

LAND FORCES
MILITARY INSTITUTE OF TARAS
SHEVCHENKO NATIONAL
UNIVERSITY OF KYIV

COMMAND COURSE

OF THE TACTICAL LEVEL OF TERRITORIAL DEFENCE FORCES, L-1C (CAPTAINS' COURSE)

Kyiv 2025





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GENERAL INFORMATION ABOUT THE COURSE

Introduction

Captains' Course is a tactical-level command course of the Territorial Defence Forces, L-1C (TDF), which is a tool for training officers using the approaches of NATO member states.

The Course objective is to train an officer for effective company command and work in the battalion headquarters, to develop leadership skills of a commander according to the leading international experience.

The Captains' Course curriculum is aimed at developing the basic skills of planning company and battalion combat operations in groupings of forces operations, performing territorial defence tasks, and effectively organizing the functioning of the unit. The Course is based on the study and conscious application by students of Troop Leading Procedure (TLP) and the Military Decision-Making Process (MDMP) during the planning of combat operations.

Instruction and practical classes are conducted in small groups to ensure an individual approach to each student. The Course instructional materials have been developed on the basis of NATO combat mission planning standards, taking into account the latest combat experience gained in the Russian-Ukrainian war.

Course Duration

The Captains' Course lasts for 12 weeks.

Classes are held from Monday to Saturday. Sunday is a day of rest and self-development for the student.

The Course duration is 600 academic hours, including 416 under the guidance of an instructor and 184 hours for self-tuition. One academic hour lasts 45 minutes. One lesson lasts for 2 academic hours.

One day of training includes no more than 6 academic hours of instructor-led classes. The duration of the training day and classes with instructors may be longer or shorter due to the specifics of learning certain educational disciplines.

Schedule

Monday - Friday

arrival 8:30

9:00 - 10:30	Class 1
10:50 - 12:20	Class 2
12:20 - 13:20	Lunch break
13:20 - 14:50	Class 3
15:00 - 17:00	Physical training
17:00 - 19:00	Flexible work schedule/ self-tuition*

Saturday

arrival 8:30

9:00 - 10:30	Class 1
10:50 - 12:20	Class 2
12:20 - 13:20	Lunch break
13:20 - 17:00	additional classes/ self-tuition

Sunday

Flexible schedule

*The flexible schedule is used for other important educational and administrative activities, such as meetings with distinguished guests, communication with instructors to receive recommendations or feedback, additional instructor-led classes, group training, individual student work, library work, etc.

The fundamental principles of the Course

Training during the Captains' Course is based on active learning methods and follows these principles:



Relevance.

The training programme at the Course should be relevant and directly meet the needs of students, their professional interests and demands.

Respect.

The Course operates on the principle of mutual respect, regardless of position, rank, role, previous experience or approaches to assessment.

Responsibility.

Learning is only productive when students want to learn. That is why they should be active, take responsibility for their own training and perform in the classes.

Cooperation.

Effective learning is greatly facilitated by interaction with other students. This contributes to the development of teamwork skills, cooperation and horizontal communication.

Space.

The training takes place in a comfortable workspace that provides flexibility in using different learning formats. Setting clear rules allows students to express themselves and be creative in their approach to the tasks.

Development.

Students should have the opportunity to practice their skills and apply their knowledge, receive feedback and feel the dynamics of their growth during the Course.

Confidentiality rule

The Captain's Course is a space for emotionally mature and well-formed people, where everyone can freely express their thoughts and opinions. Students, the Team of the Course, and invited distinguished guests shall comply with the Confidentiality Rules during the Course events. This rule means that no student of the event has the right to directly or indirectly voice the speaker's words to persons who were not present at the event or were not participants in the discussion without the speaker's consent.

Course team

The Course's Team includes the Course Director, Academic Director and Instructors.

The Course Director is responsible for the organization of the Course, its comprehensive support and other issues related to the successful conduct of the Course.

The Academic Director is responsible for planning and organizing the delivery of educational classes by instructors, course improvement and other issues related to the successful conduct of the Course.

All classes on the Course are conducted by **Instructors**. Each instructor is also a mentor to a group of students.

The group mentor plays a key role in facilitating the development of students in line with the Course objectives. The mentor also evaluates the dynamics of the students' progress, the development of their command and leadership skills, and provides timely feedback on their training at the Course.

As a rule, mentor is appointed for the entire period of learning. Approximately halfway through the Course, the Course Director may consider changing mentor if this is necessary to achieve greater objectivity in assessing students or to allow students to experience different instruction styles.

A mentor should be a source of professional and human experience, knowledge and skills. The mentor manages the group at a "minimum level". His task is to take over as little management as possible, i.e. to try not to interfere and not to offer ready-made solutions. The mentor supervises the work of the group. He may intervene only in cases where the group is unable to reach a decision on its own.

The mentor evaluates the performance of the students in his group. This process is ongoing and usually involves informal communication between the mentor and each student individually to understand in detail the causes and conditions that affect the dynamics of their development.



STUDENTS

Students are officers who have been selected and invited to participate in the Captains' Course. Students are obliged to comply with the established rules of the Course, attend all Course activities, prepare and perform all tasks defined by the Course programme in a timely and high-quality manner.

Each group elects its own **Coordinator**. The Group Coordinator assists the Course Team in matters related to the organization of the group's work and the implementation of the planned activities. He is also responsible for the administration of the internal life of his group, including social, sport, cultural and other activities outside the Course programme.

DISTINGUISHED GUESTS

During the Course, students will have the opportunity to meet and talk with distinguished guests to discuss relevant topics, which will contribute to the development of their personal and leadership qualities. Such meetings will take place on a weekly basis.





**OUR GOAL IS VICTORY!
NOT BY THE POWER OF QUANTITY,
BUT WITH THE POWER OF THE MIND!**

LEARNING METHODS

General

Officer training at the Captains' Course involves active participation of students in all activities and personal contribution to the overall result, and is conducted in an open and friendly environment. The quality of a student training depends on the effective work of everyone. This requires everyone to share their knowledge, experience and learn from each other. Students are required to think critically, analyse causes and processes, and complete and present individual and group assignments as part of the Course.

Learning formats

Training at the Captains' Course takes place in two main formats: self-tuition and group classes.

Classroom sessions.

To enhance the educational process and ensure knowledge exchange, the Course participants work in several group formats:

- 1. Course.** The entire Course can be involved in educational activities. The main goal of working in such composition is to summarize information after conducting various educational activities.
- 2. Study group.** The Course students are divided into study groups with a fixed composition for the duration of the course. Each study group consists of 12-15 students. Each study group is assigned a separate classroom for the duration of the training.
- 3. Section.** Each study group can be divided into study sections for certain types of classes (practicum, role-playing, etc.).
- 3. Section.** Each study group can be divided into study sections for certain types of classes (practicum, role-playing, etc.).

Self-tuition.

Students are given time for self-tuition before classes, preparation of written assignments, and analysis of discussions. This form of learning requires the ability to plan and manage your time independently. Students should plan 2-5 hours of self-tuition each day.

Types of classes

An important feature of the Course is that prior to the class, students must independently study additional materials that will be provided for preparation and will be used during the class. The following types of classes are used during the Captains' Course:

Type of classes	Description
Interactive class	The instructor conducts a class during which the students actively participate in the discussion of the materials provided for the preparation. To ensure effective learning, the instructor uses various forms of interactive communication and conducts discussions aimed at developing critical thinking and information analysis skills in students.
Group class	A group class involves completing tasks set by the instructor that require collective decision-making and teamwork.
Individual class	The student independently completes the tasks provided for in the course programme, with a dialogue between the student and the instructor on the progress of the task.

The spirit of competition

The spirit of competition of the Captains' Course is based on the principles of healthy competition. The individual achievements of students allow us to compile a success rating of students at the Course.

Physical training and competitions

Continuous physical training is an integral part of personal development and is included in the Course programme. Physical training classes are held on a daily basis. Students' participation in physical training classes is mandatory. As part of personal development and the desire to improve, the Course encourages a competitive spirit. That is why individual and team competitions will take place throughout the entire Course. Competitions and contests take place during the hours specified in the Course plan.

Academic backlog

If a student misses classes or fails to prepare for practical classes with an instructor, or fails to complete self-tuition assignments, or if the grade for a control measure is below the threshold level (less than 60 points), the student will incur academic backlog. Academic backlog, if not resolved, may result in the student's expulsion from the course. The possibility and deadline for resolving academic backlog is agreed with the instructor on an individual basis.

Lessons Learned Process.

