

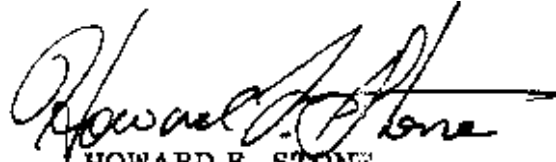


**"What now Lieutenant?"**

## FOREWORD

"What Now, Lt?" is a simple concept with far-reaching results. I had it developed for the purpose of providing the junior officers and NCOs of the 9th Infantry Division a vehicle for exercising effective decision making. With the hindsight of history and the keen imagination of today's leaders, key lessons can be learned with minimum use of our valuable training time. This action-packed simulation is easy to set up and inexpensive to operate. It gives our junior leaders experience in tactical decision-making, small unit operations, and the vagaries of changing combat circumstances.

I enthusiastically commend this training tool to the commanders in the 9th Infantry Division as a realistic means to increase the readiness of the United States Army.

A handwritten signature in black ink, appearing to read "Howard F. Stone", with a horizontal line extending to the right from the end of the signature.

HOWARD F. STONE  
Major General, USA  
Commanding



## INTRODUCTION

You command a company of 70 men that is in hot pursuit of a retreating enemy. Your audacity has carried your company well ahead of the rest of the battalion, when your unit encounters about 100 meters of barbed wire entanglements. Thinking you can get behind the enemy via this route, you lead your soldiers in a crawl beneath the wire. On the other side you beat the enemy in a quick fire fight and occupy his trenches. The enemy counters with a battalion of light infantry. You call your battalion commander and request reinforcements and ammunition. However, he tells you that resupply and fire support, to include air and artillery, is impossible and orders you to withdraw to the battalion's position, about 3000 meters to your rear. You begin to follow his instructions, but are stopped at the wire when you find that the enemy has now covered that obstacle with machine gun fire. Barbed wire stretches out in both directions from the position under which you crawled, and that too is covered by fire. You estimate that you will lose at least 50% of your company by crawling under the wire. Nevertheless, the assaulting battalion is within 200 meters of your position and you have only ten minutes of ammunition remaining. What do you do?

The above paragraph is part of a war game called What Now Lt? which was developed at the 9th Division's Battle Simulation Center in order to prepare the division's company level leaders for combat. This training manual presents the initial scenarios written for use in the exercise. The introduction will explain the manner in which the game is played, the objectives which a commander can expect to accomplish with its use, and a method by which one may create his own version of the exercise.

What Now LT? is a simple game to set up and play. The original concept was conceived by MG Howard F. Stone, the Ft Lewis & 9th Division Commander. Briefly, the concept is to present junior leaders with some of the problems they may face in combat and force them to resolve those problems. A combat situation is portrayed on a sand table around which four to eight soldiers are standing. A discussion leader reads the scenario to the group and calls upon one of the soldiers to make a decision. The scenarios are written from historical accounts of small units operations in both World Wars, Korea, Vietnam, and the Israeli wars. When the captain or sergeant has made his decision, the real battle begins. For at that point, the discussion leader opens the floor for other opinions and an enthusiastic debate invariably ensues. A tactical decision depends upon the man on the spot. Each brings to that decision his own attitudes and perceptions. As a result, each handles the situation differently. The pros and cons of each man's thought is quickly dissented and thrown back in his face. When the discussion leader feels that no further learning will develop from the discussion, the decision made by the historical leader is read to the group. That decision is not the "right" solution; for in many cases that decision destroyed the leader's force or failed to accomplish his mission. The historical solution is merely a statement of what actually occurred, and is a vehicle for further discussion.

What objectives can a commander expect to gain through the use of What Now LT? First, he will confront his squad and platoon leaders and company commanders with problems they may face in combat. The vast majority of those soldiers currently in a division have never been to war. Most have a scanty knowledge, at best, as to what they are likely to encounter in a future American war. By presenting the tactical problem as

realistically as possible, the simulation can give those junior leaders a foresight of what may come. Moreover; it should be stressed that the problems presented here are not fictional; they were actually faced by some earlier soldier.

A second objective of What Now LTY is to stimulate a professional interest among a unit's junior officers and NCO's. Actual combat experiences of earlier platoon leaders or company commanders often awaken a desire within the soldier to know more about war. The result will hopefully be a trip to the library and the beginnings of professional study. In addition, the game awakens in leaders the realization that more time should be devoted to the training of his tactical sense. The result may be the increased use of Tactical Exercises Without Troops, a superb training vehicle when used properly. Moreover, the leaders who play the game come away from it still sparring; a commander may expect that his junior officers and NCO's will continue the discussion, and the resulting thought process, long after the sand table has been left behind for beer and pizza.

The key objective of the exercise is to generate thought upon tactical problems. There is no intent upon implying to the soldier-leader, that the same tactical problem calling for the same solution will reappear in some future war. The only intent is to develop reason. As a result, there are no "approved solutions" and, hopefully, no leader will emerge from the exercise believing that problem "A" calls for solution "B" in all cases. Similarly, the game is not designed as a tool by which a battalion commander, for example, may teach his company commanders the exact course of action he wishes them to pursue in a particular situation. Just as a subordinate commander cannot turn to his superior in the heat of battle and ask him to make the decision; so too, in this game, the junior leader cannot expect

his senior to provide him with an approved course of action for a given situation. By forcing the junior leader to use a rational thought process in solving his tactical problem, the game can prepare him for the same sort of thought process in combat.

A final objective which a commander can expect to gain from this war game is the development of creativity. The players are encouraged to express any solution to the tactical problem which they feel might work. As a result, extremely innovative ideas often emerge. Perhaps in some future war, one of the players will be faced with a tactical problem and one of those innovative ideas will awaken his memory, producing an original and successful solution:

Each of the scenarios are imaginary battles occurring in some future American war. Yet, each is a recreation of a small unit engagement occurring in an earlier war. The historical examples are used in order to give credence to what the discussion leader says. The result is that the individual leading the discussion or the one writing the scenarios need not be an infallible expert. If a totally fictitious scenario is used - an updated version of MG Sir Ernest Swinton's Defense of Duffer's Drift, for example - then the writer must have a great degree of experience and credibility. And even in that case, one can argue that his view is but a second opinion. Using the historical examples eliminates subjectivism; the discussion leader simply states what actually happened as a result of a leader's decision. Moreover, one quickly finds that truth is stranger than fiction and the resulting scenario is more challenging than that which the writer is likely to produce. Such S.L.A. Marshall books as Pork Chop Hill, Men Against Fire, and The River and the Gauntlet; Rommel's Infantry Attacks; and a U.S. Army Historical study entitled Small Unit Actions During the German Campaign

in Russia, have been excellent sources for the scenarios. Unit histories have not been used, but would be ideal.

It is best to keep each group of players of similar rank or experience. The free expression of opinions and the heated arguments which generate so much enthusiasm usually flow best in such an environment. Similarly, the participants must understand that there are no right and wrong answers. If creativity is going to be developed and ideas freely tossed about, the men must be encouraged to speak forthrightly.

As one can imagine, the role of the discussion leader is all important. It falls upon his shoulders to generate thought. Until the other players begin to do so, he must second guess every decision and point out problems that the man expressing a decision failed to consider. Moreover, he must force the players to express their intentions in detail. Each step must be dissected to determine exactly that which the leader will do. It is not enough to claim that one would order his machine guns to open fire. One must determine how he is going to get those machine guns to open up when his ammo has been shattered and there is fifty meters of open ground observed by the enemy between himself and his gunners. The best discussion leaders are intelligent soldiers with more experience than the players being trained. For example, a first sergeant might do a great job with platoon or squad leaders and an S-3 might be the man to use with company commanders.

Given the simplicity and inexpense with which What Now LT? can be put into operation and the tremendous training value and professional development which it can generate, this simulation exercise is a superb tool for a commander to use to develop his company level leaders. Its use is enthusiastically offered to all units.



Incidentally, returning to the opening paragraph, what would you do? In 1915, LT Erwin Rommel felt he had three choices: one, he could react according to orders and suffer 50% casualties; two, he could have his soldiers fire the remainder of their ammo and surrender; or three, he could attack. Rommel attacked. Under the cover of massed supporting fires from the rest of the company, a platoon penetrated on the French battalion's right flank and poured fire down the length of their line. The French attack broke and they fell back. The machine gunners on either side of the barbed wire fell back with the disorganized battalion. Rommel then broke contact and hustled his company through the wire. The French regrouped, and placed fire upon Rommel's force. But the company rejoined its battalion with five men wounded and nobody killed.

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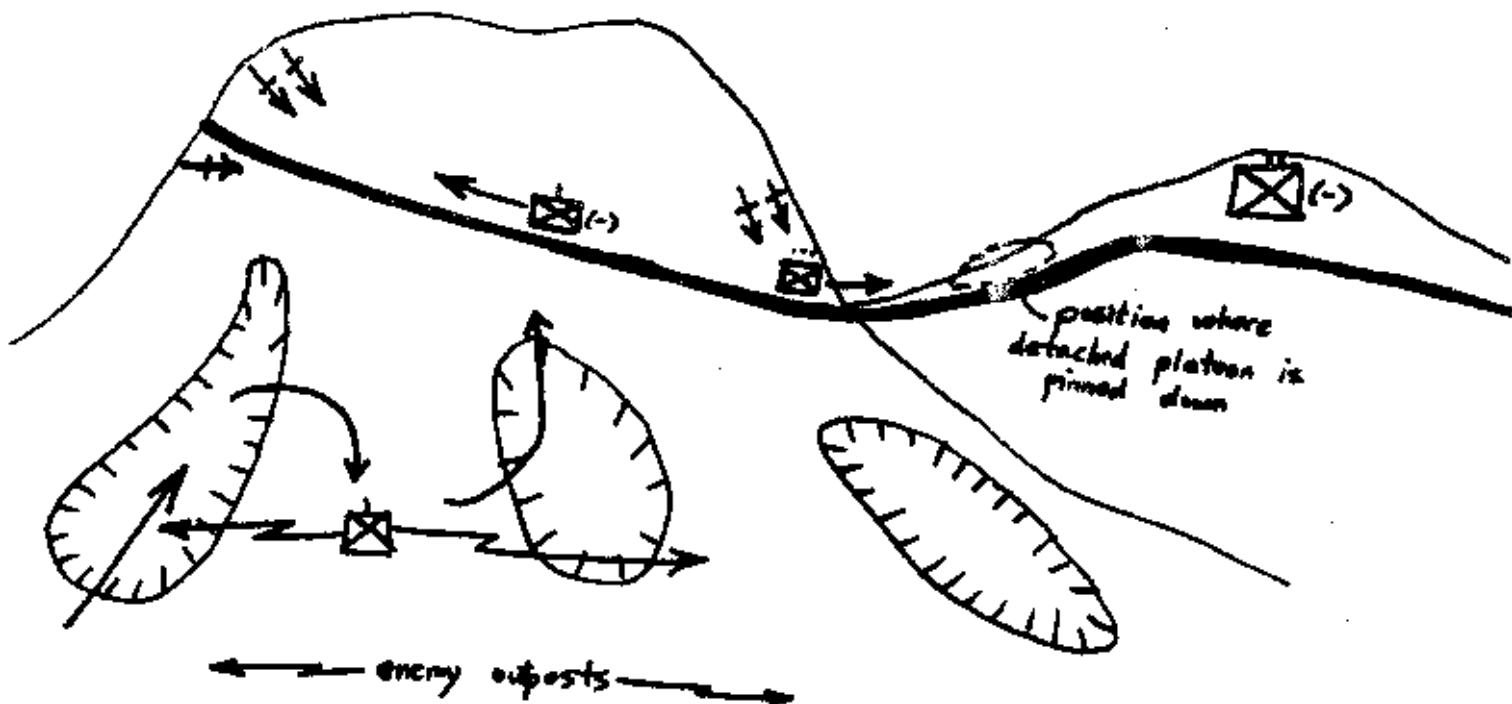
#### NOTE

Every scenario in this book is taken from an actual battle as recorded in a published book. Each tactical decision that the scenarios present was faced by some soldier in an earlier war. I wrote every scenario in this book and none of the tactical decision steps have been created. Some liberties have been taken in presenting the manner in which the tactical problem arose. For example, in many of the scenarios, the tactical decisions demanded of the player may not have been faced by one man; the problems occurring to several men in the unit - and, in some cases, men in totally different battles - have been combined. Also, the circumstances setting the stage for the decision are obviously created, since each of these scenarios are intended to portray some future American war. For that reason, the enemy and the weapons in the scenarios are often different from those described in the explanation of what occurred historically. Similarly, the maps provided to aid in building the terrain on the sandtable were copied from the book whenever the book provided maps. If no maps or pictures were provided, the terrain models were made as accurately as I could determine the land to be from the account of the action. Therefore, with the exception of the changes mentioned here, every tactical problem in this book was actually faced by some soldier in combat.

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ATTACK IN THE MOUNTAINS

SITUATION 1: You are commanding a company that is attacking as part of a battalion assault to seize high ground occupied by enemy forces. The terrain is cut by deep ravines and washed out gullies, but is sparsely vegetated. Observation and fields of fire - except in the ravines - are excellent.



By working your way up a ravine, you cut off and capture several of the enemy's outposts and now have several hundred Russian prisoners to control. You elect to bring them up the hill trailing your company. Near the top, you encounter a road running to the key enemy positions on your

right. You send one platoon to fix the enemy while you take the rest of the company and the prisoners around the hill in order to attack from the rear. However, after a short distance your force encounters heavy machine gun fire and is pinned down. At the same time, you hear heavy fire coming from your rear, where your detached platoon has been engaged by the enemy's main body. You realize that you are up against at least an enemy battalion and that the success of your battalion's mission depends, for the moment, upon that platoon. Should the enemy succeed in overcoming that platoon, he will cut off your company, recapture the prisoners you now control, and ruin the battalion's mission of securing this high ground. In addition, you now learn that the road leading from your position to the detached platoon is covered by machine gun fire. What do you do?

HISTORICALLY: Rommel left several machine guns to block the route between his location and that of his detached platoon. He reasoned that if that platoon were overcome and the enemy attempted to cut him off, the machine guns would slow them down. Then he overcame the fires to his front, broke contact, and moved downhill into the gullies. He sent the prisoners, with only two men to guard them, to the foot of the hill and out of the battle area. Then he moved as fast as he could to reunite his company.

SITUATION 2: As you approach your detached platoon, you see that it is surrounded on three sides by a force 5 times its size. It is desperately returning fire, but will be overrun if the enemy mounts an all-out attack. Before you can act, the enemy attacks the platoon on three sides. What do you do?

HISTORICALLY: Rommel detached his machine guns and sent them to a position where they could hastily support the detached platoon. Then he assaulted the enemy from the rear with his riflemen. The Romanians were caught between two fires, panicked, and broke off their attack. Rommel followed them and seized their positions, taking still more prisoners. He then moved along the high ground to aid the other companies in his battalion in their attacks.

SITUATION 3: Your attack has succeeded in driving the Russians away and clearing the high ground. The battalion commander joins you atop the hill

and hastily gives you the mission to continue the attack to take the small village of Marr, as part of a coordinated battalion attack. You will be supported on your right flank by a second company while the third company in the battalion will be held in reserve. As darkness approaches, you reach your LD/LC. From that point, you can see figures moving about the town and you guess that they are probably soldiers hastily preparing positions. You are ready to attack and know that the longer you wait, the better prepared will be the defenders. However, you have not established contact with either of the other companies and a quick recon reveals that they are not yet in place. The battalion commander has ordered complete radio silence for the attack, and you cannot send a messenger to him because--for the time being--the CP consists of just him and his S-3, and they are on foot somewhere in the mountains. Moreover, his order did not give an attack time, but vaguely ordered the attack to commence when ready. As you wait, you realize that this attack was not planned as a night attack, and that your company has made no preparations to conduct a night attack; but, if you wait much longer, you will have to do so. Finally, you also know that you have not had a chance to properly recon the objective, but from your position, you can see several enemy sentries alert and watching. What do you do?

HISTORICALLY: Rommel decided to await the arrival of the flank and supporting units before he launched his attack. He kept his company concealed in their jump-off positions until it became dark. Then, he formed a perimeter and set up security. He did not allow any reconnaissance forward of his present position because he did not want to give away his location to the enemy. His LP/OPs were instructed to alert the company as soon as the rest of the battalion came up. Meanwhile, he allowed his soldiers to sleep in place. Several hours later, the other companies arrived, the attack was made and the enemy was chased from the village.

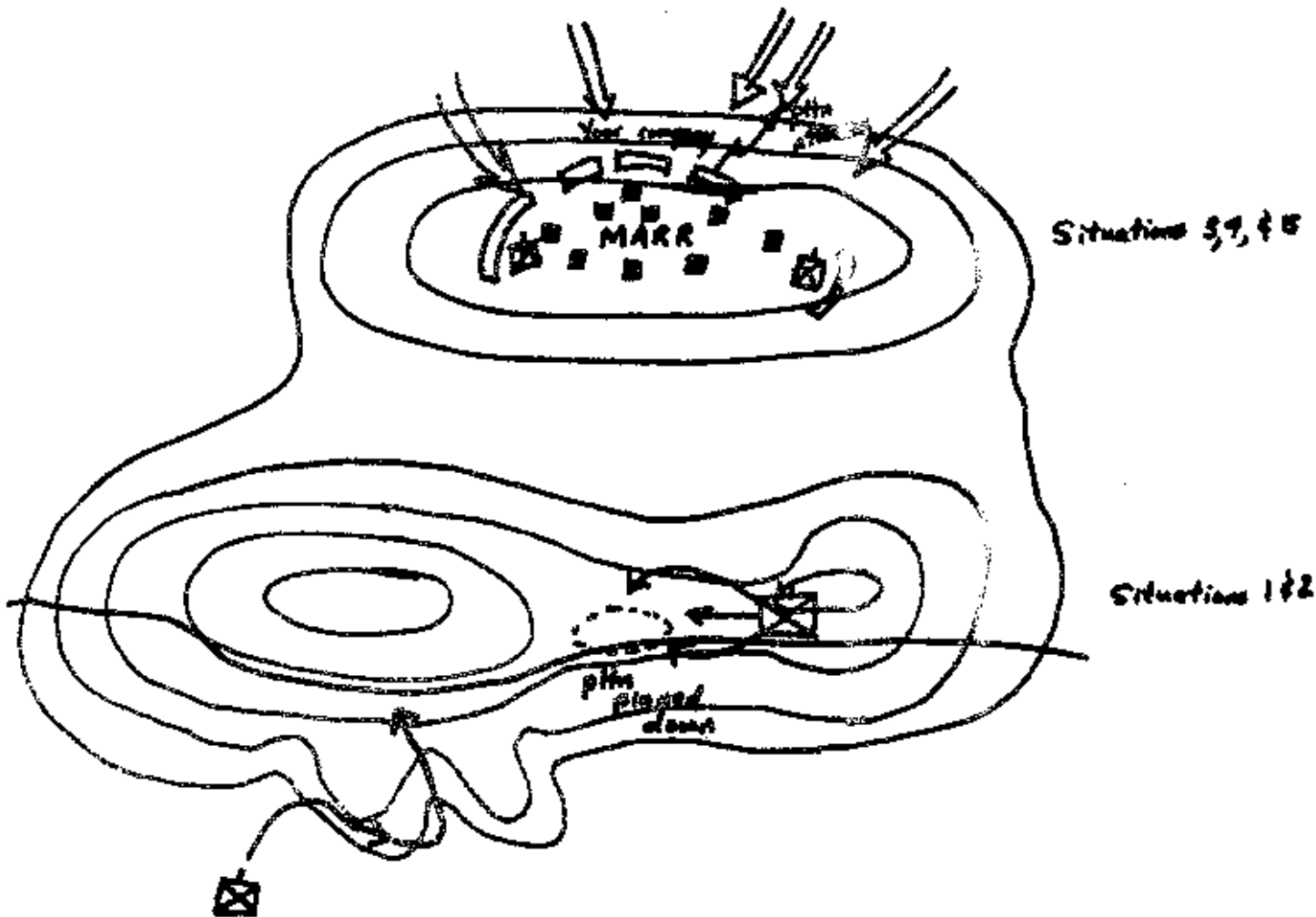
SITUATION 4: The attack on Marr was successful and you suffered no casualties. Daylight arrives, but with it comes a heavy fog which limits visibility to fifty meters. Last night, you consolidated within the village and assumed a portion of the battalion defensive sector with two platoons established in hasty positions on the edge of town, and a third platoon in reserve within Marr. However, your positions were selected in the dark and are not tied in with the company on your right. Therefore, there is a 300 meter gap in the battalion position. One of your LP/OPs reports that two Soviet infantry battalions on foot are forming up almost on top of him. He wants to know if he can open fire. What do you do?

HISTORICALLY: Rommel brought up a machine gun and opened fire on the enemy, hoping to catch them while they were bunched together in the assembly area. Then, he ordered his platoons to hold in position at all costs while he ran over to the neighboring company to make coordination. He was pinned down by fire from the friendly company and no amount of arm waving and shouting would stop the fire. Under cover of the fog, he escaped and rejoined his company, as he now knew the limits of the company on his right. He also brought his reserve platoon forward and placed them behind the right platoon to protect their flank.

SITUATION 5: You left your company in order to coordinate with the company on your right and close the gap in the battalion defense. Before leaving, you ordered your first platoon to hold their position at all costs and you placed your second platoon behind the first in order to protect their flank. When you return, you find that the first platoon has disregarded your order and attacked the Russians. They have driven forward about 500 meters, but their success has created an even larger gap in the defense. You hustle forward to investigate and run into the platoon leader returning to find you. He tells you that the platoon has driven the Russians back and has captured several machine guns. However, he says, "the platoon's in close combat with a strong Russian force. We are nearly encircled and both of my machine guns are knocked out. I've got about ten men wounded.

If help doesn't come immediately, the platoon is finished." To make matters worse, the fog is lifting and no longer offers good concealment. What do you do?

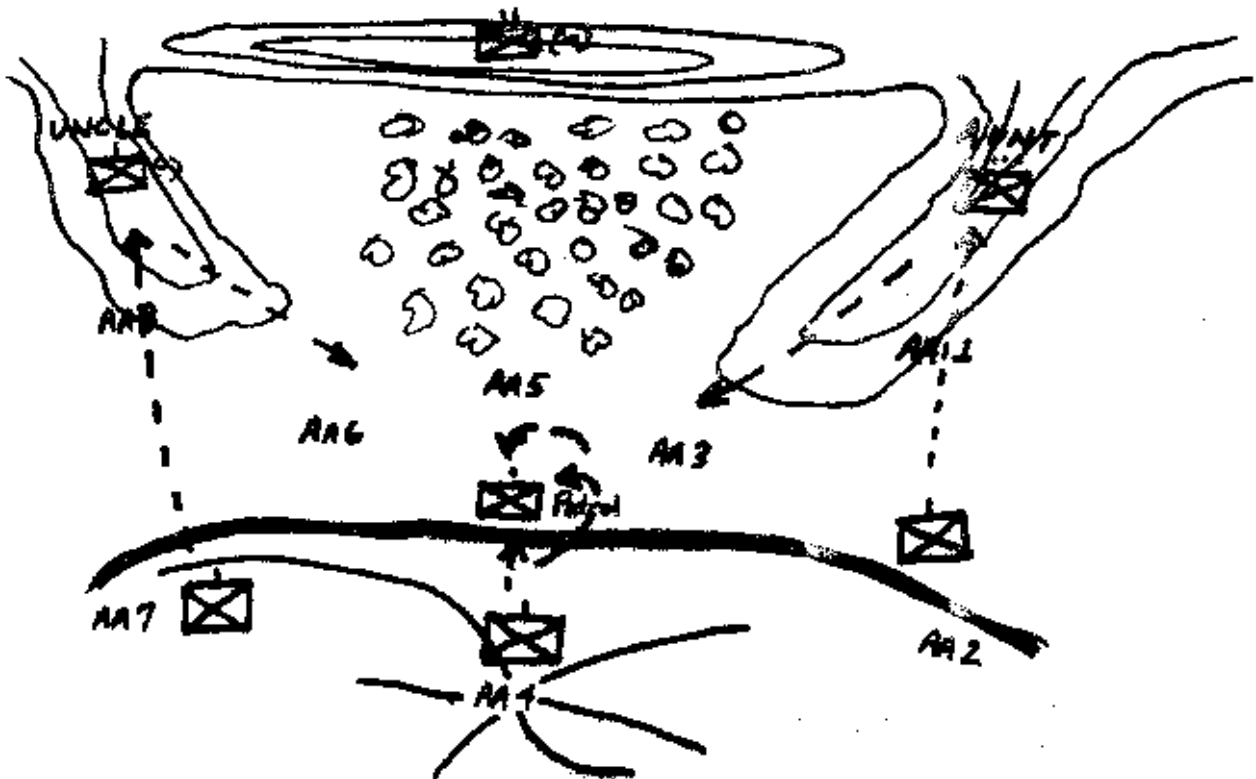
HISTORICALLY: Although pleased with the aggressive initiative of his platoon leader, Rommel realized that the man's action had hurt his defense significantly. If he committed his last reserves to the aid of the platoon, the company could be outflanked and the enemy could have rushed into the gap between his company and the one on his right. That could have led to the destruction of the entire battalion. But could he allow a platoon to be destroyed? As much as he wished to aid them, Rommel had to order the platoon to fight their way out and return to their defensive positions. He did position his other platoons to provide covering fire and they put heavy fire into the Romanians. The remnants of the first platoon fought their way back to the company, but they had the enemy right on their trail, which made it difficult to provide covering fires. In addition, Rommel reported the situation to the battalion commander, who sent him some reinforcements. The Romanian attack was defeated, but the company lost three men killed and seventeen wounded.





