

EDUCATION AND TRAINING

NONCOMMISSIONED OFFICER ACADEMIES

	Paragraph	Page
General.....	1	1
Establishment.....	2	1
Training.....	3	1
Curriculum.....	4	2
Programming, budgeting, and funding.....	5	2
Administration.....	6	2
APPENDIX. PROGRAM OF INSTRUCTION.....		3

1. General. These regulations establish a standard pattern for the Noncommissioned Officer Academies in the United States Army. The purpose of Noncommissioned Officer Academies is to broaden the professional knowledge of the noncommissioned officer and instill in him the self-confidence and sense of responsibility required to make him a capable leader of men.

2. Establishment. *a.* Any of the following commanders is authorized, but not required, to establish a Noncommissioned Officer Academy:

- (1) Commanding general of a division.
- (2) The commander of a major installation, subject to approval of the appropriate Army commander, major overseas commander, or chief of a technical service.

b. Where possible, nondivisional troops will use the Noncommissioned Officer Academy of a nearby division rather than establish a separate facility.

c. Each academy will be designated as "-----
(division or installation)
Noncommissioned Officer Academy" (e. g., 4th Infantry Division Noncommissioned Officer Academy).

d. All academies will conform to the standard pattern prescribed below.

3. Training. *a.* The minimum length of the course of instruction will be 4 weeks.

b. The number of courses conducted annually will be determined by local requirements. Consideration should be given to conducting separate courses for senior noncommissioned officers and for noncommissioned officer candidates. The content of the two courses need not vary appreciably.

c. Exacting selection procedures should be employed to insure the designation of outstanding noncommissioned officer instructors

who have completed a course of instruction at a Noncommissioned Officer Academy.

d. Prerequisites for attendance will be determined locally by the commander having jurisdiction of the Academy.

4. **Curriculum.** a. The increased responsibility of noncommissioned officers under the new concepts of atomic warfare will be stressed in all phases of instruction. In all subjects, emphasis will be on how to teach the material presented rather than on the mere presentation of information.

b. No standardized course of instruction is prescribed; however, inclusion of the following subjects is mandatory:

- (1) Leadership—minimum of 15 hours.
- (2) Drill, Ceremonies and Command—(Drill, Inspection, Fitting and Wearing of the Uniform, Ceremonies, Customs and Courtesies, Conduct of Physical Training Program, etc.)—minimum of 15 hours.
- (3) Methods of Instruction—minimum of 30 hours.
- (4) Weapons Training—number of hours to be determined by division or installation commander.
- (5) Map Reading—minimum of 20 hours.
- (6) Tactics—number of hours to be determined by division or installation commander.
- (7) Problems of the command and their solution—number of hours to be determined by division or installation commander.

c. An example of a detailed course of instruction which is considered suitable for use by a Noncommissioned Officer Academy is shown in the appendix.

5. **Programming, budgeting, and funding.** Formal programming is not required. Each command will support its academy from available resources. Use of training aids, furniture, equipment, etc., in support of these academies is authorized.

6. **Administration.** a. In accordance with paragraph 34a, AR 640-203, a notation will be made in paragraph 26 of DA Form 20, Enlisted Qualification Record, for each individual who successfully completes a course at a Noncommissioned Officer Academy as follows, "----- (unit or organization) Noncommissioned Officer Academy, 4 weeks, ----- (year)". For example, "1st Infantry Division Noncommissioned Officer Academy, 4 weeks, 1957."

b. An individual who has successfully completed a course at a Noncommissioned Officer Academy which meets the criteria established herein will not be permitted to attend another such course.

