



Romania

“Nicolae Bălcescu” Land Forces Academy of Sibiu

**Curriculum
and
practical information
for the
International Semester
2025/2026**



1. INTRODUCTION AND PRACTICAL INFORMATION

| 1. | Dates, Location, Participants Participants are officer cadets/students who are willing to take part in the "International Semester". The semester takes place in the period 02nd March-05th June 2026 . <ul style="list-style-type: none">Basic knowledge on English (B2 level or NATO STANAG Level 2) – the entire International Semester is conducted in English languageAdequate physical conditionBasic competencies in Leadership and CommunicationBasic knowledge of Computers | | | | | | | | | | | | | | | | | | | | | | | | |
|------------|---|---|----------------|------------|---|----|--|---|---|---|---|---|---|---|------|---|---|---|---|----|---|---|---|-------|--|
| 2. | Transportation Participants are requested to make their own travel arrangements to and from Sibiu: airport/railway station/bus station etc. "Nicolae Bălcescu" Land Forces Academy will provide free transport from the above-mentioned locations to the Academy and back. Transportation from/to local airport or railway stations must be required in advance, preferably one week before arrival to Sibiu. Prices for using taxis from the Sibiu airport/railway station/bus station to the academy rate between 10-15 EUR. Another option is to use public transportation. | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. | Accommodation and meals In accordance with the principle of reciprocity , "Nicolae Bălcescu" Land Forces Academy of Sibiu provides free accommodation and meals in the academy's campus. For other participants, accommodation is provided for a fee, subject to the availability of remaining places. | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. | Uniform/dress code Arrival/Departure/Sightseeing: Civilian clothes Opening/Closing ceremony: Best dress uniform. Classes: Combat uniform/Service dress uniform. | | | | | | | | | | | | | | | | | | | | | | | | |
| 5. | Registration Please use the attached registration form (if you do not have your transport details on this stage, you can send them later on) and send it to the POC (Ramona-Elena HERMAN), at the e-mail address: international.relations@armyacademy.ro . Deadline for registration is 05th of December 2025 . | | | | | | | | | | | | | | | | | | | | | | | | |
| 6. | Grading system and ECTS grading scale In Romania, marks are given on a scale of 1 to 10, with 5 meaning that " <i>performance meets the minimum criteria required in order to pass</i> ", 10 meaning " <i>outstanding performance</i> ", and 1 to 4 meaning " <i>failed</i> ". For Erasmus students, the scores are grouped in 7 categories, each corresponding to a general qualitative appreciation: 10 – A, 9 – B, 7-8 – C, 6 – D, 5 – E, 4 – FX, 1-3 – F . ECTS grading scale: <table><tr><th>ECTS Grade</th><th>Romanian Grade</th><th>Definition</th></tr><tr><td>A</td><td>10</td><td>EXCELLENT - outstanding performance with only minor errors</td></tr><tr><td>B</td><td>9</td><td>VERY GOOD - above the average standard but with some errors</td></tr><tr><td>C</td><td>8</td><td>GOOD - generally sound work with a number of notable errors</td></tr><tr><td>D</td><td>6, 7</td><td>SATISFACTORY - fair but with significant shortcomings</td></tr><tr><td>E</td><td>5</td><td>SUFFICIENT - performance meets the minimum criteria</td></tr><tr><td>FX</td><td>4</td><td>FAIL - some more work required before the credit can be awarded</td></tr><tr><td>F</td><td>1 - 3</td><td>FAIL - considerable further work is required</td></tr></table> | ECTS Grade | Romanian Grade | Definition | A | 10 | EXCELLENT - outstanding performance with only minor errors | B | 9 | VERY GOOD - above the average standard but with some errors | C | 8 | GOOD - generally sound work with a number of notable errors | D | 6, 7 | SATISFACTORY - fair but with significant shortcomings | E | 5 | SUFFICIENT - performance meets the minimum criteria | FX | 4 | FAIL - some more work required before the credit can be awarded | F | 1 - 3 | FAIL - considerable further work is required |
| ECTS Grade | Romanian Grade | Definition | | | | | | | | | | | | | | | | | | | | | | | |
| A | 10 | EXCELLENT - outstanding performance with only minor errors | | | | | | | | | | | | | | | | | | | | | | | |
| B | 9 | VERY GOOD - above the average standard but with some errors | | | | | | | | | | | | | | | | | | | | | | | |
| C | 8 | GOOD - generally sound work with a number of notable errors | | | | | | | | | | | | | | | | | | | | | | | |
| D | 6, 7 | SATISFACTORY - fair but with significant shortcomings | | | | | | | | | | | | | | | | | | | | | | | |
| E | 5 | SUFFICIENT - performance meets the minimum criteria | | | | | | | | | | | | | | | | | | | | | | | |
| FX | 4 | FAIL - some more work required before the credit can be awarded | | | | | | | | | | | | | | | | | | | | | | | |
| F | 1 - 3 | FAIL - considerable further work is required | | | | | | | | | | | | | | | | | | | | | | | |
| 7. | P.O.C. Ramona-Elena HERMAN "Nicolae Bălcescu" Land Forces Academy of Sibiu 3-5 Revolutiei Street, Sibiu, Romania, 550170 Tel: +40 269 432 990/int. 1317 (office) Mob: +40 745 778 468 E-mail: international.relations@armyacademy.ro | | | | | | | | | | | | | | | | | | | | | | | | |



2. COURSE CATALOGUE AND CURRICULUM

| No. | Course Title | ECTS |
|-------------------|--|-----------|
| 1. | Cross-cultural Communication (Comunicare interculturală) | 2 |
| 2. | Comprehensive Approach (Relații civili-militari) | 4 |
| 3. | English Language – Intermediate level I (Limba engleză aplicată) | 3 |
| 4. | Law of Armed Conflict (Drept internațional umanitar) | 3 |
| 5. | Interoperability (Interoperabilitate în acțiunile militare) | 6 |
| 6. | Electronic Warfare (Război electronic) | 2 |
| 7. | Cyber security (Securitate cibernetică) | 2 |
| 8. | Military Leadership (A) (Leadership în câmp tactic) | 3 |
| 9. | Military Leadership (B) (Military Training) | 3 |
| 10. | Military Physical Training (Leadership C) (Educație fizică militară) | 1 |
| 11. | Cultural awareness (Diversitate și interculturalitate în mediul militar) | 2 |
| TOTAL ECTS | | 31 |



