



ROYAL DANISH DEFENCE COLLEGE

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# RESEARCH REPORT 2014

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COLLEGE

# RDDC RESEARCH REPORT 2014

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**FOREWORD BY DEAN OLE KVÆRNØ**

2014 was a ground-breaking year for the Royal Danish Defence College (RDDC) in which accreditation – and thus the move toward a research-based Master’s Programme in Military Studies and the Armed Forces’ officer programmes – remains a pivotal event. In addition, many significant political decisions affected the Defence College: the large cut-backs, to which the entire Armed Forces are still subject, and the organisational placement of the individual service academies under the auspices of the Defence College, which meant that the officers’ programmes, and for that matter the RDDC, were – and still are – one large, burning platform.

The accreditation process has made the shortlist for the largest changes in the history of the Defence College. Already from the middle of the 2000s, there was, in addition to the accreditation of the officer candidate programme as a professional bachelor degree, a desire within the Armed Forces to gain accreditation for the Defence College’s Staff Course as a master’s level programme. In December 2014, after a year’s hard work and after having taken great strides forward, the application to the Accreditation Board was approved, with positive feedback to boot. The officer programmes qualified as diploma-level programmes according to the Qualification Standards’ level 6, and the master’s programme qualified at level 7.

What makes these academic programmes unique is the practice-oriented research that takes place at the Defence College, and which centres the master’s programme on research and affiliates the diploma programme’s military core competencies to this research. This is why the Accreditation Board also is paying special attention to the strengthening of the college’s research environment, which has given us the opportunity to highlight the many features of enhanced research at the Defence College, not just within the Armed Forces but for a broader audience as well.

The change of direction which the Defence College has undertaken over the past year has especially been made possible due to the great efforts by all employees. Our research environment has proven itself equal to the task and is well on its way to taking a quantum leap forward.

This report will provide an overview of the impressive progress that we made in 2014 with a special emphasis on the departments that have particular significance for research at the Defence College: the Institute for Military Studies (IMS), the Institute for Military History and War Studies (IMW), the Institute for Language and Culture (ILC), the Institute for Leadership and Organisation (ILO), the Institute for Strategy (IFS) and Research Services.

The highly positive feedback we received from the Accreditation Board naturally obligates us. Even though the awarded accreditation could cause us to sit back and enjoy our success, we have only just begun the new journey, which in 2021 must lead to a re-accreditation of the academic programmes. It is now that we must prove that we can live up to what we have promised.

OLE KVÆRNØ  
Dean

### **THE DEFENCE COLLEGE'S RESEARCH STRATEGY 2014-2017**

The Royal Danish Defence College's (RDDC) primary purpose is to support the education of officers in the Danish Armed Forces and to produce impartial military knowledge for the Armed Forces and Danish society. These factors formed the wellspring for the desire to gain accreditation of the Armed Forces' academic programmes. The RDDC's research environment therefore strives to provide the officers of the Armed Forces with a research-based academic programme that is recognised as meeting high international standard, as well as offering the Armed Forces and Danish society state-of-the-art knowledge within the RDDC's core fields: military leadership and organization, military operations and military strategy.

As part of the description of the research environment at the RDDC, it was necessary to identify and rethink the RDDC's research organization, rendering it transparent for external reviewers. This has initially been achieved through the RDDC's research strategy.

The research's close connection to the military profession will ensure that the next generation of officers in the Armed Forces are equipped to reflect upon and adapt to the manifold changing challenges that are and will be apparent in present and future international conflicts. The research strategy supports this through its objective of fostering a dynamic research and educational environment. This ambition is based upon a quality assurance system that identifies competence profiles for the academic programmes through close collaboration between the RDDC and the end users in the Armed Forces.

The research strategy defines the objective for the development of the RDDC's research volume. The implementation of systematic use of Bibliometric Research Indicators (BRI) provides a tool to measure the quantity and *quality* of the research carried out at the RDDC. This has been done in order to ensure that the research not only meet international standards but that it will also be recognized in civilian and international research environments. The introduction of BRI entails a new approach to conceptualizing research, but it also provides an opportunity to identify the progression within research and to document the improvements that the research environment is expected to undergo over the coming years.

The increased emphasis on research is already evident in 2014 through the positive development in the number of publications, which is illustrated in figures 4 and 5 below.

As part of the process of linking research closer to the field of military practice, the RDDC will focus on applied research. This is particularly apparent in relation to the development of doctrines in the context of NATO's framework and research-based consultancy, which the research at the RDDC provides for other agencies within the Armed Forces. The researchers at the RDDC thus play an active role in influencing the development of the Danish Armed Forces and the NATO framework. The fact that a large share of research is developed in cooperation with the profession's members ensures that the newest knowledge within other agencies of the Armed Forces' and NATO's doctrinal development be implemented directly in the officers' education.

It is self-evident that the primary objective for the RDDC is to contribute to the Armed Forces, and society in general, with impartial and varied knowledge concerning the RDDC's core areas of expertise. This is why the dissemination of the research to a broad range of stakeholders is prioritised nationally, internationally and in the form of relevant contributions to the public debate.

As part of this effort, the RDDC supports each individual researcher's publication efforts. This is achieved e.g. through a number of RDDC publication series, in which connection the RDDC has set up a peer-review panel in order to provide quality assurance. The panel will consist of a comprehensive list of leading external researchers, experts and institutions within the RDDC's core areas of expertise.

A more qualitative form of quality assurance is carried out by the RDDC Research Council, which attends to internal developmental processes concerning the individual institutes and concerning the organisation of research in general. In addition to this, The RDDC Advisory Board was established in 2014 and from the summer of 2015 it will be responsible for the external advice to the senior management at the RDDC in relation to the research environment. The RDDC Advisory Board's composition reflects the national and international environment pertinent to the military subject areas that characterise the research and education taking place at the RDDC, and its role will be to assess the relevance, strategy and organization of the RDDC research environment from a broader societal perspective.

The research strategy emphasises that the research in the officers' programme be developed in collaboration with central military institutions and the surrounding society. In addition to the research collaboration that the individual research projects are based on, there will be an increased emphasis on civilian and military collaboration in relation to the education of officers.

During 2014, the RDDC's management has made an extra effort to allocate resources to provide structure and support for the research environment. One of the central initiatives in this area has been the establishment of Research Services, which is to ensure the implementation of the objectives highlighted in the research strategy through quality assurance of research, competency development and easing of the institutes' administrative burdens. During 2014, Research Services have coordinated, and will continue to coordinate, the collection of knowledge and ideas to develop the research environment, both at the strategic level and through concrete initiatives.

The following sections will introduce how the strategy has already been realised in practice and which concrete initiatives and results that have been achieved by the institutes and Research Services in 2014.

### **Introduction to the Defence College's research organisation**

The many strategic and organisational changes have resulted in quite a number of structural changes in the design of the RDDC's research organization. Figure 1 below illustrates the new research organisation, with research departments in blue.

