

<b>Country</b> <b>AT</b>	<b>Institution</b> <b>TMA</b>	<b>Common Module</b> <b>Military Leadership (B)</b>	<b>ECTS</b> <b>2.0</b>
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<b>Service</b> <b>ALL</b>	<b>Minimum Qualification for Lecturers</b>
<b>Language</b> <b>English</b>	

- Experience in leadership at 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.

<b>Prerequisites for international participants:</b>	<b>Goal of the Module</b>
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- 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

- Improve Leadership Competences
- Examine different creative military problem solving techniques.
- Practice problem solving with a group and individually.
- Enhance ability to quickly adapt to the changing environment.

<b>Learning outcomes</b>	<b>Know-ledge</b>	<ul style="list-style-type: none"> <li>• Principles of attack as a tool to develop leadership competences.</li> <li>• Steps of the MDMP.</li> <li>• Sequences of orders.</li> <li>• Knowledge about necessary behaviour to improve leadership competences.</li> </ul>
	<b>Skills</b>	<ul style="list-style-type: none"> <li>• Is capable of various presentation techniques in different situations and changing environments as a leader.</li> <li>• Has the necessary organisational skills to organize different and various sub-elements within his task organization as a leader.</li> <li>• Is able to lead his/her sub-elements in in different situations and environments.</li> <li>• Actively manages stress situations during long lasting burdens as a leader.</li> <li>• Acts as a role-model.</li> </ul>
	<b>Compe- tences</b>	<ul style="list-style-type: none"> <li>• Improvement of leadership profiles (sustainability, adaptability, decision-making ability, communication &amp; organisational skills).</li> <li>• Is capable of making decision in an unpredictable, potentially life-threatening environment.</li> <li>• Gaining self-confidence in leadership situations.</li> <li>• Awareness of responsibility of subordinated human beings and their life as a leader.</li> <li>• Solves problems and deals with the widest range of tasks based on his/her updated knowledge, methods acquired, experience and interaction skills.</li> </ul>

### Verification of learning outcomes

- **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 time-frame on his own. For the Final Task also a test could be envisaged.
- **Evaluation:** Observation and final task results in the overall module grading. An individual qualified feedback is to be issued to the participants.

### Module Details

Main Topic	Recom- mended WH	Details
E-Learning	8	<ul style="list-style-type: none"> <li>• Participants have to undergo an 8-hour e-learning concerning military principles on the example of attack operations.</li> <li>• The purpose of this e-learning is to make participants familiar with a tool which is used for leadership development during the residential phase.</li> </ul>
Entry Level Test	1	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Consequences are up to the Module Director.</li> </ul>
Problem Based Learning (PBL)	10	<ul style="list-style-type: none"> <li>• Theoretical knowledge of e-learning phase is used and transferred into the terrain.</li> <li>• Instructors issue orders (input scenarios) and participants are to present the results of their elaborations which are discussed and feed-backed.</li> <li>• The leadership competences during solving the problems are observed and evaluated as well as feed-backed.</li> </ul>
Military Decision Making Process (MDMP)	10	<ul style="list-style-type: none"> <li>• MDMP is initiated by higher command level and then the MDMP is started on participants' level.</li> <li>• Intermediate steps of the MDMP are to be approved, evaluated and feed-backed by the Instructors before the next steps are done.</li> <li>• The leadership competences during the elaborations of the MDMP are observed and evaluated as well as feed-backed during the intermediate steps.</li> </ul>
Issue of Orders	5	<ul style="list-style-type: none"> <li>• At participants' level the issue of orders is the starting point for the sequences of the training hereinafter.</li> <li>• The leadership competences during issue of orders – at participants' level – are observed and evaluated as well as feed-backed.</li> </ul>



Competence Based Scenario Training (CBST)	10	<ul style="list-style-type: none"> <li>The CBST has to be conducted without interruption organised as an exercise and covers the competences of sustainability, adaptability, decision-making ability, communication &amp; organisational skills. In doing so this gives a picture about participants' leadership competences which are observed and evaluated as well as feed-backed.</li> <li>The Course Director has to adopt the used scenario(s) to actual security developments (SAR, migration, border security, natural disaster, etc.).</li> </ul>
Final Task	2	<ul style="list-style-type: none"> <li>Instructors are to initiate a small task to the participants who have to prove their leadership abilities within a defined time-frame on their own and hand-over the results in a written form to evaluate participants' final leadership competence.</li> </ul>
<b>Total</b>	<b>46</b>	
<b>Additional hours (WH) to increase the learning outcomes</b>		
Self-Studies	4	<ul style="list-style-type: none"> <li>Individual preparation for following days as well as for the final task.</li> <li>Scheduled time of hours is up to the Course Director.</li> </ul>
<b>Total WH</b>	<b>50</b>	<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
- SAR ..... Search and Rescue
- SP ..... The Strategic Partnership
- STANAG ..... Standardization Agreement
- TMA ..... Theresan Military Academy
- WH ..... Working Hour