TAGO T265B

APPENDIX

PROGRAM OF INSTRUCTION

SECTION I

GENERAL INFORMATION

1. Changes to this Program of Instruction will be made only with the approval of the commandant.
2. Changes will be made on a page to page basis. When changes are received, they will be inserted in their proper places and the replaced pages destroyed.
3. Pages are numbered consecutively. If new pages are added within the Program of Instruction, the added pages will carry alphabetical suffixes: a, b, c, etc. *For example* if a new page is added between 10 and 11, the page will be numbered 10 a; a second additional page will be numbered 10 b.
4. Scheduling—
 - a. All Program of Instruction hours are scheduled between 0800 hours Monday of the first week and 1000 hours Friday of the fourth week.
 - b. No Program of Instruction hours are scheduled between 1200 hours on Saturdays and 0730 hours Mondays.
5. Mission—
 - a. The mission of the Noncommissioned Officers Academy is to develop within the noncommissioned officer—
 - (1) An ability to recognize his responsibilities.
 - (2) A willingness to assume his responsibilities.
 - (3) The confidence to apply his technical knowledge.
 - (4) The leadership techniques that apply to his office.
 - (5) The high personal and professional standards that must be maintained in the noncommissioned officers corps.
 - b. Instructors constantly will apply this mission against their every action and the contents of all instructional units to insure conformity between the mission and instructional units.

SECTION II

RECAPITULATION OF HOURS

Title	No. of hours
LEADERSHIP DEPARTMENT:	
Leadership Committee (includes 8½ hours of drill).....	25½
Instructor Training Committee.....	41
General Subjects Committee.....	18
TOTAL LEADERSHIP DEPARTMENT.....	84½
TACTICS DEPARTMENT:	
Tactics Committee (includes 24 hour Tactical Field Problem).....	54
Map Reading Committee.....	22
Weapons Committee.....	12
TOTAL TACTICS DEPARTMENT.....	88
TOTAL HOURS OF INSTRUCTION.....	172½

TAGO 7265B

RECAPITULATION OF HOURS—Continued

Title	No. of hours
MISCELLANEOUS HOURS:	
Processing.....	3
Opening Exercise.....	1
Inspections.....	3
Commandant's Time.....	9
Graduation Exercise.....	2
Study Hall.....	6
TOTAL.....	24
GRAND TOTAL.....	196½

SECTION III

DETAILED LIST OF HOURS

Title	Classroom conference	Classroom PW	Outdoor PW	Total hours
LEADERSHIP DEPARTMENT.....	40½	37	7	84½
LEADERSHIP COMMITTEE.....	15½	3	7	25½
Military Courtesy and Customs.....	2			2
Command Voice.....	1			1
Leader's Role in Cold Weather.....	1			1
Introduction to Leadership.....	1			1
Leadership Lessons.....	1			1
Roles of the Army Leader.....	1			1
Examination.....		1		1
Leader Subordinate:				
Relationship.....	1			1
Punishment.....	1			1
Solution to Soldier Problems.....	1	1		2
On the Spot Corrections.....	1			1
Combat Leadership.....	1			1
Examination.....		1		1
Leader's Role in Reenlistment.....	1			1
Moral Responsibility.....	1			1
¼-hour Drill Periods.....	1½		7	8½
INSTRUCTOR TRAINING COMMITTEE.....	13	28		41
Introduction.....	1			1
Instructor Techniques.....	1			1
Instructor Responsibilities.....	1			1
Lesson Plans.....	2			2
Stages of Instruction.....	2			2
Training Aids.....	2			2
Lecture Methods.....	1			1
Student Presentations:				
(3-5 minutes).....		2		2

TAGO 7265B

DE

INSTRUCTOR

Continued

Student Pres
(10 minute
Conference M
Demonstratio
Sandtable Te
Student Pres
(10 minute
Student Pres
(10 minute
Student Pres
(20 minute
Examination

GENERAL SUB

Fitting and
Drill Definit
Conduct of I
Inspection of
Introduction
ply.....
Clothing Sys
Interior Gua
Informal Gu
Mid-Term I
Soviet Army
PT Program
Preventive I
Personal Aff
Examination

TACTICS DEP

TACTICS COM

Introduction
Combat Tr
dier.....
Patrolling..
Combat Int
Estimates s
Combat Fo
Principles c
Squad in A
Mid-Term
Principles c
Squad in I
Tactical Le
Tactical Fi
Examinatio

