Common Module
Leadership in Communication
Module Description

Implementation Group	
Doc.:	IG/
Date :	
Origin:	IMLA

Country **PT**	Institution **AM**	Non-Common Module **Leadership in Communication**	ECTS **2.0**

	Minimum Qualifications for Lecturers
Service **ALL**	• Practitioner/teacher in the fields of management, governance and organisational psychology, communication and organisational behaviour. • Outstanding knowledge of management, command and control, and leadership.
Language **English**	• Outstanding knowledge of leadership and communication methodologies and practices. • English: Common European Framework of Reference for Languages (CEFR) Level C1 or NATO STANAG 6001 Level 3 (SLP 3333).
SQF **MILOF**	**Competence area** - Leader and Decision-Maker **Learning area** - Military leadership; command **Organisation level** - Single Arm/Branch

Prerequisites for international participants	**Goals of the Module**
• English: CEFR B2 or NATO STANAG 6001 Level 2 (SLP 2222). • Basic knowledge of command and communication in a military environment. • Ability to work in a team.	• Explain the leader's role in building cohesive, disciplined teams / subunits / units on Company level. • Analyse the context and conditions of employing efficient and objective communication and influence techniques in uncertain / short term situations.

Learning outcomes	knowledge	• Explain the differences between command and leadership, different leadership and communication styles and influence techniques. • Define aim and role of verbal and non-verbal communication in a military context.
	skills	• Play the role of commander or leader applying different styles according to the situation. • Apply different styles of communication according to the situation in order to influence the team / subunit / unit on Company level. • Manage emotions of the self and others.
	R&A	• Exercise the best leadership style to influence others in uncertain / short term situations. • Take the initiative and assume responsibility in driving individuals and/or the team / subunit / unit for the mission.

Verification of Learning Outcomes
• **Test**: Theoretical part of the Module can be conducted via the e-Learning which includes self-evaluations after each lesson, and final test verifying learned knowledge.   • **Observation**: Throughout the Module students are to discuss given topics within syndicates and put those topics into practice by means of teambuilding in specific scenarios. While performing these tasks, students are evaluated so that their and their comrades' performance can be verified.   • **Evaluation**: Group presentations as debriefings to identify the best practices as well as lessons learned to apply in future workplaces. Students will also be assessed in the process of building the best team for each situation.

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<table>
<tr><td colspan="3" align="center">Module Details
(the content is as an example and depend on the course director decision)</td></tr>
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Main Topic	Recom-mended WH	Details	
Introduction of the module	1	• Course description. • Objectives of the module (focus on syndicates, individual work, presentations, etc.).	
Command and leadership	3	• New challenges of command and leadership. • Differences between command and management. • Roles of commander and leader.	• Different styles of leadership. • Organisation, planning, and control. • (can be conducted via e-learning).
Leadership competencies model	3	• Concept of competencies. • Different approaches to competencies. • Individual, social, and functional competencies.	• Different leader profiles. • Transnational benchmarking on leader profiles. • (can be conducted via e-learning).
Communication styles: benchmarking between students	3	• Communication competencies model. • Communication styles. • Assertive communication.	• Transnational benchmarking on communication. • (can be conducted via e-learning).
Verbal and non-verbal communication: benchmarking between students	2	• Verbal and non-verbal communication and its use. • Different techniques of influence. • EQ and IQ.	• Influence, inspire, motivate by example. • Transnational benchmarking on verbal and non-verbal communication.
Assertive communication	4	• Pedagogical tools of leadership and communication. • Leadership competencies. • Assertive communication.	
Verbal and non-verbal communication	4	• Types and use of verbal and non-verbal communication. • Group observation techniques and communication.	
Planning and organising: decision-making and communication	4	• Concept of organisation and planning. • Matrix planning.	• Decision-making. • Communication of simple tasks in media environment.
Directions and control: communication	4	• Concept of direction and control. • Principles of direction.	• Control techniques.
Development of discussion techniques	4	• Problem solving. • Presentation of solutions. • Debate techniques to influence others.	• Group observation techniques and communication.
Dynamic groups: leadership and communication styles	10	• Roles within a group. • Identification of competencies in movement. • Selection of the best competencies for leadership and communication.	
Total	**42**		

Additional Hours to Enhance Learning Outcomes		
	14	Self-study, pre-reading, reviews, & preparation. Course feedback provided by students.
Total WH	**56**	The number of hours for the use of the developed e-learning content is up to the module director. He/she may replace the e-learning hours/topics with residential phases. The detailed number of hours for the respective main topic is up to the course director according to national laws or the home institution's rules.

List of Abbreviations

AM .... Academia Militar

B1, B2 .... Common Reference Levels

CEFR .... Common European Framework of Reference for Languages

ECTS .... European Credit Transfer and Accumulation System

EQ .... Emotional Intelligence

IMLA .... International Military Leadership Academy

IQ .... Intelligence

LU .... Lecture Unit

NATO .... North Atlantic Treaty Organization

PT .... Portugal

SLP .... Standardized Language Profile

SP .... Strategic Partnership

STANAG .... Standardization Agreement

SW .... Syndicate Work

WH .... Working Hour