

MILS 4301, The Army Officer

20 August 2019

Course Syllabus

**Military Science (MLSC) 4301: The Army Officer**

Fall 2019 (August 26, 2019 to December 13, 2019)

Warrior Hall, Room 417

M/W 13:00 - 1420, Lab W 1500-1800

Mr. David L. Daniel (U.S. Army Contractor)

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Office Hours: 1030-1130 M, W, and F

1330-1430 F

### **Student-Instructor Interaction**

As this is the 21<sup>st</sup> Century, and in accordance with how I have conducted myself through my military service, I will respond to emails, texts, or phone calls as quickly as possible and I expect the same from the Cadets/Leaders in my class. My office hours are posted above; however, Cadets may always arrange for an appointment if necessary. I will conduct my correspondence in a professional and respectful manner and expect the same in return – quite simply, it is expected of future Army Officers.

### **Army ROTC Overview**

Our courses educate and establish the foundation of leadership characteristics and attributes, familiarization with Army organizational structure and function and the ability to leverage Army systems critical to our profession. Course focus for our profession should be approached in the same manner you approach all academic undertakings, ROTC is not an “elective.” You must participate and develop yourself or you will not succeed. All parts of our syllabus are tied to training and preparation for contracting, accessions and commissioning.

### **Course Description**

This is an academically challenging course where you will study, practice, develop, and apply critical thinking skills pertaining to Army leadership, officer skills, Army Values and ethics, personal development, and small unit tactics at platoon level. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, a mid-term exam, and final exam. You will be assessed on the execution of missions during physical training, a classroom PE, Leadership Lab, or during a Field Training Exercises (FTXs). You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your Cadre, PMS and other MSL IV Cadets who will evaluate you using the Cadet Officer Evaluation Report (COER). You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills. At the conclusion of this course, you will be able to plan, coordinate, navigate, motivate and lead a platoon in future operational environments. Successful completion of this course will assist in preparing you for your BOLC B course, a mandatory requirement for commissioning.

### **Course Purpose/Promise**

This course will prepare Cadets for BOLC B and duties and responsibilities as a junior officer at their first unit of assignment. This course, along with MLSC 4302 in the Spring Semester refines and ultimately completes the Cadet-to-Commissioned Officer transition. Therefore, the purpose of this course is to continue the study of leadership and Army doctrine related to the six Army Learning Areas. This course will develop small unit leaders who possess the skills,

knowledge, Army Values, and Warrior Ethos required for a Profession of Arms. Through collaborative discussion this course will improve critical thinking and learning skills required for future Army Officers.

### **Course Design**

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

### **Course Objectives**

This course has specific learning objectives for the four Army Learning Area's (ALA's) listed below.

The four ALA's and Course Outcomes are:

#### **1. Army Leadership and Profession**

- Proficient in leader attributes and competencies.
- Proficient in character, competence, and commitment as Trusted Army Professionals.

#### **2. Mission Command**

- Demonstrate proficiency in mission command philosophy.
- Demonstrate proficiency in mission command leader and commander tasks.
- Demonstrate proficiency in mission command staff tasks.
- Demonstrate proficiency in mission command systems.

#### **3. Human Dimension**

- Demonstrate capacity in creative – critical thinking.
- Demonstrate proficiency in communications skills.
- Demonstrate proficiency in cultural awareness, cross cultural competencies in the strategic environment of 2025 and beyond.
- Pursue Comprehensive Fitness / Resiliency Skills and Performance Enhancement Skills.
- Pursue lifelong learning, self-assessment, and goal setting.

#### **4. Professional Competence**

- Demonstrate proficiency in Army and Joint doctrine.
- Support Army policies, programs, and processes.
- Technically and tactically competent.

### **Required Text/Publications**

<http://www.apd.army.mil/>

- Army Doctrine Publications (ADP)
- Army Doctrine Reference Publications (ADRP)

- Field Manuals (FM)
- Leader Guide (LG)
- Army Regulations (AR)
- Training Circulars (TC)
- Other Resources

<https://rotc.blackboard.com/webapps/portal/frameset.jsp>

- Cadet eBook
- Cadet Character Development Strategy (CCLDS)

See Appendix D for list of all applicable publications.

### **MLSC 4301 Course Requirements**

In order for us to be successful you must properly complete your pre-class assignments to gain a better understanding of the foundation of each subject, participate as an active learner in class discussions and activities, and complete all course assignments. To evaluate your progress in reaching the learning objectives and to provide feedback on your learning, I will look at the following items:

Class reading requirements are contained in Appendix C and available on the ROTC Blackboard and Cadet Google Drive. Rubrics are contained in Appendix E. Note that Blackboard times are all in Eastern Standard Time.

### **Evaluation and Grading.**

|  |     |
|--|-----|
| Lesson Assessments (Papers/Projects/Oral Presentations/Quizzes)  | 40% |
| Class Participation (Class/Labs/FTX)   | 10% |
| Leadership Evaluation  | 20% |
| Physical Training (Including APFT Score 5% / Attendance 5%)  | 10% |
| ***In addition, a 12-mile Ruck March is Pass/Fail (Cadets achieving the Army standard vice the USACC standard will receive extra credit) |     |
| Midterm  | 10% |
| Final  | 10% |

**Class Participation.** You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in class exercises, leading lab exercises, and participating in the Fall FTX.

Note: Contracted Cadets are required to participate in all ROTC activities as stated in their contract. Participation in the Fall FTX is mandatory and graded. Students who are unable to participate in the FTX, for whatever reason, must coordinate with the MS IV Instructor to approve the absence and receive an alternate graded event; for example, participate with an adjacent University's ROTC FTX coordinated by ROTC Cadre or write a 5 page essay on training management.

Note: Cadets with a verified graduation required course schedule conflict will immediately coordinate with the ROTC course instructor to make alternative arrangements if the course conflict cannot be resolved. Likewise, if a Cadet must miss a class, for whatever reason, they must coordinate with the instructor to make up the missed materials.

**Leadership Evaluation.** MSIVs will take ownership of the operation and administrative functions of the Cadet Battalion/Company at TAMUCT and UMHB. To this end, select MS IVs will attend a Cadre-led weekly Training Resource Synchronization Meeting (TRM) which will tentatively be held on Friday's at 10:00; likewise, MS IVs will lead a Cadet Training Meeting

(Cadre supervised) on Monday's tentatively scheduled from 12:00-12:50. Leadership evaluations consists of, execution of assigned leadership roles, performance of responsibilities, inputs (products) to the staff process, and implementation of the Leadership Development Program (LDP) for MS Level I-III Cadets (Cadet-led, Cadre-supervised). This includes your additional responsibilities as Officer in Charge (OIC) of specific assigned events. Products, supervision (leadership), and participation will undergo evaluation; this will prepare you for future responsibilities within your first Company, Troop, or Battery. Leadership Evaluation is 20% of your grade. In addition to your responsibilities with the Cadets at TAMUCT and UMHB, you will also be assessed on your abilities to coordinate and synchronize program activities with the Cadet Chain of Command at the host school (Tarleton).

**Training Management Memorandum.** Write a two-page memorandum for record outlining your training management philosophy. Length will vary but ensure it is formatted in accordance with AR 25-50, *Preparing and Managing Correspondence*. Your memorandum should address the following:

- 1) Principles of Training
- 2) The Eight-Step Training Model
- 3) Risk Management
- 4) Applicable References

**Mission Command Case Study (Information Briefing).** As a future officer, you will be required by your superiors to present briefings. As a way to prepare you for the future requirements and assist with public speaking skills, Cadet Groups will be assigned a mission command case study to research and present an Information Brief. This brief will follow the format contained in FM 5-0, *Commanders and Staff Organization and Operations*, 5 May, 2014, Chapter 7, Military Briefings.

Present a 10 minute information brief on a mission command case study.

**Midterm Exam.** A take home (on-line via blackboard) midterm exam covering the first half of the semester will assess your knowledge achieved throughout the 1<sup>st</sup> half of the semester as well as your ability to reference material from Army doctrine. The midterm exam will consist of true/false or multiple choice type questions. The midterm exam will be available online in Blackboard from 16 October – 20 October to afford maximum time to focus on your other midterm exams during the semester. Questions will come from readings, lectures, and class discussion. This is an individual assessment, as such, you will not be able to collaborate with anyone else though you may use any other resource available to you. The midterm exam is worth 10%.

**Final Exam.** A take home (on-line via blackboard) final exam covering the second half of the semester will assess your knowledge achieved throughout the 2<sup>nd</sup> half of the semester as well as your ability to reference material from Army doctrine. The final exam will consist of true/false or multiple choice type questions. The final exam will be available online in Blackboard from 3 December – 6 December to afford maximum time to focus on your other exams at the end of the semester. Questions will come from readings, lectures and class discussion. This is an individual assessment, as such, you will not be able to collaborate with anyone else though you may use any other resource available to you. The final exam is worth 10%.

**Physical Training.** As a future officer, you are expected to set the example for physical fitness according to Army regulations. Your participation in morning physical training is mandatory and will be factored into your grade. Except in the most exigent circumstances, to receive an excused absence you must notify me NLT 24 hours prior to PT. If you are running late and/or cannot make the PT formation, call/ text me prior to the start of PT. In addition to PT participation, your physical fitness test score will factor into your grade as well as a pass-fail for your road march. Cadets will be required to meet the PME (USACC) requirement for the 12-mile ruck march, if a Cadet surpasses the PME requirement and meets the Army requirement for the 12-mile ruck march, he or she will receive extra credit towards their Physical Training grade.

You will be required to take a diagnostic APFT at the beginning of the fall semester and a record APFT at the end of the semester. The Record APFT will be used for 10% of your final grade. The grading will be as follows:

290-300 = 10 pts  
270-289 = 9 pts  
250-269 = 8 pts  
230-249 = 7 pts  
229-248 = 6 pts  
228-180 = 5 pts

179 and Below = 0 pts

Road March requirements for the course mirror the Army requirement of 12 miles in four (4) hours with a 35lb ruck. This is pass/fail. If a Cadet achieves a "GO" (i.e. passes the ruck march) within the Airborne/Air Assault standard of 12 miles in 3 hours with a 35lb ruck, they will receive extra credit for their overall PT grade.

Additionally, each semester, Cadets will take the Army Combat Fitness Test (ACFT) in order to prepare for the eventual full roll-out of the program.

**Current Event Briefs.** A schedule will be produced where each class period a Cadet will present a brief summation of daily current events that are relevant to the class as ROTC Cadets and future Army leaders. Cadets will ascertain those events from the news of the day that have military, political, or societal significance that impact the Department of Defense and/or the Cadets themselves. The brief presentations will last no more than 5 minutes.

**Papers and Directed Learning Assessments.** I will assign various papers and other learning assessment projects throughout the semester. Expect to complete several post-class writing assignments. These assignments will be discussed on different dates throughout the semester. The written assignments will be graded on content, grammar and punctuation. These will account for 40% of your final grade.