## THE INCREDIBLE PATROL

SITUATION 1: Your battalion is occupying defensive positions on a ridgeline. Jutting down from that ridgeline are two fingers on which your company has prepared two fortified positions called Aunt and Uncle. Below those fingers is a valley through which runs an irrigation ditch. About two hundred meters in front of that irrigation ditch lies the intersection of three trails.



You are leading fifteen men, with 2 M60 MGs, on a combat patrol forward of your company's positions. Your only indirect fire support is the 4.2 mortar platoon. The numbers on the board represent pre-planned targets for that platoon. Your mission is to ambush an enemy patrol and return with prisoners. It is nearly midnight. You select a position

behind the irrigation ditch overlooking the intersection of the trails. You are no sooner in position when an enemy soldier appears 300 meters to your front. He is quickly joined by more and more enemy forces until approximately a company has been assembled at that location. You try to call your company, but the radio will not break through. As the enemy company forms to your front, you spot another company about 500 meters to your left moving towards one of the fortified knobs your company defends (Aunt), and still another company moving towards Uncle on your right. In other words, you are in the middle of a battalion attack of two columns attacking Aunt and Uncle, connected by a reserve company in the center. By the time you have fooled with your radio for a while, one column is at the foot of Aunt and the other has crossed the irrigation ditch approaching Uncle. The enemy to your front is about 200 meters away and moving slowly towards your position. However, you have a well concealed route of withdrawal available to your rear. What do you do?

HISTORICALLY: The patrol leader crawled from man to man cautioning everyone to be silent and to hold fire until he opened up. He also tried his radio from different spots among his men to see if he could break through from another location. He made no attempt to send back messengers or retreat, presumably because the enemy was already behind him.

SITUATION 2: Still unable to cut through with your radio, you see that the enemy point is within 10 meters of your patrol's position. The company on your left is climbing the finger towards Aunt while the third company is approaching the finger of Uncle. What do you do?

HISTORICALLY: The patrol opened up with everything they had. The enemy point element was cut down immediately, but the rest of the company hit the dirt and began returning fire.

SITUATION 3: Your patrol is under heavy fire from the company to your front. Finally, you are able to break through on the radio. The battalion S-3 answers your call. What do you tell him?

HISTORICALLY: The patrol leader said that he was surrounded, had killed some of the enemy, and wanted mortar fires on AA1. In other words, he ignored the threat to his immediate front, hoping to shatter the columns moving on Aunt.

SITUATION 4: Skirmishers from the company you have just engaged begin moving on your left flank. Illumination rounds landing over AA1 reveal that the mortars are killing some of the forces moving on Aunt. However, they also reveal enemy figures swarming amidst the positions at Aunt. You report that the enemy is in Aunt's position and request VT directly on Aunt. Enemy artillery is now falling on the two fortified outposts and on the battalion's positions along the ridgeline. However, American mortar fire has, in your opinion, shattered the forces not yet in Aunt's position. You realize that you are probably the only man in your battalion who can see the whole picture of the battle. You alone know of the massed attacks on both outposts. However, you also realize that due to the slope of the fingers (which point towards your patrol's position) your location is the likely spot where the enemy battalion will converge if they fail in their attacks. You see the second enemy company in a draw just below Uncle, obviously massing for the attack. The company to your front has moved soldiers onto your left flank and is closing in on you. What do you do?

HISTORICALLY: The patrol leader shifted some of his men to the left to thwart the flanking movement. Then he shifted the mortar fire to AA8, right on top of the company massing to hit Uncle.

SITUATION 5: The enemy has shifted over 90 degrees and is on your left flank and rear. Stragglers from Aunt and Uncle are streaming back towards your location and join the attack on your patrol. You have about 30 rounds of ammo remaining in the entire patrol. What do you do?

HISTORICALLY: Patrol leader called for fires on AA5. When he ran out of ammo, he simply kept up the fires all around his patrol's location,

gradually closing the ring. For two hours, the patrol remained in position without ammo, calling in mortars on every attack against them.

SITUATION 6: You have no ammo remaining. Daylight has arrived.

There are no signs of live enemy left in the area, but your patrol has been in combat for seven hours. Battalion orders you to search the battlefield, examine the dead bodies for documents, and capture any wounded. What do you do?

HISTORICALLY: Believe it or not, the patrol leader led his men about the battlefield for three hours, carrying out his latest orders, without ammunition, before he returned to his company's position. The patrol leader was a young Ethiopian lieutenant who had arrived in Korea only three days before he received this mission.

SCENARIO 3

FROM: DA Pam 20-269  
Small Unit Actions During the  
German Campaign in Russia  
CPT Williams/cw/5841

A RIVER CROSSING

SITUATION 1: You command a combat engineer company during a war in Europe. Warsaw Pact forces in your sector are fleeing eastward after the success of a corps attack in your area. An armored division spearheads the impeding American Army and is closing rapidly upon the Earlfort River. The retreating Communists have been blowing everything in site including all bridges across the Earlfort. You are given the mission to construct a bridge across the Earlfort by the following dawn (0300) and to provide all your own security. Your company is equipped with the ribbon bridge and its supporting trucks and bridge erection boats. In addition, you are reinforced with four 5-ton trucks mounted with 50 cal MG's, two APC's, a signal platoon and an assault boat company of infantry in 2 1/2 ton trucks. However, your company is scattered in march columns amidst the corps trains and there are numerous Russian stragglers between the river and the lead elements of the armored column. What do you do?

HISTORICALLY: Sent his XO back to the corps march column with orders to assemble the company in one location and requested orders to allow his unit special passage along the road to the site. He took his platoon leaders to reconnoiter the river, but was harassed by small arms fire from all directions, including the far side of the river.

SITUATION 2: You recon the Earlfort and learn that enemy stragglers are everywhere and are still fighting. Also, you find a small town with numerous swamps surrounding it at the site of the old bridge. The swamps are impassable to your equipment, requiring you to stick to the road. The old bridge, a three-arch span supported by two massive columns, is

demolished in such a way that the 50 meter center arch has been dropped into the water, but the columns are still standing and could be used to support an emergency bridge. However, the only substantial stores of lumber in the area are the buildings of the town. About 500 meters west of the bridge site is a former ferry site with a paved road suitable to support tanks. You cannot determine the condition of the road on the far side. The river banks rise sharply about 25 meters from both sides of the river. On your side the bank is about 20 feet above the water and negotiable only along the roads, while the opposite side appears to be steeper and is covered with thick vegetation. The only cover on your side is offered by the buildings in the town. The river itself is about 150 meters wide and its current is slow. What course of action do you recommend?

HISTORICALLY: Ordered the assault boat company forward to the vicinity of the village. Requested that division clear the road and give priority to his command so that he could quickly start construction. Used his most forward platoon as infantry and ordered them to clear the village. Within an hour they had cleared the town. He then ordered them to cross the river in assault boats, establish a bridgehead on the far bank and reconnoiter the exit route on the far side. He placed the APCs in the position on the near bank to provide supporting fires.

SITUATION 3: Since your infantry support has not arrived and time is critical, you send one of your platoons across the river to secure the far shore. They drive off the Russian snipers and establish the bridgehead. The rest of your force begins to assemble in the village. However, Russian planes attack and set the town on fire. Not only do the flames eliminate your cover overlooking the crossing site, but it also burns up your only readily available wood supply, which you need to construct a bridge. Wood, if used, will now have to be hauled from the rear. Only 1/2 of the force and equipment you need to construct the ribbon bridge has arrived in the village; the rest is still stuck somewhere down the road behind the armor and infantry, awaiting crossing of the river. Just as dusk is falling, and with only 10 hours re-

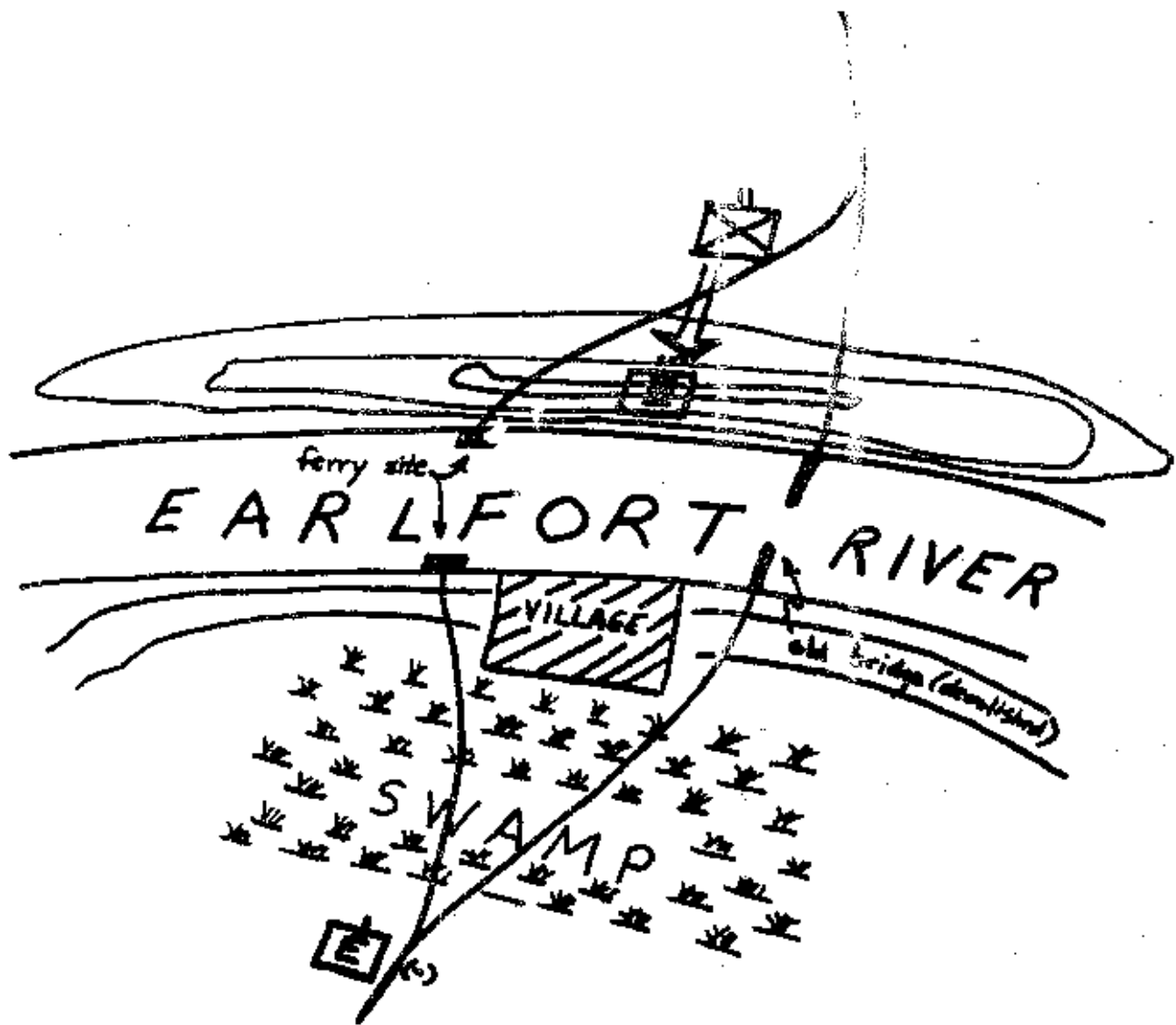
waiting to complete your mission, Soviet planes swarm over the burning village and strafe your troops. A Vulcan crew rolls to the rescue, sets up, opens fire, and chases off the MIG's. At the same time, a Russian light infantry battalion attacks the platoon you sent across the river. Your platoon leader calls you with the grave report that he is engaged in hand to hand combat and is being pushed back on the river with no means of escape. What do you do?

HISTORICALLY: Sent his last available platoon, that of Engineers, across the river with flamethrowers. Ordered his anti-aircraft gun (the Vulcan) to provide covering fire on the far bank. However, the terrain obstructed the effect of the anti-air weapon and the Russians were only beaten off when a makeshift rocket launcher, firing 6 rockets, arrived and placed effective indirect (and psychological) fire on the far side. The commander gave up waiting for division to clear the road; so he walked back and found two of his delayed platoons and their bridging equipment, and personally led them forward.

SITUATION 4: The enemy attack has been beaten off, but 1/2 of your engineer force is now tied up in securing the far shore with no infantry units available to relieve them. The rest of your force arrives at the village by 2200, five hours before H-hour. You are doubtful that you can accomplish your mission on time. At this time of night, the river is so shallow that pontoons cannot be floated any closer than 40 meters from shore, and there is mud between the road and the water. Friendly air continues to be mysteriously absent while you are being frequently attacked by Russian MIG's.

What do you do?

HISTORICALLY: The commander described his situation to headquarters and requested Engineer reinforcements. He received help rapidly from another division. Russian air hampered his efforts all night as his AA support proved ineffective at night. Began shuttling heavy weapons across the river to help the bridgehead (presumably using barges or the old ferry - the book does not say). Due to the mud and low river, all bridging equipment had to be carried into the river. The darkness, and sudden dropoffs in the river bank, as well as the 16 ton weight of each pontoon section, complicated the operation. The mission was finally completed by 0800, 5 hours after the original plan.





SCENARIO 4

FROM: Enemy at the Gates  
by William Craig

CPT Williams/ck/3845

### The Factory

SITUATION 1: You are leading a platoon of 35 soldiers fighting the Russians in East Germany. The fighting has carried your division into the center of an industrial city of about 250,000 people. Your battalion has the objective of capturing and holding the Belanger Factory Works: a large factory which controls access to two key bridges over a river dividing the city. Your company is making the initial assault and your platoon is given the mission to provide supporting fires. You have to secure the buildings facing the factory. You occupy them without incident, set up your CP in a four storey building, and scatter your crew served weapons and squads in positions amidst the other buildings. You have been in position for over an hour before you realize that no one has cleared your building from top to bottom. An investigation reveals that there are 25 civilians, mostly wounded, in the basement. Then, the two man team sent to clear the upstairs returns wounded; there are armed Soviets on the third and fourth floors! You have five men with you. The rest of your platoon continues to prepare their positions in adjacent buildings while the rest of the company prepares for the assault. The building is made of stone masonry with oak wood floors. The only access to the upper floors is by way of the staircase. What do you do?

HISTORICALLY: The platoon leader sent a messenger back to headquarters to inform them of the wounded civilians. Presumably, he also cared for the wounded; but he had not the manpower or time to evacuate them. He could not

get anyone up the stairs at the Russians and occasionally, one of the Russians would rush to the top of the stairs and fire into the room at the group. Everyone in the CP was afraid to go up the stairway. Attempts to fire through the floor resulted in ricochets back into the room. Sniper positions were set up in nearby positions and one by one, over a period of over 24 hours, each Russian upstairs was shot. When the platoon leader finally led his men upstairs, he found 7 dead bodies.

SITUATION 2: The penetration has been made into the factory but the Russians cling to their positions tenaciously. You are occupying a series of rooms on the ground floor. The rooms are made of steel and concrete and are separated from another group of rooms by an open work area about 15 meters wide. A stalemate has ensued. Each side has tried to cross that open area and in so doing, each has suffered heavy losses. You estimate that they have about 100 men. Finally, both sides sit back and wait. For days, you continue this waiting game, hoping for some change in the circumstances so you can act. From time to time, you hear loud singing coming from the Russian rooms. All attempts to attack the Russian held positions from the flank have failed.

Friendly forces control the rooms above you, but Russian forces control those above them. Both are separated by the open area, which extends from the floor to the ceiling. The rest of the company is equally tied down in other sectors of the building, and battalion has no reserves to give you. Moreover, more men would be of no help in such cramped quarters. Indirect fires have been unsuccessful in destroying the troops in this huge building. What do you do?

HISTORICALLY: The platoon leader (a Russian, in this case) ordered picks, shovels and dynamite. He broke through the concrete floor and started a tunnel. For days he rotated his men on the job while maintaining security. He muffled the sounds of the digging by having his soldiers sing songs as loud as they could. Then he set and primed the dynamite. The explosion came a little too fast and two of his men were killed before they could escape. But the entire enemy stronghold was lifted into the air and engulfed in a huge ball of fire. In assessing the casualties he had inflicted,

the lieutenant lost interest after the body count reached 180.

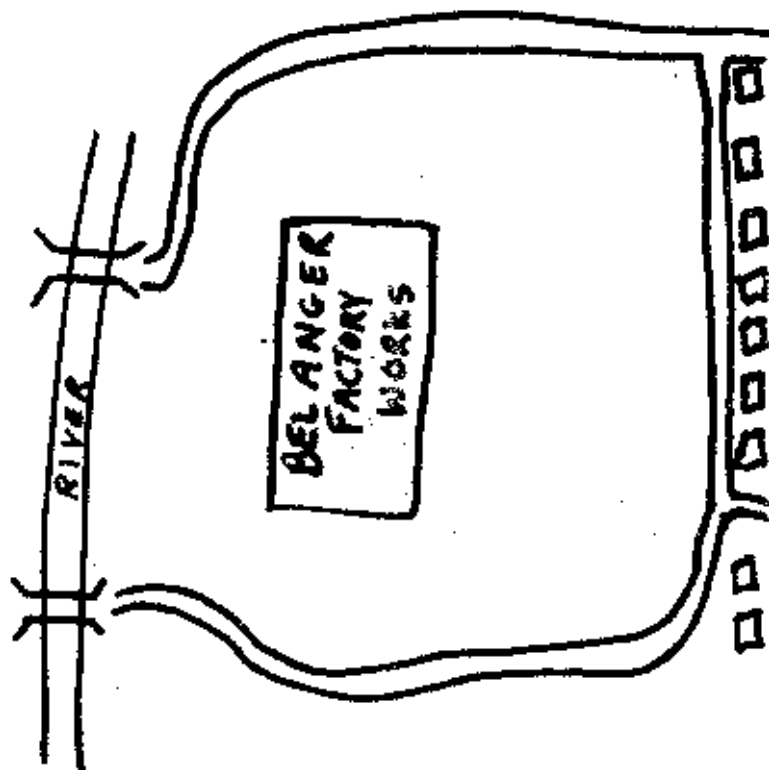
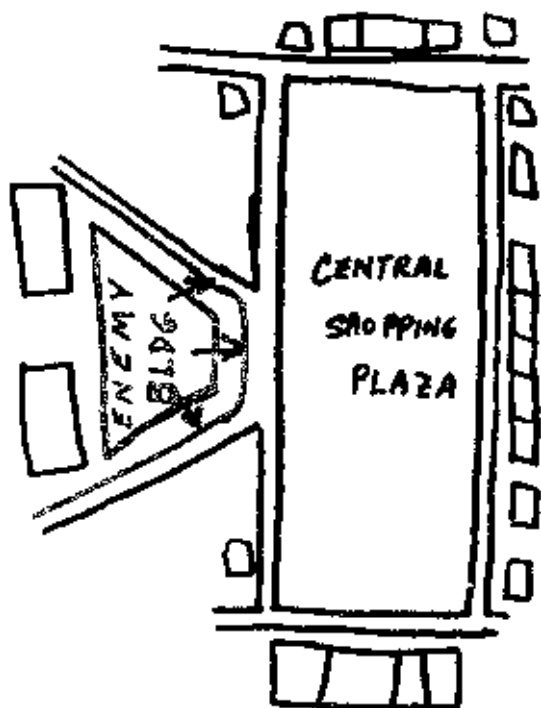
SITUATION 3: Your unit has now gained control of the factory, crossed the river and is continuing the attack through the city. The company commander has been evacuated as a casualty and you take command. You are reinforced to 120 men, but the replacements are mostly in their late 30's, out of shape, and come from support units. Your mission is to attack and clear a building overlooking a central shopping plaza. You feel that your unit will be destroyed by such an attack because the assault is across the open plaza, which is covered with automatic weapons and heavy artillery concentrations. The enemy has good fields of fire from his position to both flanks, as well as to the front, and you cannot get in behind him. You suggest an air-mobile insertion, but aviators cannot support you. Likewise, your request for armor or APC support is turned down. Artillery fires directly on the building have proved ineffective in subduing the stronghold. It appears that your only choice is straight ahead across the open area. You suggest that the building be bypassed and its defenders starved into surrender; but your suggestion is rejected for no apparent reason. You protest to your commander that this mission is suicide, but he angrily rebukes you and orders you to clear the building. What do you do?

HISTORICALLY: The German company commander led his men across the open area despite his serious misgivings. Russian planes attacked the company while it was in the open, and Russian machine guns strafed the ground with grazing fire. The company fell back. That night, the commander returned and carried off his wounded; but only 30 men lived.

SITUATION 4: You lead the remnants of your force to defensive positions in the city. A major Russian counterattack has cut off your division from the rest of the Army and all resupply attempts have failed. Daily you watch as airdrops miss your positions and land amidst the Russians. Your men

have been living on watery soup for 10 days; their clothing is insufficient for winter weather, and all are nearly out of ammo. Finally an air drop gets in. Although it has very little food and ammo, it does contain letters from home. One man gets a letter from his wife wanting to know why he must fight while several of his friends are still at home. This news so upsets the soldier that he reads it to the rest of the platoon and now the group is refusing to fight. You visit the platoon and find that it contains but six men and that what you had heard about their morale is true. What do you do?

HISTORICALLY: In reality this happened to a battalion commander. He visited the "Platoon", found out the problem and removed them from the line. Taking them to his headquarters, he let them relax and get warm, then briefed them on the consequences of disobeying orders in combat. Although still rebellious, they agreed to fight so long as he remained fighting. When he left or was killed, however, they said they would no longer fight. The commander let it go at that.



SCENARIO 5

FROM: S/Lt Marshall's  
Peak Chop Hill  
CPT Williams/cw/5841

THE ROCK LIEUTENANT

SITUATION 1: You are a platoon leader in a light infantry company fighting in mountainous terrain. The key terrain in the area is Heller Hill, and its conquest has been assigned to your company. Your unit is in high morale, being part of a victorious army that has been rushing through a defeated enemy force offering only token resistance. Your company commander has decided to clear Heller Hill along two avenues of approach with your platoon making a movement to contact on the right and a second platoon moving on the left. Neither platoon is close enough to offer the other mutual support, but the last platoon is being held in reserve in case one gets into trouble. As your platoon reaches a small cliff at the foot of Heller Hill, a shower of grenades rains upon the lead squad and several soldiers are wounded. You pull back and assess the situation. The enemy soldiers are well covered behind boulders at the top of the cliff and concealed in a thicket of scrub pines and bushes. The ground on either side of the cliff is easily climbable, but offers poor cover and concealment near the enemy strongpoint. You maneuver a machine gun on the flank of the Communists, but four men are wounded just trying to set up the weapon. Their replacements cannot find a position to fire without being shot also. Your commander orders you to overcome the strongpoint with your own force. The mortars fire a mission for you, but the steepness of the terrain makes adjustment difficult. Finally, the weapons platoon leader tells you that he cannot afford to waste any more rounds on that mission until he gets resupplied. What do you do?

HISTORICALLY: The platoon crawled within fifty meters of the stronghold, but could not eliminate it. Men with automatic weapons alternated popping up from cover and blindly firing clips amidst the boulders. That, however, did not stop the fire. Then ten men began crawling up closer, but were repelled by grenades. Finally, the enemy fire was eliminated when one man charged across an open area with his weapon on full automatic, and emptied several clips into the Chinese.

SITUATION 2: You continue moving past the thicket and again encounter heavy fire. Obviously, this is a different war from the one you have been fighting easily for two weeks. You maneuver your squads, suppress the enemy's fire, and close in for the kill. The enemy stops fighting, and several stand up with their hands overhead. One of your men tells them to come down to you if they wish to surrender. They do not seem to understand. They then signal for you to come up. More enemy soldiers now stand up beside the others and surrender. What do you do?

HISTORICALLY: The Americans argued with the Chinese for some time, but made no attempt to maneuver behind them. Suddenly, the Chinese reached inside their tunics, where they had grenades hidden, and lobbed the grenades downhill on the GIs. The Americans opened fire, killing several Chicomans and chasing away the rest.