1. Cross-Cultural Communication

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| Country RO | Institution Land Forces Academy | Module Cross-Cultural Communication | ECTS 2.0 |
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| Service ALL | Minimum Qualification for Lecturers <ul style="list-style-type: none"> Fully-qualified cross-cultural practitioner/teacher; Outstanding knowledge of the cross-cultural communication field and international experience in a cross-cultural environment; Teaching experience in the field of cross-cultural communication; English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3. |
| Language English | |
| SQF MILOF | |

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| Prerequisites for international participants: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2; Basic knowledge of the communication field; Ability to work in a team. | Goal of the Module Communicate with cultural open mindedness within a group, in situations of work or external environments, making effective use of current technical practices in the area of information management, programming and networking technologies |
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| Learning outcomes | Know- ledge | <ul style="list-style-type: none"> Explain mediation and communication techniques for giving orders in a cross-cultural environment; Describe verbal non-verbal communication in a cross-cultural environment. |
| | Skills | <ul style="list-style-type: none"> Deal with cross-cultural obstacles in crisis situations of the modern world; Manage the complexity of cross-cultural communication. |
| | R&A | <ul style="list-style-type: none"> Take the initiative and assume responsibility in applying various communication strategies, ask questions effectively and listen actively; Demonstrate improvement of cross-cultural communication skills while understanding cultural differences and avoiding stereotyping. |

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| Verification of learning outcomes <ul style="list-style-type: none"> Observation: Throughout the Module students are to discuss given topics within syndicates and in the plenary. During this work students are evaluated to verify their performance. Evaluation: Group presentations of given topics, cross-cultural activities participation and projects presentations. Test: A written exam at the end of the Module. |
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| Module Details | | |
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| Main Topic | Recommended WH | Details |
| E-learning (Communication) | 3 | <ul style="list-style-type: none"> Principles and functions of communication; Communication models; Communication noise; Barriers to effective communication; Interpersonal communication – theories, principles, strategies, skills; |
| E-learning (Verbal and non-verbal communication) | 3 | <ul style="list-style-type: none"> Verbal communication – types, questioning, listening skills, the Sapir-Whorf Hypothesis; Communication styles; Oral vs. Written communication; |
| Test | 1 | <ul style="list-style-type: none"> 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. |
| Communication | 1 | <ul style="list-style-type: none"> The role of communication in crisis situations of the modern world; |
| Verbal and non-verbal communication | 7 (incl. 4 SW) | <ul style="list-style-type: none"> Non-verbal communication – role, types, proxemics (distance), kinesics, haptics (touch), chronemics (time); The value of diversity; Culture in non-verbal communication – Hall's concepts; International team building activities; |
| Low-context and high-context cultures | 4 (incl. 4 SW) | <ul style="list-style-type: none"> Hall's concept of high- versus low-context communication; The role of low- and high-context communication in a cross-cultural environment of the modern world; International team building activities; |
| Hofstede's cultural dimensions | 8 (incl. 2 SW) | <ul style="list-style-type: none"> Power distance index; Individualism vs. collectivism; Uncertainty avoidance index; Masculinity vs. femininity; Short vs. long term orientation (Confucian dynamism); International team building activities; |
| Cross-cultural communication | 12 (incl. 8 SW) | <ul style="list-style-type: none"> Barriers of cross-cultural communication; Cross-cultural communication games and activities; Developing cross-cultural communication skills; Cross-cultural communication projects; A written test assessing students' knowledge; The course and projects evaluation. |
| Total | 39 | |

| Additional hours to increase the learning outcomes | | |
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| | 11 | Self-studies & pre-readings may be counted as self-studies. |
| 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. |



List of Abbreviations:

| | |
|--------|--|
| B1, B2 | Common Reference Languages |
| CEFR | Common European Framework of Reference for Languages |
| ECTS | European Credit Transfer and Accumulation System |
| IG | Implementation Group |
| LU | Lecture Unit |
| NATO | North Atlantic Treaty Organization |
| RO | Romania |
| SP | The Strategic Partnership |
| STANAG | Standardization Agreement |
| SW | Syndicate Work |
| WH | Working Hour |



2. Comprehensive Approach

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| Country RO | Institution Land Forces Academy | Module Comprehensive Approach | ECTS 4.0 |
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| Service ALL | Minimum Qualification for Lecturers Officers or Civilian Lecturers: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG 6001 Level 3. Thorough knowledge of the Comprehensive Approach. Adequate knowledge of international relations issues. Thorough knowledge of the topic taught. |
| Language English | |
| SQF MILOF | |

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| Prerequisites for international participants: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. At least 1 year of national (military) higher education. Basic knowledge of Comprehensive Approach (IDL). | Goal of the Module Explain and implement the research techniques, sources, resources and data processing methods to solve issues in the military domain/science. |
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| Learning outcomes | Know-ledge | <ul style="list-style-type: none"> Describe the Comprehensive Approach (UN, EU and NATO). Formulate basics of political, military, economy, social, information and infrastructures (PMESII) factors analysis. |
| | Skills | <ul style="list-style-type: none"> Analyze, evaluate and make sound judgments with initiative and creativity. Detect situations affecting safe and secure environment and generate possible (effective). |
| | R&A | <ul style="list-style-type: none"> Demonstrate understanding of the higher command level and takes the necessary initiative to contribute to its success. Make decisions in coherence with PMESII model and analyses the available information in his/her specific tactical situation. |

Verification of learning outcomes

Throughout the Module students are to discuss given topics within syndicates and role playing and in the plenary sessions. During these activities students are to be evaluated to verify their competences and skills.

| Module Details | | |
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| Main Topic | Recommen- ded WH | Details |
| E-learning (Basic Understanding of Comprehensive Approach) | 2 | <ul style="list-style-type: none"> Basic documents and doctrines of CA (UN, EU and NATO). Spheres of competences in CA. |
| E-learning (Operationalizing CA at the Tactical Level) | 2 | <ul style="list-style-type: none"> The links and relationship between the civilian and military actors Possibilities and limitations of cooperation |
| E-learning (Understanding the Environment) | 4 | <ul style="list-style-type: none"> Political, Military, Economic, Social, Information, and Infrastructure factors to operation –PMESII Strengths, Weaknesses, Opportunities, and Threats - SWOT |



