Lesson 3

THE COMMANDER'S ESTIMATE OF THE SITUATION (FORMATS)

OVERVIEW

Lesson Description:

In this lesson you will learn the Commander's (Operation Officer's) estimate and the Supporting Commander's (Operation) estimate formats.

Terminal Learning Objective:

Action: Understand the commander's estimate of the situation (formats).

Condition: Given the subcourse material contained in this lesson.

Standard: The student will demonstrate his comprehension and knowledge of the commander's estimate of the situation (formats).

Reference: The material contained in this lesson was derived from the following publication:

FM 100-5.

INTRODUCTION

The purpose of the estimate of the situation is to collect and analyze relevant information for developing, within the time limits and available information, the most effective solution to a problem. The estimate is applicable to any situation and to any level or type of command. Although normally used in solving tactical problems, it is applicable to other military activities. Anyone may use this process. While the staff officer uses the format of the appropriate staff estimate to provide conclusions and recommendations to the commander, he uses the commander's estimate format to select a course of action for accomplishing a specific task in his field of interest.

The estimate is as thorough as time and circumstances permit. The detail varies with the level and type of command. Estimates may be written, but are usually a mental process. This is true at division and lower levels. The format provides a logical
sequence for analyzing all relevant factors. Information, conclusions, and recommendations from other pertinent estimates may be used. Estimates are revised continuously as factors affecting the operation change, as new facts are recognized, as assumptions are replaced by facts or rendered invalid, or as changes to the mission are received or indicated.

This part of the subcourse provides detailed information on the content of commander's and supporting commander's estimates. The formats contained in this part describe a logical method of determining the most suitable course of action to accomplish a tactical mission. The estimate should be as thorough and detailed as time will permit. When time is not pressing, a detailed written estimate may be made. When time is pressing, the format serves as a mental checklist to ensure that all elements of the situation are considered in arriving at a recommendation or decision.

In the process of developing an estimate in the military decision-making process, commanders and staff at all levels must constantly be aware of the human dimension of battle. The human dimension of battle is defined as the overall mental, moral, and physical willingness and capability of soldiers (leaders and troops) to do their duty on the battlefield--as individuals, and be part of a cohesive, disciplined unit. The will and abilities of soldiers are critical to victory. Commanders must seek continuously to enhance the will to fight. To accomplish this, you strive to enhance the morale and moral force of your soldiers while degrading the morale and moral force of enemy soldiers.

Key aspects of the human dimension that leaders can influence are morale, confidence, courage, and motivation. Staff officers also must consider the human dimension of battle as they develop their estimate of the situation. Each staff officer will serve the commander by capitalizing upon the human dimension of battle thereby providing recommendations which have carefully evaluated personnel and units of the command and their ability to accomplish the assigned mission.

PART A - COMMANDER'S (OPERATION OFFICER'S) ESTIMATE OF THE SITUATION (FORMAT)

The following example of the commander's estimate of the situation outlines the basic format and content, provides a detailed description of each paragraph, and explains preparation techniques. The estimate is based on the commander's personal knowledge of the situation, ethical considerations, and on staff estimates. The commander uses this estimate to reach a decision to accomplish a specific mission.

Commanders of combat support and combat service support units conduct estimates in support of operations to determine the
supportability of tactical courses of action and the best course of action for executing their specific mission. The estimate is often prepared in the commander's role as a special staff officer.

FORMAT

References: Include any maps, charts, or other documents relevant to this estimate.

1. MISSION.

This paragraph is the commander's restated mission which is the result of the mission analysis accomplished on the mission assigned by higher headquarters. This is the statement of task(s) to be accomplished and the purpose to be achieved. Including Specified Tasks, Implied Tasks, Mission Essential Tasks, Limitations and Constraints, Commander's Intent (2 Level up) and preliminary time analysis.

2. THE SITUATION AND COURSE OF ACTION.

In this paragraph, the commander considers all elements and aspects of the situation that influence operations and formulates feasible courses of action. This paragraph provides the foundation for the analysis that follows.

   a. Considerations Affecting the Possible Courses of Action. The commander determines those facts of the situation that will influence friendly and enemy actions and, therefore, may influence the choice of a course of action. The commander analyzes each fact and deduces the probable effect on other facts and on enemy and friendly actions. In the absence of facts, he uses logical assumptions.