SITUATION 3: After chasing away the grenade-hiding enemy soldiers, you get an order from your commander to move to a company assembly point. When you arrive, you learn that the enemy has been found in strength on the crest of Heller Hill. Your commander gives you a hasty FRAGORDER and orders you to move out. He gives you no time to reorganize or plan your attack. Darkness is rapidly falling as you reach the LD and you have not been able to do more than tell your squad leaders that the company is to attack and that the platoon will be on the right. At the LD, the CO orders the company forward, though no one is ready. There is great confusion and you find that your platoon is mixed in with the members of other platoons. To make matters worse, it is now dark and you can no longer recognize the people around you. What do you do?

HISTORICALLY: The leader did not stop the attack, but continued to move up the hill and hope that matters would sort themselves out as they went along. He trusted that these soldiers who now surrounded him, whoever they were, would follow him when he gave orders.

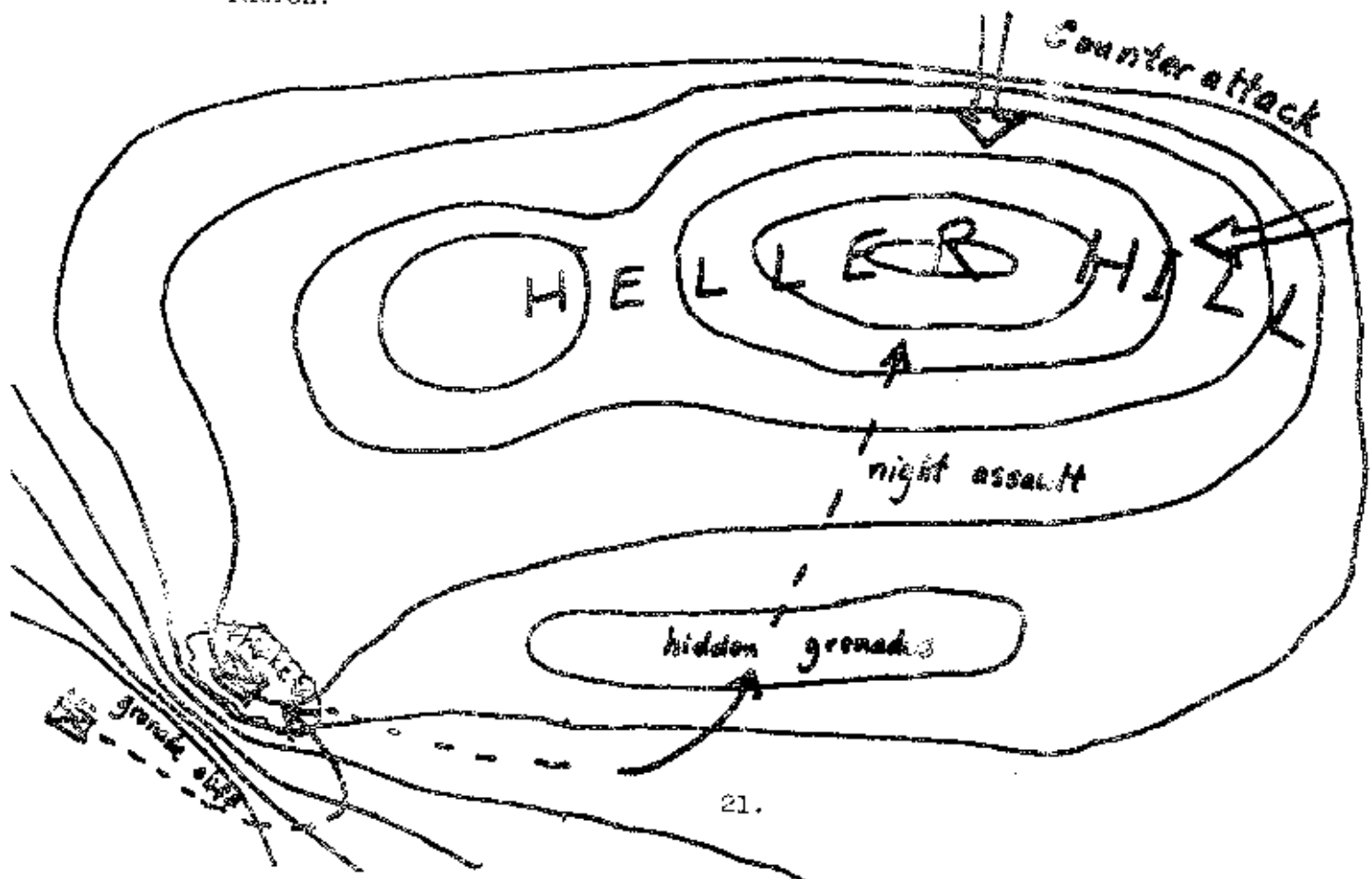
SITUATION 4: As you assault uphill, you find yourself amidst soldiers whom you do not know. You can only see 5 or 6 men around you in the dark, but you continue moving up the finger. Two machine guns on the finger open up with effective grazing fire. However, the finger is strewn with boulders which offer cover. You move from boulder to boulder. Farther up the hill, you find men entangled in barbed wire and several men dead or wounded. You can never see more than 5 or 6 men at any one time and you recognize none of them. Of the men you can see, some are firing wildly into the sky and not moving, while others are clutching the ground and neither firing or moving. You feel alone. It seems as though you are the only man moving uphill and firing your weapon. The machine guns have picked off a number of soldiers and their screams further unnerve the soldiers hugging the ground. 100 yards ahead of you, you can see the red muzzle flash of one of the machine guns. What do you do?

HISTORICALLY: The commander grabbed an anti-tank weapon from a nearby soldier who was not fighting, and blew the machine gun away. His example steadied the men around him. Another soldier then crawled within range of the second machine gun (over the ground previously covered by the first) and emptied his BAR into the crew.

SITUATION 5: The company has now seized Heller Hill and destroyed the enemy forces holding it. You have placed your platoon in the company perimeter and established a rotational sleep plan. Around midnight, you are shaken awake by one of your troops. The enemy is attacking. They have set up machine guns that pin down the company position from the east, while their main assault comes upon you from the north. For over an hour, the fight rages. Your company commander is unconscious from

a grenade round and you now command about 40 men - all that is left in your company. The enemy fights his way into your positions. Your men are scooping up grenades as they roll into the foxholes and throwing them back. Your grenades are gone and the machine guns are useless due to melted barrels. Rifle ammo is almost gone and nearly all of your men who are still alive, are wounded. Your company mortars are located lower on the hill, but are nearly out of rounds. Battalion cannot help you. What do you do?

HISTORICALLY: The LT ordered a breakout. Every squad carried out its non-walking wounded and rushed to the mortar position. The LT covered the breakout by gathering rocks and C-rat cans and attacking the Chinese so furiously with those, that their fire slackened. Although wounded, the LT also made it out alive when a mortarman came to his aid by firing his 60mm mortar in a direct fire mode at the Chinese. At the same time, another soldier rushed up and carried the wounded lieutenant back to the rally point. The Chinese elected to stop at Heller Hill and did not pursue the battered Americans. Incidentally, this action occurred in the days immediately after President Truman ordered integration of blacks into the Army. The lieutenant was a black officer, and such heroics did much to change the minds of many old soldiers about integration.





SCENARIO 6

FROM: Enemy Attacks  
by Levin Rommel  
CPT Williams/cw/5841

### THE ROMMEL DETACHMENT

SITUATION 1: You command a company fighting the Warsaw Pact in mountainous terrain. It is springtime and the snows have melted. The resulting mud has seriously hampered American resupply efforts. Your company has only the ammunition and equipment which it can carry on its back or on its 1/4 tons gamma goats. The mountains are extremely steep and rocky. Movement has been slow and difficult, usually requiring ropes and the use of your hands, especially at night. There are foot paths on the mountains, but they force you to move in single file.

Your company has been fighting and marching for 36 straight hours in this terrain. You began with a movement to contact, ran into an enemy company, and had to pry them from their defensive positions. All night long, your force pursued and fought the enemy's rear detachment until you hit hastily prepared positions this morning. One of your platoon leaders got a squad behind the enemy position and forced them to fall back. Although you pursued energetically in the hopes of finishing them off, they skillfully fell back from position to position. At 2200 hours, you called a halt and put your exhausted unit in a perimeter.

It is midnight. Battalion calls you and orders you to attack an enemy position located on high ground overlooking a valley. They want you to make a night movement over rocky, steep terrain, move around the mountain, and attack the enemy positions from the rear at daylight. To the battalion commander looking at a map, that movement does not look

too difficult. But, from experience of fighting on this terrain and your knowledge of how hard you have pushed your troops for the past 36 hours, you do not feel your unit can make the proposed movement on time. The alternative is to attack frontally across the valley. Fortunately, you do not feel that the enemy has very good positions. What do you do?

HISTORICALLY: Rommel requested that his orders be changed so that he could attack up the valley. Although exhausted himself, he reconnoitered the approach thoroughly (to the point that he came under fire). He also sent a platoon around the mountain.

SITUATION 2: You sent one platoon on the route suggested by battalion, but continued to rest the remainder of your force. It is now the next morning and your company is at least partially rested. The enemy is entrenched on sloping ground overlooking a road running up the valley. The valley is flat, offers no concealment, and its only cover is "microscopic folds in the earth". The enemy's individual positions look good; in fact, their positions look much more formidable than you had realized last night when you had assured the battalion commander that you could secure the pass from the front. Their main positions are protected with interlocking grazing fire from machine guns and their flanks are protected by barbed wire entanglements covered by fire. Attacks up either hill would be foolhardy as the terrain is so steep that the enemy could probably stop you by simply rolling rocks down on your head. It is too late to make the flanking movement around the mountain, while a flank movement around the smaller mountain would require scaling a sheer rock wall. You have no helicopters or tac air and artillery support will not be available for several days, as the muddy roads have greatly slowed resupply. However, you do have an additional platoon and an additional machine gun in each platoon. The high ground from which you are conducting

your recon offers excellent fields of fire over the valley; however, the distance between it and the enemy positions is beyond the maximum effective range of your machine guns. The platoon you sent around the mountain is nowhere near being able to support you and will be unable to do so before dark. But the battalion commander is pressuring you to clear the pass as the position is holding up the battalion's mission.

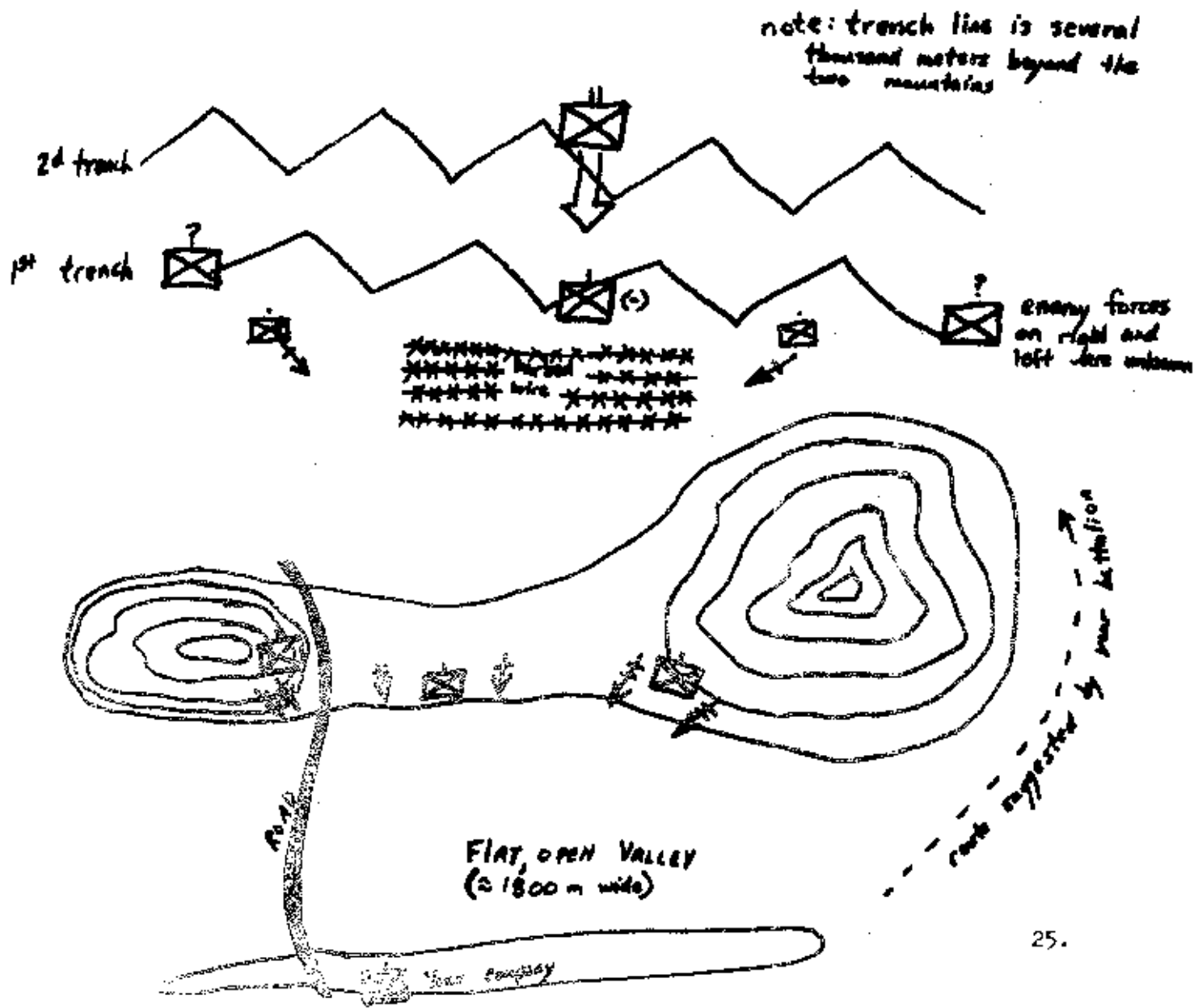
What do you do?

HISTORICALLY: Rommel placed his machine guns along the high ground and concentrated their fires on the enemy's left flank. Although outside the maximum effective range of his machine guns, they could still harass the enemy and keep his head down. Then he attacked up the valley astride the road with a squad. Although he had a platoon in position to exploit the squad's success, he actually attacked with the smallest force possible. The rest of the company provided supporting fires. (Rommel did not believe in the two up, one back approach to attacking). The harassing fires from long range caused the enemy to fall back to better positions higher up on the saddle. As they crowded together, the long range fire became more effective and the increased casualties caused panic. The Romanians then got out of their trenches and were exposed to machine gun fire which, even at that range, was effective against a bunched-up, unprotected force. Rommel's squad easily seized the pass and his exploitation force occupied the position.

SITUATION 3: It is now the next day. After clearing the pass, you are ordered to pursue the enemy. Your audacity has carried your company well ahead of the rest of the battalion when your unit encounters about 100 meters of barbed wire obstacles. Thinking you can get behind the enemy via this route, you lead your company in a crawl beneath the wire. On the other side, you beat the enemy in a quick fire fight and occupy his trenches. You have about 70 men with you when you are attacked by a battalion of Russian light infantry. You call your battalion commander and request reinforcements and ammunition. You are told that resupply and fire support, to include air and artillery, is impossible and you are ordered to withdraw to the battalion's position

about 3000 meters to your rear. However, the barbed wire through which you crawled is now covered by enemy machine gun fire from both flanks. You estimate that you will suffer 50% casualties by such a move. You have ten minutes of ammunition remaining, at best. What do you do?

HISTORICALLY: Lt Rommel felt he had 3 choices: 1) retreat according to orders and suffer 50% casualties; 2) fire the remainder of his ammo and surrender; or 3) attack, disorganize the enemy and then retreat. Rommel attacked. One of his platoons penetrated on the enemy's right flank and poured fire down the length of his line. The French broke and fell back, taking the machine guns covering the wire with them. Rommel then broke contact and hustled his company through the wire. The French eventually regrouped and put some fire on Rommel's force, but the company rejoined the battalion with only 5 men wounded and nobody killed.



SCENARIO 7

SLA Marshall: Pork Chop Hill  
CPT Williams/8k/3845

### AMBUSHERS AMBUSHED

SITUATION 1: You are a patrol leader on your first combat mission of the war. Your task is to set up an ambush along a drainage ditch about 1500m in front of your company's position. Your ambush position cannot be supported by direct fire weapons from friendly lines, but you do have mortar and artillery support. There are 24 men in your patrol divided into two groups; the assault group, led by you, and the support group, led by your PSG. The two groups are about 100m apart. It is a dark night and your patrol is to stay in position from 1000 to 0200. The fighting has been quiet in this sector and you expect no action. You have been in position for four hours. Although your men are still awake, they are rather unalert; their senses dulled by the quiet night and the expectation that the enemy is not around.

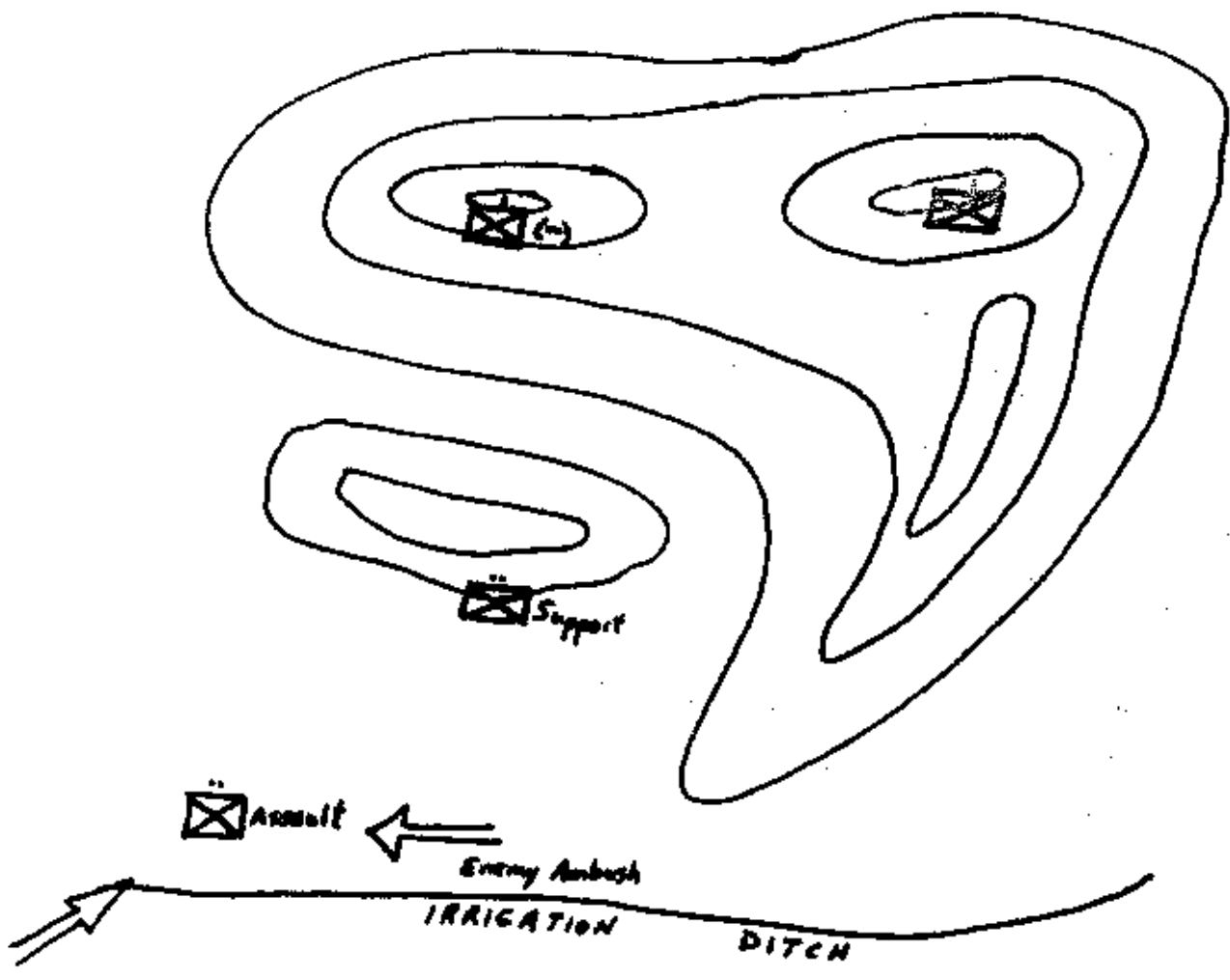
You are on the horn, telling your commander that you are returning to base, when suddenly the enemy opens fire on your assault element from both flanks. Your position is crisscrossed with rifle fire, but nobody is hit in the first fires because the enemy is firing high. You scream into your TA-312 to get fire from the support group, but cannot raise them because your Ratello, while diving for cover in the hail of bullets, ripped the wire from the phone. The radio is with your F.O. who is 75m from your location. Unfortunately, he is the only man in the force hit by the enemy fire. At the same time, the support element is illuminated for all the world to see by a misplaced mortar flare called by

a neighboring company. They are perfectly silhouetted against the sky by that light and are under effective enemy fire. The unexpected light has destroyed your visual purple and, as it disappears, you are blind. What do you do?

HISTORICALLY: The patrol leader kept calling uselessly into his phone for help, while everyone else hugged the earth. Most soldiers did not return fire. The enemy did not close on either position because they were afraid of American firepower. One or two eventually charged. 1 NCO started to recover enough vision to "sense" someone approaching him and fired point blank into the enemy's face, then past him into another soldier. Nevertheless, there was very little fire from the US patrol.

SITUATION 2: Instead of providing you with supporting fires, the beleaguered support group panics, abandons their position, and rushes toward your location with the assault group. The enemy forces are also straggling with the effects of the blinding light and their fire slackens momentarily. At last, the soldiers with you in the assault group begin to use their weapons. Just then, you see soldiers running toward you calling your name and yelling "Don't shoot! Don't shoot! We're coming in." You recognize elements of your support group running right over top of the enemy who had been attacking you. But at the same time, you see several of the enemy soldiers leap up and follow the Americans into your ambush site, throwing grenades over their heads into your lines. What do you do?

HISTORICALLY: The patrol leader yelled to hold fire. His soldiers obeyed, but the Chinese kept firing and throwing grenades. The Americans frantically thrust aside grenades and finally two soldiers fired at anyone without a helmet, killing several. The action of those two soldiers saved everyone's life because it stopped the only Chinese who had taken action.



SITUATION 3: You are badly wounded by grenade fragments in one leg, momentarily unconscious, and thought to be dead by your soldiers. In the seconds that you were passed out, your patrol has grabbed the wounded and begun a fighting withdrawal towards friendly front lines. You do not know how you got there, but when you regain consciousness, you are crawling uphill. You crawl until you hit some wire which you recognize as a portion of the company's defense. You cross back into friendly lines and learn that your patrol has not yet returned. What do you do?

HISTORICALLY: Another Lieutenant organized a relief patrol and went to give support to any patrol members still in the valley.

SITUATION 4: You have organized a 10 man relief patrol and are leading it back to the ambush site to give support. You encounter the remnants of your patrol struggling up the hill carrying the wounded, but they have left the dead behind. What do you do?

HISTORICALLY: Patrol leader left the relief patrol at that spot to protect the wounded patrol and went alone with a medic to certify that the soldiers left behind were really dead.

SITUATION 5: Setting up your relief patrol to provide cover, you and your medic go down to the dead bodies to see if they are actually dead. They are all dead. At that point 4 to 5 enemy soldiers attack; you kill several. What do you do?

HISTORICALLY: Patrol leader lead patrol back to the company perimeter as he did not want to risk more lives removing dead bodies. The bodies were picked up in the morning with a fresh patrol.



## REINFORCING MAGGOT HILL

SITUATION 1: You are a rifle platoon leader given an order to reinforce Maggot Hill, which is held by an American company. That company is currently under attack and needs reinforcements badly. A second platoon is also given the same mission, but no attempt is made to coordinate the two platoons or with the company on the hill. Each are told to reinforce and each assumes that Maggot can be reinforced by simply walking up. You believe that time is of the essence and that you must get up there rapidly or the hill will be lost. What do you do?

HISTORICALLY: Platoon leader made no attempt to coordinate with either the other platoon or the company he was going to reinforce. He simply formed his platoon and walked them rapidly up the road towards the hill. (Discussion should include: a) should you go ahead of your platoon on a leader's recon? b) do you maintain platoon integrity when you occupy the hill or do you simply rush your soldiers individually into any spot they are needed? c) should you select your own positions or use what is already being used by the company on the hill?)

SITUATION 2: You march up the road to Maggot and are within 50 meters of a bunker on the rear slope when two machine guns open up on you. You and several of your men immediately yell "Cease Fire" and the guns stop firing at you. Then a voice yells down, "Come on up!" You think the accent sounds strange, but then you have several soldiers in your platoon that speak English with a funny accent. Moreover, the company on the hilltop must be reinforced as rapidly as possible. What do you do?

HISTORICALLY: The platoon leader waited several minutes trying to make up his mind. When nothing happened, he decided to go on up. The machine gun opened up again, wounding one man. Lieutenant ordered everyone back down the hill into the safety of a ravine, then back to more secure ground, where he reorganized.

SITUATION 3: After reorganizing your platoon, you find that the second platoon taking part in the "reinforcement" started up the hill about the same time as you. It also ran into hostile fire and disintegrated. Elements of it are streaming by your position. What do you do?