TAGO 7265B

DETAILED LIST OF HOURS—Continued

Title		Classroom conference	Classroom PW	Outdoor PW	Total hours
INSTRUCTOR TRAINING COMMITTEE—					
Continued					
Student Presentations:					
(10 minutes).....					
			5		5
Conference Method.....					
	1				1
Demonstration Method.....					
	1				1
Sandtable Techniques.....					
	1				1
Student Presentations:					
(10 minutes).....					
			5		5
Student Presentations:					
(10 minutes).....					
			5		5
Student Presentations:					
(20 minutes).....					
			9		9
Examination.....					
			2		2
GENERAL SUBJECTS COMMITTEE.....					
	12	6			18
Fitting and Wearing of the Uniform.....					
	1				1
Drill Definitions.....					
	1				1
Conduct of Inspections.....					
	1				1
Inspection of Clothing and Equipment.....					
	1	1			2
Introduction to Supply and Combat Sup-					
ply.....					
	1				1
Clothing System and Supply Forms.....					
	1				1
Interior Guard.....					
	1				1
Informal Guard Mount.....					
		2			2
Mid-Term Examination.....					
		1			1
Soviet Army.....					
	2				2
PT Program.....					
	1	1			2
Preventive Maintenance.....					
	1				1
Personal Affairs.....					
	1				1
Examination.....					
		1			1
TACTICS DEPARTMENT.....					
	30½	20	37½		88
TACTICS COMMITTEE.....					
	12½	12	29½		54
Introduction to Tactics.....					
	1				1
Combat Training of the Individual Sol-					
dier.....					
			2		2
Patrolling.....					
	½	½			1
Combat Intelligence.....					
	1				1
Estimates and Orders.....					
	2	2			4
Combat Formations.....					
	½		½		1
Principles of Attack.....					
	1				1
Squad in Attack.....					
	2		3		5
Mid-Term Examination.....					
		1			1
Principles of Defense.....					
	1				1
Squad in Defense.....					
	1	3			4
Tactical Leadership Exercise.....					
	½	3½			4
Tactical Field Problem.....					
			24		24
Examination.....					
		1			1

TAGO 7265B

DETAILED LIST OF HOURS—Continued

Title	Classroom conference	Classroom PW	Outdoor PW	Total hours
TACTICS COMMITTEE—Continued				
Survival Training and Anti-Guerrilla Operations.....	1			1
Night Vision.....	1	1		2
MAP READING COMMITTEE.....	7	7	8	22
Introduction and Marginal Data.....	1			1
Military Grid Reference System.....	1	3		4
Scale and Distance.....	$\frac{1}{2}$	$\frac{1}{2}$		1
Compass.....	1			1
Direction, Orientation and Location.....	1			1
Elevation and Relief.....	1	1		2
Military Symbols.....	$\frac{1}{2}$	$\frac{1}{2}$		1
Aerial Photographs and Photomaps.....	1	1		2
Mid-Term Examination.....		1		1
Field Map Exercise (Graded).....			8	8
WEAPONS COMMITTEE.....	11	1		12
Ground Weapons.....	2			2
Preparatory Marksmanship.....	3			3
Mines and Booby Traps.....	1			1
Mine Warfare.....	2			2
Examination.....		1		1
Special Weapons.....	3			3
TOTAL TACTICS DEPARTMENT.....	30 $\frac{1}{2}$	20	37 $\frac{1}{2}$	88
TOTAL LEADERSHIP DEPARTMENT.....	40 $\frac{1}{2}$	37	7	84 $\frac{1}{2}$
GRAND TOTAL HOURS OF INSTRUCTION.....	71	57	44 $\frac{1}{2}$	172 $\frac{1}{2}$
MISCELLANEOUS HOURS:				
Processing.....				3
Opening Exercise.....				1
Inspections.....				3
Commandant's Time.....				9
Graduation Exercise.....				2
Study Hall.....				6
TOTAL.....				24
GRAND TOTAL.....				196 $\frac{1}{2}$

The
during
examin

LEADE

Lea

Lea

Stu

1

1

1

2

Ins

Ge

Ge

TACTI

Ta

Ta

Mi

Gr

W

SECTION IV EXAMINATIONS

The following is a list of examinations and graded exercises, given during the course of instruction, indicating the point value of each examination and graded exercise.

