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NAVAL WAR COLLEGE NIGERIA



SYNOPSIS OF COMMAND LEVEL OFFICERS' COURSE 9

29 SEPTEMBER - 23 OCTOBER 2026

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FOREWORD

I am pleased to present this Synopsis of the Command Level Officers' Course (CLC), which provides a clear overview of the Course content, objectives and expected learning outcomes. The Synopsis brings together the various aspects of the CLC syllabus and provides participants with a useful guide to the intellectual and professional demands of the Course. The syllabus has been structured to broaden participants' knowledge and understanding of issues relevant to command and leadership, while preparing them for the responsibilities associated with higher appointments in the Nigerian Navy. It is also intended to serve as a useful reference for Directing Staff and resource persons in the delivery of the Course. I am confident that the effective use of this Synopsis will contribute to achieving the objectives of the Course and further prepare participants for the effective discharge of their responsibilities in command appointments, afloat and ashore.

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“The one quality that can be developed by studious reflection and practice is the leadership of men.”

- Dwight D. Eisenhower

COURSE SYLLABUS

FOCUS

1. The focus of the Command Level Officers' Course (CLC) is the development of communications skills, self-awareness, ethical skills, teamwork and command climate to improve the overall effectiveness in the triad of Command, Leadership and Management. The course content of the CLC has been developed and guided by the course objectives.

COURSE OBJECTIVES

2. The Training Objective of the CLC is to prepare selected officers for command responsibility in order to improve the quality of command and leadership afloat and ashore. Accordingly, the derived Enabling Objectives are as follows:

- a. Examine the responsibility, authority and accountability of a Commanding Officer.
- b. Create a command philosophy and vision.
- c. Develop effective leadership skills.
- d. Develop ethical standards and professionalism.
- e. Develop self-awareness skills.
- f. Develop effective communication skills.
- g. Develop teamwork.
- h. Explain professional and personal expectations.

COURSE CONTENT

3. The planned duration of the CLC is 3 weeks. The programme comprises a total of 26 lectures, 3 training visits, a book review to be conducted as a Socratic Seminar, an individual presentation and a group consolidation exercise. The lectures will be delivered through 67 lecture periods (about 50.25 hours) by carefully selected senior officers and civilian resource persons. In addition, 22 periods (10.5 hours) will be devoted to syndicate discussions and workshop sessions to facilitate deeper engagement with the subjects covered. The programme is designed to provide participants with a balanced combination of formal instruction, practical exposure, individual assessment and collaborative learning.

EMOTIONAL INTELLIGENCE AND PERSONNEL MANAGEMENT: OPTIONS FOR COMMANDERS IN THE NIGERIAN NAVY

BACKGROUND

1. Emotional intelligence (EI) is an important aspect of effective leadership and personnel management. It involves the ability to recognise, understand and manage one's emotions, while also appreciating and appropriately responding to the emotions of others. EI has implications for leadership behaviour, interpersonal relationships, teamwork, conflict management, motivation and overall organisational effectiveness.

2. For commanders, understanding the emotional and interpersonal dimensions of leadership is essential for building cohesive teams, maintaining morale and discipline, managing conflict and developing personnel. The lecture will introduce participants to the concepts and theories of EI and examine their application to personnel management, with emphasis on how commanders can use EI to enhance leadership effectiveness and achieve organisational objectives.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Understand the concept of emotional intelligence and personnel management.
- b. KLP 2 - Understand the components and importance of emotional intelligence to personnel management.
- c. KLP 3 - Apply emotional intelligence to personnel management in the NN.
- d. KLP 4 - Identify challenges of emotional intelligence to personnel management for commanders in the NN.
- e. KLP 5 - Identify options in applying emotional intelligence towards enhanced personnel management for commanders in the NN.

PROBLEM-SOLVING AND COMMAND DUTIES IN THE NIGERIAN NAVY: CREATIVE THINKING IN FOCUS

BACKGROUND

1. Creative thinking involves generating new insights, perspectives and approaches to address problems and challenges. In a constantly changing operational environment characterised by uncertainty and resource constraints, the ability to think creatively can help military leaders develop practical solutions and adapt established approaches to emerging challenges.

2. For commanders, creative thinking is particularly relevant to problem-solving, decision-making and the effective employment of personnel and resources. It encourages commanders to question assumptions, examine problems from different perspectives, break from unproductive patterns and develop innovative options for action.

3. The lecture will introduce participants to key concepts and approaches to creative thinking and examine their application to problem-solving and command. It will also consider how creative thinking can be applied to enhance decision-making and support the attainment of organisational objectives.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Understand the concept of creative thinking and be able to explain its essence as a commander.
- b. KLP 2 - Identify the need to develop creative thinking skills (analysis, interpretation and evaluation).
- c. KLP 3 - Apply the skills for a creative/bold decision-making process in problem-solving and their relevance to command duties in the NN.
- d. KLP 4 - Understand creative thinking techniques and their application to command duties in the NN.
- e. KLP 5 - Identify barriers to creative thinking in solving problems associated with command duties in the NN with their mitigating strategies.
- f. KLP 6 - Understand the need for a safe environment for risk taking to encourage creative thinking.

EFFECTIVE LEADERSHIP AND COMMAND IN THE NIGERIAN NAVY: ACTIVE LISTENING TECHNIQUES IN PERSPECTIVE

BACKGROUND

1. Listening differs from hearing in that it requires deliberate attention to understand and interpret what is being communicated. Active listening goes

beyond simply receiving information; it involves paying attention to the speaker's words, tone and non-verbal cues, while seeking to clarify and understand the message. For commanders, this is an important skill for effective communication, personnel management and the proper reception and transmission of orders and instructions.