| Module Details | | |
|---|------------------|---|
| E-learning (Negotiation in a Multicultural Environment) | 4 | <ul style="list-style-type: none"> • Basic principles of "Best Alternative to a Negotiated Agreement (BATNA) • Basic principles of Zone of Possible Agreement (ZOPA) • Multicultural aspect of negotiation. |
| Basic Understanding of Comprehensive Approach | 6 (4P + 2SW) | <ul style="list-style-type: none"> • Basic definition and philosophy of Comprehensive Approach (CA) • Short historical review of CA genesis • Case Studies - Comprehensive Approach on national level. |
| Operationalizing CA at the Tactical Level | 6 (4P + 2SW) | <ul style="list-style-type: none"> • Introduction to CA actors on international and national level (GO, NGO, RC, etc.). • Case Studies - Possibilities and experiences of links and relations between international actors and army on national level |
| Understanding the Environment | 8 (6P + 2SW) | <ul style="list-style-type: none"> • Introduction to theory of knowledge development (basic evaluation methods of environment) |
| Negotiation in a Multicultural Environment | 10 (4P + 6SW) | <ul style="list-style-type: none"> • Interpersonal communication in crisis situation. Lecture with exercise. |

| Additional hours to increase the learning outcomes | | |
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| Case Studies (CS) (Syndicate work) | 12 (2P – 10SW) | <ul style="list-style-type: none"> • Case study – enter an exercise in syndicates. Real world operations (BiH, Mali, Kosovo, Syria) • Local politics case studies. • Local infrastructure and social needs case studies. • Self-studies Reflection of and preparation for the topics issued • Acquaintance with the situation Real world operations in the syndicates dividing of roles • Preparations for role-play scenarios |
| Role-Play Scenarios (Syndicate work) | 18 (2P – 16SW) | <ul style="list-style-type: none"> • Role-play scenarios linked to case studies focused to real world crisis operations. |
| Self-study | 28 | <ul style="list-style-type: none"> • Enhancing knowledge by studying specific documents. • Reflection of and preparation for the topics issued. • IDL: Basic knowledge of Comprehensive Approach. • PEMSII • SWOT • BATNA • ZOPA |
| Total | 70 | |
| Total WH | 100 | <p>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.</p> <p>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.</p> |



List of Abbreviations:

| | |
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| APT | Advanced Persistent Threat |
| BATNA | Best Alternative to a Negotiated Agreement |
| CA | Comprehensive Approach |
| CEFR | Common European Framework of Reference for Languages |
| GO | Governmental Organizations |
| IDL | Interactive Distance Learning or Independent Distance Learning |
| IRC | International Red Cross |
| LU | Lecture Unit |
| NGO | Non-Governmental Organizations |
| PMESII | Political, Military, Economic, Social, Information, and Infrastructure |
| RO | Romania |
| STANAG | Standardization Agreement |
| SW | Syndicate Work |
| SWOT | Strengths, Weaknesses, Opportunities, and Threats |
| WH | Working Hour |
| ZOPA | Zone of Possible Agreement |



3. English Language – Intermediate level I

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| Country RO | Institution Land Forces Academy | Module Basic Military English | ECTS 2.0 |
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| Service ALL | Minimum Qualification for Lecturers <ul style="list-style-type: none"> Minimum English skills at Level C1 of the Common European Framework of Reference for Languages (CEFR) or NATO STANAG Level 3; University graduate of English as a major or a well-rounded native speaker of English; Military experience; Teaching practice. |
| Language English | |
| SQF MILOF | |

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| Prerequisites for international participants <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2 Good knowledge of military. | Goal of the Module <ul style="list-style-type: none"> To acquire knowledge of military English terminology and to promote presentation and briefing skills so as to better perform in a military English environment To promote communication skills consistent with the professional duties |
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| Learning outcomes | Knowledge | <ul style="list-style-type: none"> Describe military and related terminology in English; Explain terms in troop-leading procedure and military decision-making process in English; |
| | Skills | <ul style="list-style-type: none"> Present a military briefing in English; Develop verbal communication in English consistent with commands, drills, and warnings. |
| | R&A | <ul style="list-style-type: none"> Demonstrate improvement of communication skills consistent with the professional duties in English language. |

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| Verification of learning outcomes <ul style="list-style-type: none"> participation in class paper on and presentation of an assigned topic performance in the final test |
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| Module Details | |
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| Main Topic / contents | Recommended Hours |
| Military Education (European and American Systems of Military Education) | 4 |
| Military Uniform (Military Equipment) | 4 |
| Life on Base (Facilities on a Base) | 4 |
| Military Responsibilities (Daily Routine) | 4 |
| Military Training (Orders and Commands) | 4 |
| International Security Organizations | 4 |



4. Law of Armed Conflict

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| Country RO | Institution Land Forces Academy | Module Law of Armed Conflict | ECTS 3.0 |
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| Service All | Minimum Qualification for Lecturers <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG 6001 Level 3. Thorough knowledge of LOAC. Adequate knowledge of international relations issues. Thorough knowledge of the topic taught. |
| Languages English, French¹ | |
| SQF MILOF | <ul style="list-style-type: none"> Competence area - Military service member Learning area – National and international law Organisation level – Joint/Multiple Services |

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| Prerequisites for international participants <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. At least 1 year of national (military) higher education. <u>Basic</u> knowledge of National (constitutional) Law and International Law. | Goal of the Module Analyse the impact of the legal framework (international and national law, ROE, ...) on the effectiveness of military operations in various types of conflict and how this is reflected in planning for military operations at all levels of operations. |
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| Learning outcomes | Know-ledge | <ul style="list-style-type: none"> Formulate basics of LOAC and related issues. Perform review of the legal context of military operations. |
| | Skills | <ul style="list-style-type: none"> Manage creatively and flexibly service specific forces respecting LOAC at all its spectrum. Apply Rules of Engagement according to possible postings after graduation. |
| | R&A | <ul style="list-style-type: none"> Take the initiative and assume responsibility to apply LOAC in military operations. Solve problems and deal with ROE. |

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| Verification of learning outcomes <ul style="list-style-type: none"> Observation: Throughout the Module students are to discuss given topics within syndicates and in the plenary. During this work students are to be evaluated in order to verify their competences. Test: Written examination at the end of the module. The type of the test is up to the Course Director. If needed, more tests may be conducted during the Module. |
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¹ **Remark:** If the Module or parts of the Module are conducted in French language, international participants are to be informed 3 months in advance.