<i>Subject</i>	<i>Instructional Number</i>	<i>Point Value</i>
LEADERSHIP DEPARTMENT		
Leadership Mid-Term Examination.....	L-8.....	40
Leadership Final Examination.....	L-15.....	60
Student Presentations:		
10-Minute Presentations.....	IT 21-25.....	40
Lesson Plan.....		10
10-Minute Presentations.....	IT 26-30.....	40
Lesson Plan.....		10
20-Minute Presentations.....	IT 31-39.....	60
Lesson Plan.....		20
Instructor Training Final Examination.....	IT 40-41.....	90
General Subjects Mid-Term Examination.....	GS-11.....	40
General Subjects Final Examination.....	GS-18.....	70
TOTAL LEADERSHIP DEPARTMENT.....		480
TACTICS DEPARTMENT		
Tactics Mid-Term Examination.....	TBP-17.....	120
Tactics Final Examination.....	TBP-35.....	120
Map Reading Mid-Term Examination.....	TMR-14.....	100
Graded Field Map Exercise.....	TMR 17-22.....	120
Weapons.....	W-9.....	60
TOTAL TACTICS DEPARTMENT.....		520
TOTAL MAXIMUM POINTS FOR COURSE.....		1000
MINIMUM POINTS REQUIRED FOR GRADUATION.....		700

SECTION V
SCOPES OF INSTRUCTIONAL UNITS

LEADERSHIP DEPARTMENT
LEADERSHIP COMMITTEE

(17 Hours)

PURPOSE: To indoctrinate the noncommissioned officer with the responsibilities of leadership; an understanding of human behavior and a working knowledge of leadership problems as they pertain to the small unit leader.

Subject and file No.	Hours	Scope	Type	References
Military Courtesy and Customs (L 1-2).	2	Military courtesy and the use of military titles. Customs and courtesies of the service and flag code.	C	FM 21-13 (pp. 107-120); SR 840-10-1; AR 600-25; TF 21-1965.
Command Voice (L-3).....	1	The importance of the voice to the noncommissioned officer in gaining the respect and confidence of subordinates. Voice and command practical work.	C, PW	FM 22-5 (ch. 2, sec. II).
Leader's Role in Cold Weather (L-4).	1	Noncommissioned officer's responsibilities for the prevention of cold injuries. Types of cold injuries and their prevention.	C	DA Pam 21-52; Film Bul 180; 7th Army Ltr AG 319.1 dtd July 55.
Introduction to Leadership (L-5).	1	The basic concepts, qualities and characteristics of leadership as they pertain to the small unit leader.	C	FM 22-10 (ch. 1); FM 22-100 (chs. 1 and 3); ST 36 (par. 45).
Leadership Lessons (L-6).....	1	A training film and discussion of "Principles of Leadership."	C, TF	FM 22-10, (ch. 2); FM 22-100, (chs. 4 and 5); TF 21-1840.

TAGO 7265B

Roles of the Army Leader (L-7).	1	Responsibilities of the leader in maintaining high standards, proper utilization of personnel, and the professional knowledge required.	C	ST 36 (ch. 4).
TAG	 Terminations	E	All previous references.