2. Effective active listening enables commanders to better understand their personnel, identify concerns and potential problems, build trust and make informed decisions. The lecture will introduce participants to the principles and techniques of active listening and examine their application to leadership, command and personnel management, with emphasis on improving communication and contributing to mission success and personnel wellbeing.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Discuss the principles and techniques of active listening.
- b. KLP 2 - Identify the types of active listening.
- c. KLP 3 - Understanding verbal and non-verbal communication.
- d. KLP 3 - Identify the barriers and techniques to active listening.
- e. KLP 4 - Appreciate the usefulness of active listening techniques for effective leadership and command.

EFFECTIVE LEADERSHIP AND COMMAND IN THE NIGERIAN NAVY: ETHICAL REASONING TECHNIQUES IN PERSPECTIVE

BACKGROUND

1. Ethical dilemmas often arise in the course of leadership and decision-making, making it necessary for commanders to apply sound principles in

determining the most appropriate course of action. Ethical reasoning is the ability to identify, examine and evaluate the ethical dimensions of an issue before arriving at a decision. It enables leaders to balance competing values, obligations and interests while remaining guided by established laws, professional standards and organisational values. In the military context, ethical reasoning is particularly important in maintaining discipline, integrity, fairness and trust.

2. Ethical reasoning, alongside critical, creative and systems thinking, provides commanders with useful approaches to sound decision-making. The lecture will introduce participants to the concepts and techniques of ethical reasoning and examine their application to command and leadership, with emphasis on recognising ethical issues, evaluating available options and making decisions that uphold professional and organisational values.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Discuss the essence of ethical reasoning.
- b. KLP 2 - Enumerate the principles, theories and processes of ethical reasoning and develop well-reasoned arguments.
- c. KLP 3 - Understand the context of ethical reasoning in different organisational cultures.
- d. KLP 4 - Understand personal biases and assumptions that are part of human interactions and social upbringing.
- e. KLP 5 - Apply lessons for effective ethical decision-making process and evaluate consequences and implications for commanders in the NN.

**MILITARY AND MEDIA COOPERATION: A STRATEGIC
IMPERATIVE FOR SUCCESSFUL NAVAL OPERATIONS**

BACKGROUND

1. Military-media cooperation is an important component of effective communication during naval operations. The media plays a significant role in informing the public, shaping perceptions and influencing understanding of military activities. In an increasingly information-driven environment, naval operations can be affected not only by actions at sea but also by how those actions are communicated and perceived by the public and other stakeholders.

2. For commanders of ships and establishments, effective engagement with the media is therefore important for communicating operational activities, managing public expectations and promoting confidence in the NN. At the same time, commanders must balance the need for transparency with operational security and other legitimate information constraints. Poorly managed media engagement can create misunderstanding, expose sensitive information and undermine operational objectives.

3. The lecture will examine the role of the media in naval operations and the principles of effective military-media cooperation. It will also consider practical approaches for engaging the media, managing information and addressing challenges associated with media operations, with a view to enhancing public understanding and supporting the successful conduct of naval operations.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Understand the concept of military-media operations.

- b. KLP 2 - Discuss the impact of media operations on NN operations.
- c. KLP 3 - Discuss various means through which media operations are employed in NN operations.
- d. KLP 4 - Identify the possible challenges of military-media cooperation in support of naval operations.
- e. KLP 5 - Options for effective military-media cooperation for commanders in the NN.

LESSONS IN COMMAND: MY CAREER EXPERIENCE

BACKGROUND

1. In the course of their careers, officers encounter various leadership and command situations that require them to make decisions based on prevailing circumstances, available information and organisational demands. While some decisions produce the desired outcomes, others may provide valuable lessons from outcomes that were less successful. Reflecting on such experiences can therefore contribute to better judgement and more effective command.
2. The CLC seeks to prepare participants for the responsibilities of leading and managing personnel and resources. Accordingly, **Exercise My Career Experience** is designed to provide an opportunity for participants to share selected operational, leadership and management experiences and critically examine the decisions, actions and outcomes involved. The exercise will enable participants to draw practical lessons from these experiences and apply them to their future command responsibilities.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on

completion of the exercise be able to:

- a. KLP 1 - Analyse the complexity and divergent leadership, operational and managerial experiences of other participants.
- b. KLP 2 - Understand how mission clarity and focus can improve adaptability and resilience.
- c. KLP 3 - Understanding the importance of being technically and tactically proficient.
- d. KLP 4 - Taking responsibility for actions and understanding the importance of timely decision-making.
- e. KLP 5 - Identify various methods of tackling some command leadership challenges.
- f. KLP 6 - Draw lessons from leadership experiences.

ORGANISATIONAL GOALS AND EFFECTIVE COMMAND IN THE NIGERIAN NAVY: APPLICATION OF SYSTEMS THINKING

BACKGROUND

1. Systems thinking provides a holistic way of understanding organisations by examining the relationships, interactions and feedback that influence how different parts of a system function. Rather than treating problems as isolated events, it focuses on identifying patterns, underlying structures and interdependencies that contribute to recurring problems. This helps leaders to consider the wider effects of their decisions, identify possible points of intervention and develop solutions that address the causes of problems.
2. The application of systems thinking is particularly relevant to commanders operating in complex and interconnected environments, where decisions in one area may have effects on other areas. It encourages commanders to look beyond immediate issues, question assumptions, recognise interdependencies and consider the short- and long-term implications of their decisions. This can

contribute to better decision-making, effective use of resources and the achievement of organisational goals.

