

## APPENDIX A

### COMMAND AND GENERAL STAFF OFFICER COURSE CURRICULUM DESCRIPTION 701-1-250-C3 ILE, ATRRS Code (Bn Option)

Academic Year 05-06

#### C100 - Foundations Block

These modules are designed to make students more aware of the contemporary environment and of self, to “set the stage” for learning during the rest of the course and beyond. Students discuss and reflect upon aspects of the contemporary world to decide for themselves what they know, or don’t know, about full-spectrum operations and the threats, challenges, and opportunities of the current international security environment. A foundation is laid for refining the reasoning and problem-solving skills vital to success in an environment characterized by ambiguity and consequences. The critical reasoning and creative thinking lessons appear early in the curriculum to provide the elements and standards of reasoning that students use throughout the academic year.

The Leader Assessment and Development module lays the foundation for students’ continued education and development as organizational-level leaders. Included is an introduction to the concept of competency-based leadership and the field-grade leader competency map. With the aid of self-assessment instruments and coaching, students become more self-aware and complete an individual development plan to carry them through the year and possibly through their careers. The modules and classes are:

- C110 - Stage Setter
- C121 - Foundations for Critical Reasoning
- C122 - Fallacies, Assumptions and Critical Thinking
- C123 - Mental Models and Historical Case Study
- C124 - Transformation LLS
- C131 - The Value of Competency-Based Learning
- C132 - How to Interpret Instruments
- C133 - Leader Development
- C134 - Coaching and Student Feedback
- C141 - Introduction to Media
- C142 - Media Panel Discussions
- C151 - Culture & Military Operations
- C152 - History and Culture
- C153 - Religion and Culture

#### C200 - Strategic Studies Block

The Strategic Studies Block introduces students to the joint, multinational and interagency environment and the doctrinal and theoretical concepts required to perceive, understand and analyze strategic level military problems and challenges. At the conclusion of the Strategic Studies Block students have the knowledge and skills required to assist as a staff officer in the development of a strategic course of action. The modules and classes are:

- C201 - Block Introduction
- National Strategy Formulation
  - C202 - Strategic Concepts
  - C203 - National Security Organization/Process
  - C204 - National Strategies
- DoD Strategy Formulation
  - C205 - DoD Strategies
  - C206 - Defense Guidance
- C207a - C207d - Strategic Estimate
- Strategic Capabilities
  - C208 - Joint Transformation
  - C209 - Joint Force Capabilities
  - C210 - Strategic Logistics
  - C211 - Case Study Afghanistan/OEF
- Combatant Command Strategy Formulation
  - C212a/b - History Case Study
  - C213 - Joint Planning

### C300 - Operational Studies Block

This block prepares officers to participate fully in joint operational planning efforts and to visualize and execute full spectrum operations at the theater/strategic and operational levels of war. The instruction examines how operational-level commanders and staffs translate and refine broad strategic national objectives into clear, integrated, and synchronized operational tasks.

Using the Universal Joint Task List (UJTL) extensively, instruction focuses on analyzing and synthesizing the fundamentals of campaign planning and operational art concepts, and on applying planning processes in both deliberate and crisis action planning environments. These skills are developed in a smaller scale contingency (SSC)/MOOTW scenario and then transition to a major theater of war (MTW) scenario. The modules and classes are:

- C301/C301.1 - Operational-Tactical Historical Case Study Guadalcanal
- C310 - Fundamentals of Joint Operations
  - C311 - C300 Overview/Joint Operations, Campaign Planning, & Operational Art
  - C312 - Operational Design
  - C313 - Emerging Doctrine/Transition to SJFHQ
- C314 - Joint Operational Planning PE
- C320 - Joint Force/Interagency/Multinational Capabilities
  - C328A - Introduction and CE

- C321 - USAF
- C322 - Navy
- C323 - USMC
- C324 - SOF
- C325 - Space
- C326 - Interagency Considerations
- C327 - Multinational Considerations
- C328 - GATT Capabilities PE
- C330 - Joint Operational Tasks (UJTL)
  - C331 - Movement & Maneuver
  - C332 - Intelligence, Surveillance & Recon
  - C333 - Firepower
  - C334 - Logistic & Personnel Support
    - C334.1 - Project the Force
    - C334.2 - Legal Services
  - C335 - Command & Control
    - 335.1 - Information Operations
  - C336 - Force Protection
- C340 - Adaptive Planning Exercises

