Forging Wargamers

Published by Marine Corps University Press


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SimBAT courses provide command and staff in miniature. They consist of a variable number of students whom the instructor leads through a standard staff planning session in which the students perform intelligence preparation of the battlespace (IPB) and implement the military decision-making process (MDMP). Joint Chiefs of Staff publications provide doctrinal guidance.¹

The format and layout follow the basic concept of U.S. Naval War College (USNWC) wargaming. We divide the students into blue and red cells, with the instructor, game master, and event adjudicator forming the white cell (in the introductory course, this is a cell of one). The instructor or an expert colleague briefs on the subject matter, event, or era under examination and then the instructor facilitates team brainstorming as they lead the blue and red cells through a series of IPB/MDMP exercises in which the teams reason through and fill out structured analytic templates (SATs). These typically are matrices, although white boards are available for flow-diagramming during course-of-action (COA) analysis.

This appendix provides an annotated guide to this introductory course.

¹ *Joint Planning*, Joint Publication (JP) 5-0 (Washington, DC: Joint Chiefs of Staff, 2020); *Joint Intelligence*, JP 2-0 (Washington, DC: Joint Chiefs of Staff, 2013); and *Joint Operations*, JP 3-0 (Washington, DC: Joint Chiefs of Staff, 2018).
CHAPTER THREE ADDENDUM

Simulation-Based Analysis and Training Course

Introduction to Global Strategy

2-Day Course

*Intelligence analysis, strategic planning and execution in a simulated conflict:*

Global Strategy in World War II

Format:

- **Collaborative student teams** (red cell/blue cell) supported by instructor team (white cell);
- **Briefing** on intelligence preparation of the battlespace (IPB) and the military decision-making process (MDMP);
- **Team exercise:** intelligence and ops planning: strategic analysis, alternative hypotheses and predictive forecasting in support of force-structure and campaign planning, providing insight into adversary decision-makers and the U.S. national-level customer;
- **Simulation exercise:** student teams test their intelligence hypotheses and execute their ops plans;
- **Critical Thinking and Structured Analysis (CTSA):** students will be trained in structured analysis using specifically military analytic templates (matrices, checklists, plotting charts);
- **Learning objectives, syllabus, and agenda** detailed below.
**SIMBAT INTRODUCTORY COURSE**

**LEARNING OBJECTIVES:**
**INTRODUCTION TO GLOBAL STRATEGY**

<table>
<thead>
<tr>
<th>Knowledge areas</th>
<th>This course will introduce entry-level analysts to basic concepts, principles, and practices in the following analytic skills and disciplines</th>
</tr>
</thead>
</table>

**I. Principles**

1. National-level strategy

   Students will be introduced to basic concepts of military strategy and planning. Course will examine the European theater of operations in World War II.

2. Roles and missions: sea, air, land

   Students will compare the relative strengths and weaknesses of land, sea, and air forces with regard to offense, defense, surprise, mass, and stability as they plan and employ their forces within the simulation.

**II. Military forces and operations**

1. Capabilities and operations: sea, air, land

   Students will be introduced to the comparative evaluation (costs/benefits) of force types and capabilities as they build and employ theater-level forces.

2. Modeling and quantitative evaluation

   Students will explore the simple warfare model embedded in this simulation as they evaluate the costs versus capabilities of military forces in alternative roles/missions.

**III. Methodology for intelligence and military decision making**

1. Team collaboration

   Students will utilize team analysis processes and collaborative problem-solving.

2. Situation assessment and planning

   Students will be introduced to the staff planning/military decision-making process (MDMP), including IPB and threat and net assessment.

   - **CTSA: Critical Thinking/Structured Analysis**

     Students will learn to use military CTSA tools (IPB/MDMP decision aids) in analysis and planning.

   - **Intelligence preparation of the battlespace (IPB)**

     Students will be introduced to basic concepts, principles, and practices of estimative strategic projection.
## CHAPTER THREE ADDENDUM

<table>
<thead>
<tr>
<th>· Alternative intelligence hypotheses</th>
<th>Students will learn how to generate, describe, and plot alternative enemy COAs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Threat/net assessment</td>
<td>Students will learn how to compare and assess the relative strengths and weaknesses of contending forces and assess the overall correlation of forces relative to strategic and operational mission requirements.</td>
</tr>
<tr>
<td>4. Campaign planning</td>
<td>The students will learn how to develop COAs and a phased campaign plan based on strategic requirements, their net assessment, and the unfolding strategic situation.</td>
</tr>
<tr>
<td>5. Force structure planning</td>
<td>Students will design and build forces optimized for the strategic objectives and plans they devise.</td>
</tr>
</tbody>
</table>

