combat activities in the field.

Subject Code	TK16.28
Subject	Staff Officer Specialty Studies (Engineering)**
Volume	5 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to reinforce students' knowledge of the tasks of units and the organisation of staff work for planning and command of combat activity.
Outcomes of the Subject	After the completion of the subject the student: 1) Knows the main weapons systems of units and can plan their tactical applications; 2) Is able to analyse the combat capability of combat subunits and can offer solutions to compensate shortcomings; 3) Is able to perform the duties of a staff officer for the planning, preparation and command of combat activities in the field.

Subject Code	TK16.29
Subject	Staff Officer Specialty Studies (Artillery)**
Volume	5 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to reinforce students' knowledge of the tasks of units and the organisation of staff work for planning and command of combat activity.
Outcomes of the Subject	After the completion of the subject the student: 1) Knows the principles of combat activity of subunits and can plan their tactical applications; 2) Is able to analyse the combat capability of combat subunits and can offer solutions to compensate shortcomings; 3) Is able to perform the duties of a staff officer for the planning, preparation and command of combat activities in the field.

Subject Code	TK16.30
Subject	Staff Officer Specialty Studies (Air Defence)**

Volume	5 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to reinforce students' knowledge of the planning and command of air defence units to perform the duties of a staff officer of an air defence battalion and the air defence officer of an infantry brigade.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Knows the main weapons systems of air defence subunits and their possible tactical applications in an infantry brigade; 2) Is able to analyse the combat capability of artillery units based on their standard structure, and can find a purposeful application of air defence units based on an air defence task, the type of combat and battlespace; 3) Understands the air defence principles and airspace employment policy of the Estonian Defence Forces; 4) Is familiar with the standing operating procedures for staff work, can use them when fulfilling the tasks related to his specialty; 5) Understands the role of the air defence officer of an infantry brigade in the planning and command of the combat activities of air defence units.

Subject Code	TK16.31
Subject	Staff Officer Specialty Studies (Communications)**
Volume	5 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to reinforce students' knowledge of the tasks of units and the organisation of staff work for planning and command of combat activity.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Knows the main weapons systems of units and can plan their tactical applications; 2) Is able to analyse the combat capability of combat subunits and can offer solutions to compensate shortcomings; 3) Is able to perform the duties of a staff officer for the planning, preparation and command of combat activities in the field.

Subject Code	TK16.32
Subject	Staff Officer Specialty Studies (Logistics)**
Volume	5 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to reinforce students' knowledge of the working principles of the field of modern military logistics and the system of logistics of the Estonian Defence Forces and its capabilities. On completion of the subject the student will have the skills necessary for service in the staff of logistics units and logistics structures and for performing the service duties of the logistics officer of a brigade staff or battalion staff to be able to support or plan the support of operations.

Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Can evaluate the development of various logistics systems and the connections between civil and military logistics, as well as their mutual impact based on history; 2) Can analyse the structure of logistic support and its role in formation, mobilization, host nation support (HNS) operations, peace support operations, as well as the logistic support in the collective defence of Estonia, in national crisis management operations with the participation of the EDF, and in large-scale intensive military operations; 3) Can analyse the peacetime and wartime structure of the logistics system of the Estonian Defence Forces; 4) Understands the peacetime and wartime logistic capability of the Estonian Defence Forces and the application principles of civil resources in the operations of the Estonian Defence Forces; 5) Can analyse the structure, capabilities, given resources and tasks of the tactical logistics unit of the Estonian Defence Forces; 6) Understands the tasks of tactical logistics in different types of combat and in different operations; 7) Knows the staff procedures of combat service support and 3rd line logistics units; 8) Can foresee the resources and support needs in tactical operations and plan the activities of subordinate logistics structures.
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Subject Code	ST16.11
Subject	Civil-military Cooperation
Volume	2 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	<p>The aim of this subject is to give students knowledge of the relations between civilian and military institutions and the forms of cooperation between them. The subject also addresses the working mechanisms of a civilian society, links between its parts and the way civilian control and surveillance is exercised over armed forces in a democratic society. Civil-military cooperation is further addressed within the Estonian comprehensive national defence. The subject reinforces the acquired knowledge with a practical evaluation in a crisis management joint exercise with the master students of the Estonian Public Service Academy.</p>
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Knows the theoretical fundamentals of civil-military relations and their development through history; 2) Understands civil-military relations, and the factors and processes influencing civil-military cooperation; 3) Can describe the civilian management exercised within the area of government of the Ministry of Defence; 4) Can apply the acquired knowledge in national cooperation projects with partners of the Estonian Defence Forces as part of the comprehensive national defence of Estonia.