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 per day. Army Officers do not have the option not to complete a task, therefore you will turn in every assignment regardless of the grade (even if it is a zero).***

#### **Grade distribution and Performance Definitions:**

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

#### **Policies and Procedures**

**Policy on Attendance.** Due to the collaborative nature of the course, the interrelated sequence of activities and the significance to your career as an Army Officer, Cadets are required to attend all classes and labs. Cadets will obtain prior approval from the Professor of Military Science (or instructor as delegated by the PMS) for absences due to special circumstances (i.e., illness, family emergencies, etc...). Cadets will submit a memorandum for record for all class and lab absences. The memorandum is due no later than one week from the absence. The memorandum will address the following: explanation of why the Cadet missed class, reflection on how the absence related to an Army Value(s) and how you will apply missed lesson material to your career as an Army Officer. Cadets with excessive unapproved absences may be subject to dis-enrollment from the ROTC Program on the basis of displaying an indifferent attitude, apathy, and/or failure to train.

Note: Contracted Cadets are required to participate in all ROTC activities as stated in their

contract. Students auditing this class or not yet contracted are encouraged but not required to participate in ROTC activities outside of the classroom.

Note: ROTC events take precedence over your USAR or USARNG drills. Cadets must complete the necessary forms to receive drill credit. You may also receive drill credit to support any additional Ranger Challenge, MS III STX, and Land Navigation training.

**Uniforms and Appearance.** You are expected to wear the ACU (Army Combat Uniform) or OCP (Operational Camouflage Pattern) to all class and labs unless directed by the Professor of Military Science or the Assistant Professor of Military Science. Adhere to Army Regulation 670-1 and associated ALARACT messages with regard to uniforms and appearance changes.

**Accessions.** The Army Accessions process is a tumultuous time for seniors in the Army ROTC Program and it occurs early in the Fall Semester. MS IVs must be prepared to work with the HRA (Mrs. Stacy Collier) on finalizing the accessions packet and immediately responding to Mrs. Collier if she requires any documentation and/or signatures.

**Extra-curricular Activities.** Any Cadet originated extra-curricular activities (for example, Cadet Club generated events) must adhere to specific campus system rules and policy; likewise, there must be a OPLAN (with CONOP) and Deliberate Risk Assessment Worksheet (DRAW) developed and implemented – particularly if the Cadets intend to leverage Army resources.

**Leadership Professional Development (LDP) Opportunities.** As there may be ad-hoc or no-notice opportunities for Officer LPD (so-called target of opportunity), typically guest speakers and/or site visits, these will be considered as extra-credit developmental events.

**Academic Affairs Service Statement.** TAMUCT faculty, staff, and students are expected to model responsible citizenship through service activities that promote personal and academic growth while enhancing the university, local, regional, national, and global communities. These activities will foster a culture of academic/public engagement that contributes to the achievement of the university's mission and core values.

**Academic Excellence Statement.** Texas A&M University-Central Texas holds high expectations for students to assume responsibility for their own individual learning. Students are also expected to achieve academic excellence by:

- Honoring Texas A&M University-Central Texas core values.
- Upholding high standards of habit and behavior.
- Maintaining excellence through class attendance and punctuality.
- Preparing for active participation in all learning experiences.
- Putting forth their best individual effort.
- Continually improving as independent learners.
- Engaging in extracurricular opportunities that encourage personal and academic growth.
- Reflecting critically upon feedback and applying these lessons to meet future challenges.

**Academic Affairs Service Statement.** Texas A&M University-Central Texas faculty, staff, and students are expected to model responsible citizenship through service activities that promote personal and academic growth while enhancing the university, local, regional, national, and global communities. These activities will foster a culture of academic/public engagement that contributes to the achievement of the university's mission and core values.

**Academic Civility.** Students are expected to interact with professors and peers in a respectful manner that enhances the learning environment. Professors may require a student who deviates from this expectation to leave the face to face (or virtual) classroom learning environment for that particular class session (and potentially subsequent class sessions) for a

specific amount of time. In addition, the professor might consider the university disciplinary process (for Academic Affairs/Student Life) for egregious or continued disruptive behavior

**Academic Accommodations.** At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion at [\(254\) 519-5797](tel:254-519-5797). Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) web page [<https://www.tamuct.edu/student-affairs/access-inclusion.html>].

**Academic Integrity.** Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action. **Bottom-line: "Do not lie, cheat, steal, or tolerate those who do!!"**

For more [information regarding the Student Conduct process](https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel), [<https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel>]. If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0), [[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\\_id=0](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0)].

**Student Safety and Title IX.** You are in college to achieve academic success, but you must feel safe and take care of yourself to reach your full potential. You have the right to pursue your education in a safe environment. Title IX makes it clear that violence and harassment based on sex and gender are civil rights offenses subject to accountability. ***If you or someone you know has been harassed or assaulted, there is help and support on campus.*** You may seek assistance confidentially through the Student Counseling Center or the Student Health Center. You may also make a report to the campus Title IX coordinator, which may trigger a university investigation (not a criminal investigation). Additionally, you may pursue criminal charges through the university police department. If the assault occurred away from campus, UPD can assist you in connecting with the appropriate law enforcement agency.

### **911 Cellular: Emergency Warning System for Texas A&M University-Central Texas.**

For student safety on campus, 911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911Cellular through their myCT email account.

In an effort to enhance personal safety on the Texas A&M University – Central Texas (TAMUCT) campus, the TAMUCT Police Department has introduced Warrior Shield by 911 Cellular. [Warrior Shield](https://www.tamuct.edu/police/911cellular.html) [<https://www.tamuct.edu/police/911cellular.html>] can be downloaded and installed on your mobile device from Google Play or Apple Store.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

**Inappropriate Relations.** To ensure consistent and standardized protections are established, DoD has issued guidance prohibiting inappropriate relations between recruiters and recruits, and between trainers providing entry-level training and trainees (see Annex A - DoDI 1304.33, [Protecting Against Inappropriate Relations During Recruiting and Entry-Level Training](#)). US Army Cadet Command (USACC) personnel will treat each applicant and each Cadet/trainee with dignity and respect as they pursue their aspirations of serving in the military. Inappropriate relationships and prohibited activities between applicants and recruiters and between Cadre providing entry-level training and Cadets/trainees will not be tolerated.

**A Note about Sexual Violence at A&M-Central Texas.** Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling ([254-501-5955](tel:254-501-5955)) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

Student Counseling Center: [254-501-5955](tel:254-501-5955)  
Title IX Coordinator: [254-519-5722](tel:254-519-5722), Warrior Hall, Room 425  
University Police Department: 254-501-5805Warrior Hall

**Religious Accommodation.** The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all. The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

**On-line Conduct.** As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.



Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action.

It is every individuals' (Soldier, Army Civilian, contractor, and Family Member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct. For more information please refer to AR 600-20, Army Command Policy, para 1-4, 4-19 and Chapter 7 and AR 600-100.

**Character Development.** Throughout the year, your individual performance will be evaluated against required MSLIII-MSLIV course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM) rubric of performance indicators. The ALRM Rubric is in ANNEX B of the Cadet Character Leader Development Strategy (CCLDS).

The CCLDS Assessment Rubric results are documented using the Assessment Rubric Observation Tool (AROT). The AROT assesses Curriculum and Cadet Summer Training (CST (Cadet Initial Entry Training (CIET) and Cadet leader Course (CLC)) prescribed content in meeting the Basic Officer Leader Course (BOLC A) Common Core Task List (CCTL) tasks and Army leadership development components described in the ALRM.

Each Cadet is responsible and expected to attain (know and do) the respective requirements for each MSL Level. The tasks are grouped into the ALRM Attributes and Competencies.

## **Appendix A** **Army Learning Areas**

MLSC 4301, The Army Officer course lessons and learning outcomes are developed from the six Army Learning Areas in order to better prepare Cadets for BOLC B and duties and responsibilities as a junior officer at their first unit of assignment.

**Mission Command** (Think critically and creatively, make sound and timely decisions):  
This learning area will focus on how an officer creates a leadership climate which encourages subordinate initiative at the tactical level and the willingness to act autonomously within Commander's intent.

|              |  |
|--------------|--|
| MLSC4301-L02 | Commander and Staff Organization and Operations      |
| MLSC4301-L03 | Military Decision Making Process                     |
| MLSC4301-L10 | Mission Command & Mission Command Case Study 1 and 2 |

**Army Leadership and Profession** (Live honorably and build trust):  
This learning area defines, explains, and begins to demonstrate how trust is the bedrock of the Army as a profession. Classes will expose Cadets to the five essential characteristics of the Army profession and describe honorable service in terms of the seven Army values and Warrior Ethos. The following classes are taught within the Army Profession learning area.

|              |                                  |
|--------------|----------------------------------|
| MLSC4301-L12 | Developing Others I (Counseling) |
|--------------|----------------------------------|

|              |   |
|--------------|---|
| MLSC4301-L12 | Developing Others II (Counseling)                 |
| MLSC4301-L14 | Officer Evaluation Report (OER)                   |
| MLSC4301-L15 | NCO Evaluation Report (NCOER)                     |
| MLSC4301-L20 | The Army as a Profession                          |
| MLSC4301-L21 | Army Leader Ethics                                |
| MLSC4301-L22 | Law of Land Warfare and Rules of Engagement (ROE) |
| MLSC4301-L24 | Civil-Military Relations                          |

**Professional Competence** (Demonstrate intellectual and military competence/proficiency):

This learning area will define, explain, and begin to demonstrate military expertise and certification of Army professionals. It will also demonstrate the link between troop leading procedures and the military decision making process to training management and apply risk management within the Army's training management system.

|              |   |
|--------------|---|
| MLSC4301-L04 | Training Units and Developing Leaders       |
| MLSC4301-L05 | Unit Training Management                    |
| MLSC4301-L07 | Training Meeting                            |
| MLSC4301-L08 | Risk Management                             |
| MLSC4301-L09 | Assessing Unit Training                     |
| MLSC4301-L16 | Equal Opportunity                           |
| MLSC4301-L17 | SHARP                                       |
| MLSC4301-L18 | Suicide Prevention Program                  |
| MLSC4301-L34 | The Uniform Code of Military Justice (UCMJ) |
| MLSC4301-L35 | Administrative Discipline and Separation    |

**Human Dimension** (Teamwork, Development, Lifelong Learning and Comprehensive Fitness):

This learning area places emphasis on pursuing excellence, continuing to grow and seeking balance and being resilient. This learning area focuses on applying resiliency skills and recognizing core competencies that enable mental toughness, optimal performance, strong leadership, and goal achievement. The second class will explain how the five dimensions of Comprehensive Soldier Fitness (CSF) relate to combat readiness. Classes will inculcate cultural self-awareness and understand the impact of culture on military operations.

