

**MINISTRY OF DEFENCE OF UKRAINE**

**MILITARY ACADEMY (ODESA)**

**EDUCATIONAL PROGRAMME  
OF THE PROFESSIONAL MILITARY EDUCATION COURSE  
*TACTICAL-LEVEL COMMAND AND STAFF COURSE  
FOR LOGISTICS SUPPORT, L-2 (LS)***

**Military Accounting  
Specialty**

700100 *“Organisation of Rear (Logistics) Support”  
(including 701100, 702100, 702200, 702300)*

705000 *“Organisation of Technical (Logistics)  
Support” (including 706100, 706200,  
707100, 707200, 707300, 707400, 708100,  
708200, 708300, 708400, 708500, 708600,  
708700, 708800, 709700)*

703500 *“Organisation of Transportation and  
Management in Automobile Transport”  
(including 703600)*

APPROVED

by the Academic Council of the Military Academy  
(Odesa) (protocol dated “\_\_\_” \_\_\_ 20\_ No. \_)

Head of the Academic Council

Military Academy (Odesa)

Major General

Andrii KOVALCHUK

Put into effect by Order of the Commandant of the  
Military Academy (Odesa) dated “\_” \_\_\_ 20\_ No.

**Odesa**

**2024**

**LETTER OF AGREEMENT**

**OF THE EDUCATIONAL PROGRAMME  
OF THE PROFESSIONAL MILITARY EDUCATION COURSE**

**TACTICAL-LEVEL COMMAND AND STAFF COURSE  
FOR LOGISTICS SUPPORT, L-2 (LS)**

**APPROVED**

Director of the Department of Military  
Education and Science, Ministry of  
Defence of Ukraine

Volodymyr MIRNENKO  
\_\_\_\_\_ 2024

**APPROVED**

Head of the Central Military Education  
Department, General Staff of the Armed  
Forces of Ukraine  
Colonel

Oleksandr VERBOVENKO  
\_\_\_\_\_ 2024

**APPROVED**

Commander of the Logistics Forces of  
the Armed Forces of Ukraine  
Brigadier General

Volodymyr KARPENKO  
\_\_\_\_\_ 2024

**Developed and submitted**

**Head of the Working Group**

Head of the Department of Troop  
(Forces) Support, Faculty of Logistics  
Support Specialist Training, Military  
Academy (Odesa)  
Colonel

Ruslan BULHAKOV  
\_\_\_\_\_ 2024

## **FOREWORD**

**Developed** by the working group of the Logistics Forces Command of the Armed Forces of Ukraine and the Military Academy (Odesa).

Order of the Commander of the Logistics Forces of the Armed Forces of Ukraine "On the Formation of a Commission to Adjust the Qualification Characteristics of Military Training Programs" dated 19.02.2024, No. 42.

### **Head of the Working Group:**

KOSTRYTSIA Viktor Volodymyrovych – Head of the Training Department, Logistics Forces Command of the Armed Forces of Ukraine.

### **Members of the Working Group:**

BULHAKOV Ruslan Valeriyovych – PhD in Technical Sciences, Associate Professor, Head of the Department of Troop (Forces) Support, Faculty of Logistics Support Specialist Training, Military Academy (Odesa).

ROSHCHENKOV Taras Oleksandrovyich – Head of the Department of Military Leadership, Military Academy (Odesa).

BILYI Denys Vadymovych – Deputy Head of the Department of Humanities and Socio-Economic Disciplines, Military Academy (Odesa).

MOTORNYI Volodymyr Oleksandrovyich – Deputy Head of the Department of Daily Operations Management, Military Academy (Odesa).

LISNICHENKO Yurii Mykhailovych – PhD in Pedagogical Sciences, Associate Professor, Head of the Department of Tactics and General Military Disciplines, Military Academy (Odesa).

OLEKHNOVYCH Viktor Dmytrovyich – Head of the Department of Food and Material Support, Faculty of Logistics Support Specialist Training, Military Academy (Odesa).

NYKUL Stanislav Oleksiyovych – PhD in Technical Sciences, Associate Professor, Head of the Department of Rocket and Artillery Armament, Faculty of Rocket and Artillery Armament Training, Military Academy (Odesa).

KITSULA Vasyl Stepanovych – Deputy Chief of Staff, Logistics Forces Command of the Armed Forces of Ukraine.

### **Course Director:**

BULHAKOV Ruslan Valeriyovych – PhD in Technical Sciences, Associate Professor, Head of the Department of Troop (Forces) Support, Faculty of Logistics Support Specialist Training, Military Academy (Odesa).

## I. PROFILE OF THE EDUCATIONAL PROGRAMME OF THE PROFESSIONAL MILITARY EDUCATION COURSE

<b>1 – General Information</b>	
<b>Full Name of the Military Higher Education Institution</b>	Military Academy (Odesa)
<b>Title of the Document on Completion and Scope of the Educational Programme of the Professional Military Education Course</b>	Command and Staff Course of Tactical Level Logistic Support, L-2 (LS), for the Relevant Military Accounting Specialty (MAS)." Scope of the Educational Programme: 25 ECTS Credits
<b>Prerequisites</b>	Service in the Ukrainian Armed Forces or components of the security and defence forces under contract; possession of a bachelor's degree and tactical-level military education; completion of the tactical-level logistics command course (logistical support), L-1S (LS); candidate selected for career advancement to positions at the staff and position category level no lower than "Major" (Battalion, Brigade, Regiment Staff); knowledge of English at the SLP 1+ level.
<b>Language(s) of instruction</b>	Ukrainian
<b>Duration of the educational programme for the professional education course</b>	Until the update or introduction of a new educational programme.
<b>2 – The aim of the educational programme of the professional military education course</b>	
<p>The course aims to provide training and professional development for competitive officers capable of fulfilling the duties of the next level of responsibility and integrating into battalion/regimental/brigade staff at positions with the staff position category of “Major.”</p> <p>The course is focused on studying the theoretical foundations of national and military security, tactical-level military leadership, daily operations of units, military art, the basics of combat preparation and execution (support) of military actions by military units and logistics command units, their support and provision, as well as the procedures for the work of officials in military command bodies during planning, preparation, execution, and evaluation of combat (military operations) results at the tactical level.</p>	
<b>3 – The characteristics of the educational programme of the professional military education course</b>	
<b>Subject area</b>	Field of knowledge: "25 Military Sciences, National Security, State Border Security"; Specialty: "254 Troops (Forces) Support"
<b>The main focus of the educational programme of the professional military education course</b>	Professional military education for serving in typical positions within the Logistics Forces.
<b>Features of the programme</b>	The feature of the educational programme is the deepening of theoretical knowledge and practical skills in performing duties at the tactical level within the structures of the security and defence sector, taking into account the experience of the Russo-Ukrainian War. The content of this educational programme is aligned with the programmes of partner countries regarding planning procedures and

	decision-making in accordance with NATO standards.
<b>4 – The employability and further education prospects of graduates</b>	
<b>Employability</b>	Typical positions for individuals with the staff position category "Major", as defined in the professional standard for tactical-level officers.
<b>Further education</b>	Training on the course for officers of joint operational-level staffs, L-3.
<b>5 – Instruction and assessment</b>	
<b>Teaching and Learning</b>	<p>The forms and methods of teaching meet the requirements of the temporary sectoral framework of the Ministry of Defence of Ukraine, which provides for the acquisition of specialised conceptual knowledge by the course participants. These include modern scientific achievements in the field of professional activity and form the basis for original thinking, research, and critical reflection on issues within the field of knowledge. Specifically, these include: verbal (lectures), visual (explanatory-illustrative, informational-receptive), partially exploratory (heuristic), research-based, and dialogical with discussions.</p> <p>The course is conducted in two main forms:</p> <ul style="list-style-type: none"> <li>independent preparation – participants are given time for individual preparation for lessons and working on tasks;</li> <li>classroom sessions – to activate the educational process and facilitate knowledge exchange, course participants work in several types of groups. Different teaching methods require working in different groups. The groups are created to be as balanced as possible in terms of characteristics, experience, etc.</li> </ul>
<b>Assessment</b>	The assessment of the learning outcomes of course participants includes the full range of control measures specified in the syllabi (programs) of the academic disciplines and is carried out using a 100-point scale, the ECTS grading scale, and the national grading scale.
<b>6 – Programme Competencies</b>	
<b>Military Professional Competencies (MPC)</b>	<p>MPC 1: The ability to develop officers' understanding of national, regional, and global security structures.</p> <p>MPC 2: The ability to cultivate leadership skills and competencies in officers.</p> <p>MPC 3: The ability to develop the necessary skills and competencies in officers for performing daily operational tasks.</p>
<b>Military Special Competencies (MSC)</b>	<p>MSC 1: The ability to develop the skills of a staff officer to apply planning standards and tactics used by the armed forces of NATO member countries at the battalion/regiment/brigade level.</p> <p>MSC 2: The ability to define the core values fundamental to the formation, development, and establishment of military leadership identity.</p> <p>MSC 3: The ability to conduct professional activities considering the requirements of national security and defence provision.</p> <p>MSC 4: The ability to solve logistical support tasks for military units.</p>
<b>7 – Programme Learning Outcomes</b>	
<b>Professional Training</b>	In accordance with the
	In accordance with the

<b>(LOmpt) (LOmst)</b>	professional standard of a military specialist of the Armed Forces of Ukraine for the military accounting specialty (or related military accounting specialties) of the corresponding level of military education (military training).	requirements of NATO Directive "Bi-SCD 075-007"
	<p>LOmpt 1: Know and understand the role of organizations and structures in national security.</p> <p>LOmpt 2: Know and understand the role of organizations and structures in regional and global security and their impact on the state of international security.</p> <p>LOmpt 3: Analyse international relations and their impact on the national security and defence of the state.</p> <p>LOmpt 4: Demonstrate leadership qualities necessary for an officer.</p> <p>LOmpt 5: Apply team-building principles at the battalion/brigade/regiment level.</p> <p>LOmpt 6: Apply the basics of public speaking and rhetorical communication for military leaders.</p> <p>LOmpt 7: Apply elements of strategic communications at the battalion/regiment/brigade level.</p> <p>LOmpt 8: Explain the principles of democratic civilian control and civil-military cooperation.</p> <p>LOmpt 9: Explain the national legal foundations of the Armed Forces of Ukraine's operations, as well as the legal principles of conducting armed conflicts.</p> <p>LOmpt 10: Understand the role of the staff in managing the preparation of the military unit.</p> <p>LOmpt 11: Apply the training management cycle (Training Needs Analysis (TNA), planning, execution, evaluation).</p> <p>LOmpt 12: Explain the training planning process (CPX, FTX, TTX, exercises) in NATO.</p>	

	<p>Lomst 1: Organize the implementation of logistical support measures for the military unit.</p> <p>Lomst 2: Explain personnel and financial resource management systems at the battalion/brigade level.</p> <p>Lomst 3: Possess sufficient knowledge, methods, and technologies in the field of military logistics to solve complex professional tasks.</p> <p>Lomst 4: Apply elements of military theory (fundamentals of tactics) during the planning process at the battalion/brigade/regiment level.</p> <p>LOmst 5: Apply the tactics of combined arms formations during the planning process at the battalion/regiment/brigade level.</p> <p>LOmst 6: Apply the military decision-making process (MDMP) during operational planning at the battalion/brigade/regiment level.</p> <p>LOmst 7: Develop a battalion/brigade/regiment tactical operation order (OPORD).</p> <p>LOmst 8: Explain the general process of operational planning (OPP).</p>	
<b>8 – Resource Provision for Programme Implementation</b>		
<b>Staffing Provision</b>	<p>The scientific and pedagogical staff involved in the implementation of the educational programme meet the requirements set by the Ministry of Defence of Ukraine. They are full-time employees of the Military Academy, with a significant proportion holding academic degrees, titles, and demonstrating a confirmed level of scientific and professional activity.</p> <p>The practically-oriented nature of the educational programme involves broad participation from practitioners who specialise in the relevant areas of the programme. This strengthens the synergistic link between theoretical and practical training.</p>	
<b>Material and Technical Support</b>	<p>To implement the competencies and learning outcomes outlined in the educational programme, the Military Academy (Odesa) and the Educational Process Support Centre of the Military Academy provide the necessary material and technical base. The material and technical support meets the requirements for providing educational services and is sufficient to ensure the quality of the educational</p>	

	<p>process, including: classrooms; computer rooms (laboratories); specialised laboratories; sports halls, sports fields; library, reading room; multimedia equipment; facilities for academic staff; barracks; dining hall, etc.</p>
<p><b>Information and Educational-Methodological Support</b></p>	<p>The educational and methodological support is developed in accordance with the current regulatory and legislative documents of the Ministry of Education and Science of Ukraine and orders of the Ministry of Defence of Ukraine. It consists of the following materials:</p> <ul style="list-style-type: none"> <li>instructional and methodological materials for practical classes;</li> <li>educational and methodological materials for all types of training sessions;</li> <li>methodological guidelines for performing tasks (projects);</li> <li>methodological guidelines for organising independent work;</li> <li>programmes for all types of practical training;</li> <li>diagnostic tools.</li> </ul> <p>The training uses the library fund, including educational materials, teaching and methodological developments by academic staff.</p> <p>To implement the programme, the virtual learning environment of the Military Academy (Odesa) is used, along with authorial developments, textbooks, training manuals, and other educational and methodological materials.</p> <p>The official website of the academy (<a href="http://vaodesa.mil.gov.ua/">http://vaodesa.mil.gov.ua/</a>) provides information on educational, scientific, and upbringing activities, structural subdivisions, admission rules, and contact information. Users have access to all available library resources. The technological and material-technical support for the educational process is available.</p>

**2. THE LIST OF COMPONENTS OF THE EDUCATIONAL PROGRAMME OF THE PROFESSIONAL MILITARY EDUCATION COURSE AND THE ALIGNMENT OF PROGRAMME COMPETENCIES AND LEARNING OUTCOMES WITH THE COMPONENTS OF THE EDUCATIONAL PROGRAMME**

2.1. The list of components of the educational programme (EP)

Code of ac. disc.	Components of the educational programme (academic disciplines/modules).	Credit volume		Number of credits	Form of final control
		peace time	martial law		
MP 01	<b>National and International Security</b>	1,0	1,0	1,0	Differentiated credit
MP 02	<b>Leadership</b>	4,0	4,0	4,0	Differentiated credit
MP 03	<b>Daily Operations of Units</b>	1,0	1,0	1,0	
MS 01	<b>General Tactics (Operations)</b>	12,0	12,0	12,0	Differentiated credit
MS 02	<b>Logistical Support</b>	6,5	6,5	6,5	
	<b>Comprehensive exam</b>	0,5	0,5	0,5	
Total credits for the programme		25,0	25,0	25,0	

2.2 Alignment of Programme Competencies with Components of the Educational Programme

	MP 01	MP 02	MP 03	MS 01	MS 02
MPC 1	+				
MPC 2		+			
MPC 3			+		
MSC 1				+	
MSC 2		+			
MSC 3	+				
MSC 4					+

### 2.3 Alignment of Learning Outcomes with Components of the Educational Programme

	MP 01	MP 02	MP 03	MS 01	MS 02
LOmpt 1	+				
LOmpt 2	+				
LOmpt 3	+				
LOmpt 4		+			
LOmpt 5		+			
LOmpt 6		+			
LOmpt 7		+			
LOmpt 8		+			
LOmpt 9		+			
LOmpt 10			+		
LOmpt 11			+		
LOmpt 12			+		
LOmst 1				+	
LOmst 2				+	
LOmst 3				+	
LOmst 4				+	
LOmst 5				+	
LOmst 6					+
LOmst 7					+
LOmst 8					+

### 3. DISTRIBUTION OF COMPONENTS OF THE EDUCATIONAL PROGRAMME BY COURSES AND SEMESTERS

№	Discipline Code	NAME OF THE ACADEMIC DISCIPLINE (MODULE)	Semester Distribution		ECTS Credits	Number of Hours							Distribution of Classroom Hours by Years of Study and Semesters							
			Exams	Differentiated credit		Total Workload	Classroom Hours					Independent Work	1st Year	2nd Year	3rd Year	4th Year				
							Total	Lectures	Group Work, Seminars	Practical, Laboratory Work	Assessment Activities		Semesters							
			1	2									3	4	5	6	7	8		
			Number of Weeks per Semester																	
14	15	16	17	18	19	20	21													
1	MP 01	National and International Security		1	1,0	30	21	6	13		2	9								
2	MP 02	Leadership		1	4,0	120	80	20	34	24	2	40								
3	MP 03	Daily Operations of Units			1,0	30	26	4	22			4								
4	MS 01	General Tactics (Operations)		1	12,0	360	243	56	49	134	4	117								
5	MS 02	Logistical Support			6,5	195	128	6	108	14		67								
6		Comprehensive exam	1		0,5						6	9								
Total					25,0	750	498	92	226	172	14	246								
Total Number																				
Number of Hours per Week																				
Number of Exams			1																	
Number of Differentiated Credits				3																

## 4. PROGRAMMES OF THE COMPONENTS OF THE EDUCATIONAL PROGRAMME

### Programme of the Academic Discipline “NATIONAL AND INTERNATIONAL SECURITY”

#### **General Objective of the Educational Programme Component:**

To develop officers' ability to navigate issues related to the main threats and challenges to national and international security, as well as the role of security organizations in addressing these issues.

*Upon completion of the educational programme component, the learner should be able to:*

1. Ability to understand external and internal factors that directly impact national security.
2. Ability to utilize mechanisms for interaction between the Ukrainian Armed Forces and other components of Ukraine's security and defence sector.

#### **Organisational and Methodological Guidelines:**

Prior to classes, students should be given tasks to review the principles of fundamental, guiding documents, and supplementary publications to familiarize themselves with the issues and participate in discussions during the classes.

#### **Material and Technical Support:**

Classrooms should be equipped with modern multimedia equipment with internet connectivity capabilities. Topographic maps at a scale of 1:500,000 should be used to reflect the military-political situation in Ukraine and beyond.

#### **Information and Methodological Support:**

1. Constitution of Ukraine, June 28, 1996 (with amendments).
2. Law of Ukraine “On the Fundamentals of Domestic and Foreign Policy”, July 1, 2010, No. 2411-VI (with amendments).
3. Law of Ukraine “On National Security of Ukraine”, June 21, 2018, No. 469-VIII.
4. National Security Strategy of Ukraine, Presidential Decree of September 14, 2020, No. 392/2020.
5. Military Security Strategy of Ukraine, Presidential Decree of March 25, 2021, No. 121/2021.
6. Foreign Policy Strategy of Ukraine, Presidential Decree of August 26, 2021, No. 448/2021.
7. Order of the Ministry of Defence of Ukraine, July 23, 2021, No. 218 “On International Cooperation of the Ministry of Defence of Ukraine and the Armed Forces of Ukraine”.
8. Fundamentals of Ukraine's Foreign Policy: Textbook / [Yu.V. Punda, I.P. Kozynech, et al.]. – Kyiv: National University of Defence of Ukraine named after Ivan Cherniakhovsky, 2018. – 240 p.
9. UN Charter.
10. Constitution of Ukraine, June 28, 1996 (with amendments).
11. Law of Ukraine “On the Fundamentals of Domestic and Foreign Policy”, July 1, 2010, No. 2411-VI (with amendments).