All students of the Course prepare a report on their recent combat (non-combat - daily activities, training, etc.) experience, from which a certain conclusion can be drawn for further improvement (enhancement) of activities, i.e. it is a solution to the problem that is being studied or researched. - Lesson.

During the training day, all students report on their project work, and after the report is completed, the group conducts an After Action Review.

The best projects can be used to create "Digests of Combat Experience" and/or to improve Course materials or tactical tasks.

The Course instructors are required to continuously study LL informational materials developed by the Land Forces Command, General Staff, Ministry of Defence and other military command and control authorities.

In addition, such information materials are distributed to students for mandatory self-tuition.

The control of learning (implementation) of the content is carried out through:

- thematic questionnaires during classes;
- organised discussions under the guidance of an instructor;
- incorporating key provisions into practical tasks;
- updating presentations and instructional materials;
- updating methodological recommendations.



EDUCATIONAL AND METHODOLOGICAL SUPPORT OF THE COURSE

Scientific Centre for Distance Learning:

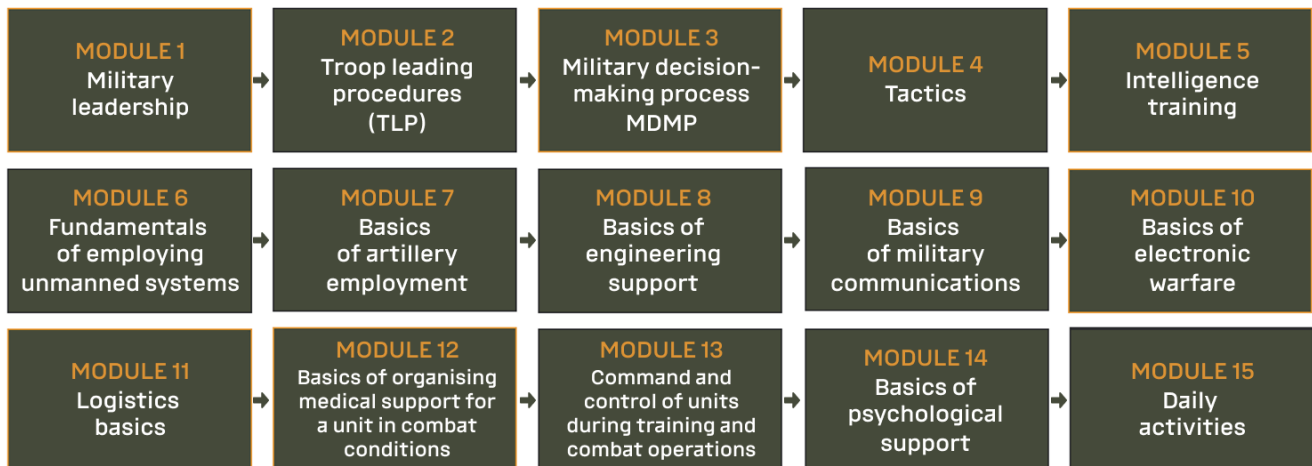
- Organized on the automated learning management system Moodle
- Administered by course instructors

Provides:

- Saving all course materials and accessing them without being tied to the location of study.
- Uploading of completed works by students and their further assessment by instructors.
- Conducting tests on the mastery of academic disciplines.
- Calendar of control measures for students.
- Preparation of reports on student performance.
- Receiving feedback from students.
- Access to the electronic library of Ivan Chernyakhovsky National Defence University of Ukraine.



COURSE PROGRAMME



MODULE 1

MILITARY LEADERSHIP

Purpose. To improve the leadership qualities of officers, develop their character and professionalism, form practical skills to build a combat-ready team and effectively perform tasks in combat and everyday conditions.

Learning objectives. After completing the Course the student should be able to:

- **explain** the concepts of "goal", "mission", "values" of a military leader; **interpret** and **summarize** the principles of military leadership;
- **distinguish** between C2 and leadership and **apply** them consistently in decisions and actions while commanding;
- **organize** the work of the unit and **maintain** cohesion to ensure combat effectiveness;
- **use** standardized internal communication protocols; **use** active listening; **provide** structured feedback to subordinates;
- **explain** the role of personal and team accountability and **relate** it to discipline and unit performance;
- **apply** the principles of Mission Command in planning and C2; **conduct** AAR according to the established procedure;
- **compare** and **evaluate** options (including Bloom's Taxonomy); **interpret** data and **report** a reasoned decision.

Main topics.

- The philosophy of war: the history of confrontation with Russian Federation; key ideas from The Art of War and 36 Stratagems; principles of international humanitarian law.
- Military leadership: terms, laws, principles; differences between C2 and leadership.
- Team leadership: one-on-one communication, active listening, feedback; unit cohesion; absolute responsibility of the leader.
- Implementation of changes: Mission Command; appointment and AAR process; analysis and evaluation; argumentation and explanation.

Learning methods. The instruction methodology involves interactive classes, with an emphasis on engaging students in analysing real-life examples of military leadership, AAR and discussing moral and ethical dilemmas, controlled discussions; situation analysis/case studies; modelling managerial actions; brainstorming; small group work; essay writing; testing (including the Kahoot platform); watching and analysing videos; self-tuition from additional materials; constant comparison with the practice of the Armed Forces of Ukraine and NATO practices.

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20. FM 6-0 – COMMANDER AND STAFF ORGANIZATION AND OPERATIONS

MODULE 2

TROOP LEADING PROCEDURES (TLP - PRACTICUM)

Purpose. To teach students to apply troops leading procedure (TLP), train students to plan company actions in various types of combat in different situations, to develop and design combat (textual and graphic) documents.

Learning objectives. After completing the Course, a student should be able to:

- **explain** the sequence and content of TLP procedures; **interpret** their application at the company level;
- **plan** offensive, defensive and assault actions of the company, make decisions on the conduct of combat (actions), **determine** tasks for units and **organise** interaction;
- **create (develop)** and execute a full set of combat documents (textual and graphic);
- **provide** comprehensive support for the company's actions and **monitor** readiness;
- **maintain** control of the unit during the training and conduct of combat (actions).
- **apply** command and control procedures to maintain continuous control of the unit during training and conduct of combat;
- **respond** to changes in the situation and quickly **define** tasks for units;

Main topics.

- Methodological practicum. "Mechanised company in defence"
- Practicum. "Motorised infantry company in defence"
- Practicum. "Rifle company in the defence of a settlement"
- Practicum. "Mechanised company on the offensive"
- Practicum. "Mechanised company in assault actions"
- Exam. Company battle planning

Learning methods. The module is implemented in the format of group exercises to acquire skills in combat planning according to the procedures of TLP. In group exercises, officers in the position of company commander perform educational tasks on planning offensive, defensive and assault actions, and single-handedly develop and draw up combat (textual and graphic) documents.

The instruction methodology combines interactive classes and practical work of the student under the guidance of the instructor. The role of the instructor is that of a mentor who constantly provides feedback, works individually with each student, accompanies the process of working through all eight steps of the TLP, and controls the quality of the prepared combat documents.

After completing the planning and development stage of combat (textual and graphic) documents, students move on to role-playing and training exercises that simulate combat situations. At this stage, the instructor plays the role of the enemy (Red team), which allows you to check the logic of planning and the effectiveness of decisions made in a changing tactical situation. Particular attention is paid to the student's reaction speed, adaptation of the developed course of action, C2 of the unit in the dynamics of combat, as well as providing feedback after the completion of each simulation.

The final stage of each practicum includes the presentation of the developed documents (materials), training in delivering combat orders from the company commander and AAR conduct. Passive learning methods involve students preparing for classes on their own by watching an educational film.

The final stage of the module includes an exam, during which each student develops a complete set of combat (textual and graphic) documents in accordance with the tactical task determined by the instructor and orally issues an OPORD in front of the group, demonstrating consistency, logic of decisions, knowledge of TLP, understanding of the situation and readiness to command and control the unit in combat.

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MODULE 3

MILITARY DECISION-MAKING PROCESS MDMP (PRACTICUM)

Purpose. To develop the officer's ability to work in the battalion headquarters according to the procedures of the MDMP, to plan the offensive and defensive combat of the battalion.

Learning objectives. After completing the Course, the student shall be able to:

- **explain** the structure, purpose and tasks of the battalion headquarters; **classify** the duties of staff officers and **interpret** the procedures for interaction between the staff sections.
- understand the content and logic of the MDMP steps and the roles of the commander and staff at each stage;
- **explain** the content and logic of the MDMP steps, **interpret** the roles of the commander and staff at each stage;
- **perform** functional duties as a member of staff sections, **create** (develop) and prepare operational documents (textual and graphical);
- **apply** MDMP procedures to prepare offensive and defensive battle plans; **formulate** decisions; **assign** tasks to units;
- **establish** and **implement** coordination and control procedures;
- **manage** comprehensive support measures;
- **conduct** briefings/meetings

Main topics.