|                 |   |
|-----------------|---|
| MLSC4301-Lxx    | Media Relations                                 |
| MLSC4301-L30    | Personal Financial Management                   |
| MLSC4301-L26    | Comprehensive Soldier and Family Fitness (CSF2) |
| MLSC4301-L27/28 | Officer Career Planning I / II                  |
| MLSC4301-L29    | Leader Self-Development                         |
| MLSC4301-L32    | Cross Cultural Competency                       |

## **Appendix B**

### **Learning Outcomes**

#### **Mission Command** (Think critically and creatively, make sound and timely decisions):

- Describe the MSL 401 course structure, outcomes, and content
- Explain required course assignments and student expectations
- Describe staff organization, duties, and responsibilities
- Categorize duties of coordinating, special, and personal staff officer positions
- Describe planning horizons
- Describe the Military Decision Making Process (MDMP)
- List the Seven Steps of the MDMP Process
- Differentiate Inputs and Outputs of MDMP Steps
- Analyze the Philosophy of Mission Command as a Warfighter Function
- Apply the Six Principles of Mission Command to Small Unit Operations
- Evaluate a combat commander's performance during an historical battle using the Six Principles of Mission Command
- Evaluate combat decisions of leaders during an historic battle using the philosophy of Mission Command

#### **Army Leadership and Profession** (Live honorably and build trust):

- Describe the importance and imperative to develop others
- Determine the possible barriers and restrictions officers "may" face in trying to establish a leader development counseling program in their unit
- Determine the mechanics of coaching and counseling subordinates and the techniques and tools to needed observe their performance and provide feedback
- Describe the purpose of and the process for developing and completing a support form to include a clear and concise duty description and performance objectives
- Describe the purpose of and the process for completing the officer evaluation report form and its importance within the officer's career management
- Describe the responsibilities of the rater, senior rater and reviewer and the NCO counseling requirements and keys for successful preparation
- Describe the parts of the NCOER and the requirements for each
- Utilize the NCOER Counseling Support Form and prepare to conduct a NCOER counseling session
- Describe the Army as a Profession to include membership in the profession, essential characteristics, and certification criteria for Army Professionals
- Given a framework for professions, assess whether the Army is truly a profession
- Describe the importance of Army Leader Ethics and its application to every action a Warrior Leader takes

- Describe the necessity of diligently maintaining ethical conduct and the relationship between character and the Army Leader Ethics
- Examine the Principles of the Law of War
- Interpret Elements Affecting Standing Rules of Engagement (SROE) and Standing Rules for the Use of Force (SRUF)
- Analyze the Limitations and Levels of Standing Rules for the Use of Force (SRUF)
- Analyze the reactions of the three commanders to the higher command order
- Discuss the actions of the three commanders
- Discuss what actions you would take by applying situational ethics to this order
- Distinguish between civil-military relations and civilian control
- Understand the Armed Forces' roles in providing expert military advice to civilian leaders

**Professional Competence** (Demonstrate intellectual and military competence/proficiency):

- Summarize the three training domains used in the Leader Development Model
- Analyze the Commander's role in Unit Training through the activities of understand, visualize, describe, direct, lead and assess
- Discuss the Principles of Unit Training and the Principles of Leader Development
- Analyze each of the four phases the operations process for training
- Interpret the correlation between MDMP, TLP, and the Eight-step Training Model for unit training
- Define the purpose and function of training meetings
- Analyze the three goals of a training meeting
- Conclude individual roles and responsibilities during the course of a training meeting
- Describe the Risk Management Process
- Apply the five-step Risk Management Process using DD Form 2977 (Deliberate Risk Assessment Worksheet) to a situation
- Describe the TOP-DOWN/BOTTOM-UP Approach to Training
- Define Battle Focus Training, Mission Essential task List (METL), & Mission Essential Task
- Describe Methods of Assessing Unit Training
- Describe the Decisive Action Training Environment (DATE)
- Describe the Concept of Operations of the Army's three major Combat Training Centers for DATE
- Discuss how Soldiers and Units progress from home station training to participation in a DATE exercise by engaging with an experienced leader
- Describe the Army's Equal Opportunity Program as it relates to the Army Values, Warrior Ethos, and Soldier's Creed
- Determine the behaviors and actions that violate and support the Army's Equal Opportunity Program
- Apply the future Leader's responsibilities within the Army's Equal Opportunity (EO)

## Complaint Process

- Describe the importance of the SHARP Program and how it relates to the Army Values, Warrior Ethos, and Soldier's Creed
- Determine the behaviors and actions that violate and support the Army's SHARP Program
- Apply the individual Soldier's and future Leader's responsibilities within the Army's SHARP incident/complaint process
- Identify the symptoms of depression and the common triggers, risk factors, myths and warning signs of suicide
- Apply appropriate action in response to an at-risk individual (ACE Program)
- Explain Army Awards Program / Policy
- Identify Military Awards and Decorations
- Prepare a Recommendation for Award (DA Form 638)
- Describe the concept of military justice, the judicial punishment system (court martial), and three types of court martials
- Identify the common officer roles and responsibilities related to punitive law and the Soldier's rights under Article 31(b)
- Describe the purpose of administrative discipline and the Soldier's due process
- Describe types of administrative discharges
- Apply the concepts of administrative discipline and separations

## **Human Dimension** (Teamwork, Development, Lifelong Learning and Comprehensive Fitness):

- Recognize characteristics of the media
- Identify guidelines for media interaction
- Analyze social media content and conduct
- Review the History of the Army Community Service (ACS)
- Identify the Mission of the ACS
- Understand Programs and Resources available to Leaders to ensure readiness of Soldiers and their Families in their first units
- Describe Financial Planning
- Define basic Investment and Insurance Terms
- Apply Compound Interest tables (lump or monthly sum) to a situation
- Describe the Cost of Procrastination in Investing and apply to a situation
- Identify content of the Leave and Earning Statement, military pay and entitlements, and pay inquiry procedures
- Summarize the Vision, and Mission of the Army's Comprehensive Soldier & Family Fitness (CSF2) Program
- Explain the five Dimensions of CSF2 and how they relate to readiness
- Explain the three main Components of the CSF2 Program

- Analyze the characteristics and elements of the Officer Professional Management System (OPMS) and its significance in an officer's career.
- Interpret the importance of developing a career plan to advance professional goals.
- Analyze personal strengths and weaknesses in your own leadership abilities
- Develop goals that broaden leadership abilities and prepare leaders for greater challenges
- Explore methods of self-development through training and education opportunities
- Identify the components of culture
- Examine how culture impacts military operations
- Understand how world view can affect behavior in the cross cultural battlefield environment
- Understand the importance of Cultural Property Protection (CPP) on the battlefield
- Build Soldier confidence prior to operations in a cross cultural environment
- Apply principles of Cultural Property Protection to a historical/cultural site

**Appendix C**  
**Homework and lab Matrix**

Note: Changes may be made to the course outline or requirements as needed.

Additional reading assignments will be posted to the ROTC Blackboard.

| <b>Date Lesson</b>  | <b>Cadet Pre-Class Assignments</b>  |
|---|---|
| Lesson 1<br>26 August<br>(Monday)<br><br>Course Overview<br>and LDP                               | <ul style="list-style-type: none"> <li>• Review Syllabus</li> <li>• Review LDP Slides and Policy</li> </ul>   |
| Lesson 2<br>28 August<br>(Wednesday)<br><br>Commander and<br>Staff Organization<br>and Operations | <ul style="list-style-type: none"> <li>• Read Cadet eBook <b>[T]</b> Officership, <b>[C]</b> Structure, <b>[S]</b> Staff Organization, Roles, and Responsibilities, be prepared to discuss;<br/><a href="http://www.rotcebooks.net/Officership/index.html">http://www.rotcebooks.net/Officership/index.html</a></li> <li>• Read FM 6-0, Commander and Staff Organization and Operations, 1 May 14, Chapters 1 and 2, be prepared to discuss;<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx">https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx</a></li> </ul>   |
| Lab 1<br>28 August<br><br>Welcome Back<br>Lab / MS III<br>Uniform/TA-50<br>Issue                  | <ul style="list-style-type: none"> <li>• Review AR 145-1 SROTC Program: Organization, Administration, and Training, 22 July 1996 (RAR, 6 September 2011);<br/><a href="http://Armypubs.Army.mil/epubs/pdf/r145_1.pdf">http://Armypubs.Army.mil/epubs/pdf/r145_1.pdf</a></li> <li>• Review the US Army Cadet Command Cadet Handbook 2014 (formerly known as the USACC TACSOP);<br/><a href="https://rotc.blackboard.com/bbcswebdav/courses/BOLC_A_ROT_C_instructor_Course_Material/Cadet%20Handbook%202014.pdf">https://rotc.blackboard.com/bbcswebdav/courses/BOLC_A_ROT_C_instructor_Course_Material/Cadet%20Handbook%202014.pdf</a></li> <li>• Review SROTC University Battalion SOP</li> </ul> |
| PT<br>30 August<br>(Friday)   | <ul style="list-style-type: none"> <li>• 4-mile Ruck March</li> <li>• ATP 3-21.18, Foot Marches, dtd 17 April 2017:<br/><a href="https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN3051_AT_P%203-21x18%20FINAL%20WEB.pdf">https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN3051_AT_P%203-21x18%20FINAL%20WEB.pdf</a></li> </ul>  |
| 2 September<br>(Monday)<br><br>Labor Day  | No Class  |

