

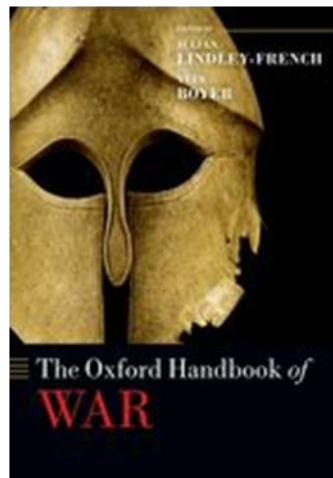
Joint Support Command  
*Ministry of Defence*

## Master programma Military Strategic Studies

LtCol Kraesten Arnold MSc  
Programme Coordinator / mentor

BG prof dr Paul Ducheine  
Chair Programme Board

Prof dr Robert Beeres  
Programme Board/Track MOM





## Programme

- |   |                                    |           |
|---|------------------------------------|-----------|
| 1. Opening  | (Arnold)                           | 19.00 hrs |
| 2. Master Programme Headlines   | (Ducheine)                         | 30'       |
| <ul style="list-style-type: none"><li>• Goal and Target Audience</li><li>• Curriculum and Core Courses</li><li>• Literature, Content, Study-load, Assessments</li></ul> |                                    |           |
| 3. Track courses & Experiences  |                                    | 45'       |
| <ul style="list-style-type: none"><li>• MOM</li><li>• I&amp;S</li><li>• WS</li><li>• 1<sup>st</sup> year</li></ul>  |                                    |           |
|   | Robert Beeres                      |           |
|   | Bob vd Meulen & Justin Smael       |           |
|   | Jeroen Appel                       |           |
|   | Michelle Hogendoorn & Koen de Wolf |           |
| 4. Application, Selection & Admission   | (Ducheine)                         | 15'       |
| 5. Questions plenary  | (all)                              | 15'       |
| 6. Questions individual & drinks  |                                    |           |



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## Goal Master Programme MSS

Students analyse and reflect on **contemporary** strategic **challenges and controversies**, fundamental to the **use of military force** as a traditional key **instrument** of power, from a **European perspective**.

MSS intends to prepare students for a role in a knowledge-intensive Defence related environment, with special attention to the context of military operations.



## Strategic studies

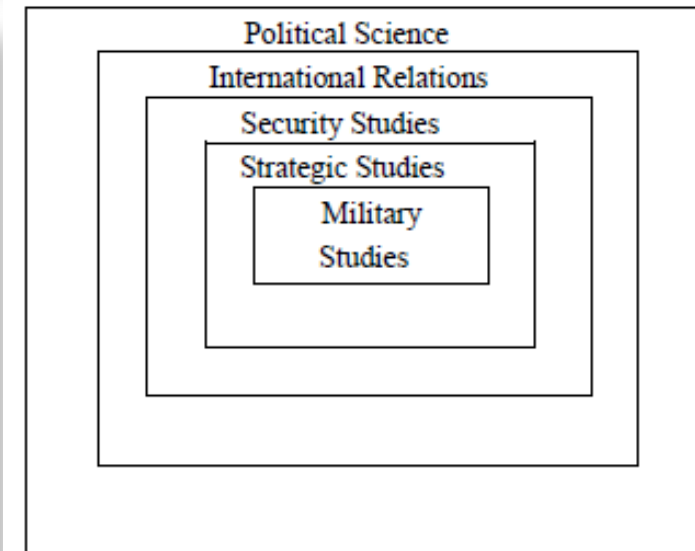
is an interdisciplinary academic field centered on the study of the conduct of war, whether as an independent or a dependent variable. It has often devoted special attention to the relationship between politics, geography and natural resources, economics, and military power, such as the role of intelligence, diplomacy and threats in the preparation and use of force. (wiki)

## Strategic Studies

Strategic studies is concerned with understanding and explaining the military dimension of international relations

By focusing on the military dimension of international relations, it concerns itself with the great issues of peace and war

Whether we like it or not ...the subject matter of strategic studies shapes our lives  
(Buzan & Herring, 1994)



Sources: Baylis, J., *Strategy in the Contemporary World: An Introduction To Strategic Studies*, 12.



## Target Audience

- Post-initial master: post NLDA-bachelor alumni & MIVD: part time
- Group I: MoD-personnel (military & civilian)
  - $\geq$  University/NLDA Bachelor (or  $\sim$ )
  - $\sim$ 4 years MoD Experience & Deployment
  - (NOT: HBO / vocational university of applied sciences)
- Group II: Civilian students
  - + reservists (including Defensity College)
  - MFA/Ministry Justice & Security etc.
  - Relevant & recent study & CV
  - $\geq$  University Bachelor
- Mix ( $\sim$ 45-48) 1:1
- **Security Clearance** (VGB) / NL certificate a 'Certificate of Good Conduct' (VOG)



## Programme Characteristics: content & organisation

- Niche in NL academia
- Interdisciplinary: Intell, Law, Strategy, ISS, COIN, Economics, Org
  - Dominant strategic and operational contexts
  - Role and function of Intelligence Organisations
  - Actual cases Defence planning & management
- English: literature & assessments
- Dutch: lectures & social interaction (study = also fun)
- Demarcation
  - 1 to 10-15 Lecturer-Student Ratio
- Participation & Interaction:
  - 1 day per week on location (Breda)
  - Mandatory presence & preparation-feedback model
  - Interaction Students – Tutors !!
  - Interaction Group I + II: experience & recent theories