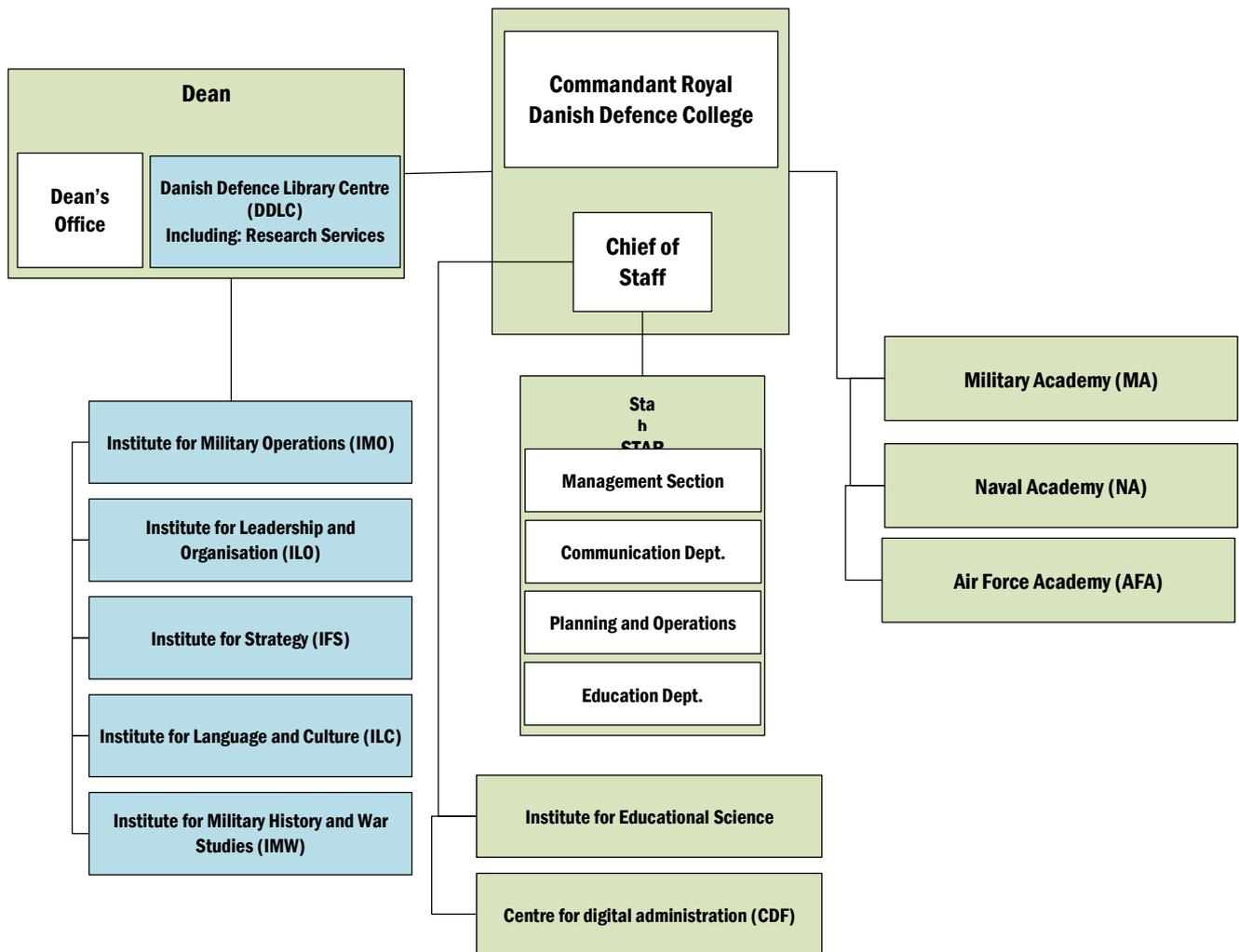


Figure 1: Overview of the Defence College's organisation.

The RDDC's increased research volume, which the college as a whole has determined to achieve, will be generated by allocating more resources toward research.

Figure 2 shows the planned annual increase compared to the budgeted man-years in 2014 and 2015.

FAK Strategy Research-related man-years	2014	2015	2016	2017	Budgeted man-years 2014	Budgeted man-years 2015
IMO	2	2,5	4	5	1,7	1,3
IFS	4,5	5	5	5	4,1	4,9
ILO	2,5	3,5	4	5	3,2	3
IMWS	2	3	3	3	2,7	3,7
ILC	1	1	2	2	1	1,4
<b>TOTAL</b>	<b>12</b>	<b>15</b>	<b>18</b>	<b>20</b>	<b>12,7</b>	<b>14,3</b>

Figure 2: Overview of the number of man-years involved in research in the RDDC research strategy, compared to the budgeted man-years in 2014 and 2015. PhD students are not included in the institutes' budgets and are therefore not included in the table above.

The table shows that the institutes both in 2014 and in 2015 have delivered the number of research-related man-years necessary to fulfil the strategy's other objectives.

The tally of research-related man-years shows the total sum of research at the RDDC, which in practice means that there are far more employees conducting research than the 14.3 man-years that are budgeted for 2015. This is a result of the objective that researchers be closely linked to both research and teaching, which is why only a few research associates are engaged in full-time research.

The 14.3 man-years in 2015 are thus distributed across 31 employees, as illustrated in figure 3:

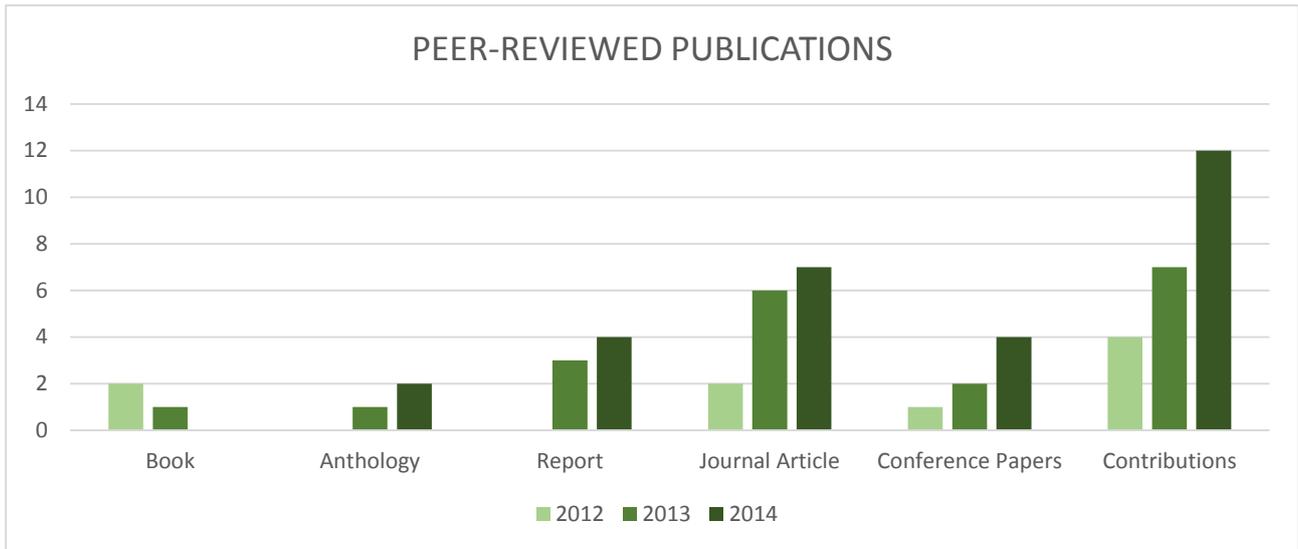
<b>Number of Research Associates 2015</b>						
<b>Institute</b>	<b>Research associate 2014 (&gt;15% research time)</b>	<b>Research associate 2015 (&gt;15% research time) budgeted time</b>	<b>Of which are newly accepted PhD's (researchers) 2015</b>	<b>Military PhD students</b>	<b>Civilian PhD students</b>	<b>PhD-applications to the Danish Council for Independent Research</b>
IMO	5	3	0	1		
ILO	3	7	1	1	2	1
IFS	7	11	1	1	1	1
IMWS	5	7	3		1	1
ILC	3	3				
<b>Total:</b>	23	<b>31</b>	5	3	4	3

Figure 3: Number of employees with more than 15% research time per institute. The yellow field indicates the actual number of research associates in 2015.

