

**MSC 4001, Adaptive Leadership  
Fall 2009****Instructor**

LTC Stephen Knotts  
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**Course Time and Location**

3 credit hours  
Classroom - Tues./Thurs. 0800-0930 – Klehm Hall room 1341  
Lab - Thurs. 1530-1730 – McAfee Gym and various outdoor locations  
Physical Training – M/W/F 0600-0700 – Campus Pond or balcony in Lantz

**Course Description**

MSC 4001 develops student proficiency in planning, executing, and assessing complex operations, functioning as a member of a staff, and providing performance feedback to subordinates. Students are given situational opportunities to assess risk, make ethical decisions, and lead fellow ROTC cadets. Lessons on military justice and personnel processes prepare you to make the transition to becoming Army officers.

Students lead, train, and mentor junior cadets in the ROTC program. Classroom and battalion leadership experiences are designed to prepare the student for their first assignment. You will identify responsibilities of key staff, coordinate staff roles, and use battalion operations situations to teach, train, and develop subordinates.

**Learning Objectives**

The overall purpose of this course is to prepare the student for success as an junior Army Officer who can provide adaptive, agile, and ethical leadership. This course has five learning objectives:

**Leadership**

- Apply Army leadership dimensions as cadet battalion leaders
- Evaluate underclass cadets using the Leadership Development Program

**Values and Ethics**

- Apply military professional ethics and ethical decision making
- Relate the Law of Land Warfare and rules of engagement to Army operations
- Understand the officer role in the Uniform Code of Military Justice
- Explain the obligation of a US Soldier under the Code of Conduct

**Personal Development**

- Prepare and present oral information and decision briefs
- Write an effective memorandum using the Army Writing Style

**Officership**

- Perform duties as a member of the battalion staff
- Counsel underclass Cadets to improve performance
- Explain the importance of actively managing an Army career

**Tactics and Techniques**

- Mentor and evaluate underclass cadets during tactical operations
- Apply the Military Decision Making Process (MDMP)

**Requirements**Reading

Student Text: MSL 401, Developmental Leadership. (Pearson Publishing, 2005).

Field Manual 6-22

**Evaluation and Grading**

APFT	10%
Class Participation*	20%
Mid-Term Exam	10%
Term Project (Continuity Book)	20%
Presentation	10%
Memorandum	10%
Final Exam	20%

\*Contracted Cadets are expected to participate in all SROTC activities in and outside the classroom.

The following grading scale will be used based on 100 points possible:

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

*All late papers and assignments will receive a 10% reduction in grade.*

### APFT

As a future officer you are expected to maintain solid physical fitness according to Army regulations. You will be required to administer and participate in scheduled physical fitness sessions and take all APFTs. Grading will be the average of all diagnostic and record APFTs.

### Class participation

Students are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions as well as participate in all SROTC activities inside and outside the classroom. This includes participating in class discussion/projects/assignments, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in class and lab exercises (i.e. administering LDP, leading training, and conducting Battalion staff operations). Class participation includes assessment on assigned staff positions in the BN staff: developing, planning and executing training, providing contributions to the BN TNG MTG and special projects associated with your particular staff position.

### Mid-Term Exam

A mid-term exam will be given to assess the levels of learning achieved by students in the first half of the course.

### Term Project : Continuity Book

Each student will create a book on their position in the BN. Given a Template, you will include keys to success, position responsibilities, list of POCs, and a copy of any notes and documents created in your capacity as you work on BN projects.

### Presentation

Each student will present a self selected oral brief in which you prepare for and lead a training session, conduct an informational briefing, prepare a Course of Action/Decision brief or conduct an AAR.

### Memorandum

Each student will prepare a Memorandum for Record as a cover page for their Continuity Book. This Memorandum is a separate grade assessed by AR 25-50.

### Final Exam

A cumulative final exam will be given to assess the levels of learning achieved by students throughout the course of the semester.

**Course Design**

This course is designed to be student-centric with the onus of learning on the student and facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone is responsible for contributing to the learning experience.

**Uniform and Appearance**

You are expected to wear ACUs or Class Bs to all classes, Army PFU to PT and adhere to Army Regulation 670-1 with regard to uniforms and general appearance at all times.

**Collaboration**

Students are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

**Special Needs**

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

Accommodations for physical disabilities can only be made in compliance with the physical fitness requirements for Army ROTC cadets.

**Office Hours and Appointments**

Office Hours are T-Tr 13-1600.

I have an open door policy if you need to meet with me to discuss assignments, issues, or concerns. I am willing to schedule a specific time to meet with you beyond office hours. Please coordinate with the ROTC office secretary.

**Overview of Lessons****Week 1**

- Session 1a Course Overview
- Session 2a Staff Roles Orientation  
Developmental Leadership, Introduction, pp viii-xv.  
Developmental Leadership, Officership: Section 1, *How to Conduct an After Action Review*, pp 112-123.
- Session 1b How to Conduct an After Action Review (AAR)
- Session 1c Warrior Forge AAR  
 Read. Developmental Leadership, Leadership: Section 1, *Using the Leadership Development Program*, pp 2-11.

