



European initiative for the exchange of young officers inspired by Erasmus

Standard Curriculum

Common Module

Crisis Management Operations (Peace Support Operations)

(1st of April, 2011)

Drafter:
Colonel Dr. Harald GELL, MSc, MSD, MBA
Theresan Military Academy
Burgplatz 1
2700 WIENER NEUSTADT
AUSTRIA
E-mail: harald.gell@bmlvs.gv.at

Austria was entrusted with the leadership, in consensus of all EU Member States, to develop the CMO/PSO-Module in framework of the European Initiative for the Exchange of young officers, inspired by ERASMUS from April to July in 2009.

Target group: Officer Cadets and young officers (Preferable ARMY officer Cadets)

The PSO-Module consists of 4 Sub-Modules:

Type of Module	Name of Module	Goal	ECTS / WH
A	Basics for Crisis Management Operations	Define and interpret the range of national, EU and international law, military regulations with relevance to CMO/PSO with main effort onto the creation of a Soldiers' Card embedded into the Scenario.	3.0 ECTS
B	MAPEX with topic CMO	Apply the military decision-making process (MDMP) specific to the arm/ branch for CMO at the low tactical (Battalion) level. To reach that goal the model of a reinforced APC-Infantry Battalion within the frame of a multinational Brigade is used.	2.0 ECTS
C	TEWT in an CMO-Scenario	Explain the leader's role in CMO in building cohesive, disciplined teams / subunits / units on Company-level Analyse the context and conditions of assuming higher level command / deputizing command in uncertain / short term situations. To reach that goal the model of an Infantry Company within the frame of a Battalion is used.	3.0 ECTS
D	Course for PSO	Explain the leader's role in PSO in building cohesive, disciplined teams / subunits / units on Platoon-level	119 WH equivalent to 4 ECTS

		<p>Analyse the context and conditions of assuming higher level command / deputizing command in uncertain / short term situations.</p> <p>To reach that goal the model of a motorised and/or mechanized Infantry Platoon within the frame of a Company is used.</p>	
--	--	--	--

The Theresan Military Academy of Austria offers each Sub-Module once per year.

At the following pages you will find more details about the modules A-D, or you join our Homepage for more information (<http://campus.milak.at/campus/iep/module.php>).

If you want more details, visit our Homepage (<http://campus.milak.at/campus/iep/events.php>). There you will find the exact dates when the respective Sub-Modules will take place.

If you are interested in participation, please fill in the Application Form (<http://campus.milak.at/campus/iep/application.php>) and send it to the mentioned E-Mail Address 8 weeks in advance.

Module A

Country AT	Institution TMA	Module Basics for Crisis Management Operations (Module A)	ECTS 3.0
----------------------	---------------------------	---	---------------------

Level All	<ul style="list-style-type: none"> Officers/Instructors/Teachers <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3, completed studies for those lecturers who are teaching specific topics (law, history, ...), practical military experiences for respective echelons, teaching/instructing experiences.
Language English	
SQF MILOF	Competence area - Military service member Learning area - National and international law Organisation level - Single Arm/Branch

Prerequisites for international participants <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2, <u>basic</u> knowledge of participants' national military law and humanitarian law, at least 1 year of national military education. 	Goal of the Module Define and interpret the range of national, EU and international law, military regulations with relevance to CMO/PSO with main effort onto the creation of a Soldiers' Card embedded into the Scenario.
--	---

Learning outcomes	Knowledge	<ul style="list-style-type: none"> Perform review of tactics and procedures of employing combined arms forces in accordance with national/ multinational doctrine, across the CMO/PSO. Define aim and role of ROE, CIMIC, Force Protection and International Logistics.
	Skills	<ul style="list-style-type: none"> Develop creative solutions within a CMO/PSO using International Humanitarian Law (IHL), Law of Armed Conflict (LOAC) and Human Rights Law (ECHR).
	R&A	<ul style="list-style-type: none"> Make decisions in coherence with legal basics of CMO/PSO, CIMIC, Force Protection and International Logistics during specific case studies (examples taken from ongoing missions & operations) independently.

<p align="center">Verification of learning outcomes</p> <ul style="list-style-type: none"> Observation: Students are to be observed during the whole Module and are to be evaluated during practical execution of in advance theoretical learned topics. Examination: Students have to present their syndicate-solutions referring to specific case studies.