3. The lecture will introduce participants to the key concepts of systems thinking and examine their application to command and organisational goal attainment. It will also consider how systems thinking can assist commanders in understanding complex problems, identifying appropriate interventions and developing lasting solutions to organisational challenges.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Understand the concept of systems thinking.
- b. KLP 2 - Identify the need to develop systems thinking skills (analysis, interpretation and evaluation).
- c. KLP 3 - Understand systems thinking techniques and their application to command responsibilities and attainment of organisational goals in the NN.
- d. KLP 4 - Apply the skills for an effective decision making process and considering long term consequences.
- e. KLP 5 - Identify barriers to systems thinking in discharging command responsibilities and attainment of organisational goals in the NN.
- f. KLP 6 - Identifying feedback loops (both positive and negative) and how to change the systems.

**APPLICATION OF ARTIFICIAL INTELLIGENCE IN THE MILITARY:
NIGERIAN NAVY IN PERSPECTIVE**

BACKGROUND

1. The rapid development of emerging technologies such as Artificial Intelligence (AI), robotics and big data is changing the character of modern warfare and creating new opportunities to improve military effectiveness, efficiency and decision-making. Militaries are increasingly applying these technologies in areas such as intelligence analysis, surveillance, autonomous systems, predictive maintenance, logistics and cybersecurity. Their adoption, however, also presents operational, ethical, legal and strategic considerations that military leaders must understand.

2. For the NN, an appreciation of emerging technologies is important for identifying opportunities to improve operational capabilities and respond effectively to evolving maritime security challenges. The lecture will examine selected emerging technologies and their current and potential military applications, with particular focus on the NN. It will also consider the implications and challenges of adopting these technologies and the options available to commanders for their effective application in support of operational and organisational objectives.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Understand the different concepts of emerging technologies.
- b. KLP 2 - Appreciate the challenges and limitations of emerging technologies in the NN.

- c. KLP 3 - Understand the application of emerging technologies ethics and governance in the NN.
- d. KLP 4 - Discuss possible future directions of emerging technologies in the NN.

CONTEMPORARY ROLES OF THE NAVY IN JOINT OPERATIONS:
NIGERIAN NAVY IN PERSPECTIVE

BACKGROUND

1. Navies generally perform a range of military, constabulary and diplomatic roles in support of national interests. Ken Booth broadly categorised naval roles into military, policing and diplomatic functions. The military role involves the use and projection of force, while the policing role covers activities such as maritime law enforcement and support to national development. The diplomatic role includes the use of naval presence and other activities to advance national interests and strengthen international relations.
2. In the conduct of these roles, navies increasingly operate within joint and inter-agency environments, requiring close coordination with other Services and relevant maritime stakeholders. The NN, in particular, works with the NA, NAF and other agencies in addressing maritime security and broader national security challenges. For command-level officers, a sound understanding of the NN's roles in joint operations, its relationship with sister Services and the demands of the joint operating environment is essential for effective command and successful mission execution.
3. The lecture will examine the contemporary roles of the Navy in joint operations, with emphasis on the NN. It will consider the contribution of the NN to joint operations, the challenges of operating within a joint environment and the considerations for effective command and coordination in the execution of assigned tasks.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:
- a. KLP 1 - Give an overview of contemporary NN roles in joint operations.
 - c. KLP 2 - Identify the responsibilities of operational-level commanders in the discharge of NN roles in joint operations.
 - d. KLP 3 - Identify contemporary issues and challenges affecting the discharge of NN roles in joint operations.
 - e. KLP 4 - Discuss valuable strategies to mitigate likely challenges in the discharge of NN roles during joint operations.

CHIEF OF THE NAVAL STAFF STRATEGIC DIRECTIVES

BACKGROUND

1. The Chief of the Naval Staff Strategic Directive (CNS-SD) was introduced in July 2015 to provide strategic direction for the attainment of the Nigerian Navy Transformation (NNTP) Plan 2011–2020. Successive directives have since been issued to focus the efforts of the Service on priority areas and specific tasks aimed at developing a credible Navy capable of effectively and sustainably discharging its constitutional roles and assigned tasks. The current strategic direction of the Service is the **CNS-SD 2026–7** guiding the efforts of the Service towards the attainment of its strategic objectives.
2. The CNS-SD 2026-7 translates the strategic priorities of the Service into specific tasks and objectives for implementation by the various branches and units. The objectives are structured across the short, medium and long terms, providing commanders with clear areas of focus in the execution of their responsibilities. An understanding of the CNS-SD is therefore essential for commanders to align their activities, resources and decisions with the strategic

direction of the Service, particularly in a maritime environment characterised by evolving security threats and economic crimes.

3. The lecture will examine the purpose, structure and key priorities of the CNS-SD 2026-7, with emphasis on its implications for command. It will also consider the role of commanders in translating strategic direction into effective action and ensuring that assigned tasks contribute to the attainment of the NN's strategic objectives.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Explain the purpose of the CNS-SD 2026-7.
- b. KLP 2 - Discuss the key priorities of the CNS-SD 2026-7.
- c. KLP 3 - Identify the maritime security challenges faced by the NN in the maritime domain.
- d. KLP 4 - Determine the importance of Key Performance Indicators as tools for measuring the achievement of the 8 pillars of the CNS-SD 2026-7.
- e. KLP 5 - Identify the commander's role in the CNS-SD 2026-7.