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| Holiday   |   |
| Lesson 3<br>4 September<br>(Wednesday)<br><br>Military Decision<br>Making Process                   | <ul style="list-style-type: none"> <li>• Skim FM 6-0, Commander and Staff Organization and Operations, Change 2, 22 April 2016, ch 9</li> <li>• Skim ADRP 5-0, The Operations Process, 17 May 2012, ch 2</li> </ul>   |
| Lab 2<br>4 September<br>(Wednesday)<br><br>LRC/ROPES<br>Course                                      | <ul style="list-style-type: none"> <li>• Cadre in the Detachment Training Section will publish required preparatory materials, FHTX SOP, and/or OPORD information</li> </ul>  |
| PT<br>6 September<br>(Friday)   | <ul style="list-style-type: none"> <li>• 6-mile Ruck March</li> <li>• ATP 3-21.18, Foot Marches, dtd 17 April 2017:<br/><a href="https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN3051_ATP%203-21x18%20FINAL%20WEB.pdf">https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN3051_ATP%203-21x18%20FINAL%20WEB.pdf</a></li> </ul>  |
| Lesson 4<br>9 September<br>(Monday)<br><br>Training Units<br>and Developing<br>Leaders              | <ul style="list-style-type: none"> <li>• Read Cadet eBook [T] Officership, [C] Training Management, [S] Train for Unified Land Operations (Training Management), be prepared to discuss; <a href="http://www.rotcebooks.net/Officership/index.html">http://www.rotcebooks.net/Officership/index.html</a></li> <li>• Read AR 350-1, Army Training and Leader Development Program, 19 August 2014, para. 1-11<br/><a href="http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx">http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx</a></li> <li>• Read FM 7-0, Train to Win in a Complex World, 5 October 2016, pp. 1-5 through 1-8.<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx">https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx</a></li> <li>• Read ADRP 7-0, Training units and Developing Leaders, August 2012, Chapter 2.<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/ADRP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ADRP.aspx</a></li> </ul> |
| Lesson 5<br>11 September<br>(Wednesday)<br><br>Unit Training<br>Management                          | <ul style="list-style-type: none"> <li>• [T] Officership, [C] Training Management, [S] Train for Unified Land Operations II (METL Development)<br/><a href="http://www.rotcebooks.net/Officership/index.html">http://www.rotcebooks.net/Officership/index.html</a></li> <li>• Read FM 7-0, Train to Win in a Complex World, 5 October 2016, pp. 3-1 through 3-7<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx">https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx</a></li> <li>• Read ADRP 7-0 Training units and Developing Leaders, August 2012, pp. 3-2 through 3-9<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/ADRP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ADRP.aspx</a></li> <li>• Read The Eight-Step Training Model, Engineer Professional Bulletin, January – April 2012,</li> <li>• Review the Army Training Management System video</li> </ul>  |
| Lab 3<br>11 September<br>(Wednesday)<br><br>Land Navigation<br>1<br>(FHTX TA 74)<br>Self Correcting | <ul style="list-style-type: none"> <li>• Read MSLLAB03 Land Navigation I SR.pdf</li> <li>• Read: TC 3-25.26, Map Reading and Land Navigation, 15 November 2013; pp. 5-8 through 5-9 and Chapters 8 and 10 (Navigation Equipment and Methods and Terrain Association), found at: <a href="http://www.apd.army.mil/">http://www.apd.army.mil/</a></li> <li>• Review: TC 3-25.26, Map Reading and Land Navigation, 15 November 2013; Terrain Features, pp. 9-12 through 9-19, found at: <a href="http://www.apd.army.mil/">http://www.apd.army.mil/</a></li> <li>• Read: STP 21-1-SMCT, Soldier's Manual of Common Tasks Warrior Skills Level 1, August 2015; pp. 3-69 through 3-86, found at: <a href="http://www.apd.army.mil/">http://www.apd.army.mil/</a></li> </ul>  |
| PT<br>12 September<br>(Thursday)  | <ul style="list-style-type: none"> <li>• Diagnostic APFT</li> <li>• Review: FM 7-22, Army Physical Readiness Training (This Item Is Published W/ Basic Incl C1), dtd 26 October 2012<br/><a href="https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=103049">https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=103049</a></li> <li>• Review: AR 40-501, <i>Standards of Medical Fitness</i>, 14 December 2007.</li> </ul>  |

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|   | <ul style="list-style-type: none"> <li>Review: AR 350-1, <i>Army Training and Leader Development</i>, 18 December 2009.</li> <li>Review: AR 600-9, <i>The Army Weight Control Program</i>, 27 November 2006.</li> <li>AR 670-1, <i>Wear and Appearance of Army Uniforms and Insignia</i>, 3 February 2005.</li> </ul>  |
| PT<br>13 September<br>(Friday)  | <ul style="list-style-type: none"> <li>Diagnostic APFT</li> <li>Review: FM 7-22, <i>Army Physical Readiness Training</i> (This Item Is Published W/ Basic Incl C1), dtd 26 October 2012<br/><a href="https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=103049">https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=103049</a></li> <li>Review: AR 40-501, <i>Standards of Medical Fitness</i>, 14 December 2007.</li> <li>Review: AR 350-1, <i>Army Training and Leader Development</i>, 18 December 2009.</li> <li>Review: AR 600-9, <i>The Army Weight Control Program</i>, 27 November 2006.</li> <li>AR 670-1, <i>Wear and Appearance of Army Uniforms and Insignia</i>, 3 February 2005.</li> </ul>   |
| Lesson 6<br>16 September<br>(Monday)<br><br>Training Meeting  | <ul style="list-style-type: none"> <li>View How to Conduct a Company Training Meeting (11:46 minutes), be prepared to discuss; <a href="https://www.youtube.com/watch?v=zqJokWXYdXw&amp;feature=youtu.be">https://www.youtube.com/watch?v=zqJokWXYdXw&amp;feature=youtu.be</a></li> <li>Read ADRP 7-0 Training Units and Developing Leaders, August 2012 – Chapter 3, <a href="https://www.apd.army.mil/ProductMaps/PubForm/ADRP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ADRP.aspx</a></li> </ul>   |
| Lesson 7<br>18 September<br>(Wednesday)<br><br>Risk Management  | <ul style="list-style-type: none"> <li>Read Cadet eBook [T] Officership, [C] Training Management, [S] Risk Management, be prepared to discuss in class</li> <li>Read ATP 5-19, April 2014, Read Chapter 1 and Appendix A<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/ATP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ATP.aspx</a></li> <li>Read Your Risk is My Risk Too, Eric G Kail, Harvard Business Review, June 25, 2012</li> </ul>  |
| Lab 4<br>18 September<br>(Wednesday)<br><br>Land Navigation II<br>(FHTX TA 73)<br><br>Non-Self Correcting | <ul style="list-style-type: none"> <li>Read MSLLAB03 Land Navigation II SR .pdf</li> <li>Review: TC 3-25.26: Map Reading and Land Navigation, November 2013<br/><a href="http://www.apd.army.mil">http://www.apd.army.mil</a></li> <li>Skim: Chapter 4: Grids Read: Paragraph 4-12 through 4-17</li> <li>Skim: Chapter 5: Scale and Distance Read: Paragraph 5-20 through 5-27</li> <li>Skim: Chapter 6: Directions Read: Paragraph 6-17 through 6-21</li> <li>Skim: Chapter 10: Terrain Association Read: Paragraph 10-10 through 10-53</li> </ul>  |
| PT<br>20 September<br>(Friday)  | <ul style="list-style-type: none"> <li>8-mile Ruck March</li> <li>ATP 3-21.18, Foot Marches, dtd 17 April 2017:<br/><a href="https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN3051_ATP%203-21x18%20FINAL%20WEB.pdf">https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN3051_ATP%203-21x18%20FINAL%20WEB.pdf</a></li> </ul>   |
| Lesson 8<br>23 September<br>(Monday)<br><br>Assessing Unit Training                                       | <ul style="list-style-type: none"> <li>Read Cadet eBook [T] Officership, [C] Training Management, [S] Train for Unified Land Operations 1<br/><a href="http://www.rotcebooks.net/Officership/index.html">http://www.rotcebooks.net/Officership/index.html</a></li> <li>Read FM 7-0 Train to Win in a Complex World; October 2016, Chapter 1, pp. 1-3 through 1-4 and pp. 1-8 through 1-10, Chapter 2, pp. 2-4 through 2-7, and Chapter 3, pp. 3-10 through 3-14<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx">https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx</a></li> <li>Read ADRP 7-0 Training Units and Developing Leaders; August 2012, Chapter 3, pp. 3-11 through 3-12<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/ADRP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ADRP.aspx</a></li> </ul> |
| Lesson 9<br>25 September  | <ul style="list-style-type: none"> <li>Read Cadet eBook [T] Officership, [C] Training Management, [S] Train for Unified Land Operations 1 (Time Management), Principles for Training</li> </ul>  |



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| <p>(Wednesday)</p> <p>Decisive Action Training Environment</p>                                   | <p>and Leader Development, be prepared to discuss in class;<br/> <a href="http://www.rotcebooks.net/Officership/index.html">http://www.rotcebooks.net/Officership/index.html</a></p> <ul style="list-style-type: none"> <li>• Read Setting the Training Conditions to Win in a Complex World, David E. Violand, Small Wars Journal, 22 September 2015</li> <li>• Read Decisive Action Training Environment (DATE), STAND-TO!, 8 March 2012.</li> <li>• AR 350-50, Combat Center Training Program, April 2013, Read pages 1 - 4, be prepared to discuss in class;<br/> <a href="http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx">http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx</a></li> <li>• Read Decisive Action Training Environment (DATE): Future training grounded in today's intelligence, STAND-TO!, 27 November 2012.</li> <li>• Read Decisive Action: How to fight and sustain in the Army's future battles, David Crozier, NCO Journal, May 28, 2013.</li> <li>• Read Decisive Action Training Environment Student Handout, be prepared to discuss in class</li> </ul>  |
| <p>Lab 5<br/>25 September</p> <p>Round Robin:<br/>Field Craft / Hot and Cold Injuries / TCCC</p> | <ul style="list-style-type: none"> <li>• Read FM 3-05.70 Survival, May 2002: Chapter 4, pp. 4-32 through 4-36; Chapter 15, pp. 15-4 through 15-11.</li> <li>• Read ATP 3-37.34 Survivability Operations, June 2013: Chapter 4 - Fighting Positions, pp 4-1 through 4-8; Chapter 6 - Camouflage, pp 6-9 through 6-14, and p. 6-21.</li> <li>• Skim FM 3-05.70 Survival, May 2002: Chapter 5 - Shelters, pp 5-1 through 5-21.</li> <li>• Review TC 4-02.3 Field Hygiene and Sanitation, May 2015: pp 1-1 through 3-9.</li> <li>• Review MSL LAB 07 Slideshow: "Fieldcraft - Field Sanitation and Preventive Medicine"</li> <li>• Read: STP 21-1- SMCT, Soldiers Manual of Common Tasks, Warrior Skills Level 1, September 2017, pp. 3-131 through 3-139, and 3-220 through 3-264, found at <a href="http://www.apd.army.mil/">http://www.apd.army.mil/</a></li> <li>• Read: TC 4-02.1, First Aid, August 2016, pp. 1-1 through 1-8</li> <li>• NOTE 2: Task #191-COM-0008: Search an Individual in a Tactical Environment has been extracted from STP 21-1- SMCT, Soldiers Manual of Common Tasks, Warrior Skills Level 1, vers. August 2015, pp. 3-284 through 3-291 (until the September 2017 version is updated to include it)</li> </ul> |
| <p>27 September</p> <p><b>NO CLASS<br/>(At Home Preparatory Assignment)</b></p>                  | <p>CASE STUDY 1</p> <ul style="list-style-type: none"> <li>• Review ADP 6-0, Mission Command, Change 2, 12 March 2014, pp. 2 thru 9, No. 5 thru 39<br/> <a href="https://www.apd.army.mil/ProductMaps/PubForm/ADP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ADP.aspx</a></li> <li>• Read Assessment will be Failure of Command at Pea Ridge, 1862 by Colonel Thomas E. Hanson, Ph.D., Sixteen Cases of Mission Command, pp. 1-14</li> </ul> <p>CASE STUDY 2</p> <ul style="list-style-type: none"> <li>• Review ADP 6-0, Mission Command, Change 2, 12 March 2014, pp. 5 thru 9, No. 22 thru 39 be prepared to discuss in class<br/> <a href="https://www.apd.army.mil/ProductMaps/PubForm/ADP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ADP.aspx</a></li> </ul>  |
| <p>Lesson 10<br/>30 September (Monday)</p> <p>Mission Command Case Study 1 &amp; 2</p>           | <ul style="list-style-type: none"> <li>• Cadet Groups Conduct 10-minute Briefs</li> <li>• Read ADP 6-0, Mission Command, Change 2, 12 March 2014, pp. 2 thru 9, No.5 thru 39<br/> <a href="https://www.apd.army.mil/ProductMaps/PubForm/ADP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ADP.aspx</a></li> <li>• Review TRADOC Pam 525-3-5, U.S. Army Functional Concept for Mission Command 2016 - 2028, 13 October 2010, Chapter 2</li> <li>• Watch the video clip: Chief of Staff of the Army General Odierno: Mission Command (<a href="http://youtu.be/_ThGPgm6gpE">http://youtu.be/_ThGPgm6gpE</a>)</li> </ul>  |
| <p>Lesson 11<br/>2 October (Wednesday)</p> <p>Developing</p>                                     | <ul style="list-style-type: none"> <li>• Read Cadet eBook <b>[T]</b> Officership, <b>[C]</b> Evaluations and Career Management, <b>[S]</b> Counseling;<br/> <a href="http://www.rotcebooks.net/Officership/index.html">http://www.rotcebooks.net/Officership/index.html</a></li> <li>• Read Develop Others (Counseling) Student Handout</li> <li>• Skim ATP 6-22.1, Counseling Process, Jul 14, pp. 1-1 thru 2-10; be</li> </ul>  |