- Battalion headquarters – structure and roles of the battalion headquarters' units (sections)
- Practicum. Battalion headquarters' work during planning of an offensive battle (MDMP)
- Practicum. Battalion headquarters' work during planning of a defensive battle (MDMP). Group project

Learning methods. The module is delivered within training groups whose officers are assigned to the positions of battalion headquarters officers before the start of classes. In group exercises, officers carry out training tasks for planning the battalion's offensive and defensive operations, and, as part of the battalion headquarters' units (sections), develop and prepare combat (textual and graphic) documents.

The instruction methodology combines interactive sessions and practical work by students under the instructor's guidance. The instructor's role is that of a mentor who continuously provides feedback and coordinates the battalion headquarters' actions through the students who have been assigned the roles of battalion commander and chief of staff of the battalion. Primary focus is on students applying all the knowledge and skills they acquired during the Course.

Upon completion of each step of the MDMP, the prepared combat documents and briefings (meetings) are reviewed and evaluated.

The final stage of the module includes the development and defence of a group project, during which students present jointly developed combat (textual and graphic) documents and conduct a briefing to issue a combat order to subordinate units.

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MODULE 4

TACTICS

Purpose. To master doctrinal principles and practical techniques of offensive/defensive combat, movement and disposition of units according to national standards, taking into account the experience of the russian–Ukrainian war and the standards (approaches) of NATO member countries.

Learning objectives. After completing the Course the student shall be able to:

- **explain** the role and position of the mechanized (rifle/fire-support) company and the mechanized battalion in combined-arms combat; **interpret** and **summarize** their organizational and staffing structure and combat capabilities;
- **explain** the specifics of preparation for positioning and the procedures for positioning a mechanized company/battalion on the terrain; **classify** typical positioning/disposition options taking into account combat experience;
- **explain** the specifics of preparation for movement and the procedures for its execution for a company/battalion; **classify** methods of movement taking into account combat experience;
- **explain** the specifics of preparing for and conducting defensive and offensive combat, assault operations, procedures for unit rotation and breakout from encirclement, taking into account combat experience (including at night, across water obstacles, in populated areas, and in woodland);
- **develop** combat graphical documents and diagrams of company and battalion actions in offensive and defensive combat, and during the execution of other tasks;
- **use** topographic maps and tactical map symbols; **determine** coordinates; **use** the "Kropyva" software for battle planning and command;

Main topics.

- Purpose, structure, armament and capabilities of Land Forces units of the Armed Forces of Ukraine and of units of other branches (services) of the Armed Forces of Ukraine
- Use of topographic maps. Study of map terrain; the "Kropyva" software; basics of the "Vezha" software.
- Positioning on terrain: basic principles, unit actions during positioning, guard duties.
- March: fundamentals, marching capabilities, march security, march calculation.
- Offense: general regulations; organization of offensive operations; methods of conducting offensive combat; typical forms of maneuver according to NATO standards; conducting combat in special conditions; assault operations; breakout from encirclement.
- Defence: general regulations; organization of defensive operations; tactical calculations; combat security; actions at night, across water obstacles, in populated areas, in woodland; unit rotation; combat in encirclement; characteristics of defensive actions according to NATO standards
- Development of combat graphic documents (scheme of fires, platoon strong point (PSP)/company strong point (CSP) diagrams) – mandatory elements, typical mistakes.
- Combat lessons learned

Learning methods. Classes are accompanied by visual presentations and instructional videos using active learning methods: case studies, AAR, controlled discussions, practical development of diagrams, conducting tactical calculations, and use of the "Kropyva" software, as well as quizzes on the Kahoot platform. Passive learning methods include watching video materials containing combat (action) elements, familiarization with up-to-date materials on combat experience and training manuals, and the defence of an individual project (a lesson based on personal experience).

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MODULE 5

INTELLIGENCE TRAINING

Purpose. Developing (enhancing) students' theoretical knowledge of the organizational-staff structure and tactics of enemy units and subunits in offensive and defensive combat. Develop students' ability to organize and conduct reconnaissance in defence, offensive operations, on the march, and during assault actions; analyze intelligence information (data) to develop possible enemy courses of action.

Learning objectives. After completing the training the student shall be able to:

- **explain** the purpose and tasks of reconnaissance; **classify** the methods (types/forms) of conducting reconnaissance; **summarize** their employment under different conditions of the situation, taking into account combat experience;
- **interpret** and **analyze** available intelligence data;
- **assess** terrain, hydrography, vegetation, road network, and urbanized areas;
- **determine** and **anticipate** the likely nature of the enemy's actions;
- **interpret** the organization of the situational-awareness system by establishing a comprehensive observation system at the company strongpoint through a network of observation posts and the employment of organic and non-organic UAV crews;
- **create** and **organize** a comprehensive observation system at the company strong point;
- **determine** tasks for the combat reconnaissance patrol, reconnaissance patrol, observation squad, observation post (observer), UAV crew, unit (group), and ambush group;
- **explain** the basics of RER (radio-electronic reconnaissance) as an element of technical reconnaissance; **distinguish** its main capabilities and limitations; **classify** typical RER tasks in interaction with other types of reconnaissance;
- **use** the "Delta" software for enemy analysis, battle planning, and battle management;

Main topics.

- Purpose of reconnaissance; types and reconnaissance requirements; methods of conducting reconnaissance
- Reconnaissance in defense, in offense, on the march, and during assault operations
- Staffing structure, weapons and military equipment and combat capabilities of motorized-rifle and tank units, VDV (Airborne Assault Forces) and Marine units of the armed forces of the Russian Federation
- Tactics of motorized-rifle and tank units, VDV and Marines units of the Russian armed forces in defense and offense
- ISTAR in units of the Armed Forces of Ukraine
- Use of the information and communication system "Integrated Platform "Delta" of the Armed Forces of Ukraine"
- Use of radio-electronic reconnaissance (RER) assets during the execution of combat missions

Learning methods. Classes are accompanied by visual presentations and instructional videos using active learning methods: case studies, AARs, controlled discussions, practical development of diagrams (variants of enemy's courses of action), employment of the "Delta" software, and quizzes on the Kahoot platform. Passive learning methods involve students' self-tuition for classes by watching video materials containing combat (action) elements, as well as familiarization with up-to-date combat experience materials and training manuals.

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MODULE 6

FUNDAMENTALS OF EMPLOYING UNMANNED SYSTEMS

Purpose. Develop students' comprehensive understanding of the types, combat capabilities, and methods of employment of unmanned systems (US) at the company (battalion) level in modern combat conditions, taking into account the experience of the russian–Ukrainian war.

Learning objectives. After completing the Course the student should be able to:

- **classify** types of UAVs and UGVs by purpose/capabilities; **explain** limitations of employment;
- **compare** and **interpret** employment options of unmanned systems under varying conditions; **determine** suitability and **relate** the choice of unmanned systems to the expected effects;
- **integrate** unmanned systems into company battle planning and management; **assign** tasks to US crews (reconnaissance, target adjustment/correction, engagement/strike, communications, EW, logistics); **direct** the execution of missions;
- ensures data exchange and the unit's situational awareness using the "Delta" ICS (and interaction with other command systems);
- **use** the "Delta" software for data exchange and maintaining situational awareness; **integrate** it with other command tools and systems; **interpret** the obtained data for decision-making.

Main topics.

- UAVs and UASs
- Functions of UASs by purpose
- Tactics for employing UAVs for reconnaissance, fire adjustment and engagement
- Tasking UAV crews
- Technological approach to the implementation of land robots
- Types of UGVs and their technical characteristics
- Fundamentals of the use of UGVs at the company-battalion level

Learning methods. The module's classes are accompanied by visual presentations and educational videos using active learning methods: case study, AAR, controlled discussions, and on-site practical training.

Passive education methods involve self-tuition of students for classes by studying excerpts from military regulations, doctrines, and experience materials on the organisation, operation and combat employment of unmanned aerial vehicles (UAVs) in company (battalion) level units during training and conduct of combat operations.

References.

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MODULE 7

BASICS OF ARTILLERY EMPLOYMENT

Purpose. To train the officer for the effective use of fire of organic, attached and supporting artillery units in combat, taking into account the experience of the russian-Ukrainian war and to provide an understanding of the peculiarities of interaction, calling and adjusting fire.