#### C400 – Tactical Studies Block

This Block examines the tactical level of war and builds on the previous study of Operational Art and Science with emphasis at the large tactical unit level (Corps/UEy, Division/UEx, BCT). It has three objectives: provide a field grade level understanding of how the Army fights at the tactical echelons of command; enable an understanding of how the Army develops combat capabilities through training and organization; develop a greater understanding of how Army tactical echelon commanders exercise battle command. Using Army Capstone Field Manuals (FMs) extensively, this block examines the fundamentals of Army doctrine, tactical operations, and military problem solving models with each lesson providing instruction and activities designed to make students understand and appreciate their roles and responsibilities as field grade officers during the planning, preparation, and execution of full spectrum operations. The modules and classes are:

- C430 - Fundamentals of Army Doctrine
  - C431 - Full Spectrum Operations
  - C432 - The Enemy
  - C433 - Tactical Sustainment
  - C434 - Battle Command
  - C435 – Training Strategies
- C450 - Fundamentals of Tactical Operations
  - C451 - Fundamentals of Stability Operations and PE
  - C452 - Fundamentals of Defense and PE Afghanistan
  - C453 - Fundamentals of Offense and PE Korea
- C470 - Military Problem Solving
  - C471 - Military Problem Solving PE Vietnam

### C999 - End of Core Course Exercise (EOCCE)

The EOCCE is comprised of vignettes that focus on strategic and operational level problems. The design allows students to apply the concepts they've learned during Core Course instruction. Students serve as part of a Joint Task Force (JTF) Commander's staff, planning and solving multi-dimensional and joint operational problems. Students are motivated to demonstrate critical thinking skills while dealing with the complex issues facing the JTF staff.

### F100 - Force Management Block

Instruction develops officers who are better prepared to lead, effect, implement, articulate, and manage organizational changes in the Army. Officers are introduced to what force management is and familiarize themselves with their role in using existing and projected force management systems to conduct Army transformation. The modules introduce officers to key force management agencies, products, and concepts used to provide the capability that commanders at all levels need to perform their missions. The block builds an understanding of the strategic, operational, and tactical "people, products, and processes" involved in six major areas of organizational transformation: how requirements are generated; how solutions for these requirements are generated; how these solutions are prioritized; how equipment solutions are generated; how money is budgeted for these solutions; and how these changes are implemented in the field and sustained. The modules are:

- F111 - How the Army Runs
- F112 - Unit Conversion in a Modular Army
- F113 - Field Change Management

### H100 - Transformation in the Shadow of Global Conflict Block

These history lessons explore and analyze the 'why' and 'how' of transformation in large military organizations. Starting with a baseline of the "state of the military art" at the end of World War I, students investigate how various states developed emerging technologies and the theory that accompanied their employment in battle. The lessons review development of mechanized warfare, aircraft carriers, the submarine, amphibious operations, close air support and strategic bombing. The block continues with an investigation of how transformed military organizations using new technologies and doctrine fared on the battlefields of World War II. The modules are:

- H101 - Introduction: How do Militaries Reform
- H102 - The Impetus of Stalemate: The Combined Arms Revolution of 1917-18
- H103 - Building the Mechanized Beast
- H104 - Victory from the Air?
- H105 - Battleship vs. Flattop: The Debate Between the Wars
- H106 - Dirty Jobs and Doctrinal Development: The USMC Between the Wars

- H107 - Blitzkrieg: Return to Decisive Warfare
- H108 - Carriers on Two Oceans: Midway and the Battle of the Atlantic
- H109 - The Bloody Lessons of Island-Hopping
- H110 - The Combined Bomber Offensive: Douhet Put to the Test
- H111 - Special Operations in Action: The World War II Experience
- H112 - Transformation in the Military: The Past as Prologue

#### L100 - Lead the Force Block

The L100 block prepares officers to lead at the organizational level by developing organizational level skills. The lessons focus on leadership doctrine, the Army's doctrinal leadership framework, culture and climate, developing an individual's leadership philosophy, ethical decision-making, and transformational leadership. In addition, the course also examines the skills and actions that make leaders successful in combat and the psychological and environmental stresses that impact leaders and Soldiers. The instruction culminates in a requirement that challenges the students to critically reason their way through the leadership challenges associated with re-establishing a unit after a traumatic battle. The modules are:

- L101 - Introduction and Foundations
- L102 - Organizational Leadership and Climate
- L103 - Psychological and Environmental Stresses in Combat
- L104 - How Leaders Influence Organizations
- L105 - Concepts on Leadership Styles, Contingency Theory and Transformational Leadership
- L106 - Organizational Level Leader in War
- L107 - Ethical Decision Making
- L108 - Case Study: Rebuild 2-7 CAV
- L109 - Leadership Philosophy and AAR