

COURSE SYLLABUS- MSC 3002, SPRING 2009

INSTRUCTOR:

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CLASS HOURS:

Monday 0800-0930
Wednesday 0800-0930
Leadership lab Thursday 1600-1730
Land Navigation Quizzes: Given in class at Cadre discretion.

1. GENERAL:

2. COURSE DESCRIPTION: You are challenged to study, practice, and evaluate adaptive team leadership skills as you are presented with the demands of the ROTC Leader Development and Assessment Course (LDAC). Challenging scenarios related to small unit tactical operations are used to develop self awareness and critical thinking skills. You will receive systematic and specific feedback on their leadership abilities.

Leadership

- Explain the Leadership Development Program (LDP) evaluation cycle
- Write a self evaluation of leader actions taken during Leadership Labs

Values and Ethics

- Recognize the Warrior Ethos in historical scenarios
- Embody the Warrior Ethos in Leadership Labs and cadet interactions

Personal Development

- Define standards for the Army Physical Fitness Test (APFT)
- Write short-term and long-term goals to prepare for APFT
- Describe the dimensions of stress management for Soldiers

Officership

- Apply the Army risk management process

Tactics and Techniques

- Apply troop leading procedures to accomplish squad tactical missions
- Apply land navigation and terrain analysis to small unit operations

3. PROGRAM OBJECTIVES: At the completion of the Military Science Course students are expected to accomplish the following:

- a. Demonstrate the ability to apply the Army Training doctrine in formulating a training plan IAW US Army Field Manual 25-101.
- b. Apply the six-step problem solving process to a given situation.

- c. Meet the minimum National Advanced Leadership Course (NALC) land navigation standards.
- d. Score 270 or above the Army Physical Fitness Test (APFT).
- e. Pass the US Army swim test requirement.
- f. Demonstrate the ability to verbally communicate in front of an individual or group.

4. COURSE OBJECTIVES:

The overall objective of this course is to integrate the principles and practices of effective leadership, military operations and personal development in order to adequately prepare you for the summer Leader Development and Assessment Course (LDAC).

5. COURSE REQUIREMENTS:

- a. **Class Attendance:** Students are expected to attend and actively participate in all scheduled instruction. Permission to miss a period of instruction may be obtained only from the instructor. Students are responsible for all work missed. A student may miss only a selected number of class periods without it directly affecting their grade.
- b. **Instructor Counseling:** At the beginning and ending of each semester, each student is required to meet with the instructor for formal counseling. This serves to let the student know their standing in the class as well as allowing the instructor to better get to know each individual student. The instructor has an open door policy and students may exercise it when they choose. However, it is recommended that an attempt to schedule an appointment should be made to ensure availability of the instructor.
- c. **Leadership Lab:** A 1.5-hour lab is a required portion of the class requirements. The lab meets each Thursday at 1600. The location changes regularly and the uniform is the Army Combat Uniform (ACU). Appropriate wear for cadets can be found in Army Regulation 670-1. Uniforms should be signed for from the supply office during the first week of class.
- d. **Reading and class preparation:** textbooks and workbooks are provided free of charge. Each student will read the assignment prior to class and be fully prepared to discuss the day's topic.
- e. **Examinations:** Exams will be a variety of multiple choice, true/false, fill-in-the-blank, short answer, matching, and essay questions. Substance is paramount, but proper grammar and spelling is important as well. Quizzes will be periodically required to gauge student retention and understanding of topics. These quizzes may or may not be announced.
- f. **Field Training Exercise (FTX):** Contracted students will be required to attend a weekend FTX at a time and location TBD. All other students are encouraged to attend. This exercise will be a no cost to the student, but it may be physical in nature. If a student has any physical limitations, these issues must be brought to the instructor's attention as soon as possible so arrangements may be made.
- g. **Physical Training (PT) (PED1000):** All MS-III Cadets will attend Physical Training Monday thru Friday throughout the week at 0600 hours, unless specifically told otherwise. Monthly there will be a mandatory Ruck March that everyone must complete.