CONCEPTS AND THEORIES OF LEADERSHIP AND MANAGEMENT: CONSIDERATIONS FOR COMMANDERS IN THE NIGERIAN NAVY

BACKGROUND

1. Leadership and management are central to the effective functioning of any organisation. While leadership is concerned largely with influencing and directing people towards a desired purpose, management involves the coordination of people and resources to achieve organisational goals. An

understanding of the concepts and theories of both provides a basis for examining leadership behaviour, organisational performance and approaches to managing people and resources. For commanders in the NN, such knowledge is particularly relevant to the effective employment of personnel and resources in the discharge of assigned responsibilities.

2. The lecture will introduce participants to selected theories of leadership, including situational, transactional and transformational leadership as well as management theories such as human relations, contingency and systems approaches. It will also examine key leadership attributes, competencies and management functions relevant to effective command in the NN. Participants will further apply these concepts by evaluating the leadership attributes and competencies of selected military leaders as a consolidation exercise.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Understand the concepts of leadership and management.
- b. KLP 2 - Identify leadership and management styles/theories relevant for commanders in the NN.
- c. KLP 3 - Discuss issues and challenges associated with leadership and management for commanders in the NN.
- d. KLP 4 - Draw lessons for commanders in leadership and management functions in the NN.

**INTRODUCTION TO CIVIL MILITARY RELATIONS AND CIVIL
MILITARY COOPERATION IN MARITIME OPERATIONS:
THE ROLE OF COMMANDERS IN FOCUS**

BACKGROUND

1. The maritime environment is increasingly becoming complex due to the fluid nature of transnational maritime crimes. The solutions to these maritime crimes are almost impossible to achieve by military alone without good relationships with civil societies. It also requires effective cooperation and coordination with other maritime agencies, civil populace and local authorities as well as international and national non-governmental organisations. Civil Military Relations (CMR) describes the relationship between civil societies as a whole and military organisations established to protect them. On the other hand, Civil-Military Cooperation (CIMIC) provides the platform to facilitate interaction between the military and the other agencies within a comprehensive environment to support the operational military commander in the planning and execution of his mission.

2. The lecture on CMR and CIMIC will therefore expose participants to the principles of CMR and CIMIC in maritime operations, which will help them in planning and execution of their mission in theatres of operation. It will also enumerate the components and principles of CMR and CIMIC. The lecture is intended to further develop participants' competencies in strategic communications for application in operational command positions.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Distinguish between CMR and CIMIC.
- b. KLP 2 - Highlight the components and principles of CMR and CIMIC.

- c. KLP 3 - Explain the relationship between civil and the military authorities in a society.
- d. KLP 4 - Identify the importance of CMR and CIMIC in maritime operations.
- e. KLP 5 - Discuss issues and challenges associated with CMR and CIMIC in maritime operations.
- f. KLP 6 - Draw lessons for commanders in applying CMR and CIMIC in NN operations.

INTELLIGENCE SUPPORT TO NIGERIAN NAVY OPERATIONS:
IMPERATIVES FOR COMMANDERS

BACKGROUND

1. Accurate, timely and actionable intelligence is essential to the successful planning and conduct of military operations. As Sun Tzu observed in *The Art of War*, foreknowledge enables commanders to achieve results beyond the ordinary. In contemporary operations, intelligence extends beyond information on an adversary's numbers and equipment to include its capabilities, intentions, vulnerabilities, morale, alliances and likely courses of action, as well as relevant environmental factors such as weather, time and space.
2. The primary purpose of intelligence is to support commanders in making informed decisions and achieving operational objectives. It provides vital information on actual and potential threats, including their location, disposition, capabilities, vulnerabilities and intentions. For NN operations, effective intelligence support is particularly important for maritime domain awareness, operational planning, force protection and the efficient employment of personnel and equipment ashore and afloat.
3. The lecture will examine the role of intelligence in supporting NN operations and the responsibilities of commanders in ensuring effective

intelligence support. It will also consider the importance of timely dissemination, assessment and application of intelligence in planning and executing operations.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Examine the principles of intelligence.
- b. KLP 2 - Identify levels and categories of intelligence.
- c. KLP 3 - Appraise the use of intelligence in maritime operations.
- d. KLP 4 - Evaluate hindrances to intelligence support in NN operations.
- e. KLP 5 - Identify ways of enhancing intelligence support for NN operations.

HEALTH CARE DELIVERY AND PERSONNEL PRODUCTIVITY: MEDICAL ADMINISTRATION IN THE NIGERIAN NAVY

BACKGROUND

1. Nigerian Navy (NN) Medical Services is responsible for providing healthcare to officers, ratings and their families, thereby supporting the health and operational readiness of personnel. For commanders, an understanding of the medical support available within the Service is important for ensuring that personnel receive appropriate care and that medical cases are referred promptly when the required level of care is not available at the unit or facility.

2. Knowledge of the different levels of NN medical facilities, the scope of services they provide and the procedures for accessing or referring cases is therefore relevant to effective command and personnel management. An appreciation of the sources of funding for NN medical facilities is also important for commanders in understanding the administration and provision of medical services.

3. The lecture will examine the organisation and delivery of medical services in the NN, with emphasis on the responsibilities of commanders in supporting personnel health and productivity. It will also consider the levels of medical care, referral procedures and funding of NN medical facilities.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:
- a. KLP 1 - Explain the organisation of NN Medical Services.
 - b. KLP 2 - Identify the various sources of funding for the NN Medical Services.
 - c. KLP 3 - Understand the levels of medical care available to personnel and their families.
 - d. KLP 4 - Discuss the challenges confronting the NN Medical Services.