HISTORICALLY: Stopped all that he could and attempted to find out what happened to them. He also kept them with him.

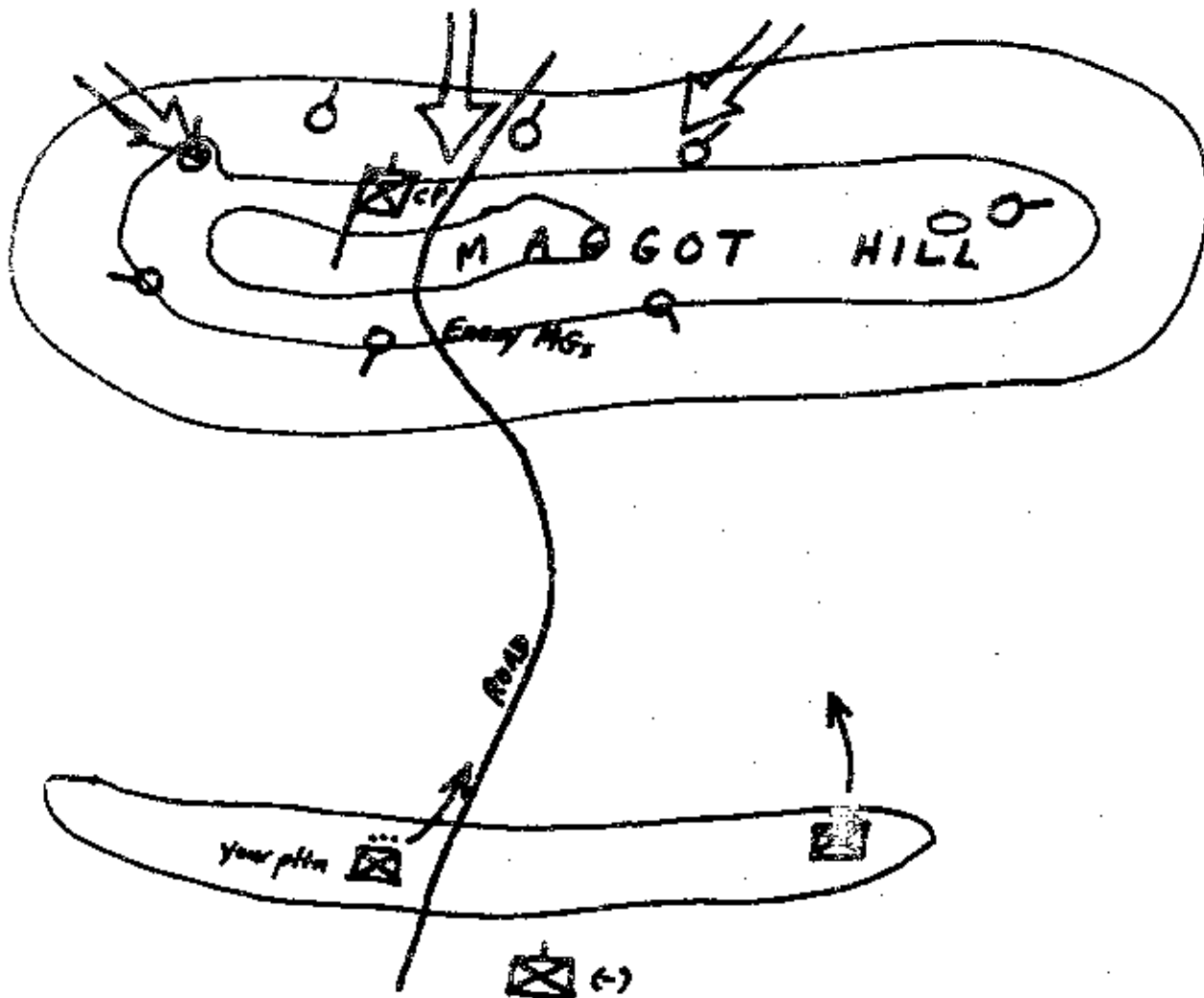
SITUATION 4: At about the same time you get word that the rest of the company was hit by artillery in its bivouac area and is scattered around the area. The company commander has been evacuated. The battalion commander calls and orders you to relieve Maggot Hill with all available elements of the company. You round up what you can, count noses, and find that you have 56 men of the 187 with which you started the day. Friendly and enemy artillery is now falling regularly in the valley between your present position and the spot on the rear side of Maggot Hill where you encountered machine gun fire. What do you do?

HISTORICALLY: Organized every man he could find into 3 platoons. He crossed the valley one man at a time to avoid artillery fire, and once more climbed the hill. This time he encountered no fire.

SITUATION 5: As you climb Maggot Hill, you find the company commander of the company you are to relieve in his bunker with 16 soldiers remaining in his command. You place two platoons forward in pre-dug foxholes. The third platoon is given the mission to secure the rear because the foxholes, trenches, and bunkers on the hilltop still contain enemy soldiers. There is sporadic fighting throughout the night and you take about 15 casualties. In the morning, another company arrives to replace you. You send your men to the assembly area two at a time to avoid heavy casualties by artillery fire. During this withdrawal and replacement by the new company, the hill

is assaulted unexpectedly by a massive enemy attack. Soon the hill is overrun with enemy soldiers. Your CP bunker is crowded with 10-15 soldiers including 5 wounded. Enemy troops are on the roof, grenades occasionally roll into the bunker, the wounded are screaming in agony, and enemy soldiers appear from time to time at the door attempting to spray the inside with automatic fire. What do you do?

HISTORICALLY: Soldiers caught grenades as they rolled in and threw them back out. The lieutenant leaned out the door and shot several enemy soldiers climbing on the bunker roof. Then he placed a wounded soldier with a rifle facing the door and ordered him to shoot anyone who appeared. The bunker eventually collapsed when it took a direct hit from an artillery round. However, the Chinese ignored the bunker from then on, and many of the soldiers under the wreckage survived. They were rescued when another company attacked the Chinese from the rear and drove them off the hill.



SCENARIO 9

FROM: Battles in the Monsoon  
By S/Lt Marshall  
CPT Williams/cw/5841

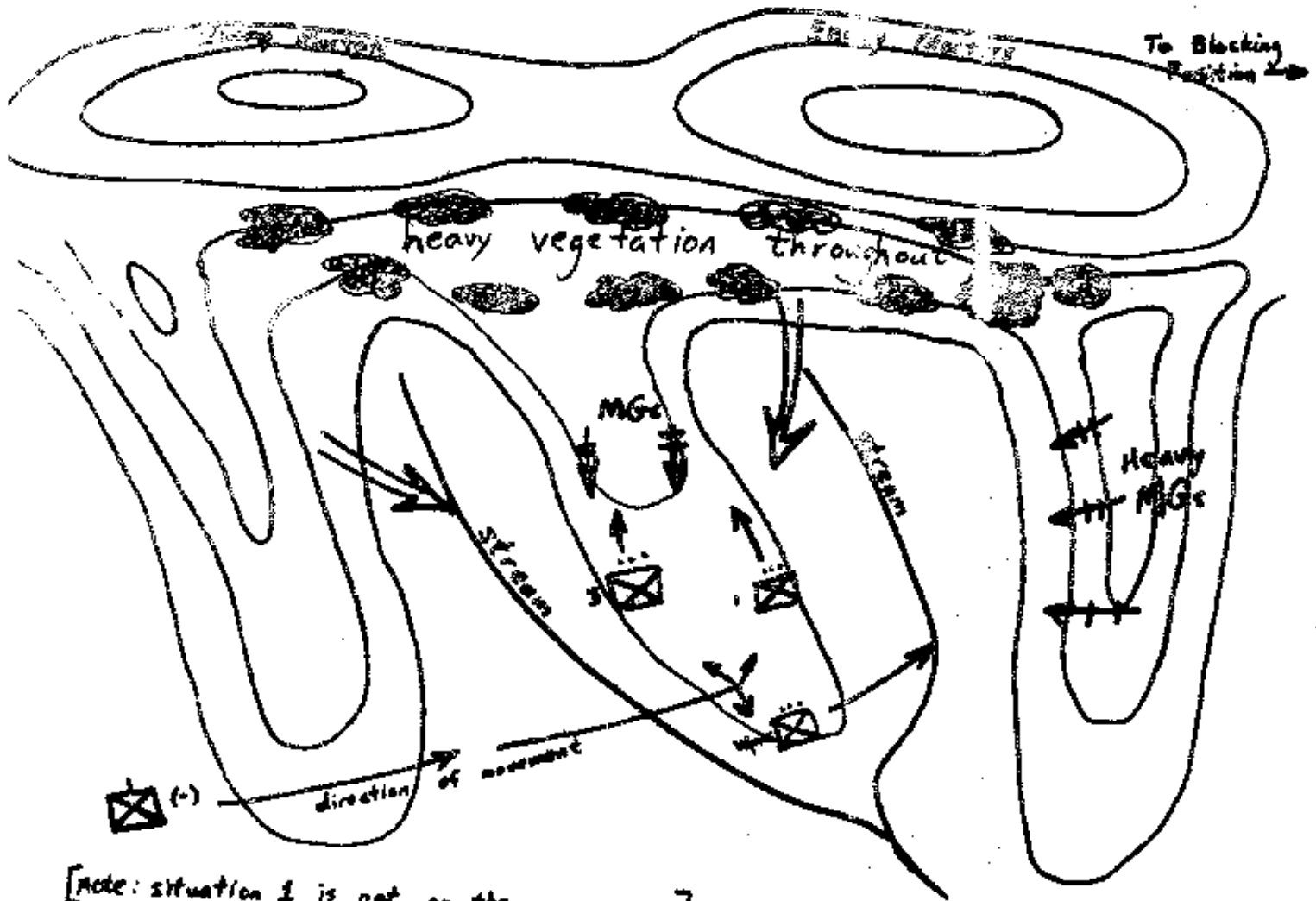
### THE FIGHT ON THE FINGER

SITUATION 1: You are commanding a company of three rifle platoons in steeply sloped, heavily jungled terrain. You have no mortars, artillery, or TAC Air in direct support of your unit. You are opposed by an unknown-sized enemy force of light infantry. Your battalion is searching for those enemy forces throughout an area about the size of an American County. You have been directed to spread out your unit by squads over an area which separates each squad by 500-1000 meters and battalion has consistently discouraged you from bringing your squads closer together. Your platoon leaders are calling you with reports of finding large caches of rice, commo wire, medical supplies, and clothing of the type used by the enemy. One of your platoon leaders tells you that his second squad found several bicycles, which are used by messengers in the enemy's battalion and regimental headquarters. What do you do?

HISTORICALLY: Company commander decided that the enemy was nearby and in strength. Therefore, he brought his three platoons together and moved as a company force, despite the reluctance by battalion for him to do so.

SITUATION 2: You have brought your squads together and are moving as a company. Your new mission is to establish a blocking position on a ridgeline. A sister battalion will be attacking towards that ridge and your Bn CO wants your company in a position to destroy any enemy forces retreating from that attack. Your force must move through thick bamboo

growth and up and down steep ridges to get to the objective. You have been enroute for six hours under an equatorial sun when you arrive at a series of three fingers jutting down from a ridgeline.



[Note: situation 1 is not on the sand table]

Your platoons are in file, each about 200 meters apart. Your lead platoon leader informs you that he can hear enemy voices about 300 meters to his left front. He wants to know if you want him to orient on those voices or continue on azimuth to your blocking position. What are your orders?

HISTORICALLY: Commander held up his lead platoon while he brought up the rear platoons to his location. Then he ordered the lead platoon to deploy in a line formation and move towards the voices. If contact was made, one platoon would join the lead platoon on its left flank

while the last platoon would position itself so that it would support or reinforce the others.

SITUATION 3: As the lead platoon moves slowly forward, 10-15 enemy soldiers are spotted beside a stream washing and cooking. Your lead squad engages them, killing or wounding them all, and moves up the ridge against considerably more enemy forces which now appear. After 5 minutes, the completely surprised enemy begins to recover and your lead platoon is pinned down. You deploy a second platoon on their left flank, but when it is about 50 meters beyond the first platoon, it receives extremely accurate small arms and automatic weapons fire. That platoon continues to move forward but the heavy bamboo makes fire and movement difficult. Most of the members of that platoon are in front of the lead platoon attempting to out-flank the enemy forces, when they receive a heavy volume of automatic fire from their left and are pinned down. At that point, Soviet-made 51 cal. MGs begin firing into both platoons and your command group from the ridgeline on your right. What do you do?

HISTORICALLY: Commander committed his last platoon, a weapons platoon carrying infantry weapons, on the right flank of the platoon which originally led. He instructed them to reach the high ground, then clear it of the automatic weapons harassing his lead platoons.

SITUATION 4: Your last platoon is about 1/3 of the way up the ridgeline on the right when it receives intense small arms fire and is unable to advance farther. The left-most platoon has moved within 30 meters of the enemy's small arms fire coming from the front. However, enemy forces are now maneuvering to the left, and are within handgrenade range. There is a large explosion from their direction. Then a terrified voice comes over the radio screaming, "The lieutenant's dead, platoon sergeant's dead, everybody's dead. I'm the only one left. We're overrun!" The radio then dies and you cannot reach them further. The bamboo is so thick

that you cannot see them despite your close proximity and the fire is so heavy that a messenger would probably not reach them. Now your first platoon leader comes on the phone to say that the enemy is assaulting his position in force. You can see many enemy soldiers to your front and can hear grenades going off all over the place. You have been using artillery fires but the thickness of the vegetation precludes observation and forces your Sp4 F.O. to adjust by sound. Air cover has been diverted to your A.O. Some soldiers from your first platoon are falling back on your location. What do you do?

HISTORICAL: The commander had to assume that his third platoon (on the left) had been overrun. The other platoon leaders felt they were in eminent danger of being overrun. The commander popped a smoke grenade and threw it about fifteen meters to his front, then called an air strike on that location. He did not know what armament the aircraft was carrying. It turned out to be napalm, which landed just forward of his 1st and weapons platoons.

SITUATION 5: Two airstrikes deliver napalm just forward of your troops. All fire from the flanks and fronts ceases almost immediately. Your two right-most platoons extract their casualties and equipment and pull back to the edge of the finger where you form a perimeter. You maintain artillery fires on suspected enemy positions. About an hour later the enemy probes your position but is beaten back. As darkness falls, more and more soldiers from your left platoon drift into your perimeter until all but 3 soldiers are accounted for. You have suffered 11 KIAs and about 40 litter cases from an original force of less than 100 men. You realize that you have been fighting at least a battalion and perhaps the better part of a regiment; but you feel that you are not surrounded and an escape route exists to your rear. There are no clearings in the area of sufficient size to handle medivac, but your force needs medical attention badly, despite the heroic efforts of your medics. A man lying on a stretcher

near your C.P. is groaning silently, skin on his leg has been burned away to the bone. The night is so dark that you cannot see your hand in front of your face. Sounds from the jungle reveal that the enemy is massing for another attack about 75 meters to your front. What do you do?

HISTORICALLY: Commander knew he did not have sufficient personnel to carry out his litter cases. He called in artillery on the forces massing to his front and notified his battalion commander that he was staying. Claymore mines were placed in front and illumination was maintained throughout the night. Early the next morning a second company fought through to the company's perimeter and reinforced them. Other attempts to reach them were unsuccessful as the enemy was attempting to surround the unit. Helicopters brought in additional medical supplies and litters, but could not land. The following morning, the company withdrew successfully and reached a useable PZ.



SCENARIO 10

FROM: SLA Marshall's The River  
and the Gauntlet  
CPT Williams/cw/5841

### THE BIVOUCAC AREA

SITUATION 1: You are the XO of a company in Korea setting up in an informal bivouac along a river prior to moving forward to the front lines. Intelligence expects the North Koreans to retreat. Your command has two platoons forward in a V position, one parallel and one perpendicular to the river. To the latter's front is an artillery battery layed in to support the battalions across the river. The third platoon is about 300m to the rear. You are relaxing in the mess tent talking to your cooks when one of them asks you if you hear fire. You don't. Then someone says he hears bugles blowing. You feel that it comes from far away, but decide to walk out anyway to talk to the platoons. As you approach the first platoon, you are nearly bowled over by most of the platoon which has panicked and is running to the rear. On their heels are a bunch of naked North Koreans (they took off their clothes to cross the river and were fired upon before they could redress) firing in all directions. One of your machine guns on the extreme left flank holds fast, however, and pours effective fire into the Koreans. Nevertheless, swarms of Koreans rush by you and into the company rear. You do not know where your company commander is located. What do you do?

HISTORICALLY: The XO ran back to the kitchen area and placed his KP's and cooks in a defensive line near the mess area. Then he raced to the third platoon and told the platoon leader to take his platoon, gather up any stragglers he could find and retake the first platoon's position.

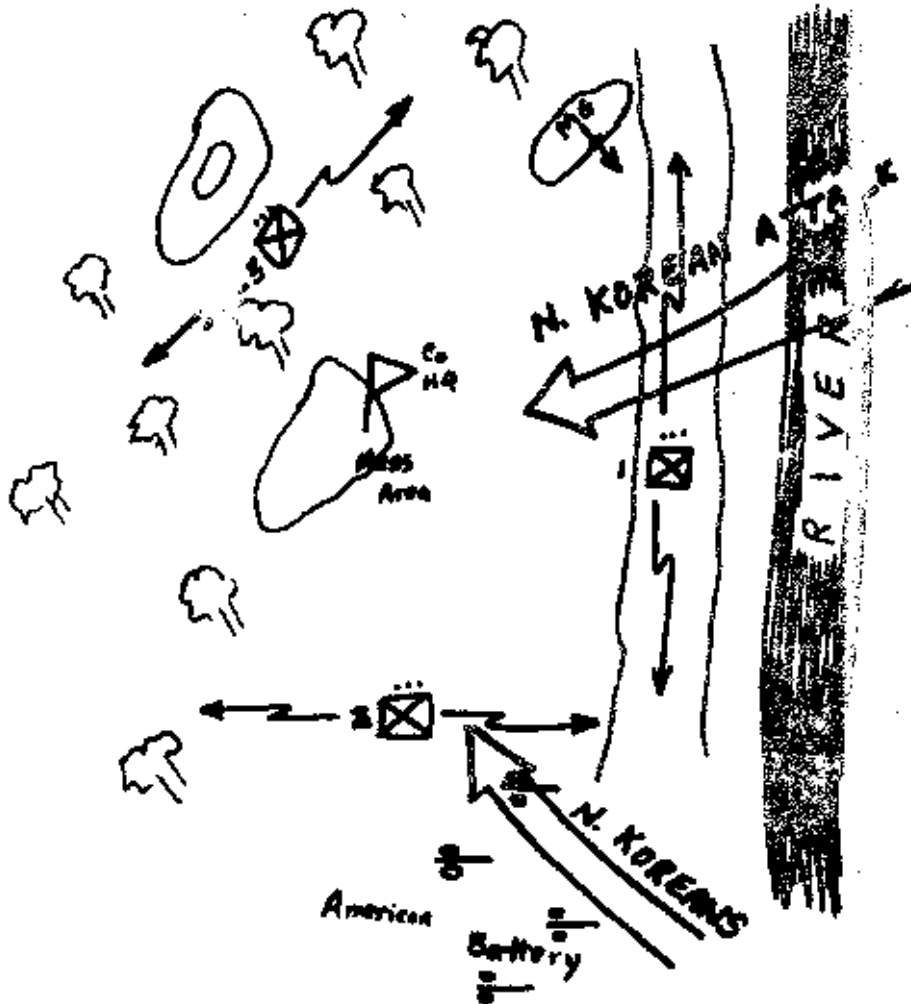
SITUATION 2: You have ordered the third platoon to counterattack towards the river. As they prepare to move forward on their mission, enemy mortar rounds begin falling around your position at the mess tent. From the direction of the second platoon you hear cries of panic and see that the artillery men have abandoned their guns and are streaming through that platoon's positions. Some members of that platoon throw down their weapons and join the panic. There is complete confusion in the camp. The North Koreans are as confused as you. Most of them are mingling around, shivering in their nakedness or scrounging food from the kitchen area. The third platoon is standing amidst the Koreans, seemingly mesmerized by all the enemy in their midst, by the exploding mortar rounds, and by the panic-stricken artillery men. Your commander is still missing. What do you do?

HISTORICALLY: The XO got the troops moving by setting the example; he attacked the Koreans and yelled at the troops to follow him. Then he ordered the third platoon to grab the fleeing Americans and attack towards first platoon's positions.

SITUATION 3: You got the third platoon moving. They attack energetically, firing and moving perfectly while yelling and screaming like crazy men. The machine gun still in position on the left flank mows down the better part of a Korean company attacking over first platoon's old position. However, the third platoon's weapons are jamming due to cold weather and they must attack using their rifles as clubs. They retake the position, but are no sooner there than their platoon leader is killed. There are hundreds of Koreans in the river wading toward your position. Looking toward your second platoon (through which the artillery men had run), you see that they are heavily engaged by what appears to be the main Korean attack. The 6 artillery howitzers have been captured by the

Koreans and are being turned towards you. What do you do?

HISTORICALLY: XO called battalion and asked for reinforcements. Battalion, several thousand meters to the rear, sent some nearby armor towards the company's position. The XO also called for artillery all around his position and in the river. He counterattacked by fire to drive the Chinese off the artillery tubes and held on with his remaining soldiers until the armored camp arrived and drove the Chinese back across the river.

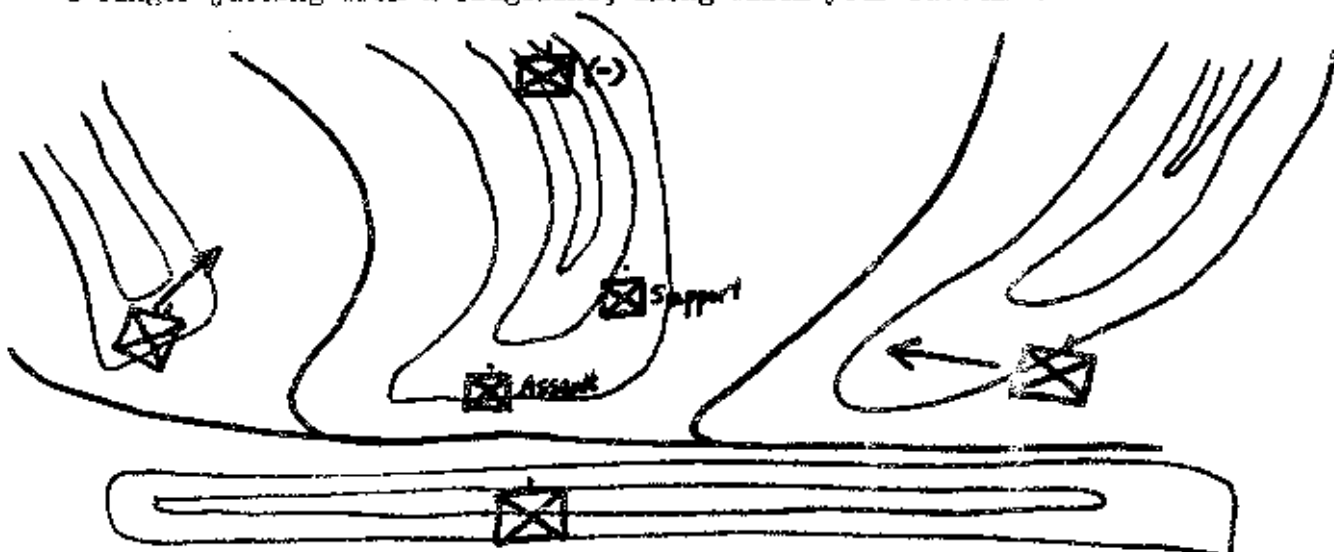


SCENARIO 11

FROM: SLA Marshall's Pork Chop Hill  
CPT Williams/cw/5841

### THE PATROL TO THE VALLEY

SITUATION 1: You are the leader of a 10 man patrol operating on rocky, lightly vegetated terrain. Your company occupies a defensive position on a finger jutting from a ridgeline, along which your battalion is located.



It is nighttime and visibility is poor. Your mission is to move from your company position down the finger to a valley below, ambush any enemy forces and attempt to capture prisoners. You have your company mortars and the 4.2 platoon available to you. You position your patrol so that a five man assault team is on the valley floor and a five man support force is on slightly higher ground. The teams are close enough to provide mutual support. However, in the darkness, they cannot see each other. You are with the assault team. After being in position for several hours, you spot a force of about 50 light infantry enemy soldiers moving towards you. At the same time, silhouetted against the evening sky, you can see

enemy forces swarming over the high ground to your right and left. The enemy is obviously making a full scale attack upon your company's position. You try to call your company, but the radio cannot raise them. What do you do?

**HISTORICALLY:** In real life, the assault team fired at the 50 Chinese and attempted to fall back on the support element and return to the company perimeter. The support team, seeing the enemy all around them, attempted to link up with their patrol leader and return to the company. The teams missed each other in the dark.