6. COURSE EVALUATION:

Grades will be based on the following criteria:

a. Class Participation/Attendance	20% (100)
b. Information Brief	10% (100)
c. Quizzes	20% (100)
d. Mid-term Exam	25% (250)
e. Final Exam	25% (250)
	100% (1000)

Grades will be based on the following scale:

100-90%	A
89-80%	B
79-70%	C
69-60%	D
Below 60%	F

Course Design

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Lectures will be brief and interactive. You will have extensive small group discussions and exercises scattered throughout the class.

Course Overview

Overview of the Army Senior ROTC Advanced Course

The Army Senior ROTC Advanced Course is comprised of four courses, Military Science and Leadership (MSL) 301, MSL 302, MSL 401, and MSL 402 and the Leader Development Assessment Course (LDAC). The Advanced Course is designed to teach all knowledge, skills, and attitudes essential for commissioning as a new second lieutenant, and to establish a sound foundation for a career as a commissioned Army officer. The content and methods of the Advanced Course comprise the minimum curriculum that an individual must complete in order to be commissioned.

Advanced Course lessons are carefully sequenced, linked, and progressive in their treatment of key officer knowledge and competencies. Cadets are encouraged to synthesize lessons to form broader perspectives, deeper insights, and more robust problem solving abilities, by the use of case studies and simulations that require the use of skills and knowledge learned in a wide variety of earlier lessons. The sequencing of lessons is also designed to meet the immediate needs of cadets by addressing topics needed for success in the performance of cadet responsibilities early in the MSL 301 term and at LDAC.

Cadets in the MSL III year serve as leaders of small units. MSL IV cadets and MSL Cadre members observe, rate, and provide feedback to MSL III cadets on the leader attitudes and actions demonstrated in labs, field training exercises, and Battalion events based on the ROTC Leadership Development Program (LDP) guidelines. MSL III cadets prepare plans for developing their leader skills based on the feedback they receive through the LDP.

Most Cadets are contracted at this point in the program. All contracted Cadets are expected to fully participate in all SROTC activities as required by their contract.

Overview of the MSL 302 Course: Leadership in Changing Environments

MSL 302 uses increasingly intense situational leadership challenges to build cadet awareness and skills in leading tactical operations up to platoon level. Cadets review aspects of combat, stability, and support operations. They also conduct military briefings and develop proficiency in garrison operation orders.

The focus is on exploring, evaluating, and developing skills in decision-making, persuading, and motivating team members in the contemporary operating environment (COE). MSL 302 cadets are evaluated on what they know and do as leaders as they prepare to attend the ROTC summer Leader Development Assessment Course (LDAC).

Overview of Class Sessions by week

CLASS	MATERIAL COVERED
1-1	Course Overview and Warrior Forge Brief
1-2	FOB Operations
2-1	FEDERAL HOLIDAY-NO CLASS
2-2	Warrior Ethos in Action
3-1	Map Reading Assessment
3-2	Land Navigation Assessment
4-1	Operations Order Process
4-2	Intro to Full Spectrum Operations
5-1	Branch Information Briefings (Briefs given week 8)
5-2	PMS-Accessions Brief
6-1	Law of Land Warfare and Rules of Engagement
6-2	Terrorism Awareness in the COE
7-1	Patrol Base Operations
7-2	Call for Fire
8-1	MID TERMS (Branch Briefs)
8-2	MID TERMS (Branch Briefs)
9-1	Platoon Area Recon
9-2	Platoon Recon PE
10-1	SPRING BREAK
10-2	SPRING BREAK
11-1	Platoon Ambush
11-2	Platoon Ambush PE
12-1	Platoon Raid
12-2	Platoon Raid PE
13-1	Platoon Attack
13-2	Platoon Attack PE
14-1	Platoon Defense
14-2	Platoon Defense PE
15-1	Platoon Cordon & Search
15-2	Intro to the Brigade Combat Team
16-1	Applied Situational Leadership
16-2	Motivating Soldiers and Team Dynamics
17-1	Peer Leadership
17-2	Principles of War-Case Studies
18	FINALS

Uniforms and Appearance

You are expected to wear ACU's or the class T-shirt to all classes and adhere to Army Regulation 670-1 with regard to uniform wear and appearance.

