THE UNITED STATES NAVAL WAR COLLEGE

ELECTIVES COURSE  2WE 00_

2014

MULTI-NATIONAL MARITIME DECISION MAKING
Course Syllabus

1. **Course Description.** This is a practitioner’s course that will provide education, insight and experience on planning and preparing for maritime operations from a multi-national regional strategic perspective. Nations form partnerships in both regional and worldwide patterns as they seek opportunities to promote their mutual national interests, ensure mutual security against real and perceived threats, conduct foreign humanitarian assistance operations, and engage in peace operations. Cultural, diplomatic, religious, psychological, economic, technological, and informational factors all influence and impact multinational operations and participation.

   The degree of interoperability among partnered nations oftentimes will determine success or failure of operations. This course is designed to increase interoperability among multinational maritime forces. Specifically, students will analyze and apply the Multinational Military Decision Making Process (MDMP-M) and how to use that process to create staff estimates, plans, and orders as a multinational maritime component. This course will foster effective collaborative relationships based on trust and confidence among partner nations in the framework of regional challenges. This course will also serve as a forum to evolve combined force maritime component (CFMCC) command and control concepts and mechanisms, and eliminate impediments to effective coordination. This elective is designed to be complementary to the main curriculum courses and in particular JMO, by offering a chance for a more detailed look at planning and preparing for multinational maritime operations.

2. **Student Requirements.** Students will form and organize a team to solve a complex multinational maritime scenario using the MDMP-M, supplemented by NWP 5-01, 2013 version. Each student will complete a 10-12 page (double spaced) case study on an approved topic of interest related to multinational maritime planning. Additionally, oral presentations of the student’s case study will be conducted during the final class sessions. Students are required to turn in their case study brief and training aids. The topics for case study will be approved by submitting the chosen multinational maritime subject to the course instructor no later than the third class session. Students may study either historical or contemporary operations and should address how multinational maritime force form, organize and function in support of combined task force objectives in a given theater. For example, how CTF 150 forms for collaborative planning. Because this is a condensed course, students will need to get to work on their case study right away. Rules for footnoting and bibliographies will follow those contained in standard college stylebooks (i.e. Turabian). All assignments must be completed by the last day of the course in order to receive a passing grade. The written work and presentation will comprise 75% of the student's grade. Class contribution will constitute the remaining 25% of the grade.

3. **Student Learning Outcomes.** Throughout the course, students will apply the MDMP-M to solve a complex multinational maritime scenario. We will focus exclusively on the challenges faced by a Combined Maritime Component Command as part of a Combined Task Force. These planning challenges will be explored relative to forming and organizing the collaborative, cross-disciplinary, multinational planning team.
Students will be able to:

a. Comprehend the challenges inherent in multinational military operations in the maritime domain and how those challenges are addressed and mitigated by increasing interoperability through practical application of a shared planning process.

b. Build cohesive and familiar planning teams, fostering effective collaborative relationships and trust among diverse organizations and individuals.

c. Articulate the strategic context and fundamentals of naval and joint operations.

d. Comprehend planning fundamentals for a multinational maritime operation in direct support of regional strategic objectives for a specific theater-of-war.

e. Analyze staff coordination processes and procedures necessary to effectively manage a complex multinational maritime operations in a dynamic environment

f. Understand steps of the MDMP-M and understand the need to develop directives and associated products.

g. Understand appropriate staff processes and control methods used to direct subordinate tactical forces.

h. Understand implications of international maritime law.

5. **Sessions and Reading Assignments.**

WEEK ONE (___ Nov 2013): **The Multinational Military Decision Making Process.**
This session begins with an overview of the course and its requirements. Our study will proceed to introduce the MDMP-M overview. Students will form into a number of planning teams and organize to address a fictitious complex multinational maritime problem. Students will examine the circumstances leading up to the crisis. Particular attention will be paid to team building.

Read:

*The Road to Crisis; OPROM* and Directives
Browse Multinational Force (MNF) Standard Operating Procedure (SOP) Appendix 6
Tab B MDMP-M Steps Explanation and Tab D MDMP-M *Abbreviated Planning Process Template*

Supporting material:
WEEK TWO (__ Nov 2013): **Initiation and Scoping.**
This second session focuses on the commander’s appreciation (also known as problem scoping or framing the problem) and operational design in order to set the conditions for a disciplined, effective, and integrated planning environment and organizational actions in support of the MDMP-M. The commander’s appreciation and operational design will result with shared understanding of the situation. Commander’s intent, guidance and the operational intelligence preparation of the environment (OIPE) are examined. Students will conduct analysis of the center of gravity and synthesis of the operating environment. The commander’s appreciation and operational design will be continually reviewed and updated as planning progresses.