      (1) Characteristics of the area of operations. Includes analysis of the effects of pertinent characteristics of the operations. The commander considers the following:

         (a) Weather. Analysis of predicted weather and light data for the period, together with an evaluation of the affects on friendly and enemy operations (for example, mobility) and on employment by friendly and enemy forces of means or devices affected by weather conditions including optical and electronic line of sight devices and chemical, biological, and nuclear devices.

         (b) Terrain. Effect of terrain on observation and fire; cover and concealment; movement (surface and air); employment of friendly and enemy nuclear and chemical weapons and enemy biological weapons; radiating devices, such as communications, electronic warfare, and combat surveillance;
unconventional warfare; psychological operations; and other aspects of military operations, as appropriate. Effect of military aspects of terrain on enemy operations and our operations. Determination of key terrain features and avenues of approach.

(c) Other pertinent factors. Analysis of political, economic, sociological, psychological, and other factors such as hydrography, environment, communications, science, technology, materiels, transportation, and manpower, are included together with deductions about their effects on friendly and enemy operations.

(2) Enemy situation. The commander considers:

(a) Dispositions. Locations of enemy forces, including fire support elements.

(b) Composition. Indication of identity, armament, and type of organization of enemy forces.

(c) Strength. Stated in the following terms:

-- Committed forces. Number and size of enemy units committed against our forces.

-- Reinforcements. Number and size of enemy reinforcements.

-- Artillery. Number and size of supporting field artillery.

-- Air and nuclear, biological, and chemical capabilities. Enemy air strength available to support ground operation; and, if known, the yield and number of nuclear warheads and quantities of chemical and biological agents and delivery means.

-- Other considerations. Enemy forces, not listed above, known to have special capabilities, such as electronic warfare, air defense, anti-tank, unconventional warfare, or combat surveillance by electronic, sonic, or other means, together with deductions concerning their effect on our combat power.

(d) Recent and present significant activities. Summaries of recent and present activities of the enemy that may indicate his future actions are included. If it is reasonable to believe that the enemy has knowledge of our situation or intentions, the commander emphasizes this
fact. He pays particular attention to the pattern of employment of enemy nuclear and chemical weapons. He considers such items as enemy employment of new or unconventional weapons, and tactics or innovations in existing tactics, techniques, or materiel. He may include an evaluation of enemy intelligence collection means or techniques.

(e) Peculiarities and weaknesses. The commander indicates enemy peculiarities and weaknesses that will favorably or unfavorably influence the combat effectiveness of his forces.

(3) Own situation. The same considerations as those included in (2) above are listed for own forces. However, biological agents and delivery means are not included in the listing of considerations. The subparagraph states recent and present significant activities, peculiarities, and weaknesses and includes such items as morale, training, civil affairs, and logistics. The operations officer may compile this information for the estimate, based on knowledge of the situation and on information obtained from the personnel, logistics, and civilmilitary operations (CMO) officers. Otherwise, the commander obtains this information directly from the personnel, operations logistics, and CMO officers' staff estimates. The information is usually in abbreviated form because it may be a repetition of what is generally known. However, own dispositions are significant and must be described in sufficient detail to determine considerations that will influence the commander's choice of a course of action favorably or unfavorably, to include vulnerability to enemy nuclear, biological, or chemical attack. The information in this subparagraph of the estimate includes an indication of own vulnerability to such attack.

(4) Relative combat power. Based on an analysis of data concerning the enemy and his own situation, the commander determines and states his conclusions concerning relative combat power. These conclusions consist of an estimate of the general overall relationship of the combat power of his forces to that of the enemy forces, including significant strengths and vulnerabilities. The basic factors of combat power are maneuver units and supporting fires.
Additional factors that might be considered are deception, mobility, terrain, dispositions, weather, logistic support, psychological operations, and electronic warfare. These factors do not always apply to any particular situation. For every operation, a determination of the appropriate factors must be made. The commander's analysis of relative combat power provides a general background for formulating feasible courses of action and may indicate the basic nature and the characteristics of those courses of action. The conclusions assist in speeding up the estimating process by providing an indication of courses of action that would not be feasible and, therefore, should not be considered. The commander avoids becoming involved in an attempt to make a detailed study of personnel or weapons on both sides. He bases conclusions on a general impression of the relative capability of the two forces.