Subject Code	ST16.12
Subject	International Law and Law of Armed Conflict

Volume	4 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	1. International Law (2 ECP, II, D). 2. Law of Armed Conflict (2 ECP, II, D).
Objectives	The aim of this subject is to give students knowledge of international law and the law of armed conflict, preparing students for a successful service as servicemen in a modern multinational environment. The subject begins with an overview of the nature of international law and the specifics of its working mechanisms, as well as of the rules governing the activities of military-civilian authorities and disputes between states. This is followed by in-depth knowledge of the behaviour of states, combatants and civilians in the event of armed conflict based on the law of armed conflict, the specific nature of peace support operations, rules of engagement, legal issues of post-conflict operations, etc.
Outcomes of the Subject	After the completion of the subject the student: 1) Knows the sources, main concepts and developments of international law and the law of armed conflict and the meaning of major regulations; 2) Understands the principal differences between national law and international law; 3) Based on the rules of engagement, is able to evaluate the use of force regarding its legal and ethical dimensions; 4) Is able to explain the nature of human rights, basic rights of state subjects and the responsibilities of states; 5) Knows the sources, principles and rules of the law of armed conflict, is able to explain and apply them in both the study process and in real situations, understands his responsibility in the event of their violation; 6) Understands and follows the legal limitations and set of obligations for combat activities when planning the activities of a unit in a specific operation; 7) Is able to evaluate with supporting argumentation the applicability of different legal acts and, based on this, resolve legal issues within his area of responsibility.

Subject Code	JP16.27
Subject	Management of a Peacetime Unit II
Volume	6 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The subject also gives an overview of the subdivisions, structure, responsibilities and organisation of the Estonian Ministry of Defence and its subdivisions, as well as of the higher staffs of the Estonian Defence Forces. Students acquire the skills for planning activities and budgeting at battalion and brigade levels and the skills to carry out disciplinary proceedings. The subject contributes to the student's ability to perform his service duties as a staff officer in a peacetime battalion, brigade or higher staff and as a unit commander of the Estonian Defence Forces.
Outcomes of the Subject	After the completion of the subject the student: 1) Knows the structure and organisation of the work of the Ministry of Defence, its subunits, as well as higher staffs of the Estonian Defence

	<p>Forces and a brigade and can distinguish their roles and tasks in the comprehensive national defence system;</p> <ol style="list-style-type: none"> 2) Knows the responsibilities and capabilities of the Rescue Board, Police and Border Guard Board and Security Police and principles of cooperation with them at the battalion level; 3) Applies the principles of human centred approach and ethic management, as well as the personnel policy principles of the Estonian Defence Forces; 4) Can use appropriate legal acts to settle different issues in peacetime service, is able to plan and lead disciplinary proceedings, including disciplinary investigations using appropriate legislation; 5) Can plan the activities, budgeting and training of a battalion and brigade and can draft respective documents; 6) Knows and can use the rules of material calculation for state institutions.
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Subject Code	LT14.10
Subject	Scientific Worldview*
Volume	3 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to reinforce students' knowledge of sciences and teaches the use of the models used in sciences to resolve the problems in the field of military. The issues addressed in the form of problem-based learning include the laws of continuity, transition of energy from one state to another, electromagnetism, the fields of radiology and materials science.
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Has an overview of the sciences and natural sciences that use the methods of exact sciences; 2) Can resolve military problems using the laws of continuity and movement, the principles of energy transition, the laws of thermal physics and electromagnetism; 3) Can design in the form of teamwork experiments related to the military based on sciences and can draft appropriate reports; 4) Can evaluate the limits of exploitation of calculations and experiments, taking safety requirement and risks into consideration.

Subject Code	LT09.15
Subject	Economic Geography*
Volume	3 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students an overview of the population and economics of Estonia and its different regions, as well as knowledge of the links between these figures, in order to independently analyse information related to economics.
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Knows the figures that characterise the economics and population of

	<p>Estonia and its different regions;</p> <p>2) Is able to associate the figures of economics and population and understands their mutual impact;</p> <p>3) Is able to estimate the impact of events on the figures of economic geography and assess his or her attitude towards these phenomena;</p> <p>4) Based on the analysis of economic geography figures, is able to offer potential solutions to improve the economic-geographical situation of Estonia.</p>
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Subject Code	JP16.28
Subject	Analytical Methods in the Decision-making Process*
Volume	3 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students in-depth knowledge of the decision-making process as part leadership, as well as of various analytical models that support the decision-making process in a military setting.
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Knows the structure of the decision-making process with regard to organisational, informational and technological issues; 2) Knows the main stages of the analytical decision-making process; 3) Understands the difference between rational decision-making, decision-making with bounded rationality and intuitive decision-making and can make a conscious choice based on that; 4) Knows the principles of game theory, its strengths and weaknesses and can use it in military decision-making; 5) Knows the principles of drafting a decision-tree and can use it in military decision-making.

