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| Country IT | Institution ITAF | Common Module Leadership and Agility in Complex Environments | ECTS 2.0 |
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| Service All | <p>Minimum Qualification for Lecturers</p> <ul style="list-style-type: none"> University Teachers: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2, Scholars in Leadership and related fields (e.g. sociology, psychology, philosophy, etc.) Officers: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3, Leaders or Commanders in their Branches. |
| Language English | |

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| <p>Prerequisites for international participants</p> <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2. At least 2 years of national military education. Good knowledge about their Armed Forces and current military duties outside their country and missions abroad. Students are willing to discuss their opinions with other people. | <p>Goals of the Module</p> <ul style="list-style-type: none"> The goal is to enhance a common understanding by young officers of the essential functions and workings of Self and Team Leadership, with special reference to the military. This module is also intended to foster self-development in young officers in the area of self and team leadership. |
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| Learning outcomes | Knowledge | <ul style="list-style-type: none"> Has a basic knowledge on Self and Team leadership; Developing professional communication abilities, both orally and in writing, including negotiation and mediation techniques, and the necessary terminologies allowing him/her to express opinion, arguments, orders and feedbacks in an appropriate manner. |
| | Skills | <ul style="list-style-type: none"> Carries out tasks in accordance with specified objectives, being integrated in a work group and allocates specific tasks to subordinate levels using communication and dialog, co-operation, positive thinking and mutual respect and using feed-back to improve personal activity; Develops interpersonal communication skills and cultural open mindedness within a group in situations of work or in an external environment (transmitting opinions, orders, feedbacks, etc.); |
| | Competences | <ul style="list-style-type: none"> Demonstrates ability to optimise human potential like steadiness, determination, work anticipation, organisation, sense of liability and integrates gender-awareness in his/her decisions; Assumes responsibilities of the leader, based on modern means of Leadership; Is capable of effectively communicating and interacting in an international environment. |

Verification of learning outcomes

- **Verification of learning outcomes:** learning outcomes will be evaluated during the whole course while performing each activity by trainers.

Module Details

| Main Topic | | Recommended Working Hours (WH) | Details |
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| Distance learning and paper writing | | 25 | <ul style="list-style-type: none"> • Research work (WH 8). • Self-Study periods (WH 9). • Paper writing (WH 8). |
| Activities | Experience-based Outdoor Training | 15 | <ul style="list-style-type: none"> • Team building & leading; • Decision making; • Stress management; • Decision making; • Communications. |
| | Best Practices | 3 | <ul style="list-style-type: none"> • Oral presentations of best graded paper with discussion. |
| conceptual framework | Lessons | 15 | <ul style="list-style-type: none"> • Introduction to complex environment and small group dynamics; • Self-leadership; • Team-leadership. |
| Learning Outcomes and final Remarks | | 2 | <ul style="list-style-type: none"> • Open discussion. |
| Total | | 60 | |