b. Enemy Capabilities. Enemy capabilities are courses of action that the enemy can physically perform and that will influence the accomplishment of our mission, if adopted. The intelligence officer normally identifies enemy capabilities and presents them in the intelligence estimate. If justified, the intelligence officer also provides his evaluation of the relative probability of adoption of these capabilities. The intelligence officer also must strive to inform the commander about what he believes the enemy intends to do. The commander considers all enemy capabilities presented by the intelligence officer. He may accept, revise, or discard them, or develop additional capabilities, if appropriate. The commander includes enemy vulnerabilities that are exploitable at his own, higher, or lower levels of command.

c. Own Courses of Action. Joint Chiefs of Staff Publication 1 defines a course of action as "any sequence of acts which an individual or a unit may follow; a possible plan open to an individual or a commander which would accomplish or is related to the accomplishment of his mission; the scheme adopted to accomplish a job or mission; a line of conduct in an engagement." The commander may suggest that one or more courses of action be addressed when he provides guidance to the staff on the preparation of their estimates. The operations officer formulates additional courses of action that appear to be feasible. The commander considers the courses of action that the operations officer presented in his operation estimate. The commander may reject, modify, or formulate additional ones, if appropriate. This procedure assists the commander
in considering all significantly different courses of action. The ability to formulate feasible courses of action quickly and accurately is essential to sound decision making. The formulation and recognition of feasible courses of action depend, in part, on the perceived influence of the aspects of the situation considered in paragraph 2a and 2b of the estimate.

When formulating courses of action, you should use the following criteria as a guide:

Is the course of action feasible? Does the command have the capability to perform the contemplated action? Will the course of action accomplish the mission without undue damage to the command?

Are the courses of action in sufficient detail to be distinguishable, one from the other, for purpose of analysis?

Courses of action may be stated in either broad or detailed terms. During your analysis of courses of action (para 3b), you may add details, make revisions, and fully develop the courses of action.

You must include the following elements in each course of action:

- The type of action (attack, defend) (what).
- The time that the action will begin or be completed (when).
- The location of the action (in the defense, the assigned sector, in the attack, the general direction of the attack) (where).
- The use of available means (how) (a broad indication of the maneuver elements, the form of maneuver, or the formation to be employed, and, if appropriate, nuclear and chemical fires to be employed; when necessary to distinguish between courses of action, you may include other supporting fires).
- The purpose of the action (why).

As indicated above, courses of action can be stated in broad or detailed terms. The amount of detail included is subject to the judgment of the commander; however, courses of action should include sufficient detail to distinguish one from the other for purposes of subsequent analysis and comparison.
In most instances, the distinguishing differences are in the elements of where and how. In expressing courses of action, either the where is used, stating only a portion of the how (normally used when courses of action are expressed in general terms); or the how is used, stating the where in general terms (normally used when courses of action are expressed in more detailed terms). A course of action for an offensive mission will include the what (attack), the when (time of attack), the where (direction of attack), the how (use of available means), and the why (purpose of the action). As indicated above, the amount of detail included in these elements is a matter of judgment. A course of action for a defensive mission will include the what (defend), the when (time the defense is to be effective), the where (may use location of forward edge of the battle area (FEBA) or areas units will defend), the how (allocation of forces to main battle area, covering force area, and reserve), and the why (purpose of action). Again, the amount of detail included in these elements is a matter of judgment.

3. ANALYSIS OF COURSES OF ACTION.

The commander must analyze each of the courses of action formulated in paragraph 2c of the estimate to determine its advantages and disadvantages, to incorporate improvements, to determine requirements for supporting fires, and to define requirements for any other actions in conjunction with the course of action (for example, nuclear weapons, interdiction of deep targets). The commander accomplishes this by war gaming the course(s) of action.