## THESIS (15 EC)

Elective (5 EC)

Decision-making in crisis and war / Cyber Security and Cyber Operations / Selling War / the Future of War / Terrorism and Counterterrorism

TRACK MANAGING & ORGANISING IN THE MILITARY (20 EC)	TRACK WAR STUDIES (20 EC)	TRACK INTELLIGENCE & SECURITY (20 EC)
Leadership and Ethics	Insurgency & Counterinsurgency	Data and Technology in Intelligence
Technology Management and the Military	Peacekeeping & State-building	International Intelligence Cooperation
Defence Economics & Performance Management	International Law of Military Operations	Intelligence and its Environment
Strategizing and Organizing	Deterrence & Coercive diplomacy	Intelligence Organizations and their Cultures
Compulsory Core Courses (20 EC)		
Research Methods in Military Strategic Studies	War, Defence & Society	
War & Warfare in the (post)Modern World	Contemporary Security & Strategy	





## Programme Characteristics: Architecture

- 60 ECTS
  - 20 compulsory, 20 track, 20 free choice (course = 5 ECTS)
  - Max free choice: MSS, assessments, electives, thesis-subject
  - Thesis 10.000 -15.000 words 15 ECTS
  - Mainly self-study, +/- 60-80 pages per lecture
- Modular & part-time: 2 year
  - 3 semesters: 9+1 week
  - Break 2-3 weeks in between







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# War and Warfare in the (post)modern world (Osinga, Bouwmeester)

War & Warfare in the Postmodern World		
Week 1	Strategic Studies, War & Strategy	Osinga
Week 2	The Logic of War: <b>Strategic theories</b>	Osinga
Week 3	Postmodern warfare: <b>Desert Storm</b> and its legacy	Osinga
week 4	Postmodern conventional warfare: <b>Enduring &amp; Iraqi Freedom</b>	Osinga
week 5	<b>Deterrence &amp; Coercive diplomacy</b> : Operation Allied Force	Osinga
Week 6	<b>Humanitarian Intervention</b> : from Bosnia to Libya	Osinga
Week 7	<b>Irregular Warfare</b> : Afghanistan & Israel/Hezbollah/ISIS	Kitzen/vdVorm
Week 8	<b>Stabilization &amp; Statebuilding</b> : NATO in Afghanistan	Osinga
Week 9	Countering <b>Hybrid threats</b>	Osinga
Week 10	Written Exam	



## Contemporary Security and Strategy (Honig & Rothman)

Week 1	What is <b>security</b> , what is <b>power</b> ?	Rothman
Week 2	The logic of war: <b>strategy</b>	Honig/Osinga
Week 3	Perspectives and theories	Rothman
Week 4	Relations between academic and policy worlds	Rothman/Honig
Week 5	Security policy: instruments & institutes	Brinkel
Week 6	Theory & Issue 1: <b>globalization</b> , China	Rothman
Week 7	Theory & Issue 2: <b>terrorism</b> , extremism	Honig
Week 8	Theory & Issue 3: return of <b>geopolitics</b> , <b>Russia</b>	Bouwmeester/Honig
Week 9	Theory & Issue 4: <b>informal power</b> structures, intervention	Rothman
Week 10	Theory & Issue 5: emerging <b>technologies</b> : cyberspace & security	Ducheine
T + 9	Essays due	



## War Defence and Society (Brinkel e.a.)

Week 1	Civil-military relations: <b>controlling</b> the military	Brinkel
Week 2	<b>Ethical</b> considerations and war: just war theory	Olsthoorn
Week 3	<b>Legal</b> considerations and war: international law on the use of force	Zwanenburg
Week 4	Strategic <b>cultures</b> 1: the utility of force debate	Osinga
Week 5	Strategic <b>cultures</b> 2: cultures compared	Noll
Week 6	<b>Drones</b> and killer robots: introduction to the debate	Osinga
Week 7	War and <b>social media</b>	Bouwmeester Olsthoorn
Week 8	<b>NATO &amp; EU</b> Security and Defence Policy	Mengelberg
Week 9	Security and <b>Defence policy</b> : the case of the Netherlands	Osinga
Week 10	Assessment: Take Home exam with essay questions	28 maart 2023



# Research Methods

Week 1	<b>Critical research</b> methods/strategies and military-strategic studies: The alleged disconnect between academics and military practitioners
Week 2	Student Review Presentations, based on a selected opinion article (international newspaper)
Week 3	<b>Quantitative and Qualitative Research</b> into Uncrewed Military Systems
Week 4	Case Studies and <b>Comparative Methods</b> in the Military Context
Week 5	<b>Process Tracing</b> & Theory: Use of Multiple/Mixed Methods in Military-Strategic Studies
Week 6	<b>Qualitative Research</b> in the Military Domain: Observations, Interviews, Data Collection & Analysis
Week 7	<b>Critical Discourse Analysis</b> and <b>Critical Security Methods</b> : Securitisation and Military Settings
Week 8	<b>Historical Methods</b> and Military Approaches: Source Criticism, Battlefield Research and Memoirs
Week 9	<b>Game Theory and Network Analysis</b> : Warfare Modelling, Network Data, and Military Operations
Week 10	<b>Event Data Generation and Event Data Analysis</b>