Learning objectives. After completing the training the student shall be able to:

- **explain** the role, place and tasks of artillery units in combined-arms combat;
- **classify** types of fire and understand the combat capabilities and limitations of artillery based on combat experience;
- plan fire support for the company in defence, offensive and assault operations; coordinates effects and timing in the JFS circuit;
- **explain** the requirements for fire support for a company in defence, offensive and during assault operations; **create** a fire support plan; **link** effects and time in the JFS circuit;
- **establish** interaction with artillery units; **define** tasks for fire support;
- **determine** the fire call task, monitor the firing results and make adjustments according to the established algorithms;
- **employ** and **operate** information systems (Kropyva, Kofein, etc.) for planned and dynamic targeting; **interpret** data and **link** it to decisions on target engagement;

Main topics.

- The concept of general and direct fire support
- Types of effects according to the JFS Doctrine. Fundamentals of planning for the JFS periods
- Organisational and staffing structure of artillery units, their capabilities and characteristics of weapons and military equipment
- The general concept of planned and dynamic targeting and the role of IS in it (Kropyva, Kofein and integration with other IS)
- Organisation of direct fire support at the battalion and brigade level
- Algorithm for calling for artillery fire, adjusting artillery fire

Learning methods. The instruction methodology involves a combination of theoretical regulations on the organisation of fire support and practical training in algorithms for calling for and adjusting fire. Classes are accompanied by visual presentations and training videos using active learning methods: case study, AAR, controlled discussions, use of Kropyva software and testing on the Kahoot platform. Passive learning methods involve self-tuition of students for classes by studying excerpts from military regulations, doctrines and manuals on artillery capabilities, organisation of fire support and experience of its use in modern warfare. The Course provides systematic involvement of the combat experience of the Armed Forces of Ukraine, as well as familiarisation with the principles of planning joint fire support in accordance with modern NATO standards.

References.

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MODULE 8

BASICS OF ENGINEERING SUPPORT

Purpose. To prepare students to plan and implement engineering support measures for units in offensive and defensive combat.

Learning objectives. After completing the training the student shall be able to:

- **explain** the tasks and measures of engineering support in offensive, defensive and stabilisation operations; **classify** them by purpose and stages of combat;
- analyse terrain factors and **identify** constraints and, based on the analysis, **predict** enemy course of actions;
- **determine** the scope and **establish** the order of fortification equipment for positions/strong points; **determine** the relevant tasks for engineering units;
- **plan** and **implement** the construction and maintenance of engineering barriers; link them with natural obstacles, manoeuvre of own forces and system of fires to achieve the planned effects;
- **plan** and **organise** measures to ensure the mobility of the unit in mined areas, overcome barriers and water obstacles; **determine** the sequence of actions and the necessary resources;
- **integrate** engineering measures into the battle plan, **link** them with the manoeuvre of own troops and the system of fire effects, **establish** the order of interaction between performers.

Main topics.

- Engineer reconnaissance of the enemy, terrain and objects in front of the front line of defence, on the approaches to defence lines, at the boundaries of units' actions
- Volumes, priority, means and assets to be used for fortification of positions and strong points
- Arrangement and maintenance of engineering barriers, preparation (execution) of demolitions

- Implementation of engineering measures to camouflage units and weapons and military equipment
- Procedure for training non-organic demining groups
- Engineering support for the mobility of forces
- Engineering reconnaissance of the enemy and the terrain
- Making passages in mine-explosive obstacles
- Preparation and maintenance of routes of movement of forces
- Camouflage of troops and objects
- Overcoming water obstacles

Learning methods. Classes are accompanied by visual presentations and educational videos using active learning methods: case study, AAR, controlled discussions, testing on the Kahoot platform. Passive educational methods involve self-tuition of students for classes by studying excerpts from military regulations, doctrines, instructions and manuals.

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MODULE 9

BASICS OF MILITARY COMMUNICATIONS

Purpose. To improve the ability of students to conduct radio communications and maintain communication security in the unit's radio networks, taking into account the requirements of modern warfare.

Learning objectives. After completing the training the student shall be able to:

- **explain** the basics of organising communications in a unit, **classify** the main tactical and technical characteristics of regular communications equipment and **summarise** their purpose and limitations;
- **interpret** the factors that affect the quality of communication in modern warfare;
- **organise** communication on the march, in defensive and offensive actions, maintaining continuity of command;
- to be able to take into account the threats of EW, **implement** COMSEC/TRANSEC measures to maintain the stability of communications during training and conduct of combat, **define** the sequence of actions and those responsible;
- **apply** standardized rules of radio communication (call signs, messages format, air discipline) and **comply** with the requirements of covert command and control of troops, performing the exchange with a high degree of accuracy.

Main topics.

- Conditions that determine the organisation of communications in a mechanised battalion in the main types of combat
- The impact of the nature of combat operations on the organisation of communications in a mechanised battalion
- Communication tasks, means and assets of communication of a mechanised battalion
- The communication system of a mechanised battalion (TDF separate battalion), the procedure for radio communication
- Organisation of communications in a mechanised battalion on the march, in defensive and offensive actions

Learning methods. Classes are accompanied by visual presentations using active learning methods: modelling situations of loss/restoration of communication, practical training of radio communication in groups, AAR, controlled discussions, and testing on the Kahoot platform. Passive learning methods involve self-tuition of students for classes by getting acquainted with the characteristics of modern communications equipment, watching educational videos, learning standard operating procedures and radio communication rules. During the classes, it is planned to constantly refer to the experience of using communication means in modern warfare – the use of EW and radio-electronic reconnaissance by the enemy.

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3. Harris: цифрові засоби зв'язку тактичної ланки управління Збройних Сил України: Навчальний посібник / О. Лаврут, С. Давіденко, В. Опалинський та ін. – Львів: НАСВ, 2021.-241 с.
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5. Цифровий комплекс засобів зв'язку бойової броньованої машини: Навчальний посібник / С. Давіденко, О. Лаврут, С.О., Б. Бойчук та ін. – Львів: НАСВ, 2020. -175 с.
6. Доктрина. Зв'язок та інформаційні системи. Київ: ГШ ЗС України, 2020.
7. Доктрина Військ зв'язку та кібербезпеки Збройних Сил України. Київ: ГШ ЗС України, 2021.
8. Настанова "Тактичний зв'язок" ВКДП 6-110(03).01. Київ: ГШ ЗС України, 2020.

MODULE 10

BASICS OF ELECTRONIC WARFARE

Purpose. Achievement of students' understanding of the basic principles of electromagnetic field theory, which are the basis for the principles of EW implementation, development of knowledge and skills of organising and conducting EW in battalion and brigade units.

Learning objectives. After completing the training the student shall be able to:

- **explain** the components of the EW, the procedure for building an EW system, the organisation of management, interaction and notification, and the main parameters of the means;
- **explain** the purpose of typical short-range EW equipment; classify them by type, specifications and limitations of employment;
- **research** and **interpret** the electronic environment, **link** EW measures to ICS/situational awareness systems, and **implement** procedures that enhance management effectiveness;
- **organise** the use of typical short-range EW assets and **establish** a procedure for maintaining their readiness, **manage** the actions of calculations and **employ** directed and dome countermeasures with the required accuracy.

Main topics.

- The concept of a radio wave. Characteristics, signal parameters
- Signal spectrum. Frequency ranges and their use
- Types and structure of antennas. Frequency properties of antennas
- Content and components of the EW
- Purpose, classification, composition and characteristics of EW means
- Options for combat employment
- The order of construction of a layered EW system
- Organisation of detection, technical analysis and suppression subsystems
- Procedure for equipping positions for short-range EW means. Duties of combat crew members
- Procedure for testing and configuring the employment of standard short-range EW means

Learning methods. The instruction methodology involves a combination of theoretical classes and technical training, consideration of examples of combat employment of EW during the russian-Ukrainian war, as well as analysis of situations to counter enemy UAVs at the tactical level.

The classes are accompanied by visual materials and are based on the experience of the russian-Ukrainian war: examples of mistakes and effective solutions are discussed during the analysis of the procedure for constructing an EW system for a battalion (STDF brigade), determining the optimal positions for short-range assets, and analysing the enemy's signal spectrum.

Passive training methods involve self-tuition of students for classes by familiarising themselves with the characteristics of modern electronic warfare equipment.

References.