BOOK REVIEW OF *IT'S YOUR SHIP*: A SOCRATIC SEMINAR ON LEADERSHIP AND COMMAND

1. Participants of the CLC 9 will carry out a book review of *It's Your Ship* by Capt D Michael Abrashoff. The book presents the author's experience as CO **USS BENFOLD** and the leadership practices he adopted to improve the ship's performance. It highlights practical lessons on leadership, communication, empowerment, accountability, teamwork and personnel development. The book also emphasises understanding personnel, building trust, encouraging initiative and creating a sense of ownership in the achievement of organisational goals. These lessons provide useful perspectives on the application of leadership principles in command.

2. The book review will be conducted through a **Socratic Seminar**, a structured discussion in which participants engage with a series of pre-planned questions based on the book. Participants will be expected not only to demonstrate a sound understanding of the book but also to analyse its key arguments, question assumptions, offer reasoned views and relate the lessons to command in the NN. The exercise will therefore require participants to read the book thoroughly, reflect on its lessons and come prepared to contribute meaningfully to the discussion. The Socratic approach is intended to promote critical thinking, active listening, reasoned argument and the practical application of leadership lessons to command.

RESOURCE MANAGEMENT AND FINANCIAL ADMINISTRATION IN THE NIGERIAN NAVY: IMPERATIVES FOR COMMANDERS

BACKGROUND

1. Financial resources are essential to the effective functioning of any organisation and the successful conduct of NN operations. As Chief Accounting Officers of their respective units, commanders have a responsibility to ensure that public funds and other resources are managed lawfully, prudently and in accordance with established regulations. A sound understanding of financial administration is therefore essential for commanders in the effective management of resources and the discharge of their responsibilities.

2. The lecture will introduce participants to the principles and processes of resource management and financial administration in the NN. It will examine the responsibilities of commanders in the management and utilisation of allocated resources, with emphasis on compliance with financial regulations, accountability and prudent use of public funds.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on

completion of the lesson be able to:

- a. KLP 1 - Discuss NN finance principles.
- b. KLP 2 - Identify the sources of funding to the NN.
- c. KLP 3 - Explain the need for prudent management of resources by commanders.
- d. KLP 4 - Discuss the responsibilities of a commander as the chief accounting officer of his/her unit.
- e. KLP 5 - Explain financial administration infractions that could lead to audit queries.

TACTICAL LEVEL DECISION MAKING PROCESS: APPLICATION AT OPERATIONS BASE

BACKGROUND

1. Decision-making involves selecting a course of action from available alternatives to achieve a desired outcome. Every decision by a commander involves the commitment of resources and may have varying implications for personnel, operations and the organisation. For a Commanding Officer, decisions may range from setting goals and priorities for the unit to addressing specific operational and administrative issues. While some decisions may have immediate effects, others may influence the unit's performance and operational effectiveness over a longer period.

2. Effective decision-making at the tactical level therefore requires commanders to understand the factors that influence the process, assess available information and resources, consider possible courses of action and select an appropriate response. The lecture will examine the tactical-level decision-making process and its application at an operations base, with emphasis on enabling commanders to make timely, informed and effective decisions in the discharge of their responsibilities.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Articulate goals and objectives in tactical level decision making process.
- b. KLP 2 - Identify the various forms/types of tactical level decision making processes and determine which is suitable in any given situation.
- c. KLP 3 - Identify planning as a critical aspect of tactical level decision making process.
- d. KLP 4 - Analyse the importance of information gathering and analysis in tactical level decision making process.
- e. KLP 5 - Explain the importance of resources allocation to achievement of goals at the tactical level.
- f. KLP 6 - Determine the impact of tactical level decisions on other levels of command.

TECHNICAL AND LOGISTICS SUPPORT FOR COMMAND FUNCTION IN THE NN

BACKGROUND

1. The operational effectiveness of a naval force depends largely on the availability and effective management of technical and logistics support. Sustaining naval operations requires the timely provision of essential resources and services, including supply, maintenance, repair, fuel, spares and other forms of logistical support. For commanders, an understanding of these support systems is important for maintaining operational readiness and sustaining the tempo of operations. In the NN, effective technical and logistics support is essential to the availability and employment of ships, equipment and personnel. Commanders therefore need to understand the logistics concepts, structures and support

facilities established to sustain the Fleet, as well as the procedures for accessing and managing available support.

2. The lecture will examine the role of technical and logistics support in effective command, with emphasis on the NN logistics supply concept, organisational structure and support facilities. It will also consider the responsibilities of commanders in ensuring the effective utilisation of available technical and logistics resources in support of operations.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Discuss the logistics structure in the NN.
- b. KLP 2 - Discuss the logistics support facilities for sustained NN operations.
- c. KLP 3 - Explain the responsibilities of a commander in logistics support ashore and afloat.
- d. KLP 4 - Identify the challenges in providing logistics support for commanders.
- e. KLP 5 - Discuss options in mitigating the challenges of providing logistics support for commanders.

LEGAL CONSIDERATIONS IN MARITIME OPERATIONS: IMPERATIVES FOR COMMANDERS IN THE NIGERIAN NAVY

BACKGROUND

1. The United Nations Convention on the Law of the Sea (UNCLOS) provides the principal international legal framework governing the use of the oceans and defines the rights and obligations of coastal and flag states within different maritime zones. As a party to UNCLOS, Nigeria exercises rights and

assumes obligations in its maritime zones, while vessels of other states enjoy certain navigational rights, including innocent passage through the territorial sea, subject to applicable international law.

