MINISTRY OF NATIONAL DEFENCE
"NICOLAE BĂLCESCU" LAND FORCES
ACADEMY
SIBIU, ROMANIA

Sibiu, 2026

3-5 Revoluţiei Street, 550170 – ROMANIA
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Dear Commandants, Dear Rectors,

"Nicolae Bălcescu" Land Forces Academy of Sibiu is honored to invite you to participate in the ***Comprehensive Approach*** **Common Module**, which will take place between **05th and 09th of April 2027**.

This academic module aims to provide participants with a comprehensive understanding of the Comprehensive Approach (CA) and its application in the military domain. The key objectives of the module include understanding the Comprehensive Approach within the UN, EU and NATO frameworks, analysing the Political, Military, Economic, Social, Information and Infrastructure (PMESII) factors, understanding the relationships between civilian and military actors, and developing skills for cooperation and decision-making in complex operational environments

We believe that, through this module, cadets and young officers will gain valuable insights into comprehensive approaches to contemporary security challenges, while developing their analytical, decision-making and cooperation skills through case studies, syndicate work and role-play scenarios related to real-world crisis operations.

The Land Forces Academy will provide **free accommodation and meals** for all participants throughout the duration of the module.

Please send the completed Registration Form to: international.relations@armyacademy.ro (Point of Contact: Col. Assoc.prof. Laviniu BOJOR, PhD). The deadline for registration is **01st of March 2027**.
Additional details, including a short description of the module and administrative information, are attached to this invitation.

We look forward to welcoming your students to "Nicolae Bălcescu" Land Forces Academy and to an engaging and enriching learning experience in Sibiu!

Cordially,

Colonel Dumitru TODOSIUC
Commandant (Rector) of "Nicolae Bălcescu" Land Forces Academy of Sibiu

"Nicolae Bălcescu" Land Forces Academy - Sibiu

European Security and Defence College

Co-funded by the European Union

PRACTICAL INFORMATION

1.	**Dates, Location, Participants**
	Participants are **cadets/young officers** who are willing to take part in the *Comprehensive Approach Common Module*. The module will takes place in the period ***05th to 09th of April 2027.*** ▪ Basic knowledge on English (B1 level acording to CEFR) or NATO STANAG Level 2 ▪ Completed e-learning units / AKUs on the topic **Up to 20 participants will be admitted.**
2.	**Accommodation, meals and other details**
	The participants who will choose to stay in the Academy's buildings will be offered accommodation and meals **free of charge**. **NOTE:** There is no WIFI available in the Academy`s buildings.
3.	**Costs**
	Accommodation and meals are provided **free of charge** for all participants who decide to stay inside the Academy. No course fee is required.
4.	**Transportation**
	Participants are requested to make their own travel arrangements to and from "Nicolae Bălcescu" Land Forces Academy of Sibiu (Arrival on the 04th of April, departure on the 10th of April 2027). Prices for using taxis from the airport/railway station/bus station to the academy rate between 10-15 EUR. Another option is to use public transportation.
5.	**Uniform/dress code**
	Arrival/Departure/Sightseeing/Social events: Civilian clothes. Opening/Closing ceremony: Best dress uniform. Classes: Combat uniform/Service uniform.
6.	**Registration**
	Please use the attached registration form (if you do not have your transport details on this stage, you can send them later on) and send it to the POC (Col. Assoc.Prof. Laviniu BOJOR, PhD), at the e-mail address: international.relations@armyacademy.ro Deadline for registration is **01st of March 2027**. Any additional and up-dated information will be passed to the sending institutions in due time.
7.	**POC**
	Col. Assoc.Prof. Laviniu BOJOR, PhD "Nicolae Bălcescu" Land Forces Academy of Sibiu 3-5 Revolutiei Street, Sibiu, Romania, 550170 Tel: +40 269 432 990/int. 1317 (office) E-mail: international.relations@armyacademy.ro

- **The detailed module description of the Common Module "Comprehensive Approach" can also 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!

Remarks:	I want to participate in the:
- 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	**Comprehensive Approach CM** **05 – 09 April 2027***

Gender	Rank	Family name / Surname	First name / Given name

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

Branch of Service (if available)	Sending institution	I want to participate as		
		Officer	N.C.O.	Cadet
		☐	☐	☐
Year of study				

My phone number (if available)	My e-mail address
Postal address	

Arrival date in Sibiu	Arrival time in Sibiu (if possible)	By plane	By train	By car	By bus
		☐	☐	☐	☐

Departure date from Sibiu	Departure time from Sibiu (if possible)	By plane	By train	By car	By bus
		☐	☐	☐	☐

Need for accommodation in LFA campus	
Yes ☐	No ☐

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		
☐	☐		

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*** Deadline for submitting the Registration form: 01st of March 2027**

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

Please integrate a copy of your passport / ID hereinafter:

Common Module

Comprehensive Approach

Module Description

Country	Institution	Module	ECTS
RO	**"Nicolae Balcescu" Land Forces Academy**	**Comprehensive Approach**	**4.0**

Service **ALL**	**Minimum Qualification for Lecturers** **Officers or Civilian Lecturers:** • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG 6001 Level 3. • Thorough knowledge of the Comprehensive Approach. • Adequate knowledge of international relations issues. • Thorough knowledge of the topic taught.
Language **English**	
SQF MILOF	• **Competence area** - Critical Thinker and Researcher • **Learning area** - Research, analysis, data processing methods • **Organisation level** - common

Prerequisites for international participants:

- English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2.
- At least 1 year of national (military) higher education.
- Basic knowledge of Comprehensive Approach (IDL).