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| Others<br>(Counseling)  | <p>prepared to discuss,<br/> <a href="https://www.apd.army.mil/ProductMaps/PubForm/ATP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ATP.aspx</a></p> <ul style="list-style-type: none"> <li>• Read Crissman, "Improving the Leader Development Experience in Army Units", Military Review 2013, pp 6-15; be prepared to discuss,<br/> <a href="http://usacac.Army.mil/CAC2/MilitaryReview/repository/MilitaryReview_ENG_MayJun_2013.html">http://usacac.Army.mil/CAC2/MilitaryReview/repository/MilitaryReview_ENG_MayJun_2013.html</a></li> </ul>  |
| Lab 6<br>2 October<br>Wednesday<br><br>SQD / PLT<br>Movement<br>Techniques<br>(TA 74)                     | <ul style="list-style-type: none"> <li>• Read MSLLAB 12 Team and Squad Movement Techniques SR.pdf</li> <li>• Read STP 21-1-SMCT Soldier's Manual of Common Tasks, Warrior Skills, Level 1, September 2017. pp. 3-118 through 3-122. Found at:<br/> <a href="http://www.apd.army.mil/">http://www.apd.army.mil/</a></li> <li>• Watch: Individual Movement Techniques &amp; Fire Team Formations, Training Brain Operations Center Systems Integration Modeling and Simulation (TBOC SIMS): <a href="https://www.youtube.com/watch?v=kR8VLkzfbuU">https://www.youtube.com/watch?v=kR8VLkzfbuU</a></li> <li>• Read MSLLAB 12 Team and Squad Movement Techniques SR.pdf</li> <li>• Read ATP 3-21.8, Infantry Platoon and Squad, August 2016. pp. 2-19 through 2-36, pp. 2-43 through 2-52, and pp. 2-59 through 2-62. Found at: <a href="http://www.apd.army.mil/">http://www.apd.army.mil/</a></li> <li>• Follow and watch this video resource supporting Team and Squad Movement Techniques: • Squad Movement Formations and Techniques, Training Brain Operations Center Systems Integration Modeling and Simulation (TBOC SIMS): <a href="https://www.youtube.com/watch?v=OKRues4Fwrk">https://www.youtube.com/watch?v=OKRues4Fwrk</a></li> </ul> |
| FTX PREP<br>3 October<br>(Thursday)<br>PCC/PCI  | <ul style="list-style-type: none"> <li>• Cadre in the Detachment Training Section will publish required preparatory materials, FHTX SOP, and/or OPORD information</li> </ul>  |
| Fall FTX<br>4-7 October<br>FHTX   | <ul style="list-style-type: none"> <li>• Cadre in the Detachment Training Section will publish required preparatory materials, FHTX SOP, and/or OPORD information</li> </ul>  |
| Lesson 12<br>9 October<br>(Wednesday)<br><br>Officer Evaluation<br>Report (OER)                           | <ul style="list-style-type: none"> <li>• Read Cadet eBook <b>[T]</b> Officership, <b>[C]</b> Evaluations and Career Management, <b>[S]</b> Evaluation Reporting System</li> <li>• Skim AR 623-3, <i>Evaluation Reporting System</i>. 31 March 2014, Ch 2 thru 4<br/> <a href="http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx">http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx</a></li> <li>• Skim DA PAM 623-3, <i>Evaluating Reporting System</i> 31 March 2014, Ch 2 thru 5, <a href="https://www.apd.army.mil/ProductMaps/PubForm/PAM.aspx">https://www.apd.army.mil/ProductMaps/PubForm/PAM.aspx</a></li> <li>• View DA Form 67-10-1, Company Grade Plate (01-03;WO1 – CW2) Officer Evaluation Report; March 2014, be prepared to discuss;</li> <li>• View DA Form 67-10-1a, Officer Evaluation Report Support Form; March 2014, be prepared to discuss;<br/> <a href="http://www.apd.Army.mil/pub/eforms/pdf/a67_10_1a.pdf">http://www.apd.Army.mil/pub/eforms/pdf/a67_10_1a.pdf</a></li> </ul>   |
| Lab 7<br>9 October<br>(Wednesday)<br><br>Movement to<br>Contact / React<br>to Contact /<br>Attack (TA 75) | <ul style="list-style-type: none"> <li>• Download and read MSLLAB16 Squad Tactics-Attack STX SR.pdf</li> <li>• Download and Read MSLLAB16 Squad Tactics-Attack STX SH2.docx</li> <li>• Review the following video: <b>Conduct a Squad Attack</b> (6:35)<br/> <a href="https://video.search.yahoo.com/yhs/search;_ylt=A0LEVjYJxJYhZ4AJScnnIIQ?p=ROTC+Squad+attack">https://video.search.yahoo.com/yhs/search;_ylt=A0LEVjYJxJYhZ4AJScnnIIQ?p=ROTC+Squad+attack</a></li> </ul>   |
| Army 10-Miler<br>11-15 October  | <ul style="list-style-type: none"> <li>• Select Cadre and Cadets Only</li> </ul>  |
| Lesson 13<br>14 October<br>(Monday)   | <ul style="list-style-type: none"> <li>• Review Cadet eBook <b>[T]</b> Officership, <b>[C]</b> Evaluation and Career Management, <b>[S]</b> Evaluation Reporting System.<br/> <a href="http://www.rotcebooks.net/Officership/index.html">http://www.rotcebooks.net/Officership/index.html</a></li> <li>• Review AR 623-3, <i>Evaluation Reporting System</i>. 31 March 2014, Ch 2 thru 4<br/> <a href="http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx">http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx</a></li> </ul>  |

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| NCO Evaluation Report (NCOER)  | <ul style="list-style-type: none"> <li>Skim DA PAM 623-3, Evaluating Reporting System 31 March 2014, Ch 2 thru <a href="https://www.apd.army.mil/ProductMaps/PubForm/PAM.aspx">https://www.apd.army.mil/ProductMaps/PubForm/PAM.aspx</a></li> <li>View DA Form 2166-8, NCO Evaluation Report; October 2011, be</li> <li>View DA Form 2166-8-1, NCOER Counseling Support Form; October 2011 <a href="https://www.apd.army.mil/ProductMaps/PubForm/DAForm.aspx">https://www.apd.army.mil/ProductMaps/PubForm/DAForm.aspx</a></li> </ul>  |
| Lesson 14<br>16 October<br>(Wednesday)<br><br>Equal<br>Opportunity<br><br>and<br><br>SHARP | <ul style="list-style-type: none"> <li>Review Cadet eBook <b>[T]</b> Values and Ethics, <b>[C]</b> Army Programs, <b>[S]</b> Equal Opportunity Program.<br/><a href="http://www.rotcebooks.net/Values_and_Ethics/index.html">http://www.rotcebooks.net/Values_and_Ethics/index.html</a></li> <li>Review ADP 6-22, Army Leadership (C1). September 2012<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/ADP.aspx">https://www.apd.army.mil/ProductMaps/PubForm/ADP.aspx</a></li> <li>Read AR 600-20, Army Command Policy. March 2008 (RAR 005, 20 Sept 2012), ch 6 pp. 6-1 thru 6-20, be prepared to discuss in class;<br/><a href="http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx">http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx</a></li> <li>Read Cadet eBook <b>[T]</b> Values and Ethics, <b>[C]</b> Army Programs, <b>[S]</b> Sexual Harassment/Assault Response and Prevention (SHARP), be<br/><a href="http://www.rotcebooks.net/Values_and_Ethics/index.html">http://www.rotcebooks.net/Values_and_Ethics/index.html</a></li> <li>Review AR 600-20, <i>Army Command Policy</i>; 6 Nov 2014 Ch 8, pp. 70 thru 83, be prepared to discuss in class;<br/><a href="http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx">http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx</a></li> <li>CG Policy Letter 4, <i>Prevention of Sexual Harassment</i>; 5 May 2014, be prepared to discuss in class;<br/><a href="http://www.knox.army.mil/garrison/dhr/asd/docs/policies/cg/cg4.pdf">http://www.knox.army.mil/garrison/dhr/asd/docs/policies/cg/cg4.pdf</a></li> <li>Complete the SHARP on-line training program at SHARP NFORMD.NET On-Line Training (See <b>NOTE</b> below)</li> </ul> <p><b>NOTE:</b> All MSL IV Cadets must have successfully completed the SROTC and ASROTC NFORMD.NET Online Assignments prior to the MLSC4301L17 SHARP class.</p> <p><b>NOTE:</b> OER Development Support Form and NCOER Evaluation report homework assignments are due at the beginning of next class (or LAB)</p> |
| Lab 8<br>16 October<br>(Wednesday)<br><br>Reconnaissance<br>(TA 73)                        | <ul style="list-style-type: none"> <li>Cadre in the Detachment Training Section will publish required preparatory materials, FHTX SOP, and/or OPORD information</li> </ul>   |
| Ranger<br>Challenge<br>18-20 October   | <ul style="list-style-type: none"> <li>Select Cadre and Cadets Only</li> </ul>   |
| Lesson 15<br>21 October<br>(Monday)<br><br>Suicide<br>Prevention<br>Program                | <ul style="list-style-type: none"> <li>Review Army G-1 Army Suicide Prevention Program<br/><a href="http://www.Armyg1.Army.mil/hr/suicide/training.asp">www.Armyg1.Army.mil/hr/suicide/training.asp</a></li> <li>Read MSL401L15 Suicide Prevention Program SR.pdf</li> <li>Watch G1 Army Suicide Prevention Program video clip "Shoulder to Shoulder"</li> </ul>   |
| Lesson 16<br>23 October<br>(Wednesday)<br><br>The Army as a<br>Profession                  | <ul style="list-style-type: none"> <li>Read Cadet eBook <b>[T]</b> Officership, <b>[C]</b> The Army, <b>[S]</b> Officership;<br/><a href="http://www.rotcebooks.net/Officership/index.html">http://www.rotcebooks.net/Officership/index.html</a></li> <li>Skim ADRP 1 The Army Profession</li> </ul>   |
| Lab 9  | <ul style="list-style-type: none"> <li>Cadre in the Detachment Training Section will publish required preparatory</li> </ul>   |

