**U.S. ARMY SERGEANTS MAJOR ACADEMY**

**U.S. Army Master Leader Course (MLC)**

**Operation Learning Competency**

**Lesson Plan for Lesson M442**

**Operational Art and Design**

1. **SCOPE**

The objective of this four-hour lesson is to allow leaders to understand operational art, operational design, the elements of operational design, the relationship between campaigns and major operations, and develop an operational approach to solve problems using these concepts in the first two steps of the joint operations planning process (JOPP). The lesson also covers the elements of operational design including termination, military end state, objectives, effects, center of gravity, decisive points, lines of operation and lines of effort, direct and indirect approach, anticipation, operational reach, culmination, arranging operations, and forces and functions. Leaders will delve into assessments including measures of performance (MOP) and measures of effectiveness (MOE).

1. **LEARNING OBJECTIVE**

**This lesson supports MLC TLO 400-MLC-0440, “Analyze U.S. Army and Joint Doctrine” as listed in the MLC M400 advance sheet.**

**ELO 400-MLC-0470.05**

**Action:** Analyze an ill-structured problem and define the enemy centers of gravity (COG) by employing the joint operation planning, operational art, operational design, and assessments.

**Condition:** Acting as a member of a joint force command-level joint planning group (JPG) planning major joint operations in the operational environment, using joint doctrine and references, an operational level scenario, personal experiences, class notes, and historical examples.

**Standard:**  Analysis includes the following-

1. Joint operation planning process (JOPP);
2. Operational design and operational art;
3. Operational design and operational art elements (with a focus on centers of gravity analysis [using critical capabilities, critical requirements, and critical vulnerabilities] termination, military end state, objectives, effects, decisive points, lines of operation and lines of effort, direct and indirect approach, anticipation, operational reach, culmination, arranging operations, and forces and functions);
4. Major operations and campaigns; and
5. Assessment.

**Learning Domain:** Cognitive

**Level of Learning:** Analyzing

**21st Century Soldier Competencies:**

1. Adaptability and initiative.
2. Lifelong learner.
3. Teamwork and collaboration.
4. Communication and engagement.
5. Critical thinking and problem solving.
6. Cultural and joint, interagency, intergovernmental and multinational competence.
7. Tactical and technical competence (full spectrum capable).

**Linking warfighting challenges to required capabilities**

1. Develop and sustain a high degree of situational understanding while operating in complex environments against determined, adaptive enemy organizations.

2. Maintain an agile institutional Army that ensures combat effectiveness, supports other services, fulfills DOD and other government agencies' requirements, ensures quality of life for Soldiers and families, and possesses the capability to surge (mobilize) or expand (strategic reserve) the active Army.

3. Train Soldiers and leaders to ensure they are prepared to accomplish the mission across the range of military operations while operating in complex environments against determined, adaptive enemy organizations.

4. Develop agile, adaptive, and innovative leaders who thrive in conditions of uncertainty and chaos, and are capable of visualizing, describing, directing, leading, and assessing operations in complex environments and against adaptive enemies.

5. Integrate joint, inter-organizational, and multinational partner capabilities and campaigns to ensure unity of effort and accomplish missions across the range of military operations.

6. Understand, visualize, describe, direct, lead, and assess operations consistent with the philosophy of mission command to seize the initiative over the enemy and accomplish the mission across the range of military operations.

1. **ISSUE MATERIAL**
2. **Advance Issue:** M442 Advance Sheet and Reading Material.
3. **During class:**  1st AD OPORD 14-01 (ATROPIAN IRON) Handout
4. **ASSIGNED STUDENT REQUIREMENTS**
5. **Read:** Reading AJP 5-0, Joint Operation Planning, pg III-1 to III-46, and IV-2 (47 pages).
6. **Review:** Reading B Eikmeier, Dale C. “Center of Gravity Analysis” Military Review, July-Aug 2004, (13 pages).
7. **Classroom Discussion:** Students should be prepared to discuss the following in class:
8. Explain the purpose of operational art and its main components?
9. What are the key elements of operational design?
10. Why are they important and how are they related to planning at the operational level of warfare?
11. What are a campaign and a major operation? How are they related?
12. What are centers of gravity and how are they determined?
13. What are decisive points and what is their relationship with centers of gravity?
14. What are critical capabilities, critical requirements, and critical vulnerabilities and how do these concepts relate to centers of gravity?
15. What are lines of operations? How do lines of operations differ from lines of effort?
16. What is the distinction between measures of effectiveness (MOEs) and measures of performance (MOPs)? How are they used?
17. **ASSESSMENT PLAN:** Refer to the Learning Competency M400 advance sheet for information on all assessments.