## Electives 2022 - 2023

### Elective (5 EC)

Decision-making in crisis and war / Cyber Security and Cyber Operations / Selling War / the Future of War / Terrorism and Counterterrorism

- Decision Making in Crisis and War (Noll & Bijlsma)
- Selling War (Brinkel)
- Cyber Security and Cyber Operations (Ducheine)
- Terrorism and Counterterrorism (Rietjens)
- Future of Warfare (Sweijs)
  
- In theory: all other Track Courses (see annual Schedule)
- Minimum 8 students (max appr. 15)



## Rules of the Road

- Modular programme, BUT: hick-up → delay (most likely)
- Participation:
  - preparation throughout 1½ years
  - hence: absence (>2/9): Board of Examiners
  - No Distance-Learning ☹, (Den Helder: trains = reading time)
- Lecture blocks:
  - 3 blocks / year (3\*10 weeks); 2-3 weeks break
  - 2 courses at a time
- Exams: >7/9 classes taken
  - 2 exams on Friday week 10, unless essays: D+9 (additional)
  - 2 offered opportunities/year (as scheduled)
- Good manners: i.e. notification of absence, withdrawal
- English: writing & literature (MSS ≠ language course)
- Dutch: lectures & conversation & social (MSS = also fun)



## Time calculation (spouse & 2 kids // single & 3 friends)

- Normal Week: 168 hours
  - 40 Work
  - 10 Travel
  - 58 Sleep
- Committed: - 108 hours  
-----
- Remains: 60 hours (diners, sports, TV, www, family, friends)
- MSS
  - 28 Study load:  $(2 * 5EC (*28 \text{ hours})) / 10 \text{ weeks}$
  - + 8 lectures or exam
- Study - 20 hours  
-----
- Remains: 40 hours
- Consequence: 1/3 of family/friends will receive 'no attention'!



## Assessments

- Majority: written assignments (essays, research papers)
- Written exam: WWFMW
- Take-home exam (incl. essay-questions)
- Sometimes: presentation
- Thesis



# Graduation





## Programme

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## Track MOM (Beeres)

### **TRACK MANAGING & ORGANISING IN THE MILITARY (20 EC)**

**Leadership and Ethics**

**Technology Management and  
the Military**

**Defence Economics &  
Performance Management**

**Strategizing and Organizing**

### **TRACK WAR STUDIES (20 EC)**

**Insurgency & Counterinsurgency**

**Peacekeeping & State-building**

**International Law of Military  
Operations**

**Deterrence & Coercive diplomacy**

### **TRACK INTELLIGENCE & SECURITY (20 EC)**

**Data and Technology in  
Intelligence**

**International Intelligence  
Cooperation**

**Intelligence and its  
Environment**

**Intelligence Organizations and  
their Cultures**



Support Command  
*Ministry of Defence*

Track:

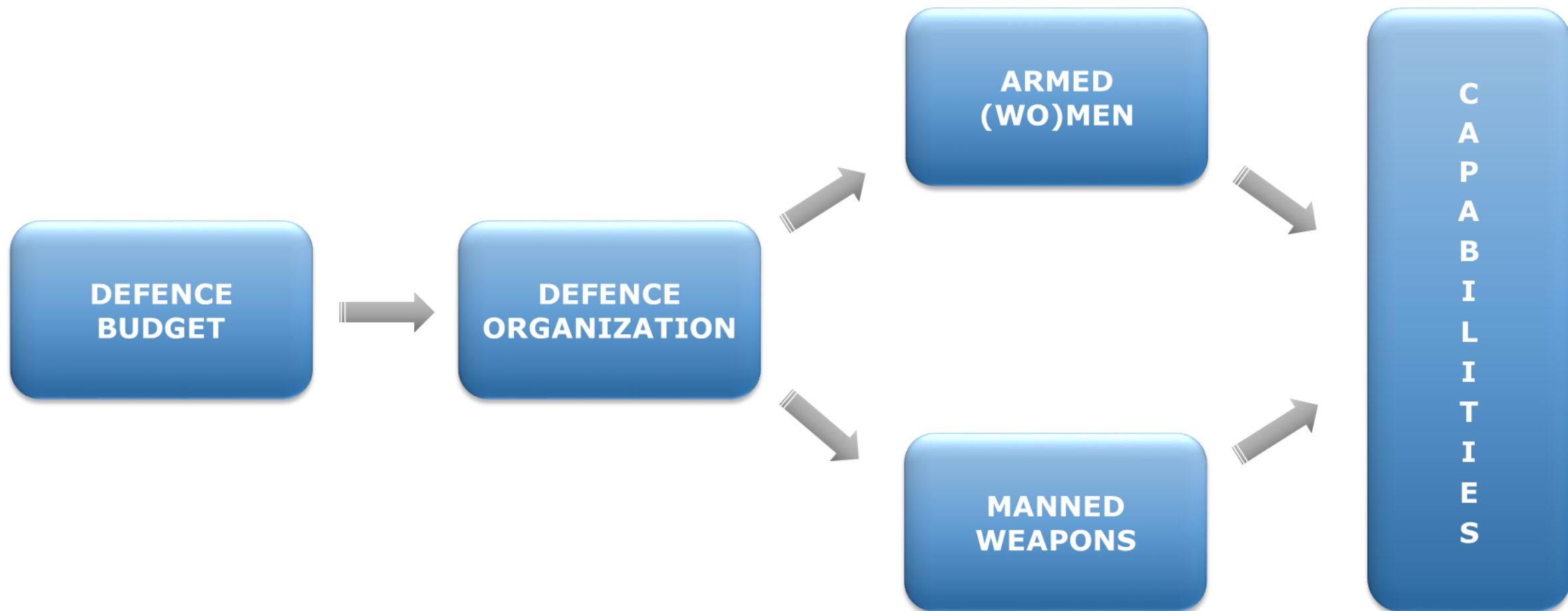
Managing and organizing  
in the military