Course details (the content is as an example and depend on the course director decision)		
Topic	Working Hours	Details
Law	22	<ul style="list-style-type: none"> • Protection of Cultural Property, • International Humanitarian Law, • Basics and creation of Rules of Engagement, • Creation of a Soldiers' Card, • Law of Armed Conflicts.
International Organizations	4	<ul style="list-style-type: none"> • UN, EU, NATO, OSCE, AU, • CMO Techniques.
Logistics	3	<ul style="list-style-type: none"> • International Logistics and Host Nation Support, • Status of Forces Agreement (SOFA).
Scenario	1,5	<ul style="list-style-type: none"> • Presentation of Road to Conflict and Scenario which is used for all Sub-Modules (A, B, C, D).
CIMIC & Force Protection	1,5	<ul style="list-style-type: none"> • Basics of CIMIC and Force Protection (in parts referring to Scenario).
Specifics	3	<ul style="list-style-type: none"> • Specifics of multinational operations (incl. attack, defence, delay, FIBUA, CRC), • Acquisition of information (possibilities).
Private studies	40	<ul style="list-style-type: none"> • For in-depth-studies referring to daily topics.
Administration	-	<ul style="list-style-type: none"> • Welcome and closing ceremony.
Total	75	

Module B

Country AT	Institution TMA	Module MAPEX with topic CMO (Module B)	Amount of ECTS 2.0
----------------------	---------------------------	--	------------------------------

Level Tactical Level (Battalion)	<p style="text-align: center;">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Officers: <ul style="list-style-type: none"> ○ English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3, ○ Battalion Commander or Deputy of Infantry, mechanized Infantry, tank or reconnaissance branch, ○ at least 1 mission abroad.
Language English	
SQF MILOF	<p>Competence area - Military service member</p> <p>Learning area - Military decision making process</p> <p>Organisation level - Single Arm/Branch</p>

<p style="text-align: center;">Prerequisites for international participants</p> <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2, • <u>basic</u> knowledge of the steps of the MDMP, • IDL (issued 8 weeks in advance). 	<p style="text-align: center;">Goal of the Module</p> <p style="text-align: center;">Apply the military decision-making process (MDMP) specific to the arm/branch for CMO at the low tactical (Battalion) level.</p> <p style="text-align: center;">To reach that goal the model of an reinforced APC-Infantry Battalion within the frame of a multinational Brigade is used.</p>
---	--

Learning outcomes	Know- ledge	<ul style="list-style-type: none"> • Formulate basics of security and defence operations on battalion level (mission tailored task force) in a multinational framework in CMO and the co-operation with combat-support, service-support and combat-service support troops as well as other international organizations, governmental and non-governmental organizations and local authorities • Perform review of the operational principles of Infantry and mechanized Infantry forces in a security and defence operation
	Skills	<ul style="list-style-type: none"> • Execute the MDMP finalised with an OPLAN & Task Organization considering the C2 and operational principles
	R&A	<ul style="list-style-type: none"> • Take the initiative and assume responsibility in fulfilling tactical MDMP in the frame of a MAPEX without support of instructors.

Verification of learning outcomes
<p>Observation:</p> <ul style="list-style-type: none"> • Students are to be observed and are to be evaluated during practical execution of the steps of the MDMP. • Students have to present their solutions under argumentation of the consideration of principles of war and operational principles.

Course details		
(the content is as an example and depend on the course director decision)		
Topic	Working Hours	Details
Pre-course Preparation (IDL)	11	<ul style="list-style-type: none"> IDL concerning Scenario (if student did not participate in Module A) and steps of the MDMP.
Basic Lecture	2	<ul style="list-style-type: none"> Basics for security and defence operations.
MDMP Orientation	2	<ul style="list-style-type: none"> Mission Analysis mission analysis - tactically, mission analysis - time wise, immediate actions, restrictions of freedom of action, essential task. Commander's Planning Guidance.
MDMP Concept Development	13,5	<ul style="list-style-type: none"> Evaluation of the Enemy Situation assessment of the enemy situation, general enemy intent, analysis of enemy courses of action, most likely/dangerous enemy intent. Evaluation of the Environment evaluation of the terrain - general evaluation of the terrain - terrain effects on enemy operations -tactically coherent terrain - decisive terrain - terrain effects on friendly operations, evaluation of climate, weather, visibility and time of day, evaluation of the situation of the Population and of IOs/NGOs, evaluation of the media situation. Evaluation of the friendly Situation assessment of the friendly situation, availability of forces - quantity and time wise, comparison of forces - comparison of power and effectiveness. Consideration of COA evaluation of the pros and cons of COA. Decision verbalization of commander's decision (Commander's intent).
MDMP OpPlan Development	2,5	<ul style="list-style-type: none"> Operations overlay, task organization and some particular parts of the OPORDER.
Service Support	3	<ul style="list-style-type: none"> Service Support on Battalion-level.
Self-studies and preparation	16	<ul style="list-style-type: none"> For all the above mentioned topics students have to prepare themselves for the next day.
Total	50	

