

Country IT	Institution INA	Common Module Naval Leadership	ECTS 2.0
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Service(s): Navy	<p>Minimum Qualification of Instructors:</p> <ul style="list-style-type: none"> Bachelor/ Master degree in Military Sciences/ Navy Specialities. Onboard experience. Certified instructor in Leadership or PhD degree holder. English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2+.
Language: English	
SQF MILOF:	<ul style="list-style-type: none"> Competence area – Leader and Decision-Maker. Learning area – Military leadership; command. Organisational level – Single Arm/Branch.

<p>Prerequisites for participants:</p> <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. 	<p>Contents of the Module:</p> <ul style="list-style-type: none"> The leader's role in building cohesive, disciplined teams / subunits / units. Context and conditions of assuming higher level command / deputising command in uncertain / short term situations.
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Learning outcomes	Knowledge	<ul style="list-style-type: none"> Review leadership theories and their application to the military domain, mainly at the tactical level. Describe and distinguish the theory and models of performance management of the military organisation.
	Skills	<ul style="list-style-type: none"> Carries out tasks in accordance with specified dynamic and complex security environments and allocates specific tasks to subordinate levels. Develop creative solutions within a specialised professional communication, both orally and in writing, including negotiation and mediation techniques, and the necessary terminologies allowing him/her to express opinions, arguments, orders and feedback appropriately.
	Responsibility & Autonomy	<ul style="list-style-type: none"> Take initiative and responsibility for decisions made in unpredictable or changing environments in the command of a subunit/unit at the tactical level. Assumes responsibilities of the leader, based on modern means of Leadership in complex military operations.

<p>Verification of learning outcomes:</p> <ul style="list-style-type: none"> Observation: The theoretical part will be discussed and included in case studies and problem-solving conducted during the practical activities. Tests: The final test will comprise brief theoretical aspects, case studies, and exercises for testing the MDMP skills and abilities. Evaluation: The exam will consist in brief theoretical aspects, case studies, and exercises for testing the MDMP skills and abilities. Qualified individual feedback will be provided to each participant.
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Module details:		
Main Topic	Recom- mended WH <small>for the residential phase</small>	Details
Basics of Leadership.	4	<ul style="list-style-type: none"> Concepts and definitions: management-leadership, the role and competencies of the leader, interpersonal relationships, strategies for motivating and influencing subordinates.
Defining the military leader – leaders' attributes. Leaders in Navy.	4	<ul style="list-style-type: none"> Attributes of the military leader: person of character, presence and intellect. Navy leaders' attributes and particularities.
Military Leadership Competences: Lead, Develop, Achieve.	4	<ul style="list-style-type: none"> Military Leadership Competences: Lead, Develop, Achieve.
Leadership particularities onboard the military ships. Naval Leadership	2	<ul style="list-style-type: none"> Competences, onboard activities, onboard rules and regulations. Navy first-line leadership principles.
Naval leadership at organisational and strategic levels.	2	<ul style="list-style-type: none"> Crew leadership principles. Organisational leadership on board the ships. Lead, develop and achieve the mission in Navy operations.
Military Tactic and Strategic Leadership in the Naval Forces. Naval Leadership competence	2	<ul style="list-style-type: none"> Navy structures and the Navy commanding chain. Rules of Engagement (RoA), LOAC rules at sea, UNCLOS rules and regulations. IMO rules and regulations. Maritime leadership competence.
Leadership in practice. Crew leadership on board the ships. Military Decision-Making Process (MDMP) onboard ships.	2	<ul style="list-style-type: none"> Navy decision-making process. Navy Operations.
Tutorials – debates, case study, scenario development, military decision-making process in practice	1	<ul style="list-style-type: none"> Leadership vs. Management, Leader vs. Manager. Purpose, influence, motivation. Debates and scenario analyses. Demonstration and scenario modelling.
	1	<ul style="list-style-type: none"> Leader attributes and leadership competence in the Naval Forces. Case studies, scenario development, problem solving.
	1	<ul style="list-style-type: none"> Leadership styles – case study. Resolving conflict situations, problem-solving, military decision-making process in practice.
	1	<ul style="list-style-type: none"> Motivating subordinates. Emotional intelligence in military leadership. Diversity Management and Military Leadership.
	1	<ul style="list-style-type: none"> Leadership competencies of commanders of combat services and subunits on board military ships - case study and analysis of action scenarios.
Total WH (contact hours)	20+5	



Additional hours (WH) to increase and assess the learning outcomes (during residential phase):		
Self-studies	23	<ol style="list-style-type: none"> 1. Leadership Guidance in Romanian Naval Forces, FN 2.1.2, 2022. 2. Army Doctrine Publication 6-22, Army Leadership and the Profession, HQ Department of Army, US, 2019. 3. Field Manual 6-22, Leader Development, HQ Department of Army, US, 2015. 4. Army Doctrine Publication 6-0, Mission Command. Command and Control of Army Forces, HQ Department of Army, US, 2019. 5. ADDP 00.6, Leadership, Australian Army, 2018. 6. Commander's Leadership Handbook, HQ Department of Army, US, 2016. 7. Division Officer Leadership Course, United States Navy, 2006. 8. Philip W. Gay, Sr., Leadership Core Competences, United States Army National Guard, 2007. 9. MCDC - Multinational Capability Development Campaign, Future Leadership, 2020 (https://wss.apan.org/public/MCDCpub/default.aspx). 10. NATO, Strategic Communications Handbook, Ver 9.1.21, 2015. 11. Joint Analysis and Lessons Learned Centre/NATO, Joint Analysis Handbook, 4th Edition, Portugal 2016. 12. Jeff Cannon, Leadership Lessons of the Navy Seals, McGraw-Hill, 2007.
Test/evaluation / assessment	2	<ul style="list-style-type: none"> • MCQ test
Total WH	50	The detailed amount of hours for the respective main topic is up to the course director according to national law or the home institution's rules.



List of Abbreviations:

- B1, C1 CEFR Levels
- BIP Blended Intensive Programme
- CEFR Common European Framework of Reference for Languages
- ECTS European Credit Transfer and Accumulation System
- ESDC European Security and Defence College
- IG Implementation Group
- IMO International Maritime Organisation
- INA Italian Naval Academy
- IT Italy
- NATO North Atlantic Treaty Organization
- STANAG Standardisation Agreement
- WH Working Hour (60 minutes)