

STUDYING THE HISTORY OF THE MILITARY ART

1. **Fundamental Terms and Concepts.** An important course objective is for each cadet to master the fundamental terms and concepts of the military profession sufficiently to apply them to the study of military history. Such mastery provides a common language for professional discourse and a basis for analysis of military operations of the past, present and future. The purpose here is to provide each cadet with a solid foundation upon which to build his post-graduate professional development. These ideas are consistent with U.S. Army doctrine and in most cases based upon Department of Defense and Army publications. This is by no means a comprehensive list. By the end of the first semester of the "History of the Military Art" course (HI301), each cadet should already be able to demonstrate an understanding of these terms with historical examples. By the end of the second term (HI302), cadets will be expected to have mastered them, that is, to use them readily, verbally and in writing, to analyze military events critically.

2. **Framework for Study of the Military Art:** There are several tools available which may assist you in your study of the history of the military art. These tools provide you with a conceptual framework to assist you in looking at events and organizing the material. None of these tools is perfect fit for all situations but together they can help you organize your thoughts and come to a clearer understanding of the development of the military art over the last thousand years.

A. **Threads of Continuity.** Although the art of war has changed from age to age, we are able to distinguish several categories of factors that can facilitate the study of these changes in warfare. By focusing our studies on these factors in different ages, in different societies, and different armies, the changes that have occurred stand out more clearly, and we can better understand them. These factors that provide a common reference for the study of the changes in the art of war are called the **threads of continuity**. They fall into two general groups: the internal threads, which are predominantly a part of the military profession; and the external threads, which are part of the greater society in which the military exists.

B. **Principles of War.** The nine principles of war provide general guidance for conducting war and military operations other than war at the strategic, operational, and tactical levels. The principles are the enduring bedrock of Army doctrine. The U.S. Army published its original principles of war after World War I. The principles of war are not a checklist. Their greatest value lies in the education of the military professional. Applied to the study of past campaigns, major operations, battles, and engagements, the principles of war are powerful tools for analysis. (FM 3-0, Chapter 4)

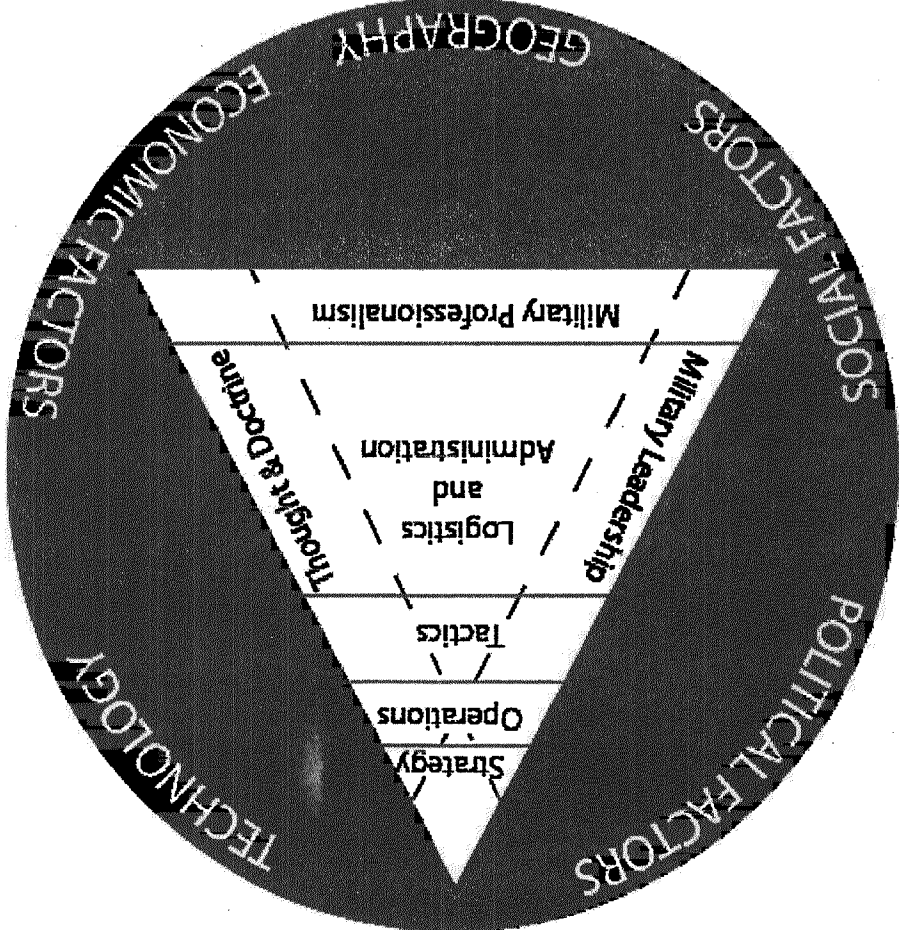
C. **The Revolution in Military Affairs (RMA).** A fundamental change in the nature of warfare. History suggests that some or all of the following result from and contribute to an RMA: technological developments, doctrinal (or operational) innovations, organizational adaptation, and social, political, economic developments. The RMA concept is a useful tool for analyzing change over time.