### COURSE SYLLABUS:

#### LEARNING OBJECTIVES AND TRAINING ACTIVITIES

<table>
<thead>
<tr>
<th>Day one</th>
<th>Syllabus</th>
<th>Learning objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morning (0800–1130)</td>
<td>0800–0830: Course orientation</td>
<td>(Foundation for all LOs)</td>
</tr>
</tbody>
</table>
|         | 0840–0940: Staff exercise:  
  · Intelligence analysis and assessment  
  · Strategic situation and net assessment | I. Principles:  
  1. National strategy;  
  2. Roles and missions, sea, air, land;  
  II. Military forces and operations:  
  1. Capabilities and operations: sea, air, land;  
  III. Intelligence analysis/military decision making:  
  1. Team collaboration,  
  2. Situaiton assessment and planning,  
  3. Net assessment,  
  4. Campaign planning,  
  5. Force structure planning. |
**SIMBAT INTRODUCTORY COURSE**

| Afternoon (1200–1600) | Theater strategic simulation wargame: European theater of operations, 1941–45 | I. Principles:  
1. National strategy;  
2. Roles and missions, sea, air, land;  
II. Military forces and operations:  
   1. Capabilities and operations: sea, air, land;  
III. Intelligence analysis/military decision making:  
   1. Team collaboration,  
   2. Situation assessment and planning;  
   3. Net assessment,  
   4. Campaign planning,  
   5. Force structure planning. |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Day Two</strong></td>
<td><strong>Syllabus</strong></td>
<td><strong>Learning objectives</strong></td>
</tr>
<tr>
<td>Morning (0800–1230)</td>
<td>Theater strategic simulation wargame: European theater of operations, 1941–45</td>
<td>(as above)</td>
</tr>
<tr>
<td>Afternoon (1330–1530)</td>
<td>After action review (facilitated team discussion)</td>
<td>AAR will consummate all learning objectives.</td>
</tr>
</tbody>
</table>
**ORDER-OF-BATTLE INTELLIGENCE TABLE**

<table>
<thead>
<tr>
<th></th>
<th>German</th>
<th>Japan</th>
<th>Soviet Union</th>
<th>Great Britain</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Army</strong></td>
<td></td>
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<tr>
<td>Armor</td>
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<tr>
<td>Infantry</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Artillery</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Air Force</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Bombers</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Fighters (TACAir)</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Navy</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Aircraft carriers</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Carrier air</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Battleships</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Cruisers</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Destroyers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submarines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transports</td>
<td></td>
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</tr>
</tbody>
</table>
National Power of the Belligerents (starting strengths):

What country has the strongest army? ________________
What country has the strongest air force? ______________
What country has the strongest navy? _________________
What country is militarily the strongest? ______________
What countries have the largest economies? ___________
Do the Axis or the Allies have greater military power? _____
Do the Axis or the Allies have greater economic power? ____

Strategic Implications:

What is the Axis’s greatest strategic advantage? _________
_______________________________________________________________________
What is the Axis’s greatest strategic disadvantage? _______
_______________________________________________________________________
How can the Axis employ their advantages and negate those of the Allies? ________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
What is the Allies’ greatest strategic advantage? _______
_______________________________________________________________________
What is the Allies’ greatest strategic disadvantage? ______
_______________________________________________________________________
How can the Allies employ their advantages and negate those of the Axis? ________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
## CHAPTER THREE ADDENDUM