Roles of the Army Leader (1-7).			C	ST 36 (ch. 4).
Examination (1-8)-----	1	Responsibilities of the leader in maintaining high standards, proper utilization of personnel, and the professional knowledge required.	E	All previous references.
Leader-Subordinate Relationship (1-9).	1	Mid-Term Examination-----	C	ST 36 (ch. 6, sec. I).
	1	Attitude and responsibilities of the leader towards his subordinates and the basis for this relationship. The methods of maintaining and influencing proper attitudes.		
Punishment (1-10)-----	1	Leader's responsibilities in the judicious application of punishment in accordance with the UCMJ. Types of punishment, types of offense. Moral obligation of the noncommissioned officer.	C	FM 22-100 (ch. 8, sec. V).
Solution to Soldier Problems (1-11-12)	2	The means the leader uses to solve the personal problems of his men and the logical steps to follow in problem solution. Practical work problems.	C, PW	FM 22-100 (ch. 6); ST 36 (ch. 4, sec. IV).
On-the-Spot Corrections (1-13).	1	Basic technique employed by the noncommissioned officer in making "On-the-Spot" corrections including approaches toward correcting individuals and groups.	C, D	AR 600-10.
Combat Leadership (1-14)---	1	Responsibilities and actions of a leader under fire. How the leader may help his men to control fear and prevent panic.	C	FM 22-10 (ch. 3, sec. II); FM 22-100 (ch. 8, sec. IV); ST 36 (ch. 6, sec. III).
Examination (1-15)-----	1	Final Examination-----	E	All previous references.
Leader's Role in Reenlistment (1-16).	1	The noncommissioned officer's responsibilities to his commander in a successful reenlistment program. Emphasis on daily contact, attitude, advantages of military career. Individual problems are covered.	C	
Moral Responsibility (1-17)---	1	The meaning and importance of the development of character and moral responsibility in the military service.	C	None.

TAGO 7263B 400488*-57-2

LEADERSHIP DEPARTMENT
INSTRUCTOR TRAINING COMMITTEE

(41 hours)

PURPOSE: To teach the noncommissioned officer how to properly conduct a period of instruction and gain confidence in himself.

Subject and file No.	Hours	Scope	Type	References
Introduction (IT-1)-----	1	The problems of teaching and the proper approach to overcome obstacles to learning. The requirements which must be met by the instructor for effective learning, motivation, understanding and supervised practice.	C	FM 21-6 (pp. 19-22).
Instructor Techniques (IT-2).	1	The correct instructor techniques to include speech and question techniques, attitude, expression, and practice and classroom control.	C	FM 21-6 (pp. 44-56).
Instructor Responsibilities (IT-3).	1	Stressing the absolute responsibility of the non-commissioned officer to impart his knowledge and skills to his men. The method of gathering subject material from various sources, analyzing and outlining to include a practical work problem.	L, PW	FM 21-6 (sec. II, pars 17 and 18; ch 4, pars. 26-28; ch. 6, pars. 50 and 51).
Lesson Plans (IT 4-5)-----	2	Importance and use of the lesson plan, how to construct and use, and the significance of each part. Practical work problems.	C, PW	FM 21-6 (pp. 23-25).
Stages of Instruction (IT 6-7).	2	The stages of instruction with special emphasis on the preparation stage to include class management.	C	FM 21-6 (pp. 19-22), TAS ST 7 (pp. 7-13).

TAGO 7265B

Training Aids (IT 8-9)-----	2	The purpose of training aids, types, selection and construction. Techniques of employment and the correct use.	C	FM 21-6 (ch. 8).
Lecture Method (IT-10)-----	1	How to present oral instruction, the introduction, explanation and summary. Explanation of when lecture method may be properly employed and when not to use.	C	FM 21-6 (p. 56).
Student Presentation (IT 11-12).	2	One ungraded 3-5-minute lecture by the student. Critique by the instructor. Students talk about themselves. Helps to put the student at ease before the class and prepares him for future presentations.	PW	All previous references.
Student Presentation (IT 13-17).	5	A 10-minute ungraded lecture by the student on a subject of his own choosing including the preparation of a lesson plan. Lecture and lesson plan critiqued by an instructor.	PW	All previous references.
Conference Method (IT-18)---	1	The conference method of instruction stressing the advantages with emphasis on student participation. Question technique and proper conduct of discussion.	C	FM 21-6 (pp. 60-65).
Demonstration Method (IT-19).	1	Techniques of employment, use of assistants, timing and when this method is best used. A demonstration is conducted employing students who are not rehearsed and followed by a demonstration utilizing a rehearsed assistant.	C, D	FM 21-6 (pp. 79-81).
Sandtable Techniques (IT-20).	1	Techniques employed in utilizing a sandtable, its use and advantages. Preparation of a hasty terrain model in presenting varied subjects stressing what is available to the instructor.	C, D	FM 21-6 (pp. 98-103).