D. **Levels of War.** War is a national undertaking which must be coordinated from the highest levels of policy making to the basic levels of execution. The strategic, operational and tactical levels of war are the broad divisions of activity in preparing for and conducting war. Note that the Principles of War are appropriate to all levels, but applying them involves a different perspective at each level. (FM 3-0, Chapter 2)

(1) Military Professionalism. In order to understand military professionalism, one must understand the definition of a profession. A profession is an occupation or a calling that requires specialized knowledge of a given field of human activity, that requires long and intensive training, that maintains high standards of achievement and conduct through force of education and concerted opinion, that commits its members to continued study, and that has the rendering of a public service as its prime purpose. Thus, military professionalism as a thread of continuity, then, is the conduct, aims and qualities of members seeking to create or striving to perfect a profession whose public service is the conduct of war. Attitude thus distinguishes the "professional" members of the military from those who are not professionals. Those who are seeking to create or striving to perfect the profession of arms are military professionals. Those who practice or think about the conduct of war solely for personal glory or material gain are not military professionals.

a. Internal Threads: The threads of continuity that are entirely or almost entirely a part of the military profession are: military professionalism, tactics, operations, strategy, logistics and administration, military leadership, and military theory and doctrine. Note also that strategy, operations and tactics are categorized as internal threads of continuity and as levels of war.

The Threads of Continuity



(2) Tactics. Tactics are the specific techniques smaller units use to win battles and engagements. This includes activity out of enemy contact that is intended to directly and immediately affect such battles and engagements.

(3) Operations. Operations involves the planning, conduct and sustaiment of campaigns designed to accomplish strategic goals within a specific theater of war. While this thread of continuity can be used to analyze even the earliest campaigns, its origins as a separate field of study date only from the era of Napoleon. The two theorists who are most famous for their analysis of Napoleon's success, Karl von Clausewitz and Henri Jomini, both discerned a difference between Napoleon's conduct of the battle and those actions that preceded and followed battles. They believed these techniques differed enough from the conduct of the battle to merit separate study. By the beginning of the twentieth century most military writers accepted this distinction although they differed on terms and limits. "Grand tactics" and "military strategy" have both been used in the past to describe what is now termed "operations." The U.S. Army Field Manual, FM 100-5 Operations, identifies "operations" as the link between strategy and tactics. As a result, operations is concerned with using available military resources to attain strategic objectives in a specific theater of war. Therefore operations seeks to attain the objectives of strategy while at the same time addressing the way in which campaigns are planned and pursued in a theater.

(4) Strategy. Strategy is the level of war at which a nation or group of nations determines national or alliance security objectives and develops and uses national resources to accomplish these objectives. Activities at this level include establishing national and alliance military objectives that support the security goals; sequencing initiatives; defining limits and assessing risks for the use of military power as well as other instruments of power; developing global and theater war plans; and providing armed forces and other capabilities in accordance with policy objectives. The word "strategy" is derived from the Greek strategos, which means the art or skill of the general. By the early nineteenth century, "strategy" referred to the use of resources or the particular tasks of war that were peculiar to the highest ranking officers. Today, the military profession recognizes strategy as a complex term that involves much more than the military campaigns. It is the long-range plans and policies for distributing and applying resources to achieve specific objectives. Strategy allows the achieving of adopted goals in war or peace; successful strategy requires clearly defined and attainable goals. But because conditions in war and peace are constantly changing, strategy must be modified as it is being executed, and at times even the goals of strategy must be altered. Strategy, like tactics, can be further refined by restricting modifiers; in H301-302, we have defined four "levels" within strategy. Grand strategy is the strategy of a nation or of an alliance. The goal of grand strategy is the attainment of the political objective of a war. Grand strategy is formulated by heads of state and their principal political and military advisers. National strategy is similar to grand strategy, but national strategy only concerns the goals of a single nation (not an alliance). A third level of strategy is military strategy, which is a strategy where the means and resources are those of the armed forces of a nation and where the goal of strategy is the securing of objectives consistent with national policy through the application of force or the threat of force. Military strategy can be formulated by military commanders at all levels, but commanders below general officer rank are rarely involved in strategy that affects national policy. A fourth level of strategy is campaign strategy, which is the strategy of a commander of a force of considerable size that is acting independently. Its immediate goals are generally the occupation of territory or the defeat of all or a significant part of the enemy armed forces; its long term goal remains to support political goals.