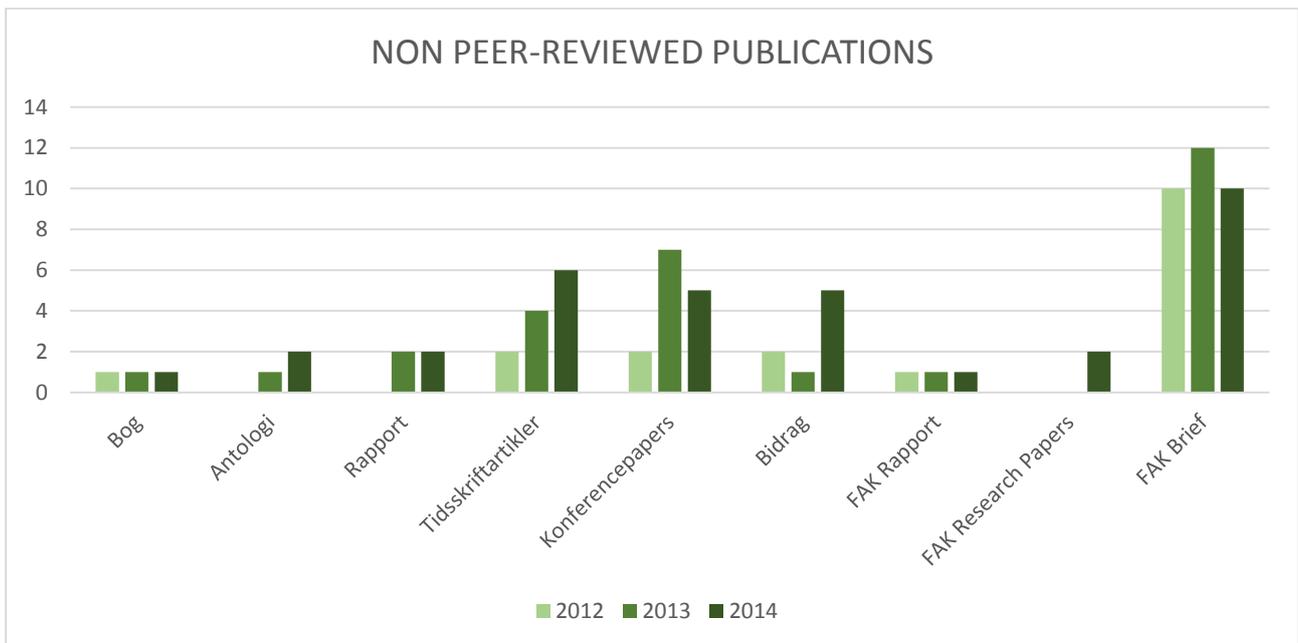
## DEVELOPMENT IN RDDC RESEARCH OUTPUT

The integration of research, teaching and the military profession entails that researchers and educators have to handle many different work tasks simultaneously, while they continuously improve the quality of the academic programmes.

In spite of the increased efforts in the educational field, a relatively large increase in peer-reviewed publications is apparent, and a steady level in the output of non peer-reviewed publications:



**Figure 4: Number of peer-reviewed publications in 2014**



**Figure 5 Number of non peer-reviewed publications in 2014.**

The significant increase in the peer-reviewed publications demonstrate the paradigm shift that the research at the RDDC has undergone during 2014. Even though the significant course change has only been in effect since 2014, it is already resulting in improvements in the research output, which again illustrates a great willingness for change on the part of the institutes, which have quickly adapted to the new realities.

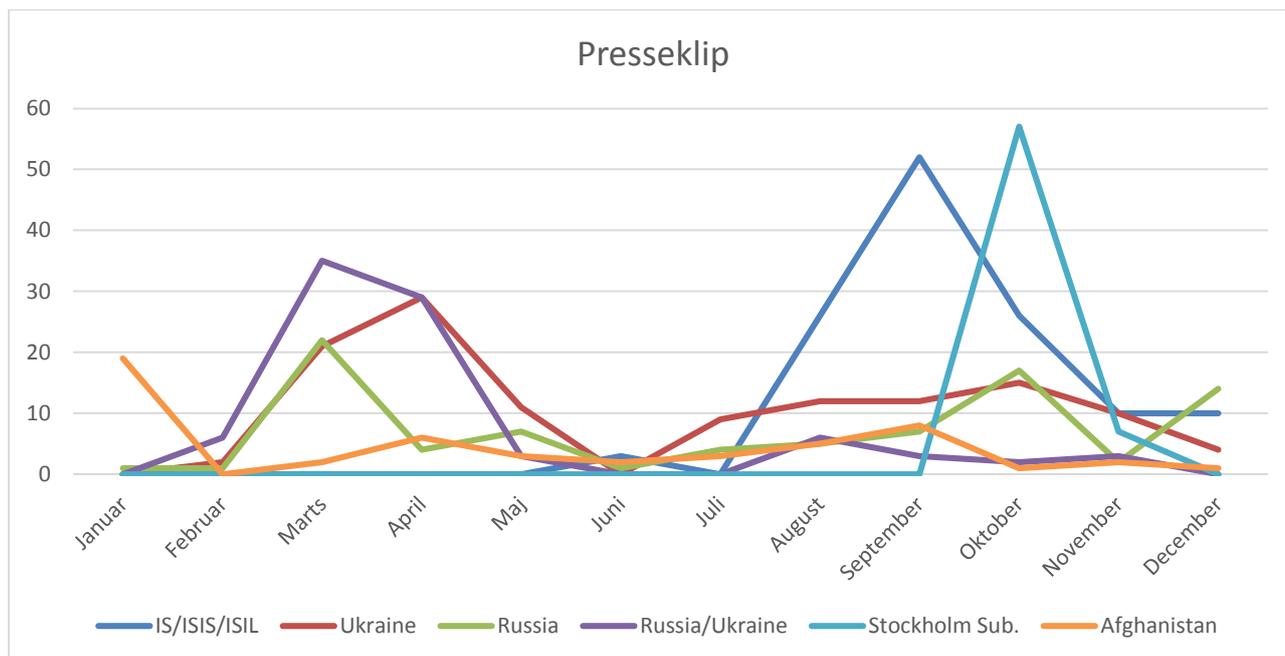
### **RESEARCH-GENERATED TASKS**

The research environment at the RDDC contributes with many research activities and initiatives in addition to research publications.

As mentioned, an important objective for the research at the RDDC is to contribute with new and varied knowledge, not just to the Armed Forces but to Danish society as a whole, which is realised through active participation in the media and in the public debate.

The RDDC media watch is an initiative that ensures that the media at any given time can reach one of the RDDC's experts, and this proactive approach to media appearances has also impacted the public debate.

Figure 6 illustrates how often and in relation to which topic the RDDC has been quoted throughout 2014.



**Figure 6: Media appearances according to topic. The overview shows how RDDC researchers are frequently solicited by the media in connection with international crises.**

As an important contribution to the public debate, the RDDC has also made its mark on other communication platforms. In 2014, the RDDC hosted a number of conferences highly pertinent to current conflicts, featuring esteemed speakers from both the RDDC and externally.

The researchers at the RDDC also participate in large number of conferences, nationally and internationally, where they contribute with presentations and thereby help disseminate and make available the RDDC's research to leading, pertinent research environments. References to conference presentations can be found in the bibliography of this report.

## INTRODUCTION TO THE INSTITUTES AND RESEARCH SERVICES

The five research institutes: the Institute for Strategy (IFS), the Institute for Military Studies (IMS), the Institute for Leadership and Organisation (ILO), the Institute for Military History and War Studies (IMWS), the Institute for Language and Culture (ILC), cover each their core field within military research and, together with Research Services, comprise the backbone of the research at the RDDC. The following section will introduce each institute and Research Services, together with the many initiatives that the institutes advanced during 2014.