TAGO 7265B

Subject and file No.	Hours	Scope	Type	References
Student Presentation (IT 21-25).	5	A 10-minute demonstration on an assigned subject conducted by the student requiring the use of an assistant instructor and training aids. Demonstration, training aids, and lesson plan are critiqued and graded by an instructor.	PW	All previous references.
Student Presentation (IT 26-30).	5	A 10-minute conference on an assigned subject conducted by the student requiring the preparation of a lesson plan and the use of training aids prepared by the student. Critiqued and graded by an instructor.	PW	All previous references.
Student Presentation (IT 31-39).	9	A 20-minute conference with the same requirements as IT 26-30 except the student selects his own subject which is applicable to the military.	PW	All previous references.
Examination (IT 40-41)-----	2	Examination and Critique-----	E	All previous references.

TAGO 7265B

LEADERSHIP DEPARTMENT GENERAL SUBJECTS COMMITTEE

(18 hours)

PURPOSE: To present those subjects which enhance the knowledge of the noncommissioned officer and emphasize the leader's role in informing his subordinates.

Subject and file No.	Hours	Scope	Type	References
Fitting and Wearing of the Uniform (GS-1).	1	Assurance that the noncommissioned officer knows the proper fitting and wearing of the uniform to include the placement, ground and qualification badges and insignia. By setting the example, the noncommissioned officer can demand the same perfection from his men.	C	AR 600-70; AR 670-5; AR 220-315.
Drill Definitions (GS-2) -----	1	How the noncommissioned officer can gain the respect and confidence of his men by the proper use of correct drill terms and perfection in drill.	C, D	FM 22-5 (pars. 1-90, pp. 1-112).
Conduct of Inspections (GS-3).	1	The purpose of inspections, types, how to conduct, time and place and what the noncommissioned officer must accomplish in his inspections.	C	AR 750-5; AFF PM 1952.
Inspection of Clothing and Equipment (GS 4-5).	2	Responsibilities of the noncommissioned officer in preparation for and his assistance in the conduct of inspections. Preparation of check lists for inspection of clothing and equipment. Practical work is conducted on previously arranged layouts. Marking.	C, PW	FM 21-15; FM 21-13 (ch. 6, sec. 3).

TAGO 7265B

Subject and file No.	Hours	Scope	Type	References
Introduction to Supply and Combat Supply (GS-6).	1	Importance of supply and how the noncommissioned officer may carry out his responsibilities towards his men. TOE, TA-20, TA-21, classes of supply and the technical services.	C	SR 310-30-15; SR 735-30-1; AR 735-4; AR 711-10; FM 101-10.
Clothing System and Supply Forms (GS-7).	1	Company level supply forms (forms 10-195, 10-102, hand receipt), initial issue, gratuitous issue, maintenance allowance. Noncommissioned officer's responsibilities.	C	SR 32-20-1; SR 32-20-2; AR 670-5; AR 735-11; AR 735-5; AR 746-10; AR 746-2300-1.
Interior Guard (GS-8)-----	1	Responsibilities of the noncommissioned officer as a member of the guard. Purpose of interior guard, system and composition. Safety regulations and orders.	C	FM 26-5 (pars. 1-27, pars. 62-66, app. III).
Informal Guard Mount (GS 9-10).	2	How to conduct an Informal Guard Mount. Commands and duties of all members of the guard. Practical work by students.	C, D, PW	FM 26-5 (sec. VI, pp. 40-42).
Mid-Term Examination (GS-11).	1	Mid-Term Examination-----	E	All previous references.
Soviet Army (GS 12-13)-----	2	History and geography of the USSR. Soldier service obligation, pay, discipline and uniform with rank. Potential of the Soviet Army in waging war.	L	USAREUR Intelligence Hand Book, The Red Army Today, Soviet Judicial System.