The first part of the analysis (war gaming) is a preliminary analysis to identify those enemy capabilities (courses of action) listed in paragraph 2b of the estimate that will materially assist in choosing the best course of action and those that will not. Those enemy capabilities that are not selected for use in analysis are still valid capabilities that, if adopted by the enemy, will influence the accomplishment of the mission. However, they are of no assistance in determining the relative probability of success of own courses of action. Although these enemy capabilities are not selected, they continue to be used for reference purposes. Those enemy capabilities selected for use in analysis require judgment because there are no absolute rules governing this process. In general, when in doubt concerning the selection of a particular capability, the commander selects it. In exercising judgment, the commander:
Analyzes the enemy capabilities presented by the intelligence officer, paying particular attention to those capabilities having a high probability of adoption. He will probably not select a capability with a low probability of adoption.

Examines enemy maneuver capabilities to determine those capabilities that, if adopted, would produce a different effect on friendly courses of action. He selects these capabilities for analysis because they will assist in choosing a course of action. Reexamines the selected enemy maneuver capabilities to determine the characteristics that are inherent in other capabilities. For example, the characteristics of the delay capability may be inherent in the defense capability.

For speed and simplicity, may combine more than one maneuver capability for analysis, (for example, he may combine defense and reinforcement of the defense, or he may combine attack and reinforcement of the attack).

The enemy artillery, air, and nuclear, biological, and chemical capabilities are support capabilities. The enemy ordinarily adopt these capabilities only in connection with maneuver capabilities, particularly at division and below. Therefore, the commander would not select these enemy capabilities separately for analysis, but he would combine them with maneuver capabilities. Thus, as a final step in selecting the enemy capabilities that will assist in choosing the best course of action, the commander combines the support capabilities with the maneuver capabilities previously selected. Assuming the commander has selected the defense capability; the attack capability; and the reinforcement capability plus support capabilities, to include fire support and nuclear and chemical capabilities, he could state them as follows:

Attack (now, tomorrow), reinforced with/by (type of units), supported by available fire support, to include nuclear and chemical weapons.

Defend (now, tomorrow), reinforced with/by (type of units), supported by available fire support, to include nuclear and chemical weapons.

The second part of the analysis (war gaming) is the analysis of each of his own possible courses of action (para 2c). The commander separately analyzes each friendly course of action against each of the selected enemy capabilities to determine its outcome. He visualizes the action by both sides in logical sequence from start to finish. He considers all facts of the estimate developed in paragraph 2 and their effects on the action.
He determines the enemy capability to oppose the course of action and considers the degree of success in the face of enemy opposition. He weighs the degree of risk and its acceptability for each course of action. He considers active and passive measures to decrease the effects of enemy nuclear, biological or chemical, guerrilla, and air attacks. The commander makes no attempt to compare courses of action at this time. Paragraph 3 is a series of independent analyses of courses of action versus enemy capabilities. It is neither possible nor practical for the commander to reach a conclusion on the best course of action until all the information developed during analysis is available and the comparison in paragraph 4 has been completed. Paragraph 3 is that part of the estimate in which the commander attempts to visualize and to anticipate all possible eventualities to discover strengths and weaknesses of each course of action. The following is an outline of one method that the commander uses to analyze an offensive course of action:

The commander begins by determining the combat power that the enemy has committed in the initial position that must be ruptured. He then determines the combat power required to rupture the position in the face of available enemy power.

At division, the commander visualizes combat power in terms of numbers and types of maneuver battalions. He examines current dispositions to determine those units that can be most logically employed. In making this examination, he considers facts that bear on the employment of specific units and the disposition of units necessary to initiate the course of action. At this time, he may consider the requirement for control headquarters.

The commander then visualizes the movement of units from initial positions or from positions to which units have been moved.

The commander visualizes the movement of units across the line of departure and the effect of enemy reaction to reinforce or to counter the attack. At this time, he considers and visualizes the unit requirements for supporting attacks. He also considers the requirements for supporting fires, use of smoke, and supporting air to rupture the initial enemy position. He visualizes critical areas and incidents and notes advantages and disadvantages. When the rupture of the initial enemy position is completed, the commander develops the composition of the main attack and required supporting attack. If the initial attack fails, he makes his decision on the composition, location, and possible employment of the reserve.