Collaboration

You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion. Collaborative learning is enhanced when students describe adaptive team leadership lessons learned from lab and FTX experiences.

Special Needs

The American with Disabilities Act of 1990 requires universities to provide a "reasonable accommodation" to any individual who advises us of a disability. If you have a limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

General Lab Schedule

ROTC Course Labs

Cadets in MSC 2200 are required to attend labs. Attendance positively affects class participation grades. Attached is the lab schedule.

Course Design Details:

Track One: Values and Ethics

ROTC End State:

- Internalize and Model the Seven Army Values
- Embody the Warrior Ethos
- Exhibit Military Professional Ethics
- Incorporate the Law of Land Warfare and Derived Rules of Engagement into All Tactical Operations and Training
- Describe, Honor, and Enforce Army Command Policies for Interpersonal Relationships

MSL III End State:

Cadets learn rules of engagement and Law of Land Warfare and model Army values in small unit leadership

Rules of Engagement and Law of Land Warfare

Following this lesson and completion of assignments, cadets will be able to:

- Know the historical and legal basis of the Law of Land Warfare
- Know the relationship between the Law of Land Warfare and Rules of Engagement
- Apply ROE to all tactical training missions during Leadership Labs and LDAC

Warrior Ethos in Action

Following this lesson and completion of assignments, cadets will be able to:

- Identify the four tenets of the Warrior Ethos
- Identify tenets of the Warrior Ethos in review of a case study
- Analyze the impact of a Soldier with strong belief in the Warrior Ethos on the unit, the mission and the enemy
- Formulate methods of positively influencing the Warrior Ethos of a squad
- Apply tenets of Warrior Ethos during LDAC

Track Two: Leadership

ROTC End State:

- Embody All Dimensions of the Army Leadership Framework
- Make Sound and Timely Decisions
- Develop and Motivate Subordinates, Teams, and Units
- Derive Lessons Learned from Military History and Apply Insights to the COE
- Analyze, Manage, and Adapt to Change in Complex Environments

MSL III End State:

Cadets apply tactical leadership at squad and platoon levels and receive LDP evaluations.

Applied Situational Leadership

Following this lesson and completion of assignments, cadets will be able to:

- Describe situational leadership
- Apply the four quadrants of leader behavior in the situational leadership model
- Explain the four quadrants of follower readiness in the situational leadership model
- Explain the four quadrants of follower development in the situational leadership model

Motivating Soldiers

Following this lesson and completion of assignments, cadets will be able to:

- Identify strategies for motivating a unit to complete a mission
- Develop a plan to motivate a unit to complete a mission
- Identify de-motivating factors

Team Dynamics

Following this lesson and completion of assignments, cadets will be able to:

- Examine group dynamics and team building
- Determine the effectiveness of a team (i.e. cohesiveness) in a class situation
- Assess the results of a team activity
- Build a plan to improve team effectiveness

Peer Leadership

Following this lesson and completion of assignments, cadets will be able to:

- Discuss the differences between leading subordinates and peers
- Identify fundamental principles for operating within and leading a team of peers
- Identify behaviors that are counterproductive for operating within and leading a team of peers

Track Three: Personal Development

ROTC End State:

- Establish Goals and Priorities for Action
- Organize Time Resources Appropriately
- Communicate Effectively with Commanders, Subordinates, and Civilians
- Develop and Manage Physical Health and Well-Being of Self, Subordinates, and Families
- Recognize and Manage Stress at Individual and Unit Levels

MSL III End State:

MSL III cadets apply personal development skills in leading small-unit tactical operations.