| Module Details | | |
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| Main Topic | Recommended Working Hours ² | Details |
| E-learning in advance (Basic Principles of the LOAC) | 4 | <ul style="list-style-type: none"> Historical Background of LOAC Definition of Armed Conflict. Types of Armed Conflict. Basic Principles of LOAC. Relationship between LOAC and Human Rights Law. |
| E-learning in advance (Definitions in LOAC) | 4 | <ul style="list-style-type: none"> Armed Forces, Combatants, Prisoners of War, Military Objectives. Protected Persons and Objects (civilians, wounded, sick and shipwrecked, cultural property, etc.). Means and Methods of Warfare. |
| E-learning in advance (International Criminal Justice) | 2 | <ul style="list-style-type: none"> International Criminal Tribunals. Individual Criminal Responsibility and Command Responsibility. |
| Entry Level Test | 1 | <ul style="list-style-type: none"> To determine the entrance level of participants according to the learning outcomes of the e-learning. |
| Introduction to LOAC | 2 | <ul style="list-style-type: none"> Basic Principles of LOAC. Terms and Definitions of LOAC. |
| Syndicate Work | 8 | <ul style="list-style-type: none"> To increase the understanding of LOAC principles. To increase the understanding of the context of definitions in LOAC on the basis of specific examples. |
| Case Studies and Discussions | 8 | <ul style="list-style-type: none"> To illustrate the basic rules (Geneva Conventions and their Additional Protocols). Each case study comprises a description of a situation followed by questions. |
| Legal Context of Military Operations | 4 | <ul style="list-style-type: none"> International Law in Military Operations (e.g.: UN Charter, Chapter VI and Chapter VII). Rules of Engagement (ROE). Status of Forces Agreement (SOFA). |
| Final Test | 1 | <ul style="list-style-type: none"> To determine the achieved level of knowledge, skills and competences. |
| Total | 34 | |

| Additional hours (WH) to increase the learning outcomes ² | | |
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| Self-Studies | 16 | <ul style="list-style-type: none"> Reflection of the E-learning modules. Preparation for the upcoming lessons and for exam(s). Reflection of the topics issued. |
| Total | 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. |

¹ **Remark:** Detailed working hours are up to the Module Director. The total amount of hours has to fit to the national law concerning working hours for 2 ECTS.



List of Abbreviations:

| | |
|--------|--|
| AT | Austria |
| CEFR | Common European Framework of Reference for Languages |
| ECTS | European Credit Transfer and Accumulation System |
| ESDC | European Security and Defence College |
| IG | Implementation Group |
| IHL | International Humanitarian Law |
| LOAC | Law of Armed Conflict |
| RO | Romania |
| ROE | Rules of Engagement |
| SOFA | Status of Forces Agreement |
| STANAG | Standardization Agreement |
| WH | Working Hour |



5. Interoperability

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| Country RO | Institution Land Forces Academy | Module Interoperability | ECTS 6.0 |
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| Service ALL | Minimum Qualification for Lecturers Officers or Civilian Lecturers: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3. Thorough knowledge of multinational operation environment. Thorough knowledge of Command and Control. Thorough knowledge of Small Unit and Formation Tactics. |
| Language English | |
| SQF MILOF | |

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| Prerequisites for international participants: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. Basic managerial and leadership competences. Basic communication and presentation competences. Awareness of respective national armed forces (organization, mission, C2 etc.) includes basic knowledge of roles and capabilities of national military equipment and weapon systems. | Goal of the Module <ul style="list-style-type: none"> To explain the principles of employing single arm/branch subunits at the tactical level in cooperation with various forces. To explain the tactics, techniques and procedures specific in support of interoperability of the Land forces within a multinational operational environment. |
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| Learning outcomes | Know- ledge | <ul style="list-style-type: none"> Explain specifics of national and multinational military operations and respective principles of troop leading procedure. Define aim and role of command and control according to the national and international requirements. |
| | Skills | <ul style="list-style-type: none"> To apply common standards in troop leading procedures and processing of combat documents in the international environment. To communicate effectively within international task force team and solve problems at the tactical level. |
| | R&A | <ul style="list-style-type: none"> Develop mutual understanding and trust (confidence) among international counterparts and their professional networking. Act and cooperate with confidence in a framework of multinational task force teams. |

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| Verification of learning outcomes | |
| <ul style="list-style-type: none"> Observation: Throughout the Module students are to discuss given topics within syndicates. Exercise: Active participation during Computer aided exercise and fulfilling all assigned tasks. Evaluation: Elaborate and defend seminar thesis. | |



| Module Details | | |
|--|---------------------------|---|
| Main Topic | Recommended Working Hours | Details |
| E-learning (IDL) | 10 | <ul style="list-style-type: none"> In advance preparation before the study: <ul style="list-style-type: none"> The nature and scope (division) of NATO, EU and UN operations Command and Control principles and the systems The TLP steps and their content Form of orders and reports Joint military symbols and Task verbs |
| Test | 1 | <ul style="list-style-type: none"> 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. |
| Military Operations | 8 | <ul style="list-style-type: none"> The Operational Environment Spectrum of Conflict The Manoeuvrist Approach Land Tactical Activities: <ul style="list-style-type: none"> Offensive, Defensive, Stability and Enabling Combat Power – War Fighting Functions |
| Command and Control | 12 | <ul style="list-style-type: none"> Command and Control at tactical Level Role of Command Authorities (Chain of Command) Role of Command Posts C2 Processes (detailed in DMP Topic see below) Role of Communication and Information Systems |
| Decision Making Process (DMP) | 18 | <ul style="list-style-type: none"> Battle Command (Understand, Visualize, Describe, Direct) Troop Leading Procedures Orders and Reports Production according to international standards Joint Symbols and Task Verbs |
| Tactics | 10 | <ul style="list-style-type: none"> Combat Unit Organisation Weapon Systems and Communication System Capabilities Small Unit Tactics in Examples: <ul style="list-style-type: none"> Movement, Attack to Destroy ENY, Defend to Hold Position |
| Commander's exercises and SYNEX | 34 | <ul style="list-style-type: none"> Introductory Briefing Receiving of Mission (Higher Commander OPORD) TLP – All Phases Battle Command – Execution of Tasks (Direct) After Action Review |
| Total | 93 | |
| Additional hours to increase the learning outcomes | | |
| Syndicate work (SW) | 12 | <ul style="list-style-type: none"> To increase the understanding of the context of areas of Interoperability. |
| Seminar Thesis Elaboration | 20 | <ul style="list-style-type: none"> Elaborate a seminar thesis focused on assigned topic and defend it. |
| Self-study included IDL | 25 | <ul style="list-style-type: none"> Preparation for the upcoming lessons and for exam(s). Reflection of the topics issued. |
| Total | 57 | |
| Total WH | 150 | |



