

ARMY ROTC MSL III

Army 4423/4481

Spring 2016

Department of Military Science

College of Arts and Sciences

Instructors Names:		<i>LTC Trahon T. Mashack</i>	
Office Location:		<i>Burleson-Ware Room 109</i>	
Office Phone:		<i>(936) 261-1600</i>	
Cell Phone:		<i>(913)-704-5383</i>	
Fax:		<i>(936) 261-1614</i>	
Email Address:		tmashack@pvamu.edu	
Snail Mail (U.S. Postal Service) Address:		Army ROTC	
		P.O. Box	2757
		Prairie View, TX 77446	
Office Hours:	M, W, F 9:30 a.m. – 12:30p.m T (9:00 a.m. – 11:30 a.m.) 2:00 p.m.- 4:00 p.m.		
Virtual Office Hours:			
Course Location:	<i>Burleson Ware Room 110</i>		
Class Meeting Days & Times:	Tuesday and Thursday; 09:30 a.m. – 10:50 a.m.		
Course Abbreviation and Number:	ARMY 4471/4481		
Catalog Description:			
Prerequisites:	ROTC Basic Course or LTC, Warrior Forge Graduate and ARMY 2212, 2271, 2222, 2281, 3313, 3323, 3371, 3381		
Co-requisites:			
Required Text:	Student Text: MSL 402, Leadership in a Complex World, Pearson Custom Publishing, 2008		
Recommended Text:			
Access to Learning Resources:	U.S. Army ROTC Blackboard: web: https://rotc.blackboard.com/webapps/portal/frameset.jsp PVAMU Library: phone: (936) 261-1500; web: http://www.tamu.edu/pvamu/library/ University Bookstore: phone: (936) 261-1990; web: https://www.bkstr.com/Home/10001-10734-1?demoKey=d		
Course Overview:			
	<p>MSL 402 explores the dynamics of leading in the complex situations of current military operations in the full spectrum operations (FSO). You will examine differences in customs and courtesies, military law, principles of war, and rules of engagement in the face of international terrorism. You also explore aspects of interacting with non-government organizations, civilians on the battlefield, and host nation support. The course places significant emphasis on preparing you for BOLC B, and your first unit of assignment. It uses case studies, scenarios, and "What Now, Lieutenant?" exercises to prepare you to face the complex ethical and practical demands of leading as a commissioned officer in the United States Army. This semester, you will:</p> <ul style="list-style-type: none"> • Explore Military Professional Ethics and ethical decision making facing an Officer • Gain practical experience in Cadet battalion leadership roles • Demonstrate personal skills in operations and communications • Evaluate and develop MSL III small unit leaders and examine issues of force protection in FSO • Prepare for the transition to a career as an Army Officer 		

Course Objectives:

Leadership

- Apply Army leader attributes and core competencies as Cadet battalion leaders
- Mentor the personal development of underclass Cadets
- Demonstrate an understanding of the workings of a Platoon Command Team
- Explain the different installation support services available to Soldiers and Family members

Values and Ethics

- Demonstrate a working knowledge of the Army's programs on Equal Opportunity (EO) and Sexual Harassment/Assault Response and Prevention (SHARP) Program
- Demonstrate proper leader ethics and analyze Army leader ethics case studies

Personal Development

- Prepare a personal developmental plan using the Junior Officer Developmental Support Form and Officer Evaluation Report model

Officership

- Develop and present a Battle Analysis Case Study-Brief of a historic military battle
- Explain how Cultural Awareness can impact a unit and mission
- Identify and explain the characteristics and Culture of Terrorism
- Understand the different Non-Gov Orgs, Civilians, and Host Nation Support that can impact unit operations
- Explain the different Installation Support Services available
- Demonstrate good management of Personal Finances
- Apply correct procedures in Supply and Maintenance Operations

Tactics and Techniques

- Apply the principles of force protection and operational security in Full Spectrum Operations (FSO)
- Explain counterinsurgency operations in FSO
- Conduct CASEVAC procedures at unit level

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 are expected to be interactive—ask questions. 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.