(1) Political Factors. *Those ideas and actions of governments or organized groups that affect the activities of societies are political factors*. They shape warfare, determine the composition and strength of military organizations, and usually establish the goals and policies for which wars have been fought. Until the middle of the nineteenth century, the political head of state was often the commander of the military as well. Alexander, Caesar, Gustavus Adolphus, Frederick the Great and Napoleon are prime examples. In such cases, the same person coordinated both political and military goals. In some cases, this control by a single leader lasted into the 20th century. Dictators such as Hitler and Stalin exercised political and military leadership with mixed results. More often in the 20th century, especially in democracies, governments have had

b. External Threads: In addition to the important role played by strategy, operations, tactics, logistics and administration, military theory and doctrine, and military professionalism, the perceptible student of war is keenly aware that there are also external factors that influence the conduct of war. The most significant of these external "threads of continuity" are political factors, social factors, economic factors, technology, and military geography.

(7) Military Leadership. *Military Leadership is the process of influencing others to accomplish the mission by providing purpose, direction, and motivation*. Purpose gives soldiers a reason why they should do difficult things under dangerous circumstances. Direction shows what must be done. Through motivation, leaders give soldiers the will to accomplish the mission. Military leadership is, perhaps, the most essential element of combat power. Other terms associated with military leadership are command and generalship. Command is lawful military authority exercised by virtue of rank and assignment. Generalship is military leadership at higher levels. (Source: FM 22-100, Military Leadership, July 1990)

(6) Military Theory and Doctrine. *Military theory is the body of ideas that concern war, especially the organization and training for and the conduct of war*. *Doctrine is the authoritative fundamental principles by which military forces guide their actions in support of objectives*. Those men whose thoughts about war have influenced considerable numbers of soldiers are known as military theorists. Doctrine in modern armies is generally disseminated through manuals, regulations, circulars, and handbooks that prescribe standardized procedures and organizations. After examination and acceptance by highly experienced professionals, theory becomes doctrine. By employing and training according to accepted doctrine, military leaders ensure that soldiers at all levels have a common vocabulary, organization and combat system that improves coordination and cooperation. Doctrine does not, however, alleviate the requirement for sound judgment, for the solutions to many critical decisions on the battlefield cannot always be found in doctrine.

(5) Logistics and Administration. *Logistics and administration, is much like strategy, in the sense that even though many of its functions are wholly a part of the profession of arms, numerous functions are dependant upon and interact closely with civilian controlled activities*. In addition, logistics and administration provide many of the resources that strategy needs to work. *Logistics is the providing, movement and maintenance of all services and resources necessary to sustain military forces*. Administration is the management of all services and resources necessary to sustain military forces. Logistics includes the design, development, acquisition, storage, movement, distribution, maintenance, evacuation and disposal of materiel; the movement, evacuation, and hospitalization of personnel; the acquisition or construction, maintenance, operation and disposition of facilities; the acquisition of civilian labor; and the acquisition or furnishing of services, such as, baths, laundry, and recreation. Since administration applies to the management of men, materiel, and services, it is intimately associated with logistics.

separate political and military leaders, and these governments must work hard to properly coordinate their efforts. Regardless of the conditions, political factors maintain a major influence upon the military profession. In modern democratic societies, political factors have a double meaning: they involve the activities of the military profession that influence legislation and administrative decisions regarding national security; and they involve the consequences of military actions on the international balance of power and the behavior of foreign states. These two meanings are closely related, and in spite of the many differences between military leaders and civilian politicians, they both must endeavor to coordinate their activities and ensure that the military forces are working within the political system and towards the political goals.