This introduction is intended to provide an overview of the variation of tasks that are performed by the members of the RDDC's research environment.

## **1. INSTITUTE FOR STRATEGY (IFS)**

### **1.1 Research areas**

The main research at the IFS takes place within the fields of strategy, security studies, conflict analysis and international law.

One of the important functions of the institute's research is to enable the Armed Forces to maintain geostrategic knowledge of the areas to which the Danish Armed Forces may potentially be deployed, both geographically and thematically, as well as areas of importance to Danish security policy.

Just as the other institutes, the IFS's research is directly implemented in the officers' academic programmes, especially the Master in Military Studies programme

### **1.2 Results and current projects**

The IFS has been very active during 2014 in relation to publishing its research, and its staff has also been highly visible in the media and present at many national and international conferences.

On the publication side, it is particularly worthwhile mentioning Liselotte Odgaard's, PhD, editing of and contribution to the anthology: 'Strategy in NATO: Preparing for an Imperfect World'. The anthology contains chapters from many of the college's researchers and has therefore, in addition to addressing the highly current topic about NATO's role in present-day conflicts, helped strengthen the research environment at the RDDC and foster a higher degree of cross-disciplinarity. Liselotte Odgaard furthermore took part in the annual Nobel Symposium in Norway.

The IFS is also behind the publication of the book 'BRICS and Coexistence: An Alternative Vision of World Order', which also focuses on great power politics with China and other rising powers as new, central actors in international political discourse. The book has been edited by Liselotte Odgaard and Thomas Mandrup, PhD, and senior research fellow Cedric de Coning from the Norwegian Institute of National Affairs.

Examples of articles published in journals include Peter Viggo Jacobsen's, PhD: 'In Denmark, Afghanistan is worth dying for: How public support for the war was maintained in the face of mounting casualties and elusive success', which was published electronically in the journal Cooperation and Conflict and written in collaboration with Jens Ringsmose from the University of Southern Denmark.

In addition to this, the IFS has contributed to a number of international conferences and related publications, e.g. Liselotte Odgaard's contribution to China Quarterly no. 220 and Journal of Contemporary China, no. 23; her contribution to the anthology "Handbook of Chinese Security" as well as contributions to the conference and proceedings in connection with the 6th Annual ISDP-AMS conference, held by the Swedish Institute for Security and Development Policy

The IFS has also made its mark in a Scandinavian context, e.g. through military analyst Major Johannes Nordby Riber's contribution: "The Middle Eastern Decade: Denmark and Military Interventions", published in the Swedish anthology "Alike or Different?: Scandinavian Approaches

to Military Interventions". The contribution was made in cooperation with Mikkel Runge Olesen, PhD, from DIIS.

IFS researchers have also been active in informing the public through the media, where especially Peter Viggo Jakobsen and Johannes Riber Nordby and former acting director for the IFS, Peter Kim Laustsen, have put in a great effort and actively contributed to the public debate. Likewise, a great number of lectures have been given and research-disseminating articles have been published.

The IFS was furthermore responsible for a two-day conference about Special Operations Forces, with Lene Espersen as the keynote speaker. The conference set the agenda in relation to the need for increased research focus on the strategic use of special operations capacities. The conference resulted in a conference report, published by the RDDC. The IFS further organised, in cooperation with IMWS (formerly CFM), a conference on regional stabilisation missions. The conference was held in Islamabad in cooperation with the Pakistani National Defence University.

## **2. INSTITUTE FOR MILITARY OPERATIONS (IMO)**

### **2.1 Research areas**

The IMO's research is profession-driven within the field of military operations, and the institute prioritises a cross-disciplinary and problem-oriented research approach. The employees at the institute conduct research within a unique field of study. On the basis of the latest international thinking on war and warfare and on the backdrop of theory, empirical data and close proximity to military practice, they research the development of military concepts, doctrines, structures, technologies and methods according to the three levels of military strategy (i.e., strategic, operational and tactical).

A special focal point for the institute is the developmental work that is carried out within the framework of NATO. The research work at IMO is thus synchronised with current research areas that form the subject of a large number of NATO working groups, composed of member states and select associated partners. Through this work, the institute actively and directly contributes to the development of NATO concepts, doctrines and policies, through the dissemination of and deliberation on the latest research in the area of the alliance's military operations. This simultaneously allows for the rapid implementation of the most current knowledge in the officer programmes and in Danish military practice, by way of providing guidance to a large number of military and civilian agencies.

### **2.2 Results and current projects**

In 2014, the research at the IMO has primarily centred on two NATO working groups: *AJP-01 – Allied Joint Doctrine* and *AJP-3 – Allied Joint Doctrine for the Conduct of Operations*. *AJP-01* is the key doctrine that defines the overarching reference point for all of the alliance's underlying operational and tactical doctrines, and which comprises all types of military operations. *AJP-3*, on the other hand, is a doctrine that describes all the foundational aspects and guidelines for the executions of military operations at the operational level, including interaction with non-military actors and capacities.

This means that all the research staff at the IMO during 2014 have contributed with larger or smaller research projects that make up part of the scientific foundation of which the final NATO doctrines consist.

In addition to the many contributions to NATO doctrine development and the implementation of this research in the Danish Armed Forces and the officer programmes, the IMO has distinguished itself during 2014 by publishing an essential NATO report and two books with great significance for the public debate in Denmark.

As a member of NATO's working group, William Mitchel, PhD, has published the NATO report "Battlespace Agility", which puts forth new concepts for how the NATO alliance can best manoeuvre and adapt to the changing conflict types of the future. It was in this connection that the working group won the *2014 NATO Scientific Achievement Award*, a scientific prize.

- The IMO has also published significant contributions relevant to the public debate; among these are the RDDC publication: "Syria's Civil War: Historically, Politically and Militarily", prepared and edited by Major Lars Cramer Larsen, MSc, from the Institute for Military Operations and the author Carsten Jensen. The anthology highlights the pivotal issues on the contemporary international security arena, that is, the conflict in Syria. The dissemination of the IMO's research has both helped refine the public debate and put it into new perspective, which helps project an image of the RDDC as a provider of current and relevant research.

### **3. INSTITUTE FOR LEADERSHIP AND ORGANISATION (ILO)**

#### **3.1 Research area**

The ILO's primary purpose is to develop and strengthen the Armed Forces' skillset in leadership, management and organisational development within military contexts. The ILO is divided into two sections, of which one is responsible for research and development, including research on and studies of the Armed Forces' leadership and the overall management and organisation of the Armed Forces. The other section handles the actual guidance and education of the Armed Forces' agencies, on the basis of said research.

The ILO focuses its research on application-oriented research within the methodology of action research, characterised by its practice-centred approach. The agencies of the Armed Forces constitute the central part of the research's empirical knowledge, which is why the results are tailor-made to address the Armed Forces' leadership, structural or organisational issues.

The development of the Armed Forces' units and their management practice thus occurs as a natural part of the institute's research.

Some of the subjects that the ILO touches upon in its research are military leadership and ethics, change management, military leadership activities, military guidance and administrative activities, operational military leadership, innovation and implementation of managerial control processes in the Armed Forces.

#### **3.2 Results and current projects**

The ILO is responsible for a number of general projects that have directed the research output of recent years. These include the innovation project, led by Karina Mayland, MSc in Strategy, Organisation & Leadership. The project has engendered a high number of activities, including "The

Armed Forces' Innovation Conference" in October 2014, as well as ongoing guidance and support of the Armed Forces' agencies regarding innovative leadership. The project contributed by fostering a dialog between the different levels of the Armed Forces and by establishing the basis for a more strategic approach to innovation in the Armed Forces' management structure.