Leading the Organization to Success:

As the Cadet leadership, you are encouraged to work together with the instructor in modifying training, assignments and raising questions for discussion.

Uniforms and Appearance:

You are expected to wear ACUs (Army Combat Uniform) to all classes and adhere to Army Regulation 670-1 with regard to uniforms.

Course Evaluation Methods

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

Exams – written tests designed to measure knowledge of presented course material

Exercises – written assignments designed to supplement and reinforce course material

Projects – web development assignments designed to measure ability to apply presented course material

Class Participation – daily attendance and participation in class discussions

Grading Matrix

MS 4471			MS 4481		
POINT SOURCE	MAX	%	POINT SOURCE	MAX	%
Written Assignments	100	10	LAB FTX	100	10
Quizzes (Avg)	100	10	Details/Events Participation	100	10
Oral Presentations	100	10	Lab Attendance	200	20
Instructor Assessment	100	10	Instructor Assessment	100	10
Team Work	100	10	Team Work	100	10
Class Attendance	100	10	PRT Attendance	100	10
Mid-Term Exam	200	20	Record APFT	300	30
Final Exam	200	20			
Total	1000	100	Total	1000	100

Grading Criteria & Attendance			
Missed Requirement	Points	Missed Requirement	Points
Unexcused BN FTX	- 100	Late Assignment (2 Days)	- 30
Unexcused Lab	- 50	Late Assignment (3 Days)	- 50
Unexcused PT (Each)	- 25	Bonus Point Limit	+ 25
Class Absence (Each)	- 25	Failure to Complete 104R	- 25
Tardiness (Class)	-15	Tardiness (PT)	-15
Late Assignment (1 Day)	- 15	Failure to Turn in TA-50	No Final

Grade Determination:

A = 1000 – 900pts;

B = 899 – 800pts;

C = 799 – 700pts;

D = 699 – 600pts;

F = 599pts or below

Course Procedures

Submission of Assignments:

1. BRIEFINGS:

- a. **Military Briefings:** All cadets are required to execute at least **two military briefings**. These briefings will be 7-10 minutes in length to the MS III Class and Instructor. The MS III Instructor is responsible for publishing the briefing schedule for the semester and will ensure that each cadet is scheduled for at least two briefings during the semester. Coordinating instructions are as follows:

- (1) Briefings will last between 7 and 10 minutes. (Not including questions.) Cadets must not exceed the given time or fall short of the minimum time limit. This will require a well-rehearsed product.
- (2) Cadets will use official military publications located in the battalion library.
- (3) Cadets are required to use PowerPoint as the briefing medium.
- (4) This is a 100-point requirement.

2. **QUIZZES:** There will be a quiz on most blocks of instruction. ***You are expected to read the course materiel prior to the start of each class session.*** See Course Calendar for listing of classes to be taught during each session.

3. **TEXTBOOKS, EQUIPMENT, & UNIFORM:** It is a requirement that you carry a **personal calendar** and a **notebook and/or something to write notes on with a pen or pencil to class**. Army Regulations (AR), Field Manuals (FM), and other program texts will be made available to you either thru hard copy or internet online access. ***Failure to bring required textbooks, materials, equipment and other resources to class will result in -10 point deduction per class period under Instructor assessment as ill-prepared action.***

- a. **Duty uniform will be worn all day 0800 – 1700 on days class is in session.** This means that Cadets will wear their uniform and maintain appearance **In accordance with 670-1** to all university classes on Tuesdays, Wednesdays (MS I cadets) and Thursdays during the duty day of 0800-1700.
- b. Duty uniform
 - (1) First Tuesday of each month: Class "A" Uniform
 - (2) Tuesday: ACU or appropriate civilian attire if not contracted
 - (3) Wednesday (MS I): ACU or appropriate civilian attire if not contracted
 - (4) Thursday: ACU or appropriate civilian attire if not contracted
 - (5) FTX/LAB: ACU and TA-50 per Panther Battalion SOP or appropriate OPORD. Non contracted cadets will wear civilian clothes or PT pants with PVAMU PT shirt

*A -10 point deduction will be assessed if failure to follow regulations.