12. Law of Ukraine “On National Security of Ukraine”, June 21, 2018, No. 469-VIII.
13. Law of Ukraine “On Defence of Ukraine”, October 5, 2000, No. 2020-III (with amendments).
14. Law of Ukraine “On the Armed Forces of Ukraine”, October 5, 2000, No. 2019-III (with amendments).
15. Law of Ukraine “On the National Security and Defence Council of Ukraine”, March 5, 1998, No. 183/98-VR (with amendments).
16. Law of Ukraine “On the Legal Regime of Martial Law”, April 6, 2000, No. 1647-III (with amendments).
17. Law of Ukraine “On the Legal Regime of Emergency State”, March 16, 2000, No. 1550-III (with amendments).
18. Law of Ukraine “On the Specifics of State Policy for Ensuring Ukraine’s Sovereignty on Temporarily Occupied Territories in Donetsk and Luhansk Regions”, January 21, 2018, No. 2268-VIII.
19. Law of Ukraine “On Mobilization Preparation and Mobilization”, October 21, 1993, No. 3543-XII (with amendments).
20. Law of Ukraine “On Combating Terrorism”, March 20, 2003, No. 638-IV (with amendments).
21. Law of Ukraine “On State Forecasting and Development of Economic and Social Programs of Ukraine”, March 23, 2000, No. 1602-III (with amendments).
22. National Security Strategy of Ukraine, Presidential Decree of September 14, 2020, No. 392/2020.
23. Military Security Strategy of Ukraine, Presidential Decree of March 25, 2021, No. 121/2021.
24. Law of Ukraine “On the Fundamentals of National Resistance”, July 16, 2021, No. 1702-IX.
25. Presidential Decree “On Approval of the Military-Administrative Division of Ukraine”, February 5, 2016, No. 39/2016.
26. Strategic Defence Bulletin of Ukraine, Presidential Decree of June 6, 2016, No. 240/2016.
27. Regulations on the Ministry of Defence of Ukraine, Cabinet of Ministers of Ukraine Resolution of November 26, 2014, No. 671 (as amended by resolutions of May 11, 2016, No. 321, October 19, 2016, No. 730, and June 10, 2020, No. 466).
28. Regulations on the General Staff of the Armed Forces of Ukraine, January 30, 2019, No. 23/2019.
29. Order of the Minister of Defence of Ukraine, December 27, 2006, No. 749 “On Approval of the Regulation on Strategic Planning in the Ministry of Defence of Ukraine” (as amended by the Order of the Ministry of Defence of Ukraine dated September 21, 2015, No. 499).
30. White Paper 2019-2020: Armed Forces of Ukraine, State Special Transport Service.
31. Order of the Minister of Defence of Ukraine and the Commander-in-Chief of the Armed Forces of Ukraine “On Organization of Short-Term Planning for the Maintenance and Development of the Armed Forces of Ukraine for 2021, 2022”.
32. Order of the Ministry of Defence of Ukraine, December 15, 2017, No. 665 “On the Implementation of International Cooperation by the Ministry of Defence of Ukraine and the Armed Forces of Ukraine”.
33. Methodological Recommendations for Preparing Military Units and Subunits of the Armed Forces of Ukraine for Participation in PPZK KOM Activities. – Kyiv: General Staff of the Armed Forces of Ukraine, 2009. – 144 p.
34. Fundamentals of Military Security of Ukraine: Textbook / Duz-Kriatchenko O.P., Grytsai P.M., Hryshchenko V.P., et al. – Kyiv: National University of Defence of Ukraine named after Ivan Cherniakhovsky, 2017. – 204 p.
35. Fundamentals of Strategic Management in the Military Sphere: Teaching Aid / Duz-Kriatchenko O.P., Punda Yu.V., Hryshchenko V.P., et al. – Kyiv: National University of Defence of Ukraine, 2011. – 68 p.
36. Doctrine “Joint Planning”. Approved by the Order of the Commander-in-Chief of the Armed Forces of Ukraine dated December 22, 2020, No. 225.
37. Methodology for Conducting Multidimensional Comparative Analysis in the Fields of National and Military Security (Calculation Task) / Kosevtsov V.O., Hryshchenko V.P., Yavon O.I. – Kyiv: National University of Defence of Ukraine, 2017. – 44 p.

## Titles of Topics and Distribution of Study Time by Types of Academic Activities

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
1	2	3	4	5	6
		<b>15</b>	<b>11</b>	<b>4</b>	<b>Topic 1. International Security</b>
1	Lecture	2	2		<b>Class 1. Fundamentals of the Modern International Security System</b> 1. Essence and Content of the Modern International Security System. 2. Actors in the Modern International Security System.
2	Round table	2	1	1	<b>Class 2. The Role of the UN, OSCE, and CoE in the Modern International Security System.</b> 1. The UN as the Leading Organization in the Modern International Security System. 2. The OSCE and CoE in the Modern International Security System.
3	Round table	3	2	1	<b>Class 3. The EU and NATO in the Modern International Security System.</b> 1. The Role of NATO in the Modern International Security System. 2. The Role of the EU in Shaping the European Security System.
4	Round table	3	2	1	<b>Class 4. Ukraine's Relations with Post-Soviet States.</b> 1. International Organizations in the Post-Soviet Space. 2. Ukraine's Relations with Post-Soviet States in the Context of Russian Aggression.
5	Seminar	5	4	1	<b>Class 5. The Role of International Security Organizations in Crisis Management, Considering the Experience of Large-Scale Russian Aggression Against Ukraine.</b> 1. The Capabilities of the UN, OSCE, and CoE Considering the Experience of Large-Scale Russian Aggression against Ukraine. 2. The Impact of NATO and the EU on the Course of Large-Scale Russian Aggression against Ukraine.
		<b>15</b>	<b>10</b>	<b>5</b>	<b>Topic 2. National Security</b>
6	Lecture	2	2		<b>Class 1. Fundamental Provisions of Ukraine's National Security.</b> 1. Theoretical foundations of the state's national security. 2. Current state and methods for ensuring Ukraine's national security.
7	Lecture	2	2		<b>Class 2. Key Provisions of Ukraine's Military Security.</b> 1. Theoretical Foundations of State Military Security. 2. Current State and Ways of Ensuring Ukraine's Military Security.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
1	2	3	4	5	6
8	Round table	3	2	1	<b>Class 3. Foundations of the Functioning of Ukraine's Security and Defence Sector, Considering the Experience of Repelling the Armed Aggression of the Russian Federation Against Ukraine.</b> 1. Foundations of the Application of the State Security and Defence Sector. 2. Key Functions and Tasks of Ukraine's Security Forces, Considering the Experience of Repelling the Armed Aggression of the Russian Federation Against Ukraine.
9	Round table	3	2	1	<b>Class 4. Foundations of National Resistance</b> 1. Theoretical Foundations of National Resistance. 2. Components of National Resistance, Their Key Functions and Tasks.
10	Final assessment	5	2	3	<b>Differentiated Credit</b>
<b>Total for the Discipline</b>		<b>30</b>	<b>21</b>	<b>9</b>	

## Programme of the Academic Discipline “LEADERSHIP”

### **General Objective of the Educational Programme Component:**

Developing Skills and Competencies of Effective Leadership in Officers.

*Upon completion of the educational programme component, the learner should be able to:*

1. Demonstrate the Leadership Qualities Required of an Officer.
2. Apply Team-Building Principles at the Battalion/Brigade/Regiment Level.
3. Apply the Fundamentals of Public Speaking and Rhetorical Communication for Military Leaders.
4. Apply Elements of Strategic Communications at the Battalion/Brigade/Regiment Level.
5. Explain the Principles of Democratic Civil Control and Civil-Military Cooperation.
6. Explain the National Legal Framework for the Activities of the Armed Forces of Ukraine, as well as the Legal Foundations for Conducting Armed Conflicts.

### **Organisational and Methodological Guidelines:**

Before the lessons, it is necessary to provide the trainees with assignments to familiarize them with the provisions of foundational and guiding documents, as well as supporting publications, with the aim of preparing them in advance on the topic and encouraging their participation in discussions during the classes.

### **Material and Technical Support:**

The classrooms should be equipped with modern multimedia equipment, with the capability to connect to internet resources.

### **Information and Methodological Support:**

1. Military Leadership Development Strategy in the Armed Forces of Ukraine, approved by the Commander-in-Chief of the Armed Forces of Ukraine on November 17, 2023, No. 325.
2. Doctrine of Military Leadership in the Armed Forces of Ukraine, approved by the Chief of the General Staff of the Armed Forces of Ukraine on January 22, 2024, No. 369/NVGS.
3. Field Manual 6-22 (FM 22-100).
4. Army Leadership and the Profession, Army Doctrine Publication No. 6-22. Headquarters Department of the Army, Washington, DC, July 31, 2019.
5. From the Third World to the First: The Singapore Story, 1965-2000 by Lee Kuan Yew. Copyright Lee Kuan Yew, 2000.
6. R. D. Kaplan, Warrior Politics: Why a True Leader Must Have the Charisma of a Barbarian. Vivat, Kharkiv, 2021.
7. A. Axelrod, Julius Caesar: The 6 Laws of a Modern Leader. Vivat, Kharkiv, 2022.
8. D. K. Goodwin, Leadership in Turbulent Times. Vivat, Kharkiv, 2022.

9. D. Willink, *Leadership Strategy and Tactics*. Kyiv: BOOKCHEF, 2021.
10. A. Zelinsky, *Anatomy of a Warrior: Spirit, Path, Strength*. Kyiv: Koleso Zhyttya, 2023.
11. Z. Bauman, *Liquid Times: Living in an Age of Uncertainty* (Translation from English by Anton Marchinsky). Kyiv: Krytyka, 2013.
12. U. Beck, *What is Globalization?* (Translation from German). Kyiv, 2017.
13. R. Dodonov, *Hybrid Warfare: inverboetinpraxi: Monograph*. Donetsk National University named after Vasyl Stus, edited by Prof. R. O. Dodonov. Vinnytsia: Nilan-LTD, 2017.
14. *Conceptual Approaches of NATO and the EU to Ensuring the Resilience of the State and Society in National Security*. National Institute for Strategic Studies, March 2018. Kyiv, 2018.
15. *Leader Organizational Behaviour* by D. Gelrigel, J. W. Slocum, R. W. Woodman, N. S. Brenning. Kyiv: Solomiya Pavlychko Publishing House "Osnovy", 2014. 726 p.
16. V. I. Osiodlo, L. M. Budaghyants, *Social-Philosophical and Psychological Aspects of Modern Wars*. Kyiv, 2018.
17. *Global Hybrid Warfare: The Ukrainian Front: Monograph*, edited by V. P. Horbulin. Kyiv: NISD, 2017.
18. *Theory and Practice of Leadership Formation: Textbook* by O. Romanovsky, T. Hura, A. Knysh, V. Bondarenko. Kharkiv, 2017.
19. M. V. Tsyrupa, *The Military Elite in the Ruling Class Structure*. Political Management, 2014, pp. 127-140.
20. O. Y. Yefremov, S. E. Zverev, *Military Leadership: Psychology, Pedagogy, Rhetoric*. 2013, 368 p.
21. O. Krasnytska, *Oratory Art in the System of Professional Training of a Military Leader*. Military Education: Collection of Scientific Papers of the National Defense University of Ukraine. No. 1 (39), pp. 133-141.
22. O. V. Krasnytska, *Oratory Art in the Military Professional Activity of Officers*. Modern Trends and Prospects of Physical Training and Sports in the Armed Forces of Ukraine, Law Enforcement, Rescue, and Other Special Services in the Path to Euro-Atlantic Integration of Ukraine: Proceedings of the International Scientific-Practical Conference (Kyiv, February 14-15, 2019). Kyiv: NUOU, 2019, pp. 59-61.
23. O. Krasnytska, *Basics of Oratory Art and Rhetorical Communication: Practicum*. Kyiv: CP "KOMPRINT", 2019. 110 p.
24. O. Krasnytska, *Pedagogical Mastery of Higher Military School Teachers: Textbook*. Kyiv: "Kondor" Publishing House, 2020. 528 p.
25. O. V. Krasnytska, *Public Speaking as a Means of Self-Presentation. Challenges and Paradoxes of Social Interaction in the Postmodern World: Linguistic and Psychological Aspects: Proceedings of the 1st International Scientific-Practical Conference* (Lutsk, April 11-12, 2019). Lutsk: Volyn Poligraf, 2019, pp. 269-272.
26. O. Krasnytska, *Criteria for the Effectiveness of Public Speaking by a Higher Military School Teacher*. Modern Approaches and Prospects for Professional Development of Socio-Economic Specialists. Scientific Bulletin of KVNZ "Vinnytsia Academy of Continuous Education": Proceedings of the All-Ukrainian Scientific-Practical Conference with International Participation (Vinnytsia, June 19, 2020). Vinnytsia, 2020, Issue No. 2 (28), pp. 106-110.
27. Z. Kunch, H. Horodylovska, I. Shmylyk, *Rhetoric: Textbook*. Lviv: Lviv Polytechnic Publishing House, 2016. 496 p.
28. A. Ovchinnikova, *Rhetoric as a Socio-Cultural Phenomenon: Course of Lectures*. Kherson: OLDI-PLUS, 2020. 176 p.
29. N. O. Alyushina, *Time Management for Officials: The Art of Planning and Managing Your Time*. Kyiv: NAPA, 2015. 40 p.
30. Antonio Meneghetti, *The Psychology of Leadership*. TerraViva Invest, 1st edition, 2018. 282 p.

31. Military Psychology and Leadership in Ukraine: Problems and Challenges During the Combat Deployment Cycle / Training Manual. Protection of Patriots. 2018. 263 p.
32. Covey Stephen. First Things First: Living, Loving, Learning, and Leaving a Legacy / Covey Stephen, Merrill Roger, Merrill Rebecca. – "UNISOFT" Publishing House, 2018. – 383 p.
33. Course "Military Leadership" // Distance Learning Platform – Central Repository of Resources for the Distance Learning System of the Armed Forces of Ukraine.
34. Course "Gender Equality and Fundamentals of Gender Policy in the Armed Forces of Ukraine" // Distance Learning Platform – Central Repository of Resources for the Distance Learning System of the Armed Forces of Ukraine.
35. Organizational Behaviour of a Leader / D. Gelrigel, J. W. Slocum, R. V. Woodman, N. S. Brenning / Kyiv: Solomiya Pavlychko Publishing House "Osnovy," 2014. 726 p.
36. On Innovation. 10 Best Articles from Harvard Business Review; Translated from English by L. Lebedenko. Kyiv: KM-BuKS Publishing Group, 2018. 214 p.
37. On Leadership. 10 Best Articles from Harvard Business Review; Translated from English by O. Lobastova. Kyiv: KM-BuKS Publishing Group, 2018. 216 p.
38. On Strategic Leadership. 10 Best Articles from Harvard Business Review; Translated from English by O. Lobastova. Kyiv: KM-BuKS Publishing Group, 2018. 233 p.
39. On Human Resource Management. 10 Best Articles from Harvard Business Review; Translated from English by L. Lebedenko. Kyiv: KM-BuKS Publishing Group, 2018. 256 p.
40. Socio-Psychological Portrait of a Military Professional: Collection of Abstracts from the International Scientific-Practical Conference, December 14-15, 2017 / Ministry of Defence of Ukraine, Zhytomyr Military Institute named after S. P. Korolyov. Zhytomyr: ZVI, 2017. 176 p.
41. Tatenko V.O. Leader XXI / LIDER XXI. Socio-Psychological Studies. Kyiv: "KORPORATSIYA" Publishing House, 2014. 198 p.
42. Theory and Practice of Personnel Selection / O. F. Khmilyar, O. V. Krasnitska, O. V. Nedviga: Educational Manual. Kyiv: CP "Komprint," 2018. 303 p.
43. Khmilyar O., Moskalyov I., Illyushchenko S., et al. The Concept of Leadership According to NATO Army Standards: Educational Manual. Kyiv: Ivan Chernyakhovsky National University of Defence of Ukraine, 2018. 252 p.
44. Fundamentals of Strategic Communications in National Security and Defence: Educational Manual – Kyiv: Ivan Chernyakhovsky National University of Defence of Ukraine, 2020. 86 p.
45. Civil-Military Cooperation According to NATO Standards: Educational Manual – Kyiv: Ivan Chernyakhovsky National University of Defence of Ukraine, 2016. 92 p.
46. Basic and Introductory Courses on "Strategic Communications" and Audio Lectures on "Civil-Military Cooperation" // Distance Learning Platform – Central Repository of Resources for the Distance Learning System of the Armed Forces of Ukraine.
47. Democratic Civil Control Over the Security and Defence Sector of Ukraine: Educational Manual – Kyiv: Ivan Chernyakhovsky National University of Defence of Ukraine, 2019. 88 p.

