

U.S. ARMY SERGEANTS MAJOR ACADEMY (BSNCOC)

W101

JUN 99

ARMY OPERATIONS
PRERESIDENT TRAINING SUPPORT PACKAGE

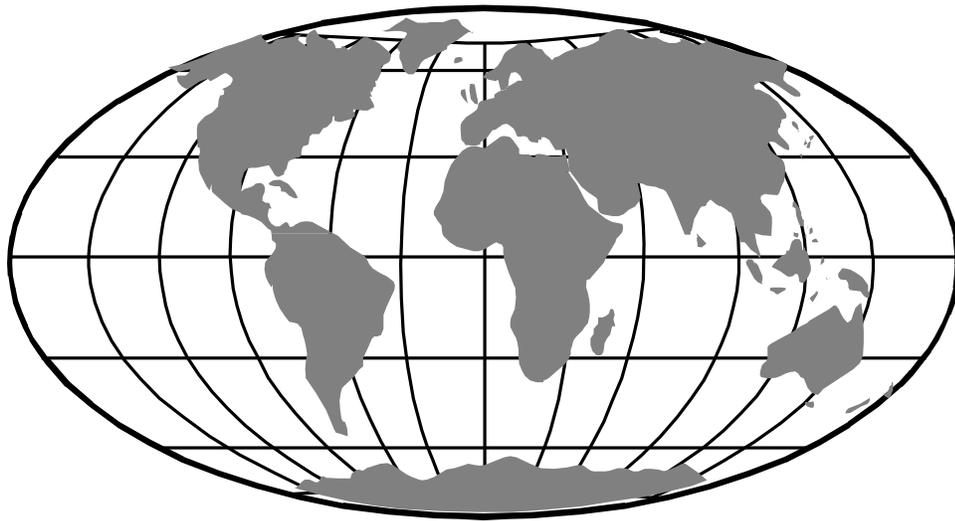
WAR FIGHTERS



Sergeant Major



Master Sergeant



Sergeant First Class



Staff Sergeant

OF THE 21ST CENTURY

PRERESIDENT TRAINING SUPORT PACKAGE

**TSP Number/
Title** W101
 Army Operations

Effective Date JUN 99

**Supersedes
TSPs** This TSP supersedes W101, Army Operations, December 1998.

TSP User The following course uses this TSP: Battle Staff NCO Course.

Proponent The proponent for this TSP is The U. S. Army Sergeants Major Academy.

**Comments and
Recommendations** Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to:

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**Foreign
Disclosure
Restrictions** The Lesson Developers in coordination with the USASMA foreign disclosure authority has reviewed this lesson. This lesson is releasable to foreign military students from all requesting foreign countries without restrictions.

**This TSP
contains** The following table lists the material included in this TSP:

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**This TSP
Contains,
continued**

Appendixes	A. Lesson Evaluation, Faculty Graded	Not Used
	B. Lesson Exercise and Solutions	B-1
	C. Student Handouts	Not Used

**Gender
Disclaimer**

Unless otherwise stated, the use of masculine pronouns refers to both men and women.

SECTION I ADMINISTRATIVE DATA

**Task(s)
Trained**

This lesson trains the tasks listed in the following table: N/A

**Task(s)
Reinforced**

This lesson reinforces the task(s) listed in the following table:

Task Number	Task Title
71-2-3014	Implement operations security (OPSEC) activities and programs.
71-3-1012	Establish the rear command post (CP).
71-3-3001	Develop the operations estimate.
71-3-3002	Develop the brigade operations order (OPORD).
71-3-3008	Synchronize deep and rear operations with close operations.
71-3-3016	Execute contingency plans.
71-3-4001	Conduct logistical planning.
71-3-5004	Eliminate local population interference with U.S. military operations.

**Prerequisite
Lessons**

None

**Clearance and
Access**

There is no clearance or access requirement for this lesson.

**Copyright
Statement**

No copyright material reproduced for use in this lesson.

References

The following table lists the reference(s) for this lesson:

Number	Title	Date	Para No.	Additional Information
FM 100-5	Operations	June 1993	N/A	N/A

Equipment Required

None

Materials Required

None

Safety Requirements

None

Risk Assessment Level

Low

Environmental Considerations

None

Lesson Approval

The following individuals have reviewed and approved this lesson for publication and incorporation into the Battle Staff NCO Course.

Name/Signature	Rank	Title	Date Signed
Roy R. Sanchez	GS-9	Training Specialist, BSNCOB	20 October 1999
William D. Adams	SGM	Chief Instructor, BSNCOB	20 October 1999
Alan R. Tucker	SGM	Course Chief, BSNCOB	20 October 1999

SECTION II INTRODUCTION

Terminal Learning Objective

At the completion of this lesson, you will—

Action:	Assist in the development of brigade and battalion operations.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with this lesson and FM 100-5.

Evaluation

Complete the lesson exercises after each ELO.

Instructional Lead-in

This TSP provides information on Army Operations and the important role doctrine has in the development of brigade and battalion operations. Successful completion of this lesson will prepare you for attendance at the resident phase of the Battle Staff Noncommissioned Officers Course. While you are at the Battle Staff NCO Course you will develop an operations order (OPORD), synchronize deep and rear operations with close operations, and implement operations security (OPSEC) activities and programs.

SECTION III PRESENTATION

ELO 1

Action:	Describe the role of doctrine.
Conditions:	In a self-study environment using the materials provided in this lesson.
Standard:	In accordance with this lesson and FM 100-5.