Track Four: Officership

ROTC End State:

- Embody the Traditions, Customs, and Courtesies of the Army
- Apply the Principles of War to Offensive, Defensive, and Stability and Support Operations (SASO)
- Analyze the Impact of Cultural Factors on Army Operations
- Plan, Execute, and Assess Training to Maintain Unit Readiness
- Understand the Force Structure of the Modern Army
- Identify Army Resources Available for Officer, Soldier, and Family Support

MSL III End State:

Cadets apply knowledge of full-spectrum operations, including SARO, and examine Army branches and accessions.

Introduction to Army Branches

Following this lesson and completion of assignments, cadets will be able to:

- Identify the Army branches
- Identify the career opportunities within the branch
- Identify host installation of each branch

Principles of War

Following this lesson and completion of assignments, cadets will be able to:

- List the Principles of War
- Analyze the use of the Principles of War
- Relate the Principles of War to an historical battle

Accessions

Following this lesson and completion of assignments, cadets will be able to:

- Identify components of accession packet
- Provide input on branch and component
- Provide comments on achievements
- Understand the accessions process
- Understand how to influence the accessions process

Track Five: Tactics and Techniques

ROTC End State:

- Plan and Execute Platoon Tactical Operations in the COE
- Successfully Accomplish Missions through Application of the Troop Leading Procedures
- Apply Land Navigation and Terrain Analysis Techniques to Move Tactically in Small Unit Operations
- Demonstrate Proficiency in Individual and Collective Tasks and Battle Drills
- Maintain Operational Security, Force Protection, and Terrorism Awareness While Conducting Full-Spectrum Operations

MSL III End State:

Cadets practice small unit operations through squad and platoon leadership exercises.

Problem Solving in the Contemporary Operating Environment

Following this lesson and completion of assignments, cadets will be able to:

- Explain the seven (7) steps of the Army Problem Solving Process
- Illustrate the seven (7) steps of the Army Problem Solving Process
- Apply the seven (7) steps of the Army Problem Solving Process through practical exercises
- Integrate the seven (7) of the Army Problem Solving Process with the Troop Leading Procedure
- Examine the problem solving process in the current operating environment through a case study analysis

Terrorism Awareness in the COE

Following this lesson and completion of assignments, cadets will be able to:

- Define terrorism
- Describe situational awareness
- Identify Army and government resources regarding terrorism
- Describe Homeland Security Threat Level System
- Identify terrorism and counter-terrorism
- Analyze terrorism and counter-terrorism
- Assess terrorism and counter-terrorism as a threat

Patrol Base Operations

Following this lesson and completion of assignments, cadets will be able to:

- Describe steps for occupying a patrol base
- Describe patrol base activities

Platoon Area Recon

Following this lesson and completion of assignments, cadets will be able to:

- Plan a reconnaissance patrol
- Identify planning considerations for a Platoon Area Recon

Platoon Area Recon Practical Exercise

Following this lesson and completion of assignments, cadets will be able to:

- Plan a reconnaissance patrol
- Identify planning considerations for a Platoon Area Recon

Platoon Ambush

Following this lesson and completion of assignments, cadets will be able to:

- Identify methods for conducting an ambush
- Identify planning considerations for an ambush (vs. a squad recon)
- Plan an ambush

Platoon Ambush Practical Exercise

Following this lesson and completion of assignments, cadets will be able to:

- Plan an ambush
- Identify planning considerations for a Platoon ambush

Platoon Cordon & Search

Following this lesson and completion of assignments, cadets will be able to:

- Explain the purpose of a cordon and search
- Identify the participants successful to a cordon and search
- Explain the roles of OGA in the cordon and search

- Compare and contrast the doctrinal cordon and search with the cordon and search operations being conducted in the COE
- Explain the roles and responsibilities of the cordon and search teams
- Explain the special teams that can make up the search team
- Apply terrain analysis to determine key terrain and avenues of escape in order to cordon the search area

Platoon Raid

Following this lesson and completion of assignments, cadets will be able to:

