

General syllabus for PhD studies in Leadership and Command & Control

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| Short Summary | Describes the content and structure of the doctoral program, objectives, eligibility requirements, call and admission procedures as well as the assessment and selection criteria for admission. |

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General syllabus for PhD studies in Leadership and Command & Control

1. Validity

The Swedish version of this general syllabus for PhD studies in Leadership and Command & Control (*Allmän studieplan för utbildning på forskarnivå i ledarskap och ledning, Ö 771/2023*) was approved by the Research and Education Board (Forsknings- och utbildningsnämnden, FoUN) on 06/02/2024. The general syllabus is valid from 21/02/2024.

2. Subject description

The subject of Leadership and Command & Control is the scientific study of leading, meaning the actions taken to direct, coordinate resources, and influence an individual or a group to achieve a common goal. This field focuses on the individual, organizational, and interorganizational factors that contribute to the processes through which common goals can be attained.

Leadership and Command & Control is a social science that draws upon and develops knowledge from behavioral science and design science. It has its empirical foundation in the needs and challenges that are typical, and to some extent common, for actors and organizations within defense, crisis management, and security. Within this subject, issues such as the significance of stressful conditions, leadership and Command & Control theory, leadership development, collaboration, crisis management, design of management systems, team dynamics, and selection processes are studied. There is also a strong interest in gender, methodology, and ethical issues within the field.

3. Programme objectives

Admission to the PhD programme in Leadership and Command & Control is exclusively for studies ending with the completion of a doctoral or licentiate degree. A doctoral student in Leadership and Command & Control may obtain a licentiate degree as a step in their PhD Studies. A licentiate degree is not compulsory for a doctoral degree (doctorate).

3.1 Doctorate

A doctorate in Leadership and Command & Control is achieved upon completion of the doctoral education of 240 ECTS credits at the PhD level.

Knowledge and understanding

To obtain a doctorate, the doctoral student shall:

- demonstrate broad knowledge within the research area and a systematic understanding thereof, as well as in-depth and up-to-date specialised knowledge within a defined area of the research field, and
- demonstrate familiarity with scientific methodology in general, and with the methods of the specific research area in particular.

Competence and skills

To obtain a doctorate, the doctoral student shall:

- demonstrate the ability to conduct scientific analysis and synthesis, as well as independently and critically review and assess new and complex phenomena, issues and situations,
- demonstrate the ability to critically, independently and creatively identify and formulate issues in a scientifically precise manner, as well as to plan and conduct research and other advanced tasks using relevant methods within predetermined time frames, and to review and evaluate such work,
- in a doctoral thesis, demonstrate their ability to significantly contribute to the development of knowledge through their own research,
- demonstrate the ability to authoritatively present and discuss research and research results in dialogue with the scientific community and society in general, in both national and international contexts, orally and in writing,
- demonstrate the ability to identify the need for further knowledge, and
- demonstrate the prerequisites for conducting both research and education and the ability to convey these skills in professional contexts to contribute to the development of society and to support the learning of others.

Criteria

To obtain a doctorate, the doctoral student shall:

- demonstrate intellectual independence and scientific probity, as well as the ability to assess and comply with research ethics, and
- demonstrate insight into the possibilities and limitations of research, its role in society and the responsibility of the individual for how it is used.

Scientific thesis (doctoral thesis)

For a doctorate in Leadership and Command & Control, the doctoral student must have received a passing grade on a scientific thesis (doctoral thesis) of 165 ECTS credits.

3.2 Licentiatexamen

A licentiate degree is achieved once the doctoral student has completed an education of at least 120 ECTS credits at the PhD level.

Knowledge and understanding

To obtain a licentiate degree, the doctoral student shall:

- demonstrate knowledge and understanding in their field of research, including relevant specialist knowledge within a defined part of this field, as well as in-depth knowledge of scientific methodology in general and the methods of the specific research area in particular.

Competence and skills

To obtain a licentiate degree, the doctoral student shall:

- demonstrate the ability to critically, independently and creatively identify and formulate issues in a scientifically precise manner, as well as to plan and conduct limited research work and other advanced tasks using adequate methods and within predetermined time frames (thus contributing to knowledge development), and to evaluate this work,
- demonstrate the ability to clearly present and discuss research and research results in dialogue with the scientific community and society in general, in both national and international contexts, orally and in writing, and
- demonstrate the skills required to independently participate in research and development work and for employment in other related capacities.

Criteria

To obtain a licentiate degree, the doctoral student shall:

- demonstrate the ability to conduct research ethics assessments in their own research,
- demonstrate insight into the possibilities and limitations of research, its role in society and the responsibility of the individual for how it is used; and
- demonstrate the ability to identify the personal need for further knowledge and take responsibility for their ongoing learning.

Scientific essay

For a licentiate degree, the doctoral student must have received a passing grade on a scientific essay of 60 ECTS credits.