48. Alyushina N.O. Time Management for Officials: The Art of Planning and Managing Your Time. Kyiv: National Academy of Public Administration, 2015. 40 p.
49. Beck U. What is Globalization? / Translated from German. Kyiv, 2017.
50. Covey Stephen. First Things First: Living, Loving, Learning, and Leaving a Legacy / Covey Stephen, Merrill Roger, Merrill Rebecca. – "UNISOFT" Publishing House, 2018. – 383 p.
51. Organizational Behavior of a Leader / D. Gelrigel, J. W. Slocum, R. V. Woodman, N. S. Brenning / Kyiv: Solomiya Pavlychko Publishing House "Osnovy," 2014. 726 p.
52. Osiodlo V.I., Budagyants L.M. Socio-Philosophical and Psychological Aspects of Modern Wars // V.I. Osiodlo, L.M. Budagyants. Kyiv, 2018.
53. Social Psychology of Military Management: Textbook / under the general editorship of V.Zh. Bohaychuk. Kyiv: Ivan Chernyakhovsky National University of Defence of Ukraine, 2020. 248 p.
54. Socio-Psychological Portrait of a Military Professional: Collection of Abstracts from the International Scientific-Practical Conference, December 14-15, 2017 / Ministry of Defence of Ukraine, Zhytomyr Military Institute named after S.P. Korolyov. Zhytomyr: ZVI, 2017. 176 p.
55. Theory and Practice of Leadership Formation: Educational Manual / O. Romanovsky, T. Hura, A. Knysh, V. Bondarenko. – Kharkiv, 2017.
56. Military Administration: Educational Manual / M.M. Tyshchenko, V.V. Bohutskiy, Y.I. Gryhorenko; under the general editorship of M.M. Tyshchenko. – 2nd ed., revised and updated. Kharkiv: Pravo, 2014. 364 p.
57. Legal Work in the Armed Forces of Ukraine: Educational Manual. Kirilenko V.I. Kyiv: RVTS "Military Institute," 2010.
58. Pashynskiy V.Y. Defence of Ukraine: Administrative and Legal Aspects: Monograph / V.Y. Pashynskiy - Kyiv: Education of Ukraine, 2018. 410 p.
59. Military Law. Textbook / edited by I.M. Koropatnik, I.M. Shopina. Kyiv: Alerte, 2019. 648 p.
60. Military Law. Textbook / collective authors; under the general editorship of A.M. Kolodiy, O.V. Kryvenko. Kyiv: Ivan Chernyakhovsky National University of Defence of Ukraine, 2019. 392 p.

## Titles of Topics and Distribution of Study Time by Types of Academic Activities

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
		21	14	7	<b>Topic 1. Military Leadership in the Information Society</b>
1	Lecture	3	2		<b>Class 1. Legal Foundations of Military Leadership Organisation in the Armed Forces of Ukraine and Leading Armies Worldwide.</b> 1. Key provisions of the Military Leadership Development Strategy approved by the Commander-in-Chief of the Armed Forces of Ukraine on 17 November 2023 (Order No. 325) and the Military Leadership Doctrine in the Armed Forces of Ukraine approved by the Chief of the General Staff of the Armed Forces of Ukraine on 22 January 2024 (Order No. 369). 2. Key provisions of doctrinal documents on military leadership in leading armies of the world.
				1	Key provisions of the US Army Leadership Doctrine FM-6-22.
2	Group session	3	2		<b>Class 2. Prominent Figures in World History: Political and Global Leaders Who Changed the World for the Better</b> 1. Outstanding historical figures and their roles as leaders. 2. Political leaders of modern history who transformed the world for the better. The history of Singapore's development as a global leader of change. The figure of Lee Kuan Yew. 3. Military leaders in modern history and their connection to military theory and practice.
				1	Key ideas from Niccolò Machiavelli's works The Prince and The Art of War and their significance in the development of political and military science.
3	Group session	3	2		<b>Class 3. Military Leadership in Democratic Countries</b> 1. Civil society, the state, and the armed forces in European-style countries. 2. The concept of shared responsibility for military security and defence (civil-military and private-public cooperation).
				1	Managing the process of armed struggle based on Carl von Clausewitz's On War.
4	Group session	3	2		<b>Class 4. Modern Leadership in the Works of Global and Ukrainian Authors</b> 1. Works on leadership by global authors such as V. McCrane, S. Sinek, H. McKeon, J. Willink, D. Marquet, and others. 2. Works on leadership by Ukrainian authors, including A. Zelinsky and others.
				1	Viewing video lectures by A. Zelinsky on YouTube
5	Lecture	3	2		<b>Class 5. Military Ethics from Axiological and Pragmatic Perspectives</b> 1. The philosophy of military morality. 2. The moral capital of a military leader.
				1	The ethical potential of the Code of Honour of an Officer of the Armed Forces of Ukraine.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
6	Group session	3	2		<b>Class 6. State and Armed Forces Relations with Religious Organisations in Democratic Countries</b> 1. Scientific religious studies as the basis for the activities of state institutions and organisations in Ukraine. 2. Freedom of conscience as a fundamental principle of relations between the secular state, its armed forces, and religious organisations. 3. Religious studies aspects of a military leader's activities.
				1	1. The Law of Ukraine "On Freedom of Conscience and Religious Organisations" and its significance in military-social management. 2. Interpretations of war in leading religious traditions.
1	Seminar	3	2		<b>Class 7. Moral-Ethical and Religious Studies Competences of a Military Leader</b> 1. Specifics of military morality as a normative-regulatory system. 2. The philosophy of virtue in military leadership. 3. The correlation between religious and politico-national types of cultural identity. Foundations of state and armed forces relations with religious organisations in democratic countries. 4. Religious dynamics in peacetime and wartime (key considerations for military leaders).
				1	The concept of a political national idea and civil-state identity.
		<b>18</b>	<b>12</b>	<b>6</b>	<b>Topic 2. Fundamentals of Oratory and Rhetorical Communication for Military Leaders</b>
2	Lecture	3	2		<b>Class 1. Oratory in the Activities of a Military Leader</b> 1. The role and importance of oratory in the activities of a military leader. 2. Features of public speaking by renowned global orators. 3. Characteristics of a military leader's public speech.
				1	Types of etiquette. Military etiquette.
3	Lecture	3	2		<b>Class 2. Informative Speeches in the Activities of a Military Leader</b> 1. Criteria for the effectiveness of public speaking. 2. Officers' presentation of an informative speech on a selected topic. 3. Analysis and discussion of public speeches.
				1	Features of establishing professional-pedagogical communication in a military unit.
4	Lecture	3	2		<b>Class 3. Strategy and Tactics of a Military Leader's Public Speech</b> 1. Strategy of public speaking for a military leader. 2. Tactics of public speaking for a military leader.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
				1	Speech culture and etiquette culture of a military leader
5	Practical session	3	2		<b>Class 4. The Commander's Public Speech</b> 1. Analysis of public speeches by renowned commanders in combat conditions. 2. Officers' presentation of a motivational speech. 3. Analysis and discussion of public speeches.
				1	Etiquette requirements for the behaviour and speech culture of a military leader
6	Lecture	3	2		<b>Class 5. Structural Composition of a Military Leader's Public Speech</b> 1. The "primacy effect" in public speaking. 2. Features of presenting core information in a public speech.
				1	Culture of professional-pedagogical communication for military leaders
7	Practical session	3	2		<b>Class 6. Military Leader's Public Speech Based on Argumentation</b> 1. Officers' presentation of a public speech based on argumentation. 2. Analysis and discussion of public speeches.
				1	Scenario: Describe a situation where ineffective communication reduces operational efficiency
		<b>20</b>	<b>12</b>	<b>8</b>	<b>Topic 3. Psychological Aspects of an Officer-Leader's Activities</b>
8	Group session	3	2		<b>Class 1. Socio-Psychological Profile of an Officer-Leader</b> 1. The psychology of an officer-leader's personality. 2. Roles of a military leader. 3. Professionally significant qualities of an officer as a strategic leader.
				1	Task: Identify the psychological features of a military leader's management activities.
9	Practical session	3	2		<b>Class 2. Leader's Behavioural Strategies in Conflict Situations</b> 1. The formulas for the emergence of conflicts. 2. Strategies for resolving various types of conflicts by a strategic leader. Conflict mapping. 3. Practical resolution of conflict situations.
				1	Mutual understanding and the ability to compromise as a psychological basis for resolving interpersonal conflicts in the military environment.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
10	Group session	3	2		<b>Class 3. Features of Developing Motivational Strategies for an Officer-Leader</b> 1. Motivational strategies and the focus of personality. 2. Internal and external aspects of human behaviour motivation. 3. Non-material methods for motivating military service.
				1	Key motivators in a military leader's management activities and their practical application in military service.
11	Practical session	3	2		<b>Class 4. Gender Aspects of an Officer-Leader's Management Activities</b> 1. Training: "Gender Interaction of Personnel: Old Challenges and New Opportunities."
				1	Issues of integrating the principle of equal rights and opportunities for men and women into military-professional activities.
12	Round table	6	4		<b>Class 5. Defence of Original Projects by Participants</b> 1. Presentation (defence) of participants' original projects or essays: "My Path to Military Leadership, or Why My Peers Should Choose Me as a Leader."
				2	Leadership in the structure of an officer's military-professional activities.
		<b>22</b>	<b>16</b>	<b>6</b>	<b>Topic 4. Fundamentals of Strategic Communications</b>
13	Lecture	3	2		<b>Class 1. Strategic Communications in the Armed Forces of Ukraine</b> 1. Strategic communications in the security and defence sector of Ukraine. 2. Implementation of strategic communication components by a military unit commander.
				1	Task: Familiarise yourself with the Roadmap for Strategic Communications Partnership.
14	Round table	5	4		<b>Class 2. The Role of Public Relations in Shaping Public Opinion</b> 1. Communication between military personnel and the media. Media literacy. 2. Organisation of public relations in the area of the Joint Forces Operation. 3. Crisis communications.
				1	Task: Familiarise yourself with the Doctrine of Public Communication.
15	Practical session	3	2		<b>Class 3. Democratic Civilian Oversight in Defence</b> 1. The role of democratic civilian oversight in ensuring national security and defence. 2. Actions of a military unit commander in ensuring democratic civilian oversight.
				1	Task: As a military unit commander, provide examples of implementing democratic civilian oversight.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
16	Group session	3	2		<b>Class 4. Civil-Military Cooperation</b> 1. Organisation of civil-military cooperation in the Armed Forces of Ukraine. 2. Implementation of civil-military cooperation measures by a military unit commander in the area of repelling the armed aggression of the Russian Federation.
				1	Additional Task: Familiarise yourself with the Doctrine of Civil-Military Cooperation.
17	Practical session	8	6		<b>Class 5. Preparation and Conduct of a Briefing by a Military Unit Commander Following the Completion of a Combat Mission</b> 1. Preparing a military unit commander for a briefing after the completion of a combat mission. 2. Conducting a briefing by a military unit commander following the completion of a combat mission.
				2	Prepare for a briefing based on provided crisis scenarios.
		<b>22</b>	<b>16</b>	<b>6</b>	<b>Topic 5. Teambuilding</b>
18	Lecture	3	2		<b>Class 1. Modern Paradigms of Leadership</b> 1. The evolution of leadership as a phenomenon in modern society and its study in social sciences. 2. Leadership and management models in contemporary conditions.
				1	The behavioural options of an officer-leader in various combat situations.
19	Group session	3	2		<b>Class 2. Groups and Group Dynamics in the Armed Forces as an Object of Military Management</b> 1. The nature of intragroup processes: their essence, organisation, and management impact. 2. The theory of social stratification.
				1	Independent Work: Examine the roles of a military leader and the sacrifices associated with leadership.
20	Group session	3	2		<b>Class 3. Principles and Methods of Team Building</b> 1. Command as the result of leadership and management. 2. Distributed leadership and delegation of authority as elements of effective leadership. 3. Team building in the context of fulfilling team duties.
				1	Interpersonal interaction styles of a military commander.
21	Group session	3	2		<b>Class 4. Psychology of Teamwork for an Officer-Leader</b> 1. Models and stages of team development. Components of the team-building process. 2. Principles and methods of team formation.
				1	Task: Identify key approaches to developing the positive image of an officer-leader.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
22	Lecture	3	2		<b>Class 5. Leadership as a Challenge to Change</b> 1. Classification and typology of problems. 2. Change and development in military organisations.
				1	Task: Analyse modern mechanisms for improving the spatial-temporal activities of a military commander.
23	Practical session	7	6		<b>Class 6. Team Dialogue</b> 1. Team dialogue: "Culture as a Regulator of Officer-Leader Behaviour" (visits to cultural and historical sites in the capital).
				1	Modern socio-humanitarian knowledge on the sources of social change and "models" of historical processes.
		<b>20</b>	<b>10</b>	<b>10</b>	<b>Topic 6. Legal Foundations of the Armed Forces of Ukraine</b>
24	Lecture	4	2		<b>Class 1. Military Legislation of Ukraine – the Legal Basis for the Activities of the Armed Forces of Ukraine</b> 1. Military legislation within Ukraine's legal system. Legal support for the defence forces' activities. 2. Regulatory and legal framework for combating terrorism, ensuring national security and defence, and resisting and deterring the armed aggression of the Russian Federation. 3. Normative and legal regulation of gender equality in Ukraine.
				2	The legal status of service members of the Armed Forces of Ukraine.
25	Seminar	4	2		<b>Class 2. Current Issues in the Legal Regulation of the Armed Forces of Ukraine</b> 1. Legal regulation of Ukraine's defence, including legal regimes of martial law and a state of emergency. 2. Legal regulation of the Armed Forces' participation in the Russia-Ukraine war. 3. Legal basis for military service and social protection of service members. Special aspects of social protection for participants in the Russia-Ukraine war. 4. Legal foundations for gender equality in the Armed Forces of Ukraine.
				2	Independent Work: Legal regulation of recruitment and contract-based military service.
26	Lecture	4	2		<b>Class 3. Legal Regulation of Civil, Economic, and Labour Relations in the Armed Forces of Ukraine</b> 1. Legal regulation of civil relations within the Armed Forces. 2. Legal regulation of economic relations in the Armed Forces. 3. Legal regulation of labour relations in the Armed Forces.
				2	Responsibility of service members for material and moral damages.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
27	Seminar	4	2		<p><b>Class 4. Features of the Participation of Military Units in Civil and Economic Legal Relations, and the Legal Regulation of Labour Relations in the Armed Forces of Ukraine</b></p> <p>1. Participation of military units and service personnel in civil legal relations.</p> <p>2. Definition, types, procedure for concluding, and terminating employment contracts.</p> <p>3. Legal principles and procedures for conducting economic activities within military units of the Armed Forces of Ukraine.</p>
				2	Legal regulation of the organisation of material resources accounting in military units and formations of the Armed Forces of Ukraine.
28	Final Assessment	4	2		<b>Differentiated Credit</b>
				2	Preparation for the Credit
<b>Total for the Discipline</b>		<b>120</b>	<b>80</b>	<b>40</b>	

## Programme of the Academic Discipline “DAILY OPERATIONS OF UNITS”

### **General Objective of the Educational Programme Component:**

Develop the skills and competencies of officers necessary for performing daily tasks.

*Upon completion of the educational programme component, the learner should be able to:*

1. Understand the role of the staff in managing the training of a military unit/subunit.
2. Apply the training management cycle (Training Needs Analysis (TNA), planning, execution, evaluation).
3. Explain the training planning process (CPX, FTX, training events, exercises) in NATO.
4. Conduct mobilisation and readiness activities for a military unit/subunit.
5. Explain personnel and financial resource management systems at the battalion/brigade level.
6. Explain the project management process.

### **Organisational and Methodological Guidelines:**

Before the classes, students should be assigned tasks to review the provisions of foundational and guiding documents, as well as supplementary publications, to ensure prior familiarity with the subject matter and encourage their active participation in discussions during the lessons.

### **Material and Technical Support:**

Classrooms should be equipped with modern multimedia facilities, including internet access. For sessions focused on studying mobilisation readiness issues, it is essential to utilise classrooms designed for handling documents with restricted access.

### **Information and Methodological Support:**

1. The Law of Ukraine "On Mobilisation Preparation and Mobilisation" (as amended).
2. The Law of Ukraine "On Military Duty and Military Service" dated 25 March 1992, No. 2232-XII (as amended).
3. The Law of Ukraine "On Labour Protection" dated 14 October 1992 (as amended).
4. The Law of Ukraine dated 16 July 1999, No. 996-XIV "On Accounting and Financial Reporting in Ukraine."
5. Presidential Decree of Ukraine "On Approval of the Regulation on Military Service of Citizens of Ukraine in the Armed Forces of Ukraine" dated 10 December 2008, No. 1153 (as amended).
6. The Budget Code of Ukraine dated 8 July 2010, No. 2456-VI.
7. Order of the Minister of Defence of Ukraine dated 30 May 2003, No. 07 "On Approval of the Operational Training Manual" (as amended).
8. Order of the Minister of Defence of Ukraine dated 10 April 2009, No. 170 "On Approval of the Instruction on the Organisation of Implementation of the Regulation on Military Service of Citizens of Ukraine in the Armed Forces of Ukraine" (as amended).
9. Order of the Minister of Defence of Ukraine dated 28 January 1998, No. 20 "On Approval of the Regulation on the Organisation of Labour Protection in Military Units, Military Educational Institutions, Institutions, Organisations, and Enterprises of the Ministry of Defence of Ukraine."

10. Joint Order of the Minister of Defence of Ukraine and the Commander-in-Chief of the Armed Forces of Ukraine dated 23 November 2020 "On Approval of the Procedure for Assessing Combat, Mobilisation Readiness, and Preparedness for Functioning in Special Period Conditions in the Ministry of Defence and the Armed Forces of Ukraine."
11. Order of the Ministry of Defence of Ukraine dated 20 December 2019, No. 653 "On Career Management of Military Personnel of the Armed Forces of Ukraine Serving under Contract."
12. Order of the Minister of Defence of Ukraine dated 26 April 2007, "On Approval of the Regulation on Levels of Combat Readiness of the Armed Forces of Ukraine."
13. Order of the Ministry of Defence of Ukraine and the General Staff of the Armed Forces of Ukraine dated 15 December 2017 "On Approval of the Instruction on Mobilisation Deployment Preparation and Conduct of the Armed Forces of Ukraine."
14. Order of the Ministry of Defence of Ukraine dated 20 October 2015, No. 569 "On Approval of the Instruction on Accounting, Storage, and Issuance of Weapons and Ammunition in the Armed Forces of Ukraine" (as amended).
15. Order of the Ministry of Defence of Ukraine dated 4 April 2019, No. 145 "On Approval of the Procedure for Organisation of Internal Control and Risk Management in the Ministry of Defence of Ukraine System."
16. Order of the Ministry of Defence of Ukraine dated 22 November 2016 "On Approval of the Manual on Organisational and Staffing Work in the Armed Forces of Ukraine."
17. Order of the Minister of Defence of Ukraine dated 31 December 2016, No. 757 "On Organisation of Budget Allocation Distribution and Centralised Payments in the Ministry of Defence of Ukraine."
18. Order of the General Staff of the Armed Forces of Ukraine dated 21 January 2020, No. 18 "On Approval of the Defence Forces Training Doctrine."
19. Order of the Commander-in-Chief of the Armed Forces of Ukraine dated 14 May 2020, No. 31 "On Approval of the Procedure for Ensuring Training of Troops (Forces) of the Armed Forces of Ukraine with Training Military Equipment."
20. Order of the General Staff of the Armed Forces of Ukraine dated 13 February 2021, No. 14 "On Approval of the Operational Training Manual in the Armed Forces of Ukraine."
21. Order of the General Staff of the Armed Forces of Ukraine dated 26 October 2016 "On Approval of the Guidance on Organising the Staffing of the Armed Forces of Ukraine with Personnel in a Special Period."
22. Order of the Ministry of Defence of Ukraine dated 8 December 2016, No. 663 "On Approval of the Regulation on the Labour Protection Service in the Ministry of Defence of Ukraine and the Armed Forces of Ukraine."
23. Order of the General Staff of the Armed Forces of Ukraine dated 4 April 2019, No. 138 "On Approval of the Manual on Staffing the Armed Forces of Ukraine with Personnel."
24. Order of the General Staff of the Armed Forces of Ukraine dated 22 November 2019, No. 408 "On Approval of the Regulation on Military Service Safety in the Armed Forces of Ukraine."
25. Doctrine on Organisation of Training in the Armed Forces of Ukraine, approved by the Chief of the General Staff of the Armed Forces of Ukraine, dated 3 July 2020, No. 1929/NGGS.