Another of the overall projects have been Katrine Nørgaard's, PhD, work with the reorganisation of the management of the Armed Forces and the resulting consequences for the military profession in the relationship between the political level and the public servants. As part of the action research method and collection of empirical data, Katrine Nørgaard has participated in the daily development of leadership of the Armed Forces for an extended period at the Ministry of Defence and the Defence Command.

The unique research that it is possible for an in-house researcher to conduct possesses both advantages and drawbacks. The dilemmas/paradoxes that the researchers face in their research projects when encountering real-life practice have been addressed by Katrine Nørgaard, who will be publishing an article on methodology during the spring of 2015.

Besides the two abovementioned projects, ILO also has two PhD fellows who, due to ILO's particular practice-centred methodology continuously contribute to the development of leadership and managerial techniques in the Armed Forces. PhD fellow Annemarie Damkjer's research project deals with what happens to a managerial technique when it is implemented in the Armed Forces. Her project has, for instance, contributed to the development of the Armed Forces' Financial Management Strategy 2014-2015, in the area of target and results-based management.

PhD Fellow Commander Vilhelm Holsting's research project is being carried out in cooperation with Copenhagen Business School and deals with the managerial role of military commanders. As part of the project, Commander Holsting contributed at the planning stage of the implementation of the 2013 Defence Agreement by preparing the Armed Forces' top 100 executives for the task.

#### **4. INSTITUTE FOR MILITARY HISTORY AND WAR STUDIES (IMW)**

##### **4.1 Research areas**

IMW's research area falls within military history and military theory in Danish and international contexts. The institute's core research lies – with this theoretical-methodological basis in mind – within the subjects: Danish and European defence and security policy; maritime operations and safety; the Baltic States; Russia's domestic and foreign policies; Russian strategic culture; war crimes and genocide; as well as civil-military cooperation. Another important research area is operational history and doctrine development, with a special emphasis on the period from 1870 until present time.

The research at the IMW is centred on the 20<sup>th</sup> and 21<sup>st</sup> centuries' wars and conflicts, as well as aspects of military theory from the Napoleonic wars and onward. Within this field, research is centred on three overarching subjects: 1) the history of the Danish Armed Forces after 1945; 2) historical analysis of strategic/military operations after 1945; 3) application and revision of classic military theory in relation to the wars and conflicts of the 21<sup>st</sup> century.

Within this framework, individual research projects are conceived, which happens based on both the scientific potential of such projects, in terms of their transferability in relation to the Armed

Forces' present and future needs, including their ability to support the institute's teaching in connection with the RDDC's academic programmes.

Because of the accreditation process, the officer programme now places a greater emphasis on methodology and the theory of science, both on the part of educators with research privileges and the academic programme itself. The IMWS has the overall responsibility for developing the subjects of the theory of science and methodology at the RDDC in the future.

#### **4.2 Results and current projects**

The institute is engaged in seven different projects within three overarching subjects. In order to illustrate the diversity of IMW's research, the general subjects of the projects bear mentioning: the significance of war veterans' oral rendition in shaping war narratives; the great powers' treatment of small powers in the context of war; the impact of war participation on a democratic society's decision-making processes; the influence of scientific managerial ideas on war preparations and military doctrine, as well as the Air Force's readjustment after the Cold War.

In addition, the IMW's staff are very active in the media, which was particularly evident in 2014 in relation to the conflict between Russia and Ukraine, where there has been a strong focus on Russia's rationales and the historical precedence for the developments in the area, both in relation to memorial days and historical anniversaries as well as other historical military events and issues.

The institute has also held a large number of conferences at the RDDC, e.g. "10 years after NATO membership: Defence cooperation between Denmark and Lithuania, Latvia and Estonia & NATO membership: Lessons from a decade and perspectives for the near future", held in April 2014 in cooperation with the Ministry of Defence. This is just one mentionable event. "Regional Stability and Lessons Learned in Regional Peace Building" in cooperation with Pakistan's National Defence University in Islamabad was held in mid-2014. The conferences have helped achieve a focus on the historical context of many of the conflicts that we witness today, and they have therefore helped provide insight into why different actors act as they do in connection with international conflicts.

With support from IMW, senior researcher Michael Clemmensen has initiated the peer-reviewed periodical "From War to Peace", which is published by the Danish Military History's Commission, of which he is the chair. The periodical has presently been published in three issues.

### **5. INSTITUTE FOR LANGUAGE AND CULTURE (ILC)**

#### **5.1 Research areas**

The ILC's research project 'Culture as an operational tool' is based on qualitative studies of how culture can be understood and applied in practice at various military levels. Based on the following research questions, the purpose of this research is to generate new knowledge about how cultural factors affect military operations and conversely how military operations affect cultural factors, as well as developing new methods for implementing this knowledge in military planning procedures and operations:

- 1) How does the military understand the concept of culture, and how does this understanding affect the planning and execution of military operations?
- 2) How do cultural factors in mission areas impact on the execution of military operations?
- 3) How do military operations impact on cultural factors in mission areas?

ILC research serves contributes to the research-based education in connection with the Master's in Military Studies and Military Linguist academic programmes.

## **5.2 Results and current projects**

In the wake of the Cold War, a military paradigm shift occurred, centred on a growing realisation that cultural factors play a decisive role for the successful conclusion of military operations. This has resulted in increased attention being directed toward how culture can be integrated in the planning processes and the execution of international operations. PhD Maya Mynster Christensen, Rikke Haugegaard, MSc Anthrop., and Commander Poul Martin Linnet have over the course of 2014 collected data related to cultural aspects of military planning and execution of international operations, and they have on this basis published the report "War amongst the people and the absent enemy: Towards a cultural paradigm shift?" (October 2014). The report argues that there is a need for rethinking culture as a concept, inasmuch as culture is to be used as an operational tool. Such rethinking implies a focus on how culture is produced through social interactions, which not only involve 'local' actors in the mission area but also the military itself. At the conference 'Culture in Conflict', held at the Defence Academy of the United Kingdom this past June, Christensen and Haugegaard presented the findings of their report.

In November, as part of the data collection, Christensen was on a field visit to the Afghan National Army's Officers' Academy in Kabul (ANAOA) to study the cultural aspects of military capacity building, while Haugegaard was on a field visit at the MINUSMA mission in Mali. In addition to having been used for research publications, the data from these field visits have been used in the development and execution of the FLEX module 'Culture as an operational enabler' and for course material at the Army Academy.

As a further part of the data collection, meetings and interviews have been conducted with experts who teach courses in military planning for staff officers at the Defence College's Institute for Military Operations, as well as interviews with formerly deployed personnel from the Armed Forces who have functioned as mentors and/or military linguists.

The ILC has served as the project manager on a pilot project under the auspices of the Agency for Competence Development in the State Sector. The project, named "Leadership and Cultural Awareness in International Operations" focused on providing participants with intercultural competences in relation to personal interaction in cultural encounters. Fifty participants from the Armed Forces have completed the project. Based on Christensen's presentation at the conference "Illicit Flows and African Security", held in 2013 by the Swedish Armed Forces' research institute (FOI) in cooperation with Nordic Africa Institute (NAI), her contribution "Soldiering Shaky Grounds: Sierra Leonean Ex-militias as Local Threats and Global Security Providers" was published in the subsequent conference report in May 2014. Christensen wrote an additional, related article specifically addressing the Danish Armed Forces, entitled "Ambiguous Securityscapes".

The institute has furthermore published a cultural area study of Mali. This study is used in an instructional setting at the ILC's course at the master's programme in military studies. In addition, the study is used in connection with the education of Danish Armed Forces personnel prior to their deployment to Mali and by Danish Armed Forces personnel in this mission area. In 2014, the ILC

worked on cultural area studies for Syria and Somalia, which both were published at the beginning of 2015.