(2) Social Factors. *The activities or ideas emanating from human groups and group relationships that affect warfare are social factors.* These factors involve such diverse concepts as popular attitudes, cultural differences, the role of religious institutions, levels of education, roles of educational institutions, reactions to and roles of mass media, inter-racial and minority rights questions, combat psychology, standards of morality and justice, and ultimately the will of a people to resist. Clearly these factors have a tremendous impact on the size, organization, quality and attitudes of a military organization. In total war social factors are objectives that can be as important as terrain objectives or the destruction of the military forces in the field.

(3) Economic Factors. *Those activities and ideas that involve the production, distribution, and consumption of the material resources of the state are economic factors.* Different types of economies (for example, capitalist, communist, laissez-faire, industrial, agrarian, commercial, or subsistence) affect warfare differently. Economic war, which takes such forms as blockade or boycott, is a part of total war, and it can be used in peacetime as a tool of diplomacy. The interrelation of political, economic and social factors is complex, especially in modern societies, and the detailed study of one alone is often impossible. Together, these factors provide the foundations of national power and shape the military forces of every country.

(4) Technology. *Technology is the application of science, especially to industrial or commercial objectives.* Within the military profession, technology leads to progressive advancement in such important areas as transportation, weaponry, communications, construction, food production, metallurgy, and medicine. Technology has an undeniable influence on strategy, tactics, logistics, military theory and doctrine, and military leadership; when a group's technology is superior to its adversary's, it enhances the probability of success in military endeavors.

(5) Military Geography. *Military Geography is the relationship between the physical landscape insofar as it pertains to the employment of military power.* Military geography takes into account the significance of geographic realities at the tactical and operational levels, and more importantly, the influence of geography at the strategic level and in the shaping of military forces. The physical environment in which military forces operate includes consideration of weather, climate, soil conditions, vegetation, drainage, urbanization, and people. Clearly each of these factors will impact on the conduct of a campaign, and at a higher level, they factors interact with social and cultural factors that mold the armed forces of a nation.

The Twelve threads of continuity discussed above do not provide an infallible means for learning about every aspect of the military past. Rather they offer a conceptual framework that seeks to provide a means to reconstruct at least the general outline of the tapestry of the military past. The full meaning and magnitude of that tapestry can be appreciated only after long study and/or long years of service and significant contribution to the profession of arms.

THE PRINCIPLES OF WAR

(FM 3-0, Chapter 4)

OBJECTIVE: Direct every military operation towards a clearly defined, decisive and attainable objective.

OFFENSIVE: Seize, retain and exploit the initiative.

MASS: Concentrate combat power at the decisive place and time.

ECONOMY OF FORCE: Allocate minimum essential combat power to secondary efforts.

MANEUVER: Place the enemy in a position of disadvantage through the flexible application of combat power.

UNITY OF COMMAND: For every objective, ensure unity of effort under one responsible commander.

SECURITY: Never permit the enemy to acquire an unexpected advantage.

SURPRISE: Strike the enemy at a time or place, or in a manner, for which he is unprepared.

SIMPLICITY: Prepare clear, uncomplicated plans and clear, concise orders to ensure thorough understanding.

Revolution in Military Affairs (RMA)

The RMA is a fundamental change in the nature of warfare. History suggests that some or all of the following result from and contribute to an RMA:

Technological Developments: New technologies which intentionally or otherwise have had military applications. Mere inventions are not enough; the new technologies must also be developed into practical military systems.

Doctrinal (or Operational) Innovations: To fully exploit the potential of new systems, operational concepts incorporating and integrating new technologies must be developed into coherent doctrines. Military organizations must also train to use them.

Organizational Adaptation: To harness the potential of emerging technological, doctrinal, and or societal-based changes, organizations must also change by adapting their structures.

Social, Political, Economic Developments: Technological, doctrinal, and organizational adaptations are strongly influenced by the changes in a society's social, political, and economic structure.

Levels of War

The levels of war are doctrinal perspectives that clarify the links between strategic objectives and tactical actions. (FM 3-0, Chapter 2)

a. The Strategic Level of War. The strategic level is that level at which a nation, often as one of a group of nations, determines national and multinational security objectives and guidance and develops and uses national resources to accomplish them. *Strategy is the art and science of developing and employing armed forces and other instruments of national power in a synchronized fashion to secure national and multinational objectives.* The national command authority (NCA) translates policy into national strategic military objectives. These national strategic objectives facilitate theater strategic planning. Military strategy, derived from policy, is the basis for all operations.