**SITUATION 2:** While moving uphill towards your support element, you and the assault team are caught in heavy mortar fire from your own battalion's mortars. You order everyone to race to a cluster of boulders about 100m to your front. Once there, you find that two men are missing. The enemy can be seen in great numbers on the high ground all around you, but you still cannot talk to anyone on the radio. After waiting awhile, you hear the groans of the two missing men. You investigate and find them alive, but unable to move. The mortar fire is now coming in heavier than before; most of it from your own 4.2 platoon. What do you do?

**HISTORICALLY:** Patrol leader ordered his men into a shell hole and had them dig it as deep as they could while he attempted to carry the wounded men to the hole. One of the wounded died in the attempt.

**SITUATION 3:** You attempt to make it back to friendly front lines. However, of your ten man patrol, 5 are still missing, one man is dead and another is unconscious. In the retreat up the hill, more mortar fires land in your group. The unconscious man is killed and a second man has his legs shattered so that he cannot walk. Although conscious, he gives up and pleads with you to kill him. The other man with you is now a bundle of nerves and is urging the two of you to make a break for it. At that moment, 8 enemy aid men, carrying stretchers and kit bags, come out of the dark towards your location.

They have not yet seen you. What do you do?

HISTORICALLY: Patrol leader fired on the enemy soldiers and scattered them. Then he and the other man picked up the badly wounded man and continued heading towards friendly lines. The patrol leader attempted to convince the man with the shattered leg to keep fighting for his life. Eventually, the three of them made it back to their company, which had successfully fought off the Chinese attack. One man from the support team also made it back.

## THE FIGHT IN THE SNOW

SITUATION 1: You command a company occupying hill 747 somewhere in Russia. It is November and temperatures have dropped to 15°F. Hill 747 commands good fields of fire into the rear of your battalion's positions and dominates the ground held on either side by neighboring companies. The American Army is on the offensive and you receive orders for an attack through another battalion's sector. You and your platoon leaders are several clicks away on a recon when a heavy snowstorm hits. The Russians take advantage of the snowstorm to launch a surprise attack on Hill 747 without an artillery or mortar prep. You return from your recon to find your company in hasty defensive positions behind Hill 747, the Russians occupying the key terrain, and your battalion commander ordering you to recapture the hill in a surprise attack at 2200 that night. You have one battery of 105's in D.S., as well as your company mortars. Your recon indicates that the Russians have at least 5 machine guns in position. Based on information from your soldiers, you know the enemy has plenty of indirect fire support. The frozen ground prevents digging in. What do you do?

HISTORICALLY: The commander asked the company on the right to cause a diversion in front of their positions. He divided his company into 3 groups. Two groups were instructed to bypass the enemy strongpoints (machine guns) and slip around to the rear. The third group was to creep as close as possible to the Russian sentries without being detected. Preplanned targets were assigned to the artillery and mortars and signal flares coordinated.

SITUATION 2: You have divided your company as did the commander historically. You are moving with your center group and are within 35m of the Russian

sentries. Your assault groups (the two groups bypassing the enemy strong-points) are not yet in position. The sentries are dressed in summer uniforms and are obviously freezing and unalert. Suddenly, two machine guns open fire on your men and three of your people are hit instantly. What do you do?

HISTORICALLY: Commander led an immediate assault straight ahead which overran the sentries and struck the Russian fighting positions.

SITUATION 3: Struck by machine gun fire, you launch an immediate assault into the Russian positions. There you find sleds loaded with furs and felt boots which were being issued to the Russians, but which your men badly need.

Most of the enemy is falling back in a panic, but two machine guns continue to put out effective fire and most of your soldiers have dropped out of the attack to grab furs and boots. You have heard nothing from either of your assault groups and cannot raise them on the radio. What do you do?

HISTORICALLY: Commander physically pushed his men away from the furs and directed them towards the machine guns. It took hand to hand fighting to stop the guns. He could not suppress them with fire, so he placed most of his group in supporting positions and attacked with a fire team. The two elements sent into the Russian rear cut off a large portion of the fleeing Russians. The Russian furs and boots were issued to his soldiers after the hill was secured.

SITUATION 4: You remain on Hill 747 overnight. The storm continues, leaving 3 feet of snow on the ground, and your original mission is postponed. The next day you are ordered to provide protection against Soviet partisan raids on the division's resupply route. You begin by clearing the road. About 10km down the road, you encounter a group of 25 soldiers in American uniform standing by the road beckoning to you. What do you do?

HISTORICALLY: The commander allowed only his point element to move forward. They were fired upon and fell back under covering fire. The commander set up a company perimeter in a small village at that location and tried to determine the strength and disposition of the Russians by sending out patrols.

SITUATION 5: You have placed your company in a hasty defense in front of a small village and established a vantage point from which you can see the



Situation 4. A Soviet Battalion has moved into position in front of you and is building snow positions. They place 4 heavy anti-tank weapons in front of you. Battalion reinforces your company by attaching two 50 cal MG crews and two additional TOWs to your command. The Soviets probe your positions and exchange fires with your troops; but there is no indication of an impending attack. That night, around 0400, a 50 man Russian ski patrol approaches your positions. They are about 400m away. What do you do?

HISTORICALLY: The ski patrol was detected early, but was allowed to come very close before being engaged. About 40 men from the patrol were killed or captured. Those captured were interrogated on the spot.

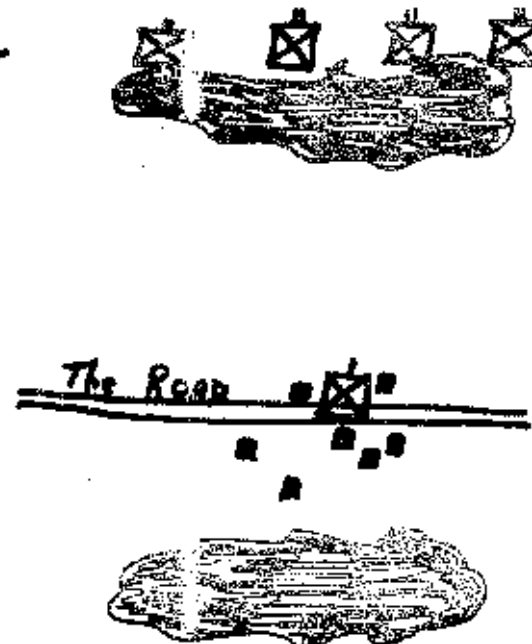
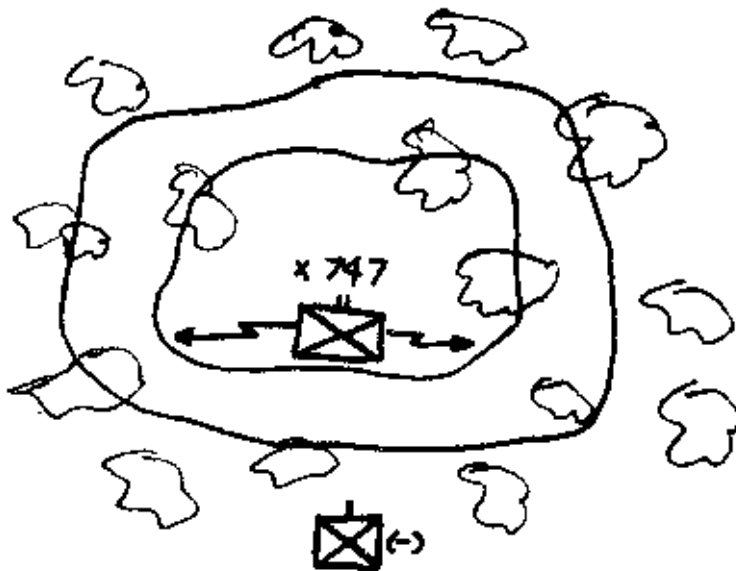
SITUATION 5. Prisoners have informed you that two Soviet light infantry divisions are moving south to seize the village you occupy. The Russians in the snow positions to your front remain passive. You notify battalion of your information and are told to defend to the north, but they move no other force to support you. The deep snow prevents you from obtaining grazing fire with your machine guns, and the frozen ground precludes digging in. What do you do?

HISTORICALLY: Platforms for the MG's were improvised; in this case, placed on anti-aircraft tripods. Snow and ice positions were built. (4 ft. of frozen snow and water will stop small arms fire and artillery shell fragments. If reinforced with wood, scrap metal, or sand, it is even more effective.)

SITUATION 7: Early the next morning, three Soviet columns are observed moving in your direction. They appear to be carrying no heavy weapons. An infantry force of about 400 men emerges from the woods and attacks on a broad front. The 3 feet of snow combined with your automatic weapons stops them about 700m from your position. Immediately, a second force, slightly larger, attacks over the bodies and packed-down snow of the first wave. They advance to about 400m of your position before they too melt in your fire. A third Soviet wave begins its attack without weapons; arming itself from the hands of their dead comrades to your front. Two of your

machine guns were knocked out in the 2nd assault and now your company is forced to constantly fire and move its machine guns, then fire again from a new location. This 3rd assault reaches into your right platoon's position before it is beaten back. Now you see a 4th and larger assault forming in the woods to your front. The snow between you and them has been largely beaten down and is no longer an obstacle. There is a vast forest about 400m to the rear of the village, but there is deep snow between you and it. You have about one magazine per rifle remaining and no machine gun has even 200 rounds. All mortar ammo is expended. You have no artillery within range and battalion is involved in a fight elsewhere and cannot help. You have 30 soldiers dead, 15 litter cases and 60 soldiers who are walking wounded or injured. Neither you or the enemy has any air support. What do you do?

HISTORICALLY: The commander ordered a withdrawal to the forest. He sent the walking wounded to the woods to beat down a path and ordered the mortars and AT crews to destroy their weapons and follow carrying the litter cases. Then he left a light covering force to cover the withdrawal. That covering force delayed the Russians and withdrew to the forest without loss. For 3 days, the company marched through the deep snow within the forest before it could rejoin its regiment.



SCENARIO 1:

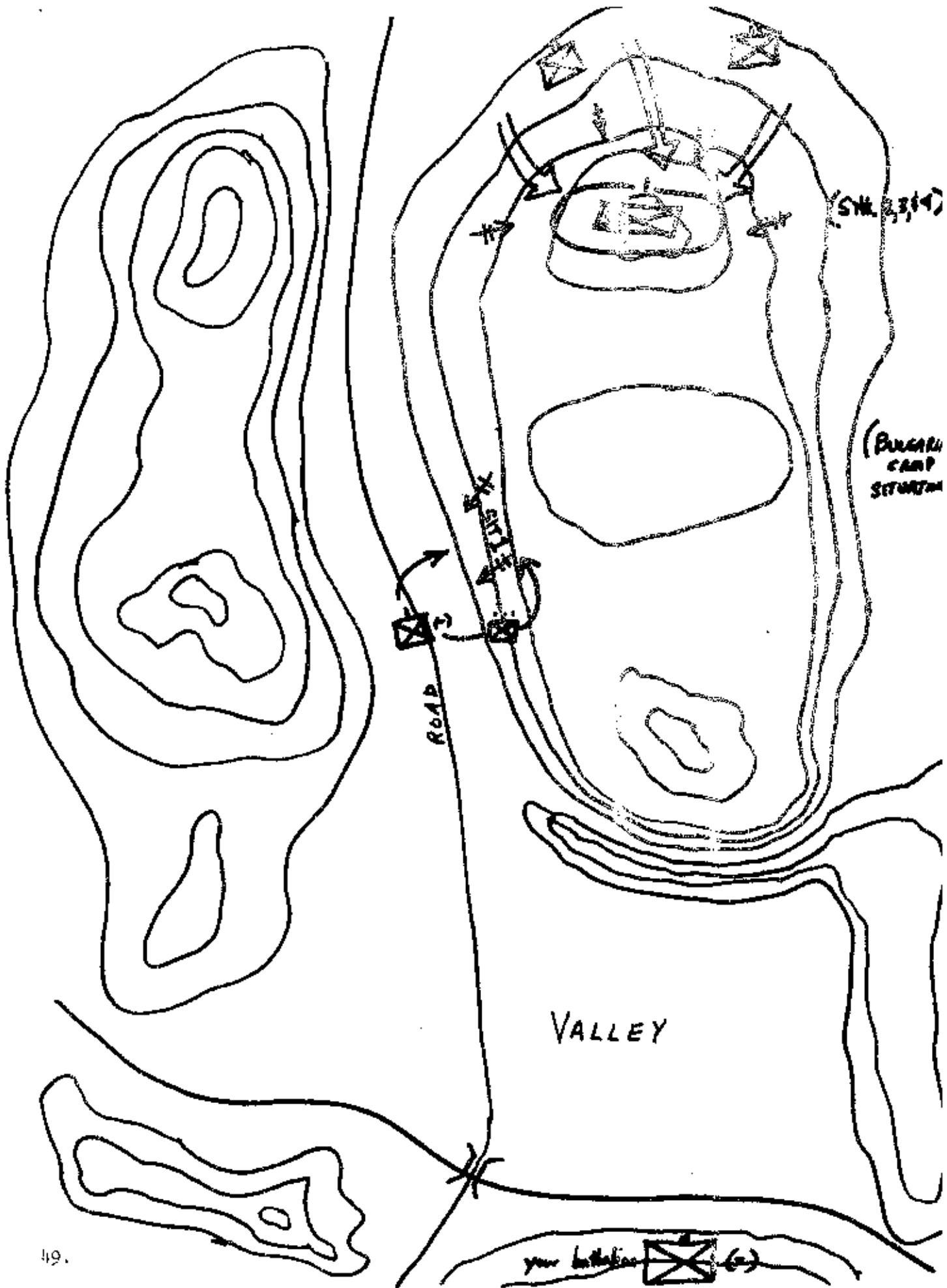
FROM: SIA Scenario 1: The River  
and the Gauntlet  
CPT Williams/cw/5861

#### A NEVER ENDING PATROL

SITUATION 1: You command a company fighting Communist Bulgarian forces in mountainous terrain. After weeks of fighting guerilla groups and phantom patrols, your brigade receives reports of a massed enemy force to its front. You are given the mission to make a company movement to contact & locate the enemy forces. Your company is moving in a defile with steep high ground on either side. Supposedly, friendly forces occupy that high ground. Your lead platoon comes under heavy fire from the right; but the fire sounds like American weapons. The entire company is down and you have several men wounded. The fire continues and still more men are hurt. What do you do?

HISTORICALLY: CO decided he had to stop the fire whether it came from friend or foe. He moved his lead platoon forward into a draw to provide cover and moved his rear platoon up another draw towards the high ground in order to find the firing force and identify it as friend or foe. After continued casualties, he assumed the fires were enemy, set up machine guns and suppressed the enemy fire.

SITUATION 2: You have set up your company in a perimeter on a hill to bivouac for the night. Due to the steepness of the terrain, you realize that you are isolated and that no aid can get to you for many hours should you run into trouble. Around midnight, shadowy figures are reported by your sentinels, but each vanish before they can be engaged. An hour later, all hell breaks loose as machine guns and automatic weapons open up on your company from 200 yards away. However, no one can see any targets. What do you do?



HISTORICALLY: CC maintained his security posture after initial sightings. When the enemy fire opened up, he ordered his men to fire at muzzle flashes if they could see no targets or to simply fire to their front if they saw no muzzle flash. But he insisted that they return fire.

SITUATION 3: A tracer round starts a fire in the grass between you and the Bulgarian force to your front. Soon it is a bright blaze, but it does not illuminate the enemy positions. However, scores of Bulgarians rush out of the darkness and try to stamp out the blaze. Your machine gunners mow down one group after another. But no sooner does one group get chopped down than another springs up attempting to stamp out the fire. Within a hour, the ground is so thick with enemy dead that a man can cross the burned out area by stepping from body to body without once touching the ground. Your platoon leader on that flank reports that several of his men are getting sick with battle fatigue due to the amount of enemy dying in front of them. What do you do?

HISTORICALLY: The commander ordered the platoon leader to go from man to man and attempt to calm those who were really sick and to make sure that he kept strong men on the key weapons.

SITUATION 4: Another attack appears to be building in front of your third platoon. The terrain here is thick with bushes and scrub pines and interspersed with boulders. The enemy is very close and soon you can hear a weird chanting as the enemy tries to unnerve you. Although no targets appear, you order your men to fire into the thickets. Despite this, hand grenades begin falling in your positions; yet none of your people can detect the location of the throwers. The platoon leader and platoon sergeant are out of action. The weapons squad of the platoon has been killed or wounded. From a hill behind the enemy positions, three additional machine guns open up on that platoon and mortar rounds quickly

follow. You realize that with the amount of dead and wounded you now have, that with any more of this, retreat - should it become necessary - will be impossible. What do you do?

HISTORICALLY: The CO called his battalion and requested permission to withdraw. He withdrew two platoons through a third which established a strong point rearward. CO used his weapons platoon to carry the wounded. The enemy stopped to loot the C-rats and sleeping bags left behind. That helped the company get away. The company fell back to another hill where it linked in with a friendly company's outpost. Also, called in artillery fire on their positions and caught the looting enemy soldiers in the open.

SITUATION 5: Your company has moved back to a hill in front of friendly front lines. You call a halt here even though you will be exposed to enemy fires because you feel your men are too exhausted to continue. You go into a defensive perimeter on the hill, but are soon attacked again and suffer more casualties. The Battalion XO, now at your location, recommends that you fall back to the battalion's positions. But there is steep ground behind you and the route will take you into a valley surrounded by high ground. What do you do?

HISTORICALLY: The company commander left one platoon in position to hold off the enemy and started the rest down hill into the valley. The platoon left in contact did not wait for another attack, but fired all out at the enemy positions for ten minutes, then withdrew. Each time the enemy came close, the platoon would set up and pour concentrated fire at them, then fall back again.

SITUATION 6: You fall back with the wounded, leaving one platoon behind to cover the company. As your group moves through the valley, they hear the tramp of moving men a short distance away in the dark. You have about sixty men with you, including the wounded. You see an enemy battalion moving by you, but they do not see you. They move into a flat, open area; ideal for ambush. You have 3 M60's with you, but your force is not deployed. What do you do?

HISTORICALLY: The leader let the enemy pass and followed behind them, hoping to find friendly troops, and not get further engaged.

SITUATION 7: You follow the enemy over a bridge. You are helping to carry the wounded and your group falls well behind the lead security element. Suddenly your point element runs into some Bulgarians heading back towards you. Your point man challenges them, then opens fire. Those figures scatter, but more come up and begin firing. Half of your force breaks and runs to high ground behind you. You have ten healthy men around you and there is at least an enemy company coming at you. Your non-walking wounded are lying about 100 meters to your rear. What do you do?

HISTORICALLY: This action actually occurred in the Korean War and the enemy were Chinese, not Bulgarians. A group of about ten men stood their ground and fired at hundreds of charging Chinese. As a result of the action of those ten soldiers, the enemy fell back and allowed the group to continue their retreat.

SITUATION 8: Daylight has arrived. Most of your men are now within friendly lines, but you are moving with one other man in the valley, looking for your missing soldiers. The rearguard platoon reaches you and you send them after the company. You climb to a small hill, see a Bulgarian camp of about 500 men and decide to observe it. While doing so, you see an American soldier stand up and begin limping towards a first aid tent. Then a Bulgarian levels a rifle at him and fires. The American pitches forward on his face. Angry, the man with you says: "Let's attack those sons of bitches." What do you do?

HISTORICALLY: Fell back to American lines.

SCENARIO 14

FROM: Charles Foley's  
Commando Extraordinaire  
CPT Williams/cw/5841

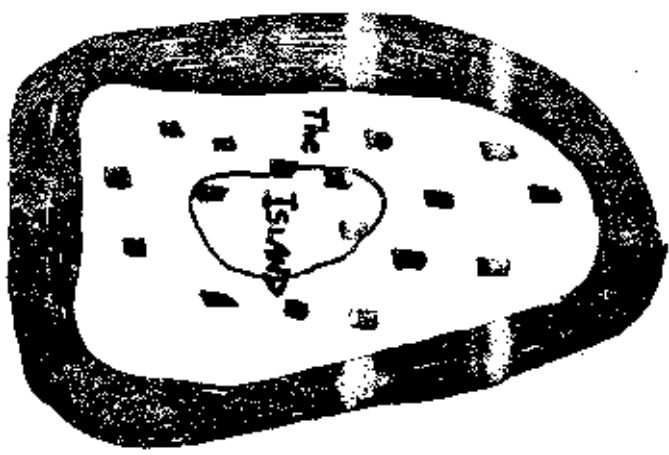
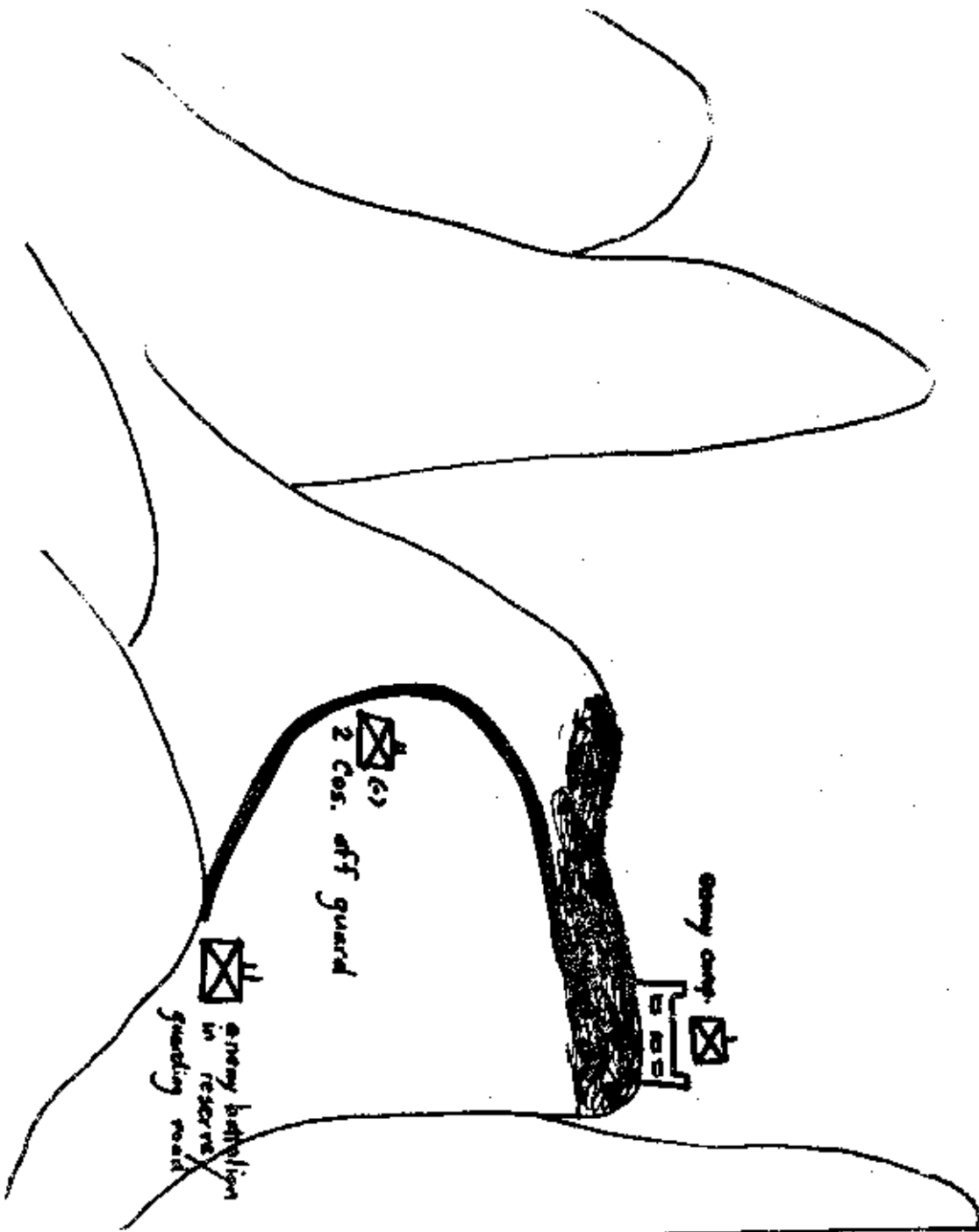
### TO THE RESCUE

SITUATION 1: The U.S. is at war in Europe and has driven the Communists to the Polish border. During a conference of NATO foreign secretaries, America's Secretary of State is kidnapped by members of the German Socialist Worker's Party, who are trying to negotiate an end to the war. He is being held somewhere in Germany. Although Germany is in NATO hands, fighting continues and Warsaw Pact sympathizers persist. You are the commander of a special commando unit of Rangers/Special Forces, (choose one) assigned directly to U.S. Army HQ's which has been given the mission to rescue the Secretary. You have eighty personnel under your command, all of which are presently in hiding, while you, Army Intelligence, and the CIA attempt to locate the Secretary. You gain information that the Secretary is being held on a small island in the North Sea. A hasty investigation by you confirms the rumor. The streets of the island are patrolled by armed men. You cross over to the island disguised as a drunk sailor on shore leave. In talking with off duty guards on the island, you insist that the Secretary is dead and one of them grows impatient and blurts out that he saw the Secretary just that day. That night, you begin to gather your men to launch the mission when you receive orders from U.S. Army Headquarters, stating that the Secretary is being held in a small farming village 200 miles away and that you must attack immediately. What do you do?