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2. Настанова з радіоелектронної боротьби в Збройних Силах України. Введена в дію наказом начальника Генерального Штабу – Головнокомандувача Збройних Сил України від 03.01.2018 № 1т.
3. Настанова з бойового застосування частин радіоелектронної боротьби. Частина 1. (полк, батальйон, рота перешкод радіозв'язку). Введена в дію наказом начальника Генерального Штабу – Головнокомандувача Збройних Сил України від 05.03.2010 № 01.
4. Бойовий статут Сухопутних військ «Радіоелектронна боротьба Сухопутних військ Збройних Сил України». Затверджено та введено в дію наказом Командувача Сухопутних військ ЗС України від 23.12.2020 №1002 дск.
5. Методичні рекомендації "Організація та ведення радіоелектронної боротьби у загальновійськовому бою". ГШ ЗСУ, 2022.
6. Бюлетені, інформаційно-аналітичні (довідкові, методичні) матеріали щодо застосування військових частин (підрозділів) Збройних Сил України, інших військових формувань під час відсічі повномасштабної агресії рф. – 2024-2025.

MODULE 11

LOGISTICS BASICS

Purpose. To develop students' knowledge of logistical and technical support at company/battalion level and their ability to plan and organise material-technical support during training for and conduct of combat operations.

Learning objectives. After completing the training the student shall be able to:

- **explain** the principal measures of logistical support for units in major types of combat and the procedures for organising their execution
- **determine** requirements by classes of supply (e.g., ammunition, fuel and lubricants, etc.) and **create** requests/calculations for a battalion;
- **organise** seasonal maintenance of weapons and military equipment, control of serviceability and readiness of equipment;
- **administer** accounting for military equipment and materiel, and **carry out** procedures for documenting and writing-off expended or lost materiel in accordance with established procedures;
- **use** knowledge of the basic regulations of battalion (company) logistics support when planning training and conduct of combat operations.

Main topics.

- Basics of logistics support for units in the performance of assigned tasks
- Organisation of logistics support for units
- Organisation of technical support for units
- Features of logistics support of units in defensive combat
- Features of logistics support of units in offensive combat

Learning methods. Classes are accompanied by visual presentations using active learning methods: AAR, controlled discussions, and testing on the Kahoot platform. Passive educational methods involve self-tuition of students for classes by reviewing excerpts from guidance documents and textbooks.

References.

1. Тимчасова настанова з логістичного забезпечення ЗС України (частина II), КСЛ ЗС України, 2020, 191 с. (Наказ ГШ ЗС України від 12.03.2020 р. № 101/дск)
2. Бойовий Статут Сухопутних військ Збройних Сил України "Логістичні операції" (тактичний рівень) БП 4 - 146 (11).01, КСВ ЗС України, 2021, 108 с. (Наказ КСВ ЗС України від 30.03.2021 р. №219)
3. Збірники матеріалів вивчення бойового досвіду російсько-Української війни 2022-23 років.

MODULE 12

BASICS OF ORGANISING MEDICAL SUPPORT FOR A UNIT IN COMBAT CONDITIONS

Purpose. Developing a systematic understanding and practical skills in the organisation of medical support, assistance to the wounded in combat conditions, and building an effective system for managing unit survivability on the battlefield.

Learning objectives. After completing the training the student shall be able to:

- **explain** the structure and function of a unit's survival management system, **classify** the levels of ASM/CLS/CMC training, and relate their role to unit objectives;
- **interpret** the peculiarities of organising CASEVAC: determining routes/vehicles, priorities, collection points; the procedure for interaction with the battalion medical service;
- **apply** the principles of the survival management system during training and conduct of combat, **react** to changes in the situation;
- **implement** appropriate standard operating procedures;
- **determine** medical capability requirements, **link** calculations to METT-TC limitations, and anticipate risks;
- **determine** the location of the company's CCP, **establish** the procedure for their operation, **organise** the provision and **manage** the operation of the CCP.

Main topics.

- Personnel training (ASM/CLS/CMC) and its integration into the unit's training plan.
- TCCC: the logic of the stages (Care Under Fire / Tactical Field Care / Tactical Evacuation Care) and their application in combat.
- Medical planning according to METT-TC: assessment of the situation, allocation of company medical means and assets, prioritisation of tasks.
- CASEVAC: routes, transport, priorities, communication; CCP - location, functions, standard operating procedures.
- Cooperation with higher levels of medical care.

Learning methods. The instruction methodology involves the active use of case study, AAR, controlled discussions, discussion of typical situations based on the experience of the russian-Ukrainian war, practical training in analysing the tactical situation and calculating medical means and assets.

The classes are accompanied by visual materials and are based on the experience of the russian-Ukrainian war: examples of mistakes and effective solutions in providing first medical aid and organising the CASEVAC are discussed during the analysis.

Passive learning methods involve students self-tuition for classes on their own by studying standards, regulations, instructions and watching educational videos.

References.

1. Стандарт підготовки І-СТ-3. Індивідуальна підготовка військовослужбовця з військово-медичної підготовки. К: Українська військово-медична академія, 2021.
2. Сидоренко П.І. Медичне забезпечення. Підручник / П.І. Сидоренко, Т.М. Гут, Г.А. Чернишенко. – К.: Медицина, 2008. – 432 с.
3. Бойова система виживання воїна. Навчальний посібник / Шкурпіт О.М., Фелько М.В., Бачинський В.В. Одеса: ВА м. Одеса, 2018.
4. TCCC (Tactical Combat Casualty Care) Стандарт надання допомоги в догоспітальній медицині на полі бою
5. Про затвердження Обсягів надання медичної допомоги на догоспітальному етапі, які надаються під час ведення бойових дій та підготовки сил безпеки і сил оборони за призначенням у тактичних умовах: наказ Міністерства оборони України від 03.09.2024. №598;
6. Про затвердження Перелік лікарських засобів та медичних виробів, якими забезпечується особовий склад сил безпеки і сил оборони для надання домедичної допомоги: наказ Міністерства оборони України від 24.07.2024. №506;
7. Тактична догоспітальна допомога (курс індивідуальної підготовки): довідкові матеріали Командування Медичних сил України спільно з Центром оперативних стандартів і методики підготовки Збройних Сил України.
8. Бадюк М.І., Солярик В.В., Бадюк Л.М. Управління повсякденною діяльністю медичної служби: підручник. Київ: Сварог, 2023. 308 с.
9. AJP-4.10 Allied Joint Doctrine for Medical Support. Url: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/922182/doctrine_nato_med_spt_ajp_4_10.pdf
10. Порядок організації медичного забезпечення оборонного бою механізованого батальйону, Вінницький національний медичний університет ім. М.І. Пирогова, 2022, - 134 с.
11. Методичні рекомендації: «Організація надання домедичної допомоги та евакуація постраждалих військовослужбовців з поля бою» (рівень відділення, взвод) (за досвідом російсько-Української війни 2023 – 2024 років)

MODULE 13

COMMAND AND CONTROL OF UNITS DURING TRAINING AND COMBAT OPERATIONS

Purpose. To form a clear understanding of the procedure for commanding units in defensive and offensive combat, including the organisation of command posts, maintaining a working map, preparing and executing combat (textual and graphic) documents and decision-making by the commander.

Learning objectives. After completing the training the student shall be able to:

- **organise** the installation of control points;
- **create** combat (text and graphic) documents;
- **command** units during movement and during offensive and defensive combat, applying established procedures.
- **create** and issue OPORD, WARNOs;
- **perform** the necessary tactical calculations, maintain the commander's working map.

Main topics.

- Organisation of command and control of units during training and combat operations, command posts of mechanised (motorised infantry) units
- Preparation of combat graphic documents: Employment of conventional tactical symbols, procedure for maintaining the commander's working map
- Command and control of units of a mechanised (motorised infantry) battalion (company) in defensive and offensive combat

Learning methods. The instruction methodology involves the use of active learning methods: case study, AAR, controlled discussions, mapping the operational environment, preparation of combat (textual and graphic) documents, testing on the Kahoot platform. Passive learning methods involve self-tuition of students for classes by studying excerpts from statutes, doctrines and methodological recommendations, as well as analysing examples from the real combat experience of units of the Armed Forces of Ukraine.

References.