2. The maritime domain is also exploited for activities such as piracy, armed robbery, smuggling, illegal fishing and other forms of transnational crime. The NN, in collaboration with relevant agencies, conducts maritime security operations to protect Nigeria's maritime interests and enforce applicable laws. Such operations must, however, be conducted within the relevant legal frameworks to ensure that the actions of commanders and personnel are lawful and defensible.

3. Commanders therefore require a sound understanding of the various maritime zones and the legal regimes applicable to each, including the rights and obligations of coastal states and vessels operating within them. The lecture will examine the legal considerations relevant to maritime operations, with emphasis on the authority, responsibilities and limitations of commanders in the planning and conduct of NN maritime security operations.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Enumerate the different maritime regimes provided by UNCLOS III.
- b. KLP 2 - Explain the characteristics of the various maritime regimes.
- c. KLP 3 - Discuss the legal basis for conducting maritime operations by the NN.
- d. KLP 4 - Analyse the impact of the legal rights, obligations and constraints in conducting maritime operations by the NN.

GENDER AND HUMAN RIGHTS IN MILITARY COMMAND:
IMPERATIVES FOR COMMANDERS
IN THE NIGERIAN NAVY

BACKGROUND

1. Gender and human rights are important considerations in contemporary military command and operations. For commanders, understanding these issues is relevant to promoting fairness, dignity, professionalism and respect for the rights of personnel while maintaining discipline and operational effectiveness. Gender considerations also recognise the different experiences, needs and perspectives of personnel and how these may affect their participation and effectiveness within the Service.
2. In the NN, the integration of gender and human rights considerations into command responsibilities involves promoting equal opportunities, preventing discrimination and ensuring respect for the dignity and fundamental rights of personnel. It also requires commanders to consider gender perspectives, where relevant, in planning, decision-making, personnel management and the conduct of operations.
3. The lecture will examine the concepts of gender and human rights and their relevance to military command. It will also consider the responsibilities of commanders in promoting an inclusive and rights-respecting command environment while maintaining discipline, cohesion and operational effectiveness.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:
 - a. KLP 1 - Discuss the issues relating to human rights, women, peace and security.

- b. KLP 2 - Articulate the impact of women integration and participation in NN operations.
- c. KLP 3 - Apply gender mainstreaming as a tool for accomplishing tasks in command.
- d. KLP 4 - Understand the imperatives for commanders in gender mainstreaming in the NN.

IMPROVING JOINT OPERATIONS IN THE ARMED FORCES OF NIGERIA: IMPERATIVES FOR COMMANDERS (VISIT)

BACKGROUND

1. In order to consolidate the knowledge gained from the lecture on ‘Contemporary Roles of the Navy in Joint Operations: NN in Perspective’, a visit to NNS VICTORY, 13 Brigade Nigerian Army and 305 Special Mobility Group Nigerian Air Force is organised. The objective of the visit is to provide participants with first-hand knowledge of the intricacies surrounding joint operations. Specifically, participants would be exposed to the perspectives of individual Service commanders operating jointly to secure an operating environment with the associated challenges in joint operations. Furthermore, it would afford participants opportunity to derive lessons from the exposure.

KEY LEARNING POINTS

2. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:
- a. KLP 1 - Understand the roles of individual Service units in a joint operating environment.
 - b. KLP 2 - Appreciate the challenges associated with supporting other Services in a joint operating environment.
 - c. KLP 3 - Identify ways of fostering collaboration amongst commanders in a joint operating environment.

- d. KLP 4 - Draw lessons for commanders for future joint operations.

MARITIME DOMAIN AWARENESS IN THE NIGERIAN NAVY:
EMERGING TECHNOLOGIES IN FOCUS

BACKGROUND

1. The NN operates in a complex and dynamic maritime environment characterized by diverse threats, including crude oil theft, illegal fishing, and arms trafficking among others. Effective Maritime Domain Awareness (MDA) is paramount for safeguarding Nigeria's vast maritime interests, ensuring national security and fostering economic prosperity. This lecture will delve into the critical role of MDA within the NN, with a particular emphasis on the transformative potential of emerging technologies. It will also explore how advancements in areas such as satellite surveillance, unmanned systems, artificial intelligence could revolutionize the way the NN monitors, understands, and responds to activities across its maritime domain. The lecture will also address the challenges and opportunities associated with integrating these technologies, highlighting the imperative for the NN to continue to embrace innovation to enhance its operational capabilities.

KEY LEARNING POINTS

- 2. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:
 - a. KLP 1 - Understand the evolving MDA landscape.
 - b. KLP 2 - Appreciate the application of emerging technologies for enhanced surveillance.
 - c. KLP 3- Appreciate the challenges and limitations of leveraging emerging technologies for MDA.

- d. KLP4 - Understand the importance of collaboration among various national agencies and international partners in building a robust MDA network.
- e. KLP 5 - Discuss possible future directions of emerging technologies for MDA.

**CONFLICT MANAGEMENT TECHNIQUES AND CIVIL MILITARY
RELATIONS: MARITIME SECURITY OPERATIONS IN
PERSPECTIVE**

BACKGROUND

1. Conflict may arise when individuals or groups have competing interests, values or claims over resources, power and other issues. During maritime security operations, commanders may encounter disagreements or tensions with civilian communities and other stakeholders within their areas of operation. Effective management of such situations is important for maintaining cooperation, minimising friction and achieving operational objectives.
2. Conflict management involves the use of appropriate methods to prevent, contain or resolve disputes and restore peaceful relations. Common approaches include negotiation, mediation, facilitation, conciliation, arbitration and adjudication. The choice of approach depends on the nature and circumstances of the conflict, the parties involved, the authority of the commander and the desired outcome.
3. The lecture will examine conflict management techniques and their application to civil-military relations during maritime security operations. It will also consider the role of commanders in managing relationships with civilian communities and other stakeholders, with emphasis on selecting appropriate approaches to conflict and maintaining cooperation in support of operational objectives.