Learning Step/ Activity (LS/A) 1, ELO 1, Overview

As a Battle Staff NCO, it is important that you understand the evolution of today's doctrine and its role in Army operations. When the Cold War, as we once knew it, ended so did the nature of the previous threat. Now, our focus in the absence of a Cold War changes the strategy of the U.S. Armed Forces; therefore, it causes a change in doctrine. The United States is subject to commit forces anywhere in the world. Doctrine defines how the U.S. Armed Forces intend to fight and conduct operations as part of a joint/combined force. Doctrine expresses the Army's fundamental approach to fighting by influencing events and deterring actions detrimental to our national interest. Army doctrine describes the applications of the basic principles of operations for different types of environments and conditions in which we may operate.

LS/A 1, ELO 1, Resources and force disposition display national strategy and contribute to the development of doctrine. The realities of the world today present a period of significant change for the Army. Chances are, the Army at any time may participate in contingency operations at home or abroad. Army doctrine seeks to meet those challenges by providing the guidance to deal with this range of threats. Today's smaller Army and the decrease in its forward forces, make it necessary to have an army that's ready to deploy anywhere. Force projection replaces forward defense as a likely employment of military units. Doctrine at all levels must accommodate the reality of force projection.

The levels of War We define the levels of war more by the consequence of their outcome, than by the echelon of involvement. As a rule the higher the echelon, the higher the level of war. Although there are no finite limits or boundaries between them, generally we speak of three levels—

- Strategic
- Operational
- Tactical

These levels of war apply not only to war, but also to other operations. Our strategic concerns focus on national objectives or, in specific cases, on alliance or coalition objectives. Plans at the operational level provide the vital link between strategic objectives and tactical employment of forces. The execution of battles and engagements serves as our focal point at the tactical level of war.

LS/A 2, ELO 1, Click here to go to [Lesson Exercise 1](#).
Lesson
Exercise 1

ELO 2

Action:	Describe some of the fundamentals of Army operations.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with this lesson and FM 100-5.

LS/A 1, ELO 2, As the changes in global threat occur, so does the Army's warfighting doctrine. It now reflects the nature of modern warfare. During Army operations, commanders apply the principles of war and the dynamics of combat power to enforce U.S. strategic policy. The U.S. seeks to achieve its strategic objectives in three diverse environments -- Peacetime, Conflict, and War.

LS/A 1, ELO 2,
Three Diverse
Environments,
continued

- Peacetime -- The Army can, and in many cases does operate in all three Environments at once. When operating in these environments simultaneously, the Army combines and coordinates all activities so that they mutually support accomplishing its strategic objectives. During peacetime, the U.S. attempts to influence world events through those actions that routinely occur between nations.
- Conflict -- Securing strategic objectives by hostilities is the character of conflict. The last environment, that of war, involves the use of force in combat operations against an armed enemy. Nations use all the resources at their disposal to attain National Objectives. The United States encourages the self-development of nations through the use of national resources and assistance. The use of U.S. Forces in peacetime helps keep the day-to-day tensions between nations below the threshold of conflict.
- War -- As a nation we prefer peace; however, there are some nations that have worked and will continue to work against us. Other nations may provoke a crisis and create a conflict. One recourse for our nation is diplomatic influence. When diplomatic efforts fail to resolve a conflict, then the United States could enter a more intense environment in which it uses the military to pursue its aims.

Limited and
General War

Congress and the National Command Authorities (NCA) may decide to protect our national interests with force or the threat of force. War can be of a limited or general nature. Limited war is armed conflict short of general war, such as **Operation Just Cause**. General war involves armed conflict among major powers, like in **WWI** and **WWII**. In either instance, the Army, as part of a joint team, applies decisive force to fight and win with minimum casualties. The Army collectively, with other services and allies, plays a traditional role in the total force concept. During future conflicts or operations the Army will not operate alone. The Army will contribute a full range of unique capabilities from combat, combat support (CS), and combat service support (CSS) units. These forces will help to sustain land operations as part of a joint, combined, or interagency team. This implies that we have a need for interoperability and the accommodation of allied objectives and capabilities.

Disciplined
Operations

Army forces large or small must always conduct disciplined operations. Wars are tough, uncompromising, and unforgiving. During war, the potential for breakdown in discipline is always present. The Army conducts operations in accordance with rules of engagement (ROE). Units use ROE and conditions specified by higher commanders while conducting warfare in compliance with international law. Today's leaders teach their soldiers to do the right thing.

LS/A 1, ELO 2, The established laws of war are only effective in reducing casualties and enhancing fair treatment. Leaders have to ensure that these laws are what Disciplined Operations, continued soldiers abide by during all operations. Commanders build good training programs that force the practice of law-of-land warfare and ROE. ROE specify the circumstances and limitations in which forces may engage the enemy.

ROE Factors Many factors influence ROE---

- National command policy
- Mission
- Operational environment
- Commander's intent
- Law-of-land warfare

ROE always recognize the soldier's right of self-defense. The commander's understanding of his mission and his higher commander's intent will help protect the force and decrease the chance of unnecessary casualties. To operate successfully across a full range of possible operations, leaders must understand the army's doctrinal foundation. The nine principles of war and five tenets of army operations establish this foundation. These nine principles have stood the test of time and provide general guidance for the conduct of war.

