



COMMANDANT (RECTOR)
„NICOLAE BĂLCESCU” LAND FORCES ACADEMY
SIBIU, ROMANIA



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INVITATION TO THE COMMON MODULE – “MILITARY LEADERSHIP A”

Dear Commandants/Dear Rectors,

“Nicolae Bălcescu” Land Forces Academy will organize the common module **“Military Leadership A”** from the 8th of May to the 19th of May 2023, under the framework of the European Initiative for the Exchange of Young Military Officers.

It is my great pleasure to invite cadets and young military officers to participate in this Common Module. Candidates are expected to arrive on the 7th of May and depart on the 20 of May 2023.

The Academy offers the participants free lodging and meals. Transportation to/from the venue is under the participants’ responsibility. No participation fee is required.

Participants are kindly requested to confirm their attendance by filling in the attached Application Form and send it to the POC (Ramona Herman), at the e-mail address: international.relations@armyacademy.ro, no later than 31st of March 2023.

For more information and updated details on the common module, please refer to the attached forms.

In further communication of this matter and administrative information, kindly use the following e-mail address: international.relations@armyacademy.ro

I am looking forward to welcoming your participants in Sibiu!

Cordially,

BG. Prof. Eng. **GHIȚĂ BÂRSAN**, PhD



Common Module
Military Leadership (A)
Module Description

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

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.
Language English	
	<ul style="list-style-type: none"> • 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: <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. 	Goal of the Module <ul style="list-style-type: none"> • 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.
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Learning outcomes	Know- ledge	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> ○ Determination of entry level according to the learning outcomes of e-learning is ordered by the Module Director.
• Observation:	<ul style="list-style-type: none"> ○ 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.



Common Module
Military Leadership (A)
Module Description

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 (indoors)	3	<ul style="list-style-type: none"> • MAPEX. • 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	



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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 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 Mercator System
WH	Working Hour



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PRACTICAL INFORMATION

1.	Dates, Location, Participants
	<p>Participants are cadets/students/young officers who are willing to take part in the “Military Leadership A”. The module will take place in the period 8th May-19th May 2023.</p> <ul style="list-style-type: none">▪ Basic knowledge on English (B2 level)▪ Adequate physical condition▪ Basic competencies in Leadership and Communication <p>Up to 25 participants will be admitted.</p>
2.	Accommodation and meals
	<p>The participants who will choose to stay in the Academy's buildings will be offered accommodation and meals free of charge. Each room in the Academy can accommodate 2-3 persons.</p>
3.	Costs
	<p>Accommodation and meals are provided free of charge for all participants who decide to stay inside the Academy. No course fee is required.</p>
4.	Transportation
	<p>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. Prices for using taxis from the airport/railway station/bus station to the academy rate between 5-10 EUR. Another option is to use public transportation.</p>
5.	Uniform/dress code
	<p>Arrival/Departure/Sightseeing: Civilian clothes Opening/Closing ceremony: Best dress uniform Classes: Combat uniform/Service uniform</p>
6.	Registration
	<p>Please use the attached application 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 Herman), at the e-mail address: international.relations@armyacademy.ro. Deadline for registration is 31st of March 2023.</p>
7.	POC
	<p>Ramona-Elena HERMAN “Nicolae Bălcescu” Land Forces Academy 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</p>



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8.	COVID-19 Current national Health Measures:
	<ul style="list-style-type: none">▪ For updated information and details about the COVID-19 situation, please check the following links:<ul style="list-style-type: none">- https://www.mae.ro/en/node/30320- https://reopen.europa.eu/en/- https://www.iatatravelcentre.com/world.php▪ Any additional and up-dated information will be passed to the sending institutions in due time.

- The detailed module description of the Common Module „Military Leadership A” can be found on the EMILYO homepage: <http://www.emilyo.eu/node/878>



Registration Form

Data protection:
Your data will be used for necessary internal administrative procedures only.
They will not be published in any case!



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Remarks: <ul style="list-style-type: none">- Please fill in the yellow fields only or mark with an X- Fill in 1 form for 1 person- Send this application form to: international.relations@armyacademy.ro	I want to participate in the
	„MILITARY LEADERSHIP A” COMMON MODULE 8 May-19 May 2023*

Arrival date in Sibiu	Arrival time in Sibiu (if possible)	By plane	By train	By car	By bus	Need local transport to the LFA location	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Departure date from Sibiu	Departure time from Sibiu (if possible)	By plane	By train	By car	By bus	Need local transport from the LFA location	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Male	Female	Rank	Family name	First name

Date of birth	Nationality	Passport (ID) number	Passport validity until

Branch of Service (if available)	Sending institution

Phone number (if available)	E-mail address
Address	

Special dietary or food requirements due to medical or religious reasons		If yes, please specify food you cannot eat	Additional remarks (Need for special equipment, special travel arrangements)
No	Yes		
<input type="checkbox"/>	<input type="checkbox"/>		

* **Deadline for submitting the Registration form: 31st of March 2023**

* Please enclose the photo of your Passport/ID on the next page of this registration form:



Registration Form

Data protection:

Your data will be used for necessary internal administrative procedures only.
They will not be published in any case!



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Please integrate a copy of your passport / ID hereinafter: