D411 Multi-Domain Operations (MDO)

Read for comprehension, retention, analysis, & discussion:
1. FM 3-0, Operations (March 2025)
    a. Introduction, and Introductory Figure FM 3-0 Logic Chart (2 pages)
    b. Chapter 1 (24 pages)
    c. Chapter 2. Pages 25-36; 42-45 (16 pages)
    d. Chapter 3. Pages 47-66 (19 pages)
    e. Chapter 4. Pages 94-103 (10 pages)
    f. Chapter 5. Pages 117-119 (3 pages)
    g. Chapter 6. Pages 163-164 (2 pages)
2. ADP 5-0, The Operations Process (July 2019)
    a. Chapter 1. Pages 1-4 to 1-7 (4 pages)
3. FM 5-0, Planning and Orders Production (November 2024)
    a. Chapter 1. Pages 14-15 (2 pages)
4. FM 6-0, Commander and Staff Organization and Operations (May 2022)
    a. Chapter 1, Pages 1-4 to 1-9 (5 pages)
5. Defense Primer: Cyberspace Operations, the Congressional Research Service, Theohary, Catherine A. 7-5700 December 9, 2022. (2 pages)
6. The Joint Force Commander's Guide to Cyberspace Operations, Joint Force Quarterly, Brett, Williams T (MG) Issue 73, 2nd QTR 2014 12-19 (8 pages) Read to understand cyberspace operations and contribute during discussion.
7. Operationalizing Risk Management for Division and Corps, LTC Gervais and LTC Brookshire, 2023 (10 pages)

Scan for familiarity and discussion
1. JP 3-12 Cyberspace Operations (Extract), Pages I-1 thru III-12., December 19, 2022. (39 pages)

Read for familiarity, mission analysis, and application:
1. OPORD ADONIS
    a. Base order (19 pages)
    b. Annexes B (Intel), C (Operations), D (Fires), F (sustainment), and the Digital Map with operational overlay

D412 Joint Operations

Read for comprehension, retention, analysis, & discussion:
1. "*Evolution of Joint Warfare*," Williamson, Murray, Joint Force Quarterly (Summer 2002); pages 30-37 (8 pages).
2. "*Strategic Inflection Point*" Joint Force Quarterly Volume 110, 3rd Qtr. 2023, pages 6-15. (9 Pages).
3. Joint Publication 1 Vol 1, Joint Warfighting, 27 Aug 2023, Chapter II pages 14-15 (Joint Principles); Chapter III pages 1-5. (7 pages).
4. Joint Publication 1 Vol 2, The Joint Force, 19 Jun 2020, Chapter II, pages 8-10; Chapter III, pages 1-9; 11-13; Chapter IV, pages 16-21 (17 pages).
5. Neumann, Ronald E, "*Demystifying the Interagency Process and Explaining the Ambassador's Role*" Interagency Journal 6, no. 3, Summer, 2015 (7 pages)
6. Perin, Christopher G., Angela O'Mahony, Gene Germanovich, and Matthew Lane.

"*Chasing Multinational Interoperability: Benefits, Objectives, and Strategies*". Santa Monica, CA: RAND Corporation, 2020, pages 9-19 (11 pages).

7. *Army Strategy for Integrating Nuclear Implications into Conventional Operations*, U.S. Army G2/5/7, (2022), Executive Summary pages 1-2 (2 pages)

8. Joint Publication 3-0, <u>Joint Campaigns and Operations</u>, 18 June 2022, Executive Summary "Joint Functions) (6 Pages).

9. *The Backbone of U.S. Joint Operations - Army Roles in the Indo-Pacific.* Rand Corporation 2023.
    a. Chapter 1: The Evolving Operational Environment (15 pages)
    b. Chapter 2: Allies and Partners (10 pages)
    c. Chapter 3: The Scenarios
        i. Scenario 1: Distant Border Clash (7 pages)
        ii. Scenario 2: Coercive Belligerence (11 pages)

Scan for familiarity and discussion
1. DODD 5100.01, *Functions of the Department of Defense and Its Major Components*, 21 December 2010 w/Change 1, 17 September 2020; Military Department Functions, pages 30-40 (13 total pages).
2. Joint Publication 3-0, <u>Joint Campaigns and Operations</u>, 18 June 2022, Chapter IV, pages 19-26 beginning at section 9; (7 Pages).
3. Joint Publication 3-08, <u>Interorganizational Cooperation</u>, 12 October 2016, Validated 18 October 2017, Executive Summary (10 pages)
4. Joint Publication 3-16, <u>Multinational Operations</u>, 01 March 2019 Incorporating Change 1 17 June 2024, Executive Summary (9 pages)
5. Kavanagh, Jennifer, Samuel Absher, Nathan Chandler, Ariane M. Tabatabai, Jeffrey Martini, Sebastian Joon Bae, Hannah Jane Byrne, and Michael Shurkin. *Building Military Coalitions: Lessons from the U.S. Experience.* Santa Monica, CA: RAND Corporation, 2021, pages 171-180 (10 pages).
6. "*Indo-Pacific Strategy of the United States*", The White House, February 2022 (14 pages).
7. Admiral John C. Aquilino, U.S. Navy, Commander, U.S. Indo-Pacific Command. *U.S. Indo-Pacific Command Posture.* 20 March 2024, pages 1-43 (44 pages).
8. *"Land Power on the Asia Chessboard: USARPAC Commander General Charles Flynn"*, Center for Strategic and International Studies, The Asia Chessboard Podcast Transcript, May 2, 2022 (16 pages).
9. Joint Publication 3-11: <u>Operations in Chemical, Biological, Radiological and Nuclear Environments</u>, (2020), pages C-16 to C-20 (5 pages)
10. Joint Publication 3-0, Joint Campaigns and Operations, 18 June 2022, Chapter III, pages 1-54 (54 pages).

D413 Army Design Methodology (ADM)
Read for comprehension, retention, analysis, & discussion:
1. ATP 5-0.1 Army Design Methodology, Jul 15.
    a. Chapter 1 (para 1-14 – 1-21; 1-36 – 1-41)
    b. Chapter 3 (para 3-1 – 3-20)
    c. Chapter 4 (para 4-6 – 4-15)

d. Chapter 5 (para 5-1 – 5-43)
2. FM 5-0 Planning and Orders Production, Nov 24
   a. Chapter 5 (para 5-13 – 5-26)

Supplemental readings (for reference, as required):
1. ADM for the Regionally Aligned Battalion
2. ADP 5-0 (JUL 19)
3. ADP 6-0 (JUL 19)
4. FM 6-0 (MAY 22)
5. JP 5-0 (DEC 20)

D420 Operational Environment (OE)

Read for comprehension, retention, analysis, & discussion:
1. *Strategic Context* Student Extract, 20 pages
2. DoD *Homeland Defense Policy Guidance Factsheet*, 1 page
3. *Operations* Student Extract, 20 pages
4. TRADOC Pamphlet 525-3-1, <u>The U.S. Army in Multi-Domain Operations 2028</u>, (DEC 18) chapter 2 Student Extract, 10 pages
5. ADP 3-13 <u>*Information*</u> *Student Extract*, (NOV 23) 29 pages
6. *Culture* Student Extract, 28 pages

Scan for familiarity and discussion:
1. JP 3-04, Information in Joint Operations, (14 SEP 22), 9 pages

H400 Army in Conflict (Vietnam)

Watch for comprehension, retention, analysis, & discussion:
1. Vietnam in HD Documentary
2. The Vietnam War Documentary by Ken Burns
3. Dien Bien Phu French Defeat in Vietnam
4. The Fog of War Documentary by Secretary of Defense Robert McNamara
5. The Anderson Platoon Documentary

Scan for familiarity and discussion
6. *Vietnam at War.* Davidson, Phillip
7. *Vietnam a History.* Karnow, Stanley
8. *Dereliction of Duty.* McMaster, H. R.
9. *The Pentagon Papers*

H400 Army in Conflict (Vietnam) Battle Analysis 1 IA Drang

Watch for comprehension, retention, analysis, & discussion:
1. Vietnam in HD Documentary (Disc 1 The Beginning)

2. The Vietnam War Documentary by Ken Burns (Episode 3, The River Styx)

Read for comprehension, retention, analysis, & discussion:
> *We Were Soldiers Once…and Young.* Galloway, Joseph and Moore, Harold LTG

Scan for familiarity and discussion
> *We are Soldiers Still.* Galloway, Joseph and Moore, Harold LTG

H400 Army in Conflict (Vietnam) Battle Analysis 2 TET Offensive

Watch for comprehension, retention, analysis, & discussion:
1. Vietnam in HD Documentary (Disc 2, The TET Offensive)
2. The Vietnam War Documentary by Ken Burns (Episode 6, Things Fall Apart)
3. Full Metal Jacket Movie (Hue City during TET)

Scan for familiarity and discussion
1. *Vietnam at War.* Davidson, Phillip
2. *Vietnam a History.* Karnow, Stanley

DLM400 – Professional Writing

Scan the following references and be prepared to discuss the basic concepts of professional writing. Pay particular attention to the style of articles written in the Military Review. Depth of understanding of this material must progress throughout the course.

Command and General Staff College. (June 2024). *Professional Writing (ST 22-2)*. 119 pages. Army University Press. https://armyuniversity.edu/cgsc/cgss/DCL/files/ST_22-2_US_Army_CGSC_Writing_Guide_March_2024.pdf.

Department of the Army. (September 2024). Professional Military Writing. *Military Review* (PB 100-24-SE). 89 pages. Army University Press. www.armyupress.army.mil.

DLM401 – Data Literacy & DLM402 – Holistic Health and Fitness (H2F)

Watch for comprehension, retention, analysis, & discussion:

Farre, Kenji. (2023). *Master data analysis on excel in just 10 minutes*. Kenji explains. https://www.youtube.com/watch?v=_g5roKHj95o. (11:31)

Farre, Kenji. (2023). *Master Power BI Essentials in Just 15 minutes*. Kenji explains. https://www.youtube.com/watch?v=_g5roKHj95o. (14:16)

Jee, Ken. (2021). *How I Use Data to Optimize My Life | What I Collect & How I Analyze It*. https://www.youtube.com/watch?v=8nTmuKl2oyA. (8:25)

Marrow, Jordan. (2019). *Why everyone should be data literate*. TEDxBoise. https://www.youtube.com/watch?v=8ovyQZ_Z8XsKk. (12:35)

Scan and be prepared to discuss the contents of this website: https://h2f.army.mil/.

Optional Reading:

Morrow, Jordan. (2021). *Be Data Literate: The Skills Everyone Needs to Succeed*. Krogan Page Limited. (223 pages).

DLM410 – Organizational Leadership

Skim the following article for context.

Man of the Year: Gen. Westmoreland, The Guardian at the gate. (Jan 1966). *Time. Jan 7, 1966*. https://time.com/archive/6628735/man-of-the-year-gen-westmoreland-the-guardians-at-the-gate/. (15 min).

Scan and be prepared to discuss the contents of:

Department of the Army. (2019). *Army Leadership and the Profession* (ADP 6-22). Army Publishing Directorate. https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1007609. (136 pages).

Department of the Army. (2025). *Army Profession and Leadership Policy* (AR 600-100). Army Publishing Directorate. https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN41851-AR_600-100-000-WEB-1.pdf. (35 pages).

Department of the Army. (2019). The Army (ADP 1). Army Publishing Directorate. https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN18008-ADP_1-000-WEB-2.pdf. (56 pages).

Read for comprehension, retention, analysis, & discussion:

Smith, Joel. (2023, May 22). 4 Types of Officers and How to Develop Yourself and Others. *The Green Notebook*. https://fromthegreennotebook.com/2023/05/22/4-types-of-officers-and-how-to-develop-yourself-and-others/. (24 minutes).

Watch for comprehension, retention, analysis, & discussion:

Gendler, Alex. (2015). Plato's Allegory of the Cave. TED-Ed. https://www.youtube.com/watch?v=1RWOpQXTltA&t=6s. (4:32).

Kotter, John. (2011). The Impact of Change: The Human Side. https://www.youtube.com/watch?v=ILcE51mjH6E. (3:05)

DLM411 – Applied Leadership

Read for comprehension, retention, analysis, & discussion:

Department of the Army. (2024). *Army Command Policy* (AR 600-20). Army Publishing Directorate. https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN43057-AR_600-20-001-WEB-2.pdf. (Chapters 2, 3, and 6, 29 pages).

Department of the Army. (2025). *Army Leadership and the Profession* (AR 600-100). Army Publishing Directorate. https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN41851-AR_600-100-000-WEB-1.pdf. (35 pages).

Department of the Army. (2019). *Leadership and the Army Profession* (ADP 6-22). Army Publishing Directorate. https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN42975-ADP_6-22-002-WEB-8.pdf. (Chapter 8, 7 pages).

Department of the Army. (2025). *Sexual Harassment/Assault Response and Prevention Program* (AR 600-52). Army Publishing Directorate. https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN43004-AR_600-52-000-WEB-1.pdf. (Chapters 2, 3, and 7, 36 pages).

Wisecarver, Michelle, et. al. (2022). A Conceptual Model of Army Leader Systems Thinking (Technical Report 1420). US Army Research Institute. https://apps.dtic.mil/sti/trecms/pdf/AD1190337.pdf. (pages 1-9).

Watch for comprehension, retention, analysis, & discussion:

12 Cognitive Biases-How to think better and more logically removing bias. (2016). *Practical Psychology*. https://www.youtube.com/watch?v=wEwGBIr_RIw. (10:08).

A short lesson on leadership theories (10 important models). (2022). *The Right Questions*. https://www.youtube.com/watch?v=Iti-4-QZmQc. (7:39).

Morgan, Karen. (2023). Every Generation Explained. Dry Bar Comedy. https://www.youtube.com/watch?v=Edxr25t8trc. (10:58).

Schiffbauer, Ion. (2020). What are the five functions of management. *Nutshell Brainery*. https://www.youtube.com/watch?v=_NV7y6E4Ibk. (5:57).

DLM420 – Organizational Management

Read or watch for comprehension, retention, analysis, & discussion:

Crane, C. C., Lynch, M. E., Reilly, S. P., & [other authors]. (2019). *Learning the lessons of lethality: The Army's cycle of basic combat training, 1918–2019*. U.S. Army Heritage and Education Center. https://ahec.armywarcollege.edu/documents/Learning-the-Lessons.pdf. (EXSUM pages 61-70).

Department of the Army. (2024). *Knowledge Management* (ATP 6-01.1). Army Publishing Directorate.

https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN40319-ATP_6-01.1-000-WEB-2.pdf. (Chapter 2, 28 pages).

Gastin, Mike. (2024). Gap Analysis Explained. https://www.youtube.com/watch?v=hPEhsnJBQEk. (5:14).

Project Management Institute. (2021). *A guide to the project management body of knowledge—seventh edition and the standard for project management*. Project Management Institute. (pages 3-60). (Found in EBSCOhost).

Review for comprehension, retention, analysis, & discussion

The Army Talent Attribute Framework. https://talent.army.mil/ataf,

DLM450 – Operational Force Management

Read for comprehension, retention, analysis, & discussion:

McGarry, Brendan (2024). Defense Primer: Planning Programming, Budgeting, and Execution System (PPBE) Process. Library of Congress. https://www.congress.gov/crs-product/IF10429. (3 pages).

US Army War College. (2025). 2023-2027 How the Army Runs: A Senior Leader Reference Handbook. https://www.afms.edu/digitallibrary.html. (pages 1-1 thru 1-4 and 10-1 thru 10-7.)