26. Doctrine "Organisation of Joint Training of the State Defence Forces," approved by the Chief of the General Staff of the Armed Forces of Ukraine, dated 9 September 2020, No. 2694/NGGS.
27. Doctrine on Mobilisation Deployment, approved by the Chief of the General Staff of the Armed Forces of Ukraine, dated 15 October 2020.
28. Doctrine "Joint Personnel Support," VD 2.01.1.021, July 2020.
29. Manual on Combat Training in the Armed Forces of Ukraine, approved by the Chief of the General Staff of the Armed Forces of Ukraine, dated 8 October 2020, No. 24148/S.
30. Mobilisation Directive of the General Staff of the Armed Forces of Ukraine dated 3 July 2018 "On Implementation of Samples and Forms of Documents for Preparation and Conduct of Mobilisation Deployment of the Armed Forces of Ukraine" (as amended).
31. ADP 7-0 Training, July 2019.
32. FM 7-0 Train to Win in a Complex World, May 2016.
33. Joint Personnel Support, JP 1-0, 1 December 2020.
34. FM 1-0 Human Resources Support, April 2014.
35. Routine Activities of Military Units. Part 1. Combat and Mobilisation Readiness, textbook / collective authorship. Kyiv: Ivan Chernyakhovsky National Defence University of Ukraine, 2021, 240 pages, Inv. No. 49437.
36. Routine Activities of Military Units. Part 2. Combat Training of a Military Unit, textbook / collective authorship. Kyiv: Ivan Chernyakhovsky National Defence University of Ukraine, 2020, 208 pages, Inv. No. 17486.
37. Personnel Management in the Armed Forces of Ukraine, textbook / collective authorship. Kyiv: Ivan Chernyakhovsky National Defence University of Ukraine, 2017, 404 pages.
38. Collective Training of Staffs and Military Units, teaching manual / collective authorship. Kyiv: Ivan Chernyakhovsky National Defence University of Ukraine, 2019, 96 pages, Inv. No. 17104.
39. Management of Routine Activities of Units, teaching manual / collective authorship. Kyiv: Ivan Chernyakhovsky National Defence University of Ukraine, 2021, 416 pages, Inv. No. 9997.
40. Work of Military Command Authorities and Unit Staffs on Personnel Staffing in a Special Period, teaching manual / collective authorship. Kyiv: National Defence University of Ukraine, 2020, 100 pages, Inv. No. 17465.
41. Work of Personnel Services on Improving the System of Staffing the Armed Forces of Ukraine in the Conditions of Hybrid Warfare (Special Period), teaching manual / collective authorship. Kyiv: National Defence University of Ukraine, 2019, 52 pages.
42. Methodological Manual on Key Issues of Troop Service Organisation, approved by the First Deputy Chief of the General Staff of the Armed Forces of Ukraine, dated 15 August 2019, No. 19682/S – 138 pages.
43. Methodological Manual on Restoring Combat Capability of Military Command Authorities and Military Units of the Armed Forces of Ukraine, Kyiv: General Staff of the Armed Forces of Ukraine, 2018.
44. Organisational and Staffing Work in the Armed Forces of Ukraine, teaching manual / collective authorship. Kyiv: Ivan Chernyakhovsky National Defence University of Ukraine, 2020, 88 pages.

## Titles of Topics and Distribution of Study Time by Types of Academic Activities

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
1		8	8		<b>Topic 1. Combat Training</b>
2	Lecture	2	2		<b>Class 1. Fundamentals of Combat Training</b> 1. Introduction to the discipline: subject, objectives, and study procedures. 2. The system of combat training of a military unit. 3. Principles, forms, and methods of training.
3	Group session	2	2		<b>Class 2. Organisation of Combat Training</b> 1. Combat training planning. 2. Organisation of individual training in a military unit. 3. Preparation and conduct of group exercises.
4	Group session	2	2		<b>Class 3. Preparation and Conduct of Collective Training Activities with Units</b> 1. Preparation for combined arms tactical exercises. 2. Conducting combined arms tactical exercises. 3. Evaluation of combined arms tactical exercises.
5	Group session	2	2		<b>Class 4. Preparation and Conduct of Collective Training Activities with Unit Command Structures</b> 1. General provisions on organising staff training. 2. Preparation and conduct of joint staff training. 3. Preparation and conduct of command post training.
		8	6	2	<b>Topic 2. Combat and Mobilisation Readiness</b>
6	Lecture	2	2		<b>Class 1. System of Combat and Mobilisation Readiness of Troops (Forces)</b> 1. The essence of combat and mobilisation readiness of troops (forces). 2. Levels of combat readiness of troops (forces) and measures implemented in a military unit according to these levels. 3. Readiness levels and timeframes for action by military units (subunits) of the Armed Forces of Ukraine.
7	Group session	4	2	2	<b>Class 2. Staffing of Military Units with Mobilisation Resources</b> 1. Staffing of military units with conscripts, reservists, and civilian personnel. 2. Staffing of military units with vehicles and equipment from the national economy.
8	Round table	2	2		<b>Class 3. Ways to Improve Combat Training and Mobilisation Readiness of Military Units</b>

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
					1. Challenges in organising combat training in a military unit and ways to address them. 2. Challenges related to the command system during the execution of mobilisation measures.
		<b>8</b>	<b>6</b>	<b>2</b>	<b>Topic 3. Military Administrative Activities</b>
9	Group session	3	2	1	<b>Class 1. Organisation and Maintenance of Confidentiality Regime in a Military Unit</b> 1. General provisions and classification of material information carriers. 2. Authorisation and access to state secrets, restrictions on the disclosure of classified information. 3. Procedures for drafting, accounting, storing, and using documents containing classified information.
10	Group session	3	2	1	<b>Class 2. Organisation of Accounting and Storage of Weapons and Ammunition in Subunits</b> 1. Requirements of regulatory documents on accounting and storage of weapons and ammunition in units. 2. Responsibilities of personnel in ensuring proper accounting and storage of weapons and ammunition in units.
11	Group session	2	2		<b>Class 3. Work of the Commander and Staff in Organising the Defence of a Military Unit (Subunit) During Combat Operations</b> 1. Procedures for planning the defence of a military unit. 2. Organisational activities of the commander and staff in ensuring the defence of a military unit. 3. Preparation of subordinate forces and means for the defence of a military unit.
		<b>6</b>	<b>6</b>		<b>Topic 4. Personnel Management</b>
12	Group session	2	2		<b>Class 1. Procedure for Recruitment into Military Service in the Armed Forces of Ukraine</b> 1. Main provisions of military service in the Armed Forces of Ukraine. 2. Recruitment into military service during peacetime and special periods. 3. Responsibilities of military unit personnel in staffing operations.
13	Group session	2	2		<b>Class 2. Organisation of Personnel Accounting</b> 1. Organisation of personnel accounting in subunits. 2. Procedures for maintaining personnel accounting documentation.
14	Round table	2	2		<b>Class 3. Challenges in Personnel Service Operations in a Military Unit</b> 1. Challenges in organising troop services within a military unit. 2. Challenges in staffing military units with personnel. 3. Challenges related to personnel service and proposals for improvement.
<b>Total for the Discipline</b>		<b>?</b>	<b>?</b>	<b>?</b>	

Programme of the Academic Discipline  
“GENERAL TACTICS (OPERATIONS)”

**General Objective of the Educational Programme Component:**

Develop the ability of a staff officer to apply NATO planning standards and tactics at the battalion, regiment, or brigade level.

*Upon completion of the educational programme component, the learner should be able to:*

1. Apply elements of military theory (foundations of tactics) during the planning process at the battalion, regiment, or brigade level.
2. Employ the tactics of combined-arms formations during the planning process at the battalion, regiment, or brigade level.
3. Implement the Military Decision-Making Process (MDMP) during the planning of operations at the battalion, regiment, or brigade level.
4. Develop a battalion, regiment, or brigade tactical operations order (OPORD).
5. Explain the overall Operational Planning Process (OPP).

**Organisational and Methodological Guidelines:**

2-3 days prior to the class or during the preceding session, students should be assigned self-study tasks specifying the topic, learning objectives, and requirements to be completed before the class. If necessary, consultations should be conducted on the eve of the session. During classes, adhere to the methodology outlined in the instructional materials discussed at department meetings and approved by the respective department heads.

Before commencing the execution of comprehensive methodological tactical tasks (CMTTs) or conducting command and staff exercises (CSEs) or training (CSTs), interdepartmental meetings should be held to clarify the objectives of the activities, coordinate the conduct of sessions, and define the expected outcomes. At least one week prior to task execution (CSE), students must receive a tactical task briefing.

CMTTs (CSEs, CSTs) commence with the delivery of an operational (combat) order during a briefing attended by representatives of all participating departments (centres). All aspects of the military decision-making process must be carried out sequentially, following standard operating procedures.

During the execution of a comprehensive methodological tactical task, the instructor explains the methodology for addressing the issues. Subsequently, students independently work on these issues in practice and present the results of individual or group work during a briefing.

During the execution of a comprehensive tactical task, CSE, or CST, students primarily work independently under the guidance (or supervision) of the instructor, presenting their work outcomes during a briefing.

**Material and Technical Support:**

The equipment of group classrooms must meet the requirements established for equipping command posts of tactical-level military command bodies. For conducting group exercises in the field (working on reconnaissance and coordination tasks) and during joint command and staff exercises in military units, it is necessary to allocate vehicles at the rate of one bus per group.

### **Information and Methodological Support:**

1. Military Security Strategy approved by the Decree of the President of Ukraine No. 121/2021 dated 25 March 2021.
2. MP 3-(01,04)11(55).01. Temporary Combat Manual of Mechanised Troops of the Ground Forces of the Armed Forces of Ukraine. Part 1 (Brigade). Kyiv: Training Command of the Ground Forces of Ukraine in collaboration with Ivan Chernyakhovsky National Defence University, 2021 – 120 pages.
3. MP 3-(02)11(55).01. Temporary Combat Manual of Tank Troops of the Ground Forces of the Armed Forces of Ukraine. Part 1 (Brigade). Kyiv: Training Command of the Ground Forces of Ukraine in collaboration with Ivan Chernyakhovsky National Defence University, 2021 – 120 pages.
4. Temporary Doctrine for the Use of Defence Forces, approved by the order of the General Staff of the Armed Forces of Ukraine No. 124 classified dated 31 March 2020, Kyiv: Publishing Centre of Defence Forces and Training Management of the Armed Forces of Ukraine.
5. Doctrine on Joint Operations, approved by the order of the General Staff of the Armed Forces of Ukraine No. 101 classified dated 30 July 2020, Kyiv: Publishing Centre of Defence Forces and Training Management of the Armed Forces of Ukraine.
6. Doctrine “Joint Planning”, approved by the order of the Commander-in-Chief of the Armed Forces of Ukraine No. 225 dated 22 December 2020.
7. Temporary Doctrine on Joint Planning. Kyiv: General Staff of the Armed Forces of Ukraine, 2020 – 258 pages, Inventory No. 49044.
8. Combat Manual of Mechanised and Tank Troops of the Ground Forces of the Armed Forces of Ukraine. Part I (Brigade). Kyiv: Ground Forces of Ukraine, 2016 – 240 pages, Inventory No. 47847.
9. Combat Manual of Mechanised and Tank Troops of the Ground Forces of Ukraine. Part II (Battalion, Company). Kyiv: Ground Forces of Ukraine, 2016 – 225 pages.
10. Temporary Procedures for Preparing Operational (Combat) Documents, approved by the order of the Commander-in-Chief of the Armed Forces of Ukraine No. 140 dated 11 September 2020. Kyiv: General Staff of the Armed Forces of Ukraine, 2020 – 261 pages.
11. Combined Arms Formations in Battle (NATO Standards): Training Manual. Authors: D. Muzychenko, O. Marchenko, A. Slupko, I. Sherikhov, et al. Kyiv: Ivan Chernyakhovsky National Defence University, 2019 – 55 pages, Inventory No. 9550.
12. Collection of Tactical Calculations with Examples: Training Manual. Authors: V. Artamoshchenko, A. Golovanov, G. Gaidarli, et al. Kyiv: Ivan Chernyakhovsky National Defence University, 2018 – 96 pages, Inventory No. 9201.
13. Training Kit for Military Units (Subunits): Training Manual. Authors: V. Boryshchuk, A. Golovanov, A. Slupko, et al.; edited by V. Lisnevsky and V. Artamoshchenko. Kyiv: Ivan Chernyakhovsky National Defence University, 2018 – 348 pages, Inventory No. 9151.
14. Commander’s Work in the Field: Training Manual. Authors: D. Muzychenko, I. Sherikhov, O. Marchenko, et al. Kyiv: Ivan Chernyakhovsky National Defence University, 2019 – 244 pages, Inventory No. 9451.
15. Combat Manual of Rocket Troops of the Ground Forces of the Armed Forces of Ukraine. Rocket Brigade, Rocket Artillery Regiment (Division, Battery). Kyiv: 2020.
16. Combat Manual of Artillery of the Ground Forces of the Armed Forces of Ukraine. Part 1. Brigade (Regiment), Brigade Artillery Group. Kyiv: Ground Forces of Ukraine, 2020.
17. Combat Manual of Artillery of the Armed Forces of Ukraine. Part II. Division, Battery, Platoon, Gun. Kyiv: General Staff of the Armed Forces of Ukraine, 2020.

18. Air Defence in Operation OOS. Training Manual. Authors: S. Kravchenko, O. Yanenko, et al. Kyiv: National Defence University, 2021 – 193 pages, Inventory No. 48899.
19. Air Defence in General Military Combat. Training Manual. Authors: S. Kravchenko, O. Yanenko, et al. Kyiv: National Defence University, 2019 – Inventory No. 47566.
20. Combat Manual of the Ground Forces. Air Defence Troops of the Armed Forces of Ukraine. Kyiv: Ground Forces of Ukraine, 2021 – 142 pages.
21. Combat Manual of the Ground Forces Air Defence Troops of the Armed Forces of Ukraine. Part I (Regiment). Kyiv: Ground Forces of Ukraine, 2017 – 192 pages, Inventory No. 47950.
22. Combat Manual of the Ground Forces Air Defence Troops of the Armed Forces of Ukraine. Part II (Division, Battery (Group)). Kyiv: Ground Forces of Ukraine, 2017 – 204 pages, Inventory No. 16940.
23. Combat Manual of the Ground Forces: Army Aviation of the Ground Forces of the Armed Forces of Ukraine, approved by the order of the Commander of the Ground Forces of the Armed Forces of Ukraine No. 990 – BP 3(7)-12(01).01 dated 21 December 2020.
24. Directive on Operational Work of Headquarters. Part 2 (Military Unit). Kyiv: General Staff of the Armed Forces of Ukraine, 2016 – 172 pages, Inventory No. 47145.
25. Directive on Tactical Reconnaissance. Kyiv: Ground Forces of Ukraine, 2017 – Inventory No. 16888 (D).
26. Album of Diagrams: Use of Russian Armed Forces in Major Combat Types. Training Manual. Kyiv: National Defence University, 2018 – 62 pages.
27. Temporary Directive on Organisation of Communications and Information Systems of the Armed Forces of Ukraine. Kyiv: General Staff of the Armed Forces of Ukraine, 2017 – 130 pages, Inventory No. 47782.
28. Doctrine on Engineering Support for Military Operations. Kyiv: General Staff of the Armed Forces of Ukraine, 2020 – 37 pages.
29. Temporary Directive on Engineering Support of the Armed Forces of Ukraine. Kyiv: General Staff of the Armed Forces of Ukraine, 2019.
30. Guidelines for the Use of Engineering Munitions in the Ministry of Defence of Ukraine and Armed Forces of Ukraine, approved by the order of the Minister of Defence of Ukraine No. 1 dated 03 January 2017 – 329 pages.
31. Guidelines for Demolition (Explosive) Works in the Ministry of Defence of Ukraine and Armed Forces of Ukraine, approved by the order of the Minister of Defence of Ukraine No. 2 dated 03 January 2017 – 320 pages.
32. Guidelines for the Construction of Engineering Obstacles by Units of the Ministry of Defence of Ukraine and Armed Forces of Ukraine, approved by the order of the Minister of Defence of Ukraine No. 330 dated 10 July 2015 – 176 pages.
33. Guidelines for Overcoming Engineering Obstacles by Units of the Armed Forces of Ukraine, approved by the order of the Minister of Defence of Ukraine No. 390 dated 19 October 2016 – 111 pages.
34. Operational Calculations of Engineering Support Tasks. Methodologies and Examples edited by V. Kotsiuruba. Kyiv: National Defence University, 2016 – 152 pages.
35. Instructions on the Rules of Conduct for Military Personnel in Areas with Explosive Objects and Observance of Mine Safety Measures, approved by the order of the General Staff dated 19 April 2018, No. 161.
36. Instructions on the Execution of Works to Detect, Render Safe, and Destroy Explosive Objects, approved by the order of the General Staff dated

13 February 2020, No. 55.

37. Directive on Radiological, Chemical, and Biological Protection of the Armed Forces of Ukraine. Kyiv: General Staff of the Armed Forces of Ukraine, 2017 – 82 pages.

38. Doctrine on Chemical, Biological, Radiological, and Nuclear Protection of Troops (Forces). Kyiv: General Staff of the Armed Forces of Ukraine, 2020 – 36 pages.

39. Directive on Radio-electronic Warfare in the Armed Forces of Ukraine. Kyiv: General Staff of the Armed Forces of Ukraine, 2018 – 98 pages.

40. Control Systems for Troops and Weapons of Foreign Armed Forces. Part One. [Textbook] – Kyiv: National University of Defence of Ukraine, 2017. – 166 p.

41. Regulations on Topogeodetic and Navigation Support for the Armed Forces of Ukraine. // Approved by the Order of the Chief of General Staff – Commander-in-Chief of the Armed Forces of Ukraine from January 4, 2017, No. 3DSK. – Kyiv: General Staff of the Armed Forces of Ukraine, 2017. – 108 p.

