

OPERATIONAL ART

Mode: Seminar

Lesson No. 4-06-S

1. Introduction. At the core of theater strategy and campaign planning is operational art. In this lesson we want to look at the roots of operational art and develop a good understanding of the fundamentals of operational design. Modern operational art as expressed in theory really rose out of the ashes of World War I. Professional soldiers emerged from that bloodbath looking for explanations and solutions to the problems of mass industrial warfare on a scale, which had never been witnessed before, in human history. The need for successive and deep operations became apparent to the most farsighted soldiers. Our own army gave considerable thought to the problems of joint and combined warfare. Many of the men who sat where you are sitting now helped to develop a theory and doctrine of war which would enable us to win the greatest conflict in history, World War II.

Virtually all your work for the rest of this course will be founded on your understanding of operational design. How do you develop a plan of campaign? It is critical that you are familiar with applying operational concepts such as center of gravity, culmination, lines of operation, and others. This lesson will introduce you to the "art" and current concepts of operational design.

2. Learning Objectives. To enable students to:

a. Examine how theater commanders translate national strategic direction into theater strategies and guidance, campaign plans, and unified and joint operations.

b. Analyze the processes theater commanders use to derive the mission, define commander's intent, and complete their estimate of the situation and campaign plan.

c. Evaluate and begin to apply joint doctrine to the campaign planning process -- to provide strategic direction and operational focus through the application of the fundamentals of theater strategic and operational design.

3. Student Requirements.

a. Tasks. Be prepared to discuss process and concepts in the required readings and points to consider. In seminar, continue the theater commander's estimate of the situation by conducting an analysis of the situation for the campaign in North Africa.

b. Required Readings.

(1) Matheny, Michael R. "The Roots of Modern American Operational Art." (Course 4 Selected Readings, AY02, Implementing National Military Strategy).

(2) Chairman, Joint Chiefs of Staff. Joint Pub 3-0, Doctrine for Joint Operations, 10 September 2001, pp. III-9, Para 5 thru III-24, Para 5m. (Student Issue)

(3) Chairman, Joint Chiefs of Staff. Joint Pub 5-00.1. (Final Coordination), 16 April 2001, Appendices A, and B. (Course 4 Selected Readings, AY02, Implementing National Military Strategy)

(4) Fastabend, David A. "That Elusive Operational Concept," Army, June 2001. (Course 4 Selected Readings, AY02, Implementing National Military Strategy).

c. Suggested Readings.

(1) McKercher, B.J.C. and Michael A. Hennessy, eds. Operational Art, Developments in the Theories of War. Westport, CT: Praeger, 1996. AWC U163.064 1996 (Library Reserve Shelf)

(2) Giles, Phillip K. and Thomas P. Galvin. Center of Gravity: Determination, Analysis and Application. US Army War College: Center for Strategic Leadership, 1996. (Library Reserve Shelf) and Implementing National Military Strategy, Course 4, CD-ROM.

(3) Marine Corps Doctrinal Publication, MCDP 1-2, Campaigning, August 1997. (Student Issue)

(4) Headquarters, Department of the Army. FM 3-93 (100-7), The Army in Theater Operations, October 2001. Chapter 5, "Operational Art," pp. 5-13 thru 5-18, Adobe pp. 183-188. Implementing National Military Strategy, Course 4, CD-ROM.

(5) Strange, Joe Dr. "The Way We Were—Butch Cassidy and the Center of Gravity: Confusion and Chaos, Not Understanding." (Course 4 Selected Readings, AY02, Implementing National Military Strategy).

4. Points to Consider.

- a. What are the roots of the operational art?
- b. What are the other key elements of operational design?
- c. What is a center of gravity?
- d. How are the fundamentals of theater strategic and operational design applied, particularly positional advantage, center of gravity, vulnerability, decisive points, lines of operation, reach and culmination?

5. Relationship to Professional Joint Education (PJE) Learning Areas.

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| a. | PJE LA 1.a,b & c. | Objectives, Points to Consider, Readings, Practical Exercise |
| b. | PJE LA 2.b,c & d. | Objectives, Points to Consider, Readings, Practical Exercise |
| c. | PJE LA 3.a & c. | Objectives, Points to Consider, Readings, Practical Exercise |
| d. | PJE LA 4.a,b,c & d. | Objectives, Points to Consider, Readings, Practical Exercise |
| e. | PJE LA 5.b & c. | Objectives, Points to Consider, Readings, Practical Exercise |

6. Relationship to USAWC Institutional Learning Objectives (ILOs), Enduring and Special Themes.

- a. ILOs: 1,2,3,4,6 and 7
- b. Enduring Themes: History, Human Dimensions of Strategic Leadership, Jointness and Strategic Vision.
- c. Special Themes: Civil-Military Relations and Multinational Operations.