



Country <b>AT</b>	Institution <b>TMA</b>	Common Module <b>Military Leadership (A)</b>	<b>ECTS</b> <b>2.0</b>
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Service <b>ALL</b>	<b>Minimum Qualification for Lecturers</b>		
	<ul style="list-style-type: none"> <li>Experience in leadership on Company or higher level of combat branches (e.g.: Infantry, mechanized Infantry, reconnaissance branch,...) with education on Battalion MDMP.</li> </ul>		
Language <b>English</b>	<ul style="list-style-type: none"> <li>At least one mission/operation abroad, preferably on Company or higher level.</li> <li>Experienced in training and education of military CDT.</li> <li>At least the qualification of company commander equivalent of company commanders course.</li> <li>English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3.</li> </ul>		

<p><b>Prerequisites for international participants:</b></p> <ul style="list-style-type: none"> <li>English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2.</li> <li>Basic managerial and leadership competences, focused on basic tactical level (platoon or equivalent).</li> <li>Understanding platoon level tactics and knows national military decision making process.</li> <li>Basic negotiation and problem solving skills.</li> <li>Ability to plan, organise and accept responsibility.</li> </ul>	<p><b>Goal of the Module</b></p> <ul style="list-style-type: none"> <li>Different military problem solving techniques as a leader.</li> <li>Problem solving with a group and individually.</li> <li>Ability to quickly adapt to the changing environment as a leader in combat scenarios.</li> <li>Act as a leader under time pressure during courses of action (COA)-development.</li> </ul>
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<b>Learning outcomes</b>	Know-ledge	<ul style="list-style-type: none"> <li>Knows the importance of military decisions and their consequences for the success of a leader.</li> <li>Has the basic knowledge of the sequences of a general MDMP.</li> <li>Knows critical factors for combat development and deduces pre-conditions for a leader.</li> </ul>
	Skills	<ul style="list-style-type: none"> <li>Is capable of adopting the MDMP under changing environments and under time-pressure in order to create replicable courses of action (COA).</li> <li>Has the necessary basic organisational and administrative skills of a leader for solving a given task under time-pressure as foundation/basis for NCM Military Leadership (B).</li> <li>Actively manages stress situations as a leader within changing scenarios in using the MDMP.</li> </ul>
	Compe-tences	<ul style="list-style-type: none"> <li>Has analytical competences with focus on the main outcomes of certain sequences of the MDMP and draws conclusions.</li> <li>Has self-confidence to decide and represents his/her results.</li> <li>Solves problems and deals with the widest range of tasks based on his/her updated knowledge, methods acquired and his/her experience.</li> </ul>

<b>Verification of learning outcomes</b>
<ul style="list-style-type: none"> <li>• <b>Test:</b> Determination of entry level according to the learning outcomes of e-learning – if e-learning is ordered by the Module Director</li> <li>• <b>Observation:</b> 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</li> <li>• An individual qualified feedback is to be issued to the participants. A final test could be envisaged.</li> </ul>

<b>Module Details</b>		
Main Topic	Recom- mended WH	Details
E-Learning	7	<ul style="list-style-type: none"> <li>• Characteristics and Capabilities of Land Forces</li> <li>• Operational Principles of Combat Troops and Combat Support Troops</li> <li>• Fundamental Chapters of a “Common MDMP” – Senses, Processing and Cognitions</li> <li>• Task Organisation Part 1 – Friendly Forces</li> <li>• Task Organisation Part 2 – Opposing Forces</li> <li>• UTM-Grid System</li> <li>• Military Terms and Task Verbs</li> <li>• Used Formats – Marching Order, Terrain Brief with tactical reference, Operations Brief</li> </ul>
Entry Level Test	1	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Consequences are up to the Module Director.</li> </ul>
Basics for Military Leadership	2	<ul style="list-style-type: none"> <li>• 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).</li> </ul>
Principles of MDMP	2	<ul style="list-style-type: none"> <li>• Focus on mission analysis, evaluation of the environment <b>terrain</b>, evaluation of the conflicting forces, evaluation of friendly forces and concept development.</li> </ul>
MDMP under Time-Pressure	2	<ul style="list-style-type: none"> <li>• Reduction of MDMP as a leader to absolutely necessary steps and practical execution as a requirement for MDMP under time-pressure.</li> </ul>
Practical MDMP Training under Time-Pressure (indoors)	3	<ul style="list-style-type: none"> <li>• MAPEX in lecture room.</li> <li>• Hip pocket situation training as a leader on the example of selected scenarios.</li> </ul>



Practical MDMP Training under Time-Pressure (outdoors)	5	<ul style="list-style-type: none"> <li>Instructors issue orders (input scenarios) and participants are to present the results of their elaborations which are discussed and feed-backed.</li> <li>The leadership competences during solving the problems are observed and evaluated as well as feed-backed.</li> <li>Basics of indoor-training are taken and adopted to the field on the example of combat tasks.</li> </ul>
Practical Leadership Training (indoors and/or outdoors)	5	<ul style="list-style-type: none"> <li>Scenarios of topics above are used to act as a leader.</li> <li>The tools are up to the Course Director and may be covered by CAX and/or TEWT and/or real troops, etc.</li> <li>The scenarios are to be used for the final examination one common scenario for all CDT. In doing so this gives a picture about participants' leadership competences which are observed and evaluated as well as feed-backed.</li> </ul>
<b>Total</b>	<b>27</b>	
<b>Additional hours (WH) to increase the learning outcomes</b>		
<b>Self-Studies</b>	23	<ul style="list-style-type: none"> <li>For reflecting the teaching hours.</li> <li>Preparation of outdoor activities.</li> <li>Preparation for the final evaluation.</li> </ul>
<b>Total WH</b>	<b>50</b>	<p>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.</p> <p>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.</p>

**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 national law or home institution's rules.





## List of Abbreviations:

- AT ..... Austria
- CAX ..... Computer Assisted Exercise
- CDT ..... Cadet(s)
- CEFR ..... Common European Framework of Reference for Languages
- COA ..... Courses of Action
- ECTS ..... European Credit Transfer System
- MAPEX ..... Map Exercise
- MDMP ..... Military Decision Making Process
- NATO ..... North Atlantic Treaty Organisation
- STANAG ..... Standardization Agreement
- TEWT ..... Tactical Exercise Without Troops
- TMA ..... Theresan Military Academy
- UTM ..... Universal Transversal Mercator System
- WH ..... Working Hour