

Military Science 302
Applied Leadership in Small Unit Operations
Spring 2019
Instructor

SFC Bryan M. Evans
TAMUCT: Warrior Hall / 4th floor / Room 417
TAMUCT: MW 1300-1430 / LAB Wed 1500-1700
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1. Course Description: MSL 302 is an academically challenging course where you will study, practice, and apply the fundamentals of Army leadership, Officership, Army values and ethics, personal development, and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a squad and platoon in the execution of a mission during a classroom practical exercise (PE), a Leadership Lab, or during a Joint Field Training Exercise (JFTX) in a field environment. You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills that can further develop as a successful officer. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, and practical exercises, a mid-term exam, and a final exam. You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MSL IV Cadets who will evaluate you using the Cadet Officer Evaluation System (OES). Successful completion of this course will help prepare you for the ROTC Cadet Leader Course (CLC), which you will attend in the summer at Fort Knox, KY.

2. Outcomes and Learning Objectives:

a. Leadership:

- 1) **Embody the 21st Century Soldier Competencies**
- 2) **The Army Profession:** Live honorably and build trust
- 3) **Professional Competence:** Demonstrate intellectual, military and physical competence
- 4) **Adaptability:** be an agile, adaptive, critical thinker; an individual who can solve complex problems in a limited amount of time using creative solutions
- 5) **Teamwork:** Develop, lead and inspire through teamwork; communicate and interact effectively
- 6) **Lifelong learning;** pursue excellence and continue to grow
- 7) **Comprehensive fitness;** seek balance, be resilient and demonstrate a strong winning spirit

b. Personal Development:

- 1) Define standards for the Army Physical Fitness Test (APFT)
- 2) Write short-term and long-term goals to prepare for APFT
- 3) Describe the factors of Suicide Prevention
- 4) Deliver on one or more of the four types of Military briefings

c. Values and Ethics:

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- 1) Observe the Warrior Ethos in fellow Cadets/cadre or when presented with a current or historical vignette or case study
- 2) Embody the Warrior Ethos in Leadership Labs and Cadet interactions

d. Officership:

- 1) Apply the Composite Risk Management process to the orders process
- 2) Apply the fundamentals of Drill and Ceremony to squad and platoon formations

e. Tactics and Techniques:

- 1) Apply troop leading procedures to accomplish squad and platoon operations
- 2) Apply map reading, land navigation and terrain analysis to squad and platoon operations
- 3) Apply military decision making to solve problems
- 4) Apply fundamentals of Army Operations to small unit operations
- 5) Pass the CWST

f. Each Cadet will improve briefing, writing, and counseling skills.

g. Each Cadet will maintain a 3.0 GPA in Military Science.

3. Requirements

a. Study Text (Read): Prior to each class, conduct required readings as listed in the attached course schedule and as directed by the professor from Annex B (MS 302 Required Reading).

b. Class participation: Classroom and Lab attendance and participation is mandatory—only the APMS can approve absences in advance. 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, and leading lab exercises. Class is worth 10 points, Labs are worth 10 points, and the Spring FTX is worth 10 points. Failure to attend the FTX, except in approved circumstances, will result in the reduction of one letter grade from the final grade. In the event we do not have a FTX the points will be divided between labs and class evenly; making them worth 15 points each.

c. Quizzes: Unannounced quizzes will take place throughout the semester to reinforce learning objectives.

d. Mid-Term Exam: A mid-term exam will be given to assess your knowledge achieved in the first half of the course. The exam will be true/false, multiple choices, and fill in the blank.

e. Final Exam: A cumulative final exam will be given to assess your knowledge achieved throughout the course of the semester. The final exam will be given on the final class day of the semester (prior to study week) to afford you maximum time to focus on your University classes. The final exam will be true/false, multiple choices, and fill in the blank. The exam will come from the readings, lectures, and class discussions conducted during the semester.

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f. Physical Training (PT): PT attendance and participation is mandatory—only the instructor or APMS can approve absences in advance. As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic APFT throughout the spring semester and a record APFT at the end of the semester. The record APFT will count 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

1) All Cadets are required to attend PT sessions five times a week. MS III cadets are responsible for conducting PT sessions as the Key Event OIC.