PEDAGOGY ANG RESEARCH MODULE		Volume 33 ECP
Objective	The aim of the pedagogy and research module is to provide students with knowledge of systematic training systems and training methods, thereby providing the knowledge for conducting training, including tactical exercises and tactical decision games, for a unit up to the size of infantry company. Students will also acquire the knowledge and skills necessary for conducting research and presenting reasoned opinions in both oral and written form.	
Outcomes	<p>After completion of the pedagogy and research module the student:</p> <ol style="list-style-type: none"> 1) Knows the concepts and principles of exact sciences for the analysis of the data related to the Estonian Defence Forces and for solving professional problems; 2) Knows pedagogical principles, is able to implement them for planning, conducting and evaluating the education process of a unit up to the size of infantry company, and is able to independently avoid or solve the problems that arise in the course of the education process; 3) Knows the principles of organising tactical exercises, including the possibility of involving simulation systems in various ways, and is able to 	

	<p>participate in a group organising tactical exercises for a unit up to the size of infantry company;</p> <p>4) Knows the principles of organising tactical decision games and is able to employ them to enhance his/her subordinates' decision-making abilities;</p> <p>5) Is familiar with the principles and methods of scientific research, knows how to implement them and create research texts;</p> <p>6) Is able to interpret research results and draw meaningful conclusions, as well as present the outcome in written and oral form.</p>
Assessment: the module is assessed on the basis of subjects.	

Code	Subject	Volume	Assessment	Semester
JP16.29	Data Analysis	5 ECP	D	II-III
JP16.30	Methods of Scientific Data Collection and Analysis	4 ECP	ND	I-II
JP16.31	Pedagogical Aspects of the Study Process	3 ECP	ND	II-III
JP16.32	Organization of Exercises	4 ECP	ND	III
JP16.33	Organizing Tactical Decision Games	2 ECP	ND	III
VT14.02	Master's Thesis	15 ECP	D	II-IV

The subjects in the module are obligatory for regular full-time students. The module is completed according to the progression of subjects as prescribed by the ENDC.

Subject Code	JP16.29
Subject	Data Analysis
Volume	5 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students the knowledge and skills necessary for the analysis of data collected or presented in multiple ways; Students will acquire the skills to apply the methods of mathematical analysis (in analytically presented data), and to apply statistical knowledge in the data allowing randomness. The topics addressed within this subject are related to the data used in the Estonian Defence Forces and the knowledge acquired can be applied in different arms of service.
Outcomes of the Subject	<p>After completion of this subject the student:</p> <ol style="list-style-type: none"> 1) Can use the appropriate functions of MS Excel and the SPSS statistics software in analysis; 2) Can formulate statistical hypotheses/research problems and select relevant testing methods; 3) Can compile relevant questionnaires for surveys, formulate them electronically and present them for data collection; 4) Can compare different theoretical methods of data analysis and can critically evaluate data. Can use the outcomes obtained in the interpretation and further investigation of scientific research; 5) Can evaluate and review different statistical surveys. 6) Can distinguish the methods of quantitative and qualitative data analysis, and can apply and combine them.

Subject Code	JP16.30
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Subject	Methods of Scientific Data Collection and Analysis
Volume	4 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of the subject is to give students the knowledge and skills necessary to apply scholarly methods in both scientific research and in defence cooperation with representatives of other fields of life. The subject addresses more broadly research philosophy and scientific thinking, as well as scientific research as a process and its structure. The subject also teaches scientific data collection and analysis methods, and the design and compilation of scientific research. A special emphasis is on the research and development activities within the area of government of the Ministry of Defence.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Can identify defence-related research problems and design research to analyse and resolve them; 2) Can distinguish between the research methods of social and exact sciences and can purposefully apply them; 3) Can apply scientific data collection and analysis methods, can understand the importance of the critical attitude towards sources, and can distinguish between the data with a different degree of reliability and accuracy; 4) Understands the limitations of the explainability of scientific methods and can take them into consideration when modelling, conceptualizing and generalizing them; 5) Can formulate research results in the form of a written text and oral presentation and can evaluate defence-related research texts; 6) Is familiar with the main objectives, directions and assets of the research and development activities of the Ministry of Defence and can apply them.

Subject Code	JP16.31
Subject	Pedagogical Aspects of the Study Process
Volume	3 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to give students knowledge of the components of the study process, links between these components and the skills for putting this knowledge into practice in organizing stages of the study process. The competence obtained in this subject helps students to fulfil the functions of teacher and leader.
Outcomes of the Subject	After the completion of the subject the student: <ol style="list-style-type: none"> 1) Understands the main ideas behind different approaches to educational theory (andragogy, military pedagogy) and takes them into consideration throughout different elements of the study process; 2) Knows the principles of the systematic training model and the method of creative approach and is able to apply them when identifying training needs, setting learning objectives, compiling the training documents of the Estonian Defence Forces, organizing the study process and evaluating the training process;