1. Похнатюк С.В., Красюк О.П., Кривизюк Л.П. Штаб у бою: Навчальний посібник/ – Львів.: Піра – К, 2017, – 565 с.
2. Бойовий статут механізованих і танкових військ Сухопутних військ Збройних Сил України, ч. II, Батальйон, рота – К.: 2016. – 225 с.
3. Бойовий статут механізованих і танкових військ Сухопутних військ Збройних Сил України, ч. III, Взвод, відділення, танк – К.: 2016. – 208 с.
4. Наказ Головнокомандувача Збройних Сил України від 11.09.2020 року № 140 "Про затвердження Тимчасового порядку оформлення оперативних (бойових) документів".
5. ВП 7-(01,02,04)11.01. Методичні рекомендації роботи Штабного офіцера тактичної ланки. – К.: Редакційно-видавничий центр ЗС України, 2019.
6. ОП 3-102 ДОКТРИНА «ПУНКТИ УПРАВЛІННЯ (КОМАНДНІ ПУНКТИ) ТА ОРГАНІЗАЦІЯ РОБОТИ НА НИХ», серпень 2024.
7. Наказ Центрального управління Служби безпеки України № 383 від 23.12.2020 «Про затвердження Зводу відомостей, що становлять державну таємницю».
8. Наказ Міністерства оборони України № 605 від 17 жовтня 2023 року «Про затвердження Переліку відомостей Міністерства оборони України, які містять службову інформацію (ПСІ-2023)».

MODULE 14

BASICS OF PSYCHOLOGICAL SUPPORT

Purpose. To form a system of knowledge and practical skills on the order, rules and procedures for individual and group psychological support of personnel in combat operations.

Learning objectives. After completing the training the student shall be able to:

- **explain** the nature of combat stress, **illustrate** its typical manifestations and interpret its impact on personnel behaviour;
- **classify** typical acute reactions (stupor, hysteria, tremors, crying, disorientation, hallucinations, etc.) and **separate** them from simulation/disciplinary violations by certain characteristics, **report** conclusions;
- **execute** the algorithm of primary psychological care; **demonstrate** the sequence of actions and **implement** briefings/training of personnel on its application;
- **organise** short-term recovery of the soldier/unit; **establish** interaction with the personnel psychological support and medical service; **prepare** and **report** decisions based on the results of the assessment;
- **apply** correct command interventions; **conduct** motivational conversations; **implement** methods of maintaining combat readiness; **react** to signs of resistance and adjust the unit's actions;
- **plan** and **conduct** individual and group psychological support activities in combat; use standardized procedures; **evaluate** effectiveness and **report** results to the superior.

Main topics.

- Combat stress: factors of modern combat, dynamics of acute reaction, combat mental trauma.
- Primary psychological care: algorithms for dealing with typical reactions (stupor, hysteria, etc.).
- Psychological recovery: four stages, interaction with the military morale/medical service.
- Resistance to task performance: categories of cases, tactics for reducing resistance.
- Group support: forms, rules of conduct, role of the commander.

Learning methods. Classes are accompanied by visual presentations, educational videos and handouts (excerpts from instructions, examples of real combat situations, action algorithms), using active learning methods: situation analysis, brainstorming, role-playing exercises. Passive learning methods involve students preparing for classes on their own by familiarising with relevant manuals and videos.

References.

1. Військовий стандарт ВП1-00(160)03.01 Інструкція «Протоколи надання психологічної допомоги військовослужбовцям Збройних Сил України», затвердженого начальником ГШ ЗСУ від 21.02.2021 року;
2. ВП 1-00(58).01.01 Методичні рекомендації дії групи спостереження за суїцидальною поведінкою військовослужбовців, затверджені начальником Головного управління морально-психологічного забезпечення Збройних Сил України від 11.06.2019 року;
3. Порадник для командирів «Подолання бойового стресу у військових підрозділах», 2020. – 18с.12
4. Агаєв Н.А., Кокун О.М., Герасименко М.В., Пішко І.О., Лозінська Н.С. Досвід роботи в армії США та арміях інших країн щодо недопущення втрат особового складу з причин, не пов'язаних із виконанням завдань за призначенням. Методичний посібник. — К.: НДЦ ГП ЗСУ, 2018. — 156 с.
5. Агаєв Н.А., Кокун О.М., Пішко І.О., Лозінська Н.С., Остапчук В.В., Ткаченко В.В. Збірник методик для діагностики негативних психічних станів військовослужбовців: Методичний посібник. – К.: НДЦ ГП ЗСУ, 2016. – 234 с.
6. Порадник офіцеру психологу щодо організації психологічного супроводу військовослужбовців під час виконання завдань за призначенням, 2018 рік
7. Охорона психічного здоров'я в умовах війни / пер. з англ. Тетяна Семигіна, Ірина Павленко, Євгенія Овсяннікова [та ін.]. – К. : Наш формат, 2017. –1068 с.
8. Колесніченко О.С. Засади бойової психологічної травмизації військовослужбовців : монографія. Х. : ФОП Бровін О.В., 2018. 488 с.
9. Практикум з формування стресостійкості військовослужбовців до раптових змін бойової обстановки : Методичний посібник / [О.М. Кокун, Н.С. Лозінська, І.О. Пішко]; За ред. В.М. Мороза. К. : НДЦ ГП ЗС України, 2020. 55 с
10. Кокун О.М., Мороз В.М., Пішко І.О., Лозінська Н.С. Формування психологічної готовності військовослужбовців військової служби за контрактом до виконання завдань за призначенням під час бойового злагодження : метод. посіб. К.: 7БЦ, 2021. 170 с.
11. Забезпечення психологічної стійкості військовослужбовців в умовах бойових дій : метод. посіб. / О. М. Кокун, В. В. Клочков, В. М. Мороз, І. О. Пішко, Н. С. Лозінська. – Київ-Одеса : Фенікс, 2022. – 128 с.
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14. Інструкція з організації психологічної підготовки у ЗС України, затверджена наказом Головнокомандувача ЗС України від 18.09.2024 № 431.
15. Порядок надання психологічної допомоги військовослужбовцям ЗС України, затверджений наказом Головнокомандувача ЗС України від 02.05.2024 № 174.
16. Наказ Головнокомандувача Збройних Сил України від 26.04.2025 року № 194 Про внесення змін до Інструкції з організації психологічної декомпресії військовослужбовців Збройних Сил України.
17. Військовий стандарт СТІ ООФГ.22Л Психологічна підготовка (навчальний курс), затверджений наказом Головнокомандувача ЗС України від 04.01.2025 № 1.

MODULE 15

DAILY ACTIVITIES

Purpose. Prepare officers to maintain units in constant readiness to perform assigned tasks, organise combat training in the unit (according to training standards), create safe conditions for military service in the unit, and organise and maintain company facilities.

Learning objectives. After completing the training the student shall be able to:

- **explain** the procedure for organising the accounting of personnel and material resources, the procedure for accepting/resigning the position of commander;
- **classify** forms and methods of combat training;
- **explain** the safety requirements during classes, the use of weapons and military equipment, and household tasks;
- **maintain** combat readiness documentation.
- **conduct** combat training classes according to the standards;
- **create** (develop) planning documents and reports;
- **establish** and **implement** procedures for the day-to-day activities of the unit;
- **administer** the company household.

Main topics.

- General provisions for the organisation of combat training
- Regulatory requirements for combat training planning
- Goals, objectives and stages of restoring combat power
- Peculiarities of restoring combat power of units in a special period (martial law)
- The essence and objectives of company household
- Fundamentals of company household
- Authorities of company officers regarding company administration.

Learning methods. During the training sessions, both knowledge assessment methods and active learning techniques are applied. On-going control during classes is conducted in the form of oral questioning or written express tests.

Classes are supported by visual materials and structured with consideration of the experience gained during the Russian-Ukrainian war. When analysing training cases, mistakes and effective solutions are discussed in areas such as combat training, combat readiness restoration, and company household.

Passive instructional methods involve self-tuition of students for classes through the study of regulatory and legal documents, doctrinal publications, and relevant instructions.