Nine Principles of War

- **Objective:** Direct every military operation toward a clearly defined, decisive, and attainable objective.
 - **Offensive:** Seize, retain, and exploit the initiative.
 - **Mass:** Mass the effect of overwhelming combat power at the decisive place and time.
 - **Economy of Force:** Employ all combat power available in the most effective way possible; allocate minimum essential combat power to secondary efforts.
 - **Maneuver:** Place the enemy in a position of disadvantage through the flexible application of combat power.
 - **Unity of Command:** For every objective, seek unity of command and unity of effort.
 - **Security:** Never allow the enemy to acquire unexpected advantage.
 - **Surprise:** Striking the enemy unexpectedly at a decisive time or place.
 - **Simplicity:** Prepare clear, uncomplicated plans and concise orders to ensure thorough understanding.
-

LS/A 1, ELO 2, Tenets When involved in war, the Army fights to win. In combat the Army seeks to impose its will on the enemy; during other operations, Army forces seek to alter conditions to achieve an objective. Victory is the objective, regardless of the mission, and nothing short of victory is acceptable. The Army's success on and off the battlefield depends on its ability to operate in accordance with five basic tenets.

Five Tenets

- **Initiative** : Sets or changes the terms of battle by action and implies an offensive spirit in the conduct of all operations.
 - **Agility** : The requirement for friendly forces to act and react faster than the enemy.
 - **Depth** : The extension of operations in time, space, resources, and purpose.
 - **Synchronization** : The arrangement of activities in time and space to mass at the decisive point.
 - **Versatility** : The ability of units to meet diverse mission requirements.
-

LS/A 2, ELO 2, Lesson Exercise 2 Click here to go to [Lesson Exercise 2](#).

ELO 3

Action:	Describe the dynamics of combat power.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with this lesson and FM 100-5.

LS/A 1, ELO 3 Leaders integrate maneuver, firepower, and protection capabilities in a variety of combinations appropriate to the situation. The integration of these elements sustains combat power at the operational and tactical level. Commanders try to maximize their combat power and concentrate it at a decisive time and place. Interfering with the enemy's ability to maneuver, fire, or provide protection defeats his ability to project his combat power. Commanders multiply the effects of combat power through integrating combat, combat support, and combat service support units, as well as other forces from sister services. The dynamics of combat power decide the outcome of engagements, battles, major operations, and campaigns.

Elements of
Combat Power

Four primary elements comprise combat power:

- **Maneuver** : The movement of combat forces to gain positional advantages, usually in order to deliver or threaten delivery of direct and indirect fires.
 - **Firepower** : Provides destructive force; it is essential in defeating the enemy's ability and will to fight.
-

LS/A 1, ELO 3,
Elements of
Combat Power,
continued

- **Protection** : Conserves the fighting potential of a force so that commanders can apply it at the decisive time and place.
- **Leadership** : The most essential dynamic of combat power is competent and confident officer and noncommissioned officer leadership.

Combat
Functions

Seven functions help the commander build and sustain combat power. Commanders integrate and coordinate these functions to synchronize battle effects in time, space, and purpose.

- **Intelligence** : The fundamental to effective planning, security, and deception.
- **Maneuver**: Movement relative to the enemy to put him at a disadvantage.
- **Fire Support** : The collective and coordinated employment of the fires of armed aircraft, land and sea based indirect fire systems and electronic warfare systems against ground targets to support land combat operations at both the operational and tactical levels.
- **Air Defense** : They provide the force with protection from enemy air attack, thus preventing the enemy from separating friendly forces in time and space.
- **Mobility/Survivability** : Mobility operations preserves the freedom of maneuver of friendly forces. Survivability operations protect friendly forces from the effects of enemy weapon systems and natural occurrences.
- **Logistics** : Logistics incorporates a variety of technical specialists and functional activities, that provide the physical means for forces to operate.
- **Battle Command** : Command at all levels is the art of motivating and directing soldiers and their leaders into action to accomplish missions.

LS/A 2, ELO 3,
Lesson
Exercise 3

Click here to go to [Lesson Exercise 3](#).

ELO 4

Action:	Explain force projection, joint and combined operations.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with this lesson and FM 100-5.

LS/A 1, ELO 4

Force projection is the demonstrated ability to rapidly alert, mobilize, deploy, and operate anywhere in the world. The Army's participation in force projection is part of contingency operations for rapid response. Force projection applies to the entire Army, active and reserve units, based in or outside the continental United States (OCONUS), and supported by

LS/A 1, ELO 4, civilians. The Army participates in force projection in both war and other
 continued operations, under opposed or unopposed conditions. Opposed operations
 require a lethal and survivable forcible entry capability with forces prepared
 to fight immediately upon entry. Unopposed operations may afford an
 opportunity following arrival in theater to continue to build combat power, to
 train, and to acclimate.

Force Projection Considerations The considerations for Force Projection are:

- **Anticipation**
 - **Force Tailoring and Teamwork**
 - **Intelligence**
 - **Battle Command**
 - **Logistics**
 - **Training**
 - **Combined Operations**
 - **Media Impact**
 - **Postconflict Considerations**
-

Force Projection Operations Routinely force-projection operations follow a normal sequence; however,
 their stages often overlap in space and time. The arrival of units in theater
 does not terminate force projection operations; The mission is complete when
 the last soldier returns home. The following paragraphs discuss potential
 stages of force projection operations:

- **Mobilization:** A process in which the reserve components augment the
 active component capability in preparation for war or other national
 emergencies.
 - **Predeployment activities:** All units in the Army, whether active or
 reserve components are an integral part of the force-projection strategy.
 Their units mission-essential task lists (METLs) must reflect appropriate
 mobilization and deployment tasks. Intelligence and logistical planning
 during this stage is key to successful execution of future operations.
 - **Deployment :** The training, structure and posture of U.S. Forces for
 rapid deployment is a daily focus of the Army. In deployment, commanders
 must maintain versatility and agility in force mix, combat capability,
 sustainment, and lift, along with the need to forecast future events that call
 for decisions early in the deployment stage.
 - **Entry operations :** Entry may be in direct support of host nation or
 forward-presence forces. In some instances conditions may dictate how we
 conduct operations. Entry may be either opposed or unopposed.
 - **Operations :** As he begins operations, the ground commander assembles
 sufficient, sustained combat power to win the decisive battles. He allocates
 enough combat power to supporting efforts to ensure overall victory.
-