Module C

Country AT	Institution TMA	Module TEWT in an CMO-Scenario (Module C)	Amount of ECTS 3.0
----------------------	---------------------------	---	------------------------------

Level Company	<p align="center">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> Officers: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3, Company Commander of Infantry mechanized Infantry or reconnaissance branch. at least 1 mission abroad as Company Commander. Non-Commissioned Officers: <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2, Platoon Leader or Company Sergeant Major of Infantry, mechanized Infantry or reconnaissance branch, at least 1 mission abroad.
Language English	
SQF MILOF	Competence area - Leader and Decision-Maker Learning area - Military leadership; command Organisation level - Single Arm/Branch

<p align="center">Prerequisites for international participants</p> <ul style="list-style-type: none"> English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2, at least 2 years of national military education, basic knowledge of operational principles and tactics on Company level, IDL (on TMA-homepage → www.miles.ac.at) <u>or</u> participation of PSO Sub-Modules A and/or B. 	<p align="center">Goal of the Module</p> <p>Explain the leader's role in CMO in building cohesive, disciplined teams / subunits / units on Company level.</p> <p>Analyse the context and conditions of assuming higher level command / deputizing command in uncertain / short term situations.</p> <p>To reach that goal the model of an Infantry Company within the frame of a Battalion is used.</p>
--	---

Learning outcomes	Know-ledge	<ul style="list-style-type: none"> Explain operational principles and principles of war of Infantry in an area and border security operation, attack, delay and defence operation, sustainability of the forces, force protection Identify necessary cooperation with combat-support, service-support, combat-service support troops, Special forces as well as other international organizations, governmental and non-governmental organizations and local authorities
	Skills	<ul style="list-style-type: none"> Implement the operational principles and MDMP for the purpose of solving standard tasks in CMO Issue orders for the purpose of synchronization of own Platoons, combat support and logistic elements.
	R&A	<ul style="list-style-type: none"> Take the right decisions in time (partially under time-pressure) using the model of a Company in CMO/PSO.

Verification of learning outcomes

- Observation:** Trainees are to be observed and are to be evaluated during practical execution of the use of the principles, issue of orders and synchronization of subordinated elements.

Course details
(the content is as an example and depend on the course director decision)

Topic	Working Hours	Details
Preparation	18	<ul style="list-style-type: none"> Internet distributed learning in advance. The content is issued via our homepage (www.miles.ac.at). If trainees attended PSO Sub-Modules A and/or B, these IDL-working hours can be reduced.
Tactical scenario training	34	<ul style="list-style-type: none"> Mission briefing, Military Decision Making Process (Company-level), transfer of tactical principles (unknown terrain), issue of orders, dealing with media, planning and tasking of airlift-transport, planning and tasking of deployment, planning and tasking of area and object security, planning and tasking of escorting, planning and tasking of CRC, planning and tasking of attack, delay and defence operations, considering mine-, UXO- and IED-threat, synchronization of own Platoons, combat support and logistic elements. considering ROE, International Humanitarian Law (IHL), Law of Armed Conflict (LOAC) and Human Rights Law (ECHR), cooperation with international organizations, governmental and non-governmental organizations and local authorities, cooperation with non-national elements of own Force. <p>Method:</p> <ul style="list-style-type: none"> TEWT under harsh conditions (time-pressure, day & night, longer working hours).
Self-studies and preparation	23	<ul style="list-style-type: none"> For all the above mentioned topics trainees have to prepare themselves for the next day, for international participants 1 day (not included into the TEWT) is dedicated for individual preparation.
Total	75	

Module D

Country AT	Institution TMA	Module Course for PSO (Module D)	Workload 119 WH equivalent to 4 ECTS
----------------------	---------------------------	--	--

