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

European Security and Defence College

Co-funded by the European Union

Sibiu, 2026

3-5 Revoluţiei Street, 550170 – ROMANIA
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Web: www.armyacademy.ro

**Dear Commandants, Dear Rectors,**

"Nicolae Bălcescu" Land Forces Academy of Sibiu has the honour to invite cadets and young officers from your esteemed institution to attend the ***Cross-Cultural Communication*** Common Module, which will take place in Sibiu, Romania, from **15th to 19th of March 2027**.

This academic module is part of the European Initiative for the Exchange of Young Military Officers to foster interoperability and cooperation among future military leaders. It aims to develop the ability to communicate with cultural awareness and openness within multinational teams, in both internal work environments and external contexts, to enhance cooperation in a multicultural learning setting and to foster the exchange of perspectives, tools, and methods relevant to the financial domain within EU defence structures and to learn how to deal with cross-cultural obstacles in crisis situations of the modern world.

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: Assoc.prof. Alina CIUHUREANU, PhD). The deadline for registration is **05th of February 2027**.
Additional details, including a short description of the module and administrative information, are attached to this invitation.

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

Cordially, aud

Very Respectfully,

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

ROMÂNIA MINISTERUL APĂRĂRII NAȚIONALE Academia Forțelor Terestre "Nicolae Bălcescu" Comandant (Rector)

# "Nicolae Bălcescu" Land Forces Academy - Sibiu

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## PRACTICAL INFORMATION

| | |
|---|---|
| **1.** | **Dates, Location, Participants** |
| | Participants are **cadets/young officers** who are willing to take part in the common module "Cross-Cultural Communication". The module will takes place in the period ***15th to 19th of March 2027.***<br>▪ Basic knowledge on English (B1 level acording to CEFR) or NATO STANAG Level 2<br>▪ Experience in conducting academic lectures<br>▪ Basic knowledge of descriptive statistics<br>**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**.<br>**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.<br>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 14h of March, departure on 20th of March 2027).<br>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.<br>Opening/Closing ceremony: Best dress uniform.<br>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 (Assoc.prof. Alina CIUHUREANU, PhD), at the e-mail address: international.relations@armyacademy.ro<br>**Deadline for registration is 05th of February 2027.**<br>Any additional and up-dated information will be passed to the sending institutions in due time. |
| **7.** | **POC** |
| | **Assoc.prof. Alina CIUHUREANU, PhD**<br>"Nicolae Bălcescu" Land Forces Academy<br>3-5 Revolutiei Street, Sibiu, Romania, 550170<br>Tel: +40 269 432 990/int. 1317 (office)<br>E-mail: international.relations@armyacademy.ro |

- **The detailed module description of the Common Module "Cross-Cultural Communication" 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**<br>- Fill in 1 form for 1 person<br>- Send this application form to: international.relations@armyacademy.ro | **Cross-Cultural Communication Common Module**<br>**15 – 19 March 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 | | |
| ☐ | ☐ | | |

*** Deadline for submitting the Registration form: 05th of February 2027**

# Registration Form

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* 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

# Cross-Cultural Communication

Module Description

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| Country | Institution | Module | ECTS |
|---|---|---|---|
| **RO** | **LFA** | **Cross-Cultural Communication** | **2.0** |

| | |
|---|---|
| Service<br>**ALL** | **Minimum Qualification for Lecturers**<br>• Fully-qualified cross-cultural practitioner/teacher;<br>• Outstanding knowledge of the cross-cultural communication field and international<br>• experience in a cross-cultural environment;<br>• Teaching experience at least 2 years in the field of cross-cultural communication;<br>• English: Common European Framework of Reference for Languages (CEFR) Level<br>• B2 or NATO STANAG Level 3. |
| Language<br>**English, Romanian**[1] | |
| **SQF**<br>**MILOF** | **Competence area** – Communicator<br>**Learning area** – Influence operations, strategic communications and media<br>**Organisational level** – Common |

| **Prerequisites for international participants:** | **Goal of the Module** |
|---|---|
| • English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2.<br>• Knowledge of basic budget & finance concepts. | Communicate with cultural open mindedness within a group, in situations of work or in external environments, making effective use of current technical practices in the area of information management, programming and networking technologies |

| | | |
|---|---|---|
| **Learning outcomes** | Know-ledge | • Explain mediation and communication techniques for giving orders in a cross-cultural environment;<br>• Describe verbal and non-verbal communication in a cross-cultural environment |
| | Skills | • Deal with cross-cultural obstacles in crisis situations of the modern world;<br>• Manage the complexity of cross-cultural communication. |
| | Responsibility and autonomy | • Take the initiative and assume responsibility in applying various communication strategies, ask questions effectively and listen actively;<br>• Demonstrate improvement of cross-cultural communication skills while understanding cultural differences and avoiding stereotyping. |

**Verification of learning outcomes**

- **Observation:** Throughout the Module students are to discuss given topics within syndicates and in the plenary. During this work students are evaluated to verify their performance.
- **Evaluation:** Group presentations of given topics, cross-cultural activities participation and projects presentations.
- **Test:** A written exam at the end of the Module.

Common Module

# Cross-Cultural Communication

Module Description

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| Module details (the content is an example and depends on the course director's decision) | | |
|---|---|---|
| **Main Topic** | **Recommended WH** | **Details** |
| E-learning (Communication) | 3 | • Principles and functions of communication;<br>• Communication models;<br>• Communication noise;<br>• Barriers to effective communication;<br>• Interpersonal communication – theories, principles, strategies, skills |
| Financial initiatives in the area of the EU defence sector | 3 | • Verbal communication – types, questioning, listening skills, the<br>• Sapir-Whorf Hypothesis;<br>• Communication styles;<br>• Oral vs. written communication |
| 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 |
| Verbal and non-verbal communication | 7 (incl. 4 SW) | • Non-verbal communication – role, types, proxemics (distance), kinesics, haptics (touch), chronemics (time);<br>• The value of diversity<br>• Culture in non-verbal communication – Hall's concepts;<br>• International team building activities |
| Low-context and high-context cultures | 4 (incl. 2 SW) | • Hall's concept of high- versus low-context communication;<br>• The role of low- and high-context communication in a cross-cultural environment of the modern world;<br>• International team building activities |
| Hofstede's cultural dimensions | 8 (incl. 2 SW) | • Power distance index;<br>• Individualism vs. collectivism;<br>• Uncertainty avoidance index;<br>• Masculinity vs. femininity;<br>• Short vs. long term orientation (Confucian dynamism);<br>• International team building activities |
| Cross-cultural communication | 12 (incl. 8 SW) | • Barriers of cross-cultural communication;<br>• Cross-cultural communication games and activities;<br>• Developing cross-cultural communication skills;<br>• Cross-cultural communication projects;<br>• A written test assessing students' knowledge;<br>• The course and projects evaluation |
| **TOTAL** | **39** | |
| **Additional hours (WH) to increase the learning outcomes** | | |
| Test | 11 | Self-studies & pre-readings may be counted as self-studies |
| **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.<br>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:

| | |
|---|---|
| B1, B2 | Common Reference Levels |
| CEFR | Common European Framework of Reference for Languages |
| ECTS | European Credit Transfer and Accumulation System |
| IG | Implementation Group |
| LU | Lecture Unit |
| NATO | North Atlantic Treaty Organisation |
| SP | The Strategic Partnership |
| STANAG | Standardization Agreement |
| SW | Syndicate Work |
| WH | Working Hour |