LS/A 1, ELO 4,

Force
Projection,
continued

- **War Termination and Postconflict operations** : When hostilities end or a truce occurs, deployed forces transition through a period of postconflict operations. During the postconflict stage, commanders emphasize those activities that reduce postconflict or postcrisis turmoil and help stabilize the situation until other U.S. or host agencies assume control.
- **Redeployment and Reconstitution** : The objective in this stage is to redeploy assets no longer needed. Forces and material not required for subsequent operations will redeploy to their home station and prepare for future operations. Redeploying forces must also prepare for deployment to areas other than home stations on short notice. Planners must also consider the significant resources required for packing and preparation, which may dictate acquiring contractors and host nation support.
- **Demobilization** : Demobilization is the process by which units, individuals, and material transfer from active to a premobilization posture or to some other approved posture. The demobilization of logistics also requires significant resources such as supplies, material, and support activities.

Joint Operations

The stages of force projection will virtually always involve operations with other agencies, military services, or nations. Unified combatant commanders and Army doctrine stress air, land sea, and special operations. When the Army operates outside of the United States, the area to which it deploys will always be the responsibility of a unified commander. Joint forces operate daily in accordance with specific guidance and within two distinct chains of command. One command for operations; and one command for administrative and logistics activities, can both develop during war or other operations.

Combined
Operations

When U.S. forces combine with forces from other nations for operations, their relationship forms either an alliance or a coalition. Historical examples of combined warfare are World War II, the Korean War, and the Persian Gulf Conflict. There are several key factors taken into consideration for all combined operations. These considerations range from strategic goals and objectives, military doctrine, equipment, culture, and language to teamwork and trust. Over the past 200 years, the U.S. Army's experience in planning and conducting combined operations offers numerous lessons learned. As a minimum, plans to conduct combined operations should cover command, maneuver, fires, intelligence, logistics, liaison and combined staff procedures.

LS/A 2, ELO 4,

Lesson
Exercise 4

Click here to go to [Lesson Exercise 4](#).

ELO 5

Action:	Explain the levels of war.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with this lesson and FM 100-5.

LS/A 1, ELO 5,
Levels of War

The levels of war, strategic, operational, and tactical, provide a useful framework for ordering activities within areas of responsibility (AORs). Again we define the levels of war by their outcome intended, not by the level of command or the size of the unit.

- **Strategic** : The level of war where a nation or nations use national interests to determine their strategy. Strategy includes the art and science of using armed forces with other instruments of national power to secure strategic goals. The National Command Authority (NCA) and the Chairman of the Joint Chiefs of Staff (CJCS) translate strategy into military policy and requirements.
- **Operational** : The operational level is the vital link between national and theater strategic aims and the tactical employment of forces on the battlefield. The focus at this level is on conducting joint operations, the employment of military forces to attain theater-strategic objectives in a theater of operations through design, organization, and execution of subordinate campaigns and major operations.
- **Tactical** : Planned and executed engagements accomplish tactical objectives. Tactics at this level focus on arrangements and maneuver of combat forces. Tactics is battlefield problem-solving, usually rapid and dynamic in nature.
 - (1) A battle consists of a series of related engagements; it last longer than an engagement, involves larger forces, and could affect the course of the campaign.
 - (2) Engagements are small conflicts or skirmishes, usually between opposing maneuver forces; they are normally short in duration and fought at division level or below.

Planning
Considerations

Army operations at all three levels of war require fundamental considerations of planning and execution. These are:

- **Mission** : Expression of what a unit must accomplish and for what purpose.
- **Commander's Intent** : Desired end state; a concise expression of the purpose of the operation.
- **Estimate** : The commander's estimate considers the enemy's likely intent and courses of action and wargames friendly alternatives to get from the current state to the end-of-mission state.

LS/A 1, ELO 5,
 Planning
 Considerations,
 continued

- **Concept of Operations** : Describes how army commanders visualize the major operation and battle unfolding.
- **Will** : Disposition to act toward achievement of a desired end state.
- **Concept of Theater and Operation Design** : Concepts address the center of gravity (hub of all power and movement), lines of operation (directional orientation of the force in relation to the enemy), decisive points (points in the attack that help commanders gain or maintain the initiative), and the culminating point (the point in time and location when the attacker's combat power no longer exceeds that of the defender).

LS/A 2, ELO 5,
 Lesson
 Exercise 5

Click here to go to [Lesson Exercise 5](#).

ELO 6

Action:	Explain battlefield framework.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with this lesson and/or FM 100-5.

LS/A 1, ELO 6,
 Framework

A battlefield framework helps commanders relate their forces to one another and to the enemy in time, space, resources, and purpose. This battlefield framework establishes an area of geographical and operational responsibility for the commander and provides a way to visualize how he will employ his forces against the enemy. U.S. joint doctrine establishes a new framework for today's operations. Joint forces can apply combat power simultaneously throughout their theater of operations and space dimensions. The proper use of battlefield framework will stun and defeat the enemy rapidly. Area of operations, battle space, and battlefield organization provide the structure for battlefield framework.

