Country	Institution	Module	ECTS
RO	**LFA**	**Military Leadership (A)**	**3.0**

	Minimum Qualification for Lecturers
Service **ALL**	• Experience in leadership on Company or higher level of combat branches (e.g.: Infantry, mechanized Infantry, reconnaissance branch, ….) with education on Battalion MDMP.
Language **English**	• At least one mission/operation abroad, preferably on Company or higher level. • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3.

Prerequisites for international participants:	**Goal of the Module**
• English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. • Basic managerial and leadership competences, focused on basic tactical level (platoon or equivalent). • Understanding platoon level tactics and knows national military decision making process. • Basic negotiation and problem solving skills. • Ability to plan, organise and accept responsibility.	• Different creative military problem solving techniques as a leader. • Problem solving with a group and individually. • Ability to quickly adapt to the changing environment as a leader in combat scenarios. • Act as a leader under time pressure during courses of action (COA)-development.

Learning outcomes		
	Know-ledge	• Knows the importance of military decisions and their consequences for the success of a leader. • Has the basic knowledge of the sequences of a general MDMP. • Knows critical factors for combat development and deduces pre-conditions for a leader.
	Skills	• Is capable of adopting the MDMP under changing environments and under time-pressure in order to create replicable courses of action (COA). • Has the necessary organisational and administrative skills of a leader for solving a given task under time-pressure. • Actively manages stress situations as a leader within changing scenarios in using the MDMP.
	Compe-tences	• Has analytical competences with focus on the main outcomes of certain sequences of the MDMP and draws conclusions. • Has self-confidence to decide and represents his/her results. • Solves problems and deals with the widest range of tasks based on his/her updated knowledge, methods acquired and his/her experience.

Verification of learning outcomes

• **Test:**
    o Determination of entry level according to the learning outcomes of e-learning is ordered by the Module Director.
 • **Observation:**
    o Trainees are to be observed and are to be evaluated concerning the process of developing leadership decisions; during practical execution of the given tasks and the final practical examination.
 • An individual qualified feedback is to be issued to the participants. A final test could be envisaged.

Main Topic	Recom-mended Working Hours	Details
Module Details		
E-Learning	7	• Characteristics and Capabilities of Land Forces • Operational Principles of Combat Troops and Combat Support Troops • Fundamental Chapters of a "Common MDMP" – Senses, Processing and Cognition • Task Organisation Part 1 – Friendly Forces • Task Organisation Part 2 – Opposing Forces • UTM-Grid System • Military Terms and Task Verbs • Used Formats – Marching Order, Terrain Brief with tactical reference, Operations Brief
Entry Level Test	1	• If the e-learning does not include tests anyway, the determination of the entry level according to the e-learning outcomes is to be conducted. If this hour is not used it counts to the self-studies hours. • Consequences are up to the Module Director.
Basics for Military Leadership	2	• Principles and basics to act as a successful military leader during the following training hours. (Importance of military leadership decisions, tactical factors (forces-space-time), principles of war, combined arms combat, principle: display-assess-conclude, sequence of a mission briefing).
Principles of MDMP	2	• Focus on mission analysis, evaluation of the environment, evaluation of the conflicting forces, evaluation of friendly forces and concept development.
MDMP under Time-Pressure	2	• Reduction of MDMP as a leader to absolutely necessary steps and practical execution as a requirement for MDMP under time-pressure.
Practical MDMP Training (indoors)	3	• MAPEX. • Hip pocket situation training as a leader on the example of selected scenarios.
Practical MDMP Training under Time-Pressure (outdoors)	5	• Instructors issue orders (input scenarios) and participants are to present the results of their elaborations which are discussed and feed-backed. • The leadership competences during solving the problems are observed and evaluated as well as feed-backed. • Basics of indoor-training are taken and adopted to the field on the example of combat tasks.
Practical Leadership Training (indoors and/or outdoors)	5	• Scenarios of topics above are used to act as a leader. • The tools are up to the Course Director and may be covered by CAX and/or TEWT and/orreal troops, etc. • The scenarios are to be used for the final evaluation. In doing so this gives a picture about participants' leadership competences which are observed and evaluated as well as feed-backed.
Total	**27**	

Additional hours (WH) to increase the learning outcomes		
Self-Studies	23	• For reflecting the teaching hours. • Preparation of outdoor activities. • Preparation for the final evaluation.
Total WH	**50**	The amount of hours for the use of the developed e-learning is up to the module director. He/she may replace the e-learning hours/topics with residential phases. The detailed amount of hours for the respective main topic is up to the course director according to national law or home institution's rules.

Remarks:

- The Module encourages the active participation of students
- The detailed amount of hours for the respective main topic is up to the course director, according to the national law or home institution's rules.

List of Abbreviations:

CAX	Computer Assisted Exercise
CEFR	Common European Framework of Reference for Languages
COA	Courses of Action
ECTS	European Credit Transfer System
LFA	Land Forces Academy
MAPEX	Map Exercise
MDMP	Military Decision Making Process
NATO	North Atlantic Treaty Organisation
RO	Romania
STANAG	Standardization Agreement
TEWT	Tactical Exercise without Troops
UTM	Universal Transversal Mercato System
WH	Working Hour