Read:

Supporting material:
NWP 3-32 Chap 5 (pp. 5-1 thru 5-18) *Operational Design*
NWP 5-01 Appendix D – Design, Appendix B - *Intelligence Preparation of the Operational Environment (IPOE)*, and Appendix C - *Center of Gravity (COG)*

Supplemental readings:
Ben Zweibelson, *Design Theory and the Military’s Understanding of Our Complex World* (Small Wars Journal, August 7, 2011)
NWC 4111H Joint Operational Planning Process (JOPP) Workbook (pp. 1-1 thru 1-25) *(JIPOE)* and Appendix C - *COG Determination*

WEEK THREE (___ ___ 2013): **Mission Analysis.**
This third session will focus on mission analysis to refine shared understanding and lead to deeper knowledge of the problem and situation. Students will recommend a restated multinational maritime component mission statement, commander’s intent, and military end state conditions. Students will focus on an analysis of the mission, higher headquarters guidance and intent, and examination of the key planning factors by which the Multinational force (MNF) military end state conditions can be achieved.

Read:
MNF SOP Tab B (pp. B2 B6 B-1 thru B2 B6 B-14) *Mission Analysis*

Supporting material:

Supplemental readings:
NWP 5-01 Appendix C - *COG*
JOPP Workbook (pp 1-27 thru 1-45) *Mission Analysis*, Appendix C – *COG Determination* and Appendix D - *Sample Planning Assumptions*
WEEK FOUR (___ ___ 2013): Course of action development.
This session begins with team members briefing results of mission analysis. The session proceeds with students developing and presenting options for how the mission and commanders intent might be accomplished in accordance with understanding as a result of the design effort and mission analysis. Students develop suitable, feasible, acceptable, distinct, and complete options for presentation.

Read:
MNF SOP Tab B (pp B2 B6 B-14 thru B2 B6 B-19) COA Development

Supporting material:
NWP 5-01Chapter 3 - COA Development, Appendix E - Relative Combat Power Analysis and Annex R – Develop COA (pp R-5-2 thru R-5-3)

Supplemental readings:
JOPP Workbook (pp. 2-1 thru 2-11) Development of Friendly Courses of Action and Appendix B – Force Ratio/Force Multiplier Data

WEEK FIVE (___ ___ 2013): Course of action analysis and gaming.
This session begins with team members briefing results of developed options. Developed options are individually analyzed against the commander’s guidance and intent and refined in light of threat capabilities and potential actions/reactions as well as other factors peculiar to the operational environment (war gaming). A better understanding of the potential options of how the mission may be accomplished will improve the plan development.

Read:
MNF SOP Tab B (pp B2 B6 B-20 thru B2 B6 B-27) COA Analysis and Gaming

Supporting material:
NWP 5-01 Chapter 4 - COA Analysis (Wargaming), Annex R – Analyze COA (Wargaming) (pp R-5-4 thru R-5-5)

Supplemental readings:
JOPP Workbook (pp. 3-1 thru 3-14) Analysis of Friendly COA (Wargame)

WEEK SIX (2013): Course of action comparison.
This session begins with team members briefing results of option analysis and wargaming. Students will consider options independently and evaluate/compare them against a set of criteria to identify and recommend the option that has the highest probability of success. Students will then rank and compare options to arrive at a recommendation. Risk to mission and force are discussed throughout.

Read:
MNF SOP Tab B (pp B2 B6 B-28 thru B2 B6 B-32) COA Comparison
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Supporting material:
NWP 5-01 Chapter 5 – COA Comparison and Decision, Appendix H – COA Comparison Matrixes, and Annex R – COA Comparison and Decision (pp. R-5-6 thru R- 5-7)

Supplemental readings:
JOPP Workbook (pp. 4-1 thru 4-6) COA Comparison and the Decision and Appendix F – Examples of Governing Factors

WEEK SEVEN (2014): **Course of action approval and commander’s estimate.**
This session continues with team members formally presenting a decision brief on the comparison, analysis and war-gaming results of the recommended option that has the best probability for accomplishing the operational military objectives and military end state conditions. Important supporting information is reviewed to develop the commander’s estimate. Students will also synchronize subordinate maritime tasks along with purposes and produce a concept of the operation.

Read:

Supporting material:
NWP 5-01 Appendix K-6 – Commander’s Estimate

WEEK EIGHT (2014): **Plan and order development.**
This session focuses on producing a written multi-national force maritime component command directive (supporting plan) based upon the approved option. In addition to the commander’s estimate, the other types of plans (Basic Plan, CONPLAN, and OPLAN) and orders are discussed.

Read:

Supporting material:
NWP 5-01 Chapter 6 – Plan or Order Development, Appendix I – Synchronization and Decision Tools, and Appendix L – Formats for Plans and Orders

Supplemental readings:
JOPP Workbook (pp. 5-1 thru 5-2) Development of Plans/Orders and Appendix H – Joint Synchronization Matrix
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WEEK NINE (2014): **The operations order.**
This session focuses on conducting reconciliation and the cross-walk of the maritime operations order. Students will critical review the written directive.

WEEK TEN (29 May 2013): **Class Presentations by students.**
Students will be given the opportunity to present a synopsis of their case study to the class with a short question/answer period. Following student presentations, we will conclude the elective with a wrap up synthesized discussion that emphasizes challenges of multinational operations inherent in the maritime domain.

6. **Information.**

   a. Faculty contact information follows: 841-XXXX.

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Any student who requires extra instruction or desires to discuss classroom topics outside the scheduled class time is encouraged to call at any time.
Selected Bibliography for Research Topics

Multinational Force (MNF) Standard Operating Procedure (SOP), ver 2.8