HISTORICALLY: Commander flew directly to Army HQ's and showed them all the facts he had gathered which indicated that High Command was wrong. He outlined a plan and was given permission to disregard the orders and go on with his plan.



Note: Two completely different types  
of terrain must go on the Sandtable.



SITUATION 2: You are convinced that the Secretary is on the island and have orders to lead the rescue attempt. The island is firmly in the Socialist Worker's Party's hands and the home containing the Secretary is patrolled by 30-35 armed men, while another 60-70 are in the town, rotating on and off guard duty. The town is small, with perhaps 400 families or so. The house is situated on a small hill in the center of town. It is surrounded by a low brick wall and is richly planted in gardens. The cooperation of all the Armed Services have been promised to you for this mission, including jump aircraft, helicopters, submarines, Navy warships, SCUBA teams, HALO detachments, and whatever else you need. When the Chief of Staff of the Army asks you how you intend to rescue the Secretary, what do you tell him?

HISTORICALLY: The commander placed his men aboard a ship and had the ship pay a navy courtesy visit to the town. Anti-aircraft guns, which could be used against personnel, and the ship's cannons would be used as fire support. The commandos would march peacefully right into the center of town and up to the house holding the captive. The idea was that if they acted as though they were supposed to be there, then no one would question their actions. But the plan could not be carried out, because the captive was moved the day the Commander returned from his interview with the High Command.

SITUATION 3: The Secretary has been turned over to the Warsaw Pact. Spies report that he has been spotted in the Transylvanian Alps of Rumania. American codebreakers intercept a message from Bucharest to Moscow which pinpoints the Secretary's location in a castle straight out of a Dracula movie. The mountain ranges in this area tower to 10,000 ft. An aerial photograph reveals an ancient building dating from the days of Vlad Tepes, the model for the famous vampire. The walls are of stone and masonry brick. To its front is a gently rolling grass lawn perhaps 60 meters long, in front of which sheer rock cliffs drop off abruptly. There is but one road leading to the castle. Agents in the area inform you that at least one Romanian battalion guards the road, while a second

Detachment has responsibility for the guard on the castle itself. A company rotates on guard for 24 hours and then goes into reserve. The communists have no idea that we know of the Secretary's location. Moreover, they are confident that the castle is impregnable. You have all the support you desire. Helicopters can reach the mountaintop with one refuel stop enroute. Parachutists could land on the lawn, but they would need high performance canopies to do so. What would you do?

HISTORICALLY: The commander felt that the air was too thin for parachutists. He took about 120 men with him in glider planes so that their approach would be silent. His scheme was to crash land on the grassy knoll, rush into the castle, reach the captive within 3 minutes, before the guards could shoot him. He would use about 15 men on the attack on the building. The rest were to block the road and maintain the landing strip in friendly hands.

SITUATION 4: You are at the head of eight gliders silently dropping towards your objective. Your orders are to abandon the mission and glide safely into the valley below if you cannot make a safe landing. Two of your gliders were broken on takeoff and another two were lost enroute. As you drop towards the castle you see that the supposedly grassy landing strip is strewn with boulders. Rescue helicopters are available in the valley below. What do you do?

HISTORICALLY: The commander disobey orders and ordered his pilot to crash land as near the hotel as he could.

SITUATION 5: You leap from your glider. A guard at the door to the castle stares dumbfounded at you. You have but 10 men with you, one of whom speaks Rumanian. What do you do?

HISTORICALLY: The commander rushed by the guard and into the building. He took the radio transmitter with his weapon and rushed through the building until he found the Secretary. He placed the captive in the care of one man and ordered the others to secure the building and hold the prisoners. Then, he called for the commander of the unit and gave him one minute to surrender or die. The commander surrendered.

SITUATION 6: You return outdoors with the Secretary. About 60 of your men have made it to the objective alive. Most of them are set up in fighting positions at the lower end of the open area blocking the road. You run the stars and stripes up the flagpole as the signal for the rescue helicopters to come in. For ten minutes you wait, but there are no helicopters. Although you have captured the Secretary without firing a single shot nor killing a single Rumanian, you fear that the enemy battalion guarding the road and the battalion in reserve will soon grow suspicious of what is happening at the castle. Time is critical. You have radio contact with a small 2 seat spotter plane overhead. Although there is no airstrip, you think there is a chance that the plane could land and take off from the 80 meters of grass to the front of the castle. You put your troops to work clearing a strip of boulders and call in the plane. It makes the dangerous landing and you explain your plan to its pilot. You do not know if the helicopters will come to rescue your men. Furthermore, the pilot tells you that the plane will just barely clear your runway with the weight of him and the Secretary. However, the President of the United States has personally charged you with the responsibility for the safe return of the Secretary of State and you feel that you must accompany him until he is firmly in safe hands. Do you climb on or stay?

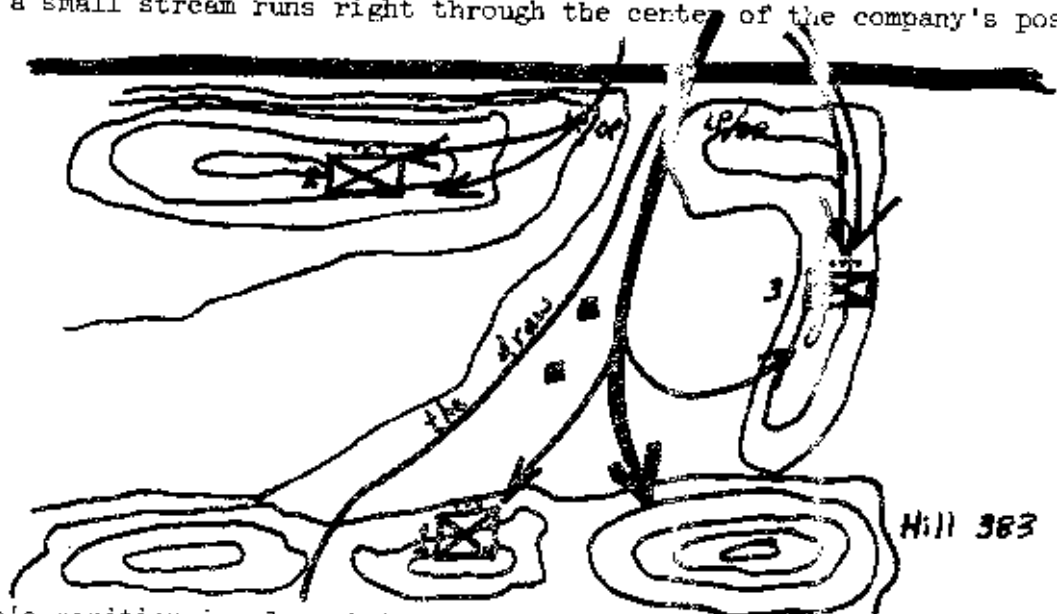
HISTORICALLY: The commander was a German Commando named Major Otto Skorzeny, and the captive was Mussolini. Skorzeny gambled on the ability of the pilot. He flew out with Mussolini and made it. His soldiers also got out, but the book does not say how.

SCENARIO 15

FROM: SIA Marshall's The River and  
the Gauntlet  
CPT Williams/cw/5841

### THE RIVER AND THE HILL

SITUATION 1: You are the second platoon leader in a company fighting in mountainous terrain against a huge army of light infantry. Your battalion was been cut off by a strong Communist offensive which has left it several miles ahead of the location where American forces are regrouping for the defense. Your men are well rested and well supplied with ammunition. Your company has occupied positions on a series of short ridges and low hills overlooking a small river. The key position is Hill 383 on the company's right flank. The ridges are extremely rocky with several steep dropoffs. The area to your front is covered with scrub oak, stunted pines, and briar thickets. There is both cover and concealment for enemy forces to your front. A draw with a small stream runs right through the center of the company's positions.



Your platoon's position is closest to the river, atop a hill facing the river with a rocky cliff too steep to climb. You have a one man LP/OP near the

intersection of the draw and the river. Around 2100 that night, that man opens up on forces to his front. He reports that he has seen four or five enemy soldiers and requests permission to fall back. The man is not particularly reliable and you note that there has been no other fire from his direction aside from the short burst from his weapons. What do you tell him?

HISTORICALLY: Platoon leader told him to stay put and report on the enemy's action.

SITUATION 2: You send a second man to the LP/OP. After about 30 minutes, they open fire and keep up the fire. You can get no information from them over the phone. Mortar rounds begin falling directly on their location. Friendly fire from that location then stops, but the men from the LP/OP do not reenter your lines. Before you can react to their aid, handgrenades begin to fall amidst your positions. The enemy forces are obviously within 15 meters of your positions, yet you can see nothing of them. At this point, you realize that your positions are not as good as you might wish them to be. The fires of two of your machine guns are masked in the direction you wish them to fire by the positions of two of your squads. Your men are firing into the bushes to their front and lobbing back grenades upon the Commies. You have suffered no casualties. What do you do?

HISTORICALLY: The LP/OP escaped up the draw and linked up with another platoon. The platoon leader withdrew his men to the crest of the hill, even with the machine guns, and continued to fight. However, this left the draw uncovered by fire.

SITUATION 3: You have withdrawn your men to the crest of the hill, set up in new positions and found that you have 16 men still fighting. The Commies are working their way through the rocks toward your new line. But you have good fields of fire; so good, in fact, that your troops are soon running low on ammo. You send a runner to the company to bring back more and redistribute what you

have. In the lull, the enemy works up onto your flanks and begins lobbing grenades into your positions. You have 10 men remaining; with 2 dead soldiers and three too badly wounded to walk. What do you do?

HISTORICALLY: The platoon leader pulled back farther using some of his men to carry the wounded and the rest to cover their withdrawal. He suffered more casualties and soon was forced to abandon the entire hill.

SITUATION 4: You have fallen back with 7 men and linked in with the first platoon in the center of your company's position. You are occupying positions in the draw overlooking several thatched farm huts. You stay with the one machine gun you have left in a good position with excellent fields of fire into the draw. The other four men of your "platoon" are placed in supporting positions to protect the machine gun. However, you do not know if everyone coming up the draw will be enemy. There are very likely several of your soldiers still alive and still attempting to reach friendly forces. Shadowy figures are moving up the draw. At 25 meters, you challenge them, receive no reply, and open fire. More figures bob and weave to your front, rushing from cover to cover. About 100 meters to your front is a thatched hut. Near it a machine gun opens up on your position and seriously hinders the fire from your positions. Moreover, you cannot pinpoint its position. You can get no illumination or mortar support and still cannot determine if all the figures to your front are the enemy. The thatched hut beside the enemy machine gun is now becoming a serious problem as it effectively blocks your fire from behind it. Now an enemy mortar sets up behind the hut and rounds begin to fall closer and closer to your location. What do you do?

HISTORICALLY: The problem of no illumination, as well as the problem with the house blocking fires, was solved by firing right into the roof and setting it afire with the tracer rounds. The heat and light drove away the enemy. The problem with the mortar was solved by firing a recoilless rifle right at the gun, thus wiping out it and its crew.

SITUATION 5: You assume command of the company. You have 70 men remaining in your company and that includes all the reinforcements which battalion can spare. Your position is being fired upon by light weapons from Hill 383. Now mortars begin falling on your positions and on the battalion C.P. from that hill. It is the linchpin of the battalion position as it covers your company's lines as well as the company on your right and the battalion rear. But you still have enemy forces in the draw and on 3d platoon's hill. What do you do?

HISTORICALLY: Tried to recapture the hill, but was repulsed. The next morning, the Chinese unexpectedly withdrew across the river, despite having won the key terrain. That was all that saved the American regiment.

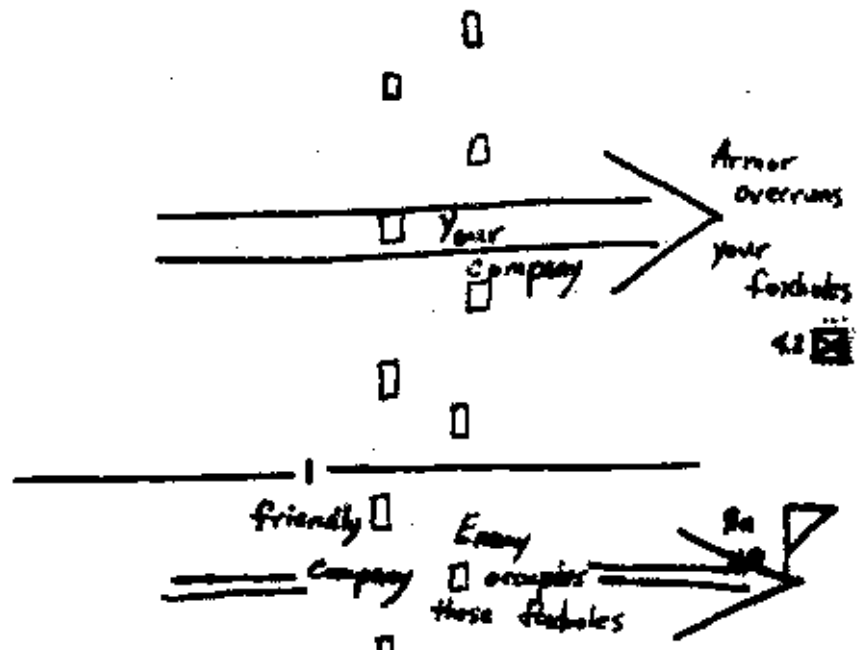
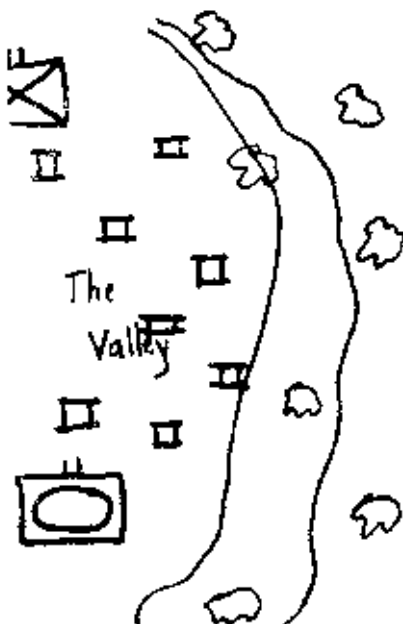


FROM: DA PAM 20-269 Sm. 11 Unit Actions  
During the German Campaign in Russia  
 CPT Williams/cw/5841

OVERRUN BY ARMOR

SITUATION 1: You command a company of about 80 men who have been fighting in Russia for several weeks straight. It is early December. The terrain on which you are situated is level, with no trees, shrubs, or buildings which could provide cover or concealment. However, you have excellent observation and fields of fire. You are on the Battalion's right flank, defending a 500m sector. Your foxholes are as solid as concrete due to the freezing ground. You have six M60 MG's, six Dragons, and some LAWS and DEMO. However, both of your TOWs have been destroyed. Although you have your basic load of ammunition, no resupply will be possible for several days. Ammunition shortage has also hampered your artillery support and you must be sparing of its use. On the night of 3 December, you hear engines betraying the presence of tanks in a valley 2000m to your front. What do you do?

HISTORICALLY: Commander sent out patrols, checked his positions to steady the troops, notified battalion, and waited. (The discussion should include talk on the composition of the patrol, its weapons and personnel, action on enemy contact, mission, etc.).



SITUATION 2: At 10:00, a heavy fog settles over the ground severely limiting your observation. 40 T72 tanks, followed by dismounted infantry, come into view. They are spread across the battalion's frontage, but the 10 tanks in your sector are suddenly through your positions and beyond your foxholes. The company on your left flank has been driven from its position and Russian infantry has now occupied their foxholes. They are firing into your left flank, while enemy infantry to your front makes a frontal attack. You can see the T72s overrunning the battalion mortar position and the battalion CP behind the company on your left. Your foxholes are being crisscrossed with enemy fire. What do you do?

HISTORICALLY: Despite the precarious situation, the company held its ground. The frozen foxholes did not collapse under the weight of the tanks rolling overhead, and the Russian infantry to the front was pinned down by machine gun fire. The commander also called for artillery on the infantry to his front. Several of the Russian tanks were destroyed by shaped charges after they passed over the foxholes.

SITUATION 3: You are still in your fighting positions. Darkness is falling. The Russian tanks, leary of your positions after their losses in the morning, have fallen back to the valley from whence they began their attack. The bodies of the Soviet dead infantrymen are scattered across your front. However, Soviet soldiers still occupy the foxholes of the company on your left. But a truce seems to have been established as neither group fires on the other. You cannot talk to battalion and do not know where they are. What do you do?

HISTORICALLY: The left wing platoon of the German company attacked the Russian held foxholes and captured them without firing a shot. The Russians were taken by surprise because their soldiers had been drinking vodka to "keep warm" and maintain "courage".

SITUATION 4: Your battalion counterattacks and regains all its positions, capturing several hundred Soviet prisoners in the process. As the German account of the fight states, "once again an experienced infantry unit had demonstrated that a seemingly hopeless situation can be mastered, provided the men do not

give way to panic". However, you have only 50 men remaining and many of those are wounded. You are concerned about the mental strain imposed on your soldiers. The next day, the Russians launch another assault. Your positions are exposed to a one hour artillery barrage. That is followed by an assault of Russian tanks with the infantry riding in on top. Once more, your positions are penetrated. But this time you have Russian infantry, as well as armor, in your rear. Your force is completely cut off from the rest of the battalion. Your 50 man company is severely short of ammo. In addition, among the wounded, you have some soldiers in real need of medical attention, which you cannot give them. What do you do?

HISTORICALLY: The commander held in position. He felt his mission was to defend, and since his positions were strong, he felt he could best do it where he was. The next morning, his battalion counterattacked yet again, drove the Russians from the site, and extracted his wounded.

SCENARIO 17

FROM: Small Unit Actions During the  
German Campaign in Russia  
CPT Williams/cw/5841

### CITY FIGHT AT ENGLER

SITUATION 1: You are leading a platoon fighting in an industrial area in Poland. It is January and the temperature drops to  $-50^{\circ}\text{F}$  at night. Snow is 3 feet deep. Soviet forces are believed to be weak and incapable of launching an offensive; but then, so too are American forces. Your battalion has the mission to defend the town of Engler and block Russian advances along the road to Lodz. The battalion has dug snow positions amidst the houses on the edge of town because it is impossible to dig into the frozen ground. To the east lies about 2000 meters of open ground which rises into a forested ridge on which Soviet forces are massing.

Your platoon occupies one section of the town and is responsible for patrolling to its front. Due to high winds from the east which churn the snow into the air, you have to post sentries every 20 meters to your front. In addition, you have to relieve them every 30 minutes due to the cold. During the day your positions are struck on several occasions by extremely accurate mortar fire. That night, your sentries report at least an enemy company on skis moving towards your sector. You order the sentries back and have the machine guns open fire. But the guns will not fire; they are frozen shut. About 25 Russian ski troops succeed in seizing a building in your sector. What do you do?

HISTORICALLY: Brought the machine guns in doors in order to melt sufficiently so they could function later. Immediately attacked the Russian held building so that he could clear them out of his sector. Also, called for mortar fire on the ridgeline to his front to hit any other forces before they could attack his positions.

SITUATION 2: You have cleared the Russian occupied building in your sector and placed your machine guns in buildings with warning fires. That night you hear loud cries and shouting from the forest. From experience, you know that the Russian commissars are "reorganizing" their units by shooting uncooperative soldiers and leaders. An attack the next morning is beaten back and you are surprised to see 20 Russians, while retreating to the woods, shot down by fire from the woods. After the attack, hundreds of Russian soldiers move to the edge of the forest and build solid snow positions with overhead cover made of wood and packed with ice. That night, while you are touring your OP's, several figures appear out of the dark and say in good English, "Hello, 9th Division. Don't fire. We're American." Your sentry calls out the password, but they claim they are from the 7th Division and don't know your password. They come closer and you see they are in American uniforms. What do you do?

HISTORICALLY: Sentries allowed them to get within 20 feet, at which time the Russians (dressed as German soldiers) hurled handgrenades at them and killed or wounded the two sentries in that area. Then they rushed into the nearest house, followed by other Russians, and chased the occupants back to their alternate position.

SITUATION 3: The enemy has penetrated your positions again and occupied one of your squad's buildings. Now they are attacking that squad's alternate position. From the first building, where they have set up 2 machine guns, they beat off a squad you sent to regain the building. Now they fire rifle grenades into the second house (alternate position) which catches fire. The squad then rushes out of that building and completely opens up that sector of your defense. What do you do?

HISTORICALLY: Organized another relief squad, reinforced it with personnel from platoon headquarters, and picked up some more forces from company headquarters. In addition, he grabbed the squad which had abandoned both of its positions and led the combined force on a counterattack. Throwing handgrenades and firing their weapons on the run, they drove the Russians

out of Engler. However, a Russian commissar and 8 soldiers defended the building to the last man and all had to be killed.

SITUATION 4: You have counterattacked and regained the positions you lost, killing a fanatical group of Russians to the last man in order to do so. You find some sophisticated commo gear left in that building by the Russians. It is of the type used at their regimental headquarters. What do you do?

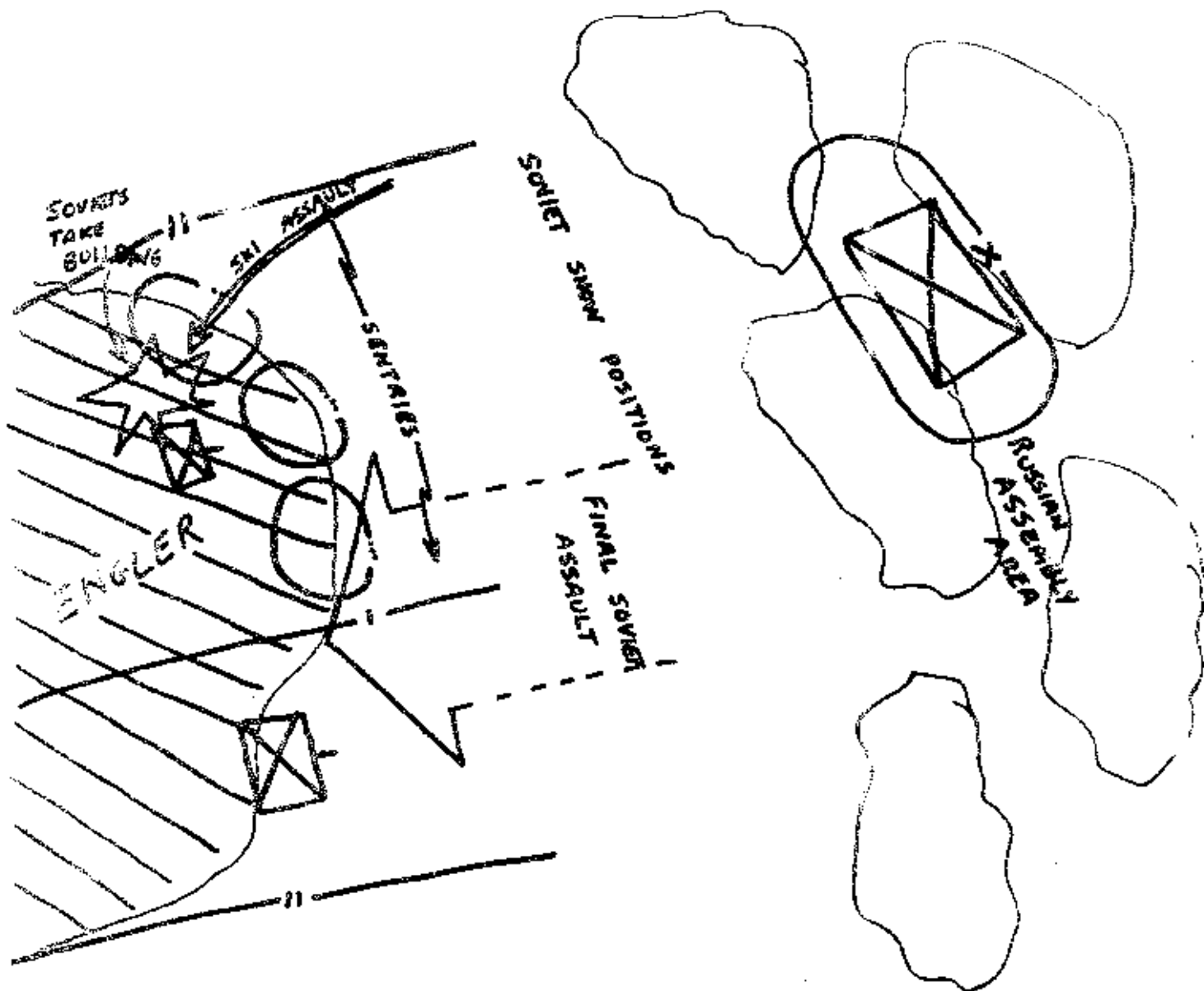
HISTORICALLY: Commander reasoned that such equipment indicated that a sizeable Soviet force was in the area and probably waiting to exploit any advantage gained. So he called for artillery on the woodline on the ridge, assuming that that would be the Russian jumpoff point for such an attack. The fires probably stopped an attack because the rest of the night passed quietly.