42. Doctrine on Geospatial Support. – Kyiv: General Staff of the Armed Forces of Ukraine, 2020. – 36 p.

43. Regulations on the Organization of Counteraction to Technical Reconnaissance in the Armed Forces of Ukraine, implemented by the Order of the Commander-in-Chief of the Armed Forces of Ukraine from 07.07.2020, No. 3T. Inv. 49253.

44. Procedures for the Military Decision-Making Process (according to NATO standards): Training Manual / [Myzichenko D.P., Filyunkin E.V., Shvalyuchinsky V.V., and others]. Kyiv: National University of Defence of Ukraine, 2018, – 140 p. Inv. No. 9336.

45. Allied Joint Publication AJP-01 Edition E, Version 1, Allied Joint Doctrine – STANAG 2437, 28 February 2017, 120 p. Online Resource, Access Mode: <http://nso.nato.int/nso/zPublic/ap/AJP-01.pdf>.

46. Allied Joint Doctrine for the Conduct of Operations AJP-3(B). - Military Committee Joint Standardization. – STANAG 2490, 16 March 2011, 120 p. Online Resource, Access Mode: [http://nso.nato.int/nso/zPublic/ap/AJP-3\(B\).pdf](http://nso.nato.int/nso/zPublic/ap/AJP-3(B).pdf).

47. Allied Joint Publication AJP-3.2, Edition A, Version 1, Allied Joint Doctrine For Land Operations. - Military Committee Joint Standardization. – STANAG 2288, 15 March 2016, 90 p. Online Resource, Access Mode: <http://nso.nato.int/nso/zPublic/ap/AJP-3.2.pdf>.

48. Allied Joint Publication AJP-3.4.5, Edition A, Version 1, Allied Joint Doctrine for the Military Contribution to Stabilization and Reconstruction. - Military Committee Joint Standardization. – STANAG 2590, 14 December 2015, 100 p. Online Resource, Access Mode: <http://nso.nato.int/nso/zPublic/ap/AJP-3.4.5.pdf>.

49. Allied Land Tactics ATP-3.2.1. - Military Committee Joint Standardization. – STANAG 2605, 9 November 2009, 273 p. Online Resource, Access Mode: <http://nso.nato.int/nso/zPublic/ap/ATP-3.2.1.pdf>.

50. Allied Procedural Publication APP-6, Edition 0, Version 1, NATO Joint Military Symbology. - Military Committee Joint Standardization. – STANAG 2019, 16 October 2017, 922 p. Online Resource, Access Mode: <http://nso.nato.int/nso/zPublic/ap/APP-6.pdf>.

51. FM 3-0. Operations. Headquarters Department of the Army Washington, DC, 6 October 2022.

52. FM 3-90. Tactics. Headquarters, Department of the Army. Washington, DC, 4 July 2001.

53. Field Manual 3-90-1. Offense and Defense Volume 1. Headquarters Department of the Army Washington, DC, 22 March 2013, 285 p. Online Resource, Access Mode: <https://armypubs.us.army.mil/doctrine/fm3-90-1.pdf>.

54. FM 3-96. (FM 3-90.6). Brigade Combat Team. Headquarters, Department of the Army. January 2021.

55. FM 3-98. Reconnaissance and Security Operations. Headquarters, Department of the Army. July 2015.
56. Field Manual 3-07. Stability. Headquarters Department of the Army Washington, DC, 2 June 2014, 107 p. Online Resource, Access Mode: <https://armypubs.us.army.mil/doctrine/fm3-07.pdf>.
57. B-GL-300-001/FP-001 Land Operations. The Land Staff by the Army Publishing Office, Fort Frontenac, Kingston, Ontario, 456 p. Online Resource, Access Mode: [[http://lfdts.army.mil.ca B-GL-300-001/FP-001.pdf](http://lfdts.army.mil.ca/B-GL-300-001/FP-001.pdf)]([http://lfdts.army.mil.ca B-GL-300-001/FP-001.pdf](http://lfdts.army.mil.ca/B-GL-300-001/FP-001.pdf)).
58. The Battle Staff Smartbook. Leading, Planning & Conducting Military Operations. Fifth Edition. – The Lighting Press Norman M. Wade. – 2015, 61 p.
59. FM 5-0. Planning and Orders Production. Headquarters Department of the Army. May 2022.
60. FM 6-0. Commander and Staff Organization and Operations. Headquarters, Department of the Army. May 2022.
61. National University of Defence of Ukraine named after Ivan Cherniakhovskiy [Electronic Resource]: 2021 // Official Website. – Access Mode: <https://nuou.org.ua/>
62. Distance Course [Electronic Resource]: 2021 // National University of Defence of Ukraine Distance Learning Platform: <https://adl.mil.gov.ua/course/view.php?id=6736#section-0>
63. Testing [Electronic Resource]: 2021 // National University of Defense of Ukraine Distance Learning Platform. – Access Mode: <https://adl.mil.gov.ua/mod/quiz/view.php?id=100531>
64. Use of Simulation Modeling Tools in the Training of Military Command and Control Bodies and Troops (Forces): Training Manual / Authors' Collective. – Kyiv: National University of Defence of Ukraine, 2021. – 84 p.
65. Methodology of Preparation and Conducting Command-Staff Exercises Using Computers with Simulation Modeling Technologies: Methodological Manual / Authors' Collective; Ed. by O.Yu. Permyakov. – Kyiv: National University of Defence of Ukraine, 2011. – 60 p.
66. Methodology of Preparing and Conducting Operational-Tactical Training Sessions Using Combat Simulation Modeling Tools: Methodological Manual / V. E. Bobilyov et al.; Ed. by S. M. Salkutsan. – Kyiv: National University of Defence of Ukraine, 2015. – 40 p.
67. BI-SC Collective Training and Exercise Directive (CT&ED) 075-003.
68. Computer Assisted Exercises and Training. Reference Guide. A John Wiley & Sons, Inc., Publication.
69. Joint Conflict and Tactical Simulation (JCATS). Capabilities Brief. Livermore, 2018. URL: [https://csl.llnl.gov/sites/csl/files/JCATS\\_Capabilities\\_Brief-Update-May2018.pdf](https://csl.llnl.gov/sites/csl/files/JCATS_Capabilities_Brief-Update-May2018.pdf).
70. Collective Staff Training, Military Unit / Authors' Collective. – Kyiv: National University of Defence of Ukraine named after Ivan Cherniakhovskiy, 2019 – 96 p. Inv. No. 17104.
71. Temporary Regulations on the Organization and Conduct of General Military Tactical and Command-Staff Exercises. Part 1. Brigade, Regiment. Kyiv, 2016.
72. Regulations on the Organization and Conduct of General Military Tactical and Command-Staff Exercises. Part 2. Battalion, Company. Kyiv, 2018.

## Titles of Topics and Distribution of Study Time by Types of Academic Activities

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
		<b>40</b>	<b>28</b>	<b>12</b>	<b>Topic 1. Theory of Military Art</b>
1	Lecture	3	2		<b>Class 1. Fundamentals of General Tactics</b> 1. Tactics as a component of military art 2. Development of general tactics based on the experience of the Russo-Ukrainian war 3. Principles of combined-arms combat
				1	Activity: Study and summarise the recommended literature on the fundamentals of the theory of military art.
2	Lecture	3	2		<b>Class 2. Fundamentals of Command and Control</b> 1. Command and control of troops and its organisation under modern conditions 2. The command and control system and its requirements at the current stage of armed forces development 3. The command and control system at the battalion/brigade level
				1	Activity: Study the requirements for the military command and control system.
3	Lecture	3	2		<b>Class 3. Principle of "Mission Command"</b> 1. General characteristics of commanders' and staffs' methods and styles in command and control tasks 2. Decision-making as the basis of command and control: methods of decision-making, assigning combat tasks, and battle planning 3. Methods of organising coordination, support, and monitoring execution
				1	Activity: Study brigade (battalion) commander and staff methods for command and control.
4	Group session	3	2		<b>Class 4. Organisation of Information Management at a Military Unit's Command Post</b> 1. Procedures for information management at a command post 2. General characteristics of reporting and informational documents at a command post
				1	Regulatory document requirements for preparing reporting and informational documents at the command post.
5	Lecture	3	2		<b>Class 5. Fundamentals of UAV (UAS) Deployment in Combat</b> 1. Principles, tasks, and combat capabilities of UAVs (UAS) 2. Methods of UAV (UAS) employment in combat
				1	Challenges in UAV (UAS) and EW unit coordination.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
6	Lecture	3	2		<b>Class 6. Fundamentals of Joint Fires Support</b> 1. Key objectives and effects of joint fires support (JFS) 2. Structure of joint fires support in combat 3. Content of JFS planning in combat
				1	The composition and tasks of brigade (battalion) Joint Fires Support units.
7	Lecture	3	2		<b>Class 7. Fundamentals of Army Aviation Employment</b> 1. Core concepts of army aviation combat operations in armed conflicts and lessons from the defence against full-scale aggression against Ukraine 2. Essence of close air support 3. Delegation of authority
				1	Organisational structure and armament of Army Aviation units.
8	Lecture	3	2		<b>Class 8. Engineer Support for Military Units and Subunits in Combat</b> 1. General principles of engineer support in combat 2. Combat employment of brigade engineer subunits
				1	Principles of combat use of engineer units.
9	Lecture	3	2		<b>Class 9. Organisation and Execution of CBRN Protection Tasks for a Brigade in Main Types of Combat</b> 1. Conditions influencing the content and organisation of CBRN protection tasks for a brigade during combat. 2. Description, main tasks, and procedures for implementing CBRN protection tasks for a brigade in combat.
				1	The fundamental provisions of CBRN protection for a brigade in combat.
10	Lecture	3	2		<b>Class 10. Organisation and Conduct of Electronic Warfare in Combat</b> 1. Electronic Warfare (EW) as a component of force support. 2. Purpose, tasks, and specific features of organising and conducting EW in combat.
				1	Structure, organisation, and combat capabilities of EW units within the Armed Forces of Ukraine.
11	Lecture	2	2		<b>Class 14. Organisation of Medical Support for a Military Unit in Key Types of Combat</b> 1. Primary medical support measures during preparation for defensive combat. 2. Primary medical support measures during the conduct of defensive combat. 3. Primary medical support measures during preparation for offensive combat. 4. Primary medical support measures during the conduct of offensive combat.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
12	Group session	3	2		<b>Class 15. Fundamentals of Moral and Psychological Support</b> 1. The role, significance, and tasks of moral and psychological support in military operations. 2. Legal and regulatory framework for moral and psychological support of military operations.
				1	Task: Study the requirements of the moral and psychological support system.
13	Lecture	2	2		<b>Class 16. Theoretical Foundations of Operational Security</b> 1. Historical overview of operational security measures in 20th and 21st-century military conflicts and their impact on the outcomes of operations. 2. Fundamentals of commanders' and staff activities regarding operational security.
14	Lecture	3	2		<b>Class 18. Fundamentals of Communication and Information Systems in the Armed Forces of Ukraine</b> 1. Tasks and requirements for military communication. 2. Types and forms of military communication and their application in modern conditions. 3. Brigade/battalion communication organisation schemes.
				1	Structure, functions, and requirements for the communication system of the Armed Forces of Ukraine, and how these are achieved. Principles of communication organisation and specifics of building communication systems in compliance with NATO standards.
		<b>42</b>	<b>28</b>	<b>14</b>	<b>Topic 2. Enabling Operations</b>
15	Lecture	3	2		<b>Class 1. Fundamentals of Occupying a Position</b> 1. Purpose of occupying a position and requirements for the area. 2. Actions within the position area. 3. Procedures for a brigade leaving the assemble area (base camp). 4. Specifics of occupying a position based on the experience of the Russo-Ukrainian War.
				1	Task: Study the requirements of governing documents regarding the procedures for occupying a position by military formations.
16	Lecture	3	2		<b>Class 2. Fundamentals of Movement</b> 1. General principles of planning and conducting a march. 2. General principles of planning and conducting transportation by rail. 3. Specifics of conducting marches and combined movement based on the experience of the Russo-Ukrainian War.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
				1	Study of the methodology for conducting calculations performed by the military formation staff when developing a decision for a march.
17	Practical session	6	4		<b>Class 3. Conducting Calculations by the Staff of a Military Unit during Decision-Making for a March</b> 1. Preparation of initial data for calculations. 2. Conducting calculations.
				2	Study of the requirements of guiding documents on the procedures for the movement of military units.
18	Lecture	3	2		<b>Class 4. Fundamentals of Operational Security</b> 1. General principles of organising and implementing operational security. 2. Actions of military units during the implementation of operational security measures.
				1	Study of the requirements of guiding documents on the procedures for ensuring operational security.
19	Lecture	3	2		<b>Class 5. Preparation and Conduct of Brigade Air Defence</b> 1. General principles of brigade air defence preparation. 2. Fundamentals of conducting brigade air defence. 3. Basics of preparing brigade air defence according to NATO standards.
				1	Study of the requirements of guiding documents on preparing air defence according to NATO standards.
20	Lecture	3	2		<b>Class 6. Engineering Support as a Component of Operational Security</b> 1. Key principles of engineering support for operational security of units. 2. Engineering support for the execution of tasks and security measures by units.
				1	Organisation of engineering support for operational security of troops.
21	Lecture	3	2		<b>Class 7. Intelligence Support of Combat (Operations)</b> 1. Regulatory and legal documents on intelligence activities. 2. Command and intelligence bodies and their tasks.
				1	Study of the requirements of guiding documents regulating the organisation of intelligence activities.
22	Lecture	3	2		<b>Class 8. Tactical-Level Intelligence Forces and Means</b> 1. Tactical-level intelligence bodies, intelligence tasks, and methods of their execution. 2. Tactical-level intelligence forces and means, their capabilities.
				1	Familiarisation with the structure and tasks of battalion- and brigade-level intelligence bodies.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
23	Group session	3	2		<b>Class 9. Ground Forces Units, Formations, and Command Structures of the Russian Armed Forces in the Offensive</b> 1. Basics of offensive actions by units, formations, and command structures of the Russian Armed Forces. 2. Conduct of offensive actions by units, formations, and command structures of the Russian Armed Forces.
				1	Depiction of the manoeuvre scheme of a Russian Ground Forces formation during combat (operations).
24	Group session	3	2		<b>Class 10. Ground Forces Units, Formations, and Command Structures of the Russian Armed Forces in Defence</b> 1. Basics of defensive actions by units, formations, and command structures of the Russian Armed Forces. 2. Conduct of defensive actions by units, formations, and command structures of the Russian Armed Forces.
				1	Depiction of the manoeuvre scheme of a Russian Ground Forces formation during combat (operations).
25	Group session	3	2		<b>Class 11. Intelligence Assessment of the Battlefield</b> 1. Identification of the operational environment. 2. Procedures for enemy assessment.
				1	Development of a matrix of enemy courses of action.
26	Group session	3	2		<b>Class 12. Tactical-Level Intelligence Planning Procedures</b> 1. Initial data for intelligence planning. 2. Intelligence planning procedures.
				1	The intelligence plan and its components.
27	Lecture	3	2		<b>Class 13. Troop Rotation</b> 1. General principles of preparation and execution of troop rotation. 2. Methods of action by military units during troop rotation.
				1	Comparative analysis of the approaches of the Armed Forces of Ukraine and NATO member states to preparing and conducting troop rotation.
		<b>130</b>	<b>91</b>	<b>39</b>	<b>Topic 3. Defensive Operations</b>
28	Lecture	3	2		<b>Class 1. Fundamentals of Defensive Operations</b> 1. General provisions of defensive operations. 2. The essence, principles, and types of defence according to NATO standards. 3. Preparation and conduct of defensive operations. 4. Execution of defensive operations.
				1	Comparative analysis of approaches to the preparation and conduct of defence in the Armed Forces of Ukraine and NATO member states.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
29	Lecture	3	2		<b>Class 2. Fundamentals of Actions during Mobile Defence and Enemy Deterrence</b> 1. General provisions of mobile defence. 2. Specific features of preparation and execution of mobile defence. 3. Specific features of preparation and execution of retrograde actions.
				1	Comparative analysis of approaches to the preparation and execution of mobile (manoeuvrable) defence and enemy deterrence in the Armed Forces of Ukraine and NATO member states.
30	Lecture	3	2		<b>Class 3. Specific Features of Preparing and Conducting Combat in Encirclement</b> 1. Fundamentals of combat in encirclement. 2. Specific features of preparing for combat in encirclement. 3. Specific features of conducting combat in encirclement.
				1	Depiction of manoeuvre schemes during combat in encirclement.
31	Group session	3	2		<b>Class 4. Defensive Operations under Special Conditions</b> 1. Specific features of preparation and conduct of defensive operations on water obstacles (coastal areas). 2. Specific features of preparation and conduct of defensive operations in urban environments. 3. Specific features of preparation and conduct of defensive operations in mountainous and forested terrain. 4. Specific features of preparation and conduct of defensive operations in steppe terrain. 5. Specific features of preparation and conduct of defensive operations at night.
				1	1. Depiction of manoeuvre schemes during defensive combat under special conditions in workbooks. 2. Preparation of essays (reports, presentations) on the experience of preparing and conducting defensive combat under special conditions during the Russian-Ukrainian war.
32	Seminar	6	4		<b>Class 5. Fundamentals of Defensive Operations</b> 1. General provisions of defensive combat. 2. Fundamentals of actions during mobile defence. 3. Specific features of preparing and conducting combat in encirclement. 4. Defensive operations under special conditions.
				2	1. Preparation for seminar discussions. 2. Preparation of essays (reports, presentations) on the experience of preparing and conducting defensive operations, taking into account the experience of the Russian-Ukrainian war.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
<b>COMPREHENSIVE METHODOLOGICAL TACTICAL TASK № 1 "BATTALION DEFENCE"</b> <b>(Methodology of the Military Decision-Making Process / MDMP – Tutorial)</b>					
33	Group session	1	1		<b>Class 6. The Military Decision-Making Process (MDMP) as a Model for Battle (Operational) Planning</b> 1. History of operational planning development. 2. Stages of the Military Decision-Making Process (MDMP).
34	Group session	3	2		<b>Class 7. Staff Work of the S4 Section in Logistics Planning</b> 1. General procedures for the S4 section in planning the logistics support of a military unit (subunit) during preparation for battle (operations or movement). 2. Directive and planning documents for logistics support.
				1	Duties of the S4 section staff.
35	Group session	2	2		<b>Class 8. STEP 1 Receipt of Mission</b> 1. Tasks performed by the staff upon receipt of the mission. 2. Content of the documents prepared during the receipt of the mission.
36	Group session	3	2		<b>Class 9. S4 Section Officers' Work During MDMP Step 1 (Receipt of Mission)</b> 1. Tasks of S4 section officers during the receipt of the mission (STEP 1: Receipt of Mission).
				1	Duties of the S4 section staff.
37	Group exercise	4	2		<b>Class 10. Methodology for Battalion Tactical Group Staff Work During MDMP Step 1 (Receipt of Mission)</b> 1. Methodology for staff work on documents during Step 1. 2. Time calculation procedures.
				2	1. Preparation of the commander's initial guidance. 2. Development of Warning Order № 1.
38	Group exercise	4	4		<b>Class 11. Methodology for S4 Section Officers' Work in Formulating (Assigning) Tasks to Subordinate Logistics Units for Inclusion in Warning Order № 1</b> 1. Preliminary assessment of subordinate logistics units' capabilities. 2. Preparation of the Logistics Annex to Warning Order № 1.
39	Group session	2	2		<b>Class 12. STEP 2. Mission Analysis</b> 1. Tasks performed by the staff during mission analysis. 2. Content of the documents developed by the staff during mission analysis.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
40	Group exercise	3	2		<b>Class 13. Methodology for Battalion Tactical Group Staff Work During Mission Understanding (MDMP Step 2)</b> 1. Understanding the intent and concept of the senior commander.
				1	Development of documents processed by the staff during mission analysis.
41	Group session	2	2		<b>Class 12. Work of Engineer Support Group Officers During Mission Analysis</b> 1. Influence of terrain on enemy and own forces' actions. 2. Influence of weather conditions on unit operations. 3. Procedure for preparing and content of documents by the engineer support group during mission analysis.
42	Group exercise	6	4		<b>Class 14. Work of Engineer Support Group Officers During Mission Analysis</b> 1. Development of a modified obstacle overlay. 2. Development of an obstacle table.
				2	Development of a weather matrix.
43	Group session	2	2		<b>Class 15. Intelligence Preparation of the Battlefield</b> 1. Step 1: Define the Battlefield Environment. 2. Step 2: Describe Environmental Effects on Operations. 3. Step 3: Evaluate the Threat. 4. Step 4: Determine Threat Courses of Action.
44	Group exercise	4	2		<b>Class 16. Mission Analysis: Threat Assessment (MDMP Step 2)</b> 1. Assessment of the overall composition and nature of enemy actions in the battalion's area of operations and neighbouring areas. 2. Assessment of the enemy's combat composition, capabilities, location, grouping, and general nature of actions in the immediate battle area. 3. Development of a threat course of action template. 4. Development of enemy course of action options.
				2	Writing conclusions from the threat assessment (filling out templates for formalised documents).
45	Group exercise	6	4		<b>Class 17. Mission Analysis: Development of the Initial Reconnaissance Plan (MDMP Step 2)</b> 1. Development of the initial reconnaissance plan. 2. Identification of key objectives and critical targets.
				2	Completion of the textual and graphical components of the reconnaissance plan.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
46	Group exercise	4	2		<p><b>Class 18. Work of S3 Section Officers on Identifying Constraints, Facts, Assumptions, and Risk Assessment (MDMP Step 2)</b></p> <ol style="list-style-type: none"> <li>1. Understanding specified, implied, and essential tasks.</li> <li>2. Assessment of own units.</li> <li>3. Identification of constraints.</li> <li>4. Identification of facts and assumptions.</li> <li>5. Risk assessment.</li> </ol>
				2	Finalisation of constraints, facts, assumptions, and risk assessment.
47	Group exercise	4	2		<p><b>Class 19. Work of S4 Section Officers During Mission Analysis (MDMP Step 2)</b></p> <ol style="list-style-type: none"> <li>1. Conducting logistical reconnaissance.</li> <li>2. Analysis of available logistic resources and their capabilities.</li> <li>3. Preparation of proposals and development of a report on logistical support organisation for the mission analysis briefing.</li> </ol>
				2	Formalised documents defining tasks for subordinate logistics units to be included in the preliminary order No. 2. Determination of logistics tasks for inclusion in Annex (Logistics Support) to preliminary order No. 2.
48	Group session	2	2		<p><b>Class 20. Methodology for Battalion Tactical Group Staff Work on Planning Integrated Fire Support During Receipt and Analysis of the Mission: Steps 1 and 2 (Receipt of Mission and Mission Analysis)</b></p> <ol style="list-style-type: none"> <li>1. Understanding the tasks of Integrated Fire Support (IFS).</li> <li>2. Methodology for calculating the combat composition and capabilities of artillery units.</li> <li>3. Methodology for calculating the volume of artillery fire tasks and the allocation of ammunition for combat operations.</li> </ol>
49	Group session	2	2		<p><b>Class 21. Planning Officer's Work on Close Air Support (CAS) Planning During Decision-Making</b></p> <ol style="list-style-type: none"> <li>1. Planning CAS during the first stage of the military decision-making process.</li> <li>2. Planning CAS during the second stage of the military decision-making process.</li> <li>3. Planning CAS during the third stage of the military decision-making process.</li> </ol>
50	Group session	2	2		<p><b>Class 22. Methodology for Air Defence Officer's Work During Planning</b></p> <ol style="list-style-type: none"> <li>1. General procedures for the air defence officer during battle (combat operations) planning.</li> <li>2. Methodology for the air defence officer during mission analysis: Step 2: Mission Analysis (MDMP Step 2).</li> <li>3. Methodology for developing the Air Defence Annex to Warning Order No. 1 and No. 2.</li> </ol>