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| 23 October<br>(Wednesday)<br><br>Raid   | materials, FHTX SOP, and/or OPOD information   |
| PT<br>24 October<br>(Thursday)  | <ul style="list-style-type: none"> <li>• Record APFT</li> <li>• Review: FM 7-22, Army Physical Readiness Training (This Item Is Published W/ Basic Incl C1), dtd 26 October 2012<br/><a href="https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=103049">https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=103049</a></li> <li>• Review: AR 40-501, <i>Standards of Medical Fitness</i>, 14 December 2007.</li> <li>• Review: AR 350-1, <i>Army Training and Leader Development</i>, 18 December 2009.</li> <li>• Review: AR 600-9, <i>The Army Weight Control Program</i>, 27 November 2006.</li> <li>• AR 670-1, <i>Wear and Appearance of Army Uniforms and Insignia</i>, 3 February 2005.</li> </ul>  |
| PT<br>25 October<br>(Friday)  | <ul style="list-style-type: none"> <li>• Record APFT</li> <li>• Review: FM 7-22, Army Physical Readiness Training (This Item Is Published W/ Basic Incl C1), dtd 26 October 2012<br/><a href="https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=103049">https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=103049</a></li> <li>• Review: AR 40-501, <i>Standards of Medical Fitness</i>, 14 December 2007.</li> <li>• Review: AR 350-1, <i>Army Training and Leader Development</i>, 18 December 2009.</li> <li>• Review: AR 600-9, <i>The Army Weight Control Program</i>, 27 November 2006.</li> <li>• AR 670-1, <i>Wear and Appearance of Army Uniforms and Insignia</i>, 3 February 2005.</li> </ul>  |
| Lesson 17<br>28 October<br>(Monday)<br><br>Army Leader<br>Ethics                                    | <ul style="list-style-type: none"> <li>• Review ADP 1 The Army, Change 2, 6 August 2013, pp 2-6 thru 2-7</li> <li>• Review ADRP 1 The Army Profession, 14 June 2015, pp 4-1 thru 4-3</li> <li>• Skim The Bathsheba Syndrome: The Ethical Failure of Successful Leaders Dean C. Ludwig and Clinton O. Longnecker</li> <li>• Skim Petraeus's Bathsheba Syndrome: Why did a man we so respected succumb to temptation?, Mackubin Thomas Owens</li> <li>• Skim The Nathan Solution to the Bathsheba Syndrome The failure of success revisited, CDR Dan Stallard and MAJ Kurt Sanger</li> </ul>   |
| Lesson 18<br>30 October<br>(Wednesday)<br><br>Law of land<br>Warfare (ROE)<br>&<br>Ethical Decision | <ul style="list-style-type: none"> <li>• Read Cadet eBook <b>[T]</b> Values and Ethics, <b>[C]</b> Morals and Ethics in Combat/Contingency Operations, <b>[S]</b> Law of Land Warfare, be prepared to discuss in class;<br/><a href="http://www.rotcebooks.net/Values_and_Ethics/index.html">http://www.rotcebooks.net/Values_and_Ethics/index.html</a></li> <li>• Skim FM 1-04. Legal Support to the Operational Army. March 2013, Chapter 7, be prepared to discuss in class;<br/><a href="https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx">https://www.apd.army.mil/ProductMaps/PubForm/FM.aspx</a></li> <li>• Read Operational Law Handbook, International and Operational Law Department, The Judge Advocate General's Legal Center &amp; School, U.S. Army, 2015, Chapter 5, be prepared to discuss in class;<br/><a href="https://www.loc.gov/rr/frd/Military_Law/pdf/operational-law-handbook_2015.pdf">https://www.loc.gov/rr/frd/Military_Law/pdf/operational-law-handbook_2015.pdf</a></li> <li>• Read MLSC4301L31 Law of Land Warfare and Rules of Engagement (ROE) SH1 (Study Guide), be prepared to discuss in class</li> </ul> |
| Lab 10<br>30 October<br>(Wednesday)<br><br>Patrol Base<br>Operations                                | <ul style="list-style-type: none"> <li>• Cadre in the Detachment Training Section will publish required preparatory materials, FHTX SOP, and/or OPOD information</li> </ul>  |

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| <p>Lesson 19<br/>4 November<br/>(Monday)</p> <p>Civil-Military<br/>Operations<br/>&amp;<br/>Media-Relations</p>                                    | <ul style="list-style-type: none"> <li>• Read MSL401L24 Civil-Military Relations Student Handout</li> <li>• Read ADRP 1, The Army Profession, Chapter 6</li> <li>• Read “Soldiers of the State: Reconsidering American Civil-Military Relations” by Richard D. Hooker, Jr. in Parameters (Winter 2003-2004). pp 253-267 (15 pages)</li> <li>• Skim AR 360-1, The Army Public Affairs Program, 25 May 2011, pp. 4 thru 11; 14 thru 24; 50 thru 58 (Sections 2-5 thru 3-8; 5-1 thru 5-49; 13-1 thru 13-16),</li> <li>• Read Why Bother with the Media, Company Command, July 2010,</li> <li>• Skim Army Social Media Handbook, March 2014,<br/>Read MSL401L19 Media Relations Student Handout</li> </ul>  |
| <p>Lesson 20<br/>6 November<br/>(Wednesday)</p> <p>Individual and<br/>Family Readiness</p> <p>and</p> <p>Personal<br/>Financial<br/>Management</p> | <ul style="list-style-type: none"> <li>• Review Army One Source Website;<br/><a href="http://www.myarmyonesource.com/default.aspx">http://www.myarmyonesource.com/default.aspx</a></li> <li>• Review My Army Benefits Website;<br/><a href="http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_(ACS).html?serv=149">http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_(ACS).html?serv=149</a></li> <li>• Read Individual and Family Readiness Student Handout 1</li> <li>• Read Cadet eBook <b>[T]</b> Officership, <b>[C]</b> Programs and Services, <b>[S]</b> Financial Management/Installation Support Services, be prepared to discuss in class; <a href="http://www.rotcebooks.net/Officership/index.html">http://www.rotcebooks.net/Officership/index.html</a></li> <li>• Review U.S. Securities and Exchange Commission; Links: Education, Investor.gov, Tools, Investor Basics, be prepared to discuss in class; <a href="http://www.sec.gov">http://www.sec.gov</a></li> <li>• Read Personal Financial Management</li> <li>• Read Financial Readiness Training Programs</li> <li>• Read Blended Retirement System</li> <li>• Skim Leader Training to Introduce the Blended Retirement System for the Uniformed Services Course Transcript</li> <li>• Read Understanding Military Pay</li> <li>• View What is a Leave and Earning Statement - LES? YouTube video</li> </ul> |
| <p>Lab 11<br/>6 November<br/>(Wednesday)</p> <p>Military<br/>Communications<br/>/ U.S.<br/>Weapons/EST<br/>(FHTX)</p>                              | <ul style="list-style-type: none"> <li>• MSLLAB07 Military Communications LP.docx</li> <li>• MSLLAB07 Military Communications Student Reading.pdf</li> <li>• STP 21-1-SMCT Soldiers Manual of Common Tasks, Warrior Skills Level 1, August 2015, found at<br/><a href="http://www.apd.army.mil/">http://www.apd.army.mil/</a></li> <li>• Cadre in the Detachment Training Section will publish required preparatory materials, FHTX SOP, and/or OPORD information for U.S. Weapons</li> </ul>   |
| <p>11 November<br/>(Monday)<br/>Veteran’s Day</p>  | <ul style="list-style-type: none"> <li>• No Class</li> </ul>  |
| <p>Lesson 21<br/>13 November<br/>(Wednesday)</p> <p>Comprehensive<br/>Soldier and<br/>Family Fitness<br/>(CSF2)</p>                                | <ul style="list-style-type: none"> <li>• Read Cadet eBook <b>[T]</b> Personnel Development, <b>[C]</b> Comprehensive Fitness, <b>[S]</b> Comprehensive Soldier and Family Fitness (CSF2)</li> <li>• Read AR 350-53, 19 June 2014, Chapter 1: Paragraph 1-5,1-6,1-7, Chapter 2, Chapter 3: Paragraph 3-1</li> <li>• Read Comprehensive Soldier &amp; Family Fitness (CSF2) Student Handout</li> </ul>  |
| <p>Lab 12<br/>13 November<br/>(Wednesday)</p>  | <ul style="list-style-type: none"> <li>• Cadre in the Detachment Training Section will publish required preparatory materials, FHTX SOP, and/or OPORD information</li> </ul>  |