Prof dr Robert Beerres



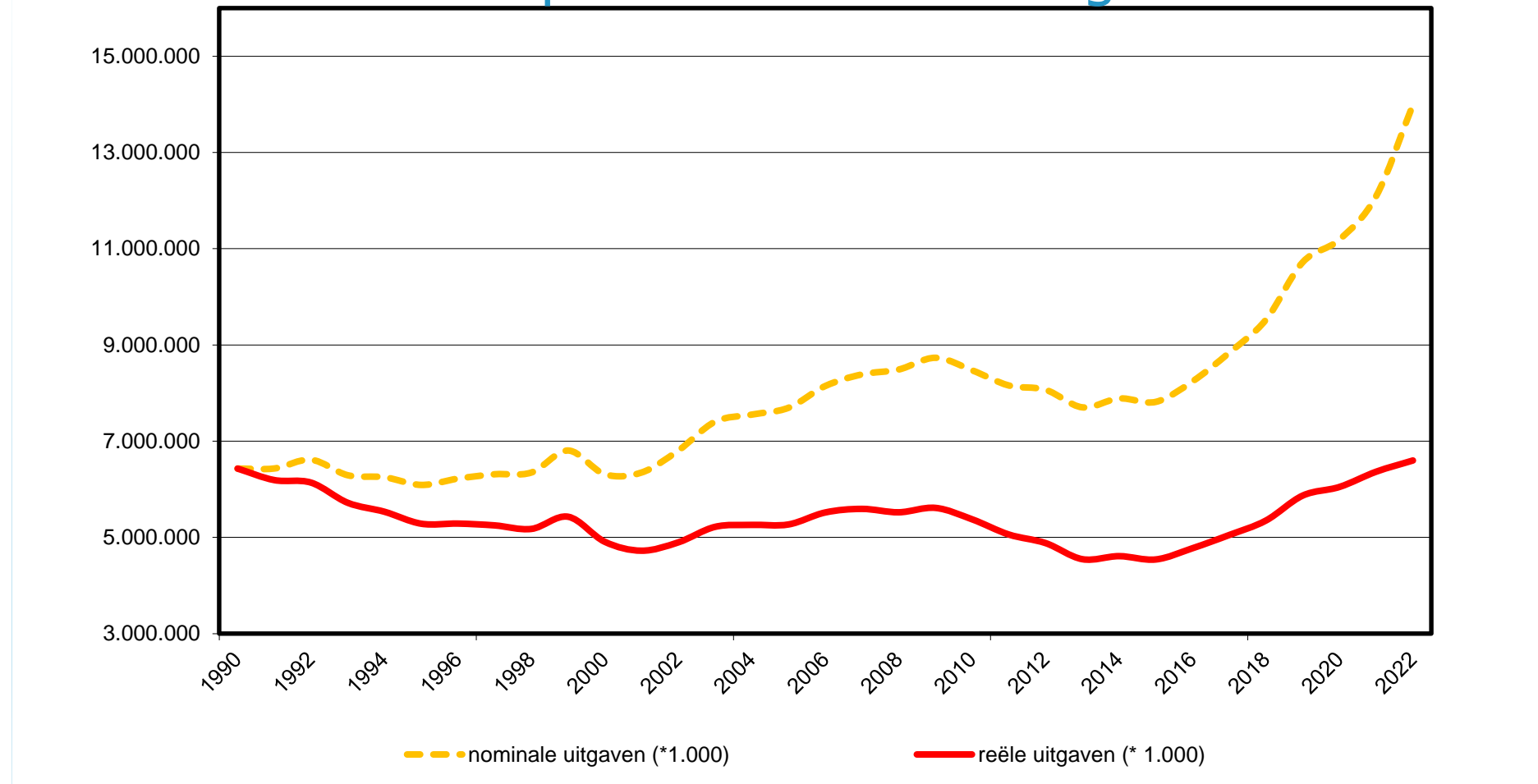


# Managing and organizing in the military





## Defence economics & performance management





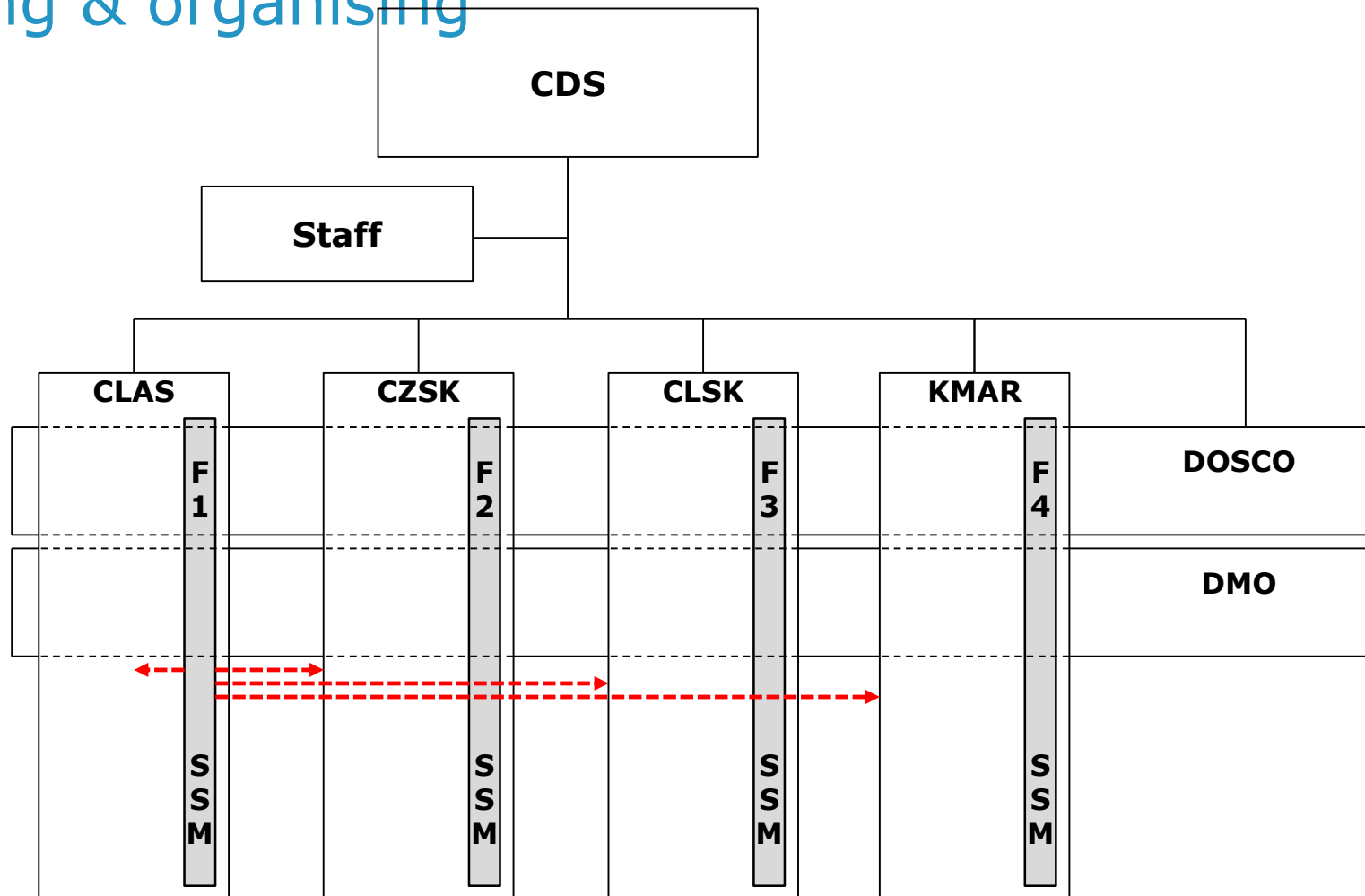
## Case: Is 2% genoeg?

De Adviesraad Internationale Vraagstukken geeft aan dat Nederland een 'gepast aandeel moet leveren in de collectieve verdediging van Europa'. En dat kan volgens de AIV alleen indien 'de regering minimaal 2% van het BBP investeert in Defensie'.

*Is 2 % van het BBP wel genoeg; is het te weinig; of is het teveel? Welke argumenten zijn voor of tegen een dergelijke norm naar voren te brengen? En hoe kunnen we die argumenten wegen?'*



# Strategising & organising





## Case: Organisatiestructuur defensie, geschikt of ongeschikt?

Na het vallen van de Muur is de organisatiestructuur van de Nederlandse krijgsmacht diverse keren aangepast. Al deze veranderingen hebben ook een belangrijk nadeel, namelijk dat de organisatie een stuk minder flexibel is geworden.

*Wat is het effect van het op hoog niveau in de organisatie scheiden van functies op het vermogen tot effectieve inzet in crisisonstandigheden? Leidt de oorlog in de Oekraïne tot aanpassingen in de organisatiestructuur? Zo ja: Welke verwacht U en waar in de organisatie? Zo nee: Waarom niet?*



## Leadership & ethics





## Case: Werken bij defensie, je moet het maar willen!

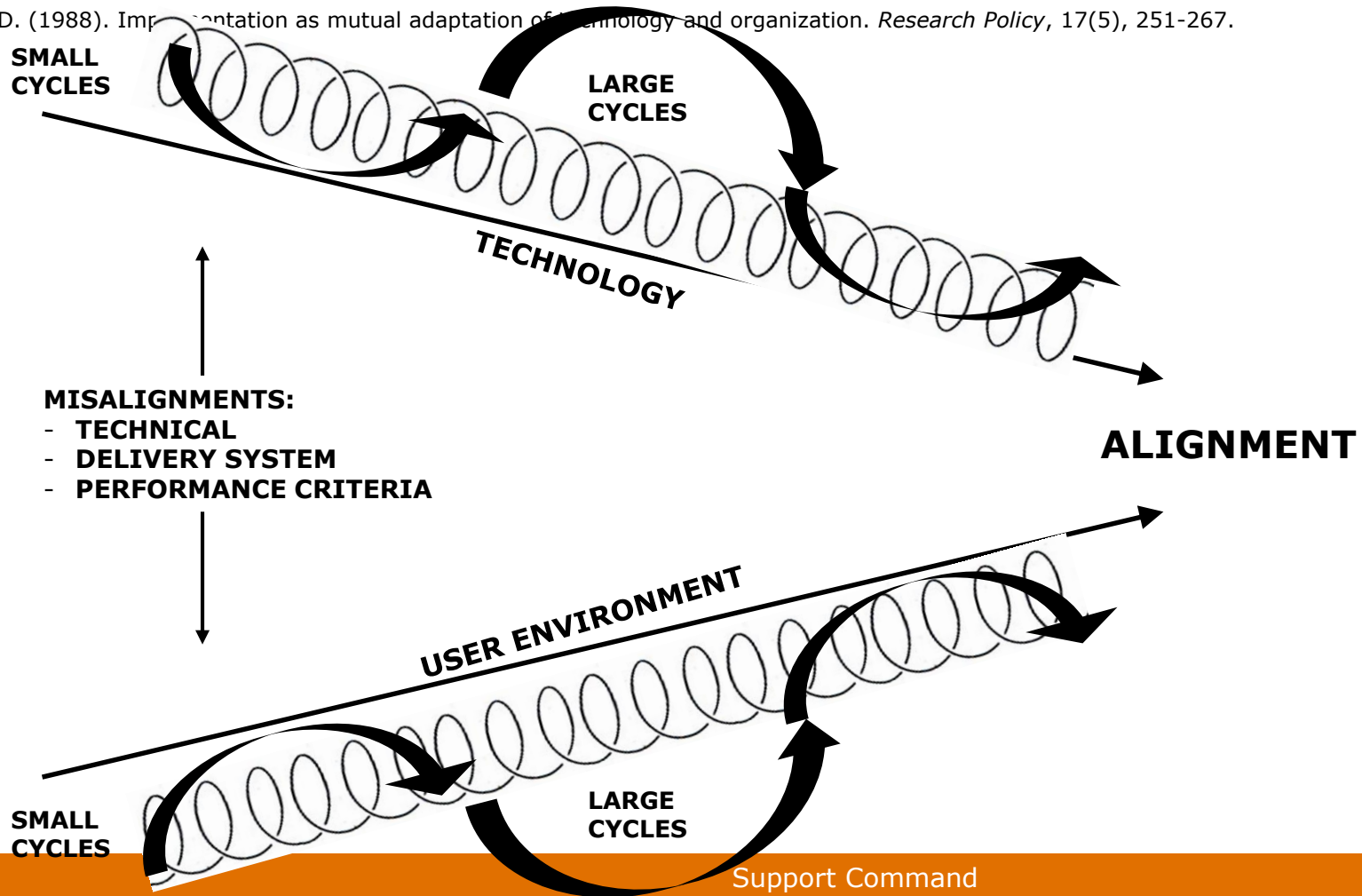
Eens in de zoveel tijd duikt de vraag op, of het niet zinvol is om de dienstplicht weer in te voeren. Ook nu na het uitbreken van de oorlog in de Oekraïne. Het kabinet zet in op goede arbeidsvoorwaarden om goed personeel binnen te halen. Maar vooralsnog is dat personeel er niet.

*Zou het dan niet zinvol kunnen zijn om (een gedeelte van) het extra geld dat de krijgsmacht van het kabinet heeft gekregen te gebruiken om de dienstplicht weer in te voeren – bijvoorbeeld volgens het "Zweedse model"?*



# Technology management & the military

Leonard-Barton, D. (1988). Implementation as mutual adaptation of technology and organization. *Research Policy*, 17(5), 251-267.







## Hoe ondersteunt Nederland Oekraïne?

### Materieel:

- Gevechtshelmen, scherfvesten, etc.
- Stinger, *Panzerfaust*
- Brandstof
- Gevechtsvoertuigen
- Pantserhouwitser

### **Totaal voor bijna €1 miljard**

- M€ 697 aan vervangingswaarde (claimbaar bij MinFin en EU)
- M€ 120 steunpakket voor T-72 tanks (met VS en Tsjechië)
- M€ 100 via '*International Fund for Ukraine*' -> industrie



## Hoe ondersteunt Nederland Oekraïne?

### Training (internationaal verband):

- Pantserhouwitsers (met DUI)
- Interflex (met UK) -> *basic infantry training* (5 wkn) voor 10.000 UKR in 2022

### Noodhospitaal:

- IC-unit + voertuigen + middelen (met EST en NOO)

### Trident Justice 1 en 2:

- Nederlands Forensisch- en Opsporingsteam m.b.t. oorlogsmisdrijven (Kmar); tbv ICC
- 3e missie volgt in 2023



## Make buy or ally?

- Welke middellange termijn gevolgen heeft het continueren van de wapenleveranties op de inzetbaarheid van de krijgsmacht?
- Wat is de beste strategie op middellange termijn op te volgen?
- Wat zijn slimme verwervingsstrategieën die de kosten-opdrijvende factoren beperken.