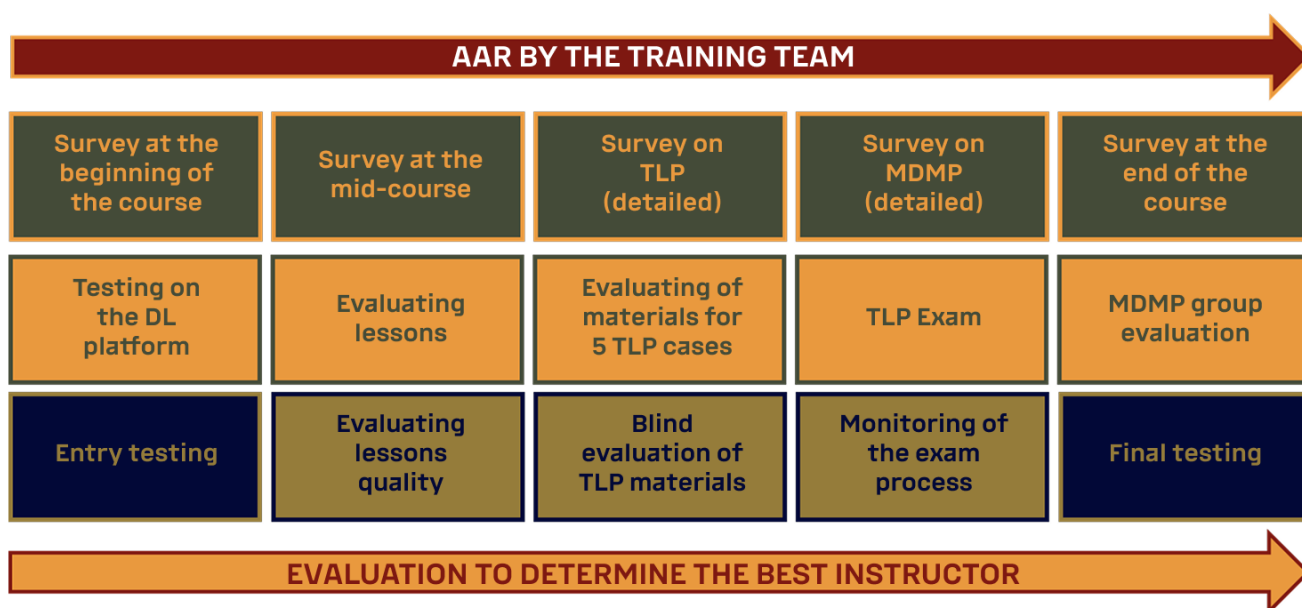
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1. Закон України "Про військовий обов'язок та військову службу" від 25.03.1992 № 2232 (із змінами).
2. Закон України "Про державну таємницю" від 21.01.94 № 3855 (із змінами).
3. Закон України "Про Збройні Сили України" від 06.12.1991 № 1934 (із змінами).
4. Закон України "Про мобілізаційну підготовку та мобілізацію" від . 21.10.1993 № 3543 (із змінами).
5. Закон України "Про оборону України" від 06.12.1991 № 1932 (із змінами).
6. Статuti Збройних Сил України.
7. Положення про військове (корабельне) господарство Збройних Сил України, затверджене наказом Міністерства оборони України від 07.08.2023 № 456.
8. Інструкція про організацію обліку, зберігання і видачі стрілецької зброї та боєприпасів у Збройних Силах України (затверджена наказом Міністра оборони України від 29.06.2005 № 359 / у редакції наказу Міністерства оборони України від 20.10.2015 № 569).
9. Положення про організацію роботи з охорони праці у військових частинах, військових навчальних закладах, установах, організаціях та на підприємствах МОУ, затверджене 4. Наказом Міністра оборони України від 28.01.1998 № 20.
10. Положення про пожежну безпеку в системі МОУ, затверджене наказом МОУ від 29.09.2014 № 685 (у редакції наказу МОУ від 24.06.2020 № 224).
11. Інструкція про розслідування та облік нещасних випадків з військовослужбовцями, професійних захворювань і аварій у Збройних Силах України, затвердженої наказом Міністерства оборони України від 27 жовтня 2021 року № 332.
12. Інструкція з надання доповідей і донесень про події, кримінальні правопорушення, військові адміністративні правопорушення та адміністративні правопорушення, пов'язані з корупцією, порушення військової дисципліни та їх облік у Міністерстві оборони України, Збройних Силах України та Державній спеціальній службі транспорту, затвердженої наказом Міністерства оборони України від 29.11.2018 № 604.



COURSE REVIEW AND EVALUATION

Improvement of the Training programme is an ongoing process that includes revision of the current course curriculum and refinement of training materials. Programme revision is based on feedback from the course members. To ensure high-quality training, the Training implements a course member evaluation and provides their feedback.



Evaluation of course members' performance

Various forms of evaluation are used to measure course members' knowledge, as follows:

- 1. Formal evaluation.** It is assigned based on the outcomes of a control measure or the completion of a task provided by the programme.
- 2. Evaluation by a mentor.** The group mentor evaluates the progress of the course members in his group. This process is ongoing and usually involves informal communication between the mentor and each course member individually to analyse in detail the causes and conditions that affect the dynamics of their development. Mentors provide advice and guidance to course members on how to improve their performance and identify topics to focus on. This approach assists to adjust the level of success of course members in time.
- 3. Evaluation by other course members.** At the end of the Training, the course members will have the opportunity to evaluate each other. This evaluation is anonymous and does not affect the course members' overall grade.

Course members' feedback

At the end of the week, module, and the entire Training, each course member must provide individual feedback on the perception of the course material. The group coordinator is responsible for collecting feedback from the course members and passing it on to the Course Director. The purpose of this feedback is to evaluate the quality of the programme materials and its relevance to the needs of the course members.

At the end of the Training, course members provide detailed written feedback on the course programme, the way the instructors presented the information, and the Training as a whole. Based on the feedback from the course members and reports on the outcomes of the module materials, the Course Director reports on the outcomes of the Training.

Report on the course outcomes

Based on the outcomes of the Training, the mentor prepares Feedback on the course member, which includes the final results of his evaluation under the Training programme. Based on the outcomes of the Training, the mentor prepares Feedback on the course member, which includes the final outcomes of his evaluation under the Training programme.



COURSE IMPROVEMENT

The Course is continuously improved based on three key sources:

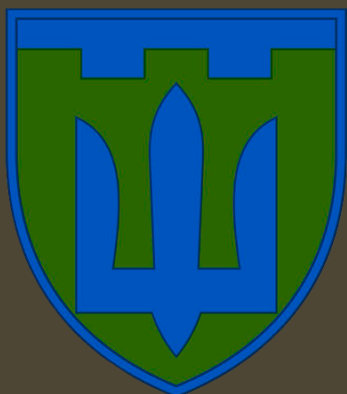
- **requirements of the Course customer** – the Command of the Territorial Defence Forces;
- **on-going review** of the russian-Ukrainian war experience, changes in tactics, and updates to curriculum requirements;
- **student feedback** provided during and after the Course.

After each academic discipline, students complete an **anonymous survey** assessing the relevance of training and tasks, as well as their alignment with current tactical practices. **Instructor performance is assessed separately by the students.**

✓ All identified weaknesses are addressed by the Course team between training iterations, while best practices are consolidated. Each presentation and educational task is assigned to a specific instructor, who is responsible for the continuous improvement of the instructional materials and tactical exercises.

Additionally, **feedback from commanders on Course graduates is collected.** Based on this feedback, decisions are made regarding amendments to the programme (class).

COURSE MEMBERS AND GRADUATES OF THE COURSE



DEVELOPED COURSE TRAINING MATERIALS

"THE COMMANDER'S HANDBOOK" is a manual for company commanders, platoon and squad leaders of the Armed Forces of Ukraine. It contains key provisions on training and conduct of combat operations that allow you to effectively lead a unit in various conditions.

The handbook contains practical algorithms for action, diagrams, checklists, and samples of combat documents, making it useful for commanders and leaders in real combat situations.



"LEADERSHIP AND COHESION" is a manual designed for company and platoon leaders of the Armed Forces of Ukraine to assist them develop effective leadership and unit cohesion. It is based on real combat experience and contains practical recommendations for the management of a military team.

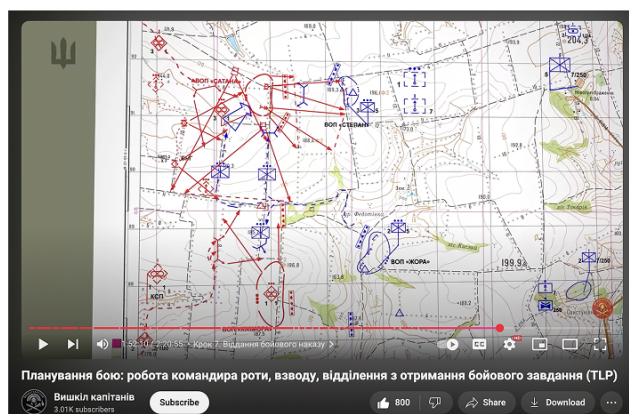


"THE COMPANY COMMANDER'S WORKBOOK" is a practical tool for company commanders to assist them effectively plan and manage their unit. It contains formalized documents and decision-making algorithms in accordance with modern NATO and AFU standards. It is made of waterproof material that allows you to work in any weather conditions.