In addition to participating at the conference "Culture in Conflict" in England, the ILC has participated in the conference "Coping with Culture" in Austria. This conference had a number of European countries as participants, as well as the U.S. In 2015, the ILC will be hosting this conference, where the focus will be on military planning and cultural factors in practice.

Represented by Rikke Haugegaard, MSc Anthropol., the ILC participated at the ISMS conference in Vienna last October, where Haugegaard presented "Laptops in Social Science – Pedagogical Challenges and Benefits".

In addition to the international cooperation concerning the abovementioned conference, the ILC enjoys ongoing research collaboration with the US Marine Corps University (CAOCL) in relation to the cultural aspects involved in military operations.

## **6. 1 RESEARCH SERVICES**

### **6.1 Area of responsibility**

The impetus for creating Research Services came about in connection with the design of the research strategy, which made it clear that the new requirements to the research environment would demand a substantial effort, not just from the institutes but also from senior management. Over the course of 2014, therefore, resources have been reallocated to make possible the creation of a unit that can ensure the implementation of the research strategy as well as handle and assist researchers with the many administrative tasks that are associated with their research. These functionalities are natural elements in the area of responsibility of the Dean's Office, but the concrete execution of the task resides with the Danish Defence Library Center.

### **6.2 Initiatives for research support**

During 2014, research services have developed a number of initiatives whose purpose it is to ensure the progressive development of the research environment, while the section also helps lift the increased workload for the individual researchers.

The RDDC has proven to be an attractive academic setting for PhD students, and there has therefore been particular focus throughout 2014 on expanding the procedures and guidelines for PhD students at the RDDC. In this connection, Research Services have drawn up guidelines for selecting PhD candidates to both the Danish Council for Independent Research, jointly financed PhD projects and purely internally financed PhD projects. Research Services have likewise allocated capacities to assist PhD candidates with how to write applications, draw up budgets, etc.

It has been a pivotal initiative to develop and expand the external financing of the research at the RDDC. In order to support this, Research Services have implemented a change in in the RDDC's activities that are financed through grants, so that the RDDC as an institution may seek national research funds, while the expertise within the large national and international research funds, the Danish Council for Independent Research and the European Horizon 2020, have been consolidated within Research Services. Individual researchers can thus receive support from Research Services during the application process and the subsequent reporting in the event that a grant is awarded.

In line with the RDDC's increased engagement in external projects and collaborations, Research Services have in 2014 assumed responsibility for the administration of national funds offered in the area of cyber security. The design of the listings for research openings and the selection of projects take place in close cooperation with the Centre for Cyber Security as well as the Defence Colleges of Norway and Sweden. The first projects are expected to be launched in June 2015.

Part of what renders the RDDC's research environment unique is the military educators who have the skillset and interest in conducting research. Because it is in the combination of civilian and military researchers that the distinctive, professionally related research arises. In order to support officers that are not familiar with scientific methodology and academic composition, Research Services have established a number of tools for competency development and courses in academic writing and research methods, which will be launched in the fall of 2015. These opportunities have been designed in close cooperation with the institutes and reflect the challenges that the institutes have identified as pivotal for the development of the research environment.

One project that has derived from this is the RDDC Research Day, which Research Services will organise during the fall in order to create deeper interdisciplinary fellowship and greater mutual insight into the institutes' respective research areas.

### **6.3 Quality assurance**

Research services coordinate and structure the substantial process of mapping out the research at the RDDC; examples of initiatives in this area are the quarterly overviews of research publications, overviews of RDDC media contributions and overviews of research associates at the RDDC.

During 2014 Research Services have organised, and will continue to organise, a number of meetings that are intended to ensure that Research Services' initiatives and quality assurance models are developed in close coordination with the institutes. In this connection, it is worth mentioning the Research Council meetings and the meetings for scientific staff at the RDDC, at which institute directors, researchers and Research Services enter into detailed dialog about the tasks of research services and set expectations for further development. Especially the meetings for research associates have created a forum for knowledge sharing and cross-disciplinarity, which is undergirded by Research Services' newly launched internal homepage, containing information about the new initiatives and areas of responsibility that are developed on a continuous basis.

In addition to internal discussion fora, Research Services have likewise convened the RDDC Advisory Board and will in the future ensure that the Advisory Board receives a central guiding role, which will help ensure that the research carried out at the RDDC will develop in close association with pertinent military institutions and the surrounding society.

### **RDDC RESEARCH IN THE NEAR FUTURE**

A significant aspect of the course change that the RDDC undertook during 2014 has been to make visible the many facets of military research that the research environment at the RDDC can offer. Research at the RDDC has hitherto mainly been directed at a military target segment with other perspectives on research and findings than that of a typical civilian research environment. Thus has the dissemination focused on this audience instead of external stakeholders. With the accreditation of the officer programmes RDDC opens for greater transparency and quality

assurance of the research. This results in increased benefits for the Danish Defence, our collaborators and society in general.

The RDDC will during 2015 have many more ongoing research activities, which hopefully will manifest themselves in research findings over the coming years

## RESEARCH PUBLICATIONS 2014

### 1. EXTERNAL PUBLICATIONS

#### 1.1 Anthologies

Odgaard, L. (ed.), Mandrup, T. (ed.) & de Coning, C. (ed.), *BRICS and Coexistence: An Alternative Vision of World Order*, published 2014 by Routledge. Peer reviewed.

Odgaard, L. (ed.) (2014), *Strategy in NATO: Preparing for an Imperfect World*  
Published by New York: Palgrave Macmillan.

#### 1.2 Contributions to anthologies

Jakobsen, P. V. (2014), "The Indispensable Enabler: NATO's Strategic Value in High-Intensity Operations Is Far Greater Than You Think" in: *Strategy in NATO: Preparing for an imperfect world*. Odgaard, L. (ed.). New York: Palgrave Macmillan, s. 59-74. Peer reviewed.

Møller, H. H. (2014), "Effect-Based Thinking in NATO: Utilizing All Instruments of Power while Planning for and Conducting Operations" in: *Strategy in NATO: Preparing for an Imperfect World*. Odgaard, L. (ed.). First Edition, New York: Palgrave Macmillan, chap. 12, p. 173 – 189, 16 p. Peer reviewed.

Nielsen, T. G. (2014), "Time and the Question of Unintended Impact on Military Strategy: Nato in Afghanistan" in: *Strategy in NATO: Preparing for an Imperfect World*. London: Palgrave Macmillan, Chap. 10. Peer reviewed.

Nissen, T. E. (2014), "Strategizing NATO's Narratives" *Strategy in NATO : Preparing for an Imperfect World*. Odgaard, L. (ed.). 1st edition Palgrave Macmillan, Chap. 11, p. 157 – 171. Peer reviewed.

Nørby, P. (2014), *Oberst Christian Ditlev Ove Lunn – en dansk officer i Frankrig 1937-1939*  
Syddansk Universitetsforlag. 18 p.

Nørby, P. & Linderøth, A. (ed.) (2014), *Det Dolda Hotet: - 12 forskare om ubåtar*, Publiceret:  
Karlskrona: Marinmuseum Karlskrona.

Odgaard, L. & Zha, D. (2014), "China and coexistence: Beijing's energy policy towards Iran and Myanmar" (2014), in: *BRICS and Coexistence: An Alternative Vision of World Order*. Odgaard, L., Mandrup, T. & de Coning, C. (ed.). Routledge, Chap. 5

Odgaard, L. & Krüger-Klausen, V. (2014), "Preparing for an Imperfect World: Strategy in Conflict Management Environments" in: *Strategy in NATO: Preparing for an Imperfect World*. New York: Palgrave Macmillan, Chap. 2. Peer reviewed.