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
51	Group session	2	2		<b>Class 23. Methodology for Conducting Tactical Meetings (Briefings) on Mission Analysis</b> 1. Purpose and objectives of conducting tactical meetings during action planning. 2. Organisation and procedure for conducting tactical meetings on mission analysis. 3. Defining evaluation criteria for courses of action.
52	Group exercise	4	4		<b>Class 24. Formulation of the Commander's Initial Intent. Development and Delivery of Warning Order No. 2</b> 1. Formulation of the commander's initial intent. 2. Development of Warning Order No. 2.
53	Group exercise	3	2		<b>Class 25. Methodology for S4 Section Officers' Work During Task Formulation for Subordinate Logistic Units to Reflect in Warning Order No. 2</b> 1. Formulation of tasks for subordinate logistic units. 2. Presentation of proposals for organising logistic support during the mission analysis briefing. 3. Development of the Logistics Support Annex to Warning Order No. 2.
				1	Development of the Logistics Support Annex to Warning Order No. 2.
54	Group session	2	2		<b>Class 26. STEP 3. Course of Action Development</b> 1. Tasks performed by the battalion staff during the development of courses of action. 2. Content of the documents prepared by the battalion staff during the development of courses of action.
55	Group exercise	6	4		<b>Class 27. Methodology of the BTG Staff Work During the Third Step of MDMP. STEP 3. Course of Action Development</b> 1. Methodology for conducting comparative analysis of combat potential ratios. 2. Methodology for determining the key provisions for developing courses of action. 3. Formation of the battle formation. 4. Development of the operation concept. 5. Assignment of command and control bodies. 6. Development of course of action diagrams.
				2	Completion of the development of battalion course of action diagrams for defensive combat (textual and graphical components).

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
56	Group exercise	4	2		<p><b>Class 28. Work of S4 Section Officers on Maintenance and Recovery of Military Equipment During the Development of Courses of Action for Logistic Support Forces and Assets in Defensive Combat (STEP 3. Course of Action Development)</b></p> <p>1. Work of the planning unit on logistic support in the area of maintenance and recovery of military equipment during the third stage of MDMP, "Course of Action Development," in preparation for defensive combat.</p> <p>2. Presentation by the head of the S4 section of logistic support options in the area of maintenance and recovery of military equipment in accordance with courses of action.</p>
				2	Graphical representation of logistic support options in the area of maintenance and recovery of military equipment.
57	Group exercise	4	2		<p><b>Class 29. Work of S4 Section Officers on Rear Support During the Development of Courses of Action for Logistic Support Forces and Assets in Defensive Combat (STEP 3. Course of Action Development)</b></p> <p>1. Work of the planning unit on logistic (rear) support during the third stage of MDMP, "Course of Action Development," in preparation for defensive combat.</p> <p>2. Presentation by the head of the S4 section of logistic (rear) support options in accordance with courses of action.</p>
				2	Graphical representation of logistic (rear) support options.
58	Group session	1	1		<p><b>Class 30. Methodology of Tactical Briefing for Reviewing Courses of Action</b></p> <p>1. Organisation and procedure for conducting a tactical briefing for reviewing courses of action.</p>
59	Group session	1	1		<p><b>Class 31. STEP 4. COA Analysis</b></p> <p>1. Content of tasks performed during the analysis of courses of action.</p> <p>2. Methods of conducting a war game (War-game Method).</p> <p>3. Procedure for conducting a war game.</p>
60	Group exercise	4	3		<p><b>Class 32. Methodology of BTG Staff Work During the Fourth Step of MDMP. STEP 4. COA Analysis (War Gaming)</b></p> <p>1. Methodology for wargaming the operation.</p> <p>2. Methodology for assessing the results of wargaming.</p>
				1	<p>1. Conducting the wargame of courses of action.</p> <p>2. Completing results worksheets during the war game.</p>

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
61	Group session	1	1		<b>Class 33. STEP 5. Course of Action Comparison</b> 1. Analysis of advantages and disadvantages of courses of action (Conduct advantages and disadvantages analysis). 2. Procedure for comparing courses of action (Compare COAs). 3. Questions addressed during the COA Decision Briefing.
62	Group exercise	4	2		<b>Class 34. Methodology of BTG Staff Work During the Fifth Step of MDMP. STEP 5. COA Comparison</b> 1. Evaluation of the advantages and disadvantages of developed courses of action. 2. Methodology for preparing and conducting a COA Decision Briefing.
				2	Preparation of course of action analysis materials for presentation during the briefing.
63	Group session	1	1		<b>Class 35. STEP 6. COA Approval</b> 1. Points presented by staff officers to the battalion commander during the COA Decision Briefing. 2. Content of the commander's final planning guidance. 3. Specifics of Warning Order #3 content.
64	Group exercise	3	2		<b>Class 36. Methodology of the Commander and BTG Staff Work During the Sixth Step of MDMP. STEP 6. COA Approval</b> 1. Methodology for the commander's selection of the final course of action (conducting a COA Decision Briefing). 2. Methodology for issuing guidance to finalise battle planning (COM's Decision & COM's Final Planning Guidance).
				1	Preparation of Warning Order #3.
65	Group session	1	1		<b>Class 37. STEP 7. Orders Production</b> 1. Content of tasks performed during the development of the order/plan. 2. Materials prepared by the battalion staff for the briefing to convey tasks to subordinate unit commanders.
66	Group exercise	4	2		<b>Class 38. Methodology of S-3 Section Work During the Seventh Step of MDMP. STEP 7. Prepare the OPORD or Plan</b> 1. Methodology for producing the operations order/plan (OPORD production).
				2	Preparation of the operations order or operations plan.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
67	Group exercise	4	2		<b>Class 39. Organisation of S-4 Section Officers' Work on Logistic Support During the Seventh Step of MDMP in Assigning Tasks to Subordinate Units</b> 1. Formulating tasks for subordinate logistic support units regarding material supply for inclusion in the defensive combat order. 2. Formulating tasks for subordinate logistic support units regarding military equipment recovery for inclusion in the defensive combat order.
				2	Formalised document detailing tasks for subordinate logistic support units for inclusion in the defensive combat order.
68	Group exercise	4	2		<b>Class 40. Organisation of S-4 Section Officers' Work on Logistic Support During the Seventh Step of MDMP in Assigning Logistic Support Tasks in Defensive Combat</b> 1. Preparation of the logistic support annex to the defensive combat order. 2. Development of graphical supplements to the logistic support annex for the defensive combat order.
				2	Formalised Document: Task assignment for logistic support units to be reflected in the logistic support annex to the operations order.
69	Group exercise	3	2		<b>Class 41. Methodology for Preparing and Conducting the Operations Order Briefing (OPORD Briefing)</b> 1. Methodology for conducting the operations order briefing (Conduct OPORD Briefing).
				1	Preparation of presentation materials for briefing company commanders.
		<b>70</b>	<b>48</b>	<b>22</b>	<b>Topic 4. Offensive Operations</b>
70	Lecture	2	2		<b>Class 1. Fundamentals of Offensive Operations</b> 1. General provisions, objectives, principles, and types of offensive operations according to NATO standards. 2. Preparation and conduct of offensive operations. 3. Conducting offensive operations based on the experience of the Russo-Ukrainian War.
				1	Studying the requirements of regulatory documents on preparing and conducting offensive actions.
71	Lecture	3	2	1	<b>Class 2. Fundamentals of Crossing Water Obstacles</b> 1. General provisions on crossing water obstacles. 2. Preparation for an offensive involving a water obstacle crossing. 3. Conducting an offensive involving a water obstacle crossing.
72	Group session	3	2	1	<b>Class 3. Specifics of Preparing for and Executing a Breakout from Encirclement</b> 1. Specifics of preparing for a breakout from encirclement. 2. Executing a breakout from encirclement.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
73	Group session	3	2	1	<b>Class 4. Offensive Combat in Special Conditions</b> 1. Specifics of preparing for and conducting offensive combat in urban areas. 2. Specifics of preparing for and conducting offensive combat in mountainous terrain. 3. Specifics of preparing for and conducting offensive combat in forested terrain. 4. Specifics of preparing for and conducting offensive combat at night.
74	Seminar	3	2		<b>Class 5. Fundamentals of Offensive Actions</b> 1. General provisions of offensive combat. 2. Preparation and conduct of offensive actions. 3. Evolution of offensive tactics by military formations based on the experience of the Russo-Ukrainian War.
				1	1. Preparation for seminar discussions. 2. Writing a report (presentation, briefing) on the experience of preparing and conducting offensive operations, considering the lessons of the Russo-Ukrainian War.
<b>COMPREHENSIVE TACTICAL TASK № 2: "BATTALION IN THE OFFENSE" (EXERCISE)</b>					
75	Group exercise	3	2		<b>Class 6. Briefing on Delivering the Operational Order (OPORD) to the BTG Staff</b> 1. Receiving the OPORD from the Separate Mechanised Brigade ( <i>ombr</i> OPORD receiving).
				1	1. Preparing topographic maps, overlays, and templates for formalised documents. 2. Studying the tactical task.
76	Group exercise	6	4		<b>Class 7. STEP 1 Receipt of Mission</b> 1. Activities of the BTG staff during the preparation of documents for Step 1.
				2	1. Conducting time analysis. 2. Develop the battalion commander's preliminary guidance. 3. Prepare Warning Order № 1.
77	Group exercise	6	4		<b>Class 8. STEP 2. Mission Analysis</b> 1. Issue COM's initial planning guidance. 2. Conduct the mission analysis briefing. 3. Develop Warning Order № 2.
				2	1. Complete templates for formalised documents related to the analysis of own units. 2. Develop enemy courses of action (COAs). 3. Prepare presentation materials for the briefing.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
78	Group exercise	8	6		<b>Class 9. STEP 3. Course of Action Development</b> 1. Develop Decision Support Matrix. 2. Develop Synchronization matrix. 3. Prepare COA statements and sketches.
				2	1. Develop the decision support template. 2. Develop the operational concept for each course of action.
79	Group exercise	6	4		<b>Class 10. Study of the terrain during the reconnaissance. Finalisation of the development of courses of action</b> 1. Clarification of the location of Named Areas of Interest (NAI). 2. Clarification of the location of Targeting Areas of Interest (TAI). 3. Clarification of the location of Engagement Areas (EA). 4. Clarification of the drawing of Phase Lines (PL).
				2	1. Preparation of the reconnaissance plan for the operational area. 2. Adjustment of the course of action diagrams (areas, routes, phase lines).
80	Group exercise	3	2		<b>Class 10. STEP 3. Conduct COA briefing</b> 1. Conduct COA Briefing/
				1	Preparation of presentation materials for the briefing.
81	Group exercise	5	4		<b>Class 11. STEP 4. COA Analysis (war gaming)</b> 1. Wargame the operation. 2. Assesses the results.
				1	Preparation of maps, diagrams, simulation tools, and formal document templates for the wargame.
82	Group exercise	3	2		<b>Class 12. STEP 5. COA Comparison</b> 1. Preparation and conduct of the briefing on the comparison of the courses of action.
				1	1. Evaluating and comparing the courses of action, summarising the results. 2. Preparation of presentation materials for the briefing.
83	Group exercise	3	2		<b>Class 13. Commander-selected COA Briefing</b> 1. Conducting the briefing on the approval of the course of action and issuing guidance for final planning (COM's Decision & COM's Final Planning Guidance).
				1	Development of preliminary Order No. 3.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
84	Group exercise	3	2		<b>Class 14. STEP 7. Prepare the order or plan</b> 1. OPORD production.
				1	Preparation of formal document templates for the development of the operational order.
85	Group exercise	3	2		<b>Class 25. STEP 7. Prepare the order briefing</b> 1. Conduct OPORD Briefing.
				1	Preparation of presentation materials for the briefing with company commanders.
86	Group exercise	6	4		<b>Class 23. Organisation of battalion commander's interaction in offensive combat</b> 1. Organisation of the battalion commander's interaction during movement, deployment, and fire preparation for the attack. 2. Organisation of the battalion commander's interaction during the execution of the immediate task and fire support for the attacking forces. 3. Organisation of the battalion commander's interaction during the execution of subsequent tasks and repelling the enemy's counterattack.
				2	Development of the control, interaction, and notification signal table.
		<b>3</b>	<b>2</b>	<b>1</b>	<b>Topic 5. Stability Operations</b>
87	Lecture	2	2	1	<b>Class 1. General provisions for conducting stabilisation operations</b> 1. General provisions for conducting stabilisation operations. 2. Specifics of brigade actions in the area of responsibility. 3. Specifics of tasks related to counteracting enemy sabotage-reconnaissance forces and illegal armed formations.
		<b>9</b>	<b>6</b>	<b>3</b>	<b>Topic 6. Joint operations</b>
88	Lecture	2	2		<b>Class 1. The role of the Ground Forces in Joint Forces operations</b> 1. Components of Joint Forces operations according to NATO standards. 2. The place and role of the Ground Forces in Joint Forces operations.
				1	The place and role of the Ground Forces in Joint Forces operations according to the standards of NATO member states' armed forces.
89	Lecture	2	2		<b>Class 2. The role of the Air Forces in Joint Forces operations</b> 1. The place and role of the Air Forces in Joint Forces operations. 2. Key principles, forms, and methods of employing the Air Forces.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Types of Academic Activities, Assessment Methods
			Classroom Hours	Independent Work	
1	2	3	4	5	6
				1	The place and role of the Air Forces in Joint Forces operations according to the standards of NATO member states' armed forces.
90	Lecture	2	2		<b>Class 3. Fundamentals of Naval Forces Employment in Stabilisation, Defensive, and Offensive (Counteroffensive) Operations of Joint Forces</b> 1. General principles of Naval Forces employment in stabilisation, defensive, and offensive (counteroffensive) operations of the Joint Forces group. 2. Specifics of Naval Forces preparation and employment in stabilisation, defensive, and offensive (counteroffensive) operations of the Joint Forces group.
				1	The role and position of the Naval Forces in Joint Forces operations under NATO standards.
		<b>60</b>	<b>36</b>	<b>24</b>	<b>Topic 7. Practical Training</b>
91	Command-staff exercise	60	36		"Employment of Rear Service Battalions (Detachments) in Logistic Support of a Defensive Operation of an Operational and Tactical Group (Forces)"
				24	1. Studying the operational-tactical mission, preparation of formalised documents, and topographic maps (overlays) for execution. 2. Development of combat textual and graphic documents.
92	Final assessment	6	4		<b>Differentiated Credit</b>
				2	Preparation for the Credit
<b>Total for the Discipline</b>		<b>360</b>	<b>243</b>	<b>117</b>	

## Programme of the Academic Discipline “LOGISTICAL SUPPORT”

### **General Objective of the Educational Programme Component:**

provision of knowledge on the organization of unit support by types of logistics support; interaction within the logistics structure of the unit (formation); distribution of functions and authorities of command bodies (support services) and performers (logistics support units).