b. The Operational Level of War. The operational level of war is the level at which campaigns and major operations are conducted and sustained to accomplish strategic objectives within theaters or areas of operations (AOs). It links the tactical employment of forces to strategic objectives. The focus at this level is on operational art – the use of military forces to achieve strategic goals through the design, organization, integration, and conduct of theater strategies, campaigns, major operations, and battles. A campaign is a related series of military operations aimed at accomplishing a strategic or operational objective within a given time and space. A major operation is a series of tactical actions (battles, engagements, strikes) conducted by various combat forces of a single or several services, coordinated in time and place, to accomplish operational and sometimes strategic objectives in an operational area.

c. The Tactical Level of War. Tactics is the employment of units in combat. It includes the ordered arrangement and maneuver of units in relation to each other, the terrain, and the enemy to translate potential combat power into victorious battles and engagements. A battle consists of a set of related engagements that last longer and involve larger forces than an engagement. Battles can affect the course of a campaign or major operation. An engagement is a small tactical conflict between opposing maneuver forces, usually conducted at Brigade level and below. Engagements are usually short—minutes, hours or a day.

Key Terms

CAMPAIGN: A related series of military operations aimed at accomplishing a strategic or operational objective within a given time and space.

CENTER OF GRAVITY: Centers of gravity are those characteristics, capabilities, or localities from which a military force derives its freedom of action, physical strength, or will to fight. Destruction or neutralization of the enemy center of gravity is the most direct path to victory. The enemy will recognize and shield his center of gravity. Therefore, a direct approach may be costly and sometimes futile. Commanders examine many approaches, direct and indirect, to the enemy center of gravity. Clausewitz defined the idea as "the hub of all power and movement, on which everything depends."

COMBAT POWER: A unit's fighting ability. Combat power is an abstraction that represents one's judgment of a unit's fighting ability considering size and weaponry, but also esprit, leadership, training, discipline and other relevant subjective qualities. Because these are not constant factors, a unit's combat power is not constant. Combat power is significant only in relation to a specific enemy; therefore, the degree to which a unit's combat power is superior to that of its enemy can be increased by the manner of its employment, such as achieving surprise, attacking a flank, or exploiting the advantages of terrain.

COMBAT SERVICE SUPPORT: Combat Service Support (CSS) encompasses activities at all levels of war that generate and sustain combat power. It provides the essential capabilities and performs the functions, activities, and tasks necessary to sustain all forces in theater. (See: Logistics)

CULMINATING POINT: Culminating point has both operational and tactical relevance. In the offense, the culminating point is that point in time and space where the attacker's effective combat power no longer exceeds the defender's or the attacker's momentum is no longer sustainable, or both. Beyond their culminating point, attackers risk counterattack and catastrophic defeat and continue the offense only at great peril. Defending forces reach their culminating point when they can no longer defend successfully or counterattack to restore the cohesion of the defense. The defensive culminating point marks that instant at which the defender must withdraw to preserve the force.

ENCIRCLEMENT: Encirclements are operations where one force loses its freedom of maneuver because an opposing force is able to isolate it by controlling all ground lines of communications.

GUERRILLA WARFARE: Military and paramilitary operations conducted in hostile territory by irregular and primarily indigenous forces.

INSURGENCY: An organized movement aimed at the overthrow of a constituted government through use of subversion and armed conflict.

INTELLIGENCE: The product resulting from the collection, evaluation and analysis of all available information about opposing forces or nations.

INTERIOR LINES: Lines of operations may be either interior or exterior. A force operates on interior lines when its operations diverge from a central point. With interior lines, friendly forces

are closer to separate enemy forces than the enemy forces are to each other. Interior lines allow a weaker force to mass combat power against a portion of the enemy force by shifting resources more rapidly than the enemy. A force operates on exterior lines when its operations converge on the enemy. Operations on exterior lines offer the opportunity to encircle and annihilate a weaker or less mobile enemy; however, they require stronger or more mobile forces. Robert E. Lee's utilized interior lines at the tactical level in his conduct of the Battle of Antietam, depicted on Map 14 in the Civil War atlas.

LIMITED WAR: A war prosecuted by a belligerent who voluntarily exercises restraints on means, objective, geographical area, or time.

LINE OF OPERATIONS: Lines of operation define the directional orientation of the force in time and space in relation to the enemy. They connect the force with its base of operations and its objectives. In geographic terms, lines of operations connect a series of decisive points that lead to control of the objective or defeat of the enemy force. An operation may have a single or multiple lines of operation. (See Interior Lines)

LINES OF COMMUNICATIONS: The land, sea and/or air routes that connect a military force with its base of operations and along which logistical support is provided.