"THE TRAINING FILM. BATTLE PLANNING: COMPANY COMMANDER'S, PLATOON AND SQUAD LEADER'S DUTIES AFTER RECEIVING A COMBAT MISSION (TLP - TROOP LEADING PROCEDURES)"

The video discusses single-man battle planning, known in the US and many NATO countries as TLP (Troop Leading Procedures). First of all, this methodology is intended for company commanders, platoon or squad leaders. The educational film was made with purpose of allowing the maximum number of commanders to gain TLP knowledge and skills. That should assist in maximum efficiency of objectives performance and personnel preservation.



THE COMMANDER-TO-COMMANDER EXPERIENCE DIGEST is an informational document based on the combat experience of officers from the Defence Forces of Ukraine who are undergoing training on the Tactical-Level Command Course of the Territorial Defence Forces (L-1C Captains' Course) at the Military Institute of Taras Shevchenko National University of Kyiv.

The Digest presents real-life situations (both positive "they did it right" and negative "this should not be done"), collected during combat experience exchange classes.

Each case is analysed via After Action Review (AAR) process, and the most valuable cases are compiled in the Digest format to ensure quick dissemination among tactical-level commanders.





COURSE TRADITIONS

Attainment of course patch



BLACK PATCH is a sleeve insignia of Captains' Training course members.

GRANTED - only in case of successful exam on defensive or offensive operation planning according to troop leading procedures (TLP).

MOTTO: WEAR WITH DIGNITY! IT IS AN HONOR!



RED PATCH – a sleeve insignia of the Captains' Training course team.

GRANTED:

- Course administration and instructors.
- Distinguished guests, invited speakers, course partners and foreign partners from NATO member countries.

Development of group patch

One of key aspects of military leadership – establishment of cohesion within unit. Individual patch is a visible symbol of the team that reminds every soldier that they are a part of a united combat group.

Individual patch is more than just a cloth. It is a symbol of loyalty to the unit, its mission and values. That's why every training group develops their own patch.



Race in memoriam

Sadly, among the graduates of the Captains' Training course are officers who have been killed in action.

In their memory during every course «RACE IN MEMORIAM» is carried out under the motto "WE REMEMBER! WE WILL TAKE REVENGE!".

- During solemn tribute we recall the name and deeds of every fallen graduate.
- The distance of "RACE IN MEMORIAM" is 5 km.
- Instructors take part in the race in t-shirts with portraits of fallen graduates.
- Relatives and combat brothers of the fallen graduates are invited to the race.

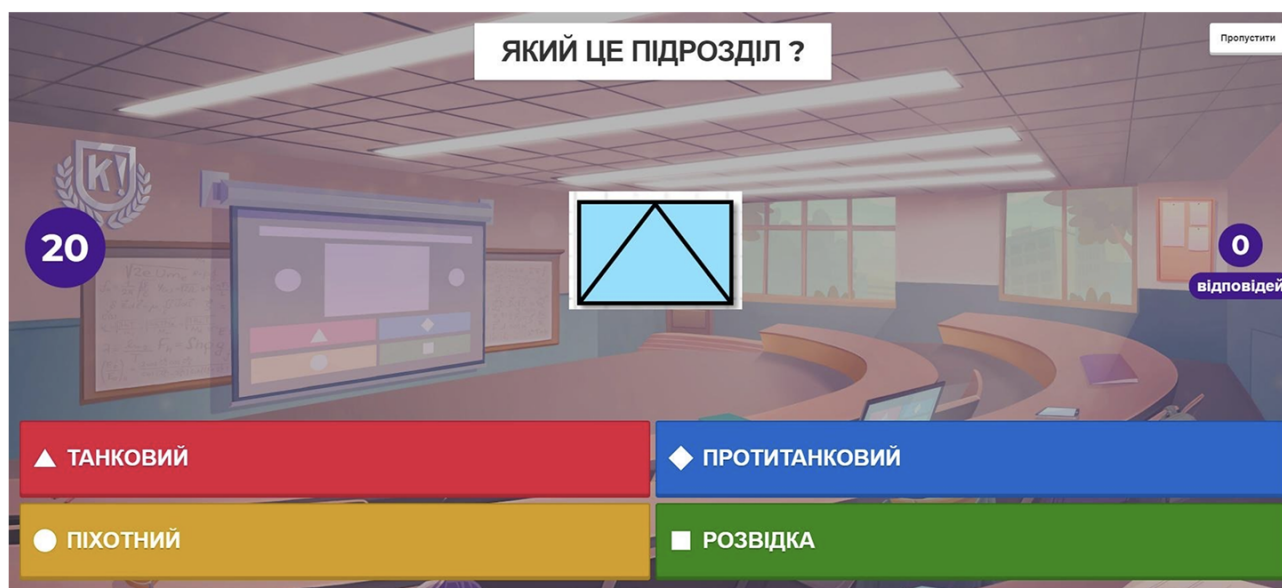
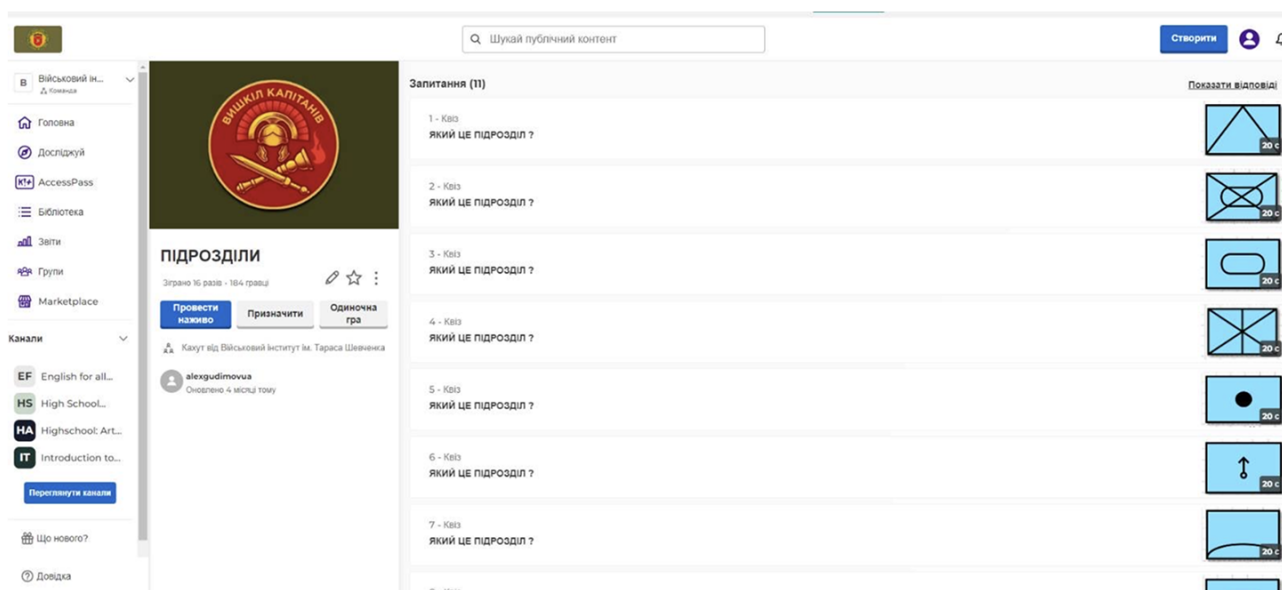


Tactical graphics championship

In the middle of the course there is a championship on application of "Tactical graphics".

Performing of that competition in form of a game allows better learning of large number of graphics, their meaning and application order.

Besides that the championship is emotionally relieving for course members and elevates spirit of competition.



Awarding of ceremonial sabre of the best instructor

Sabre is awarded to the instructor that demonstrated the best dedication to the course and its values, one's individual skills on the top level and instructor's group training points on the top level compared to the entire course.

One side of the sabre has engraved caption: **"КРАЩОМУ ІНСТРУКТОРУ
"ВИШКОЛУ КАПІТАНІВ" ("TO THE BEST INSTRUCTOR OF "CAPTAINS
TRAINING"))**. And on the back side there is a course motto engraved:
**"ГОСТРІШИМ ЗА МЕЧ БУВАЄ ТІЛЬКИ РОЗУМ" ("SHARPER THAN THE
SWORD CAN ONLY BE THE MIND"))**.



Determining the best student of the course

During the course, each student is assessed individually by the instructor and a student rating is formed in each group. The best students of the groups receive branded sweatshirts with the course symbols.

The best students of the groups are assessed by the instructors collectively and interviewed by the course administration, after which the best student of the course is determined.

The best students of the groups receive recommendations for promotion, the best student of the course also receives a plaque **"BEST STUDENT OF THE COURSE"**.



Please send your comments and suggestions to vyshkil.kapitaniv.l1c@gmail.com.

FOR NOTES

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FOR NOTES

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