



Implementation Group

Doc.: Date : Origin: SP

Country		Institution	Common Module	ECTS		
AT	TMA		Military Leadership (A)	2.0		
Comico			Minimum Qualification for Lecturers			
Service Experience in leadership on Company		Experience in leade	ership on Company or higher level of combat brand	ches (e.g.:		
ALL		Infantry, mechanized Infantry, reconnaissance branch,) with education on Battalion MDMP.				
	•	 At least one mission/operation abroad, preferably on Company or higher leve 				
Language	•	Experienced in training and education of military CDT.				
Language English	•	At least the qualification of company commander equivalent of company commanders course.				
	•	English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3.				

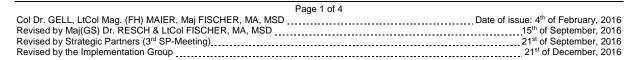
Prerequisites for international participants:

- 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

- Different 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.

		Knows the importance of military decisions and their consequences for the success of a leader.
	Know- ledge	Has the basic knowledge of the sequences of a general MDMP.
les		 Knows critical factors for combat development and deduces pre-conditions for a leader.
con		 Is capable of adopting the MDMP under changing environments and under time- pressure in order to create replicable courses of action (COA).
earning outcomes	Skills	 Has the necessary basic organisational and administrative skills of a leader for solving a given task under time-pressure as foundation/basis for NCM Military Leadership (B).
arnir		 Actively manages stress situations as a leader within changing scenarios in using the MDMP.
Lea	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.
	1011063	 Solves problems and deals with the widest range of tasks based on his/her updated knowledge, methods acquired and his/her experience.









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Verification of learning outcomes

- **Test:** Determination of entry level according to the learning outcomes of e-learning if 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	Recom- mended WH	Details		
		Characteristics and Capabilities of Land Forces		
	7	Operational Principles of Combat Troops and Combat Support Troops		
		Fundamental Chapters of a "Common MDMP" – Senses, Processing and Cognitions		
E-Learning		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 terrain , 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 under Time- Pressure (indoors)	3	 MAPEX in lecture room. Hip pocket situation training as a leader on the example of selected scenarios. 		

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Col Dr. GELL, LtCol Mag. (FH) MAIER, Maj FISCHER, MA, MSD Date of issue: 4th of February, 2016
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Revised by Strategic Partners (3rd SP-Meeting) 21st of September, 2016
Revised by the Implementation Group 21st of December, 2016







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Practical MDMP Training	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
under Time- Pressure		observed and evaluated as well as feed-backed.
(outdoors)		Basics of indoor-training are taken and adopted to the field on the example of combat tasks.
		Scenarios of topics above are used to act as a leader.
Practical Leadership Training		The tools are up to the Course Director and may be covered by CAX and/or TEWT and/or real troops, etc.
(indoors and/or outdoors)	5	The scenarios are to be used for the final examination one common scenario for all CDT. In doing so this gives a picture about participants' leadership competences which are observed and evaluated as well as feed-backed.
Total	27	
	Additi	onal hours (WH) to increase the learning outcomes
		For reflecting the teaching hours.
Self-Studies	23	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 national law or home institution's rules.







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List of Abbreviations:

Aust	AT
Computer Assisted Exercise	CAX
Cadet	CDT
	CEFR
Courses of Action	COA
European Credit Transfer Syste	ECTS
Map Exerci	MAPEX
Military Decision Making Proce	MDMP
North Atlantic Treaty Organisatio	NATO
Standardization Agreeme	STANAG
Tactical Exercise Without Troo	TEWT
Theresan Military Acader	TMA
Universal Transversal Mercato Syste	UTM
Working Ho	WH