Area of
 Operations

An area of operation (AO) is a geographical area with lateral and rear boundaries, which includes the air space above. The AO must be appropriate in size and design so that the commander can accomplish his mission and protect his force. Within their AOs, commanders employ organic, assigned, and supporting systems to the full extent of their capabilities.

Battle Space

Battle space is the physical volume that expands or contracts, in relation to the ability of a unit to acquire and engage the enemy. Volume includes breadth, depth, and height which vary over time. Strategic and operational battle space extends beyond the commander's AO. We determine tactical battle space by the range of direct fire systems and the terrain on which we apply them. Commanders view battle space as a tool in determining how to arrange their forces on the battlefield.

LS/A 1, ELO 6,
Operations
within an AO

Three closely related sets of activities characterize operations within an AO. Army commanders fight deep, close, and rear actions simultaneously in a manner that appears to the enemy as one continuous operation against him. They seek to attack the enemy simultaneously throughout the depth of the battlefield and mass both effects and forces when and where necessary to accomplish the mission.

- **Deep Operations** : Those operations directed against enemy forces and functions beyond the close battle. The enemy is best defeated by fighting him close and deep simultaneously. In doing so, Army forces use deep operations to set the conditions for decisive future operations.
- **Close Operations** : Forces in immediate contact with the enemy, in the offense or defense. Close operations are usually the corps and division current battles. At the tactical level, they include the engagements fought by brigades and battalions.
- **Rear Operations** : Assist in providing freedom of action and continuity of operations, logistics, and battle command. Their primary purposes are to sustain the current close and deep fights and to posture the force for future operations. At the tactical level, they enhance the commander's ability to influence the tempo of combat, helping him take advantage of any opportunity without delay.

LS/A 2, ELO 6,
Lesson
Exercise 6

Click here to go to [Lesson Exercise 6](#).

ELO 7

Action:	Explain offensive and defensive operations at the tactical and operations level.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with this lesson and FM100-5.

LS/A 1, ELO 7,
Operations

Commanders set favorable terms for battle by synchronizing simultaneous strikes on the enemy. The theater commander attacks the enemy at strategic depths to set conditions for deeper operational maneuver.

- **Offensive Operations** : Offensive operations are the most decisive form of war in which commanders impose their will upon the enemy. Numerous dynamic characteristics apply to offensive operations. Offensive operations achieve both operational and strategic objectives. Ground commanders in the offense try to collapse enemy defenses as quickly as possible. Initiative is very critical to all successful offensive operations. Security of the force is also crucial.

LS/A 1, ELO 7,
Operations,
continued

- **Defensive Operations** : Unlike offensive operations, defensive operations are the less decisive form of war. The Army's major defensive challenge is to defeat the offensive momentum of the enemy, and instantly transition to the offense. A successful defense element consists of reactive and offensive elements existing together to deprive the enemy of the initiative. Commanders fight defensive operations to defeat large attacking forces, retain territory, build strength, or gain time. In preparing for defensive operations, the commander considers the logistical base, strengths, limits, and vulnerability of his forces. The ultimate objective is to turn to the offensive and defeat the enemy decisively.

LS/A 2, ELO 7,
Lesson
Exercise 7

Click here to go to [Lesson Exercise 7](#).

ELO 8

Action:	Explain logistics support of military operations.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with this lesson and FM100-5.

LS/A 1, ELO 8,
Logistics

Logistics is the process of planning and executing the sustainment of forces in support of military operations. Geographical conditions, space and time dimensions, and a determined enemy work to make logistics operations difficult. Logistics operations are designed and protected so they continue to sustain forces throughout conflict, adapting as conditions change. Logistics operations are not successful unless they provide effective support.

Logistic
characteristics

Five characteristics facilitate effective, efficient logistics operations:

- **Anticipation** : Identifying, accumulating and maintaining the assets and information necessary to support operations at the right time and place.
- **Integration** : Ensures support of operations during execution by integrating concepts of logistics and operations.
- **Continuity** : Provides continuous supply and service support to sustain fighting strength and agility to both combat and logistics operations.
- **Responsiveness** : Rapid reaction during crisis and combat operations.
- **Improvisation** : A talent to make, invent, arrange, or fabricate what we need out of what is at hand.

LS/A 1, ELO 8, Planning Logistical planning considerations center around several key points:

- Considerations
- Logistical preparation of the Theater
 - Force Composition
 - Logistics priorities
 - Joint and Combined Logistics
 - Host Nation Support
 - Other Operations
-

Tactical
Logistics
Functions

There are six tactical logistics functions to aid in logistical planning:

- **Manning** : The systems of personnel readiness, replacement management, replacement management, and casualty management to meet the Army's personnel requirements from mobilization and deployment through redeployment and demobilization..
 - **Arming** : During periods of intense combat, arming the force is extensive and time-sensitive. It begins during peacetime planning and covers all phases of force projection operations.
 - **Fueling** : Ensures that air and ground vehicles have fuel.
 - **Fixing** : Battle damage assessment and repair (BDAR) provides the capability to quickly repair and return equipment to combat or expedite recovery and evacuation to the closest maintenance facility with required capabilities.
 - **Moving** : Soldiers, equipment, and supplies must move rapidly and in sufficient quantities to support combat operations
 - **Sustaining Soldiers and their Systems**: Proper planning and execution of general supply support, quality of life, personnel services, health services, and field services.
-

LS/A 2, ELO 8, Lesson Click here to go to [Lesson Exercise 8](#).
Exercise 8

ELO 9

Action:	Explain the environment of combat.
Conditions:	In self-study environment using the materials provided in this lesson.
Standard:	In accordance with this lesson and FM 100-5.