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| OPORD /<br>FRAGO / Briefing  |  |
| Lesson 22<br>18 November<br>(Monday)<br><br>Officer Career<br>Planning     | <ul style="list-style-type: none"> <li>• Skim DA PAM 600-3, Chap 2 and Chap 3-4 to 3-5</li> <li>• Skim "Beyond the Cloister," The American Interest, Jul-Aug 2007; David Petraeus</li> <li>• Skim "Officer Personnel Management in the Army: Past, Present, and Future," April 2003, D. Haught</li> <li>• View The U.S. Army Chief of Staff's Professional Reading List</li> </ul>   |
| Lesson 23<br>20 November<br>(Wednesday)<br><br>Leader Self-<br>Development | <ul style="list-style-type: none"> <li>• Skim ADP 6-22, Army Leadership, pp. 8 thru 9, (No. 35 thru 40)</li> <li>• Skim ADRP 6-22, Army Leadership, 1 August 2012, pp. 3-5 thru 5-5 (No. 3-26 thru 5-29) and 7-6 thru 7-8 (7-32 thru 7-48)</li> <li>• Read FM 6-22, Leader Development, Chapter 4<br/>Read MSL401L23 Leader Self-Development Student Handout</li> </ul>  |
| Lab 13<br>20 November<br><br>EST<br>(FHTX)                                 | <ul style="list-style-type: none"> <li>• Cadre in the Detachment Training Section will publish required preparatory materials, FHTX SOP, and/or OPORD information</li> <li>• M-16 Rifle and M-4 Carbine Principles of Operation <ul style="list-style-type: none"> <li>○ Skim: TC 3-22.9 Rifle and Carbine, May 2016, pp. 2-1 through 2-4.</li> </ul> </li> <li>• Disassembly/Assembly <ul style="list-style-type: none"> <li>○ Review: TM <a href="#">9-1005-319-10</a> Operators Manual for Rifle, 5.56mm, M16A2, M16A3, and carbine 5.56mm, M4, June 2010, pp. 0013 00-1 through 0017 00-8 (Disassembly/Assembly).</li> </ul> </li> <li>• View: M4 Carbine Disassembly (2:43)/Assembly (2:20) videos, at the following links: Clear and disassemble: <a href="https://www.youtube.com/watch?v=IReyxSVScYI">https://www.youtube.com/watch?v=IReyxSVScYI</a> Assemble: <a href="https://www.youtube.com/watch?v=glXfOGXhHzk">https://www.youtube.com/watch?v=glXfOGXhHzk</a></li> <li>• Review: Graphic Training Aide (GTA) - GTA <a href="#">07-01-045</a>, M16A4 Layout Chart (.pdf p.20)</li> <li>• Preliminary Marksmanship Instruction (PMI) <ul style="list-style-type: none"> <li>○ Read: FM 3-22.9, Rifle Marksmanship, 2011, c1; Ch 3, para 3-1 through 3-2, and Ch 4, para 4-66 through 4-75; (Publication Pulled for Update; no current link on APD)</li> <li>○ Read: TC 3-22.9 Supplement, Rifle Gold Book, Army Marksmanship Unit (AMU), 2018, Ch 3, pp. 13-18; Ch 4, pp. 19-27; Ch 5, pp. 28-29; and Ch 7, 33-38; (This supplement expounds upon the information in TC 3-22.9, and is provided by the US Army Marksmanship Unit)</li> <li>○ View: How to clear a malfunction using the M16 Family/Series of rifle (2:23), Fort Benning Training Video (S.P.O.R.T.S), at this link: <a href="https://www.youtube.com/watch?v=mZRx-UXzwY0">https://www.youtube.com/watch?v=mZRx-UXzwY0</a></li> <li>○ View: AMU Shooter's Corner video, 'Weapons Safety and Manipulation' (3:01), at this link: <a href="https://www.youtube.com/watch?v=4xUSEfB3LIQ">https://www.youtube.com/watch?v=4xUSEfB3LIQ</a></li> <li>○ View: AMU Shooter's Corner video, 'Sight Alignment and Trigger Control' (4:12), at this link: <a href="https://www.youtube.com/watch?v=_6x1cLByjgw">https://www.youtube.com/watch?v=_6x1cLByjgw</a></li> </ul> </li> <li>• *You may access the library of Army Marksmanship Unit (AMU) videos on YouTube for additional topics such as Zeroing the Weapon, Sights and Optics, Firing Positions, M-9 Pistol, etc., at this link: <a href="https://www.youtube.com/watch?v=4xUSEfB3LIQ&amp;list=PL09YtafxLYIR8Ki5gGYVDYnKlnueKHBX8">https://www.youtube.com/watch?v=4xUSEfB3LIQ&amp;list=PL09YtafxLYIR8Ki5gGYVDYnKlnueKHBX8</a></li> </ul> |
| Lesson 24<br>25 November   | <ul style="list-style-type: none"> <li>• Read MSL401Lxx Student Reading - AR 600-8-22, Military Awards chapters 1-3 and 10</li> </ul>  |

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| <p>(Monday)</p> <p>Awards</p>   | <ul style="list-style-type: none"> <li>• Review: Website, Army Writer, <a href="http://www.armywriter.com/da-form-638-award-bullets.htm">http://www.armywriter.com/da-form-638-award-bullets.htm</a></li> <li>• Review: Website, Army NCO, <a href="http://www.armynco.com/army_awards.shtml">http://www.armynco.com/army_awards.shtml</a></li> </ul>   |
| <p>Lesson 25<br/>27 November<br/>(Wednesday)</p> <p>The Uniform<br/>Code of Military<br/>Justice (UCMJ)</p> | <ul style="list-style-type: none"> <li>• Read Cadet eBook <b>[T]</b> Values and Ethics, <b>[C]</b> Military Justice, <b>[S]</b> Uniformed Code of Military Justice (UCMJ), be prepared to discuss in class; <a href="http://www.rotcebooks.net/Values_and_Ethics/index.html">http://www.rotcebooks.net/Values_and_Ethics/index.html</a></li> <li>• Read AR 27-10 Military Justice, 3 October 2011; (Chapters 3 and 5), be prepared to discuss in class; <a href="http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx">http://www.apd.army.mil/ProductMaps/PubForm/AR.aspx</a></li> <li>• Read Commander's Legal Handbook, 2015; pp. 7 through 90 and pp. 243 through 261, be prepared to discuss in class; <a href="https://www.jagcnet.army.mil/Sites/jagc.nsf/0/EE26CE7A9678A67A85257E1300563559/\$File/Commanders%20Legal%20HB%202015%20C1.pdf">https://www.jagcnet.army.mil/Sites/jagc.nsf/0/EE26CE7A9678A67A85257E1300563559/\$File/Commanders%20Legal%20HB%202015%20C1.pdf</a></li> </ul>   |
| <p>Lab 14<br/>27 November<br/>(Wednesday)</p> <p>EST<br/>(FHTX)</p>   | <ul style="list-style-type: none"> <li>• Cadre in the Detachment Training Section will publish required preparatory materials, FHTX SOP, and/or OPORD information</li> <li>• M-16 Rifle and M-4 Carbine Principles of Operation <ul style="list-style-type: none"> <li>○ Skim: TC 3-22.9 Rifle and Carbine, May 2016, pp. 2-1 through 2-4.</li> </ul> </li> <li>• Disassembly/Assembly <ul style="list-style-type: none"> <li>○ Review: TM <a href="#">9-1005-319-10</a> Operators Manual for Rifle, 5.56mm, M16A2, M16A3, and carbine 5.56mm, M4, June 2010, pp. 0013 00-1 through 0017 00-8 (Disassembly/Assembly).</li> </ul> </li> <li>• View: M4 Carbine Disassembly (2:43)/Assembly (2:20) videos, at the following links: Clear and disassemble: <a href="https://www.youtube.com/watch?v=IReyxSVScYI">https://www.youtube.com/watch?v=IReyxSVScYI</a> Assemble: <a href="https://www.youtube.com/watch?v=gIXfOGXhHzk">https://www.youtube.com/watch?v=gIXfOGXhHzk</a></li> <li>• Review: Graphic Training Aide (GTA) - GTA <a href="#">07-01-045</a>, M16A4 Layout Chart (.pdf p.20)</li> <li>• Preliminary Marksmanship Instruction (PMI) <ul style="list-style-type: none"> <li>○ Read: FM 3-22.9, Rifle Marksmanship, 2011, c1; Ch 3, para 3-1 through 3-2, and Ch 4, para 4-66 through 4-75; (Publication Pulled for Update; no current link on APD)</li> <li>○ Read: TC 3-22.9 Supplement, Rifle Gold Book, Army Marksmanship Unit (AMU), 2018, Ch 3, pp. 13-18; Ch 4, pp. 19-27; Ch 5, pp. 28-29; and Ch 7, 33-38; (This supplement expounds upon the information in TC 3-22.9, and is provided by the US Army Marksmanship Unit)</li> <li>○ View: How to clear a malfunction using the M16 Family/Series of rifle (2:23), Fort Benning Training Video (S.P.O.R.T.S), at this link: <a href="https://www.youtube.com/watch?v=mZRx-UXzwY0">https://www.youtube.com/watch?v=mZRx-UXzwY0</a></li> <li>○ View: AMU Shooter's Corner video, 'Weapons Safety and Manipulation' (3:01), at this link: <a href="https://www.youtube.com/watch?v=4xUSEfB3LIQ">https://www.youtube.com/watch?v=4xUSEfB3LIQ</a></li> <li>○ View: AMU Shooter's Corner video, 'Sight Alignment and Trigger Control' (4:12), at this *link: <a href="https://www.youtube.com/watch?v=_6x1cLByjgw">https://www.youtube.com/watch?v=_6x1cLByjgw</a></li> </ul> </li> <li>• *You may access the library of Army Marksmanship Unit (AMU) videos on YouTube for additional topics such as Zeroing the Weapon, Sights and Optics, Firing Positions, M-9 Pistol, etc., at this link: <a href="https://www.youtube.com/watch?v=4xUSEfB3LIQ&amp;list=PL09YtafxLYIR8Ki5gGYVDYnKlnueKHBX8">https://www.youtube.com/watch?v=4xUSEfB3LIQ&amp;list=PL09YtafxLYIR8Ki5gGYVDYnKlnueKHBX8</a></li> </ul> |
| <p>Lesson 26<br/>2 December<br/>(Monday)</p>  | <ul style="list-style-type: none"> <li>• Review AR 27-10 Military Justice, 11 May 2016; paragraphs 3-2 to 3-4, page 3 and 4</li> <li>• AR 635-200, Active Duty Enlisted Administrative Separations; 19 December 2016, paragraph 1-15 to 1-18, pages 5 to 8 and paragraphs</li> </ul>  |

|  |  |
|--|--|
| Administrative Discipline and Separation             | 3-4 to 3-9, pages 45-49<br>• Skim Commander's Legal Handbook, 2015; pp. 165 through 218, in particular the table on pp. 178 through 183<br><a href="https://www.jagcnet.army.mil/Sites/jagc.nsf/0/EE26CE7A9678A67A85257E1300563559/\$File/Commanders%20Legal%20HB%202015%20C1.pdf">https://www.jagcnet.army.mil/Sites/jagc.nsf/0/EE26CE7A9678A67A85257E1300563559/\$File/Commanders%20Legal%20HB%202015%20C1.pdf</a> |
| Final Exam<br>3-6 December<br><br>(Individual Event) | • Available on ROTC Blackboard   |

Note: Changes may be made to the course outline or requirements as needed.

Additional reading assignments will be posted to the ROTC Blackboard.