4. Eligibility and admission requirements

To be admitted to a PhD programme, the applicant must:

- possess basic eligibility and meet such specific admission requirements as stipulated by the Swedish Defence University, and
- be deemed to possess general abilities necessary to benefit from the education programme to which they have applied.

4.1 Basic eligibility

To be considered to possess basic eligibility for PhD education, the degree candidate must have:

- completed a postgraduate degree,
- completed course requirements of at least 240 ECTS credits, including at least 60 ECTS credits at the postgraduate level, or
- acquired essentially equivalent knowledge in some other way, within Sweden or abroad.

Decisions regarding exemptions from the requirement of basic eligibility are rendered by the Research and Education Board (Forsknings- och utbildningsnämnden, FoUN), guided by proposals from the Subject Council.

4.2 Specific admission requirements

Specific admission requirements for admission to PhD Studies in Leadership and Command & Control include:

- the completion of course requirements of at least 30 ECTS credits at the postgraduate level, within the primary field of Leadership and Command & Control or an equivalent area of study,
- a passing grade on an independent thesis (degree project) in Leadership and Command & Control or an equivalent work of at least 15 ECTS credits at the postgraduate level, and
- the completion of course requirements of an additional 90 ECTS credits in subjects relevant to the course.

An upper-secondary/high school grade equivalent to English 6 constitutes another specific admission requirement. Applicants who do not have grades from a Swedish upper-secondary school require a certificate of eligibility equivalent to English 6 from an internationally accepted language test (the TOEFL, IELTS or Cambridge ESOL).

Any decisions regarding equivalency in the specific admission requirements are made by the Research Director, guided by proposals by the Subject Council.

5. Calls for applications and admission

Decisions regarding the admission of applicants to the PhD programme in Leadership and Command & Control are made by the Research Director, guided by proposals from the Advisory Board for Leadership and Command & Control Subject Council.

In years in which admissions occur, the following generally applies:

- The advertisement of a doctoral student vacancy is initiated by the Advisory Board for Leadership and Command & Control at the Swedish Defence University.
- The announcement will normally be made in June, with admission in January the following year. Under special circumstances the announcement can also occur in January with admission in August.

- The Advisory Board for Leadership and Command & Control prepares the text of the advertisement, which is determined by the Research Director.
- The announcement is published on the website of the Swedish Defence University and on other appropriate channels.
- Applications must be submitted to the registry of the Swedish Defence University no later than the date specified in the advertisement. The application must be accompanied by a research plan, previous scientific work and documentation attesting to the applicant's qualifications, and any other merits relevant to the programme.
- Following the review and ranking of applicants by the Advisory Board for Political Science (and interviews, if deemed necessary), the Research Director renders a decision regarding admission.

5.1. Bases of assessment and selection criteria

The selection of applicants who meet the eligibility requirements is made in consideration of their ability to benefit from the educational programme in question. The following grounds for assessment are applied:

- the relevance and originality for the subject Leadership and Command & Control,
- the scientific quality of previous work, and relevant studies,
- the scientific quality and feasibility of the research plan, and
- other merits relevant to the program, including the demonstrated ability to execute tasks within given time frames.

The selection is based on a weighted assessment of the above. As a basis for the assessment of the scientific quality of previous work, one or more independently authored essays or equivalent material are required (written in Swedish or English or translated into one of these languages).

6. The content and structure of the programme

The program is planned in such a way that the doctoral studies require four academic years for doctoral students who devote themselves to their PhD education on a full-time basis. Overall, this corresponds to approximately 6,800 hours of work. If departmental duties are added, additional time (beyond the approximately 6,800 hours) should be allotted for these activities. At minimum, doctoral studies must be conducted on a 50% basis, in which case they may entail a maximum of eight years for a doctorate and four years for a licentiate degree.

The PhD programme in Leadership and Command & Control consists of a course component of 75 ECTS credits and a thesis component comprising 165 ECTS credits. Once 120 ECTS credits have been earned (60 ECTS for courses and 60 ECTS for scientific work), it is possible to obtain a licentiate degree. In addition to this, participation in several of the subject's and area's seminars are sought during the entire education.

All doctoral students who are admitted to the PhD programme in Leadership and Command & Control shall follow the current general syllabus. Possible collaborations with other higher

education institutions, individual doctoral students' participation in a graduate school, or externally financed projects can only affect such individual differences in the education programme as are documented in the individual study plan.

Details regarding how the studies are structured are determined in section 6.3, as well as in the individual study plan.

6.1 Individual study plan

Individual study plans shall be established for all active doctoral students in Leadership and Command & Control. The individual study plan includes the commitments of the Swedish Defence University and the doctoral student, a financing plan and a timetable for the doctoral student's education. The plan is determined by the Research Director following consultation with the doctoral student and their educational supervisor and immediate work supervisor.