The commander follows a similar process in continuing to war game to the objective. He considers requirements for supporting fires; nuclear and chemical fires; and use of smoke, flame, and supporting air.
He assesses the capability of the supporting attack to contribute to success by immobilizing enemy units or by preventing the use of reinforcements. He again visualizes critical areas and incidents and notes advantages and disadvantages. He considers employment of the reserve and makes a decision on its movement into more advantageous positions. He repeats this process until the objective is secured.

Once the objective is secured, the commander considers requirements to consolidate, reorganize, build up, and move the reserve to the most advantageous positions. If the objective cannot be secured or the purpose (why) of the course of action cannot be achieved, the course of action is discarded.

The commander repeats this process of analysis for each course of action against each of the selected enemy courses of action.

On completion of war gaming each course of action against each selected enemy capability, the commander should find that the following have been developed:

Requirements for readjustments of initial dispositions, force allocation (defense), or composition of the main and supporting attack forces (offense).

Requirements for combat support and combat service support and incorporation of deception and electronic warfare techniques.

Probable enemy reaction during each phase of the operation.

Probable critical areas and incidents and how success is to be achieved in each case.

Attrition of friendly and enemy forces during each phase of the operation.

Location of the commitment of following elements of the attacking force (when defending).

Location of the composition of the reserve and its possible employment during various phases of the action.

Actions required in the objective area (offense).

Advantages and disadvantages of each course of action.
4. COMPARISON OF COURSES OF ACTION.

In this paragraph, the commander compares courses of action analyzed in paragraph 3 and reaches a conclusion on the best course of action. He uses his judgement, skill, and experience in making this comparison. Some advantages and disadvantages may be so insignificant that he may ignore them. As a result of his analysis, he determines the significance of each advantage and disadvantage in accomplishing the mission.

The commander lists the advantages and disadvantages that emerged during analysis of each course of action. He may organize this subparagraph using one of two methods. One method is to list each course of action with all advantages and disadvantages. A second method of comparison is to isolate certain significant factors (such as terrain, time, nuclear vulnerability, and own dispositions) and to discuss all courses of action under each significant factor. When he uses this second method, the commander first determines decisive factors in the situation confronting him because there is no list of significant factors applicable to all situations. A simple decision table may be constructed to portray the comparison of courses of action. This technique is particularly useful with an unwritten estimate because it permits the commander's thoughts to be conveniently summarized. The commander states a conclusion on the course of action that offers the best prospect of success. Examples of decision tables are shown below in paragraph 5.

5. DECISION (RECOMMENDATION).

The commander uses the course of action that offered the best probability of success as a basis for the decision. The decision provides for accomplishment of all elements of the commander's restated mission. The commander's decision, the last step of the estimate, is a clear concise statement of the general scheme of maneuver and supporting fires for the operation. The commander and staff will use it to develop the remainder of the tactical plan. The elements of what, when, where, how, and why are present in the course of action. However, before the decision is understandable it must also include the element of who (the command itself or the appropriate elements of the command). The commander includes elaboration of this decision when he outlines his concept to the staff.

Annexes (as required)

As mentioned in paragraph 4 of the format for the commander's (operation officers) estimate of the situation, simple decision tables may be used to assist in making a determination of the best course of action by providing a graphic representation of choices. On the next page is an example of such a decision table:
## SAMPLE DECISION TABLES

<table>
<thead>
<tr>
<th>COURSE OF ACTION</th>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE OF ACTION 1</td>
<td>Main attack avoids major terrain obstacles. Adequate maneuver room for main attack and reserve.</td>
<td>Main attack faces stronger resistance at beginning.</td>
</tr>
<tr>
<td>COURSE OF ACTION 2</td>
<td>Main attack gains good observation early. Supporting attack provides flank protection to main attack.</td>
<td>Initially, reserve may have to be employed in zone of supporting attack.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DISCUSSION</th>
</tr>
</thead>
</table>