KEY LEARNING POINTS

4. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Understand the concepts of conflict management techniques and Civil Military Relations.
- b. KLP 2 - Understand the types of conflict management techniques applicable to CMR in NN operations.
- c. KLP 3 - Determine the appropriate conflict management techniques for varying situations as a commander.
- d. KLP 4 - Discuss the challenges associated with conflict management techniques in NN operations.
- e. KLP 5 - Proffer strategies to mitigate challenges associated with conflict management techniques in NN operations.

LESSONS IN COMMAND: PERSONAL EXPERIENCE IN SEA COMMAND

BACKGROUND

1. This lecture draws on the personal experience of a tactical-level commander in command of a NN ship and is intended to provide participants with practical insights into the realities of command at sea. Using experience-based and case-method approaches, the lecture will examine the interplay between Command, Leadership and Management (CLM) and how these influences the effectiveness of a commander.

2. The lecture will highlight some of the challenges, pressures and responsibilities associated with command, including the need to make sound decisions under demanding circumstances. Through personal experiences and practical examples, participants will examine how decisions and actions can contribute to the success or failure of command. The lecture will also provide

insights into the dynamics of command in the AFN, enabling participants to reflect on the lessons and prepare for the responsibilities of command.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Identify leadership, command and management responsibilities afloat.
- b. KLP 2 - Explain general ship management afloat.
- c. KLP 3 - Discuss the issues and challenges of the burden of command afloat.
- d. KLP 4 - Draw valuable lessons from the commander's operational experience.

LESSONS IN COMMAND: PERSONAL EXPERIENCE IN OPERATIONS COMMAND

BACKGROUND

1. This lecture is a practical experience of a commander onboard an NN operations base. It is intended to serve as both experience learning and case method learning. The lecture will analyse the interplay of CLM. It will also bring out some personal experiences of the lecturer on the challenges and burden of command to enable participants have a feel of the responsibilities of command.
2. The lecture will enable participants discern certain decisions that could lead to success or failure of Command. It will also improve participants' knowledge of the dynamics of command responsibilities in the AFN to enable them learn and become successful commanders in the future.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Identify leadership, command and management responsibilities ashore.
- b. KLP 2 - Discuss the issues and challenges of the burden of command ashore.
- c. KLP 3 - Highlight ways of fostering interagency cooperation ashore.
- d. KLP 4 - Draw valuable lessons from the commander's operational experience.

LESSONS IN COMMAND: PERSONAL EXPERIENCE IN ENGINEERING COMMAND

BACKGROUND

1. The NEB plays an important role in sustaining the operational effectiveness of the NN through the provision of technical support and maintenance services. This lecture draws on the practical experience of an engineering commander in an ashore appointment and is intended to provide participants with experience-based and case-method learning. It will examine the interplay of CLM in the provision of technical support towards the attainment of operational objectives, with emphasis on the responsibilities of commanders in supporting executive functions and maintaining operational readiness.

2. The lecture will highlight some of the challenges associated with engineering command and the decisions that may contribute to the success or failure of naval operations. It will also provide participants with practical insights into the dynamics of command in the AFN, enabling them to appreciate the demands of both executive and supporting appointments and apply the lessons to

their future command responsibilities.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Identify leadership, command and management responsibilities.
- b. KLP 2 - Enumerate the lines/channels of reporting available to the commander of a support service.
- c. KLP 3 - Discuss the issues and challenges of burden of command from an engineering perspective.
- d. KLP 4 - Draw valuable lessons from the commander's experience.

LEADERSHIP AND EMOTIONAL INTELLIGENCE

BACKGROUND

1. Emotional intelligence draws from behavioural, emotional and communication theories and is an important aspect of effective leadership. It involves competencies such as self-awareness, self-regulation, motivation, empathy and social skills. For commanders, these competencies are particularly relevant to decision-making in high-pressure, uncertain and rapidly changing operational situations. They also support effective communication and interpersonal relationships, helping to build trust, cooperation, discipline and cohesion among officers and ratings.

2. The lecture will introduce participants to the concepts and theories of emotional intelligence and examine the application of empathy, self-awareness and situational awareness to leadership and command. It will also consider how emotional intelligence can assist operational-level commanders in managing

personnel, maintaining discipline and making sound decisions in challenging situations.

KEY LEARNING POINTS

3. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Understand the concept of emotional intelligence and leadership.
- b. KLP 2 - Understand the application of emotional intelligence to leadership.
- c. KLP 3 - Practical strategies for emotionally intelligent leadership for enhanced command responsibilities.
- d. KLP 4 - Identify challenges of emotional intelligence to leadership for commanders in the NN.
- e. KLP 5 - Identify options in applying emotional intelligence towards enhanced personnel management for commanders in the NN.