4. **LABS:**

- a. LABs are conducted every Thursday from 1400 – 1700 hours. For accurate accountability ***there will*** be a sign in roster for all labs. A 72 hour notice to the MS III Instructor will be required for all excused absences **NO EXCEPTIONS.**

5. **OPERATIONS ORDERS:**

- a. MS III cadets will receive and brief Operations Orders to the Company as well as respective platoons and squads per the Company leadership matrix. The leadership matrix will be published by the MS IV Battalion S1 and approved by cadre. Company leadership will receive their OPORD From BN leadership on Tuesdays from 0700-0730. Platoon leadership will receive their OPORD from CO leadership on Thursdays from 0700-0730. . These Operations Orders will be included in the instructor's overall assessment of the cadet, and are essential in building proficiency and confidence in preparation for Warrior Forge.

6. **PHYSICAL TRAINING:**

- a. PT is a vital part of the Military Science Program. **All Cadets are required to attend PT sessions three times a week. All MS III Cadets will attend PT four times a week, in order to prepare for Warrior Forge.** MS IV cadets are responsible for oversight of all PT sessions and will participate in all PT sessions. **Attendance is mandatory; a 25 point deduction will be leveraged for each unexcused absence, and a 15 point deduction will be leveraged per PT session for each tardiness unless at previously coordinated with MS III instructor.**
- b. AROTC offers a comprehensive PT program designed to develop and sustain the physical standards required to meet the Army physical training program. Our PT program is conducted IAW FM 21-20 and

TC 3-22.20 and run by the MSIV Cadet with Cadre oversight. **The Army Physical Fitness Test will be given once a month and is required to be taken by all Cadets.**

- c. PRT sessions are conducted during the following time schedule:

M-W-F 0600 – 0700 (Burleson-Ware Hall)
Odd Thur 0600 – 0700 Ruckmarch

7. ATTENDANCE: *Attendance at class, labs and PT is required.* As future officers, you are responsible for being prepared and in the right place at the right time with the right equipment and uniform. Failure to meet this standard will result in a reduction of your grade. ***Accumulation of more than 100 accountability points constitutes disqualification from receiving any bonus points and may result in disciplinary action by the instructor.*** Some additional coordinating instructions:

- Request for excused absences will be considered on a case-by-case basis ***72hrs prior to*** the actual absence. Only the Instructor can approve excused absences. ***MS III Cadets must first inform 1st line chain of Command. If 1st line fails to inform Instructor both MS III Cadet and 1ST line will be assessed a -10 point deduction.***
- Cadets who demonstrate a tardiness will incur deducted points at the rate of 15 points per event from their final class grade. ***Be on time.***
- You ***are required to attend all PT sessions, labs, ROTC functions, ROTC events as well as battalion training exercises and FTXs.***
- No food of any kind will be allowed in class. Any beverages must have a sealable lid, no open containers.***

8. CADET STAFF and PLANNING MEETING: will be conducted every Tuesday from 0600 – 0700 in the Burleson-Ware classroom.

9. ELECTRONIC MAIL (EMAIL) & BLACKBOARD: All Cadets are required to establish, activate, and use an AKO email account to receive class assignments, instructions, and correspondences pursuant to the conduct of educational purposes. ***ALL Cadets are required to check their Blackboard accounts for assignments, quizzes, test, and announcements daily.***