## SIGNIFICANT FACTORS

<table>
<thead>
<tr>
<th>Course of Action</th>
<th>Dispositions</th>
<th>Weather/Terrain</th>
<th>Supporting Attack</th>
<th>Obstacles</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE OF ACTION 1</td>
<td>Avoids main enemy strength.</td>
<td>Not the best avenue of approach to division objective.</td>
<td>Relies heavily on success of supporting attack.</td>
<td>Encounters a limited number of artificial obstacles.</td>
</tr>
<tr>
<td>COURSE OF ACTION 2</td>
<td>Hits main enemy strength.</td>
<td>Best of the avenues of approach to division objective being considered. Secures dominant terrain.</td>
<td>Not as dependent success of supporting attack.</td>
<td>Encounters a large number of artificial obstacles.</td>
</tr>
</tbody>
</table>

| Favors | Course of action 1 over course of action 2. | Course of action 2 over course of action 1. | Course of action 2 over course of action 1. | Course of action 1 over course of action 2. |

The following outlines the general content of a supporting commander's estimate of the situation. This illustration describes a variation in the commander's estimate which applies to combat support and combat service support commanders. The principal difference is in paragraph 2, which places emphasis on different aspects of the situation that are more appropriate to support operations.

References: Include any maps, charts, or other documents relevant to this estimate.

1. MISSION.

When the purpose of the estimate is to determine the supportability of another commander's operation, the mission statement is that of the command to be supported. When the purpose of the estimate is to determine the best course of action to execute the support mission, the mission statement is from the commander's mission analysis and is a statement of the task(s) to be accomplished and the purpose to be achieved.

2. THE SITUATION AND COURSES OF ACTION.

   a. Considerations Affecting the Possible Courses of Action.

      (1) Operations to be supported. The commander considers the nature of the operations to be supported, composition of supported forces, strengths to be supported, peculiar or unusual support requirements, and any other factors pertaining to the supported force that affect the scope and size of the support mission.

      (2) Characteristics of the area of operations. The commander considers the same factors as the supported commander. He applies these factors to the conduct of support operations to determine the affects of the characteristics of the area of operations on these operations and to the accomplishment of the mission. These characteristics are:

         (a) Weather.

         (b) Terrain.

         (c) Other pertinent factors.
3. **ANALYSIS OF COURSES OF ACTION.**

The commander determines the probable effect of each significant difficulty on the success of each course of action. He may accomplish this in two steps:

- Selecting those significant difficulties that oppose the friendly courses of action formulated and stated in paragraph 2c of the estimate.
Analyzing each course of action stated in paragraph 2c of the estimate against each selected difficulty. He determines the probable outcome of each course of action, including critical incidents, areas, times, and significant difficulties. He applies these factors to his analysis by considering the impact of enemy capabilities and significant difficulties on the possible success of each course of action.

4. COMPARISON OF COURSES OF ACTION.

After the analysis, the commander compares the courses of action to determine which course of action promises to be most successful in accomplishing the mission. Staff studies may be used to evaluate and support the decision making process.

5. DECISION (RECOMMENDATION).

In this paragraph, the commander translates the course of action selected into a statement of what the command is to do in the elements of who, what, when, where, how, and why.

This completes Lesson Three on the commander's (operation officer's) estimate and supporting commander's (operation) estimate formats. You should have a comprehensive understanding of both estimate of the situation formats. After reviewing all of the material presented in this lesson, you should complete the practice exercise for Lesson Three. Answers and feedback for the questions in the practice exercise will be provided to show you where further study is required.
LESSON THREE

PRACTICE EXERCISE

The following items will test your grasp of the material covered in this lesson. There is only one correct answer for each item. When you have completed the exercise, check your answers with the answer key that follows. If you answer any item incorrectly, study again that part of the lesson which contains the portion involved.

Situation: You have been assigned to the battalion commanders staff. You are preparing a staff estimate for your commander.

1. While reviewing weather information in developing the doctrinal template your analysis indicates that fog is likely at the time scheduled for the attack. To incorporate as part of the estimate, you
   a. analyze impact to both the offense and defense under pertinent factors.
   b. consider as a planning factor under weather.
   c. concentrate on offensive impact under weather since you will be on the offense.
   d. analyze from the defensive viewpoint under enemy course of actions.

2. In preparing the estimate, wargaming starts the analysis of courses of action section. To accomplish wargaming, you
   a. compare each enemy course of action against other enemy courses of action under paragraph 3.
   b. analyze all possible enemy courses of action that will materially assist you in selecting your own best COA.
   c. analyze all possible enemy COAs against all possible friendly COAs.
   d. discard those possible COAs not used in the analysis since they will no longer be used.

