Implementation Group	
Doc.:	
Date :	
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Country	Institution	Common Module	ECTS
AT	**TMA**	**Military Leadership (B)**	**2.0**

Service **ALL**	**Minimum Qualification for Lecturers**
	• Experience in leadership at Company or higher level of combat branches (e.g.: Infantry, mechanized Infantry, reconnaissance branch, ….) with education on Battalion MDMP.
Language **English**	• At least one mission/operation abroad, preferably on Company or higher level.
	• English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3.
SQF MILOF	**Competence area** - Leader and Decision-Maker **Learning area** - Military leadership; command **Organisation level** – Single Arm/Branch

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.
- Knowledge of national military

Goal of the Module

- 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.

Learning outcomes

Learning outcomes	Know-ledge	• Define principles of attack as a tool to develop leadership competences. • Explain sequences of orders. • Identify necessary behaviour to improve leadership competences.
	Skills	• Develop innovative organizations 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	• 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.

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.

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Module Description
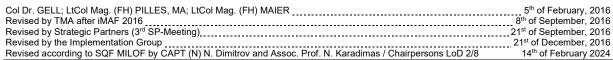
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- **Evaluation:** Observation and final task results in the overall module grading. An individual qualified feedback is to be issued to the participants.

Module Details
(the content is as an example and depends on the course director decision)

Main Topic	Recom-mended WH	Details
E-Learning	8	• 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	• 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.
Problem Based Learning (PBL)	10	• 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	• 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	• 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.

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Competence Based Scenario Training (CBST)	10	• 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	• 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.
Total	**46**	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	4	• 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**	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:

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