## Economische sancties: NL en Rusland





## Handel Rusland Nederland

Jaar	Import (mld)	Export (mld)	Handelsbalans
2014	18,2	6,3	- 11,9
2015	13,9	4,2	- 9,7
2016	13,7	4,3	- 9,4
2017	15,2	5,4	- 9,8
2018	17,2	5,4	- 11,8
2019	15,6	6,4	- 9,2
2020	9,5	6,0	- 3,5
2021	18,5	6,6	- 11,7
2022 (jan-okt)	18,8	3,0	- 15,8
CBS (2022)			



## Minerale brandstoffen

Jaar	Import (mld)	% Import
2014	16,3	89,5%
2015	12,4	89,2%
2016	12,0	87,2%
2017	13,4	88,2%
2018	15,1	87,8%
2019	14,1	90,3%
2020	8,2	86,3%
2021	16,2	87,6%
2022 (jan-0kt)	16,8	89,4%
CBS (2022)		



Zijn de economische sancties van Nederland tegen Rusland effectief te noemen?

- Zo ja, waarom wel?
- Zo nee, waarom niet?



Ministerie van Defensie

TRACK MANAGING & ORGANISING IN THE MILITARY (20 EC)	TRACK WAR STUDIES (20 EC)	TRACK INTELLIGENCE & SECURITY (20 EC)
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Strategizing and Organizing	Deterrence & Coercive diplomacy	Intelligence Organizations and their Cultures

Track:

Intelligence & Security

Bob van der Meulen  
Justin Smael





## About me: Bob

### Education

- BSc Public Administration
  - Internship at Ministry of Defence – Cluster National Security & Cyber
  - Thesis about the attention for cybersecurity within the Dutch government

### Work

- Royal Netherlands Navy
  - Supporting different naval units
  - Change management & leadership

### Initial choice for MSS

- More specialized and practical knowledge on war and the role of intelligence

### Why the Intelligence & Security track?



## About me: Justin

### Education

- Master of Law – Information Law
  - Elective on International Law of Military Operations
  - Thesis about the ISS Act 2017

### Work

- Deloitte
  - Risk Advisory: Digital Risk Solutions
- Royal Netherlands Air Force
  - Thesis student

### Initial choice for MSS

- Gain more insight in the armed forces and its operations

### Why the Intelligence & Security track?



# Intelligence & Security

## Year 1

- Intelligence Organizations and their Culture
  - The basics of intelligence
  - Different intelligence organizations
  - Grading: Duo presentation & take-home exam
- Intelligence and its Environment
  - Offering a theoretical foundation for intelligence studies as a scientific field
  - Law, ethics, oversight and intelligence failures
  - Grading: Two short essays & research essay



# Intelligence & Security

## Year 2

- Data and Technology in Intelligence
  - Focus on the tools used in intelligence
  - Data Science, Biometric data and Artificial Intelligence
  - Grading: Different assignments & research essay
- International Intelligence Cooperation
  - Understanding cooperation in the field of intelligence
  - Case driven: Five Eyes, NATO, EU and UN
  - Grading: Presentation of a paper review & research essay
- Elective: Cyber Security & Cyber Operations



## Experiences from a civil student

- part of a highly motivated class with various backgrounds =>
- Learning from fellow students
- Gain insights in Defense as an organization
  
- Study an unique combination of subjects related to concepts of power, information and technology
- Building a network (useful after your degree)



## Life after MSS I&S

- Intelligence organizations (AIVD/MIVD)
- *Rijkstraineeprogramma*
- Armed forces: Intelligence Officer (i.e. with air force or navy)
- Ministries: Foreign Affairs, State, Justice & Security or even Social Affairs!
- Local: Police
  
- Conclusion:
  - very diverse,
  - depending on your own interest and any possible specialization



Ministerie van Defensie

Track:

War Studies

Jeroen Appel

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## About me: Jeroen

### Education

- Electrotechnics
- Computer Science

### Work

- Dutch Defense – Health Care Organisation

### Initial choice for MSS

- More specialized and practical knowledge on the operational domain

### Why the War Track?





# Regular and operational care

Aan Militairen en burgers

Aan Militairen

Aan Militairen

## Reguliere zorg



Geïntegreerde zorg:  
preventieve, curatieve en  
bedrijfsgenees-kundige zorg

MOBIEL UITGESTEGEN	STATISCH	ONTPLOOID	MOBIEL	UITGESTEGEN
INZET ONDER NATIONALE WETGEVING		EXPEDITIONAIRE INZET ONDER MISSIEMANDAAT		

## Operationele zorg

NATO Allied Joint Doctrine for Medical Support 4.10

- I. Command and Control (C2)
- II. Communications and Information Management
- III. Force Health Protection (FHP)
- IV. Military Healthcare (MHC)
- V. Medical Evacuation (MEDEVAC)
- VI. Medical Logistics (MEDLOG)