3. You are reviewing recent and present enemy activities. Recent use of chemical weapons may impact on the estimate, so you
   a. include it as a factor under enemy situation.
   b. concentrate on chemical weapons defense for COA analysis.
   c. disregard chemical weapons use since predicted winds are toward the enemy positions.
   d. include as probable COA due to danger under enemy capabilities paragraph.
4. When stating courses of action in terms of why, what, when, where, and how, available to your forces, you
   a. try to state all details under own courses of action.
   b. use details in stating your own COAs but concentrate on broad statements during the analysis.
   c. limit yourself to broad statements of COAs.
   d. state you own COAs in broad or detailed terms.

5. You are making an analysis of each of your own possible courses of action. One method you can use to analyze an offensive course of action is to begin by
   a. identifying the total forces you expect him to employ.
   b. determining the combat power that the enemy has committed in the initial position that must be ruptured.
   c. ascertaining what forces he will commit to the battle.
   d. specifying total forces available for his use.

Situation: You are a member of the Division Support Command (DISCOM) staff. Your commander has been tasked to support an operation scheduled to commence in 5 days and you must prepare a supporting commander's estimate of the situation.

6. As part of your analysis of the situation and courses of action, you are analyzing your own situation and the tactical situation. You must
   a. determine all requirements based on SOPs.
   b. schedule any special needs early since reassessment during an operation is not normally possible.
   c. establish any special support requirements needed at the beginning of the operation and at each subsequent phase.
   d. include special requirements as part of your mission statement.

7. You are considering factors affecting possible courses of action. During your analysis of the characteristics of the area of operations, you
   a. consider the nature of the operations to be supported.
   b. consider the same factors as the supported commander.
   c. obtain the analysis from the supported commander's staff.
   d. must also consider the disposition of the major elements of the supported force.
<table>
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<tr>
<th>Item</th>
<th>Correct Answer and Feedback</th>
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| 1.   | b. consider as a planning factor under weather.  
Fog could significantly effect light data and is a weather factor. Impacts identified under weather would be applied to other areas both offensively and defensively. (Page 41) |
| 2.   | b. analyze all possible enemy courses of action that will materially assist you in selecting your own best COA.  
The first part of the analysis (wargaming) is a preliminary analysis to identify those enemy capabilities (courses of action) listed in paragraph 2b of the estimate that will materially assist in choosing the best course of action and those that will not. Those enemy capabilities that are not selected for use in analysis are still valid capabilities that, if adopted by the enemy, will influence the accomplishment of the mission. However, they are of no assistance in determining the relative probability of success of own courses of action. (Page 46) |
| 3.   | a. include it as a factor under enemy situation.  
This would be identified under paragraph 2d, Enemy Situation, recent and present significant activities. Summaries of recent and present activities of the enemy that may indicate his future actions are included. Pay particular attention to the pattern of employment of enemy nuclear and chemical weapons. (Page 42) |
| 4.   | d. state your own COAs in broad or detailed terms.  
Courses of action may be stated in either broad or detailed terms. During your analysis of courses of action (para 3b), you may add details, make revisions, and fully develop the courses of action. (Page 45) |
5. b. determining the combat power that the enemy has committed in the initial position that must be ruptured.

The commander begins by determining the combat power that the enemy has committed in the initial position that must be ruptured. He then determines the combat power required to rupture the position in the face of available enemy power. (Page 48)

6. c. establish any special support requirements needed at the beginning of the operation and at each subsequent phase.

In considering the tactical situation, the commander considers the dispositions of the major elements of the supported force. He considers dispositions at the beginning of the operation and at those phases of the operation that may require reassessment of support provided to the operation. He establishes any special support requirements needed at the beginning of the operation and at each subsequent phase. (Page 53)

7. a. consider the same factors as the supported commander.

The commander considers the same factors as the supported commander. He applies these factors to the conduct of support operations to determine the affects of the characteristics of the area of operations on these operations and to the accomplishment of the mission. These characteristics are:

(a) Weather.
(b) Terrain.
(c) Other pertinent factors. (Page 52)