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

Sibiu, 2026

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Dear Commandants, Dear Rectors,

"Nicolae Bălcescu" Land Forces Academy of Sibiu is pleased to invite cadets and young officers from your esteemed institution to participate in the ***Military Leadership A*** Common Module, which will be held in Sibiu, Romania, **from 12th to 23rd of April 2027.**

This module is designed to strengthen participants' leadership skills in military contexts by focusing on the following core objectives:

- Practicing decision-making under pressure, in dynamic and potentially hazardous situations, in order to effectively implement higher command decisions at the tactical level;
- Understanding the fundamentals of military decisions and their impact on leadership success;
- Reviewing and applying the general steps of the Military Decision-Making Process (MDMP);
- Adapting the MDMP to changing environments and time-constrained scenarios to develop feasible Courses of Action (COAs)
- Demonstrating initiative and accountability in prioritizing assigned tasks, with consideration for the roles of other actors and MDMP phases.

"Nicolae Bălcescu" Land Forces Academy will provide free accommodation and meals for all participants throughout the duration of the module.

To confirm participation, please complete and return the attached Registration Form to: international.relations@armyacademy.ro (Point of Contact: LTC. Assoc.prof. Ionuț-Alin CÎRDEI, PhD) by **05th of March 2027**.

Further administrative details and a module description are attached to this invitation.

We look forward to welcoming your cadets to Sibiu for a valuable and dynamic learning experience at "Nicolae Bălcescu" Land Forces Academy of Sibiu.

Cordially,

Colonel Dumitru TODOSIUC

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



"Nicolae Bălcescu"
Land Forces Academy - Sibiu

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 common module "***Military Leadership A***". The module will takes place in the period ***12th to 23rd of April 2027.*** ▪ Basic knowledge on English (B1 level acording to CEFR) or NATO STANAG Level 2 ▪ Basic managerial and leadership competences, focused on basic tactical level (platoon or equivalent) ▪ Understanding platoon level tactics and knowing national military decision making process ▪ Basic negociation and problem solving skills **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 11th of April, departure on the 24th 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 (LTC. Assoc.prof. Ionuț-Alin CÎRDEI, PhD), at the e-mail address: international.relations@armyacademy.ro **Deadline for registration is 05th of March 2027.** Any additional and up-dated information will be passed to the sending institutions in due time.
7.	**POC**
	LTC. Assoc.prof. Ionuț-Alin CÎRDEI "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

Registration Form

Data protection:
Your data will be used for necessary internal administrative procedures only.
They will not be published in any case!

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Remarks: - 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	I want to participate in the: **Military Leadership A** **Common Module** **12 April – 23 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		
☐	☐		

*** Deadline for submitting the Registration form: 05th of March 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
Military Leadership (A)
Module Description

Country	Institution	Module	ECTS
RO	**LFA**	**Military Leadership (A)**	**3.0**

Service **ALL**	**Minimum Qualification for Lecturers** • Experience in leadership on Company or higher level of combat branches (e.g.: Infantry, mechanized Infantry, reconnaissance branch, ….) with education on Battalion MDMP. • At least one mission/operation abroad, preferably on Company or higher level. • Experienced in training and education of military CDT • At least the qualification of company commander or equivalent of company commanders' courses • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3.
Language **English**	
SQF MILOF	• **Competence area** – Military service member • **Learning area** – Military Decision Making Process (MDMP) • **Organisation level** – Single Arm/Branch

Prerequisites for international participants:

- English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2.
- Basic managerial and leadership competences, focused on basic tactical level (platoon or equivalent).
- Understanding platoon level tactics and knows national military decision making process.
- Basic negotiation and problem solving skills.
- Ability to plan, organise and accept responsibility.

Goal of the Module

- Practice decision making under pressure, in dangerous and fluid situations to implement higher echelons decisions at the tactical level

Learning outcomes		
	Know-ledge	• Formulate basics of military decisions and their consequences for the success of a leader. • Perform review of the sequences of a general MDMP.
	Skills	• Adopt the MDMP under changing environments and under time-pressure in order to create replicable courses of action (COA). • Manage stress situations as a leader within changing scenarios in using the MDMP.
	R&A	• Take the initiative and assume responsibility in prioritising the tasks assigned by the higher echelon taking into account the role of other actors in the operating environment and sequences of the MDMP. • Has self-confidence to decide and represents his/her results.

Verification of learning outcomes

- **Test:** Determination of entry level according to the learning outcomes of e-learning is ordered by the Module Director.
- **Observation:** Trainees are to be observed and are to be evaluated concerning the process of developing leadership decisions; during practical execution of the given tasks and the final practical examination.
- An individual qualified feedback is to be issued to the participants. A final test could be envisaged.

Module Details (the content is an example and depends on the course director decision)		
Main Topic	**Recommended Working Hours**	**Details**
E-Learning	7	• Characteristics and Capabilities of Land Forces • Operational Principles of Combat Troops and Combat Support Troops • Fundamental Chapters of a "Common MDMP" – Senses, Processing and Cognition • Task Organisation Part 1 – Friendly Forces • Task Organisation Part 2 – Opposing Forces • UTM-Grid System • Military Terms and Task Verbs • Used Formats – Marching Order, Terrain Brief with tactical reference, Operations Brief
Entry Level 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. • Consequences are up to the Module Director.
Basics for Military Leadership	2	• Principles and basics to act as a successful military leader during the following training hours. (Importance of military leadership decisions, tactical factors (forces-space-time), principles of war, combined arms combat, principle: display-assess-conclude, sequence of a mission briefing).
Principles of MDMP	2	• Focus on mission analysis, evaluation of the environment terrain, evaluation of the conflicting forces, evaluation of friendly forces and concept development.
MDMP under Time-Pressure	2	• Reduction of MDMP as a leader to absolutely necessary steps and practical execution as a requirement for MDMP under time-pressure.
Practical MDMP Training (indoors)	3	• MAPEX in lecture room. • Hip pocket situation training as a leader on the example of selected scenarios.
Practical MDMP Training under Time-Pressure (outdoors)	5	• Instructors issue orders (input scenarios) and participants are to present the results of their elaborations which are discussed and feed-backed. • The leadership competences during solving the problems are observed and evaluated as well as feed-backed. • Basics of indoor-training are taken and adopted to the field on the example of combat tasks.
Practical Leadership Training (indoors and/or outdoors)	5	• Scenarios of topics above are used to act as a leader. • The tools are up to the Course Director and may be covered by CAX and/or TEWT and/or real troops, etc. • The scenarios are to be used for the final evaluation. In doing so this gives a picture about participants' leadership competences which are observed and evaluated as well as feed-backed.
Total	**27**	

Additional hours (WH) to increase the learning outcomes		
Self-Studies	23	• For reflecting the teaching hours. • Preparation of outdoor activities. • Preparation for the final evaluation.
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. 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.

Remarks:

- The Module encourages the active participation of students
- The detailed amount of hours for the respective main topic is up to the course director, according to the national law or home institution's rules.

List of Abbreviations:

CAX	Computer Assisted Exercise
CDT	Cadet(s)
CEFR	Common European Framework of Reference for Languages
COA	Courses of Action
ECTS	European Credit Transfer System
LFA	Land Forces Academy
MAPEX	Map Exercise
MDMP	Military Decision Making Process
NATO	North Atlantic Treaty Organisation
RO	Romania
STANAG	Standardization Agreement
TEWT	Tactical Exercise without Troops
UTM	Universal Transversal Mercato System
WH	Working Hour