Role 4	Role 3/Role 2	Role 1	Role 0

Aan Militairen



Ministerie van Defensie

1st year

Michelle Hogendoorn  
Koen de Wolf

THESIS (15 EC)			
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Strategizing and Organizing	Deterrence & Coercive diplomacy	Intelligence Organizations and their Cultures	
Compulsory Core Courses (20 EC)			
Research Methods in Military Strategic Studies		War, Defence & Society	
War & Warfare in the (post)Modern World		Contemporary Security & Strategy	



## About me: Michelle

### Education & more 😊

- BSc Public Administration Organization Sciences
  - Minor Development studies
  - Minor Spanish Culture and Language
- Internship At PWC (auch)

### Volunteering Refugee Camp in Greece (Athens)

- Minor Sustainability Management and Innovation
- Hons. Program VU: several courses in political science



## Why my Choice for MSS

- stimulated to think about the overarching aspects, both the army, the society & politics are involved
- My preference: IR, but then I heard about this Master



## If you are not an officer?



- You learn to think on a strategic level about issues in which the military instrument plays an implicit and explicit role. Both as a military- as a civil student
- With the perspective of both civilian and military, this leads to interesting discussions and dialogues in the lecture hall
- Also with a background that is non-military, security studies or International Relations, as myself having a background in social sciences I experience this as an enrichment and not as a limitation





Within this environment you are motivated to think at a higher strategic level and open to contribute your own experiences



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| Jeroen Appel  |            |           |
| Michelle Hogendoorn & Koen de Wolf  |            |           |
| 4. Application, Selection & Admission   | (Ducheine) | 15'       |
| 5. Questions plenary  | (all)      | 15'       |
| 6. Questions individual & drinks  |            |           |



## Application, Selection & Admission

**Application** → Admissibility → Selection → Admission

- Request for application form → [master.mss@mindef.nl](mailto:master.mss@mindef.nl)
- Filled in application form (+ appendices) →

Faculty Office  
Master MSS  
'Application Master MSS 2023'  
PO box 90002  
4800 PA BREDA  
The Netherlands

- Application period closes on May 31, 2023





## Application, Selection & Admission

Application → **Admissibility** → Selection → Admission

- Admissibility (Board of Examiners):
  - Relevant University (WO) Bachelor, or Master (Art. 6 TER)
  - MoD: support OPCO
  - **English** language skills
  - **Non-native Dutch:** (academic) passive skills – test (TBD)



## Application, Selection & Admission

Application → **Admissibility** → Selection → Admission

- Language: art. 7 TER → For all
  - Test of English as a Foreign Language (TOEFL)
    - Internet Based (TOEFL iBT) > 88 points
    - Computer Based (TOEFL CBT) > 232 points
    - Paper Based (TOEFL PBT), > 575 points
  - International English Language Testing System (IELTS)
    - Academic > 6,5
  - Cambridge Certificate
    - Advanced English (CAE) > 58 / Grade C
    - English Qualifications C1 Advanced or higher
    - Proficiency in English > 45 / b low Grade C
  - 100% native English Ba/Ma in-residence university program
  - **Conditional admission**



## Application, Selection & Admission

Application → Admissibility → **Selection** → Admission

- Selection (Programme Board): June
  - Motivation & Grades
  - Relevant post-graduate experience
  - Educational background ratio
  - Cohort & Track composition
    - 3 tracks: 3 \* 15 students (min. 8)
    - 45 students & max 5 overflow
    - Mix Group I – II (MOD/non-MOD student ratio)
    - 1<sup>st</sup> and 2<sup>nd</sup> Track choice
- **Security Clearance (VGB) / NL certificate a 'Certificate of Good Conduct' (VOG)**



## Application, Selection & Admission

Application → Admissibility → Selection → **Admission**

- Admission (Programme Board): Early July
  - Conditional: Language certificate (**After admission, NLT 1<sup>st</sup> Exam**)
  - Conditional: your Ba degree!
- **Contract & fee: Group II: one-off Benchmark 1-9-2023**
  - Bachelor € 2.314 per year (*wettelijke voltijdscollegegeldtarief 23-24*)  
module = € 100 per EC
  - Master € 4.628 per year (*2x wettelijke voltijdscollegegeldtarief*)  
module = € 200 per EC

NLDA is geen OCW instelling → geen mogelijkheid tot verrekening van collegegelden zoals gebruikelijk bij civiele universiteiten



## Programme

- |   |            |           |
|---|------------|-----------|
| 1. Opening  | (Arnold)   | 19.00 hrs |
| 2. Master Programme Headlines   | (Ducheine) | 30'       |
| <ul style="list-style-type: none"><li>• Goal and Target Audience</li><li>• Curriculum and Core Courses</li><li>• Literature, Content, Study-load, Assessments</li></ul> |            |           |
| 3. Track courses & Experiences  |            | 45'       |
| <ul style="list-style-type: none"><li>• MOM</li><li>• I&amp;S</li><li>• WS</li><li>• 1<sup>st</sup> year</li></ul>  |            |           |
| Robert Beeres   |            |           |
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