LOGISTICS: The provision, movement and maintenance of all services and resources necessary to sustain military forces. (See: Combat Service Support)

MAIN ATTACK: An offensive action constituting the commander's principal effort to achieve his purpose. Soult's corps conducted the main attack at Austerlitz. It is shown on Map 22 of the Napoleonic Atlas. See Supporting Attack

MANEUVER, FORMS OF:

FRONTAL ATTACK: A frontal attack is a form of maneuver in which an attacking force seeks to destroy a weaker enemy force or fix a larger enemy force in place over a broad front. Pickett's Charge, depicted on Map 37b of the Civil War Atlas, is an example of a frontal attack.

PENETRATION: A penetration is a form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system. Map 5c in the back of Chapter 5 of The Dawn of Modern Warfare depicts Marlborough's penetration of the French line at the Battle of Blenheim.

ENVELOPMENT: The envelopment is a form of maneuver in which an attacking force seeks to avoid the principle enemy defenses by seizing objectives to the enemy rear to destroy the enemy in his current positions. Single envelopments maneuver against one enemy flank; double envelopments maneuver against both. Either variant can develop into an encirclement. Jackson's flank march and his subsequent attack at Chancellorsville, shown on Map 28 of the Civil War Atlas, is an example of an envelopment.

TURNING MOVEMENT: A turning movement is a form of maneuver in which the attacking force seeks to avoid the enemy's principle defensive positions by seizing objectives in the enemy rear and causing the enemy to move out of his current positions or divert major forces to meet the threat. Map 26 of the Civil War Atlas shows the turning movement conducted by Hooker at the opening of the Chancellorsville Campaign.

INFILTRATION: An infiltration is a form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces to occupy a position of advantage in the enemy rear while exposing only small elements to enemy defensive fires.

NATIONAL OBJECTIVES: Those fundamental aims, goals, or purposes of a nation - as opposed to the means for seeking these ends - towards which a policy is directed and efforts and resources of the nation (or alliance) are applied.

NATIONAL POLICY: A broad course of action or statements of guidance adopted by the government (or alliance) at national level in pursuit of national objectives.

OPERATIONS, CATEGORIES OF:

OFFENSIVE: Offensive operations seek to seize, retain, and exploit the initiative to defeat the enemy decisively.

DEFENSIVE: The purpose of defensive operations is to defeat enemy attacks.

STABILITY: Stability operations promote and protect US national interests by influencing the threat, political, and information dimensions of the operational environment. They include developmental, cooperative activities during peacetime and coercive actions in response to crisis. The military activities that support stability operations are diverse, continuous, and often long-term. Their purpose is to promote and sustain regional and global stability. Stability operations include: Peace operations, foreign internal defense, security assistance, humanitarian and civic assistance, support to insurgencies, support to counterdrug operations, combating terrorism, noncombat evacuation operations, arms control, and show of force.

SUPPORT: Support operations use Army forces to assist civil authorities, foreign or domestic, as they prepare for or respond to crisis and relieve suffering. The two types of support operations are domestic support operations and foreign humanitarian assistance.

JOINT: Joint operations involve forces of two or more services under a single commander.

COMBINED: Military operations involving the armed services of more than one allied nation.

OPERATIONS, TYPES OF OFFENSIVE OPERATIONS: (FM 3-0, Chapter 7)

MOVEMENT TO CONTACT: An offensive action whose purpose is to gain or re-establish contact with the enemy. The movement of the Grand Arme through the Thuringian Forest during the Jena Campaign, shown on Maps 27 and 28 of the Napoleonic Atlas, is an excellent example of a movement to contact.

ATTACK: An attack is an offensive operation that destroys or defeats enemy forces, seizes and secures terrain, or both. Attacks may be hasty, deliberate, or special purpose.

HASTY ATTACK: A planned offensive action made without pause in the forward momentum of the force upon initial contact with the enemy. A hasty attack was conducted by Henry Heth's division against Union infantry and cavalry situated west of Gettysburg on 1 July

1863. It is described on pages 156-157 of the Civil War text and depicted on Map 35a of the accompanying atlas.

DELIBERATE ATTACK: A thoroughly planned and coordinated offensive action whose purpose is to initiate the forward momentum of friendly forces in contact with a prepared enemy. Soult's corps conducted a deliberate attack at the Battle of Austerlitz. It is shown on Map 23 in the Napoleonic Atlas.

