

**MSC 4002
Adaptive Leadership
Spring 2008****Instructor**

LTC Larry G. Coblantz, Jr
4307 Klehm Hall (581-5944)
Cell: 217-549-7400

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-F 0600-0700 – Campus Pond or balcony in Lantz

Course Description

MSC 4002 develops student proficiency in planning, executing, and assessing complex operations, functioning as a member of a staff, and providing performance feedback to subordinates. You are given situational opportunities to assess risk, make ethical decisions, and lead fellow ROTC cadets. Lessons on military culture and career professionalism prepare you to make the transition to becoming Army officers.

During your MSL IV year you will lead cadets at lower levels. Both your classroom and battalion leadership experiences are designed to prepare you for your first unit of 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 provide you guidance and opportunities in planning, analyzing, evaluating, and leading ROTC battalion operations in order to develop as an adaptive leader. During this course you will:

Leadership

- Apply Army leadership dimensions as cadet battalion leaders
- Evaluate fellow cadets using the Leadership Development Program (LDP)

Values and Ethics

- Apply military professional ethics and ethical decision making
- Relate the Law of Land Warfare and rules of engagement to Army operations

Personal Development

- Mentor the personal development of other cadets
- Write and brief effectively

Officership

- Plan, conduct, and evaluate all ROTC training and other activities as a member of the battalion staff
- Explain Army personnel management

Tactics and Techniques

- Direct and evaluate leaders of squad and platoon tactical operations
- Use the military decision making process (MDMP)

Requirements

Reading

Student Text: MSL 402, Adaptive Leadership. (Pearson Publishing, 2005).

Field Manual 22-100, Chapters 1-5

The ROTC Leadership Development Program Handbook and Field Manual 7-8 will be used as reference sources throughout the course. Students should be familiar with these materials.

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 3 APFTs. Grading will be based on the average of all tests taken along with attendance records and subordinate performance against an established goal.

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, conducting Battalion staff operations). Preparation for class in the form of completing assignments and readings are a must to ensure maximum in classroom contributions. You will also be assessed on your workings in your assigned staff positions in the BN staff. This includes participation in developing, planning and executing training, 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.

Final Exam

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

Continuity Book

You will create a book on your position in the BN. 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

You will conduct 2 battle analysis related briefings. One will be an information brief of / about a battle and how a principle of war applies to the battle. The other will be an information briefing on a leader and how they used or didn't use an appropriate principle of war. Include all aspects of a typical military presentation.

Evaluation and Grading

APFT	20%
Attendance*	20%
Mid-Term Exam	10%
Continuity Book	25%
Battle analysis Presentations	10%
Final Exam	15%

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

Solid performance in each area of evaluation will be necessary to earn a grade of "B". The following grading scale will be used based on 100 points possible:

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

Every attempt will be made to offer adequate written assessments in explaining evaluations. ***All late papers and assignments will receive a 10% reduction in grade.***

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. Time will be given in class to discuss and work on projects and papers. This program includes class lessons as well as

outside activities such as Leadership Labs, FTXs and PT training. Contracted Cadets are required to participate in the full program.

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.

Further Reading

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.

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.

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.

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.

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.

Nahavandi, A. (2006). The art and science of leadership. Fourth edition. Upper Saddle River, NJ: Pearson-Prentice Hall.

Yukl, G. (2006). Leadership in organizations. Sixth edition. Upper Saddle River, NJ: Pearson-Prentice Hall.

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).

Overview of Sessions

Session 1 Course Overview
 Session 2 Enforcing Army Customs and Courtesies

LAB 13 Welcome 15 Jan

Session 3 Applied Leadership (Training Meeting)
 Session 4 Intro to Combat Lifesaver
 Session 5 Intro to Battle Analysis

LAB 14 Drill and Ceremony 22 Jan

Session 6 Applied Leadership (Training Meeting)
 Session 7 Army Officer I
 Session 8 Army Officer II

LAB 15 Platoon Mvt 29 Jan

Session 9 Applied Leadership (Training Meeting)
 Session 10 Cultural Awareness

LAB 16 Patrolling 5 Feb

Session 11 Applied Leadership (Training Meeting)
 Session 12 Culture of Terrorism

LAB 17 Patrolling 12 Feb

Session 13 Applied Leadership (Training Meeting)
 Session 14 Force Protection in the COE
 Session 15 Army Officer III

LAB 18 Platoon Tact 19 Feb

Session 16 Applied Leadership (Training Meeting)
 Session 17 Army Officer IV
 Session 18 Non-Govt organizations on Battlefield

LAB 19 STX / 26 Feb

Session 19 Mid-Term Exam
 Session 20 EO
 Session 21 Prevention of Sexual Assault

LAB 20 Land Nav 5 Mar

Session 22 Applied Leadership (Training Meeting)
 Session 23 Platoon Command Team
 Session 24 Senior NCO Forum

LAB 21 Land Nav 12 Mar

SPRING BREAK 16-20 Mar

Session 25 Applied Leadership (Training Meeting)
 Session 26 BOLC II & III

LAB 22 STX 26 Mar

Session 27 Applied Leadership (Training Meeting)/
 Session 28 Battle Analysis Brief

LAB 23 PCC/PCIs 2 Apr
FTX 3-6 Apr

Session 29 Applied Leadership (Training Meeting)/
 Session 30 Staff Ride

LAB 24 STX 9 Apr

Session 31 Applied Leadership (Training Meeting)/
 Session 32 Financial Management

LAB 25 Awards Cer 16 Apr

Session 33 Combat Lifesaver Exams
 Session 34 Supply and Maintenance

LAB 26 Mil Ball Prep 23 Apr

Mil Ball 25 Apr

- Session 35 POSH/SAPR
- Session 36 Alumni Forum
- Session 37 Installation Support Services for the Soldier and Family

LAB 27 PLT Tact 30 Apr

- Session 38 **Final Exam**