10. ACCOUNTABILITY:

- Exercise proper care and accountability of all books, equipment, and uniforms issued to you, and ***return all books and equipment prior to course completion.***
- You are required to properly sign for all uniforms and equipment and maintain accurate accountability of these items while in your possession. You are also responsible for turning in these items prior to the completion of each school semester. ***Any Cadets failing to turn in assigned equipment will not be allowed to take his/her Final Exam until equipment has been turned in and accounted for with the Supply Technician. Failure to turn in equipment by the last class date will result in a letter grade of 'F'. Additionally, cadets may be placed on "Administrative Hold" status and reported to the University fiscal office and registrar office for failure to turn-in equipment. This status will jeopardize any future enrollment at this program.***

11. READING:

Selected readings available online at: <http://www.usapa.army.mil>

- AR 600-9: Army Weight Control Program, (27 Nov 2006)
- AR 600-25: Salutes, Honors and Visits of Courtesy, (24 Oct 04)
- AR 670-1: Wear and Appearance of Uniforms and Insignia, (3 Feb 05)
- DA PAM 600-65 Leadership Statements and Quotes, (1 Nov 1985)
- DA PAM 600-67 Effective Writing for Army Leaders, (2 Jun 1986)
- FM 1-0: The Army, (14 Jun 2005)
- FM 1-02: Operational Terms and Graphics, 21 Sep 04; (w/chg 1, 2 Feb 2010)
- FM 3-0 Operations (INCL C1). 27 February 2011
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MSL402-Leadership in a Complex World

Spring Semester 2014

- FM 3-21.5: Drill and Ceremony, (7 Jul 03); (w/chg 1, 12 Apr 2006)
- FM 3-21.8: The Infantry Rifle Platoon and Squad, (28 Mar 07)
- FM 3-25.26: Map Reading and Land Navigation, 18 Jan 05; (w/chg 1, 30 Aug 2006)
- FM 5-0: Operations Process, 26 Mar 10; (w/chg 1, 18 Mar 2011)
- FM 5-19: Composite Risk Management (21 Aug 06)
- FM 6-22: Army Leadership (12 Oct 06)
- ADP 3-0: Unified Land Operations (10 Oct 11)
- TC 3-22.20: Army Physical Readiness Training, (20 Aug 10)

- Selected books and articles as determined by professor

- <http://rotc.blackboard.com>
- <http://srotc.nformd.net/sexualassault/ulogin/>
- http://www.army.mil/usapa/doctrine/Active_FM.html
- http://www.goarmy.com/about/ranks_and_insignia.jsp
- <http://www.army.mil/values/warrior.html>
- <http://www.changingminds.org>

Further Reading

Army Officer 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.

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.

University Rules and Procedures

Disability statement (See Student Handbook):

Students with disabilities, including learning disabilities, who wish to request accommodations in class should register with the Services for Students with Disabilities (SSD) early in the semester so that appropriate arrangements may be made. In accordance with federal laws, a student requesting special accommodations must

provide documentation of their disability to the SSD coordinator.

Academic misconduct (See Student Handbook):

You are expected to practice academic honesty in every aspect of this course and all other courses. Make sure you are familiar with your Student Handbook, especially the section on academic misconduct. Students who engage in academic misconduct are subject to university disciplinary procedures.

Forms of academic dishonesty:

1. Cheating: deception in which a student misrepresents that he/she has mastered information on an academic exercise that he/she has not mastered; giving or receiving aid unauthorized by the instructor on assignments or examinations.
2. Academic misconduct: tampering with grades or taking part in obtaining or distributing any part of a scheduled test.
3. Fabrication: use of invented information or falsified research.
4. Plagiarism: unacknowledged quotation and/or paraphrase of someone else's words, ideas, or data as one's own in work submitted for credit. Failure to identify information or essays from the Internet and submitting them as one's own work also constitutes plagiarism.

Nonacademic misconduct (See Student Handbook)

The university respects the rights of instructors to teach and students to learn. Maintenance of these rights requires campus conditions that do not impede their exercise. Campus behavior that interferes with either (1) the instructor's ability to conduct the class, (2) the inability of other students to profit from the instructional program, or (3) campus behavior that interferes with the rights of others will not be tolerated. An individual engaging in such disruptive behavior may be subject to disciplinary action. Such incidents will be adjudicated by the Dean of Students under nonacademic procedures.