Goal of the Module

Explain and implement the research techniques, sources, resources and data processing methods to solve issues in the military domain / science.

Learning outcomes	Know-ledge	• Describe the comprehensive approach (UN, EU and NATO). • Formulate basics of political, military, economy, social, information and infrastructures (PMESII) factors analysis.
	Skills	• Analyze, evaluate and make sound judgments with initiative and creativity. • Detect situations affecting safe and secure environment and generate possible (effective).
	R&A	• Demonstrate understanding of the higher command level course of action and takes the necessary initiative to contribute to its success. • Make decisions in coherence with PMESII model and analyses the available information in his/her specific tactical situation.

Verification of learning outcomes

Throughout the Module students are to discuss given topics within syndicates and role playing and in the plenary sessions. During these activities students are to be evaluated to verify their competences and skills.

Created by iMAF 2014 Participants ..... 27th of June, 2014
Revised by Col Dr. Gell ..... 8th of December, 2015
Revised by Col Holcner, PhD ..... 14th of April, 2016
Revised by Col Holcner, PhD ..... 18th of May, 2016
Revised by Col Holcner & TMA after iMAF 2016 ..... 9th of September, 2016
Revised by Strategic Partners (3rd SP-Meeting) ..... 21st of September, 2016
Revised according to SQF MILOF by CAPT (N) N. Dimitrov and Assoc. Prof. N. Karadimas / Chairpersons LoD 2/8 ..... 14th of February 2024

Module Details (the content is as an example and depends on the course director decision)		
Main Topic	**Recommen-ded WH**	**Details**
E-learning (Basic Understanding of Comprehensive Approach)	2	• Basic documents and doctrines of CA (UN, EU and NATO). • Spheres of competences in CA.
E-learning (Operationalizing CA at the Tactical Level)	2	• The links and relationship between the civilian and military actors • Possibilities and limitations of cooperation
E-learning (Understanding the Environment)	4	• Political, Military, Economic, Social, Information, and Infrastructure factors to operation - PMESII • Strengths, Weaknesses, Opportunities, and Threats - SWOT
E-learning (Negotiation in a Multicultural Environment)	4	• Basic principles of "Best Alternative to a Negotiated Agreement (BATNA) • Basic principles of Zone of Possible Agreement (ZOPA) • Multicultural aspect of negotiation.
Basic Understanding of Comprehensive Approach	6 (4P + 2SW)	• Basic definition and philosophy of Comprehensive Approach (CA) • Short historical review of CA genesis • Case Studies - Comprehensive Approach on national level.
Operationalizing CA at the Tactical Level	6 (4P + 2SW)	• Introduction to CA actors on international and national level (GO, NGO, RC, etc.). • Case Studies - Possibilities and experiences of links and relations between international actors and army on national level
Understanding the Environment	8 (6P + 2SW)	• Introduction to theory of knowledge development (basic evaluation methods of environment)
Negotiation in a Multicultural Environment	10 (4P + 6SW)	• Interpersonal communication in crisis situation. Lecture with exercise.

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Additional hours to increase the learning outcomes		
Case Studies (CS) (Syndicate work)	12 (2P + 10SW)	• Case study – enter an exercise in syndicates. Real world operations (BiH, Mali, Kosovo, Syria) • Local politics case studies. • Local infrastructure and social needs case studies. • Self-studies Reflection of and preparation for the topics issued • Acquaintance with the situation Real world operations in the syndicates dividing of roles • Preparations for role-play scenarios
Role-Play Scenarios (Syndicate work)	18 (2P + 16SW)	• Role-play scenarios linked to case studies focused to real world crisis operations.
Self-study	28	• Enhancing knowledge by studying specific documents. • Reflection of and preparation for the topics issued. • IDL: Basic knowledge of Comprehensive Approach. • PEMSII • SWOT • BATNA • ZOPA
Total WH	**100**	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.

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List of Abbreviations:

APT ..... Advanced Persistent Threat
B1, B2 ..... Common Reference Levels
BATNA ..... Best Alternative To a Negotiated Agreement
BiH ..... Bosnia and Herzegovina
CA ..... Comprehensive Approach
CEFR ..... Common European Framework of Reference for Languages
ECTS ..... European Credit Transfer and Accumulation System
EU ..... European Union
GO ..... Governmental Organizations
IDL ..... Interactive Distance Learning or Independent Distance Learning
IG ..... Implementation group
IRC ..... International Red Cross
LU ..... Lecture Unit
NATO ..... North Atlantic Treaty Organisation UN
NGO ..... Non-Governmental Organizations
PMESII ..... Political, Military, Economic, Social, Information, and Infrastructure
RC ..... The International Red Cross
RO ..... Romania
SP ..... The Strategic Partnership
STANAG ..... Standardization Agreement
SW ..... Syndicate Work
SWOT ..... Strengths, Weaknesses, Opportunities, and Threats
WH ..... Working Hour
ZOPA ..... Zone Of Possible Agreement

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