### AXIS AND ALLIES 1940

#### UNIT COSTS AND CAPABILITIES TABLE (V4)

<table>
<thead>
<tr>
<th>Weapons systems costs and capabilities</th>
<th>Cost</th>
<th>Movement</th>
<th>Combat</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Offense</td>
<td>Defense</td>
</tr>
<tr>
<td><strong>Ground</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infantry</td>
<td>3</td>
<td>1</td>
<td>1(2)^{CB}</td>
</tr>
<tr>
<td>Mechanized infantry</td>
<td>4</td>
<td>2</td>
<td>1(2)^{CB.B}</td>
</tr>
<tr>
<td>Artillery</td>
<td>4</td>
<td>1</td>
<td>2^{CC}</td>
</tr>
<tr>
<td>Armor</td>
<td>6</td>
<td>2</td>
<td>3^{CC}</td>
</tr>
<tr>
<td><strong>Naval</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aircraft carriers</td>
<td>16</td>
<td>3+1^N</td>
<td>0</td>
</tr>
<tr>
<td>Battleships</td>
<td>20</td>
<td>3+1^N</td>
<td>4</td>
</tr>
<tr>
<td>Cruisers</td>
<td>12</td>
<td>3+1^N</td>
<td>3</td>
</tr>
<tr>
<td>Destroyers</td>
<td>8</td>
<td>3+1^N</td>
<td>2^{CC}</td>
</tr>
<tr>
<td>Submarines</td>
<td>6</td>
<td>2</td>
<td>2^S</td>
</tr>
<tr>
<td>Transports</td>
<td>7</td>
<td>2</td>
<td>0^S</td>
</tr>
<tr>
<td><strong>Air</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic bombers</td>
<td>12</td>
<td>7/10^3/14^S</td>
<td>4^{CB.S}</td>
</tr>
<tr>
<td>Tactical bombers</td>
<td>11</td>
<td>6</td>
<td>3^{CB}</td>
</tr>
<tr>
<td>Fighters</td>
<td>10</td>
<td>5^3/6^4/10^5</td>
<td>3^{CB}</td>
</tr>
<tr>
<td><strong>Strategic</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AAA</td>
<td>6</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Major factory</td>
<td>30</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Minor factory</td>
<td>12</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Naval base</td>
<td>15</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Airbase</td>
<td>10</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>

**Notes:**
- CC: combined-arms contributor; see combined-arms table.
- CB: combined-arms beneficiary; see combined-arms table.
- B: can blitz with armor.
- AA: organic AAA.
N: naval maneuver: three zones in combat move plus one in admin move, even for units that already moved/fought.
S: special capabilities: sub surprise attack/evasion; transports and amphibious lift/assault; strategic bombing (check A&A rules).

**Air movement and combat:** see aviation at sea movement-point modifications, below.

1. Junkers Ju-88s (note: Germans get two free airbases at the outset).
2. Japanese, RAF, and USAAF bombers.
4. U.S. fighters (e.g., Lockheed P-38 Lightnings/Republic P-47 Thunderbolts, Grumman F6F Hellcats) other than the North American P-51 Mustang.
5. Extended-range fighters and strategic bombers: Mitsubishi A6M Zeros, P-51s, and Boeing B-29 Superfortresses (late war: turn six or so). (Note: need to adapt U.S. miniatures; e.g., using silver spray paint).

**Naval Forces: Rules Modifications**

- As noted above, all surface ships can move in the noncombat move phase even after having conducted combat (e.g., two-three sea zones out [with/without major base], then two back [or farther on]). This makes them more like aircraft.
- Submarine interdiction: subs can attack, but not impede the further movement of passing enemy naval units.
- Submarine evasion: subs can be attacked only by DDs, and may, after the first die roll(s) by the attacking DD(s), declare evasion and, forfeiting the option to return fire, break off contact. This applies when subs are attacked; when subs are attacking, they use the normal A&A sub rules.
- Heavy unit damage: CVs/BBs that take damage suffer reduced combat capabilities: BBs fire at two vice four, and CVs must suspend flight operations (air wing recovers aboard but cannot launch again).

**Aviation at Sea: Rules Modifications**

- Sea zones cost two MPs for aircraft to enter;
- Land-based aircraft pay two to enter sea zones adjacent to or surrounding their point of origin and one to enter a destination landmass from a sea zone;
- Carrier-based aircraft do not/not pay an additional cost to fly in their sea zone of origin.
- Carrier airstrike surprise: (1) defending land-based fighters cannot scramble against attacking carrier-based aircraft, (2) defending land-based AAA cannot fire against attacking carrier aircraft, and (3) attacking
CHAPTER THREE ADDENDUM

carrier fighters get one round of combat against land targets without incurring enemy counteraction.
· RAF/USAAF strategic bombers: no capability against ships.
· German/Japanese strategic bombers: German bombers: two vs. ships; Japanese: four vs. ships (torpedoes).

Additional Modifications:
· Strategic bombers vs. land/ naval forces: can undertake a single unopposed attack (like NGFS and undetected sub attacks). In any continued rounds, ground forces/ships can shoot back.
· German/Japanese strategic bombers: roll on two vice four column when conducting strategic bombing.
· Chinese reactive mobilization: during the turn after any Japanese attack, Chinese infantry cost one IPC each. Must be brought on one per province. Any additional units must be distributed no more than one per province (maximum total: two new per province per turn).
· Lend-lease (L/L): Anglo-Americans can provide financial support to each other and/or the Russians. Maximum amount: approximately 15 percent of current cash holdings.
· Transaction costs: U.S. L/L to UK: three of every four IPCs provided arrive in UK. UK/U.S. L/L to USSR: two of every three IPCs arrive. (Costs apply only when convoy rule not used.)