List of Abbreviations:

| | |
|--------------|--|
| AAP | Allied Administrative Publication |
| APP | Allied Procedural Publication |
| B1, B2 | Common Reference Levels |
| C2 | Command and Control |
| CEFR | Common European Framework of Reference for Languages |
| ECTS | European Credit Transfer and Accumulation System |
| ENY | Enemy |
| EU | European Union |
| IDL | Independent Distance Learning |
| LU | Lecture Unit |
| NATO | North Atlantic Treaty Organisation |
| OPORD | The Operation Order Opord |
| RO | Romania |
| STANAG | Standardization Agreement |
| SW | Syndicate Work |
| SYNEX | Synthetic Exercise |
| TLP | Troop Leading Procedures |
| UN | United Nations |
| WH | Working Hour |



6. Electronic Warfare

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|----------------------|---|-------------------------------------|--------------------|
| Country RO | Institution Land Forces Academy | Module Electronic Warfare | ECTS 2.0 |
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|----------------------------|--|--|--|
| Service ALL | Minimum Qualification for Lecturers | | |
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| Language English | <ul style="list-style-type: none"> Fully-qualified Electronic Warfare Officer. Profound knowledge of EW and/or national/international experience in the field of EW. Teaching Experience in the field of EW. English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3. | | |
| SQF MILOF | <ul style="list-style-type: none"> Competence area - Military service member Learning area – National and international law Organisation level – Joint/Multiple Services | | |

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| Prerequisites for international participants: | Goals of the Module |
| <ul style="list-style-type: none">• English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2.• Minimum of two years national (military) higher education.• Basic technical knowledge.• Basic knowledge of military operations. | <ul style="list-style-type: none">• Promote an understanding of the Electromagnetic Environment as operational environment.• Explain the EW combat service support capabilities of subunits during full spectrum operations. |

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| Learning outcomes | Know- ledge | <ul style="list-style-type: none"> Describe aim, role and basics of EW as enabler and pillar within Command and Control Warfare (C2W) and Information Operations (InfoOps) Identify main facts of adversary's capabilities in using the EME with EMS-related technology during full spectrum of operations. |
| | Skills | <ul style="list-style-type: none"> Deal with specific EW systems to deliver requested combat support. Ability to evaluate the threats and the employment of EW measures in order to ensure own force protection and the effective own use of the EME. |
| | R&A | <ul style="list-style-type: none"> Take responsibility to manage EW in foreseen and changing situations of the operating environment. Make decisions in coherence with EW policies. |

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| Verification of learning outcomes | |
| <ul style="list-style-type: none"> Observation: Throughout the Module students are to discuss given topics within syndicates and in the plenary. During these work students are evaluated to verify their performance. Evaluation of group presentations of given topics. Test: Written exam (multiple choice) at the end of the Module. | |



| Module Details | | |
|---|---------------------------|---|
| Main Topic | Recommended Working Hours | Details |
| Electro-magnetic Environment (EME) | 2.5 | <ul style="list-style-type: none"> • Introduction to the module. • EME as operational environment and as a bridge connecting the other operational environments–Land, Air, Sea, Space and Information. • Basic knowledge the various military and civil users of the EMS and understand the necessity of unimpeded access to and the use of the EME as key factor for successful military operations. • Understand the basic physical characteristics of the different bands of the EMS and give examples of EMS-dependent military technology, their vulnerabilities and opportunities. • Give examples of the friendly operational use, the adversaries make use and the non-combat make use of the EME. |
| Electronic Warfare (EW) Terms and Definitions | 2.5 | <ul style="list-style-type: none"> • Describe and understand the Electronic Warfare Actions: Electronic Surveillance (ES), Electronic Attack (EA), Electronic Defence (ED). • Describe and understand the Electronic Warfare Measures (EWM): Electronic Support Measures (ESM), Electronic Counter Measures (ECM) and Electronic Protective Measures (EPM). • Know about EW coordination and EW support • Describe the relationship and overlapping activities between EW, Signals Intelligence (SIGINT) and Computer network Operations (CNO) in military operations and know the differences. • Basic knowledge of EW as enabler and pillar within Command and Control Warfare (C2W) and Information Operations (InfoOps). |
| E-learning (Threats) | 2 | <ul style="list-style-type: none"> • Know about adversaries capabilities in using the EME with EMS-related technology in military services. |
| E-learning EW Actions and Measures | 4 | <ul style="list-style-type: none"> • Describe branch and/or service specific EW Actions and Measures and know how to ensure the own effective use of the EME in military operations. • Know about EW operations and EW actions and measures to provide situational awareness and force protection. |
| Threats | 2.5 | <ul style="list-style-type: none"> • Be able to evaluate the threats and the effects to the Cadets' service in order to ensure own force protection and the effective own use of the EME. |
| EW Management | 10 (6 SW included) | <ul style="list-style-type: none"> • Syndicate work according to the Course Director's plan. |
| Total | 34.5 | Remark: These 34.5 WH equal 30 Lecture Units with 45 minutes each and 12 hours of syndicate work. |
| Additional hours to increase the learning outcomes | | |
| | 15.5 | Self-studies & pre-readings may be counted as self-studies. |
| Total WH | 50 | <p>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.</p> <p>The detailed amount of hours for the respective main topic is up to the course director according to national law pr home institution's rules.</p> |



List of Abbreviations:

| | |
|---------|--|
| C2W | Command and Control Warfare |
| CEFR | Common European Framework of Reference for Languages |
| CNO | Computer Network Operations |
| EA | Electronic Attack |
| ECM | Electronic Counter Measures |
| ED | Electronic Defence |
| EME | Electromagnetic Environment |
| EMS | Electromagnetic Spectrum |
| EPM | Electronic Protective Measures |
| ES | Electronic Surveillance |
| ESM | Electronic Support Measures |
| EW | Electronic Warfare |
| EWM | Electronic Warfare Measures |
| InfoOps | Information Operations |
| LU | Lecture Unit |
| MDMP | Military Decision Making Process |
| RO | Romania |
| SIGINT | Signals Intelligence |
| STANAG | Standardization Agreement |
| SW | Syndicate Work |
| WH | Working Hour |



7. Cyber Security

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|----------------------|---|---------------------------------|--------------------|
| Country RO | Institution Land Forces Academy | Module Cyber Security | ECTS 2.0 |
|----------------------|---|---------------------------------|--------------------|

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| Service ALL | Minimum Qualification for Lecturers <ul style="list-style-type: none"> Fully-qualified IT or Electronic Warfare officer Outstanding knowledge of cyber security and IT technology and national/international experience in the field of IT. |
| Language English | |
| SQF MILOF | |