Level Platoon	<p style="text-align: center;">Minimum Qualification of Instructors</p> <ul style="list-style-type: none"> • Officers: <ul style="list-style-type: none"> ○ English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3, ○ Company Commander of Infantry, mechanized Infantry or Reconnaissance branch, ○ at least 1 PSO-mission abroad. • Non-Commissioned Officers: <ul style="list-style-type: none"> ○ English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2, ○ Platoon Leader or Company Sergeant Major of Infantry, mechanized Infantry or Reconnaissance branch, ○ at least 1 PSO-mission abroad.
Language English	
SQF MILOF	<p>Competence area - Leader and Decision-Maker Learning area - Military leadership; command Organisation level - Single Arm/Branch</p>

<p>Prerequisites for international participants</p> <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2, • at least 2 years of national military education, • <u>basic</u> knowledge of PSO-TTP (Tactics, Techniques and Procedures) such as checkpoints, patrolling, convoy, ..., • <u>basic</u> knowledge of radio communication in English 	<p style="text-align: center;">Goal of the Module</p> <p style="text-align: center;">Explain the leader's role in PSO in building cohesive, disciplined teams / subunits / units on Platoon-level</p> <p style="text-align: center;">Analyse the context and conditions of assuming higher level command / deputizing command in uncertain / short term situations.</p> <p style="text-align: center;">To reach that goal the model of a motorised and/or mechanized Infantry Platoon within the frame of a Company is used.</p>
--	--

Learning outcomes	Know-ledge	<ul style="list-style-type: none"> • Explain leadership principles, tactics and techniques and use of force in PSO within an international environment.
	Skills	<ul style="list-style-type: none"> • Train and supervise trainees on Squad- and Platoon-level • Issue orders for the purpose of synchronization of own Platoons, implementing TTPs and ROE in PSO.
	R&A	<ul style="list-style-type: none"> • Exercise the principles (TTP) of PSO as a platoon leader independently. • Take the right decisions in time (partially under time-pressure) using the model of a Platoon in PSO.

Verification of learning outcomes
<ul style="list-style-type: none"> • Mid course exam: <ul style="list-style-type: none"> ○ At the end of the first week or at the beginning of the second week. ○ Course director is to test trainees about the content of the first week. ○ The type of the exam is up to the course director. • Observation: During the whole course trainees are to observe and are to be evaluated during practical execution of in advance theoretical learned topics. • Final exam: On the last day of the course trainees have to absolve a final oral exam in front of a commission (Commander Cadets' Corps, 2 Officers who are responsible for the course)

Course details
(the content is as an example and depend on the course director decision)

Topic	Working Hours	Details
Leadership in general	6.5	<ul style="list-style-type: none"> • Lead of a Platoon as Platoon Leader / Deputy Platoon Leader in a PSO-scenario using principles of war. • Execution of Military Decision Making Process (MDMP) on Platoon level. • Execution of terrain orientation. • Issuing and implementation of orders. • Faculty to write reports (patrol report, incident report, ...)
Rules of Engagement	4.0	<ul style="list-style-type: none"> • Use of ROE for PSO on Platoon level.
TTP / PSO	50.0	<ul style="list-style-type: none"> • Execution of TTP in PSO on Platoon level (field exercise)
Negotiations	7.0	<ul style="list-style-type: none"> • Intended use of negotiation norms.
Media awareness	3.0	<ul style="list-style-type: none"> • Specific use in dealing with media.
Mine awareness	7.0	<ul style="list-style-type: none"> • Realization of the danger of mines and IEDs in mission areas and take correct actions.
Supply and communication	12.5	<ul style="list-style-type: none"> • Issue of orders and actions taken referring to supply on Platoon level • Issue of orders and actions taken referring to communication on Platoon level.
Total	90	

Workload's calculation
<ul style="list-style-type: none"> • Total amount = 90 WH. • Estimated average of self-studies = 5 WH. • 90 WH + 5 WH = 95 WH. • Course is on Platoon level → factor 1.00 → 95 WH x 1.00 = 95 WH (no change). • Course is in English (not native language) → factor 1.25 → 95 WH x 1.25 = 118.75 WL. • The result is to round up: 118.75 → 119. • Workload (WL) for the Module is 119 working hours (WH). • If the learning outcomes are conducted within the academic frame, the workload equals 4 ECTS.