SITUATION 5: Just before lunch, Russian artillery opens up on Engler and continues heavily for 4 hours. One of your sentries reports that there are a large number of small piles of snow in his sector that were not there the day before. Since the corpses from the day before are gone, you tell him that the snow piles probably contain those bodies. Nevertheless, you feel uneasy and go take a look. Sure enough, there are a large number of snow piles, yet the only movement you can detect comes from the woodline. But your sentries swear that the snow piles move. What do you do?

HISTORICALLY: Lieutenant told his sentries to fire into each snow pile. After doing so, they reported no further movement. Russian prisoners later reported that 40 men had been ordered to move under cover of darkness as close to the town as possible, to dig into the snow and wait until nightfall, when they were to launch a surprise attack. Most of those soldiers were killed by the German fire, but those that survived spent 10 more hours in the snow without being able to even shift their bodies. Yet not one suffered frostbite.

SITUATION 6: That night, at 0330, you suddenly hear wild screaming from just beyond your positions on the edge of the town. Rushing from your CP, you see hundreds of Russians, shoulder to shoulder, assaulting your buildings. What do you do?

HISTORICALLY: Fortunately for the German platoon leader, his men were awake and their weapons were warm. The Russians attacked in column with no gaps between units or men. They marched to within 50 meters of the German lines without a word, then assaulted wildly. But only a few were able to make it into the German positions. They were mowed by fire and destroyed in a half hour of fighting. Row after row of soldiers were mowed down, yet repeated waves kept coming. Within 2 or 3 yards of German position, Russian dead were piled to a height of several feet. The town held because the men were alert and had learned to take proper care of their weapons.



SCENARIO 18

FROM: Combat Actions in Korea  
Chapter 3  
CPT Williams/cw/5841

### DEFEND THE GUNS

SITUATION 1: You are the LSG of a battery of 105's in direct support of an infantry battalion. Your battery is part of an American force which has been rushed to Korea in response to a North Korean invasion of the South. The powerful enemy drive has blasted through the South Koreans and the U.S. 2nd and 82nd Divisions which were first on the scene. The 9th Division replaces the battered 2nd Division on the new defensive line. You move into a position within a shallow bowl formed by a low ridge. A railroad track runs through the front edge of that bowl and since the bowl is too small to accomodate all your guns, you place one gun to the north edge of the tracks. Your FDC is dug in on the south side of the tracks but your signal personnel and your headquarters men are set up in several Korean houses north of the tracks. Due to North Korean infiltrators, you have kept your battery as close together as possible and have set up ten defensive positions around your guns, including four 50 cal's and 3 M60 machine guns. In addition, 2 quad 50's are in your sector, but they are not assigned to your commander. There



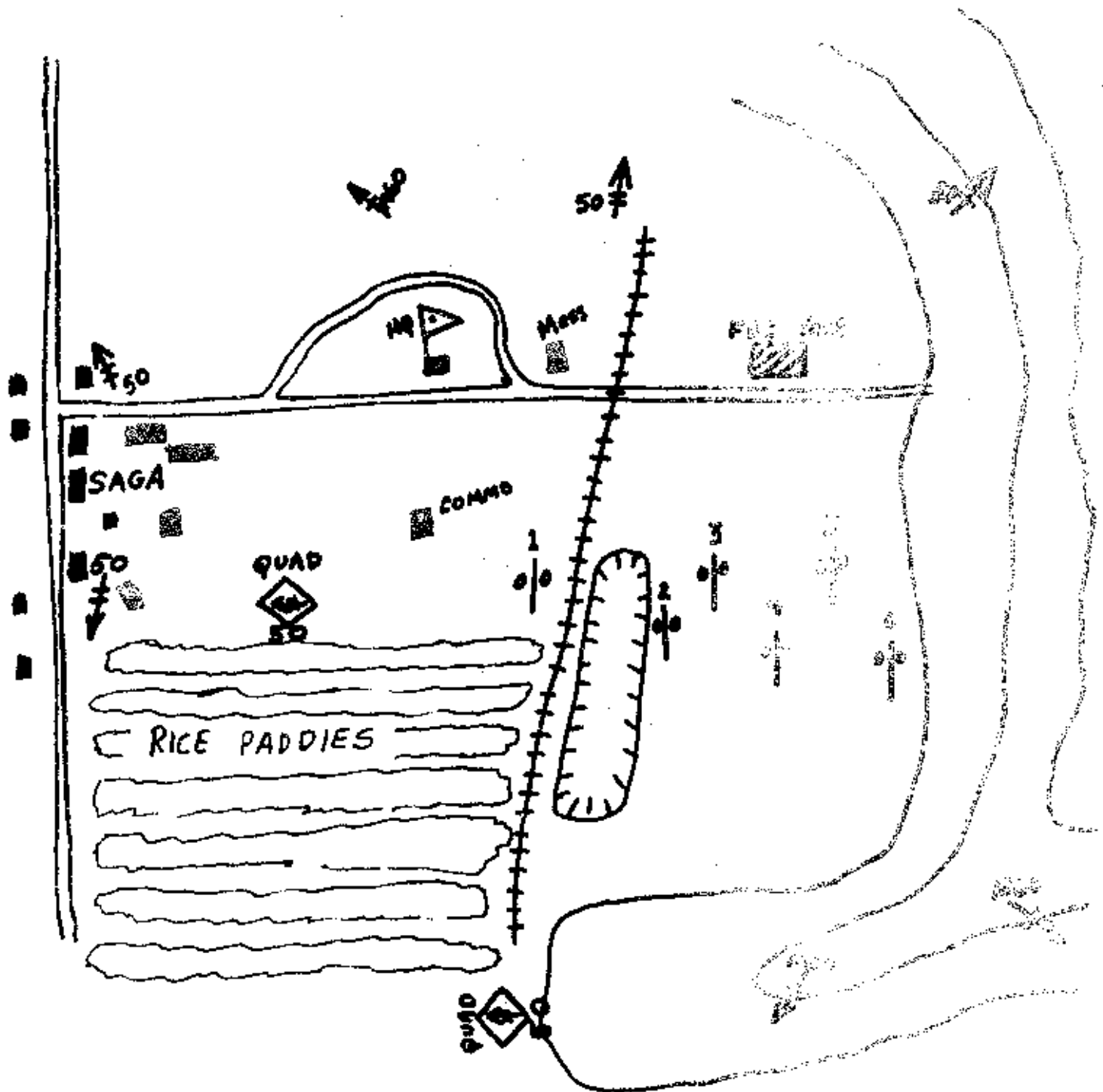
are several American infantry companies scattered around the area, but you have not coordinated with them and you have had little contact with their soldiers. Your battery is alert and firing a mission in support of the infantry around CP30 one night. You are checking your positions and have reached the commo people when you see three figures walking down the road dragging something. What do you do?

HISTORICALLY: 1SG asked "Who's there?" When he got no response, he ordered the figures to halt. They continued walking. Then they pulled the thing they were dragging into a position along the road. The dragged object proved to be a heavy machine gun and the three figures were North Koreans. They opened fire on the battery and killed several people immediately.

SITUATION 2: You see the three figures on the road open fire with a heavy machine gun. At the same time, three MG's on the ridge open fire on the gunners in their pits and still another heavy machine gun opens up from the town of Saga. A North Korean soldier suddenly appears beside you and empties an AK47 into your commo sergeant and CBR NCO who are standing a few feet in front of you. The Korean then throws a grenade into the hut and disappears behind the building. You race towards the guns and run into one of the 50 cal positions, but it is manned by only one man. As you reach him, a North Korean team comes within 30 meters of you and begins to set up their MG pointing at you. What do you do?

HISTORICALLY: Tried to fire the MG, but the gun failed to function. The sergeant (actually this situation happened to another NCO) ran across the rice paddies in the direction of an American infantry company where he had seen a tank earlier in the day. He eventually returned with help.

SITUATION 3: You run to the mess tent to organize a force to protect the CP. You find four men in the building and order them to grab their weapons and set up in a perimeter to the north and east of the CP. They rush out the door and right in the middle of 15-20 North Koreans mingling around. The lead man is shot and you pull him back into the building. What do you do?



**HISTORICALLY:** This actually happened to several PFC's. They pulled the wounded man back into the building and tried to get out another door but ran into more North Koreans. They hid in the corner of the room. They did not prepare hasty positions or make any other effort to escape or fight.

**SITUATION 4:** All of the above action occurred in the first 4 or 5 minutes of the fight. But you know that already your ~~commo~~ section is either dead or cut off and that the mission has been stopped as your crews lie in cover in the gun pits. Tracer rounds from Saga and the ridgeline crisscross over your gun positions. With the enemy already inside your defensive perimeter, you know that all the firepower positioned around your guns is useless since friendly machine gun fire would probably now hit friendly troops. Battalion is on the radio wanting to know why the mission has been stopped. Cries for medics ring out from the gun positions. Suddenly there is a flash and explosion; gun #5's ammo pile has been hit! From the blaze of its light, you can see North Koreans rushing towards your guns. What do you do?

**HISTORICALLY:** This actually happened to the battery XO, who ran to gun #3 and had them lower their tubes and fire against the ridgeline. He also figured that the crew of gun #5 must be dead or gone, so he fired on that position. The two howitzers fired about 18 rounds against the ridge and the gunners on #3 fired their small arms and grenades at #5 for 10 minutes. Then the XO ordered the crew to fall back to the gully by the tracks. Supporting fire was given by the two soldiers who crawled behind a 50 cal and poured 1300 rounds into the North Koreans. The battery commander attempted to make certain that all his people were out of the gun pits by rushing from gun to gun.

**SITUATION 5:** The battery has regrouped in the gully beside the tracks. The medics are working feverishly to handle the wounded. The enemy is reluctant to attack this stronghold and fire slackens. You have battalion on the phone. What do you tell them?

**HISTORICALLY:** Called for fire on the ridgeline and on the hill in front of the guns. The fires were right on target. Then the tank which one of the soldiers had run to get came rolling up. The tank helped chase off the North Koreans, but scattered rifle fire continued until daylight when the enemy retreated and the battery could return to its guns. Seven men were dead and 12 wounded. The guns were undamaged and the battery continued its mission.

THOUGHTS:

1. Batteries must select positions which can both accomplish the mission and be defended without interrupting the mission.
2. All-around defense:
  - a. Primary and secondary sectors of fire assigned to each tube.
  - b. Complete cannon coverage of perimeter.
  - c. Fire planned on all avenues of approach.
  - d. Integrate battery's automatic weapons, small arms, and rocket launchers.
  - e. Individual fighting positions assigned.
  - f. Reserve force established.
3. Security:
  - a. Alarm system established
  - b. OPs/LPs
  - c. Contact with friendly units
4. Check all weapons.

SCENARIO 19

FROM: Small Unit Actions During  
the German Campaign in Russia  
CPT Williams/cw/5841

### ARMORED DUPLICITY

SITUATION 1: You command a company of 17 tanks fighting Czech forces in Germany. It is a warm, sunny day. The terrain on which you fight is gently rolling grassland with patches of swamp. A railroad track on top of a steep embankment slices across the center of the fields towards the small town of Wilder. A light infantry battalion attacked Wilder yesterday but has encountered strong Czech resistance and is bogged down a mile southwest of Wilder. The roads in Wilder lead to bridges over a river which are critical to the Division's mission. The Czechs you have been fighting in recent weeks have been poorly armed with anti-tank weapons; but you do not know the size force that occupies the town, nor its weapons and equipment. You are given the mission to relieve the bogged down infantry battalion so that it can break into the town and capture the bridges. What do you do?

HISTORICALLY: The commander decided to attack from two directions. One force assaulted directly towards the town. The second force crossed the railroad tracks and swung south and east in order to attack south of the town. However, the unit did not conduct a good reconnaissance, had no infantry with them in support, and made no coordination with the bogged down infantry to provide support.

SITUATION 2: You have divided your company into two forces for the attack on Wilder. Team JACK DANIELS led by your XO - is made up of eight tanks from first and second platoon. Team JOHNNY WALKER - led by you - has the remaining tanks. JACK DANIELS is ordered to attack straight on Wilder while JOHNNY WALKER will swing south over the railroad tracks, turn east and attack the Czech forces holding up the infantry. You expect that the Czechs are dug

in south of the town. You are unable to coordinate with the infantry unit which is bogged down and have no accompanying infantry with you. Team JACK DANIELS assaults through weak resistance, overruns some Czech infantry and bypasses an artillery battery which is set up facing west. Suddenly, about 600 meters from town, that team receives devastating fire from Czech tanks which have been cleverly concealed among houses, farmyards, and barns on the edge of town. The Czechs held their fire until the last moment before springing the ambush. As team JACK DANIELS veers to escape the onslaught, they receive point-blank fire from the artillery battery they had bypassed. You are enroute on your attack when you receive desperate calls for help and the news that JACK DANIELS has already lost five tanks. However, the steep railroad embankment obstructs your path to their position. What do you do?

HISTORICALLY: The German commander continued east, bypassed the enemy positions and swung north into town hitting the Russian tanks from the rear. The Russians had not expected an attack from this direction and lost 25 to 30 tanks, while the German force lost none. The Russians were inferior in equipment and training, but their discipline and craftiness enabled them to pull off an excellent ambush which eliminated more than half of a German tank battalion.

(Points to consider: 1) Reconnaissance. 2) The use of accompanying infantry. Could infantry have captured that Russian battery before it caught the tanks in a cross-fire? 3) Should the force be split as it was when the enemy situation is obscure? Had the two units been employed in depth instead of in parallel, perhaps the second force could have neutralized the artillery battery or otherwise come directly to the aid of the first unit.)

SITUATION 3: You have 12 tanks remaining in your company and have succeeded in destroying about twenty Czech tanks by an attack into their rear by JOHNNY WALKER. The bogged down infantry battalion is now clearing Wilder when you receive word that a large number of Czechs are escaping north of town. Your battalion is engaged elsewhere and you have had no word from them for hours. But angry over the loss of five tanks, you determine to end all Czech resistance in and around Wilder. Skirting the northern edge of town, your company is

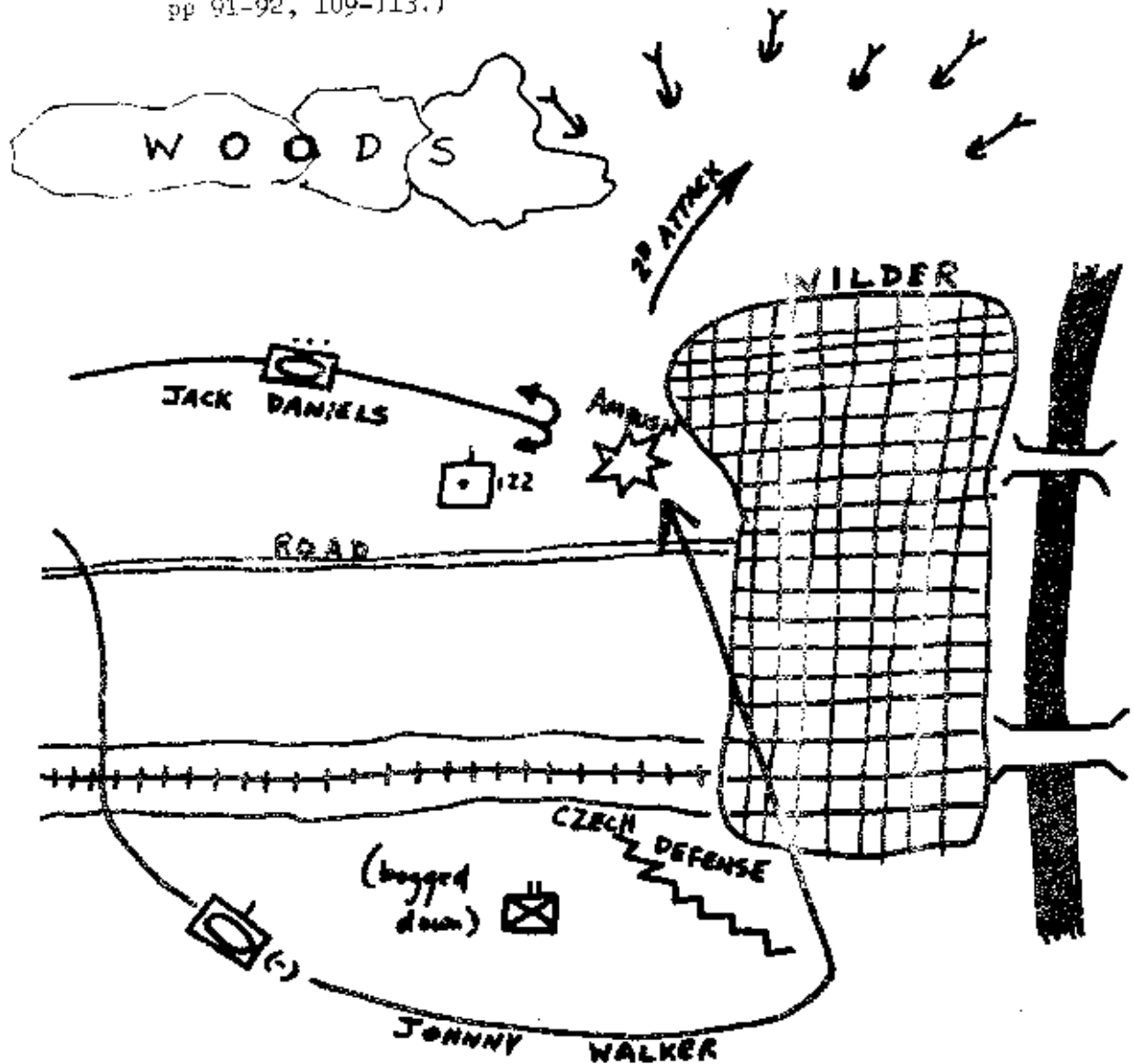
heading towards the fleeing Czechs when you find yourself in a semi-circle of six anti-tank guns firing at you. The Czech guns fire a high velocity, HE round, but you see no Saggars or guided missiles. Several of your lead tanks receive direct hits that knock off their tracks. They continue to fire, but cannot move. What do you do?

HISTORICALLY: The Germans returned fire, knocked out the guns quickly, but continued to take hits from anti-tank guns. The Russians were emplaced in defilade positions so that the muzzles of their weapons were just above the ground. Between each gun, they had placed a dummy gun and partially concealed it. It was the dummy guns that the Germans brought under fire originally. Moreover, the Russians had placed their weapons so that whenever a German tank turned to engage a dummy gun, it would expose its flanks and expose to a real gun, which would then engage it. The Germans lost a number of tanks before they realized their error. (Points to consider: 1) Attack immediately or call for artillery? 2) Formation for the attack? 3) Supporting fires? 4) Should you tell the crews from the disabled tanks to continue to fight or abandon their tanks? 5) Route of attack? 6) Should you ask for infantry support?)

SITUATION 4: You have destroyed the Czech forces around Wilder and the infantry has seized the bridges over the river. However, you now have only nine tanks in your company. A brigade of light infantry was being moved by trucks to Wilder when the convoy was ambushed by Czech T-62 tanks operating from the woods flanking the road. Battalion orders your company to move to that brigade and escort it to Wilder. To accomplish this mission they send you a platoon of five tanks. Just after you link up with the brigade, ten T-62s emerge from hide positions in gullies on either side of the tracks and open fire from 2000 meters. You use the cover of the ground to protect your tanks and maneuver toward those tanks. However, the Communists break contact and slip into the woods. As they do so, you begin to receive accurate anti-tank fire from dug in positions to your right and left. You no sooner blow them away, then the elusive T-62s appear again to your front and open fire on the convoy. The same tactic is employed again; the T-62s slip into the woods and anti-tank guns open up on you from your flank. You

call in artillery fire, but it does not stop the effective harassment. You have already lost two more tanks, as well as three trucks from the convoy, and with more than five miles to Wilder, you realize that you must stop these elusive tactics. What do you do?

HISTORICALLY: The Germans used air reconnaissance to notify their tanks of the movement of the Russian tanks. They kept a recon plane in the air at all times and reported the hideouts of the Russian tanks by radio and flares. Also, when the Germans committed their tanks in the woods to attack the tanks and guns, they sent infantry and engineers with them because the tank crews were unable to see or hear enough on their own to move safely. The result of the air-ground teamwork with the tanks was that the Russian armor was driven away with heavy losses. (SOURCES: DA Pam 20-269. Historic study: Small Unit Actions During the German Campaign in Russia. Jul 53. pp 91-92, 109-113.)





SCENARIO 20

FROM: DA Form 20-26, Small Unit  
Actions During the German Campaign  
in Russia.  
CPT Williams/cw/5841

#### TANK ASSAULT ON ALLENFELDT

SITUATION 1: You are a platoon leader in an armored company. Your battalion has been in a rear area for two weeks repairing its equipment, receiving its new replacements, and resting its veterans. However, a massive Russian attack has broken through American positions in Germany and is heading west. Today, your division has been rushed to the crisis area and given the mission to stop the Russian advance so that a fresh defensive position can be formed. Around 1900, your company is formed into a tank heavy team consisting of two tank platoons, a mech platoon, and a self-propelled artillery battery. Your commander is given the mission to launch a surprise attack on the village of Allenfeldt, about twenty miles away, in order to seize and hold two bridges over a small river, prior to the division's advance. The company is to attack at dawn the next morning. The team commander calls you to his CP and tells you that he cannot organize, move and refuel his team to attack by dawn. Therefore, he orders your platoon-reinforced with two APCs - to form an advance guard that will drive along a road to a wooded area just short of Allenfeldt, refuel, conduct a surprise attack, and hold the bridges until the rest of the team can join you by 0600. The C.O. wants to send a fuel truck with you to top off your tanks because he feels that tanks going into combat must carry sufficient fuel to assure their mobility throughout a day's fighting. You have one hour to issue your orders and move out. First light will arrive about 0500 and the Russians are thought to have about a company of light infantry in

and around the town. What do you do?

**HISTORICALLY:** The book does not cover the leader's hasty planning duties. However, the following ought to be considered: a) formations and order of movement b) refueling plan c) Reconnaissance d) security during refueling and reconnaissance e) immediate actions in the event of ambushes, incoming artillery, nasty engagements f) use of blackout drive g) buttoned up vs. hatches open h) security for the gasoline truck i) use of the infantry j) security on far side of bridges k) counter-attack plan if driven off of bridges. The movement to the refueling point was made without incident. The tanks drove without lights and the driver and TC kept their hatches open. Sentries were posted at 50 meter intervals around the refuel point while the refuel truck drove up and down two rows of tanks dropping off cans of fuel. Vehicles and weapons were checked and coffee delivered. Battalion was informed of the situation by the returning fuel truck.

**SITUATION 2:** You have made the movement to the refueling point undetected.

The APC you sent ahead to secure the woods reports that there are no Russians in the area. Two German citizens have been captured and inform you that there are Russians in Allenfeldt. From their story you guess that there is now a motorized rifle company in the town. While your tanks are refueling, you conduct a reconnaissance on the APC. Between the woods and the town are open fields planted with grain and interspersed with isolated trees and a small hill to the south. Observation is good to about 1,000 meters. You plan to cross the fields quickly and set up three tanks south of Allenfeldt to provide covering fire while the two remaining tanks and the APCs race into the town and capture the two bridges. Your platoon moves out, but near Allenfeldt you are suddenly hit by flanking fire from Russian tanks and anti-tank guns. Your lead tank is immediately disabled. What do you do?

**HISTORICALLY:** The commander ordered a withdrawal. Since the element of surprise no longer existed, he abandoned the attack and waited for the arrival of the main body. He reported the failure of his mission immediately. The main body arrived shortly thereafter and its commander decided to attack immediately before the Russians could receive reinforcements.

**SITUATION 3:** You retreat to the woods and await the arrival of the re-

leader of the team. Your company commander and the entire team arrives on the spot and he decides to conduct an immediate assault. He orders the 3d platoon to conduct a feint attack along the same route that you were to take to fire on targets of opportunity across the river. Meanwhile, your platoon (without the APCs) is to lead the main attack around the small hill south of Allenfeldt. You are to attack straight across the Gary bridge, drive into the village, turn east, and capture the Jenny Bridge. The mech infantry will follow you over the Gary Bridge and then secure the Jenny Bridge while you pursue the enemy. The artillery battery will set up on the edge of the woods and provide supporting fire, including a smoke screen. Under no circumstances are you to allow your platoon to get bogged down in the village; you must seize the Jenny Bridge fast. Ten minutes after second platoon begins the attack, you lead your force out of the woods, heading for the hill. 500 meters from the hill, machine gun and anti-tank fire opens up on you from the top of the hill. Their first shots miss. What do you do?

**ANSWER:** Platoon commander slowed down and asked for instructions (in the middle of the attack!). His commander radioed him to continue the attack around the hill and engage only those Russians obstructing his attack. The platoon spread out and neutralized the enemy forces, then signaled to the commander that it was ready for the bridge assault.