The individual study plan is to be followed up on at least once every year following consultation with the doctoral student and their educational supervisor and immediate work supervisor, with alterations by the Swedish Defence University to such extent as necessary.

For details on the preparation, management and follow-up of individual study plans, please refer to Chapter 6, §§ 29 and 30 of *the Swedish Higher Education Ordinance*, as well as the *Guidelines for Individual PhD Study Plans* at the Swedish National Defence University.

6.2 Supervision and other resources

At least two supervisors are appointed for each doctoral student at the start of the program or within five months of their studies, and one of them is appointed as the student's primary supervisor. Supervisors are appointed by the head of the department, guided by proposals by the Advisory Board for Leadership and Command & Control. The primary supervisor shall be a professor or docent and be employed at the Swedish Defence University. The assistant supervisor must hold a doctorate. Both must have undergone doctoral supervisor training. The director of PhD studies holds the responsibility for overseeing the selection of supervisors.

Doctoral students shall be allowed to change supervisors upon request. Any request for a change of supervisor shall be submitted to the Director of Studies for the Doctoral Program, who will prepare the case for a decision by the head of department. In cases where the Director of Studies is the supervisor of the doctoral student, this request shall be submitted to the head of the department.

The doctoral student is entitled to:

- a minimum of 80 hours of supervision per year (for full-time studies) and
- a workplace, computer, telephone and other such resources and facilities at the Swedish Defence University deemed necessary for their studies.

The doctoral student has the right to supervision and other resources during their education, unless the Chancellery (with the support of Chapter 6 § 30 HF) of the Swedish Defence University decides otherwise.

If a doctoral student significantly breaches their obligations under the individual study plan, the Chancellery of the Swedish Defence University may determine that the doctoral student shall no longer have the right to supervision and other resources for their education.

6.3 Courses and examinations

Exams included in the doctoral education program are assessed with the grades pass or fail. Courses and reading courses can be taken at the Swedish Defence University or at another university within or outside of the country. Courses given at the Swedish Defence University must have established syllabi. The examiner for a course at the Swedish Defence University must be a teacher who has been approved as an examiner at the doctoral level by the Research and Education Board. The forms of examinations appear in the syllabi.

Both the doctorate and licentiate degrees have mandatory courses covering 37.5 ECTS credits. These include the following courses:

- Frontiers in Leadership and Command & Control Studies (10 ECTS).
- Methods and research design in the study of Leadership and Command & Control (20 ECTS).
- Research in Sensitive Contexts: Ethics and Secrecy (7,5 ECTS).

Additional courses are chosen in consultation with the supervisor and are continuously planned in the individual study plan. Selected courses should fulfil the degree's objectives.

6.3.1 Credit transfer

PhD students may transfer a maximum of 37,5 ECTS credits from postgraduate courses (for which they received a passing grade) in social sciences subjects relevant to the PhD education program at hand. Any transferred credits may not be included in the eligibility requirements already applied at the time of admission.

Credit transfers may also be made for PhD education at another institution of higher education.

The doctoral student requesting credit transfer shall apply for a credit transfer to the Director of PhD Studies. Extracts from Ladok must be attached to the application. The Director of Studies may request additional information, such as course syllabus and required reading lists.

Upon approval, the funded period of the education program is shortened according to the principle of one week per 1.5 transferred credits.

6.3.2 Other compulsory elements

Participation in subject and area-specific seminars is compulsory throughout the education period. A thesis proposal ought to be presented at a seminar sometime after the first year of

doctoral studies. About two years from when the doctoral studies commence, the thesis text shall be presented by the doctoral student at a mid-program seminar. For a licentiate thesis, this constitutes the final seminar. In the final year of study, manuscripts are presented in which all parts of the thesis are evaluated in a final seminar. Researchers both within and outside the Department of Leadership and Command & Control at SEDU will be invited and an external opponent will be selected and provided with remuneration.

Participation in research conferences with participants from other higher education institutions is desirable. Prior to their public defence of their doctoral thesis, the doctoral student must have presented a paper at a minimum of one international research conference relevant to Leadership and Command & Control.

Guidelines for the seminars can be found in the document “Genomförandeplan för forskarutbildning i ledarskap och ledning” (Implementation plan for doctoral education program in Leadership and Command & Control).

6.4 Doctoral thesis and public defense

To receive a doctorate, the doctoral student must receive a passing grade on their doctoral thesis. The thesis shall be presented and defended orally in public. The public defence must be attended by an opponent who is not active at the Swedish Defence University. The opponent must be a professor or docent (or possess corresponding docent competence, in case of foreign universities).