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| English <ul style="list-style-type: none"> Teaching experience in the field of cyber security and IT technology. English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3. | |
| <ul style="list-style-type: none"> Competence area - Military technician Learning area – C4ISR systems & cyber defence Organisation level – Single Arm/Branch / Single Service | |

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| Prerequisites for international participants: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. Basic knowledge of IT (ECDL). Basic knowledge of social media. Basic knowledge of military rules and regulations. | Goal of the Module <ul style="list-style-type: none"> Explain the characteristics of cyber security specifics to the branch/service, Learn about cyber attacks: fundamentals of malwares, information-based attacks and their attacking methods. |
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| Learning outcomes | Know- ledge | <ul style="list-style-type: none"> Describe aim, role and basics of C4ISR cyber security. Identify main factors of cyber attacks: malwares, information-based attacks and their attacking methods. |
| | Skills | <ul style="list-style-type: none"> Deal with C4ISR cyber security management procedures. Develop creative solutions within a personal and organisational cyber security. |
| | R&A | <ul style="list-style-type: none"> Take responsibility to manage cyber security in unforeseen and changing situations of the operating environment. Make decisions in coherence with cyber security policies. |

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| Verification of learning outcomes <ul style="list-style-type: none"> Observation: Throughout the Module students are to discuss given topics within syndicates and in the plenary. During these work students are evaluated to verify their performance. Evaluation: Group presentations of given topics. Test: Written exam (multiple choice) at the end of the Module. |
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| Module Details | | |
|---|---------------------------|--|
| Main Topic | Recommended Working Hours | Details |
| E-learning (Threats and challenges of information society) | 2 | <ul style="list-style-type: none"> Fundamentals of information society Information Infrastructures Human threats of information society Technical threats information society |
| (E-learning) Cyber attacks | 3 | <ul style="list-style-type: none"> Cyber space and its components (civil and military) Information-based attacks Malwares |
| E-learning (Complex cyber security) | 4 | <ul style="list-style-type: none"> Fields of cyber security Human security Administrative Security Physical Security Information Security |
| E-learning (National and international cyber security strategies) | 2 | <ul style="list-style-type: none"> Fundamentals of Cyber Strategies Cyber Policies and Strategies of EU Cyber Strategies of NATO National Cyber Strategies |
| E-learning (Cyber Security Organisations and standards) | 2 | <ul style="list-style-type: none"> CSIRTs and CERTs EU ENISA International information security standards: ITIL, COBIT, ISO27001 |
| Test | 1 | <ul style="list-style-type: none"> 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. |
| Cyber Security Organisations and standards | 2 SW | <ul style="list-style-type: none"> National and international cyber security organizations and standards in practice |
| Cyber attacks | 7 (incl. 4 SW) | <ul style="list-style-type: none"> Attacking methods: DoS, DDoS, APT, Social Engineering, EW attacks (directed energy) Identifying of malwares and other attacks |
| Case studies | 2 | <ul style="list-style-type: none"> Analysing known cyber incidents, identifying attack vectors and the possible steps to prevent similar cases |
| Cyber Security tools | 12 (incl. 6 SW) | <ul style="list-style-type: none"> Basics of personal cyber security tools on individual workstations Personal firewalls, anti malwares, secure use of workstation Ensuring cyber security on networks Firewalls, network tools Cyber security and social medias |
| Total | | |
| Additional hours to increase the learning outcomes | | |
| | 13 | Self-studies & pre-readings. E-learning may also be counted to the self-studies. |
| Total WH | 50 | <p>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.</p> <p>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.</p> |



List of Abbreviations:

| | |
|--------|---|
| APT | Advanced Persistent Threat |
| B1, B2 | Common Reference Levels |
| CEFR | Common European Framework of Reference for Languages |
| CERT | Computer Emergency Response Team |
| COBIT | Control Objectives for Information and Related Technologies |
| CSIRT | Computer Security Incidence Response Team |
| DDoS | Distributed Denial of Service |
| DoS | Denial of Service |
| ECDL | European Computer Driving Licence |
| ENISA | European Network and Information Security Agency |
| EU | European Union |
| EW | Electronic Warfare |
| HU | Hungary |
| IG | Implementation Group |
| IT | Information Technology |
| ITIL | Information Technology Infrastructure Library |
| LU | Lecture Unit |
| NATO | North Atlantic Treaty Organisation |
| RO | Romania |
| SP | The Strategic Partnership |
| STANAG | Standardization Agreement |
| SW | Syndicate Work |
| WH | Working Hour |



8. Military Leadership (A)

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|----------------------|---|--|--------------------|
| Country RO | Institution Land Forces Academy | Module Military Leadership (A) | ECTS 3.0 |
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| Service ALL | Minimum Qualification for Lecturers <ul style="list-style-type: none"> Experience in leadership on Company or higher level of combat branches (e.g.: Infantry, mechanized Infantry, reconnaissance branch,) with education on Battalion MDMP. At least one mission/operation abroad, preferably on Company or higher level. Experienced in training and education of military CDT. At least the qualification of company commander equivalent of company commanders courses. English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3. |
| Language English | |
| SQF MILOF | |

Prerequisites for international participants:

- 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.

Goal of the Module

Practice decision making under pressure, in dangerous and fluid situations to implement higher echelons decisions at the tactical level

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| Learning outcomes | Know- ledge | <ul style="list-style-type: none"> Formulating basics of military decisions and their consequences for the success of a leader. Perform review of the sequences of a general MDMP. |
| | Skills | <ul style="list-style-type: none"> Adopt the MDMP under changing environments and under time-pressure in order to create replicable courses of action (COA). Manage stress situations as a leader within changing scenarios in using the MDMP. |
| | R&A | <ul style="list-style-type: none"> Take the initiative and assume responsibility in prioritising the tasks assigned by the higher echelon taking into account the role of other actors in the operating environment and sequences of the MDMP. Has self-confidence to decide and represents his/her results. |

Verification of learning outcomes

- Test:** Determination of entry level according to the learning outcomes of e-learning is ordered by the Module Director.
- Observation:** 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.



| Module Details | | |
|--|---------------------------|--|
| Main Topic | Recommended Working Hours | Details |
| E-Learning | 7 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Reduction of MDMP as a leader to absolutely necessary steps and practical execution as a requirement for MDMP under time-pressure. |
| Practical MDMP Training under Time-Pressure (indoors) | 3 | <ul style="list-style-type: none"> • MAPEX in lecture room. • Hip pocket situation training as a leader on the example of selected scenarios. |
| Practical MDMP Training under Time-Pressure (outdoors) | 5 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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/or real 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 | <ul style="list-style-type: none"> • For reflecting the teaching hours. • Preparation of outdoor activities. • Preparation for the final evaluation. |
| Total WH | 50 | <p>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.</p> <p>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.</p> |