TAGO 7265B

PT Program (GS 14-15)-----	2	The goal of the PT program. The factors and sequence of exercises an NCO must consider to prepare his men for a balanced program. Responsibilities of the NCO in conducting a fair PT test to determine the condition of his men. Also other exercises to augment the normal Army dozen. Students participate in the exercises.	C	PM 21-20 (chs. 1, 2, 3, 4, 8, and 9).
Preventive Maintenance (GS-16).	1	Responsibilities of the NCO and his contribution to the PM program. Causes in the breakdown of the program. The Army Maintenance Chain, categories and echelons of maintenance.	C	AR 750-5; PM 1952; PM Monthly No. 46.
Personal Affairs (GS-17)-----	1	Problems confronting the soldier and the information necessary for the NCO to overcome them. National Housing Act 1954, Medical Care, Survivors Act and Legal Affairs.	C	Medical Care Act 1956, DA Bul 11, 1956, DA Pam. 21-5.
Examination (GS-18)-----	1	Examination.....	E	All previous references.

TAGO 7265B

TACTICS DEPARTMENT

TACTICS COMMITTEE

(38 hours)

PURPOSE: To develop the student's practical leadership potential using small unit tactical problems as a teaching vehicle. The course is summarized by an overnight field problem conducted at squad and platoon level.

Subject and file No.	Hours	Scope	Type	References
Introduction to Tactics (TBP-1).	1	Introduction to the tactics course stressing the importance of small unit tactical problems in developing leadership potential. The organization of the infantry rifle company and the means of communication used to control the company are discussed.	C	FM 7-10 (pars. 1-13); Tactics Dept. Handbook.
Combat Training of the Individual Soldier (TBP 2-3).	2	The techniques applied by the individual soldier during daylight operations to include camouflage, movement under fire, use of cover and concealment, and selection and use of camouflage material.	C, D, PW	FM 21-75 (pars. 1-3, 5-17, 30-31).
Patrolling (TBP-4)-----	1	The principles of patrolling stressing the duties of the noncommissioned officer in the preparation for and the conduct of a successful patrol.	C	FM 21-75 (par. 155-216).
Combat Intelligence (TBP-5).	1	The responsibilities of the noncommissioned officer in the production of combat intelligence.	C	FM 21-75 (pars. 124-132).

AR 350-90

16



Estimates and Orders (TBP 6-9).	4	The estimate of the situation as it applies at company, platoon and squad level. Detailed explanation of the principles and techniques of receiving, preparing and issuing operation orders. Practical exercise in the issuance of oral operation orders.	C	EMT (pp. 51-55); FM 7-10 (par. 124); Tactics Dept. Handbook.
Combat Formations (TBP-10).	1	The types of formations for the squad and platoon, the advantages and disadvantages of each formation and the tactical considerations involved in adopting a formation or changing from one formation to another. Practical work on the three basic formations.	C, TF, PW	FM 7-10, Appendix II; Tactics Dept. Handbook TF 7-1919 Part I.
Principles of Attack (TBP-11).	1	The triangular concept of organization and general considerations of the rifle squad and platoon in the attack. Attack terms and definitions are discussed and illustrated.	C	FM 7-10 (pars. 37, 38, 64); DA Subject Schedule 21-25.
Squad in Attack (TBP 12-16).	5	Duties and troop leading of the squad leader in attack. Practical exercises of rifle squad in attack with the students organized into rifle squads and participating in practical work, applying the principles of tactical employment of the rifle squad in a daylight attack.	C, TF, PW	FM 7-10 (pars. 40-76).
Mid-Term Examination (TBP-17).	1	Examination covering all previous instruction conducted by the Tactics Committee.	E	All previous references.
Principles of Defense (TBP-18).	1	General considerations of defense, the types of defense and the principles of defense.	C	EMT (pp. 733-737); FM 7-10 (pars. 267-270).
Squad in Defense (TBP 19-22).	4	Duties and troop leading of the leader in defense. Students acting as squad leaders are required to place rifle squads in various types of defensive positions on a sandtable.	C, TF, PW	FM 7-10 (pars. 77-83) TF 7-1867.