SPECIAL PURPOSE: Special Purpose attacks include spoiling, counterattack, raid, ambush, feint, or demonstration.

EXPLOITATION: An offensive action the purpose of which is to prevent the enemy from reconstituting his defense or conducting an orderly withdrawal. The operations conducted by the Army of Italy after the crossing of the Po River in 1796 is an example of an exploitation. It is depicted on Map 4 of the Napoleonic Atlas.

PURSUIT: An offensive action the purpose of which is to intercept and annihilate a retreating enemy who has lost his ability to react effectively. The actions of the Grand Arme'e following the Battle of Jena, shown on Map 32 of the Napoleonic Atlas, is a classic example of a pursuit.

OPERATIONS, TYPES OF DEFENSIVE OPERATIONS: (FM 3-0, Chap 8)

MOBILE: A defense that employs a combination of offensive, defensive, and delaying action to defeat the enemy attack. Robert E. Lee's conduct of the Chancellorsville Campaign, depicted on Maps 26-31 of the Civil War Atlas, is an example of a mobile defense at the operational level of war.

AREA: A defense which is conducted to deny the enemy access to specific terrain for a specified time. The fortifications at West Point are representative of an area defense. Their mission: do not allow the west point of the Hudson River to fall into British hands.

RETROGRADE: A retrograde is a type of defensive operation that involves organized movement away from the enemy. The three forms of retrograde operations are withdrawals, delays, and retirements.

WITHDRAWAL: A retrograde operation the purpose of which is to remove subordinate units from combat, adjust defensive positions, or relocate the entire force. After the Battle of Gettysburg, Lee's Army of Northern Virginia conducted a withdrawal. It is shown on Maps 38a and 38b of the Civil War Atlas.

DELAY: A retrograde operation whose purpose is to gain time for friendly forces to reestablish the defense, cover a defending or withdrawing unit, protect a friendly unit's flank, or to participate in an economy of force effort. The 1st US Cavalry Division and the I Corps of the Army of the Potomac fought a delay on the hills west of Gettysburg on the morning of 1 July 1863. It is shown on Maps 35a and 35b of the Civil War Atlas.

RETIREMENT: A rearward movement away from the enemy by a force not in contact. The actions of the Russian Army prior to the Battle of Austerlitz, described in The Wars of Napoleon, pp. 49-50, and on Map 20 of the Napoleonic Atlas, constitute a retirement.

RESERVE: A combat element intentionally withheld from action by the commander so as to be available for commitment at the decisive moment. The decisive moment can be one anticipated in the commander's plan or one imposed by enemy action.

RETREAT: Though it is not officially recognized by U.S. Army doctrine, the term "retreat" is often used generically in literature to describe any movement of a unit away from the enemy. The term generally implies that the movement is forced by the enemy and is often characterized by a high degree of disorder.

STRATEGIC CONSUMPTION: The loss of available combat strength due to diversions and irreplacable casualties imposed by the expansion of one's area of operations. Examples of diversions include guarding one's line of communication as one advances and garrisoning key positions in one's rear.

STRATEGY, FORMS OF:

EXHAUSTION: A strategy which seeks the gradual erosion of an enemy nation's will or means to resist.

ATTRITION: A strategy which seeks the gradual erosion of the combat power of the enemy's armed forces.

ANNIHILATION: A strategy which seeks the immediate destruction of the combat power of the enemy's armed forces.

Note that these forms of strategy are not mutually exclusive; we may see them in different combinations in the course of a campaign or war. There may be different *forms* of strategy at the different *levels* of strategy (grand, national, military and campaign) all in the same war and at the same time.

SUPPORTING ATTACK: An offensive action, separate from the main attack, intended by the commander to facilitate the success of the main attack. Common purposes of a supporting attack can include deception, fixing the enemy in position, and seizing key terrain. Lannes' corps conducted the supporting attack at Austerlitz (Map 22 from the Napoleonic atlas). See Main Attack.

SUPPORTING DISTANCE - The distance by which two or more forces can be separated while retaining the ability to reinforce each other before any one can be defeated individually. Supporting distance is estimated on the basis of terrain, relative mobility, and relative strength.

TOTAL WAR - A war conducted by a belligerent in which few restraints on means, objective, geographic area, or time are exercised and in which the involvement of all resources of the society are normally committed.

A Schematic Depicting the Levels of War

(1) GRAND STRATEGY - A nation's or coalition's long-range plans and policies for using military and other resources to achieve specific objectives.