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 Network and Information Security Agency |
| 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 |
| TEWT | Tactical Exercise without Troops |
| UTM | Universal Transversal Mercator System |
| WH | Working Hour |



9. Military Leadership (B)

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|----------------------|---|--|--------------------|
| Country RO | Institution Land Forces Academy | Module Military Leadership (B) | ECTS 3.0 |
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| Service ALL | Minimum Qualification for Lecturers <ul style="list-style-type: none"> Experience in leadership on Company or higher level of combat branches (e.g.: Infantry, mechanized Infantry, reconnaissance branch,) with education on Battalion MDMP. 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. |
| Language English | |
| SQF MILOF | |

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|--|---|
| Prerequisites for international participants: <ul style="list-style-type: none"> 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. Knowledge of national military. | Goal of the Module <ul style="list-style-type: none"> Explain the leader's role in building cohesive, disciplined teams / subunits / units. Analyse the context and conditions of assuming higher level command / deputizing command in uncertain / short-term situations. |
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| Learning outcomes | Know- ledge | <ul style="list-style-type: none"> Define principles of attack as a tool to develop leadership competences. Explain sequences of orders. Identify necessary behaviour to improve leadership competences. |
| | Skills | <ul style="list-style-type: none"> Develop innovative organisations of operating in dynamic and complex security environment. To lead his/her sub-elements in different situations and environments, while actively manages stress situations during long lasting burdens as a leader. |
| | R&A | <ul style="list-style-type: none"> Demonstrate improvement of leadership profiles (sustainability, adaptability, decision-making ability, communication & organisational skills). Solves problems and deals with the widest range of tasks based on his/her updated knowledge, methods acquired, experience and interaction skills. |

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| Verification of learning outcomes <ul style="list-style-type: none"> Observation: Trainees are to be observed and are to be evaluated concerning leadership profiles, during practical execution of the use of the principles, issue of orders and synchronization of subordinated elements during increasing threat scenarios. Final Task: At the very end of the Module the participant receives a task (according to the learning objectives during the week) and has to prove his leadership competences in solving the task within a defined timeframe on his own. For the Final Task also a test could be envisaged. Evaluation: Observation and final task results in the overall module grading. Individual qualified feedback is to be issued to the participants. |
|--|



| Module Details | | |
|--|---------------------------|---|
| Main Topic | Recommended Working Hours | Details |
| E-Learning | 8 | <ul style="list-style-type: none"> Participants have to undergo an 8-hour e-learning concerning military principles on the example of attack operations. The purpose of this e-learning is to make participants familiar with a tool which is used for leadership development during the residential phase. |
| Entry Level Test | 1 | <ul style="list-style-type: none"> If the e-learning does not included 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. |
| Problem Based Learning (PBL) | 10 | <ul style="list-style-type: none"> Theoretical knowledge of e-learning phase is used and transferred into the terrain. 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. |
| Military Decision-Making Process (MDMP) | 10 | <ul style="list-style-type: none"> MDMP is initiated by higher command level and then the MDMP is started on participants' level. Intermediate steps of the MDMP are to be approved, evaluated and feed-backed by the instructors before the next steps are done. The leadership competences during the elaborations of the MDMP are observed and evaluated as well as feed-backed during the intermediate steps. |
| Issue of Orders | 5 | <ul style="list-style-type: none"> At participants' level the issue of orders is the starting point for the sequences of the training hereinafter. The leadership competences during issue of orders – at participants' level – are observed and evaluated as well as feed-backed. |
| Competence Based Scenario Training (CBST) | 10 | <ul style="list-style-type: none"> The CBST has to be conducted without interruption organised as an exercise and covers the competences of sustainability, adaptability, decision-making ability, communication & organisational skills. In doing so this gives a picture about participants' leadership competences which are observed and evaluated as well as feed-backed. The Course Director has to adopt the used scenario(s) to actual security developments (SAR, migration, border security, natural disaster, etc.). |
| Final Task | 2 | <ul style="list-style-type: none"> Instructors are to initiate a small task to the participants which is to solve within a defined time-frame on their own and hand-over the results in a written form to evaluate participants' final leadership competence. |
| Total | 46 | |
| Additional hours (WH) to increase the learning outcomes | | |
| Self-Studies | 4 | <ul style="list-style-type: none"> Individual preparation for following days as well as for the final task. Scheduled time of hours is up to the Course Director. |
| Total WH | 50 | <p>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.</p> <p>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.</p> |



List of Abbreviations:

| | |
|--------|--|
| AT | Austria |
| B1, B2 | Common Reference Levels |
| CBST | Competence Based Scenario Training |
| CEFR | Common European Framework of Reference for Languages |
| ECTS | European Credit Transfer and Accumulation System |
| IG | Implementation Group |
| LU | Lecture Unit |
| MDMP | Military Decision-Making Process |
| NATO | North Atlantic Treaty Organisation |
| PBL | Problem Based Learning |
| RO | Romania |
| SAR | Search and Rescue |
| SAR | Search and Rescue |
| SP | The Strategic Partnership |
| STANAG | Standardization Agreement |
| WH | Working Hour |



10. Military Leadership C (Physical Training)

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|----------------------|---|--|--------------------|
| Country RO | Institution Land Forces Academy | Module Military Leadership C (Physical Training) | ECTS 1.0 |
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| Service ALL | Minimum Qualification for Lecturers <ul style="list-style-type: none"> Sports Trainer according to national regulations. |
| Language English | |
| SQF MILOF | |
| | <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3. |
| | <ul style="list-style-type: none"> Competence area - Leader and Decision-Maker Learning area – Military leadership; command Organisation level – Single Arm/Branch |

| | |
|--|---|
| Prerequisites for international participants: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. Fulfilling respective national physical standards of the sending institution. National medical certificate. | Goal of the Module Apply techniques to maintain the physical fitness required for enduring a broad range of situations in difficult and dangerous conditions. |
|--|---|

| | | |
|--------------------------|----------------|---|
| Learning outcomes | Know- ledge | <ul style="list-style-type: none"> Identify the main aspects of general and specific sports Define aim and role of maintenance of physical fitness required for enduring a broad range of situations in difficult and dangerous conditions. |
| | Skills | <ul style="list-style-type: none"> Develop physical training sessions using different methods of training. Organise physical training sessions for subordinated personnel. |
| | R&A | <ul style="list-style-type: none"> Lead individual physical training sessions. Make decisions on coherence with modern means of physical training methods for enduring a broad range of situations in difficult and dangerous conditions. |