17

AR 350-90

Subject and file No.	Hours	Scope	Type	References
Use of Compass (TMR-7)...	1	The nomenclature and use of the lensatic compass stressing the mil scale for a higher degree of accuracy.	C, PW	FM 21-26 (pars. 44-48, 52).
Direction, Orientation and Location (TMR-8).	1	Orienting a map with and without a compass stressing those methods of orienting without a compass. Locating positions on a map using intersection and resection.	C, TF	FM 21-26 (pars. 24-27, 29); EMT (pp. 327-331); TF 5-1790.
Elevation and Relief (TMR 9-10).	2	Methods of expressing topographical variations on a map. Characteristics of contour lines and their use in determining elevation are stressed. Student receives 25 minutes of supervised practical work in the classroom.	C	FM 21-26 (pars. 13-19, 53-62, 72a); EMT (pp. 287-298).
Military Symbols (TMR-11).	1	Proper method of constructing and using military symbols. Student receives 15 minutes of supervised practical work in the classroom.	C, PW	FM 21-30 (ch. 1); EMT (pp. 283-288).
Aerial Photographs and Photomaps (TMR 12-13).	2	Basic fundamental of interpreting and using aerial photographs and photomaps. Student receives 45 minutes of supervised classroom work using aerial photographs, a photomap and a lined map.	C, PW, TF	FM 21-26 (pars. 150-152); EMT (pp. 336-343); TF 5-1792.
Mid-Term Examination (TMR-14).	1	An examination covering the first 13 hours of instruction.	E	All previous references.

Field Map Exercise (TMR 15-22).	8	A graded field map exercise designed to stress the principles of map reading studied in the classroom and to test the student's ability to apply these principles. Student platoons are rotated through four stations and are required to complete map reading requirements using a lined map and a photomap of the area. Students in teams of two are required to complete a compass course.	PW, E	All previous references.
---------------------------------	---	---	-------	--------------------------

TACTICS DEPARTMENT

WEAPONS COMMITTEE

(12 hours)

AR 350-90

PURPOSE: To familiarize the student with the basic ground weapons, mines and booby traps, and to emphasize the leader's role in marksmanship and special weapons training.

Subject and file No.	Hours	Scope	Type	References
Ground Weapons (W 1-2)....	2	An orientation of the characteristics, capabilities and limitations of the basic infantry ground weapons.	C, TF	FM's 23-5, 23-7, 23-15, 23-30, 23-32, 23-35, 23-41, 23-55, 23-80, 23-81, 23-82, 23-85, 23-90, 23-92; FB 272, 278, 280.
Preparatory Marksmanship (W 3-5).	3	The duties of the noncommissioned officer in marksmanship training are stressed to include the six steps of marksmanship training, duties of the coach, and instruction techniques.	C, D	FM 23-5 (pars. 71-102, 105-138, 149-151, 161-162, 173, 175-180, 188-199); DA Pam. 23-2.
Mines and Booby Traps (W-6).	1	An orientation of standard basic mines, fuzes, firing devices and booby-trapping procedures.	C	FM 20-32 (pars. 4-19); ST 5-32-2.
Mine Warfare (W 7-8)-----	2	Current mine warfare doctrine to include mine-field patterns, records, and reports and emphasizing the noncommissioned officer's role.	C, TF	FM 20-32; ST 5-32-2; TF 20-1980, 20-1981, 20-1982, 20-1987.
Examination (W-9)-----	1	Examination covering weapons instruction-----	E	All previous references.
Special Weapons (W 10-12)...	3	An orientation of the effects, results, and medical aspects of an atomic explosion and stressing the leader's role in the protection of his men.	L, TF	Atomic Information Handbook; CBR Warfare; ST 32; TC 33, 1952; RTAF-147; Misc 7897; MF 20-7956.

22

[AG 353 (10 Jun 57) DCSOPS]

23

By Order of *Wilber M. Brucker*, Secretary of the Army:*MAXWELL D. TAYLOR,**General, United States Army,**Chief of Staff.*

Official:

*HERBERT M. JONES,**Major General, United States Army,**The Adjutant General.*

Distribution:

Active Army: A.

To be distributed on a need-to-know basis to all units and headquarters down to and including companies and batteries and to units and headquarters of comparable size.

*NG: State AG.**USAR: None.*

AR 350-90