LS/A 1, ELO 9, Combat Environment	Warfare presents a challenging environment to any military organization and its soldiers. In a force-projection army, soldiers and units must remain trained and ready for rapid deployment anywhere in the world. The environment will often be harsh. The elements of extreme temperatures, rugged terrain, fear, uncertainty, confusion, exertion, and fatigue will take their toll on soldiers. Combat environments merge a soldier's human and physical dimensions.
Dimensions of Combat Environment	<p>The two dimensions of combat environment are Human and Physical.</p> <ul style="list-style-type: none"> • Human : Has three perspectives— <ol style="list-style-type: none"> (1) Physiological (2) Psychological (3) Ethical • Physical : Has four major elements in the combat environment— <ol style="list-style-type: none"> (1) Geography (2) Terrain (3) Weather (4) Infrastructure
Physiological Perspective	Physically unfit or unhealthy soldiers do not withstand the rigors of combat well. Hardened soldiers, kept healthy and reasonably rested, can persevere under harsh conditions. Commanders ensure their soldiers' fitness and enhance their self-confidence through tough, realistic training, provisions of proper uniforms and equipment, disciplined hygiene and health practices, enforced rest plans, and intelligent assignment of operational missions.
Psychological Perspective	The harsh environment of combat is likely to have a greater effect on the soldier's mind than his own body. Since the mind directly affects the soldier's will to win, it must prepare to accept the stress of combat. Commanders must develop realistic, tough training programs that promote individual confidence and unit capabilities, unit cohesion, and a sense of leadership so infused in the members of the unit that each soldier, in turn, prepares to step forward and give direction to mission accomplishment.
Ethical Perspective	The nation expects its Army to adhere to the highest standards of professional conduct and to reflect the ideas of American values. The American people demand a high-quality Army that honors the core values of the Constitution it is sworn to uphold, a strong respect for the rule of law, human dignity, and individual rights. Leaders strongly influence soldiers with a sense of honor, share their hardships, and acknowledge their accomplishments. Leaders set the example by ethical behavior and a selflessness that puts duty above all personal concerns.

LS/A 1, ELO 9, Geography The Army must be able to operate in any geographic area. Each area presents a unique set of physical characteristics and requires a unique set of operational and tactical guidelines. Populations in an area of conflict may directly affect the commander's operations. The will of the people, their urbanization and industrial efforts, their agricultural support, their social and cultural liking, their political leanings, and, from a tactical perspective, their physical movement during conflict, may all impact operations. Geographic operations include:

- Mountain
 - Jungle
 - Desert
 - Cold Weather
 - Urban
-

Terrain

Terrain either helps or hinders each of the opposing forces. Commanders must recognize terrain limitations and possibilities for protecting friendly forces and putting the enemy at a disadvantage. At each level of war commanders view and evaluate terrain differently. At the tactical level, close-in terrain such as hills, rivers, and mountains influence the conditions for engagements and battles. At the operational level, major road systems and movement corridors are viewed to consider both friendly and enemy large unit movements, posturing, dispersion and concentration. At the strategic level, in addition to the tactical and operational considerations, the terrain view for deployment and supporting the force over the duration of the campaign includes the value of occupying or controlling large amounts of territory.

Weather

Weather conditions affect soldier performance, the capabilities of equipment to perform at the optimum level, and the ability of forces to maneuver on the ground and in the air. The commander who can take advantage of weather and terrain conditions can set the terms for battle to maximize his performance and take advantage of limits on enemy forces.

Infrastructure

Infrastructure consists of the facilities, equipment, and framework needed for the functioning of a system, city, or region. The commander considers not only the physical structures but also the cultural, religious, and ethnic customs in the region that affect their use. In considering infrastructure, commanders must analyze its impact upon operations; its impact upon the enemy; how its condition promotes or hinders postconflict activities; and the extend of indigenous public support.

LS/A 2, ELO 9, Click here to go to [Lesson Exercise 9](#).
Lesson
Exercise 9

SECTION IV SUMMARY

Review/ Summarize Lesson

The material in this lesson covered the role of doctrine, fundamentals of Army operations, force projection, joint and combined operations, planning considerations, battlefield framework, offense and defensive operations, logistics, other operations, and finally the environment of combat. All of these actions reflect on a well-led, force-projection Army, prepared to go anywhere in the world on short notice, trained and ready at all times to meet whatever conditions the environment of combat presents—**Combat Ready!**

Check on Learning

The 9 lesson exercises that you completed during this lesson serve as the check on learning for the TLO.

Transition to Next lesson

None

SECTION V STUDENT EVALUATION

Testing Requirements

N/A



Lesson Exercise 1: Instructions

The following four questions will test your knowledge of the materials covered in ELO 1. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





What defines how the U.S. Armed Forces intend to fight?

- A. Force-projection.
- B. Doctrine.
- C. The fundamental guidelines of the U.S. Army.
- D. The rules of how the U.S. Army will conduct itself only during crisis situations.





We define the levels of war more by:

- A. The echelon of operations.
- B. The consequence of their outcome.
- C. The consequence of the tactical situation.
- D. The echelon of involvement.





The three levels of war are:

- A. Tactical, operational, and strategic.
- B. Tactical, situational, and operational.
- C. Tactical, fundamental, and situational.
- D. Situational, fundamental, and strategic.





Which level of war covers the execution of battles and engagements?

- A. Situational.
- B. Tactical.
- C. Operational.
- D. Strategic.



INCORRECT

The correct answer is B.

Doctrine is the statement of how America's Army as part of a combined force intends to fight and conduct operations other than war. PTP, Page 4.