NN STRATEGIC PLAN 2021-2030

BACKGROUND

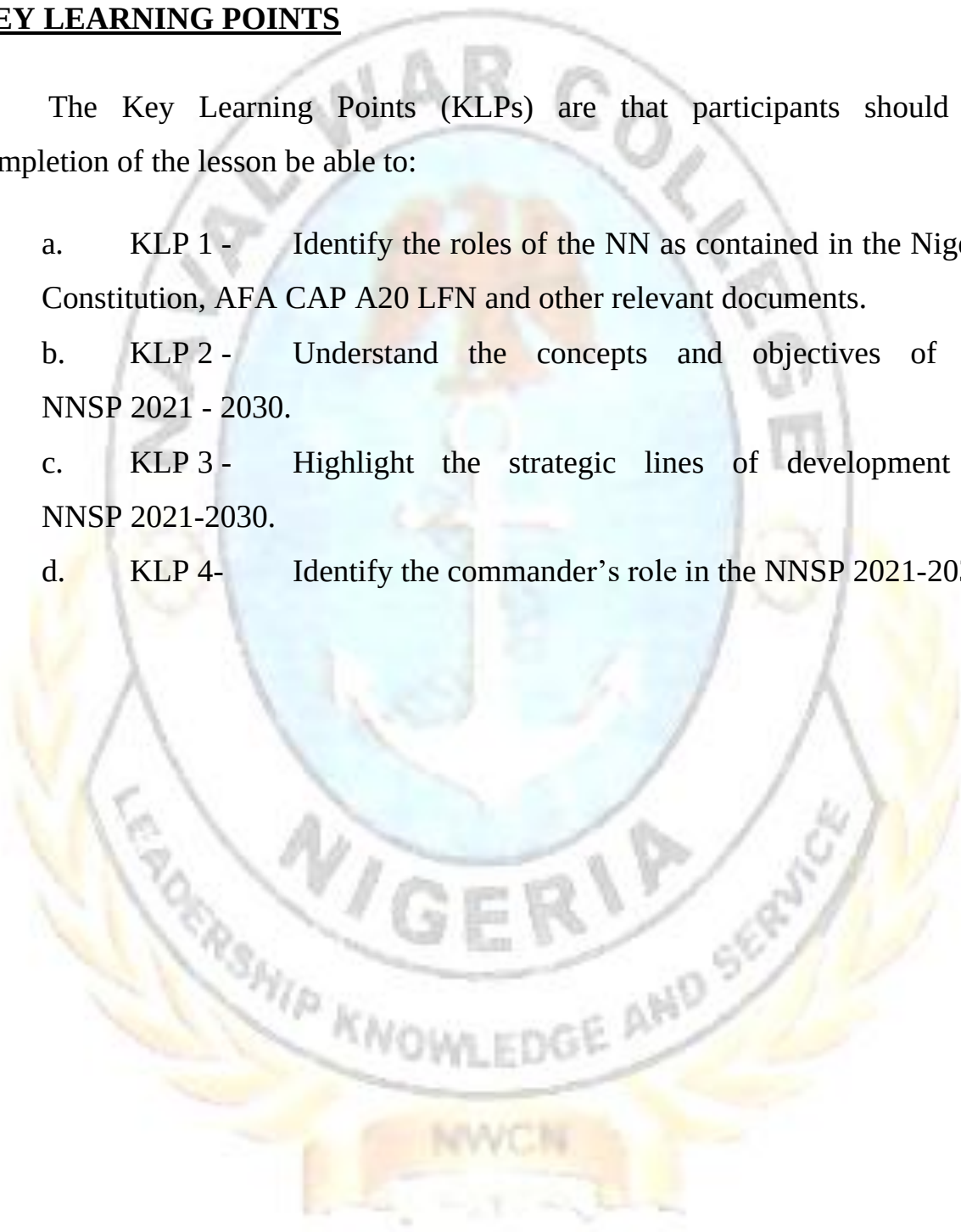
1. Globally, navies transform in response to changes in roles, geo-strategic dynamics, threats or technology and such efforts are often characterised by successive development plans. In the NN, the expiration of NN Transformation Plan 2011-2020 at the end of year 2020, engendered the NN Strategic Plan (NNSP) 2021-2030 to build on the achievement of previous plans. The plan is predicated on careful evaluation of the prevalent and predicted threats. Additionally, it captures the expanded deployment of the NN as reflected by an amorphous complexion of brown water threats and asymmetric tendencies and establishment of the Special Operations Command. It is necessary for

commanders to understand the contemporary posture of the NN for effective performance in their assigned roles towards achieving their operational objectives.

KEY LEARNING POINTS

2. The Key Learning Points (KLPs) are that participants should on completion of the lesson be able to:

- a. KLP 1 - Identify the roles of the NN as contained in the Nigeria Constitution, AFA CAP A20 LFN and other relevant documents.
- b. KLP 2 - Understand the concepts and objectives of the NNSP 2021 - 2030.
- c. KLP 3 - Highlight the strategic lines of development of NNSP 2021-2030.
- d. KLP 4- Identify the commander's role in the NNSP 2021-2030.



ASSESSMENT SPECIFICATION

The Assessment Specification for the CLC includes a book review, quiz and consolidation exercise. The book review is aimed at improving the reading culture of commanders, while the quiz seeks to ascertain the level of retention of important points raised from lectures and exercises during the course. As for the exercise, it is specifically designed to sharpen the participants' analytical, decision-making and communication skills; all of which are required of an effective commander.

READING LIST

The Reading List is designed to prepare participants for the Course and enrich both central and syndicate discussions. The list is by no means exhaustive and participants should not be restricted to the following:

- a. Bad Leadership: What it is, How it happens, Why it happens, Why it matters by B Kellerman.
- b. CNS Strategic Directives 2023-6.
- c. Exploring Leadership by Richard Bolden, Beverly Hawkins, Jonathan Gosling and Scott Taylor.
- d. It's Our Ship by Capt DM Abrashoff.
- e. Leadership: Leaders, Followers, Environments by Art Padilla.
- f. Riding the Waves with Valour and Arms by Reginald Odeodi Adoki.
- g. Victory with Honour by Olusegun Ferreira.