Odgaard, L. (2014), "The United Nations in China's Security" in: *Routledge Handbook of Chinese Security*. Dittmer, L. & Yu, M. (ed.). Routledge. Peer reviewed.

Olesen, M. R. & Nordby, J. R. (2014), "The Middle Eastern Decade: Denmark and Military Interventions" in: *Alike or Different? : Scandinavian Approaches to Military Intervention*. Edström, H. & Gyllensporre, D. (ed.). Sweden: Santérus Förlag. Peer reviewed.

Poulsen, N. B., Bundgård Christensen, C. & Scharff Smith, P. (2014): "Dänen in der Waffen-SS 1940-1945.: Ideologie, Integration und Kriegsverbrechen im Vergleich mit anderen "germanischen" Soldaten", in: *Die Waffen-SS: Neue Forschungen*. München, p. 196-215 20 p. (Krieg in der Geschichte, Vol. 74). Peer reviewed.

Vestenskov, D. & Jørgensen, L. W. (2014), "When Strategy Ends" in: *Strategy in NATO : Preparing for an Imperfect World*. Odgaard, L. (ed.). US: Palgrave Macmillan, Chap. 9. Peer reviewed.

Wang, N. (2014), "Driven by Nature: The Future of the Arctic" in: *Breakthrough: from innovation to impact*. van den Breemen, H. (ed.). Luntern, The Netherlands: The Owls Foundation, Chap. 4, p. 49-79 30 p. Peer reviewed.

### 1.3 Journal articles

Barfoed, J. (2014), "Can NATO Practice Grand Strategy?: An Analysis of NATO's Structures and Doctrine in Light of the Libya Conflict" in: *Militært Tidsskrift*. Peer reviewed.

Brink Rasmussen, J. (2014), "Danish Peacekeepers in the Republic of Serbian Krajina (Croatia), 1992-1995" in: *Baltic Security and Defence Review*. 16, 1, p. 70-124 54 p.3. Peer reviewed.

Brink Rasmussen, J. (2014), "Den danske FN-bataljon i den ikke anerkendte stat Republika Srpska Krajina, 1992-1995" in: *Fra krig og fred*. 2, p. 116-175 59 p. Peer reviewed.

Clemmesen, M. H. & Grøn, O. (2014), "Skyggerne på væggen: Et forsøg på delvis rekonstruktion af efterretningstjenesten i og fra Sønderjylland 1920 til ca. 1950", in: *Fra krig og fred*. 1, p. 86-180. Peer reviewed.

Clemmesen, M. H. (2014), "The Royal Navy North Sea War Plan 1907-1914" in: *Fra krig og fred*. 2014, 2, p. 59-115 56 p. Peer reviewed.

Jakobsen, P. V. (2014), "Derfor fører Geneve ikke til noget nu" in: *Raeson*. 1, p. 44-47 4 p.

Jakobsen, P. V. (2014), "Situationen er håbløs men ikke alvorlig" in: *Raeson*.

Jakobsen, P. V. (2014), "Danmarks udenrigspolitiske hovedudfordring ligger atter i Østeuropa" in: *Raeson*. 14/4, p. 30-35 5 p.

Nørby, P. (2014), "Bortbleven. Historien om skonnerten Hydras forlis 1917" in: *Marinehistorisk Tidsskrift*. 2, 2014, p. 20-26 6 p.

Nørby, P. (2014), "På narkojagt i det Caribiske Hav: Korvetten Peter Tordenskiolds togt foråret 2001" in: *Tidsskrift for Søveesen*. 2014, 1, p. 23 34 p.12

Nørby, P. & Seerup, J. (2014), "Peter Raagaards Dagbog 1792 -1857", in: *Marinehistorisk Tidsskrift*. 2014, 4, p. 3-22 19 p.

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Vestenskov, D. (2014), "Krig i Afghanistan gennem fire årtier: En analyse af udviklingen i historieskrivningen" in: *Fra krig og fred*. 2014, 2, p. 177-195 23 p.4. Peer reviewed.

Wang, N. (2014), "Samarbejde møder forhindringer i Arktis" in: *Udenrigsp.* 2, 2, p. 25-31 7 p.

#### 1.4 Conference proceedings

Jakobsen, P. V. & Ringsmose, J. (2014), *How NATO's success became the main source of NATO's crisis*, 19 jun. 2014. Peer reviewed.

Nissen, T. E. (2014), "The Two "New Blacks": Social Media and Narratives and the Challenge of Measurement" fra: *Strategic Communication in Counter Terrorism : Target Audience Analysis, Measurement of Effectiveness and Counter Narrative*. 1 udg. Ankara - Turkey, Chap. 2, p. 14 - 17 4 p. nov. 2014. Peer reviewed.

Odgaard, L.(2014), "The Consequences for China of the US Exit from Afghanistan 2014", in: *Security and Development in Afghanistan After 2014: 6th Annual ISDP-AMS conference 6-8 December 2013, conference proceedingp*. Institute for Security and Development Policy, Sverige. Peer reviewed.

Odgaard, L.(2014), "Sun Tzu's Art of War and competition and cooperation: China's contribution to anti-piracy in the Gulf of Aden", fra *9th Symposium on Sun Tzu's Art of War*, Kina, Qingdao 2014.

Sjøstedt, P. (2014), *Developing the Simulator Instructor's Pedagogical Competence*, 4 dec. 2014. Tilgængelig på: <http://pure.fak.dk/portal/files/5571610/14043.pdf>, peer reviewed.

#### 1.5 Reports

Mitchell, D. W., Alberts, D. P., Bernier, F., Farrell, P. P. E., Pearce, P., Belanger, M., Huber, R., Bruzzone, A. G., Mursia, A., Spaans, M., Chan, K. & Henshaw, M. (2014), *C2 Agility*, Public Pre-Release edition, Paris: NATO Research & Technology Organisation. 228 p. Winner of the 2014 NATO Scientific Achievement Award. Peer reviewed.

Mynster Christensen, M. (2014), "Soldiering Shaky Grounds: Sierra Leonean Ex-militias as Local Threats and Global Security providers", in: *Illicit Flows and African Security 2014*, Swedish Defence Research Agency & Nordic Africa Institute. 3 p. Tilgængelig på: [http://pure.fak.dk/portal/files/4960523/Illicit\\_Flows\\_and\\_African\\_Security\\_2014.pdf](http://pure.fak.dk/portal/files/4960523/Illicit_Flows_and_African_Security_2014.pdf)

Pradhan-Blach, F., Schaub Jr, G. J. & LeRiche, M. (2014), "Cooperation between International Organizations in Complex Emergencies in Eastern Africa: the Views of Danish Practitioners on Cooperation from an Expert Seminar" Copenhagen: Center for militære studier. 29 p. Peer reviewed. Tilgængelig på: [http://scholar.googleusercontent.com/scholar?q=cache:K5rgKmiRGRYJ:scholar.google.com/+pradhan-Blach,+Flemming,+Gary+Schaub,+Jr.,++and+Matthew+LeRiche.+Cooperation+between+International+Organizations+in+Complex+Emergencies+in+Eastern+Africa.+%28Copenhagen:+Centre+for+Military+Studies,+January+2014%29&hl=da&as\\_sdt=0,5&as\\_vis=1](http://scholar.googleusercontent.com/scholar?q=cache:K5rgKmiRGRYJ:scholar.google.com/+pradhan-Blach,+Flemming,+Gary+Schaub,+Jr.,++and+Matthew+LeRiche.+Cooperation+between+International+Organizations+in+Complex+Emergencies+in+Eastern+Africa.+%28Copenhagen:+Centre+for+Military+Studies,+January+2014%29&hl=da&as_sdt=0,5&as_vis=1)

Pradhan-Blach, F., Schaub Jr, G. J., & Kristensen, K. P. (2014), *Long Time Coming: Developing and Integrating UAVs into the American, British, French, and Danish Armed Forces*, Udgivet af Center for militære studier, Københavns Universitet. 43 p. Peer reviewed.