- Explain purpose of a raid
- Prepare the task organization of a raid
- Identify planning considerations of a raid
- Conduct a Raid

Platoon Raid Practical Exercise

Following this lesson and completion of assignments, cadets will be able to:

- Plan a platoon raid
- Identify considerations for planning a platoon raid

Platoon Attack

Following this lesson and completion of assignments, cadets will be able to:

- Organize a platoon to conduct an attack
- Select and lead a Leader's Reconnaissance of the Objective
- Attack an Objective with a platoon sized element
- Conduct consolidation and reorganization with a platoon
- Construct a terrain model

Platoon Attack Practical Exercise

Following this lesson and completion of assignments, cadets will be able to:

- Plan and execute a platoon attack
- Demonstrate knowledge of the differences between a deliberate attack and Battle Drill 1a, Squad Attack

Platoon Defense

Following this lesson and completion of assignments, cadets will be able to:

- Understand the basic tasks performed by a platoon in the defense
- Plan a squad defense as part of a platoon or company defense
- Describe ways to fight the defense
- Explain the process required to consolidate and reorganize

Platoon Defense Practical Exercise

Following this lesson and completion of assignments, cadets will be able to:

- Explain the individual and collective tasks performed by a platoon in the defense
- Plan a platoon defense as part of a company defense

- Fight the defense
- Consolidate and reorganize
- Analyze terrain using OCOKA to plan and conduct the defense

Map Reading Assessment

Following this lesson and completion of assignments, cadets will be able to:

- Identify topographic symbols on a military map
- Identify the basic colors on a military map
- Identify the symbols used on a military map to represent physical features, such as physical surroundings or objects
- Identify the marginal information found on the legend
- Identify the marginal information at the top of the map sheet
- Identify the marginal information at the bottom of the map sheet
- Identify the five major, three minor, and two supplemental terrain features on a military map
- Describe slope and its effects on movement
- Determine percent slope
- Determine slope grade
- Determine slope gradient
- Determine grid coordinates
- Measure distance on a map

Land Navigation Assessment

Following this lesson and completion of assignments, cadets will be able to:

- Determine a grid azimuth
- Determine a magnetic azimuth
- Locate an unknown point on a map and on the ground by intersection
- Locate an unknown point on a map and on the ground by resection
- Determine elevation of a point on the ground using a map

Call for Fire

Following this lesson and completion of assignments, cadets will be able to:

- List the elements of the Call for Fire
- Describe the purpose of each element
- List the three radio transmissions for the Call for Fire and the elements in each
- Calculate Observer-Target factors
- Use Observer-Target factors for the adjustment phase of the Call For Fire
- Provide an example Call for Fire
- Discuss the procedures for adjusting Indirect fire
- Discuss proper End of Mission procedures

Further Reading

Bennis, W. G., & Nanus, B. (1985). **Leaders: The strategies for taking charge.** New York: Harper & Row Publishers.

Bennis, W. G. (2003). **On becoming a leader.** New York: Basic Books.

Bennis, W. G., & Thomas, R. J. (2002). **Geeks & Geezers: How era, values, and defining moments shape leaders.** Boston: Harvard Business School Press.

Burns, J. M. (1978). **Leadership.** New York: Harper & Row Publishers.

Gardner, J. W. (1990). **On leadership.** New York: The Free Press.

Headquarters, Department of the Army, Field Manual 1 (2001). **The Army.** Washington, D.C.: U.S. Government Printing Office.

Headquarters, Department of the Army, Field Manual 22-100 (1990). **Army leadership.** Washington, D.C.: U.S. Government Printing Office.

Kotter, J. P. (1996). **Leading change.** Boston: Harvard Business School Press.

Wong, L. (2004). *Developing adaptive leaders: The crucible experience of Operation Iraqi Freedom.* Carlisle Barracks, PA: Strategic Studies Institute.

Wong, L. (2002). *Stifling innovation: Developing tomorrow's leaders today.* Carlisle Barracks, PA: Strategic Studies Institute.