	<ol style="list-style-type: none"> 3) Knows the principles of didactics and is able to apply them to the purposeful management of a unit's study process, in the identification and solution of the unit's problem situations; 4) Knows the principles of teaching methods, assessment, assessment methods and evaluation methods, understands the nature and extent of their connection to other elements of the study process (primarily with teaching methods and learning outcomes) and can take these principles into consideration in the study process; 5) Has an overview of the simulation systems used in the Estonian Defence Forces and their potential applications to diversify and optimize the training process of a unit.
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Subject Code	JP16.32
Subject	Organization of Exercises
Volume	4 ECP
Assessment	Non-differentiated assessment
Sub-subjects, volume, semester, assessment	–
Objectives	The aim of this subject is to prepare students for the fulfilment of the tasks of teacher when performing their duties as wartime and peacetime unit commander or staff officer in future service. In order to achieve this aim the subject gives the knowledge for organizing tactical exercises and provides the skills for applying this knowledge in training situations.
Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Knows the theoretical foundations of organizing exercises and relates them to the fundamental pedagogical principles of organizing exercises; 2) Is familiar with the JCATS computer program to assist exercises and understands the special features of computer-aided exercises; 3) As a group member, is able to design and carry out an exercise, following his tasks in his group and specialty; 4) As a group member, is able to draft necessary documents to carry out an exercise, based on the assigned field or specialty; 5) As a group member, is able to prepare and carry out an exercise, following the tasks assigned to him and considering the social environment; 6) As a group member, is able to prepare and carry out after-action review activities based on the information collected during an exercise.

Subject Code	JP16.33
Subject	Organizing Tactical Decision Games
Volume	2 ECP
Sub-subjects, volume, semester, assessment	–
Assessment	Non-differentiated assessment
Objectives	The aim of this subject is to give students the knowledge to improve their subordinates' decision-making abilities in combat situations. The subject also gives the skills for putting this knowledge into practice in training situations. The competences obtained in this subject help students to fulfil the functions of teacher and leader.

Outcomes of the Subject	<p>After the completion of the subject the student:</p> <ol style="list-style-type: none"> 1) Knows the concept, purpose, methods and principles of a tactical decision game and understands their links to different parts of the teaching process; 2) Knows various decision-making theories for solving problems in combat situations and understands their links to the composition, methods and principles of tactical decision games; 3) As a group member, is able to prepare and conduct a tactical decision game for a small group of students; 4) Is able to integrate the VBS virtual battlefield simulation system and e-learning software when organizing a tactical decision game; 5) Knows the principles of creative problem-solving and is capable of applying them successfully both individually and in cooperation with subordinates for decision-making in peacetime service.
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Subject Code	VT14.02
Subject	Master's Thesis
Volume	15 ECP
Assessment	Differentiated assessment
Sub-subjects, volume, semester, assessment	<ol style="list-style-type: none"> 1. Master's Thesis Seminar I (3 ECP, II, ND) 2. Master's Thesis Seminar II (3 ECP, III, ND) 3. Preliminary Defence (3 ECP, IV, ND) 5. Master's Thesis Defence (6 ECP, IV, DE)
Objectives	<p>The aim of the Master's thesis is to put independently into practice the knowledge and skills obtained throughout the whole study period for the solution of a theoretical, empirical or practical research problem in military or related fields, and to present their research results in a scientifically acceptable form. The student who successfully defends the Master's thesis is therefore able to participate in research and development activities in his field.</p>
Outcomes of the Subject	<p>After the successful defence of the Master's thesis the student:</p> <ol style="list-style-type: none"> 1) Is able to articulate a research problem and the research questions and hypotheses related to it; 2) Is able to independently choose and analyse appropriate literature and sources that address the research problem or issues; 3) Is able to choose the appropriate research method(s) depending on a particular research problem or hypothesis and use these methods in his work; 4) Is able to analyse, interpret and critically evaluate gathered information and/or data and draw appropriate conclusions; 5) Is able to make recommendations with regard to the application and future development of his research conclusions; 6) Is able to independently format a research paper, following the set of requirements for a Master's thesis; 7) Is capable of defending the statements and conclusions made in his thesis in the form of an academic discussion.

**Practical Training in Master's Education Curriculum "Military Leadership for Land Forces"
 "Military Leadership for Land Forces" (Reg. No. 80204)**

Pursuant to subsection 3(9) of the Higher Education Standard, the practical training in the curriculum of Master's education is as follows.

Code	Subject	Volume	Volume of practical training
TK16.25	Practical Placement - Staff Procedures of a Battalion and Brigade	9 ECP	9 ECP
TK16.26	Infantry Battalion Stability Activities	4 ECP	1.5 ECP
JP16.32	Organization of Exercises	4 ECP	1.5 ECP
Total volume of practical training			12 ECP
Percentage of practical training in curriculum			10%