

Country BE	Institution RMA	Common Module Senior Cadets' Seminar on Leadership	ECTS: valid for 1.5
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Minimum Qualifications for Lecturers	
Service ALL	<ul style="list-style-type: none"> University Teachers: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG 6001 Level 3. Scholars in leadership and related fields (e.g. sociology, psychology, philosophy, etc.).
Language English	<ul style="list-style-type: none"> Officers: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG 6001 Level 3. Leaders or Commanders of their Branches.
SQF MILOF	Competence area - Leader and Decision-Maker Learning area - Leadership and management theories Organisation level - common

Prerequisites for international Participants <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG 6001 Level 2. At least 2 years of national military education with good knowledge about their Armed Forces and current military duties outside their country and missions abroad. Students are willing to discuss their opinions with other people. 	Contents of the Module <ul style="list-style-type: none"> Relevant essential functions and workings of leadership. Theory of motivation and influence techniques within the organisation Theory and models of performance management of the military organizations.
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Learning Outcomes	Knowledge	<ul style="list-style-type: none"> Explain the mechanisms that shape motivation and respect cultures in the multinational missions. Define aim and role of the methods and tools for risk and stress management and building authority.
	Skills	<ul style="list-style-type: none"> Actively manage stress situations in the group for which he/she is responsible for. Acts as a member of a group according to the ethical principles of the Armed Forces and the values of officer education, following the rules and regulations and his/her authority in his/her branch assignment. Communicate in a foreign language consistent with his/her professional duties (transmitting opinions, orders, feedback, etc.)
	Responsibility and Autonomy	<ul style="list-style-type: none"> Deal with different personnel categories in learning and working communities and other groups and networks, taking account of communal and ethical considerations.

Verification of Learning Outcomes <ul style="list-style-type: none"> During the whole seminar trainees will be observed and evaluated while performing each activity. To pass, the cadet has to participate actively in the seminar.

Module Details		
Main Topic	Recommended WH	Details
Lectures	15	<ul style="list-style-type: none"> National vision on leadership. Crisis leadership in complex environments. The generation gap. Motivation. Communication and media.
Syndicate Work	12 (SW)	<ul style="list-style-type: none"> Exchange views, thoughts on lectures. Learn from others.
Best Practices	3	<ul style="list-style-type: none"> Oral presentations of best leadership practices by military authorities.
Learning Outcomes and final Remarks	2	<ul style="list-style-type: none"> -
Total	32	
Additional hours to enhance learning outcomes		
Self-study	4	Self-study, pre-reading, reviews, & preparation.
Total WH	36	The detailed number of hours for the respective main topic is up to the seminar director according to national laws or the home institution's rules.

I see the idea of the authors but the content of the first column is not 'Main topic'. How the WH (including self-study) can be fixed without the topic's definition? Maybe the course will be valid for 1,5 ECTS, but it is possible to be 2 or 3 ECTS, as well! I think in this type of curriculum is not necessary to fix the number of ECTS (there is no criteria for calculation).

List of Abbreviations

B1, B2	Common Reference Levels
BE	Belgium
CEFR	Common European Framework of Reference for Languages
ECTS	European Credit Transfer and Accumulation System
ESDC	European Security and Defence College
IG	Implementation Group
NATO	North Atlantic Treaty Organization
RMA	Royal Military Academy
SP	Strategic Partnership
STANAG	Standardization Agreement
SW	Syndicate Work
WH	Working Hour