2) Remedial PT will take place at 0500 (TBD by CDT leadership) at a location published by the PT officer. The remaining PT events will take place as determined by the PT session requirements for the cadets as directed by the APMS. Cadets who fail HT/WT, fail APFT, or end up under a 70 in any event will be a part of remedial PT until they surpass their deficiency.

g. LAB / Key Event OIC

1) Lab chain of command for three weeks out will attend the weekly command and staff/training meeting. The platoon sergeant and platoon leader for each week will attend. MS IV cadets will inform the new group of MS III cadets attending the WARNO process at least one week out. To replicate the orders process and Chain of Command in-brief for 24 hours, 48 hours, and 72 hours prior that is in place at CLC, we will use the following time line on campus. The 24 hours out corresponds to the chain of command in place for the execution weeks training; 48 hours out corresponds to the chain of command one week out; and 72 hours corresponds to the chain of command two weeks out. The matrix below further explains this concept.

| Requirement | Two Weeks (72 hrs) (Wed Trng Mtg) | One Week (48hrs) (Wed Trng Mtg) | Execution week (24 hrs) (Wed Trng Mtg) |
|-------------------------------|--|--|---|
| WARNO | X | | |
| OPORD | | X | |
| FRAGO (brief/receive changes) | | | X |

h. Leadership opportunities: As a MSIII Cadet you will be placed in several leadership positions ranging from Squad Leader through Platoon Leader. You will receive feedback during an AAR following the training; providing immediate feedback on your performance. Take notes

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in your journal for future development and improvements. **(see enclosure 1 for leadership description)**

i. Mentorship Program: The cadet XO will organize mentor groups consisting MS IVs mentoring MS IIIs and MS IIIs mentoring MS Is and IIs (contracted and non-contracted). The mentorship assessment should provide the Cadre your assessment of the strengths and weaknesses of each Cadet and your concept on how to improve strengths and weaknesses. Since each MSIII brings different qualities, expertise and strengths to bear, MS III Cadets should collaborate and select those strengths and weaknesses you can address individually and those you can improve as a mentor team when the opportunity arises. Each MS I and MS II will be counseled monthly; **counseling's will be due to me on the last class day of each month** on a DA form 4856 and 2166-8-1 (see Enclosure 2 for format). Utilize Mentor Checklist (See Enclosure 3) as a guide. Mentorship packets are due **NLT 24 APR 19.**

j. Command Philosophy Memo. Write a 2 page memorandum for record on your Command Philosophy. Include in the memorandum how you plan to lead, what attributes are most important to you and what you expect from your subordinates. Memorandum is due **NLT 18 FEB 19.**

k. Essay- Battle Analysis: Write a minimum of a seven (5) page essay that characterizes Army leadership through a famous battle. The Class Leader will create a sign-up sheet to determine which battles will be used and what main character will be analyzed. Similar battles are authorized, but same main characters are not. The sign up roster is due to me **NLT 23 January 2019.** The analysis needs to include the Army core values that were displayed by a specific leader during the chosen battle. Each student will prepare a 15-20 minute presentation **(See Enclosure 4)**. Students will be randomly selected to present their analysis between **02-18 APR 19.** Thus, every student will be prepared to present and will be notified minutes prior that they will brief. Final paper and slides are due **NLT 03 APR 19.**

- APA format **(double spaced- Arial 11)**
- Cover Sheet (does not count as part of the page requirement)
- Work Sited Page (does not count as part of the page requirement)

One way to analyze a battle is to apply the Principles of War to an individual commander or decisive action within the larger battle. Anyone can parrot the results of a battle or campaign; however, the intent of the analysis is to revisit that time, space, and situation to understand not only *what* happened, but *why*. Think beyond the superficialities of time, location, country, and uniform. Since students are generally familiar with Civil War battles, consider the following examples.

- What Principles of War were used well or violated by the Confederate (CS) command structure at Fort Donelson, the decision to hold the Hornet's Nest at Shiloh, not pursuing the Army of Northern Virginia after Gettysburg, the Battles of Spotsylvania and Cold Harbor, and the CS charge at Franklin?
- What Principles of War did CS COL Nathan Evans employ during the initial action at the First Battle of Manassas? Which did US LTC Joshua Chamberlain use at Little Round Top? Which did CS MG Thomas Jackson use at Chancellorsville? Which principles did US LTG William T. Sherman use in late 1864? How did the actions of these generals using these principles affect the outcome of those battles or campaigns?

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Information on the Principles of War is found in FM 3-0, Operations, Appendix A.