#### **Appendix D** **Master Reference List**

**NOTE:** The reference list below **is Not** all inclusive for MSCL 4301. It is provided as a guidance for research and assignments.

| <u>Number</u> | <u>Title</u>                           | <u>Date</u>  | <u>Additional Information</u> |
|---------------|--|--------------|-------------------------------|
| ADP 1         | The Army                               | 17 Sep 2012  | w/chg 2, 6 Aug 2013           |
| ADP 2-0       | Intelligence                           | 31 Aug 2012  |                               |
| ADP 3-0       | Unified Land Operations                | 16 May 2012  |                               |
| ADP 3-07      | Stability                              | 31 Aug 2012  | w/ch1, 25 Feb 2013            |
| ADP 3-09      | Fires                                  | 31 Aug 2012  | w/ch1, 25 Feb 2013            |
| ADP 3-28      | Defense Support of Civil Authorities   | 14 Jun 2013  |                               |
| ADP 3-37      | Protection                             | 28 Feb 2013  | w/ch1, 28 Feb 2013            |
| ADP 3-90      | Offense and Defense                    | 31 Aug 2012  |                               |
| ADP 4-0       | Sustainment                            | 31 July 2012 |                               |
| ADP 5-0       | The Operations Process                 | 17 May 2012  |                               |
| ADP 5-0.1     | Commander and Staff Officers Guide     | 14 Sep 2012  |                               |
| ADP 6-0       | Mission Command                        | Mar 2012     | w/chg 2, Mar 2014             |
| ADP 6-22      | Army Leadership                        | 1 Aug 2012   | w/ch1, 10 Sep 2012            |
| ADP 7-0       | Training Units and Leaders             | 23 Aug 2012  |                               |
| ADRP 1        | The Army Profession                    | 14 Jun 2013  |                               |
| ADRP 1-02     | Operational Terms and Military Symbols | 02 Feb 2015  |                               |
| ADRP 2-0      | Intelligence                           | 31 Aug 2012  |                               |
| ADRP 3-0      | Unified Land Operations                | 16 May 2012  |                               |
| ADRP 3-07     | Stability                              | 31 Aug 2012  | w/ch1, 25 Feb 2013            |



|                   |  |              |                     |
|-------------------|--|--------------|---------------------|
| ADRP 3-09         | Fires  | 31 Aug 2012  | w/ch1, 25 Feb 2013  |
| ADRP 3-28         | Defense Support of Civil Authorities             | 14 June 2013 |                     |
| ADRP 3-37         | Protection                                       | 28 Feb 2013  | w/ch1, 28 Feb 2013  |
| ADRP 3-90         | Offense and Defense                              | 31 Aug 2012  |                     |
| ADRP 4-0          | Sustainment                                      | 31 July 2012 |                     |
| ADRP 5-0          | The Operations Process                           | 17 May 2012  |                     |
| ADRP 5-0.1        | Commander and Staff Officers Guide               | 14 Sep 2012  |                     |
| ADRP 6-0          | Mission Command                                  | 17 May 2012  | w/ch2, 28 Mar 2014  |
| ADRP 6-22         | Army Leadership                                  | 1 Aug 2012   | w/ch1, 10 Sep 2012  |
| ADRP 7-0          | Training Units and Leaders                       | 23 Aug 2012  |                     |
| <b>ATP</b>        |  |              |                     |
| ATP 3-09.30       | Techniques for Observed Fire                     | 02 Aug 2013  |                     |
| ATP 3-34.5        | Environmental Considerations                     | 10 Aug 2015  |                     |
| ATP 3-39.32       | Physical Security                                | Apr 2014     |                     |
| ATP 4-42          | General Supply and Field Services Operations     | July 2014    |                     |
| ATP 4-33          | Maintenance Operations                           | Apr 2014     |                     |
| ATP 5-19          | Risk Management                                  | Apr 2014     | w/ch1, 12 Sep 2014  |
| ATP 6-22.1        | Counseling Process                               | 1 July 2014  |                     |
| <b>ATTP</b>       |  |              |                     |
| ATTP 4-33         | Maintenance Operations                           | 18 Mar 2011  |                     |
| <b>FM</b>         |  |              |                     |
| FM 1-06           | Financial Management Operations                  | Apr 2014     |                     |
| FM 2-0            | Intelligence                                     | 15 Apr 2014  |                     |
| FM 3-05.70        | Survival   | 17 May 2002  |                     |
| FM 3-07           | Stability  | June 2014    |                     |
| FM 3-21.8         | The Infantry Rifle Platoon and Squad             | Mar 2007     |                     |
| FM 4-95           | Logistics Operations                             | Apr 2014     |                     |
| FM 6-0            | Commanders and Staff Organization and Operations | 05 May 2014  |                     |
| FM 6-22           | Leader Development                               | 30 Jun 2015  |                     |
| FM 6-22.5         | Combat and Operational Stress Control            | 18 Mar 2009  |                     |
| FM 7-22           | Army Physical Readiness Training                 | 26 Oct 2012  | w/ch1, 3 May 2013   |
| FM 27-10          | Law of Land Warfare                              | July 1956    | w/ch1, 15 July 1976 |
| <b>CALL</b>       |  |              |                     |
| CALL 07-19        | Base Defense                                     | Mar 07       |                     |
| <b>JP</b>         |  |              |                     |
| JP 3-0            | Joint Operations                                 | 11 Aug 2011  |                     |
| JP 3-07           | Stability Operations                             | 29 Sep 2011  |                     |
| JP 5-0            | Joint Operation Planning                         | 11 Aug 2011  |                     |
| <b>STP</b>        |  |              |                     |
| STP 21-1          | Warrior Skills Level 1                           | 14 Apr 2014  |                     |
| STP 21-24<br>SMCT | Warrior Leaders Skills Level 2, 3, and 4         | 9 Sep 2008   |                     |

|              |  |             |                  |
|--------------|--|-------------|------------------|
| TC 3-21.5    | Drill and Ceremony   | 20 Jan 2012 |                  |
| TC 3-25.26   | Map Reading and Land Navigation  | 15 Nov 2013 |                  |
|              | Unit Training Management   | Dec 2013    | ATN              |
|              | LG to Company Training Meetings  | Dec 2013    | ATN              |
|              | LG to AAR  | Dec 2013    | ATN              |
|              | Develop Unit METL  |             | ATN              |
|              | Determine KCT to Train   |             | ATN              |
| AR 25-50     | Preparing and Managing Correspondence  | 17 May 2013 |                  |
| AR 600-20    | Command Policy   | 6 Nov 2014  |                  |
| AR 623-3     | Evaluation Reporting System  | 31 Mar 2014 |                  |
| AR 670-1     | Wear and Appearance of Uniforms and Insignia   | 10 Apr 2015 |                  |
| DA Pam 623-3 | Evaluation Reporting System  | 31 Mar 2014 |                  |
|              | Commander's Legal Handbook   | 2015        |                  |
| CCR 145-3    | Reserve Officers Training Corps Precommissioning Training and Leadership Development | 20 Sep 2011 | USACC Sharepoint |
| Cadet Text   | SROTC Cadet eBook  |             | ROTC Blackboard  |

**Additional Publication Sites:** (selected readings available online)

- **Army Training Network (ATN)**- <https://atn.army.mil/>
- **Central Army Registry (CAR)**-<https://atiam.train.army.mil/catalog>
- **Army Publication Division (APD)**-<http://www.apd.army.mil/>
- **Joint Electronic Library (JEL)**- [http://www.dtic.mil/doctrine/new\\_pubs/jointpub.htm](http://www.dtic.mil/doctrine/new_pubs/jointpub.htm)
- **Milsuite-**

<https://login.milsuite.mil/?>

<goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>

- **ROTC Blackboard (Bb)**-

[https://rotc.blackboard.com/webapps/blackboard/content/listContent.jsp?course\\_id=\\_10334\\_1&content\\_id=\\_878461\\_1](https://rotc.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=_10334_1&content_id=_878461_1)

**Further Reading Publications:**

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 (2005). The Army. Washington, D.C.: U.S. Government Printing Office.

Headquarters, Department of the Army, Field Manual 6-22 (2006). 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.

**Appendix E**  
**Rubrics**

**Participation Rubric**

| Criteria  | Class Participation Levels of Achievement   |   |   |  |
|---|---|---|---|--|
|   | Exemplary   | Proficient  | Basic   | Developing   |
|   | 5 points  | 4 points  | 3 points  | 2 to 0 points  |
| <b>Classroom Discussion &amp; Activity, Small Group Participation</b> | <ul style="list-style-type: none"> <li>Overall, consistent contributions that significantly reveal familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</li> <li>Contributes consistently &amp; at a high-level of quality to the reflective writing elements of the course</li> </ul> | <ul style="list-style-type: none"> <li>Overall, contributions that adequately reveal familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</li> <li>Contributes adequately and at an appropriate level of quality to the reflective writing elements of the course</li> </ul> | <ul style="list-style-type: none"> <li>Overall, contributions that reveal limited familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</li> <li>Contributes in a limited fashion to the reflective writing elements of the course</li> </ul> | <ul style="list-style-type: none"> <li>Overall, contributions are incomplete in regard to familiarity with readings or capacity listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</li> <li>Does not contribute to the reflective writing elements of the course</li> </ul> |
| <b>Listening, Focus and Relevancy</b>                                 | <ul style="list-style-type: none"> <li>Actively listens to students and instructor.</li> <li>Ability to engage with and focus on pertinent class experiences</li> <li>Follows appropriate use of cell phone &amp; electronic devices</li> </ul>   | <ul style="list-style-type: none"> <li>Displays active listening skills and adequately engages with and focuses on pertinent class experiences</li> <li>Mostly follows appropriate use of cell phone &amp; electronic devices</li> </ul>  | <ul style="list-style-type: none"> <li>Sometimes displays lack of interest in listening to others.</li> <li>Limited engagement with and focus on pertinent class experiences</li> <li>Does not follow appropriate use of cell phone and electronic devices</li> </ul>   | <ul style="list-style-type: none"> <li>Distracted and focused on outside materials</li> <li>Fails to engage or focus on pertinent class experiences</li> <li>Does not follow appropriate use of cell phone and electronic devices</li> </ul>   |

Source: CFDC Teaching and Learning

**APPENDIX F**  
**Syllabus Agreement Form**

**SYLLABUS AGREEMENT FORM**

I acknowledge that I have received and reviewed the course syllabus for

MILS 4301, The Army Officer, FALL 2019

My class meets on Mondays and Wednesdays at 1300-1420 in Heritage Hall, Cadet Learning Room 215

I have read the syllabus (either in paper or online), and I understand the classroom policies, instructors expectations, and rules (e.g. technology and text requirements, grading system, attendance policy, academic integrity policy, assignment responsibilities, test policies, etc.) as stated in the syllabus for this course.

If I have any questions or concerns, I will contact the instructor for further explanation.

I understand that I am responsible to complete all homework assignments, quizzes/in-class assignments, and written projects by the due dates as outlined in the syllabus.

I agree to be prepared for and attend class each day and on each scheduled test day.

I understand that I must maintain academic integrity and honesty at all times, on all course assignments: homework, projects and exams.

I understand that in addition to an academic penalty, I am subjected to disenrollment from Army ROTC, pursuant to Army Regulation 145-1 for any violation of the course syllabus and Army policies.

By signing below, I am acknowledging complete understanding of stated policy and being subject to penalties as stated above.

PRINTED NAME \_\_\_\_\_

SIGNED \_\_\_\_\_ DATE \_\_\_\_\_