**SCENARIO 4:** You eliminated the enemy fire from the hill and crossed the Gary bridge. Russian infantry were arrayed in front of the Jenny Bridge, and you broke through their resistance and seized the bridge. The mech infantry relieves your platoon on the Jenny Bridge and your force pursues the Russians into the woods for a while before returning and going into reverse. While your platoon is pulling maintenance on your tracks in Allenfeldt, a single T-72 tank emerges from the woods where you refueled

and opens fire on the artillery battery. The arty unit struggles to drag its guns into the cover of the woods and comes into town after losing two tubes and a half-dozen soldiers. The tank then sets up in the woods with excellent cover. It commands the road, destroying or chasing off twelve resupply trucks which are trying to resupply the company. A patrol sent out finds no evidence of a general Russian attack. There appears only to be the one tank, although there are Russian infantrymen in the woods supporting it. Attempts to evacuate the company's wounded are stopped by the tank. Several attempts to bypass it resulted in the trucks getting stuck in the mud or being chased off by the infantry. The company commander sends two TOWs to destroy the tank. You lead your platoon to the top of the hill to watch the action. The TOWs open fire from 1500 meters with your boys cheering them on. But the first shots bounce off the cover, and others cannot penetrate the tank's frontal armor. Eight shots fail to knock out the T-72. Finally, the tank locates the position of the TOWs and with two shots blows them both into the sky. The commander calls you and orders you to clear the road. After what you have seen, what do you do?

**HISTORICALLY:** The Germans moved cautiously forward. Well concealed, they crept to within 900 meters and were about ready to open fire when the Russian heavy tank beat them to the punch and blew away the weapon system (in reality, an 88MM flank gun with armor piercing shells).

**SITUATION 5:** You attempted a coordinated attack up the road and through the woods. Due to the superiority of the T-72's armor and its additional cover, the tanks you sent up the road were beaten back, leaving one disabled. The two tanks you sent into the woods were also turned back because they ran into dug-in infantry with AT weapons and you had no infantry support with them. Supplies in Allenfeldt are beginning to run low due to this one battle. A request for TAC ALK support is turned down. You still have the mission of

clear the road. What now?

**HISTORICALLY:** It was decided to send a demo team to blow up the tank under cover of darkness. The company was so enthusiastic to succeed after so many failures that every man in the unit volunteered to go. The commander randomly selected 12 men and personally led the attack. But it failed also. Demo was attached to the tank's main gun and tracks, and the results of the demo explosion were a damaged track and a slight dent in the gun barrel.

**SITUATION 6:** You sent a 12 man demo team at night to blow up the tank.

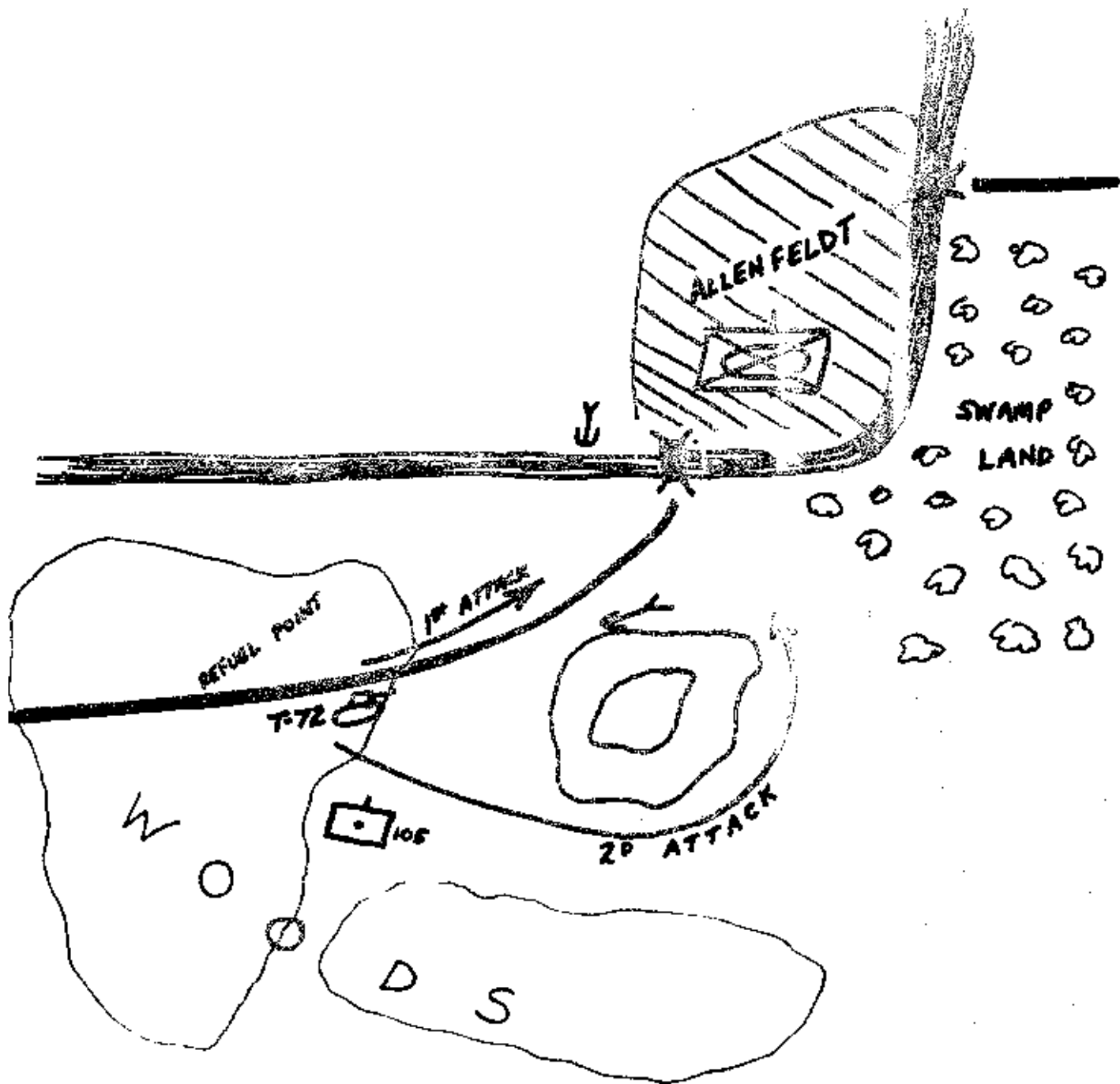
They failed. The TOWs have failed, your frontal attack with tanks has failed, and now, your night demo mission has failed. You resolve

to carry an attack through the woods. Several infantrymen with DRAGONS move into covered positions along the road and open fire. That diverts the tank's attention so that you can get your tanks to the woods.

This time you send infantry with them and those soldiers succeed in protecting the tanks so that they can attack the T-72 from the rear.

Three shots from each of three tanks blast into the tank. The T-72 is now a smoking wreck. As you approach close to it, you are amazed to see that only three of your rounds penetrated despite nine direct hits! You dismount and walk toward the tank to investigate. Suddenly, the turret spins and the machine gun begins spitting rounds. What do you do?

**HISTORICALLY:** Everyone jumped for cover. Two soldiers leaped aboard and dropped grenades into the holes. An explosion followed, blowing off the turret hatch. Inside were found the mutilated bodies of the crew. However, that one tank had blocked a supply route for 48 hours!



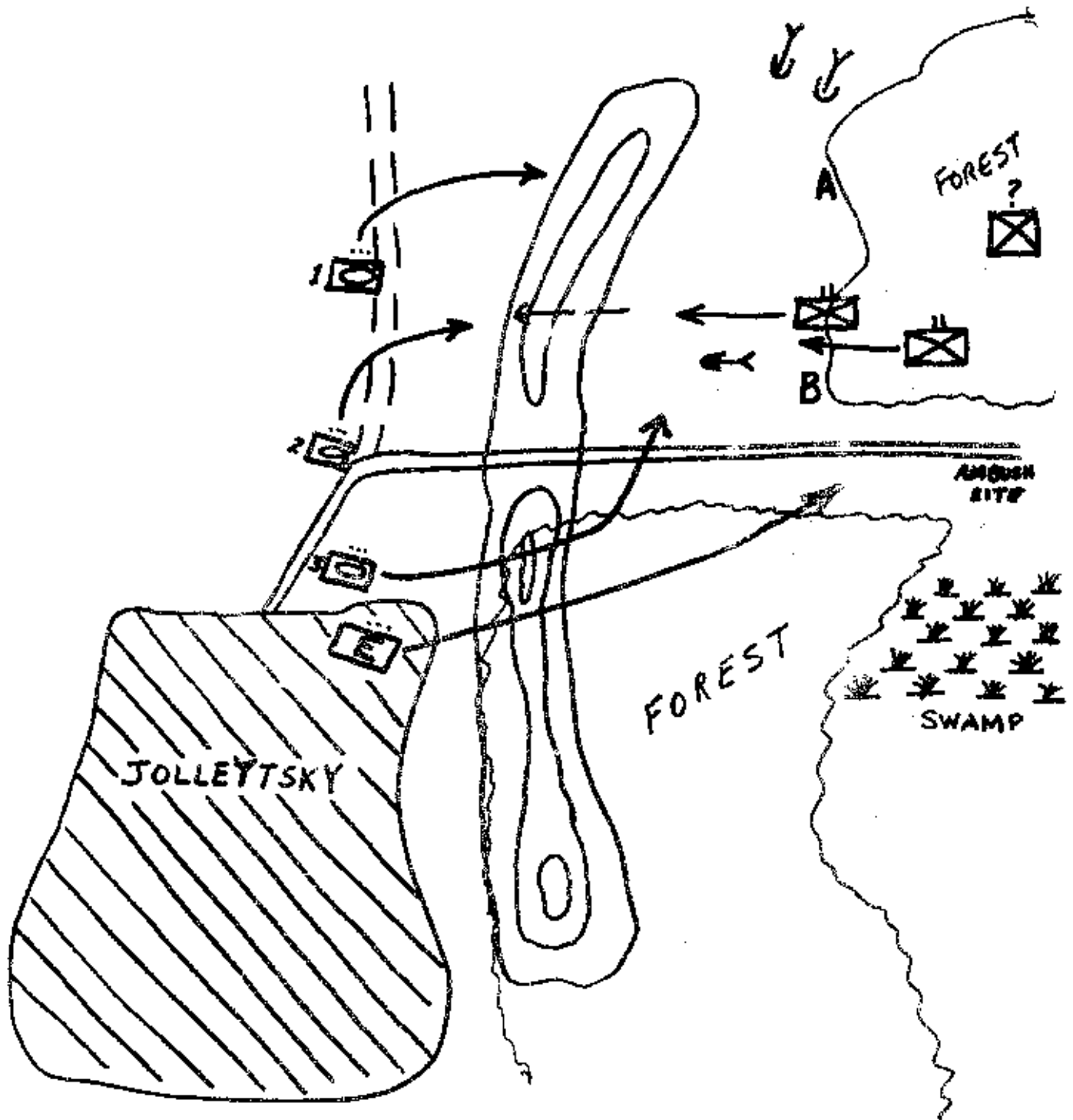
SCENARIO 21

FROM: Small Unit Actions During  
the German Campaign in Russia  
CPT Williams/cw/5841

### ARMOR TO THE RESCUE

SITUATION 1: You command a company of M60 tanks fighting in Poland. Your company is part of a division marching to the liberation of Warsaw. The division has been held up in heavy fighting about 60KM to your front. Your mission is to attack the Russian forces in their rear so that the division can continue to advance. You have been given a platoon of engineers in support. The terrain through which you are to advance is swampy forest land. It is primarily flat, but a few minor elevations provide excellent observation and fields of fire over the surrounding countryside. All roads are passable to vehicular traffic and you will be followed on the road by the Division's support elements. After several hours of travel, you call a short halt in the village of Jolleytsky. After a few minutes, you hear machine gun and anti-tank fire coming from the northeast. A supply truck from an infantry unit races into town and the driver reports that his convoy has been ambushed about 1 1/2 miles down the road. While the other trucks accelerated and attempted to get through the ambush, he had turned around and come back for help. He does not know the status of the vehicles caught in the ambush. What do you do?

HISTORICALLY: The company commander ordered two platoons to a road junction a couple of hundred meters away, placed the third platoon between Jolleytsky and the junction, and ordered the engineers to take positions in the outskirts of "Jolleytsky". He advanced to the high ground south of the road to recon. Points to consider: a) should you send out patrols? if so, what size? on foot? what weapons? b) how should you dispose your forces? to defend? to attack up the road? to cut off the ambushers? c) do you await the results of a reconnaissance? what if the truck column is still caught in ambush?





SITUATION 2: You have deployed your company with two platoons around the fork in the road, slightly south of them, and the engineers in positions in Jolleytsky. You climb to the high ground east of the village and spot about 300 Russian infantrymen emerging from the woods about a mile from the road fork (B). They are headed for the ridgeline across the road from where you stand. You also notice that there are a couple of machine guns and anti-tank weapons positioned in the woodline overlooking the road. Just past their location, and in the ditch alongside the road, are two burning trucks. Small arms ammunition is exploding in one. You can see no live Americans, but there are several dead bodies on the ground which may or may not be dead. What do you do?

HISTORICALLY: The commander decided that the Russians were attempting to cut off the units to his front and recapture "Jolleytsky". He felt he must act quickly, so he returned to his platoons and ordered a hasty attack. The company mission he assigned them was to destroy the Russian forces moving towards the ridge and to prevent any other Russian forces from striking at the road. He ordered one platoon to attack towards point A on the map and to protect the company's left flank. He ordered a second platoon to attack towards point B. A third platoon would fire covering fires into the woodline at A and B from the ridgeline, then attack up the open space between the ridge and the forest. The engineers would secure the company's right flank on spot and clear the southern edge of the forest after the attack. One squad from that third platoon would be left behind as the company's reserve. Rocket launchers on the third platoon's tanks were to lay down a smoke screen for the two attacking platoons.

SITUATION 3: Your company attacks as the company commander did in history. As your platoons are moving to their attack positions, you move back to the high ground to observe the attack. As you do, you see the 300 riflemen (about a battalion) that you saw earlier, with light anti-tank weapons, scaling down the west side of the ridge towards your jump-off points. In the open area between the woods and the ridgeline, you see a half-dozen Russian heavy anti-tank guided missiles driving towards the ridge, while - at the same time - emerging from the forest, you see another light infantry battalion.

Battalion approved your planned attack, but that was when they (and you) thought you were up against only a light infantry battalion. What do you do?

HISTORICALLY: The company commander attacked anyway. Under cover of smoke the tanks disappeared from the commander's view as they moved towards the infantry battalion. A heavy fire fight could be heard from both sides. When the smoke lifted, the tanks could be seen cresting the ridge and pinning down the Russians. The Russians hunched together and were mowed down by machine gun fire. The anti-tank guns were abandoned by their crews in the middle of the field. Isolated groups made stands, but their fire was ineffective against the German assault. The engineers mopped up behind the tanks, rounding up prisoners.

SITUATION 4: Your company attacked and dispersed the Russian battalions at great loss to them and very little to yourself. There are only scattered groups of resistance remaining when suddenly your first platoon leader reports that his left flank has been struck by heavy anti-tank fire and that infantry is attacking him in company strength. You do not know how many tanks he lost to the missile attack. Your second and third platoons are scattered in the woods chasing the enemy and the engineers are rounding up prisoners. What do you do?

HISTORICALLY: The commander committed his reserve squad plus a tank from his headquarters section. Their route and attack formation is not covered by the book. Again, rockets mounted on the tanks were used against the infantry as supporting fires. The counterattack was successful and the road was reopened to traffic.

## PERIMETER DEFENSE

SITUATION 1: You command a battery of 155s (TOWED) during a campaign for the liberation of Czechoslovakia. Your battalion is put in direct support of an infantry brigade that has been attacking, winning, and moving ahead rapidly against a division of the Rumanian Army. After a successful drive which has driven deep into enemy lines, the 9th Division is taken completely by surprise when the Rumanians launch an offensive of their own. The division was overextended and individual units were smashed in detail by the overwhelming communist offensive. Your battery is in the process of displacing forward when you get word of the collapsed offensive and of the oncoming Rumanians. You decide that the retreating infantrymen are going to need all the help they can get; so you order your battery to pull off the road and go into action. You place your howitzers on the reverse slope of an incline and order an immediate perimeter defense. Although your troops are plenty excited by the tense tactical situation that has been sprung upon the division, you are worried by the knowledge that they have been firing missions and had little sleep for thirty-six hours. It is late afternoon and you have perhaps two hours of daylight remaining. What tasks will you insure are accomplished? What tasks would you like to have accomplished, but would put lower on the priority of tasks?

DISCUSSION: The unit did manage to get out LP/OPs with trip flares forward of their positions. It also laid wire from the outposts and throughout the battery. FM radio was used as the back-up comms system. Machine gun positions were partially dug and fully manned, sectors of fire assigned

and fields of fire partially cleared. Also, a reserve force was assigned and kept at HQs to react to problems. In addition, the troops were fed, the battery fired some missions, and coordination was made with an infantry regiment to the front. However, no patrols were sent forward to recon the immediate terrain, no barbed wire or other barrier materials were im- placed by darkness, and no demolitions were laid (Claymore mines were not yet an item of issue). The FDC and the C.P. had not been dug in or sand- bagged. The only movement permitted within the battery position after dark was by leaders in order to inspect the positions. No movement was allowed forward of the fighting positions and to the outposts.

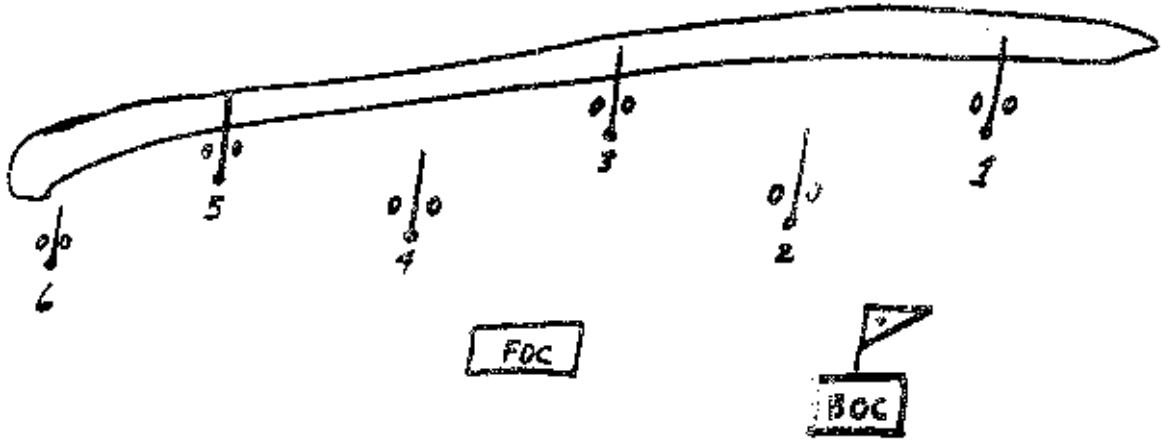
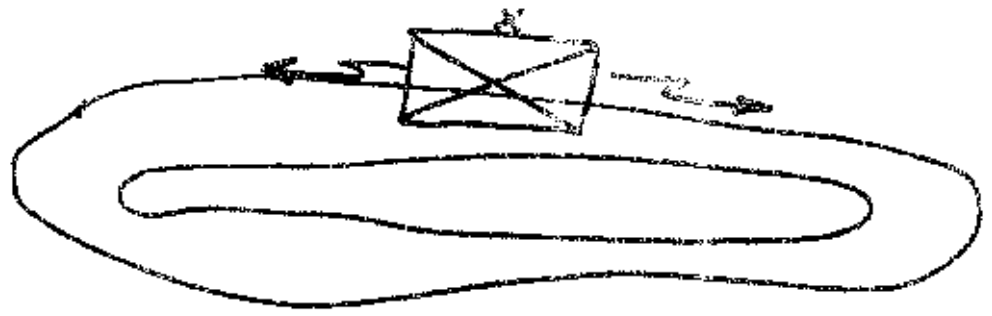
SITUATION 2: You fire missions throughout the night, but the ranges are getting closer and closer. At 0130, you are told by battalion that the infantry brigade is falling back. You are ordered to displace to a new position at 0530, but to maintain fires until then. You send your XO to recon for the new position because - due to the likelihood of attack on your guns- you feel your place is with the battery. You have your men awake and preparing to move when the Rumanians attack. It is a full scale deliberate attack from all across your front and it comes just as dawn begins to light the sky. The Rumanians have massed at least two dozen machine guns which leave the air thick with their rounds. You race to the B.O.C. yelling at your folks to man their battle positions. Rucks and equipment are tossed aside as your people scatter for their fighting positions. Soon the entire battery is in position and you can see their tracer rounds racing against the morning sky all around your position. Then, the thought dawns on you that your small arms rounds are limited and that resupply will be long in coming; but you know that many of your men are firing indiscriminately. Instead of firing in short bursts at specific targets, machine gunners are clipping off entire belts at the ground in front of them. However, at that moment, your battalion commander comes on the line wanting to know your situation and your XO calls at the same time to inform you of the coordinates of the new position he has selected. The 312s are ringing

off the hook with reports of enemy attacks on different sectors of your perimeter, the need of reinforcement and resupply, requests from LP/OPs to fall back, a message from your Fire Direction Officer that the battery is down to 1/4 of its basic load of HE, and reports on the wounded throughout the battery. What do you do?

HISTORICALLY: The key decision that the commander had to make was that of staying in his BOC or of moving about the battery position. Obviously, there were key decisions that had to be made in the BOC. But he also felt that the commander needed to be seen by his soldiers during the heat of the battle. Also, he felt he had to steady his machine gunners so that they would fire in short bursts at specific targets. So he brought his AXO into the BOC to run the battery and he went from gun to gun and to each fighting position so that "he could see for himself the trend in the action, could be seen by the men for whatever effect that might have on their morale, and to persuade them to stop aimless and unnecessary firing."

SITUATION 3: You are inspecting your positions during the attack. No. 5 howitzer is the farthest forward on the left and is under the heaviest attack. Using the cover of a gully, the Rumanians have reached a small rise in the ground in front of gun No. 5, driven off the machine gun crew at that spot, and brought six machine guns of their own into action on that high ground. Their fire is so intense that it has everyone in that sector of the position pinned down. Rumanian assault troops can be seen inching their way along the ground under the cover of that intense machine gun fire in an attempt to seize gun No. 5. You figure that if they succeed in reaching that howitzer and blowing up its ammo, the psychological effect on your battery could be decisive and cause your entire defense to fail. What do you do?

HISTORICALLY: The battery commander ordered gun No. 5 to be drawn back even with Nos. 4 and 6. Later he had another howitzer lower its tube and fire directly on the six machine guns. Before the gun could be drawn back however, enemy soldiers reached the position and chased off the gun crew. A lieutenant standing behind a 50 cal. MG opened fire on the position, killing a half dozen enemy soldiers. The chief of the gun section then ran back to his gun and pulled it back to the other two howitzers. He crushed an enemy soldier hiding beneath the vehicle in the process.



SITUATION 4: No. 5 howitzer is now back even with the other pieces and you have stopped much of the threat from that direction by firing directly on the six enemy machine guns with one of your tubes. You race to another one of your defensive positions and find no one manning the .50 cal. There are three soldiers huddled on the floor of their hole, afraid to move. What do you do?

HISTORICALLY: The commander told them to get up behind the gun and help the battery. He told them that he was scared too, and that there was nothing wrong with being scared as long as you do your part. Ashamed, the soldiers returned to their weapon and joined the fight.

SITUATION You return to the BOC and are told that some colonel wants to speak to you. It is the commander of the brigade which your battalion is supporting. His troops are still fighting to your front and he objects to the excessive firing coming from your battery and tells you that you are firing on friendly troops. He orders you to cease fire. Nevertheless, you are still under attack. What do you do?

HISTORICALLY: The commander told the regimental commander that those "friendly troops" were inflicting casualties on his unit and told him that his men were not firing blindly - but only at definite enemy positions. He said he could not cease fire without having his unit destroyed and therefore would continue firing. By this point, the artillerymen had lost their initial fright and were beginning to enjoy themselves. They no longer feared exposing themselves in order to use their weapons effectively, and their earlier fear was replaced by cockiness. They had beaten off all attacks on their perimeter and now they became aggressive. Several of the soldiers left their positions to go "looking for Chinks" (this action took place in the Korean War) and others went forward of the positions cleaning out any suspected Chinese hold-outs. The regimental commander who had complained about their fire sent some tanks to clear out the area in front of the howitzers and they joined in the hunt. The cannon cockers proudly returned with trophies and reports of getting more of the retreating enemy. A spotter plane flew after the Chinese Communists and called the battery for fires which caught two groups of 30 enemy soldiers in mountain draws and destroyed them both. 170 enemy dead were found around the perimeter and the unit continued to fire missions throughout its defense.