(2) NATIONAL STRATEGY - Similar to GRAND STRATEGY except the concerns of a single nation are paramount.

(3) MILITARY STRATEGY - The art and science of employing the armed forces of a nation or alliance to secure policy objectives by the application or threat of force.

(4) CAMPAIGN STRATEGY - A military commander's long-range plans and policies for using the resources available to him to achieve specific, assigned objectives in a given space and time.

(5) OPERATIONS - The process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

(6) TACTICS - The employment of units in combat or the ordered arrangement and maneuver of units in relation to each other and/or to the enemy in order to utilize their full potentialities.

Tactical Level of War

Operational Level of War

Strategic Level of War

KEY WORD LIST

This list is provided to you to ensure clear interpretations of the standards as stated in each lesson's study questions. Each term is categorized into its respective level in the cognitive domain.

I. KNOWLEDGE. Requires recall of specific information, concepts, and theories from the reading assignments, films, and learned material.

A. Identify - To recognize and indicate specific information such as definitions, names, principles, etc.

B. Define - To state the meaning of a term.

C. List - To reproduce an itemized set of terms, theories, concepts, or events using your own words, drawings, etc.

II. COMPREHENSION. Requires, in addition to recall, demonstrated awareness of the implication of reading assignments, films and classroom presentation. Comprehension subsumes knowledge of the material. It is defined as the ability to grasp the meaning of material.

A. Classify - To place concepts, terms, objectives, words or situations into categories according to specific criteria.

B. Explain - To use a given theory or concept to account for the occurrence of a given phenomenon.

C. Measure - To determine the physical dimension of objects; of distance between objects.
D. Describe - To tell or write about; to give a detailed account of.

III. APPLICATION. Requires the use of abstractions from reading assignments, classes and films to solve particular problems. It includes the ability to predict a probable outcome. It refers to the ability to use learned material in new and concrete situations. Application subsumes comprehension of the material to be applied.

A. Predict - To use a concept, theory, or principle to forecast an outcome.

B. Calculate - To use a mathematical process in determining the solution to a problem.

C. Construct - To conceive, invent, or create a sketch, plan, or model with reasoned purpose.

D. Locate - To establish the absolute or relative position of a thing or place.

E. Apply - To use learned material such as rules with reference to a particular thing, place or person.

IV. ANALYSIS. Requires breaking a situation, issue, or event into its constituent elements so that the assumptions or components are made clear and the relationships between them are made explicit. Analysis subsumes comprehension of material to be analyzed.

A. Differentiate - To give a detailed account of distinctions between related theories, concepts, things or events.

B. Illustrate - To make plain, clear, and intelligible a term, concept, or theory by means of figures, examples, comparisons, etc.

C. Infer - To draw conclusions or make generalizations suggested by a specific of a set.

D. Analyze - To break down a situation, issue, or event into its component parts, summarizing the relationships among components.

E. Select - To make a reasoned decision or choice regarding a concept, place, or thing in preference to others.

V. **SYNTHESIS.** Requires combining elements or parts to form a new whole. Learning outcomes in this area stress creative behaviors, with major emphasis on the formation of new patterns or structures.

A. Summarize - In your own words, restate briefly or state in abstract form.

B. Design - To conceive, contrive or create a plan which draws on two or more elements and has reasoned purpose or intent.

C. Synthesize - To combine separate elements into an orderly, functional structured, new whole.

D. Plan - To devise a scheme for accomplishing a proposed problem.

E. Develop - Express, expand, or create a concept, theory, or plan in a systematic way.

F. Write - To put into writing one's complete ideas on a particular subject, requirement, theory, or concept.

G. Relate - To bring into logical or natural association by stating the connection between concepts, theories, terms, issues, etc.

H. Issue - Orally relate the solution to a requirement.

VI. **EVALUATION.** Requires judgment about the value of material based on qualitative or quantitative criteria. Learning outcomes in this area are highest in the cognitive hierarchy because they contain elements of all of the other categories, plus value judgments based on clearly defined criteria.

A. Compare and Contrast - To state similarities and differences by bringing theories, concepts, paradigms, or principles together for the purpose of demonstrating likeness and unlikeness. (For ease of clarification these two words are typically used together for the purpose of expressing specific learning outcomes.)

B. Evaluate/Assess - To form a conclusion as to whether a concept, principle, theory, etc. is right, just or valid when compared against criteria established by the instructor or provided by the cadet.