### **Upon completion of the educational programme component, the learner should be able to:**

1. Apply knowledge to manage the logistics support service (by specialization) of a military unit and organize its operations during preparation and in combat (march);
2. Apply decision-making skills and manage units when performing combat tasks related to logistics support;
3. Apply competencies to organize the protection, security, and defence of material-technical assets and logistics support forces;
4. Explain (interpret) conventional tactical symbols used to represent the logistics situation, maps (diagrams);
5. Apply knowledge and skills to organize and conduct planning in the position of an officer in the logistics support service (deputy battalion commander for rear, armament, logistics) during various types of tactical operations.

### **Organisational and Methodological Guidelines:**

The methodology for teaching the academic discipline is based on the fundamental principles of didactics (the theory of justification and teaching). It provides a scientific-pedagogical characterization of teaching forms and methods, highlighting the most effective combinations to achieve a defined level of learning and determining the conditions for their most efficient use.

To achieve the main educational goal, the following teaching forms are envisaged in the program:

- front-based learning, where all learners perform the same task simultaneously under the supervision of the instructor;
- group-based learning, where learners are divided into groups (sections) depending on the unit's organizational structure, and work in parallel;
- individual learning, where learners complete tasks sequentially, one after another.

Depending on the required level of knowledge or skill, the instructor should employ the following methods:

- Verbal-visual method;
- Training method;
- Situational-cognitive method.

The verbal-visual method, where the instructor systematically and sequentially presents the educational material, demonstrates (shows) the objects being studied to provide learners with new knowledge and form the appropriate understanding.

The verbal-visual method involves the instructor systematically and sequentially presenting the educational material, demonstrating (showing) the objects being studied to help learners acquire new knowledge and form the appropriate understanding.

The training (reproductive) method involves performing complex actions according to the established algorithm (pre-determined order) set by the instructor to form the necessary skills and ensure the cohesion of military-organizational structures.

The situational-cognitive method is used in reviewing and discussing real (probable) actions, familiarizing with the experience of military command in conflicts, and developing skills in information-analytical activities.

The methods mentioned above provide learners with knowledge, skills, and abilities, but to develop their creative abilities, the instructor must use problem-based learning methods.

Problem-based teaching occurs when the instructor presents a problem to the learners, solves it themselves, but shows the paths to its solution and reveals the reasoning behind their thinking. The immediate outcome of problem-based teaching should be that the learner masters the method and logic of solving a specific problem, but not yet the ability to apply these methods independently. This method teaches learners how to search for knowledge, helping them develop creative thinking skills.

The search (heuristic) method aims at gradually guiding learners toward independent problem-solving by initially teaching them how to perform individual elements of a solution. It is used during group exercises when the method for finding the optimal solution is defined by the instructor, but the learner finds the solution themselves.

Problem-based methods ensure a deep understanding of knowledge at the level of its creative application, mastery of creative thinking methods, and practical experience.

### **Material and Technical Support:**

Classes should be conducted in specialized classrooms, which, if necessary, must be equipped with personal electronic computing equipment, with one workstation for every two learners, and on the training ground of the training support center. It is essential that during the educational sessions, teaching aids and technical tools must be used.

### **Information and Methodological Support:**

1. On the norms of food supply for military personnel of the Armed Forces, other military formations, the State Special Communications and Information Protection Service, police officers, personnel of the State Fiscal Service, and personnel of civil protection bodies and units: Resolution of the Cabinet of Ministers of Ukraine dated 29.03.2002 No. 426 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. Last updated: 27.06.2017. URL: <https://zakon.rada.gov.ua/laws/show/426-2002-%D0%BF#Text> (accessed on: 28.07.2020).

2. Norms for the food supply of military personnel of the Armed Forces and other military formations, personnel of the Ministry of Internal Affairs and the criminal-executive system, cadets of military lyceums, and lyceums with enhanced physical training, as well as feeding norms for animals during wartime, approved by the Cabinet of Ministers of Ukraine resolution dated 03.06.2003 No. 824-010.

3. On the approval of the procedure for logistical support of defence forces during tasks for the defence of the state, its sovereignty, territorial integrity, and inviolability: Resolution of the Cabinet of Ministers of Ukraine dated 27.12.2018 No. 1208 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/1208-2018-%D0%BF#Text> (accessed on: 28.07.2020).

4. Norms for the supply of property to military personnel of the Armed Forces of Ukraine and the State Special Transport Service during peacetime and special periods: Order of the Ministry of Defence of Ukraine dated 29.04.2016 No. 232 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. Last updated: 27.08.2019. URL: <https://zakon.rada.gov.ua/laws/show/z0767-16#Text> (accessed on: 28.07.2020).

5. Instruction on the organization of supply of property to military personnel of the Armed Forces of Ukraine during peacetime and special periods: Order of the Ministry of Defence of Ukraine dated 29.04.2016 No. 232 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. Last updated: 27.08.2019. URL: <https://zakon.rada.gov.ua/laws/show/z0768-16#Text> (accessed on: 28.07.2020).
6. Norms for fuel, oil, lubricants, and special fluids consumption during operation, repair, and conservation of military equipment and armament of the Armed Forces of Ukraine, approved by the Order of the Minister of Defence of Ukraine dated 06.01.1999 No. 01.
7. Procedure for the preparation of operational (combat) documents, approved by the Order of the General Staff of the Armed Forces of Ukraine dated 25.04.2018 No. 170.
8. Combat Charter of the Mechanized and Tank Forces of the Ground Forces of the Armed Forces of Ukraine. Part I. Brigade. – Kyiv: KSV ZSU, 2016.
9. Combat Charter of the Mechanized and Tank Forces of the Ground Forces of the Armed Forces of Ukraine. Part II. Battalion, Company. – Kyiv: KSV ZSU, 2016.
10. The Basic Provisions of Logistical Support of the Armed Forces of Ukraine, approved by the order of the Ministry of Defence of Ukraine dated 11.10.2016, No. 522.
11. Temporary Instruction on Logistical Support of Combat Operations of Military Units (Subunits) of the Ground Forces of the Armed Forces of Ukraine (draft). – Kyiv: KSV AFU, 2019.
12. Mobilization Directive of the General Staff of the Armed Forces of Ukraine dated 03.07.2018, No. 321/1260 DSK "On the Introduction of Samples and Forms of Documents for Preparing and Conducting the Mobilization Deployment of the Armed Forces of Ukraine". Annex 15.
13. On Approval of the Regulations on Military (Shipboard) Economy of the Armed Forces of Ukraine: order of the Minister of Defence of Ukraine dated 16.07.1997, No. 300 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. Last updated: 09.09.2016. URL: <https://zakon.rada.gov.ua/laws/show/z0615-97#Text> (accessed: 28.07.2020).
14. Regulations on the Provision of Fuel and Technical Means of the Fuel Service to the Armed Forces of Ukraine in Peacetime, approved by the order of the Ministry of Defence of Ukraine dated 31.07.2006, No. 469.
15. On Approval of the Regulations on Food Provision of the Armed Forces of Ukraine in Peacetime: order of the Minister of Defence of Ukraine dated 09.12.2002, No. 402 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. Last updated: 10.11.2017. URL: <https://zakon.rada.gov.ua/laws/show/z0992-02#Text> (accessed: 28.07.2020).
16. Temporary Instruction on Bathing-Laundry Services for the Personnel of the Armed Forces of Ukraine in Peacetime and Special Period, approved by the commander of military unit A2516 on 28.12.2017, No. 312.
17. Regulations on the Procedure for Creation, Storage, Renewal (Replacement), and Use of Indispensable Reserves of Rear Equipment and Other Rear Material Means in the Armed Forces of Ukraine, approved by the order of the Ministry of Defence of Ukraine dated 13.05.2016, No. 6t.
18. On Approval of the Instruction on the Accounting of Military Property in the Armed Forces of Ukraine: order of the Ministry of Defence of Ukraine dated 17.08.2017, No. 440 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. Last updated: 23.08.2019. URL: <https://zakon.rada.gov.ua/laws/show/z1192-17#Text> (accessed: 28.07.2020).
19. Instruction on the Organization and Planning of Cargo and Passenger Transportation by Motor Transport in the Armed Forces of Ukraine, approved by the order of the General Staff of the Armed Forces of Ukraine dated 17.10.2016, No. 387.

20. On Approval of the Regulations on the Organization of Housing and Utility Support for the Armed Forces of Ukraine: order of the Ministry of Defence of Ukraine dated 03.07.2013, No. 448 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. Last updated: 08.09.2015. URL: <https://zakon.rada.gov.ua/laws/show/z1590-13#Text> (accessed: 28.07.2020).
21. On Approval of the Regulations on Fire Safety in the Ministry of Defence of Ukraine and the Armed Forces of Ukraine: order of the Ministry of Defence of Ukraine dated 29.09.2014, No. 685 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/z1537-14#Text> (accessed: 28.07.2020).
22. Indicators of Objects (Service Premises) of Military Towns Intended for Housing Military Units, Institutions, and Military Educational Institutions of the Armed Forces of Ukraine, approved by the order of the Minister of Defence of Ukraine dated 05.01.2011, No. 5.
23. Norms of Utility Service Consumption in the Armed Forces of Ukraine, approved by the order of the Minister of Defence of Ukraine dated 29.03.1994, No. 85.
24. On Approval of the Procedure for Determining the Objectively Necessary Amount of Fuel for Household Needs in the Armed Forces of Ukraine: order of the Ministry of Defence of Ukraine dated 19.10.2018, No. 524 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/z1280-18#Text> (accessed: 28.07.2020).
25. On Approval of the Procedure for the Use of Housing Property in the Ministry of Defence of Ukraine and the Armed Forces of Ukraine: order of the Ministry of Defence of Ukraine dated 30.01.2019, No. 34 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/z0186-19#Text> (accessed: 28.07.2020).
26. On Approval of the Rules for the Maintenance of Residential Buildings and Adjacent Territories: order of the State Committee of Ukraine for Housing and Communal Services dated 17.05.2005, No. 76 // Database "Legislation of Ukraine" / Verkhovna Rada of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/z0927-05#Text> (accessed: 28.07.2020).
27. Guidelines for Current and Major Repairs of Buildings and Utility Structures in the Armed Forces of Ukraine. – Kyiv: Ministry of Defence of Ukraine, 2011. – 96 p.
28. Concept of Armed Forces of Ukraine Training, approved by the order of the Ministry of Defence of Ukraine dated 22.02.2016, No. 95.
29. Instruction on the Procedure for Developing (Placing) Standards (Catalogues of Tasks) for the Preparation and Conducting of Evaluation According to the Armed Forces of Ukraine Training Standards. VCDP 7-00(03).02, approved by the order of the General Staff of the Armed Forces of Ukraine dated 27.01.2020, No.
30. Typical Program of Individual Training for Officer Personnel of a Military Unit (Mechanized, Tank, Motorized Infantry, Mountain Assault) of the Ground Forces of the Armed Forces of Ukraine – Kyiv: COSMP Armed Forces of Ukraine, 2018. – 86 p.
31. Typical Programme for the Individual Training of Non-Commissioned Officers (Sergeants and Senior Sergeants) for Rear Military Units (Subunits) of the Ground Forces of the Armed Forces of Ukraine – Kyiv: KSV Armed Forces of Ukraine, 2019. – 20 p.
32. "Basic General Military Training" Programme, approved by the Chief of the General Staff – Commander-in-Chief of the Armed Forces of Ukraine on 01.06.2018 (with amendments).
33. STI 000G.06L Tactical Training (Training Course) – Kyiv: GUP Armed Forces of Ukraine, COSMP Armed Forces of Ukraine, 2019. – 14 p.
34. STI 000G.21L Tactical Medicine (Training Course) – Kyiv: GUP Armed Forces of Ukraine, COSMP, 2019. – 10 p.
35. STP "Individual Training of a Fuel Tanker Driver (Fuel Tanker Vehicle Operator) for Special Training"

36. STP "Individual Training of a Cook for Special Training"
37. STP "Individual Training of a Field Bath Chief – Sanitary Instructor for Special Training"
38. STK 3415.3(4)04.05 Functional Group No. 5 "Logistics (Conducting Operations, Conducting Combat, Combat Operations)". Transport Support (Company) – Kyiv: COSMP Armed Forces of Ukraine, 2020. – 12 p.
39. STK 3415.4(5)04.02 Functional Group No. 5 "Logistics (Conducting Operations, Conducting Combat, Combat Operations)". Transport Support (Platoon (Section)) – Kyiv: COSMP Armed Forces of Ukraine, 2020. – 10 p.
40. DM to STK 3415.4(5)04.02 Transport Support – Kyiv: COSMP Armed Forces of Ukraine, 2020. – 26 p.
41. STK 3415.3(4)04.03 Functional Group No. 5 "Logistics (Conducting Operations, Combat, and Military Actions)". Evacuation of Personnel (Wounded), Trophies (Platoon). – Kyiv: COSMP Armed Forces of Ukraine, 2020. – 12 p.
42. DM to STK 3415.3(4)04.03 Evacuation of Personnel (Wounded), Trophies – Kyiv: COSMP Armed Forces of Ukraine, 2020. – 28 p.
43. Methodological Guide on the Organization and Implementation of Security and Defense, and Daily Activities of Military Units (Subunits) of the Armed Forces of Ukraine Stationed in Base Camps – Kyiv: General Staff of the Armed Forces of Ukraine, 2014. – 60 p.
44. Methodological Recommendations on Organizing the Work of Mobilization Resource Reception Points for Military Units (Establishments). Appendix to Directive of the General Staff of the Armed Forces of Ukraine, 03.07.2018 No. 321/1259
45. Methodological Recommendations on Processing Documents for Combat and Mobilization Readiness of the Equipment Service of Military Units (Units) No. 138/400, dated 28.02.2003: Bulletin No. 3 of the Main Equipment Directorate – Kyiv: Rear Services of the Armed Forces of Ukraine, Ministry of Defence, 2003. – 56 p.
46. Methodological Recommendations on Providing Security and Defense of Columns Transporting Weapons, Missiles, Ammunition, and Material-Technical Assets – Kyiv: Armed Forces of Ukraine Armament, 2014. – 38 p.
47. Methodological Recommendations on Organizing Rear Support in the Base Camps of Brigades (Battalions), at Company (Platoon) Command Posts, and Combat Positions – Kyiv: Rear Services of the Armed Forces of Ukraine, 2016. – 19 p.
48. Methodological Recommendations on Organizing and Escorting Columns – Kyiv: Rear Services of the Armed Forces of Ukraine, 2016. – 9 p.
49. Methodological Recommendations on Organizing and Conducting Tactical-Special Exercises (Tactical-Special, Tactical-Drill Activities) with Rear Military Units (Subunits) of the Armed Forces of Ukraine – Kyiv: Rear Services of the Armed Forces of Ukraine, 2018.