The doctoral thesis is defended at a public defence and given the grade ‘Pass’ or ‘Fail’. The grade is determined by a grading committee appointed for each doctoral thesis. The grading committee consists of three members as well as one supplement (all of whom have at least docent competence). Two members must come from SEDU: one from the department for Leadership and Command & Control and one from another SEDU department. The remaining two members must be external to SEDU. More than one gender shall be represented on the grading committee, unless the Research and Education Board (Forsknings- och utbildningsnämnden, FoUN) considers that special reasons exist that exempt it from this requirement.

The grading deliberations are chaired by a chairperson appointed by the grading committee. Supervisors and opponents have the right to participate in the deliberations of the grading committee, but do not participate in the grading decision. The grading committee is appointed by the Research and Education Board (Forsknings- och utbildningsnämnden, FoUN), guided by a proposal from the Director of Studies.

The thesis may take the form of either a monograph or a compilation thesis. In the case of a compilation thesis, the introductory summary (introductory chapter) shall include a problem formulation, purpose, possible questions/issues to be addressed, and a thorough critical discussion of methodology and theory.

If the compilation thesis includes co-authored parts, then the parts to which the student has contributed must be specified in terms of both their scope and content.

In the case of a compilation thesis, at least two papers must be accepted for publication by a peer-reviewed journal or publisher which is also listed as eligible by the Swedish Defence University, as well as one or two additional texts deemed publishable. The number of papers is specified in the individual study plan. In case of co-authorship the student should be the head author in at least two papers and specify their own as well as the co-author's individual contribution. In the assessment of the required scope of a compilation thesis, the nature of the thesis shall be considered.

The thesis may be written in Swedish or English. The public defence may be conducted in Swedish or English. Doctoral theses written in Swedish should have a summary in English and vice versa.

Doctoral theses are assessed with a grade of 'Pass' or 'Fail'. Both the content of the thesis and its public defence are considered when determining a grade

6.5 Licentiate thesis and licentiate seminar

For a licentiate degree, passing grade on a licentiate thesis is required. Such theses are assessed with a grade of either 'Pass' or 'Fail'. The examination occurs in connection with a licentiate seminar, with an opponent who is a docent or professor and not active at the Swedish Defence University. The thesis shall be made available to the Swedish Defence University well ahead of the seminar. A grading committee consisting of the opponent and a professor or docent working at the Swedish Defence University determine a grade for the thesis. Both genders shall be represented on the grading committee, unless the Research and Education Board (Forsknings- och utbildningsnämnden, FoUN) considers that special reasons exist that exempt it from this requirement.

The supervisor may not participate in the determination of the grade but has the right to participate in deliberations prior to the grading decision. The grading committee is appointed by the Research and Education Board (Forsknings- och utbildningsnämnden, FoUN), guided by a proposal from the Director of Studies.

The licentiate thesis may take the form of either a monograph or a compilation thesis. In the case of a compilation thesis, the introductory summary (introductory chapter) shall include a problem formulation, purpose, possible questions/issues to be addressed, and a thorough critical discussion of methodology and theory. If the compilation thesis includes co-authored parts, then the parts to which the student has contributed must be specified in terms of both their scope and their content.

In the case of a compilation thesis, at least one article must be accepted for publication by a peer-reviewed journal or publisher which is also listed as eligible by the Swedish Defence University, as well as one additional text deemed publishable.

In case of co-authorship the student should be the head author in at least one paper and specify their own as well as the co-author's individual contribution. In the assessment of the required scope of a compilation thesis, the nature of the thesis shall be considered.

The thesis may be written in Swedish or English. The licentiate seminar may be conducted in Swedish or English. Licentiate theses written in Swedish should have a summary in English and vice versa.

Licentiate theses are assessed with a grade of 'Pass' or 'Fail'. Both the content of the thesis and its public defence are considered when determining a grade.

Texts that have been included in a licentiate thesis may be included as part of a doctoral thesis.

7. Transitional rules

If this study programme is no longer available, or the programme's content has changed significantly, the doctoral student is entitled to be examined on courses within the programme once per semester over a period of six semesters. During this period the restrictions specified in course syllabi apply.

8. Miscellaneous

Doctoral students are covered by the Swedish Defence University's systematic work environment management and gender equality and equal opportunities policies. The university has a committee for gender equality and equal opportunities, as well as a health and safety committee that monitors regulatory compliance and ensures that systematic work environment management is developed and that managers receive training on an ongoing basis. The Swedish Defence University works continuously to ensure gender equality and integration, and this work is coordinated by a specific function. Teachers strive to ensure the inclusion of course literature by both male and female authors on every course, and to apply a gender perspective to all education.

The Swedish Defence University works continuously with the internationalisation of its education programs. Internationalization is supported through English-language course, if funding is available.

Doctoral student participation is ensured through doctoral student representatives on subject and study programme committees. Doctoral students also carry out course evaluations. In addition, the director of studies for the doctoral program also participates in the subject committee.