AXIS AND ALLIES GLOBAL
ROLES, MISSIONS, STRATEGY, AND FORCE STRUCTURE

<table>
<thead>
<tr>
<th>Roles and missions of military force types</th>
<th>Continental</th>
<th>Maritime</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offensive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defensive</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on your assessment in your strategic planning checklist, number each cell above from one to four (ordinal) to rank the importance of each role/ mission in your country’s threat environment and optimal strategy.
The AA40 unit costs and capabilities table quantifies the mission capabilities of the various weapons system types. Here the reader will infer from that data the higher order role capability the weapon type affords. Procedure: based on the unit-type offensive and defensive strengths and mobility specified in the AA40 unit costs and capabilities table, number each cell above from 1 to 3 (cardinal) to rate the capabilities of each weapons system type for the performance of the six distinct roles/missions.

**Capability levels:** 3 = high; 2 = medium; 1 = low.

Note that multiple weapons types can warrant similar ratings.
CHAPTER THREE ADDENDUM

INTELLIGENCE ESTIMATE:
GERMAN CAPABILITIES AND INTENTIONS

PROBABLE OBJECTIVES:
Retain: ______________________ Take: ______________________

______________________ ______________________

______________________ ______________________

ESTIMATE OF GERMAN INTENTIONS:
German course of action 1 (most dangerous): ____________

______________________

______________________

German course of action 2 (most likely): ____________

______________________

______________________

I&W INDICATORS:
COA 1: ________________ ______________________

______________________ ______________________

COA 2: ________________ ______________________

______________________ ______________________

96
NATIONAL STRATEGIC PLAN

OBJECTIVES:
Retain: ____________________  Take: ____________________
__________________________  ____________________
__________________________  ____________________

STRATEGIC PLAN OF OPERATIONS:
Grand strategy: ____________________
__________________________
__________________________
__________________________
Offensive or defensive? ____________________
Phasing of offensive versus defensive ops: ____________________
__________________________
__________________________
Continental strategy: offensive or defensive? ____________________
Phasing of offensive versus defensive ops: ____________________
__________________________
__________________________
Maritime strategy: offensive or defensive? ____________________
Phasing of offensive versus defensive ops: ____________________
__________________________
__________________________

DIPLOMACY:
Seek support (from whom, in the form of what, to accomplish what?): ____________________
__________________________
__________________________
Lend support (to whom, in the form of what, to accomplish what?): ____________________
__________________________
__________________________
CHAPTER THREE ADDENDUM

MILITARY OPERATIONS/PLAN OF CAMPAIGN:
Phase I: (attack/defend, where, against whom, to accomplish what?): ____________________________________________________________
__________________________________________________________________________________________________________________
Phase II: (attack/defend, where, against whom, to accomplish what?): __________________________________________________________
__________________________________________________________________________________________________________________
Phase III: (attack/defend, where, against whom, to accomplish what?): __________________________________________________________
__________________________________________________________________________________________________________________
Phase IV: (attack/defend, where, against whom, to accomplish what?): __________________________________________________________
__________________________________________________________________________________________________________________

STRATEGIC MILITARY FORCE STRUCTURE REQUIREMENTS:
Continental/Army: priority: __________________________________________________
Roles (offensive/defensive): ________________________________________________
Missions: __________________________________________________________________
Maritime/Navy: priority: ____________________________________________________
Roles (offensive/defensive): ________________________________________________
Missions: __________________________________________________________________
AIR/AIR FORCE: PRIORITY: ________________________________

ROLES (OFFENSIVE/DEFENSIVE): ________________________________

____________________________________________________________________________

MISSIONS: ________________________________

____________________________________________________________________________

____________________________________________________________________________

AFTER ACTION REVIEW:

REPORT ON THE CONDUCT OF THE WAR

- Your prewar estimate of enemy capabilities and intentions:
  - Europe-Africa/Atlantic
  - Asia/Pacific
- Your strategic war plan
- Your force structure design and build plan
- Your conduct of operations:
  - Successes
  - Failures
- Unexpected turns of events:
  - What/when/where
  - How/why
- Additional thoughts