CORRECT



INCORRECT

The correct answer is B.

We define the levels of war more by the consequences of their outcome, than by the echelon of involvement. PTP, Page 5.



CORRECT



INCORRECT

The correct answer is A.

The three levels of war are tactical, operational, and strategic. PTP, Page 5.



CORRECT



INCORRECT

The correct answer is B.

The tactical level of war covers the execution of battles and engagements.
PTP, Page 5.



CORRECT





Lesson Exercise 2: Instructions

The following five questions will test your knowledge of the materials covered in ELO 2. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





War may be of a _____ or _____ nature.

- A. Combat or conflict
- B. Critical or noncritical
- C. Limited or general
- D. Battle or engagement





How many principles of war provide a doctrinal foundation for today' s army?

- A. 7.
- B. 8.
- C. 9.
- D. 10.





To seize, retain, and exploit the initiative depicts which principle of war?

- A. Objective.
- B. Offensive.
- C. Maneuver.
- D. Surprise.





What are the tenets of Army Operations?

- A. Objective, offensive, mass, security, surprise.
- B. Initiative, surprise, depth, synchronization, versatility.
- C. Objective, surprise, security, depth, simplicity.
- D. Initiative, agility, depth, synchronization, versatility.





The ability of units to meet diverse mission requirements is which tenet?

- A. Depth.
- B. Agility.
- C. Initiative.
- D. Versatility.



INCORRECT

The correct answer is C.

War may be a limited or general nature. PTP, Page 6.



CORRECT



INCORRECT

The correct answer is C.

There are 9 principles of war. PTP, Page 7.



CORRECT



INCORRECT

The correct answer is B.

To seize, retain, and exploit the initiative depict the offensive principle of war. PTP,
Page 7.



CORRECT



INCORRECT

The correct answer is D.

The tenets of Army Operations are: initiative, agility, depth, synchronization, and versatility. PTP, Page 8.



CORRECT



INCORRECT

The correct answer is D.

The ability of units to meet diverse mission requirements is versatility. PTP, Page 8.



CORRECT





Lesson Exercise 3: Instructions

The following four questions will test your knowledge of the materials covered in ELO 3. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





What elements make up the dynamics of combat power?

- A. Maneuver, firepower, protection, leadership.
- B. Maneuver, firepower, security, surprise.
- C. Initiative, agility, firepower, synchronization.
- D. Initiative, agility, maneuver, firepower.





What is the most important element of combat power?

- A. Maneuver.
- B. Firepower.
- C. Initiative.
- D. Leadership.





What are the seven combat functions?

- A. Intelligence, fire support, maneuver, air defense, logistics, battle command, and agility.
- B. Intelligence, fire support, maneuver, mobility and survivability, air defense, logistics, and battle command.
- C. Intelligence, fire support, maneuver, mobility, survivability, air defense, and logistics.
- D. Intelligence, firepower, initiative, agility, air defense, logistics, and battle command.





What are the two vital components of battle command?

- A. Maneuver and firepower.
- B. Intelligence and firepower.
- C. Agility and initiative.
- D. Decision making and leadership.



INCORRECT

The correct answer is A.

Maneuver, firepower, protection, and leadership make up the dynamics of combat power.
PTP, Pages 8 and 9.



CORRECT



INCORRECT

The correct answer is D.

The most important element of combat power is leadership. PTP, Page 9.



CORRECT



INCORRECT

The correct answer is B.

The seven combat functions are: intelligence, fire support, maneuver, mobility/survivability, air defense, logistics, and battle command. PTP, Page 9.



CORRECT



INCORRECT

The correct answer is D.

The two vital components of battle command are decision making and leadership.
PTP, Page 9.



CORRECT





Lesson Exercise 4: Instructions

The following four questions will test your knowledge of the materials covered in ELO 4. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





What demonstrates the ability to rapidly alert, mobilize, deploy and operate anywhere in the world?

- A. Intelligence.
- B. Mobility.
- C. Force Projection.
- D. Doctrine.





How many stages are usually in force-projection operations?

- A. 7.
- B. 8.
- C. 9.
- D. 10.





Entry operations may be either _____ or _____

- A. Support or administrative.
- B. Administrative or logistical.
- C. Reactive or offensive.
- D. Opposed or unopposed.





Joint forces operate within what two distinct chains of command?

- A. Operations and administrative/logistics.
- B. Support and administrative/logistics.
- C. Reactive and offensive.
- D. Support and forward presence.



INCORRECT

The correct answer is C.

Force projection demonstrates the ability to rapidly alert, mobilize, deploy and operate anywhere in the world. PTP, Page 9.



CORRECT



INCORRECT

The correct answer is B.

There are usually 8 stages in force-projection operations. PTP, Pages 10 and 11.



CORRECT



INCORRECT

The correct answer is **D**.

Entry operations may be either opposed or unopposed. PTP, Page 10.



CORRECT



INCORRECT

The correct answer is A.

Joint forces operate with two distinct chains of command, one for operations and another for administrative and logistics matters. PTP, Page 11.



CORRECT





Lesson Exercise 5: Instructions

The following three questions will test your knowledge of the materials covered in ELO 5. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





Which level of war is the vital link between national strategic aims and the employment of forces on the battlefield?

- A. Command.
- B. Operational.
- C. Strategic.
- D. Tactical.





Which fundamental of planning and executing operations describes the desired end state?

- A. Doctrine.
- B. Forward presence.
- C. Commander' s intent.
- D. Force projection.





What describes how army commanders visualize the major operation and battle unfolding?