Sexual misconduct (See Student Handbook):

Sexual harassment of students and employers at Prairie View A&M University is unacceptable and will not be tolerated. Any member of the university community violating this policy will be subject to disciplinary action.

Attendance Policy:

Prairie View A&M University requires regular class attendance. Excessive absences will result in lowered grades. Excessive absenteeism, whether excused or unexcused, may result in a student's course grade being reduced or in assignment of a grade of "F". Absences are accumulated beginning with the first day of class.

Student Academic Appeals Process

Authority and responsibility for assigning grades to students rests with the faculty. However, in those instances where students believe that miscommunication, errors, or unfairness of any kind may have adversely affected the instructor's assessment of their academic performance, the student has a right to appeal by the procedure listed in the Undergraduate Catalog and by doing so within thirty days of receiving the grade or experiencing any other problematic academic event that prompted the complaint.

Technical Considerations for Online and Web-Assist Courses

Minimum Hardware and Software Requirements:

- Pentium with Windows XP or PowerMac with OS 9
- 56K modem or network access
- Internet provider with SLIP or PPP
- 8X or greater CD-ROM
- 64MB RAM
- Hard drive with 40MB available space
- 15" monitor, 800x600, color or 16 bit
- Sound card w/speakers
- Microphone and recording software
- Keyboard & mouse
- Netscape Communicator ver. 4.61 or Microsoft Internet Explorer ver. 5.0 /plug-ins

-Participants should have a basic proficiency of the following computer skills:

- Sending and receiving email
- A working knowledge of the Internet
- Proficiency in Microsoft Word
- Proficiency in the Acrobat PDF Reader
- Basic knowledge of Windows or Mac O.S.

Netiquette (online etiquette): students are expected to participate in all discussions and virtual classroom chats when directed to do so. Students are to be respectful and courteous to others in the discussions. Foul or abusive language will not be tolerated. When referring to information from books, websites or articles, please use APA standards to reference sources.

Technical Support: Students should call the Prairie View A&M University Helpdesk at 936-261-2525 for technical issues with accessing your online course. The helpdesk is available 24 hours a day/7 days a week. For other technical questions regarding your online course, call the Office of Distance Learning at 936-261-3290 or 936-261-3282

Communication Expectations and Standards:

All emails or discussion postings will receive a response from the instructor within 48 hours.

You can send email anytime that is convenient to you, but I check my email messages continuously during the day throughout the work-week (Monday through Friday). I will respond to email messages during the work-week by the close of business (5:00 pm) on the day following ***my receipt*** of them. Emails that I receive on Friday will be responded to by the close of business on the following Monday.

Submission of Assignments:

Assignments, Papers, Exercises, and Projects will distributed and submitted through your online course. Directions for accessing your online course will be provided. Additional assistance can be obtained from the Office of Distance Learning.

Discussion Requirement:

Because this is an online course, there will be no required face to face meetings on campus. However, we will participate in conversations about the readings, lectures, materials, and other aspects of the course in a true seminar fashion. We will accomplish this by use of the discussion board.

Students are required to log-on to the course website often to participate in discussion. It is strongly advised that you check the discussion area daily to keep abreast of discussions. When a topic is posted, everyone is required to participate. The exact use of discussion will be determined by the instructor.

It is strongly suggested that students type their discussion postings in a word processing application and save it to their PC or a removable drive before posting to the discussion board. This is important for two reasons: 1) If for some reason your discussion responses are lost in your online course, you will have another copy; 2) Grammatical errors can be greatly minimized by the use of the spell-and-grammar check functions in word processing applications. Once the post(s) have been typed and corrected in the word processing application, it should be copied and pasted to the discussion board.