REMEMBER: Always cite your sources! Any time you borrow someone else's work, cite its use and list it in your bibliography or references. Ensure you set the example for your fellow cadets. **Late papers will receive a zero. No exceptions for this assignment.** Essays are due **NLT 03 APR 19.**

NOTE: It is not mandatory to pass the Combat Water Survival Training (CWST) to attend CST, however it is mandatory to pass prior to being commissioned.

I. Professional Military Education (PME) Requirements:

- a. Military History – HIST 3163
- b. Writing Proficiency Exam – University Requirement

m. Electronic Mail (EMAIL): ALL CADETS are required to check their primary school email accounts for assignments and announcements daily. PERSONAL EMAILS WILL NOT BE USED. All assignments for the semester will be loaded into the ROTC Blackboard:

https://rotc.blackboard.com/webapps/blackboard/content/listContentEditable.jsp?content_id=1206944_1&course_id=12690_1&mode=reset. It will be located under Texas A&M University Central Texas MSL300 folder, Spring Semester MSL 302. It will be uploaded the every Wednesday for the next weeks reading and homework assignments. Coordinate with your MS 302 instructor if you do not have access to either ROTC Blackboard or to the above folders.

If you have a CAC card you should enroll in [The Platoon Leader Forum](http://PL.army.mil): <http://PL.army.mil> enrollment and completion of Army's SHARP Program <http://srotc.nformd.net/sexualassault/ulogin/>

4. Evaluation and Grading

| | |
|-------------------------|--------|
| APFT | 10 pts |
| Class Participation* | 30 pts |
| Quiz Grades | 10 pts |
| Mid-term exam | 10 pts |
| Final Exam | 20 pts |
| Command Philosophy Memo | 5 pts |
| Essay | 15 pts |

*NOTE: All Cadets are expected to participate in all ROTC activities in and outside the classroom. Class, Lab and Physical Training attendance counts towards participation points.

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a. **Grade Scale:** The following grading scale will be used based on 100 points possible:

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

b. Satisfactory participation and performance is a "B". **Unexcused absences may not be made up and will result in a 1-point deduction per absence.** Coordinate with me in advance if you know you are going to miss a class. If excused, **it is your responsibility** to make up the missed material; failure to do so will result in a 1-point deduction.

c. **Extra Credit:** Cadets can accumulate extra credit points with the APMS' approval. The maximum amount of extra credit points that a cadet can achieve is 10 points. Identifying a fully qualified student that contracts will result in maximum points.

5. Uniforms and Appearance: **Cadets will wear ACUs (Army Combat Uniform) every Monday and Wednesday for the MS classes (unless directed otherwise by the APMS); ACUs (Army Combat Uniform) to all labs on Wednesday as well as some additional TA-50 items; Cadets will wear their ASUs (Army Service Uniform) on the last Monday of MS 302 class every month. Army PT uniform to all PT sessions and adhere to Army Regulation 670-1 with regard to uniforms and appearance. Functions not requiring uniform; cadets will wear professional casual (polo shirt, jeans or khaki pants) as directed by the APMS. The Training Schedule posted will direct individual uniform and equipment requirements for training events.**

6. Collaboration: You are encouraged to work together with your fellow MSL III Cadets and seek guidance and help from your instructor, MSL IV Cadets and other ROTC cadre.

7. 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.

8. Other Expectations: As leaders of our Cadet battalion for this academic year, I expect for each of you to:

- a. Participate in Texan Battalion social and volunteer functions.

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- b. Participate in Leadership Labs and PT sessions as per the guidance in the lab syllabus.
- c. Lead, set the example, and participate in your AROTC program.
- d. You will receive mid-term and end-of-term counseling from me.

9. Open Door Policy: I maintain an open door policy for all Cadets. My official office hours will be M, W (0900-1200); TU,TH, F (0900-1700). You can schedule an appointment with me via email or face-to-face to discuss any issue that is on your mind.

10. Course Schedule: See Annex A (MS 302 Course Schedule for Spring 2019) to this Syllabus for class, lab, and key event dates (all times are subject to change due to time constraints).

- a. Class Meetings: 1300-1430, Monday and Wednesday, Warrior Hall (WH) RM 417
- b. Training Meetings: 1215-1300, Monday, (WH 311).
- c. Lab Meetings: 1500-1700, Friday, Location IAW published training calendar.

11. Academic Integrity. Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. Texas 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. More information can be found at www.ct.tamus.edu/StudentConduct. Any cheating or plagiarism in this course will result in failure of this course.