- A. Mission.
- B. Concept of theater and operation design.
- C. Tactical.
- D. Concept of Operations.



INCORRECT

The correct answer is B.

The operational level is the vital link between national strategic aims and the tactical employment of forces on the battlefield. PTP, Page 12.



CORRECT



INCORRECT

The correct answer is C.

Commander' s intent is the fundamental of planning and executing operations that describe the desired end state. PTP, Page 12.



CORRECT



INCORRECT

The correct answer is D.

Concept of operations is how army commanders visualize the major operation and battle unfolding. PTP, Page 13.



CORRECT





Lesson Exercise 6: Instructions

The following four questions will test your knowledge of the materials covered in ELO 6. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





To understand battlefield framework, we must understand the relationship between what three elements?

- A. Administrative, Logistics, and firepower.
- B. Area of operations, battle space, and battlefield organization.
- C. Area of operations, battle space, and firepower.
- D. Doctrine, logistics, and operations.





What is the physical volume that expands or contracts, in relation to the ability of a unit to acquire and engage the enemy?

- A. Close operations.
- B. Area of operations.
- C. Battle space.
- D. Deep operations.





What are three closely related activities within an area of operations?

- A. Support, logistics, and firepower.
- B. Deep, close, and rear operations.
- C. Combat, combat support, and combat service support.
- D. Administrative, combat, combat service support.





Whether in the offense or defense, what type of operation brings forces in immediate contact with the enemy?

- A. Battle Space.
- B. Rear operations.
- C. Area of operations.
- D. Close operations.



INCORRECT

The correct answer is B.

Understanding battlefield framework is to understand the relationship between the area of operations, battle space, and battlefield organization. PTP, Page 13.



CORRECT



INCORRECT

The correct answer is C.

Battle space is the physical volume that expands or contracts, in relation to the ability of a unit to acquire and engage the enemy. PTP, Page 13.



CORRECT



INCORRECT

The correct answer is B.

Three closely related activities within an area of operations are deep, close, and rear operations. PTP, Page 14.



CORRECT



INCORRECT

The correct answer is D.

Close operations brings forces in immediate contact with the enemy, in the offense and defense. PTP, Page 14.



CORRECT





Lesson Exercise 7: Instructions

The following two questions will test your knowledge of the materials covered in ELO 7. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





What is the most decisive form of war?

- A. Offensive operations.
- B. Defensive operations.
- C. Combat operations.
- D. Air defense operations.





A successful defense consists of what two elements?

- A. Offensive and defensive.
- B. Offensive and reactive.
- C. Reactive and defensive.
- D. Reactive and strategic.



INCORRECT

The correct answer is A.

The most decisive form of war is offensive operations. PTP, Page 14.



CORRECT



INCORRECT

The correct answer is B.

A successful defense consists of reactive and offensive elements. PTP, Page 15.



CORRECT





Lesson Exercise 8: Instructions

The following three questions will test your knowledge of the materials covered in ELO 8. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





What are the five characteristics that facilitate effective and efficient logistics operations?

- A. Anticipation, integration, responsiveness, continuity, and improvisation.
- B. Initiative, integration, responsiveness, improvisation, and reactivity.
- C. Initiative, anticipation, improvisation, strategic, and reactivity.
- D. Anticipation, integration, strategic, improvisation, and offensive.





What are the tactical logistics functions?

- A. Anticipation, manning, arming, defensive, and offensive.
- B. Anticipation, manning, arming, fueling, and moving.
- C. Manning, arriving, integration, strategic, defensive, and offensive.
- D. Manning, arming, fueling, fixing, moving, and sustaining soldiers and systems.





What is the most time-sensitive tactical logistics function?

- A. Fueling.
- B. Moving.
- C. Arming.
- D. Fixing.



INCORRECT

The correct answer is A.

The five characteristics that facilitate effective and efficient logistics operations are :
anticipation, integration, responsiveness, continuity, and improvisation. PTP, Page 15.



CORRECT



INCORRECT

The correct answer is D.

The tactical logistics functions are : manning, arming, fueling, fixing, moving, and sustaining soldiers and systems. PTP, Page 16.



CORRECT



INCORRECT

The correct answer is C.

Arming is the most time-sensitive tactical logistics function. PTP, Page 16.



CORRECT





Lesson Exercise 9: Instructions

The following four questions will test your knowledge of the materials covered in ELO 9. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





The environment of combat combines what dimensions?

- A. Unity of effort and restraint.
- B. Human and physical.
- C. Objective and security.
- D. Offense and defense.





Which of the four major physical elements in the combat environment presents a unique set of physical characteristics?

- A. Geography.
- B. Terrain.
- C. Weather.
- D. Infrastructure.





Which of the four major physical elements in the combat environment helps or hinders each of the opposed forces?

- A. Infrastructure.
- B. Weather.
- C. Ethical.
- D. Terrain.





What affects the ability of forces to maneuver on the ground and in the air?

- A. Terrain.
- B. Physical.
- C. Jungle.
- D. Weather.



INCORRECT

The correct answer is B.

The environment of combat combines both the human and physical dimensions. PTP,
Page 17.



CORRECT



INCORRECT

The correct answer is A.

Each geographic area presents a unique set of physical characteristics and requires a unique set of operational and tactical guidelines. PTP, Page 18.



CORRECT



INCORRECT

The correct answer is D.

Terrain either helps or hinders each of the opposed forces. PTP, Page 18.



CORRECT



INCORRECT

The correct answer is D.

Weather conditions affect the ability of forces to maneuver on the ground and in the air.
PTP, Page 18.



CORRECT



