



## *Center for Higher Defence Studies*

Executive Master in Strategic Leadership & Digital Transformation

### **SL&DT**

Academic Year 2021-2022

### **SYLLABUS**

#### **1. COURSE DESCRIPTION**

The technological, socio-economic and geopolitical changes of the last twenty years are profoundly transforming the global system in which States, International Organizations and Companies operate.

This environment is characterized by extreme Volatility, Uncertainty, Complexity, Ambiguity and n-exponential Rapidity of change (VUCAR<sup>n</sup>), which calls for a systemic and integrated approach.

Particular attention deserves the digital transformation that is overwhelming all public and private sectors, requiring agility, resilience, continuous innovation and adaptation, high speed in providing effective answers, cross-cultural competence, as well as a radical reconfiguration of the skills possessed by human resources.

Above all and more than ever, strategic thinking skills, vision and widespread leadership competencies are needed to navigate the uncharted territory of digital transformation.

To this end, the executive master in Strategic Leadership and Digital Transformation aims to provide conceptual elements and tools to better navigate the VUCAR<sup>n</sup> environment and lead organizations through digital transformation. Educational objectives are attached in **Annex A**.

#### **3. TEACHING METHOD**

The executive master in Strategic Leadership and Digital Transformation (SL&DT) aims to address the challenges seen above through a multidisciplinary, multidimensional, integrated, innovative and collaborative blended approach. Therefore, the modules of the Master will be based on highly interactive lectures integrated with group activities (project works).

#### **4. COURSE STRUCTURE**

The course will start on the **1<sup>st</sup> March 2022** and end on the **28<sup>th</sup> June 2022**. It will have a blended format. The initial phase from 1<sup>st</sup> March 2022 to 15<sup>th</sup> June 2022 will be online. The last phase, from 21<sup>st</sup> to 28<sup>th</sup> June 2022 will be held in Rome at the Center for Higher Defence Studies (CASD).

The venue in Rome is: Center for Higher Defence Studies (CASD), which is located at *Piazza della Rovere, 83, 00165 Rome, Italy*.

Travel arrangements to/from the CASD and accommodation is a responsibility of the participants.

During the residential phase in Rome, participants **must** have a valid and current EU digital COVID certificate. More information may be found at the following links:

- [EU Digital COVID Certificate | European Commission \(europa.eu\)](#)
- [Italian nationals returning to Italy and foreigners in Italy \(esteri.it\)](#)

For US Citizens please also see the following page:

- [COVID-19 Information | U.S. Embassy & Consulates in Italy \(usembassy.gov\)](#)

## **5. EXPECTED EFFORT AND LEARNING AUDIENCE**

The SL&DT executive master is a short course, but at the same time it is intensive and quite immersive. Therefore, a fairly high commitment is expected throughout the course.

NATO and EU military learning audience should be composed by Brig. Gen. or Col. (OF6 – OF5). The rank mix is considered as an educational opportunity. NATO and EU Civilian participants should be senior manager with career outlook to the strategic level.

## **6. POSITIONS AVAILABLE APPLICATION INSTRUCTIONS AND SELECTION PROCESS**

In order to provide the best educational outcome a maximum of 32 participants will be accepted (30 military and 2 civilian).

All the candidates must fill the registration form, found at **Annex B** and provide a letter of presentation by Her/His Commander/Senior Leader, as well as a CV.

The 32 available positions will be filled after an evaluation of the rank (highest), age (youngest), background education (PhD, Master Degree, Bachelor Degree), experience of the candidates and career outlook (data present in the CV and the presentation letter).

Application for the executive master in Strategic Leadership and Digital Transformation open on the **1<sup>st</sup> December 2021** and ends on the **15<sup>th</sup> January 2022**.

The application form found at **Annex B** must be filled and sent in PDF format together with the letter of presentation by Her/His Commander/Senior Leader and the CV no later than **15<sup>th</sup> January 2022** at the following email address: [exemaster@casd.difesa.it](mailto:exemaster@casd.difesa.it)

Selected participants will be notified no later than the **11<sup>th</sup> of February 2022** along with the detailed joining instruction.

## **7. TUITION FEE**

The tuition fee for this course is covered by IT MoD. Travel, food and accommodation shall be covered by the participants.

## Executive Master in Strategic Leadership & Digital Transformation

### **EDUCATIONAL OBJECTIVES**

The following educational objectives will be pursued:

- Understand main principles and dynamics of leadership from an anthropological perspective, in particular regarding the elements of self and team leadership, with reference to ethics and small group dynamics;
- Understand the organizational dimension of leadership, its challenges and ways to cope therewith. In particular being able to judge the influence of culture on the effectiveness of the collective action;
- discriminate the fundamental elements of strategic leadership, with special reference to strategic thinking;
- combine strategic leadership cognitive models, aimed to complex, uncertain and rapidly changing environments;
- from a different arrays of perspectives appreciate the geostrategic situation and possible global strategic trends
- understand and integrate a set of alternative analysis methods through group activities on issues met along the course;
- discriminate principles, methods and instruments of strategic foresight analysis;
- diagnose the main trend emerging in the digital dimension;
- interpret social, ethical, political, normative end economic impacts of exponential and disruptive digital transformation;
- propose cognitive approaches for the dominance of digital dimension from a strategic leadership standpoint;
- summarize all the above-mentioned elements in an organic frame of reference, integrating them with other references and personal experience.

**Executive Master in Strategic Leadership & Digital Transformation**

**Personnel Administration Form (PAF)**

First Name \_\_\_\_\_ Surname \_\_\_\_\_

Date of Birth \_\_\_\_\_ Nationality \_\_\_\_\_

Gender \_\_\_\_\_ Rank \_\_\_\_\_

Home Unit / Organization \_\_\_\_\_

Job Title \_\_\_\_\_

Sponsoring Organization (only for Civilian) \_\_\_\_\_

\_\_\_\_\_

Duty Phone number \_\_\_\_\_ mobile phone number \_\_\_\_\_

Email \_\_\_\_\_