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| Verification of learning outcomes <ul style="list-style-type: none"> Observation: Trainees are to be observed and are to be evaluated concerning their leadership profiles, during training sessions. Tests: Theoretical background is to be tested and graded. Tests may be separated in small parts after theoretical lecture units and/or a final test is to be conducted. Evaluation: Observation and theoretical test(s) result in the overall module grading. Individual qualified feedback is to be issued to the participants. |
|---|



| Module Details | | |
|---|---------------------------|---|
| Main Topic | Recommended Working Hours | Details |
| First Aid | 2 | <ul style="list-style-type: none"> First aid and basic methods of prevention of injuries and overload damages. |
| General (theoretical) Sports Education | 11 | <ul style="list-style-type: none"> Orderliness and system of training. Principles of training. Sports' motoric basic characteristics. Components of burden. Systematic influence on performance determining factors. Methods of training. Simple methods of testing. How to pass the theoretical knowledge to subordinated personnel as a leader. |
| Specific (theoretical) Sports Education | 12 | <ul style="list-style-type: none"> Principles of military fitness training. Methodical basics of fitness training. Strength & stamina training. Get over obstacles. Agility training. How to pass the theoretical knowledge to subordinated personnel as a leader. Differences between male and female training. |
| Practical Sports Education ³ | 52 | <ul style="list-style-type: none"> Prepare and lead training sessions under supervision of physical fitness trainers. It has to be organised as a mixture of leading sports lessons according to a training plan and has to include all fields mentioned in the theoretical part. |
| Total | 77 | |
| Additional hours (WH) to increase the learning outcomes | | |
| Self-Studies | 23 | <ul style="list-style-type: none"> To prepare designated physical fitness sessions. To prepare theoretical tests. According to the training progress the Physical Training Staff may decide to do more practical training instead of Self-Studies. |
| Total WH | 100 | 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. |

¹ Remark: Practical Sports Education is to be conducted partitioned during the entire semester.



List of Abbreviations:

| | |
|--------|--|
| AT | Austria |
| B1, B2 | Common Reference Levels |
| CEFR | Common European Framework of Reference for Languages |
| ECTS | European Credit Transfer and Accumulation System |
| IG | Implementation Group |
| NATO | North Atlantic Treaty Organisation |
| RO | Romania |
| SP | The Strategic Partnership |
| STANAG | Standardization Agreement |
| WH | Working Hour |



11. Cultural Awareness

| Country | Institution | Module | ECTS |
|---------|---------------------|--------------------|------|
| Romania | Land Forces Academy | Cultural Awareness | 2.0 |

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| Service All | <p>Minimum Qualification for Lecturers</p> <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG 6001 Level 3; Intercultural competence. |
| Languages English | <ul style="list-style-type: none"> Teaching experience related to the topic. Adequate knowledge of international security. Thorough knowledge of the topic taught and /or operational experience. |
| SQF MILOF | <ul style="list-style-type: none"> Competence area – Combat-Ready Role Model Learning area – Cultural awareness Organisation level – Single Arm/Branch |

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| <p>Prerequisites for international participants</p> <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2; Minimum of 1 year national (military) higher education; Good knowledge of national culture; Basic knowledge of national military culture; Good presentation skills. | <p>Goal of the Module</p> <ul style="list-style-type: none"> Analyse cultural aspects of contemporary security environment and their influence on the effectiveness of military operations Integrate cultural dimensions and consider vulnerable categories of civilians in planning for military operations. |
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| Learning outcomes | Know- ledge | <ul style="list-style-type: none"> Identify the main approaches to cultural research and understanding in the contemporary security environment; Perform review of national and religious identities in military and civilian cultures. |
| | Skills | <ul style="list-style-type: none"> Develop intercultural communication skills; Deal with cultural differences and similarities in planning for military operations. |
| | R&A | <ul style="list-style-type: none"> Make decisions in coherence with cultural aspects of contemporary security environment; Demonstrate consideration of cultural dimensions and vulnerable categories of civilians in planning for military operations. |
| <p>Verification of learning outcomes</p> <ul style="list-style-type: none"> Observation: Throughout the Module students are to discuss given topics in groups, and to acquire knowledge through self-study. Test: Group and/or presentation(s) during the module. The type of the test of the test is up to the Course Director. If needed, more tests may be conducted during the Module. | | |



| Module Details | | |
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| Main Topic | Recommended WH | Details |
| E-learning (Fundamentals of Cultural Awareness) | 4 | <ul style="list-style-type: none"> Basics of Cultural Research; Gender Issues. |
| E-learning (Intercultural Communication) | 6 | <ul style="list-style-type: none"> Identify cultural differences and similarities; Recognise behaviour that could cause cultural offence. |
| E-learning (Cultural Impacts to Operational Effectiveness) | 2 | <ul style="list-style-type: none"> Understand the consequences of poor cultural interaction. |
| Fundamentals of Cultural Awareness | 2 | <ul style="list-style-type: none"> Introduction to the module; Basic knowledge of shared European culture and identity; Familiarisation of national and religious identities; Diversity of military and civilian cultures; Dress and identity. |
| Intercultural Communication | 6 | <ul style="list-style-type: none"> Introduction to intercultural communication skills; Students' presentations. |
| Cultural Impacts to Operational Effectiveness | 4 | <ul style="list-style-type: none"> Ability to advise superiors on cultural issues; Research and deliver content relevant to cultural matters; Professional and individual self-development relating to the topic. |
| Additional hours to increase the learning outcomes | | |
| Syndicate work | 10 | <ul style="list-style-type: none"> To promote Cultural Awareness; To increase understanding of intercultural competences. |
| Case studies and Discussions | 16 | <ul style="list-style-type: none"> To illustrate the importance of cultural context in the conduct of military training and operations; Each case study includes a problem, discussions and proposed solutions. |
| Self-study | 10 | <ul style="list-style-type: none"> Preparation of a presentation on own culture. |
| Total | 60 | <p>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.</p> <p>The detailed amount of hours for the respective main topics is up to the course director according to national law or home institution's rules.</p> |



List of Abbreviations:

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| B1, B2 | Common Reference Levels |
| CEFR | Common European Framework of Reference for Languages |
| ECTS | European Credit Transfer and Accumulation System |
| EU | European Union |
| IG | Implementation Group |
| NATO | North Atlantic Treaty Organisation |
| RO | Romania |
| SP | The Strategic Partnership |
| STANAG | Standardization Agreement |
| WH | Working Hour |