<b>LAB 1 27 AUG Introduction to Drill and Ceremony</b>
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**Week 2**

- Session 4a Using the Leadership Development Program (LDP)  
 Read. Developmental Leadership, Personal Development: Section 1, *Developing a Physical Fitness Program*, pp 12-29.
- Session 2b Developing a Physical Fitness Program  
 Read. Developmental Leadership, Officership: Section 2, *Train the Force I*, pp 124-135.
- Session 3b How to Conduct a Training Meeting  
 Read. Developmental Leadership, Officership: Section 5, *Risk Management*, pp 164-171.

<b>LAB 2 3 Sep Welcome BBQ</b>
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**Week 3**

- Session 2c Train the Force  
 Read. Developmental Leadership, Officership: Section 3, *Train the Force II*, pp 136-147..
- Session 3a Mission Essential Task List Development  
 Read. Developmental Leadership, Officership: Section 4, *Conducting a Training Meeting*, pp 148-163
- Session 4b Employing the Composite Risk Management Process

<b>LAB 3 11 SEP Field Craft</b>
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**Week 4**

Session 3c Applied Leadership – Training Meeting

Read. Developmental Leadership, Tactics and Techniques: Section 1, *Military Decision Making Process*, pp 268-285.

Session 5a Military Decision Making Process (MDMP)

**LAB 4 18 SEP PCCs**

**FTX 19-21 SEP FTX**

**Week 5**

Session 4c Applied Leadership – Training Meeting

Read. Developmental Leadership, Officership: Section 8, *Counseling I*, pp 202-211.

Session 5b Counseling I

**LAB 5 25 SEP D&C Squad**

**Week 6**

Session 5c Applied Leadership – Training Meeting

Session 6a Counselling II

Read. Developmental Leadership, Officership: Section 10, *Noncommissioned Officer Evaluation Report*, pp 226-241. Section 11, *Officer Evaluation Reporting System*, pp 242-259.

Session 8a Effective Writing

**LAB 6 2 Oct D&C Platoon**

**Week 7**

Session 7c Applied Leadership – Training Meeting

Read. Developmental Leadership, Officership: Section 9, *Counseling II*, pp 212-225.

Session 7a/b OER Evaluations / NCO Evaluations

Session 6c **Mid-Term Exam**

**LAB 7 9 OCT Battle Drills**

**Week 8**

- Session 8c Applied Leadership – Training Meeting  
Read. Developmental Leadership, Values and Ethics: Section 4, *Code of Conduct*, pp 94-103.
- Session 9a Code of Conduct  
Read. Developmental Leadership, Values and Ethics: Section 5, *Rules of Engagement (ROE)*, pp 104-111. Section 3, *Law of Land Warfare*, pp 80-93.
- Session 8b Laws of War / Rules of Engagement

**LAB 8 16 OCT IMT****Week 9**

- Session 9c Applied Leadership – Training Meeting
- Session 9b Uniform Code of Military Justice (UCMJ)  
Read. Developmental Leadership, Officership: Section 6, *The Uniform Code of Military Justice*, pp. 172-189.

**LAB 9 23 OCT PMI****Week 10**

- Session 10c Applied Leadership – Training Meeting  
Read. Developmental Leadership, Officership: Section 7, *Administrative Discipline and Separation*, pp. 190-201.
- Session 10a Administrative Discipline & Separation

**LAB 10 30 OCT First Aid****Week 11**

- Session 11c Applied Leadership – Training Meeting  
Read. Developmental Leadership, Values and Ethics: Section 1, *Military Professional Ethics*, pp 56-69
- Session 10b Army Leader Ethics
- Session 11a Joint Ethics Regulations

**LAB 11 6 NOV Squad Tactics I**

**Week 12**

Session 11c Applied Leadership – Training Meeting

Session 11a Joint Ethics Regulations

***LAB 13 13 NOV Squad Tactics II***

**Week 13**

Session 11c Applied Leadership – Training Meeting

Session 11b Ethics Case Study

***LAB 13 20 NOV Air Movement or NBC***

***Week 14 Thanksgiving Break*****Week 15**

Session 11c Applied Leadership – Training Meeting

Read. Developmental Leadership, Officership: Section 12, *Career Management*, pp 260-267.

Session 12a Officer Career Management

***LAB 14 4 Dec Class A inspection***

**Week 16**

Session 11c Applied Leadership – Training Meeting

Session 12c Combat Stress Management

Review and Study for Final Exam

***LAB 15 11Dec Holiday Lab***

**Week 17**

Session 12c **Final Exam**

**Required Reading:**

- Student Text: MSL 401, Adaptive Leadership, Pearson Publishing, 2008. (Will be issued to students free of Charge)
- ROTC Leadership Development Program (LDP) Handbook. July 2008.
- Selected readings available for download at [www.army.mil/usapa/index.html](http://www.army.mil/usapa/index.html)

**Further Reading**

Constitution of the United States, 1783

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

Army Officers Guide

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.

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

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

Greenleaf, R. K., Frick, D. M., & Spears, L. C., eds. (1996). On becoming a servant-leader. Foreword by Peter F. Drucker. San Francisco: Jossey-Ball Publishers.

Greenleaf, R. K. (1977). Servant leadership: A journey into the nature of legitimate power and greatness. New York: Paulist Press.

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

Kouzes, J. M., & Posner, B. Z. (1995). The leadership challenge: How to keep getting extraordinary things done in organizations. Foreword by Tom Peters. San Francisco: Jossey-Bass Publishers.

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.

*For a more complete listing of leadership references see Human Dimensions of Strategic Leadership, published by the U.S. Army War College Library (December, 2002).*