## Titles of Topics and Distribution of Study Time by Types of Academic Activities

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
1	2	3	4	5	6
		<b>18</b>	<b>12</b>	<b>6</b>	<b>Topic 1. General Principles of Logistics Support Organisation</b>
1	Lecture	3	2	1	<b>Class 1. Comprehensive Support for Combat and Daily Activities of Military Units.</b> 1. Comprehensive Support for Combat and Daily Activities of Military Units. 2. The Logistics Support System of the Armed Forces of Ukraine.
2	Group session	3	2	1	<b>Class 2. The Rear as a System for Supporting Troop (Force) Operations</b> 1. Types of Support, Tasks, and Assets of the Rear. 2. Rear Support Measures for a Military Unit.
3	Group session	3	2	1	<b>Class 3. Rear Forces and Resources</b> 1. Forces and Resources of Military Rear at the Tactical Level. 2. Forces and Resources of Rear at the Operational Level. 3. Forces and Resources of Rear at the Strategic Level.
4	Group session	4	3	1	<b>Class 4. Armament as a System for Supporting Troop (Force) Operations.</b> 1. Concept of the Technical Support System for Troop Operations. 2. Organisation of Technical Support for a Military Unit. 3. Forces and Resources of Armament.
5	Group session	3	2	1	<b>Class 5. Organisation of supply of military units with armaments and military equipment, missiles and ammunition, and military-technical property</b> 1. Material resources and their reserves. 2. Standards for accumulation, maintenance, and echeloning of reserves. 3. Supply calculation units.
6	Group session	2	1	1	<b>Class 6. Symbols used in logistics documentation.</b> 1. General requirements for applying symbols. Amplifiers. 2. Symbols used in logistics documentation.
		<b>20</b>	<b>14</b>	<b>6</b>	<b>Topic 2. Organisation of supply with weapons systems</b>

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
7	Group session	2	2		<b>Class 2. Specifics of organising supply with weapons systems and artillery-technical support for a military unit during combat operations</b> 1. Tasks of support services for armaments and military equipment, missiles and ammunition, close combat systems, and reconnaissance. 2. Tasks of the repair unit of rocket-artillery armament.
8	Group session	2	2		<b>Class 4. General information about weapons systems</b> 1. Purpose of weapons systems. 2. Classification of projectiles.
9	Group session	2	2		<b>Class 5. General information about artillery shells</b> 1. Classification of artillery shells. 2. General structure of artillery shells for general and special purposes (NATO-countries armed forces)
10	Group session	5	2	3	<b>Class 6. Marking of artillery projectiles (Armed Forces of Ukraine and NATO).</b> 1. Marking of ammunition (Armed Forces of Ukraine and NATO). 2. Painting and stamping of ammunition (Armed Forces of Ukraine and NATO).
11	Group session	5	2	3	<b>Class 7. Ammunition for small arms</b> 1. General structure of small arms cartridges (Armed Forces of Ukraine and NATO). 2. Marking of small arms cartridges (Armed Forces of Ukraine and NATO).
12	Group session	2	2		<b>Class 8. Organisation of supply with weapons systems</b> 1. Procedure for supplying weapons systems. 2. Loading norms for weapons systems.
13	Practical session	2	2		<b>Class 9. Procedure for calculating the loading of weapons systems</b> 1. Calculation of vehicle transport loading with weapons systems. 2. Calculation of railway transport loading with weapons systems.
		<b>6</b>	<b>6</b>	<b>3</b>	<b>Topic 3. Organisation of Artillery-Technical and Anti-Aircraft Radio-Technical Support</b>

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
14	Practical session	6	6	3	<b>Class 7. Provision of Ground-Based Weapon Systems, Means of Engagement, Close-Combat Equipment, and Reconnaissance Tools</b> 1. Procedure for the provision of ground-based weapon systems, means of engagement, close-combat equipment, and reconnaissance tools. 2. Procedure for equipping with ground-based weapon systems, means of engagement, close-combat equipment, and reconnaissance tools.
		<b>18</b>	<b>12</b>	<b>6</b>	<b>Topic 4. Organisation of Tank-Technical Support</b>
15	Lecture	3	2		<b>Class 1. Fundamentals of Armoured Vehicles Operation</b> 1. Definition of "machine operation," stages and types of operation, and the life cycle of a machine. 2. Overview of the system for operating armoured vehicles. 3. Classification of armoured weapons and vehicles into operational groups and annual resource consumption rates.
				1	Categorisation of armoured weapons, vehicles, and technical assets.
16	Group session	3	2		<b>Class 2. Organisation of the Operation of Armoured Weapons and Vehicles</b> 1. Life cycle of a weapon sample and technical documentation accompanying the operation stages. Warranty periods and inter-repair resources of machines. 2. Methodology for checking and assessing the technical condition of a weapon sample. Frequency of technical condition inspections by unit personnel.
				1	Technical documentation for the vehicle.
17	Practical session	3	2		<b>Class 3. Preparation of Technical Condition Reports</b> 1. Preparation of technical condition reports for armoured vehicles. 2. Preparation of technical condition reports for engines.
				1	Procedure for writing off and returning spare parts to storage.
18	Group session	6	4		<b>Class 4. Fundamentals of Armoured Weapons and Vehicles Acceptance and Transfer</b> 1. Requirements for vehicles subject to transfer. 2. Procedure for accepting and transferring armoured vehicles. 3. Specifics of accepting vehicles in storage (in the combat zone).
				2	Requirements for documenting the technical condition of vehicles subject to acceptance and transfer.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
19	Practical session	3	2		<b>Class 5. Commander's Role in Tank-Technical Support</b> 1. Actions of the commander (chief) after receiving a combat mission for organising tank-technical support. 2. Procedure for developing proposals on tank-technical support.
				1	Capabilities of technical support units for armoured weapons and vehicle repairs.
		<b>18</b>	<b>12</b>	<b>6</b>	<b>Topic 5. Organisation of Automotive-Technical Support</b>
20	Group session	3	2	1	<b>Class 1. Fundamentals of Automotive-Technical Support in Combat Operations (March)</b> 1. Key tasks of automotive-technical support during preparation and combat operations (march). 2. Main technical support measures and their execution during preparation and combat. 3. Organisation and planning of automotive-technical support for combat operations at the battalion level by the battalion commander.
21	Group session	3	2	1	<b>Class 2. Forces and Means of Automotive-Technical Support for Mechanised Battalions (mb) and Mechanised Brigades (ombr)</b> 1. Organisational structure, key tasks, and production capabilities of the repair and recovery battalion of a mechanised brigade (ombr). 2. Organisational structure, key tasks, and production capabilities of the repair company for automotive equipment of the mechanised battalion (ompb), marine battalion (obmp), and airborne assault battalion (odshb). 3. Organisational structure, key tasks, and production capabilities of the technical support platoon of the mechanised battalion (mb) in a mechanised brigade (ombr).
22	Group session	3	2	1	<b>Class 3. Organisation of Automotive Equipment Recovery During Combat Operations (March)</b> 1. Actions of the battalion commander (deputy battalion commander for armament) during preparation for combat operations (march). 2. Planning the employment of forces and means for automotive-technical support in mechanised brigades (ombr) during combat operations (march). 3. Organisation of automotive equipment recovery based on combat experience. 4. Organisation of technical support management in mechanised battalions (mb) of mechanised brigades (ombr).

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
23	Group session	3	2	1	<b>Class 4. Key Norms and Methods for Calculations During Automotive-Technical Support Planning</b> 1. Main indicators of the combat readiness of a military unit's automotive service. 2. Procedure for assessing the condition of automotive equipment. 3. Norms for evaluating the impact of the enemy's destructive factors. 4. Calculations for losses of automotive equipment due to operational causes and combat damage (as per the mission).
24	Group session	3	2	1	<b>Class 5. Application of NATO Standards by the Battalion Commander in Planning Automotive-Technical Support for Combat Operations</b> 1. Implementation of NATO standards in planning automotive-technical support for combat operations by the battalion commander. 2. Key requirements of STK3315.311.03: "Actions of the Automotive Repair and Recovery Battalion During Preparation and Execution of Combat Operations (Combat Use) in Organisation and Execution of Technical Maintenance and Recovery of Automotive and Transport Equipment (ATT)." 3. Procedure for formalising documents by the battalion commander during the planning of automotive-technical support for combat (march).
25	Group session	3	2	1	<b>Class 6. Procedure for Writing Off Automotive Equipment and Technical Property Lost Due to Combat Damage</b> 1. Key requirements of the Ministry of Defence of Ukraine Order No. 81, dated 29 March 2021, "On Approval of the Procedure for Writing Off Property in the Armed Forces of Ukraine and the State Special Transport Service." 2. Procedure for preparing documents for writing off automotive equipment.
		<b>9</b>	<b>6</b>	<b>3</b>	<b>Topic 6. Organisation of Measurement Uniformity Assurance (Metrological Support)</b>
26	Group session	3	2	1	<b>Class 1. Regulatory Documents in the Field of Metrology</b> 1. Law of Ukraine on Metrology and Metrological Activities. 2. Cabinet of Ministers of Ukraine Resolution: "On the Specifics of Ensuring Measurement Uniformity in the Defence Sector of Ukraine."

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
27	Group session	3	2	1	<b>Class 2. Regulatory Documents on the Organisation of Measurement Uniformity in the Armed Forces of Ukraine</b> 1. Regulations on the Metrological Service of the Ministry of Defence of Ukraine and the Armed Forces of Ukraine: Ministry of Defence Order No. 288, dated 24 April 2017. 2. State System of Standardisation of Military Equipment: Metrological support for armaments and military equipment. Key provisions (DSTU V 1.2–95).
28	Group session	3	2	1	<b>Class 3. Procedure for Operating Measurement Equipment in the Armed Forces of Ukraine</b> 1. Responsibilities of personnel in units of metrological support. 2. Key provisions from the guidance on the organisation and procedure for operating measurement equipment in the Armed Forces of Ukraine, approved by the Deputy Minister of Defence for Armaments and Chief of Armaments of the Armed Forces of Ukraine Order No. 79, dated 1 June 2001.
		<b>18</b>	<b>12</b>	<b>6</b>	<b>Topic 7. Organisation of Transport Support</b>
29	Lecture	3	2	1	<b>Class 1. Basic Principles of Planning and Managing Movements and Transportations in the Armed Forces of Ukraine</b> 1. Basic principles of planning movements and transportations. 2. General structure of the management system for movements and transportations. 3. The essence of control organisation in the process of arranging movements and transportations.
30	Group session	3	2		<b>Class 2. Automotive Units: Their Purpose and Procedures for Use</b> 1. Purpose, composition, and tasks of automotive units. 2. Typical organisational and staffing structure of an automotive unit. 3. Capabilities of automotive units.
				1	Military cargo: concepts, classification, and rules for loading/unloading.
31	Group session	3	2		<b>Class 3. Supply Transportation of Cargo by Motor Transport</b> 1. Organisation and planning of centralised supply transportation of materiel. 2. Organisation and planning of cargo transportation by motor transport in military units and support units. 3. Execution of cargo transportation by motor transport in military units and support units.
				1	Organisation of transportation of oversized and heavy loads.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
32	Group session	3	2		<b>Class 4. Standards and Calculation Methodology for Transportation Planning</b> 1. Standards for transportation planning. 2. Methodology for transportation calculations.
				1	Organisation of hazardous cargo transportation.
33	Group session	3	2		<b>Class 5. Actions of Automotive Units (Convoys) During Transportation</b> 1. Automotive columns: their composition, formation procedures, and structure. 2. Preparation for transportation. 3. Variants of convoy formation schemes.
				1	Organisation of transportation of military equipment and materiel by rail.
34	Group session	3	2		<b>Class 6. Work of the Commander and Staff of an Automotive Military Unit (Separate Automotive Unit)</b> 1. Initial documents for transportation planning. 2. Sequence and scope of the commander's work. 3. Sequence and scope of the chief of staff's work.
				1	Planning and calculations for transporting military equipment and materiel by rail.
		<b>18</b>	<b>12</b>	<b>6</b>	<b>Topic 8. Organisation of Planning for Fuel and Technical Equipment Supply</b>
35	Group session	3	2		<b>Class 1. Organisation of Fuel and Technical Equipment Supply in the Armed Forces of Ukraine during Peacetime and Special Period</b> 1. The place, role, and tasks of the fuel service in the overall system of maintaining combat readiness and material support of troops. 2. Procedures for fuel and lubricants supply and technical equipment provision.
				1	The fuel service of the Armed Forces of Ukraine: its tasks and material and technical base.
36	Group session	3	2		<b>Class 2. Key Concepts and Terminology Used in the Fuel Supply System</b> 1. Regulatory documents governing the fuel and lubricants service. 2. Key concepts of the fuel service.
				1	General provisions.
37	Group session	3	2		<b>Class 3. Control of Economic Activities of the Fuel Service of a Military Unit</b> 1. Tasks, types, and forms of control over the economic activities of a military unit. 2. Procedures for controlling the economic activities of a military unit.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
				1	Organisation of control over the economic activities of the quartermaster service of a military unit.
38	Group session	6	4	2	<p><b>Class 4. Methodology for Calculating Fuel Consumption during the Operation, Maintenance, and Upkeep of Armaments, Military Equipment, and Technical Support Means</b></p> <p>1. Methodology for calculating fuel consumption during the operation of armaments and equipment.</p> <p>2. Methodology for calculating fuel consumption during the maintenance and upkeep of armaments, military equipment, and technical support means.</p> <p>3. Problem-solving tasks using fuel consumption norms for the operation and maintenance of armaments and military equipment.</p>
39	Group session	3	2		<p><b>Class 5. Conducting and Documenting Inventories, Inspections, and Audits</b></p> <p>1. Verifying the actual availability and quality condition of material resources of the fuel service.</p> <p>2. Documenting inventories, inspections, and audits.</p>
				1	Conducting and documenting inventories, inspections, and audits.
		<b>18</b>	<b>12</b>	<b>6</b>	<b>Topic 9. Organisation of Food Supply</b>
40	Group session	4	2		<p><b>Class 1. Planning the Economic Activities of the Food Service of a Military Unit</b></p> <p>1. Importance and general procedure for planning within the food service.</p> <p>2. Types of economic plans for the food service of a military unit, their forms, content, and procedures for preparation.</p>
				2	Economic plans for the food service of a military unit.
41	Group session	4	2		<p><b>Class 2. Organisation of Control over the Activities of the Food Service of a Military Unit</b></p> <p>1. Tasks, types, and functions of control and economic activities.</p> <p>2. Oversight of food supply organisation by responsible personnel. Internal audit commission and its operating procedures.</p> <p>3. Procedures for inventory checks, inspections of economic activities, and documentary audits.</p>
				2	Oversight of food supply organisation by responsible personnel.
42	Group session	2	2		<p><b>Class 3. Material Liability of Personnel for Damages to the State</b></p> <p>1. Types of material liability. Liability of personnel for damages caused to the state.</p> <p>2. Procedure for writing off food and property of the food service based on inspector's certificates.</p>

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
43	Group session	4	2		<b>Class 4. Reporting of the Food Service of a Military Unit</b> 1. Reporting: its purpose and the requirements imposed on it. 2. Characteristics and procedures for preparing reporting documents in standard formats.
				2	Characteristics and procedures for preparing reporting documents in standard formats.
44	Group session	2	2		<b>Class 5. Planning of Mobilisation Activities of the Food Service of a Military Unit</b> 1. Tasks of the head of the food service in organising mobilisation planning. 2. Purpose, content, and procedures for preparing calculations.
45	Group session	2	2		<b>Class 6. Modern Technical Equipment for the Food Service.</b> 1. Purpose and technical characteristics of food service technical equipment. 2. Rules for operating technical equipment.
		<b>18</b>	<b>12</b>	<b>6</b>	<b>Topic 10. Organisation of Quartermaster Supply</b>
46	Group session	4	2		<b>Class 1. Organisation of Quartermaster Supply for Armed Forces of Ukraine Personnel in Peacetime and Special Period</b> 1. The essence, purpose, and tasks of quartermaster supply. 2. Procedure for supplying quartermaster materials in the Armed Forces of Ukraine.
				2	Organisation and tasks of the quartermaster service of a military unit.
47	Group session	4	2		<b>Class 2. Oversight of the Administrative Activities of the Quartermaster Service of a Military Unit</b> 1. Tasks, types, and forms of oversight of administrative activities in a military unit. 2. Procedure for overseeing the administrative activities of a military unit. 3. Organisation of oversight of the administrative activities of the quartermaster service in a military unit.
				2	Organisation of oversight of the administrative activities of the quartermaster service of a military unit.
48	Group session	2	2		<b>Class 3. Financial Liability of Service Members for Damages Caused to the State</b> 1. Types of financial liability. 2. Determination of the actual damage amount.
49	Group session	4	2		<b>Class 4. Compensation for Damages Caused to the State</b> 1. Write-off of losses of quartermaster property at the expense of liable persons. 2. Procedure for writing off quartermaster property based on inspection certificates.
				2	Procedure for requesting and issuing inspection certificates.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
50	Group session	2	2		<b>Class 5. Reporting of the Quartermaster Service of a Military Unit</b> 1. Importance and requirements for reporting. 2. Measures for preparation and baseline data for drafting report-request documents.
51	Group session	2	2		<b>Class 6. Advanced Technical Equipment for the Quartermaster Service</b> 1. Purpose and technical characteristics of quartermaster service technical equipment. 2. Rules for operating technical equipment.
		<b>9</b>	<b>6</b>	<b>3</b>	<b>Topic 11. Organisation of Engineering and Infrastructure (Quarters and Utility) Support</b>
52	Group session	3	2	1	<b>Class 1. Fundamentals of Quarters and Utility Support for Troops</b> 1. General provisions on the quarters and utility service and quarters supply for troops. 2. Organisation and primary tasks of quarters and utility support. 3. Billeting of personnel during combat operations.
53	Group session	3	2	1	<b>Class 2. Provision of Quarters Equipment for Troops During Combat Missions</b> 1. Supply of quarters equipment to personnel of a military unit during combat operations. 2. Calculation of allocation standards for quarters equipment.
54	Practical session	3	2	1	<b>Class 3. Calculation of Fuel Consumption for Sustaining the Activities of Military Units</b> 1. Standards and calculation of fuel consumption for food preparation in field conditions. 2. Standards and calculation of fuel consumption for the sanitary and hygiene needs of personnel. 3. Standards and calculation of fuel consumption for heating personnel.
		<b>9</b>	<b>6</b>	<b>3</b>	<b>Topic 12. Financial Management in the Logistics Support System</b>
55	Group session	3	2		<b>Class 1. Organisation of Financial Planning in a Military Unit</b> 1. Financial planning: tasks, principles, and stages. 2. Financial planning documents in the financial planning process. 3. Organisation of contract work in a military unit.
				1	Organisation of planning by the heads of logistics services in a military unit.
56	Group session	3	2		<b>Class 2. Organisation of the Work of the Head of Service on Receiving and Accounting for Property, Works, and Services Funded by Local Government Subsidies</b> 1. Algorithm for procurement funded by local government subsidies. 2. Preparation of documentation for procurement.

№	Types of Academic Activities, Assessment Methods	Total Hours	Among them		Topic Title and Learning Questions
			Classroom Hours	Independent Work	
				1	Procedure for applying programme and economic expenditure classifications and expenditure codes.
57	Group session	3	2		<b>Class 3. Internal Control in Military Units</b> 1. Inventory as a tool for internal control. 2. Documentation of inventory results and write-off of military property.
				1	List of grounds for writing off military property.
		<b>13</b>	<b>6</b>	<b>7</b>	<b>Topic 13. Personnel Management in the Logistics Support System</b>
58	Group session	3	2	1	<b>Class 1. Personnel Policy: Purpose, Main Goals, and Tasks</b> 1. State personnel policy: its purpose, main goals, and tasks. 2. Military personnel policy in the Armed Forces of Ukraine: its essence and content.
59	Group session	3	2	1	<b>Class 2. Organisation of Staffing for the Armed Forces of Ukraine</b> 1. Planning the staffing of the Armed Forces of Ukraine. 2. Organisation of staffing for the Armed Forces of Ukraine during a special period.
60	Group session	3	2	1	<b>Class 3. Personnel Accounting</b> 1. Key provisions on personnel accounting. 2. Organisation of personnel accounting. 3. Accounting for personnel losses.
61				4	Preparation for the Comprehensive Examination
<b>Total for the Discipline</b>		<b>195</b>	<b>128</b>	<b>67</b>	

**Acting Head of Faculty of Logistics Support Specialist Training, Military Academy (Odesa)**  
colonel

**Ruslan V. BULHAKOV**

**Deputy Head of Academic Affairs of Faculty of Logistics Support Specialist Training, Military Academy (Odesa)**  
lieutenant colonel

**Oleksandr P. ZAKUSYLO**

**Course Director**  
colonel

**Ruslan V. BULHAKOV**