Pradhan-Blach, F., Schaub Jr, G. J., & Kristensen, K. P. (2014), *Unmanned and Unarmed: On the Future Use of Unmanned Aerial Systems in the Danish Armed Forces* Udgivet København, Center for militære studier. 49 p. Peer reviewed.

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Jakobsen, P. V. (2014), "Derfor fører forhandlingerne i Geneve ikke til noget nu" in: Ræson. Netpublikation tilgængelig på [www.raeson.dk](http://www.raeson.dk).

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## 1.7 Reviews

Odgaard, L. (2014), "The South China Sea Arbitration: A Chinese Perspective" in: *China Quarterly* no. 220. Peer reviewed.

Poulsen, N. B. (2014), "Ulve får og vogtere. Den Kolde Krig i Danmark 1945-199" in: *Nordisk Oestforum*. 28, 4, p. 399-405 6 p.

Poulsen, N. B. (2014), *Fortidens slagmarker. Krig og konflikt fra stenalder til vikingetid*, Gyldendal, 2014

16 dec. 2014 Anmeldelse tilgængelig på: <http://www.krigsvidenskab.dk/fortidens-slagmarker-krig-og-konflikt-fra-stenalder-til-vikingetid>.

## 1.8 Papers

Mitchell, D. W. (2014), "Learning from management mistakes made in Afghanistan and adopting a 'battlespace agility' approach", White Paper, netpublikation tilgængelig på: [www.defenceiq.com](http://www.defenceiq.com).

## 2. RDDC PUBLICATION SERIES

### 2.1 Anthologies

Cramer-Larsen, L. (ed.) & Jensen, C. (ed.) (2014), *Borgerkrigen I Syrien: Historisk, Politisk og Militært*. Første udgave, 2014 udg. Forsvarsakademiet: Forsvarsakademiets Forlag. 143 p.

### 2.2 Contributions to anthologies

Cramer-Larsen, L. & Jensen, C. (2014), "Den syriske borgerkrig som udfordring" *Borgerkrigen I Syrien: Historisk, Politisk og Militært*. Cramer-Larsen, L. & Jensen, C. (ed.). Første udgave, 2014 udg. Forsvarsakademiets forlag: Forsvarsakademiets Forlag, Vol. 1, Chap. 1, p. 9-18 10 p.

Cramer-Larsen, L. & Jensen, C. (2014), "Borgerkrigen som krig: Det syriske styre, dets oprørsbekæmpelse og dets udfordrere" i *Borgerkrigen I Syrien: Historisk, Politisk og Militært*. Cramer-Larsen, L. & Jensen, C. (ed.). Første udgave, 2014 udg. Forsvarsakademiet: Forsvarsakademiets Forlag, Vol. 1, Chap. 2. - Konflikterne I syrien, p. 57-67 10 p.

Nissen, T. E. (2014), "Juridiske overvejelser i forbindelse med Influence Operationer" in: *Introduktion til Folkeret*. Güntelberg, H. (ed.). 1. udgave udg. København: Forsvarsakademiets Forlag, Vol. 1, Chap. 8, p. 204-214 11 p.

Nissen, T. E. (2014) "Syriens digitale krig og dens narrativer" in: *Borgerkrigen i Syrien: Historisk, politisk og militært*. Cramer-Larsen, L. & Jensen, C. (ed.). første udgave udg. København : Forsvarsakademiets Forlag, Chap. 8, p. 90-99 10 p.

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Jakobsen, P. V. (2014), "Danish lessons learned: The comprehensive/ integrated approach after Iraq and Afghanistan" in: *Contemporary Conflicts : Military Studies Magazine*. 2, 5 p.

Mynster Christensen, M. (2014), "Ambiguous Securityscapes: Sierra Leonean ex-militias as local threats - and providers of global security in Iraq" in: *Contemporary Conflicts : Military Studies Magazine*. 2, p. 2-5 4 p.

Nissen, T. E. (2014), "Terror.com: IS's Social Media Warfare in Syria and Iraq" i: *Contemporary Conflicts : Military Studies Magazine*. 2, 2, 8 p.

### 2.4 Conference proceedings

Vestenskov, D. (ed.) (2014), *10 YEARS AFTER NATO MEMBERSHIP: An anniversary in the shadow of a crisis* publiceret ved: Forsvarsakademiets Forlag, p. 1-112 112 p.

### 2.5 Reports

Haugegaard, R., Bartels, J., Schwartz, B. & Linnet, P. (ed.) (2014), *Kulturlandestudie Mali*, publiceret: Forsvarsakademiets Forlag. 109 p.

Nissen, T. E. (2014), *Analyse af russisk informationskrigsførelse*, publiceret: Forsvarsakademiets Forlag 10 p.

### 2.6 Research papers

Mitchell, W. L. & M. Westh, D. (2014), *Humanitær Efterretningstjeneste: Brugen af Forsvarets indhentnings- og analytiske Chapaciteter under en katastrofe*, publiceret: Forsvarsakademiets Forlag, p. 1-41 41 p.

Mynster Christensen, M., Haugegaard, R. & Linnet, P. (2014), *'War amongst the people' and the absent enemy: Towards a cultural paradigm shift?*, publiceret: Forsvarsakademiets Forlag, 18 p.

Sløk-Andersen, B. (2014), *Kvindernes trinvis adgang til det danske Forsvar* 23 jan. 2014 29 p. (FAK Research Paper). Tilgængeligt på:  
[http://pure.fak.dk/portal/files/5561167/Kvindernes\\_trinvis\\_adgang\\_til\\_det\\_danske\\_forsvar.pdf](http://pure.fak.dk/portal/files/5561167/Kvindernes_trinvis_adgang_til_det_danske_forsvar.pdf)

## 2.7 Briefs

Jensen, L. H. E. (2014), *Danish Special Operations - Comprehensive Reorganization and Innovation are Necessary*, publiceret: Forsvarsakademiets Forlag.

Jensen, L. H. E. (2014), *Special Operations can Increase Denmark's Strategic Options*, publiceret: Forsvarsakademiets Forlag.

Jensen, L. H. E. (2014), *Special Operations can make a difference in integrated conflict prevention*, publiceret: Forsvarsakademiets Forlag.

Jensen, L. H. E. (2014), *Special Operations - Myths and facts*, publiceret: Forsvarsakademiets Forlag.

Jensen, L. H. E. (2014), *Special Operations - the Central Role of Air Capabilities*, publiceret: Forsvarsakademiets Forlag.

Johnsen, A. A. (2014), *Small-State Special Operations in a Comprehensive Stabilisation Context: What to Know and Where to Go?*, publiceret Forsvarsakademiets Forlag, 11 p.

Mitchell, D. W. (2014), *Building A Componential Danish SOF for Global SOF Network* Forsvarsakademiets Forlag, p. 1-14 14 p. Peer reviewed.

Nørgaard, K. & Holsting, V. P. (2014), *Militær ledelse i et professionsperspektiv* Forsvarsakademiets Forlag, publiceret: Forsvarsakademiets Forlag.

Vestenskov, D. (2014), *Det afghanske præsidentvalg 2014: En introduktion til det afghanske valgsystem og en analyse af hovedkandidaternes chancer*, Publiceret: Forsvarsakademiets Forlag, p. 1 32 p.

Vestenskov, D. (ed.) & Holmberg, H. (2014), *Exit by Afghanistan: Vietnam and Afghanistan: A comparative analysis of military transition as a political objective in US strategy*, publiceret: Forsvarsakademiets Forlag, p. 1-18 18 p.

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