12. Disability Support and Access Services. 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 an education that is barrier-free. The Office of Disability Support and Access is responsible for ensuring that students with a disability enjoy equal access to the University's programs, services and activities. Some aspects of this course or the way the course is taught may present barriers to learning due to a disability. If you feel this is the case, please contact Disability Support and Access at (254) 501-5836 in Warrior Hall, Ste. 212. For more information, please visit their website at <https://www.tamuct.edu/student-affairs/access-inclusion.html>. Any information you provide is private and confidential and will be treated as such.

13. Tutoring and Writing Center Assistance

Tutoring

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Academic Support exists to provide support to all TAMUCT students! Regardless of your major, your year of study, whether you are an online or on-campus student, we're here to help you succeed and accomplish your academic goals! We offer tutoring support on-campus and online, workshops and resources to help you succeed, and even study abroad opportunities.. If you have questions, need to schedule a tutoring session, or if you are interested in becoming a tutor, contact Academic Support Programs at 254-519-5796 or by going to <https://www.tamuct.edu/student-affairs/academic-support.html> for more information.

The University Writing Center

The University Writing Center is available at <https://tamuct.mywconline.com> for help with your overall writing process and various writing assignments/tasks.

14. University Library. Welcome to the University Library! We are happy to help you with research projects, class assignments, or any other questions you might have. Please let us know what we can do to make your University experience a little more pleasant, or a lot easier. We have approximately 200 databases with over 66,000 electronic journals and 430,000 print and ebook titles. We also have librarians on duty in person whenever the library is open, and 24 hours a day, 7 days a week online. More information can be found at <http://tamuct.libguides.com/index>

13. Academic Dishonesty Policy: Academic Honesty Statement
(very important – read carefully)

1. Texas A&M Central Texas College and the Department of Military Science expect all students to maintain high standards of personal and academic honesty and integrity.
2. Student integrity is especially critical, because the opportunities for dishonesty (i.e. social media, Wikipedia, websites, etc..) are more readily available and the trust level is higher. Exploiting either of these opportunities is a particularly blatant and offensive act. By enrolling and remaining as a participant in any Military Science course, you affirm that you will adhere to the strictest standards of academic honesty and integrity.
3. You must maintain academic integrity and honesty at all times, on all course assignments: homework, projects and exams.
4. You must work independently when required, and work effectively in groups when that is required. You must use only the resources and assistance permitted on a given course activity. Students should pay special attention to whether assignments are designated as 'individual' or 'group', as well as what materials, resources and help from others are permitted. If in doubt, ask prior to doing the assignment.
5. When you are permitted to use materials and ideas that belong to others, you must state the source of the information in APA format. If you use outside help or materials when not allowed, you are in violation of this policy in the way of cheating. If allowed to use outside materials, but do not cite the sources of your information, you are in violation of this policy in the way of plagiarism.
6. Students who assist other students in violating this policy are considered equally in violation.

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7. Academic penalties will be in agreement with each university (TSU, TAMU-CT, CTC, UMHB) and will include, but not limited to the following:

- a) First offense, suspected: warning.
- b) First offense, documentable: zero on the assignment in question & reduction of one letter grade.
- c) Second offense: failing grade in, AND dismissal from the course.
- d) Third offense: recommendation to be withdrawn from the university.

8. In addition to an academic penalty, any violation of this policy may subject you to disenrollment from ROTC, pursuant to Army Regulation 145-1.

i. By signing below, you are acknowledging complete understanding of stated policy and being subject to penalties as stated above.

Name: _____

Signature: _____

Date: _____

ANNEX A

| DATE | MONDAY LESSON 1300-1430 | WEDNESDAY LESSON 1300-1430 | WEDNESDAY LAB 1500-1700 | Additional Training Events (Fridays) |
|--------------|--|--|---|--|
| Jan 14-18 | Course Overview / Collier Inprocessing | Direct Level Leadership | Awards Ceremony | |
| Jan 21-25 | No School | Platoon Operations: Movement Formations and Techniques | Fundamentals of Platoon Operations | Supply Draw |
| Jan 28-Feb 1 | Power of Influence | Reconnaissance | Squad Tactics: Attack/Recon | |
| Feb 4-8 | Emotional Intelligence | Patrolling and Patrol base Operations | Patrol base Operations | Patrol Base Operations (Conducted at TAMUCT) |
| Feb 11-15 | Motivating Soldiers | Battle Drills 1 & 2 (WSTC reserved) | Battle Drills 1 & 2(WSTC reserved) | |
| Feb 18-22 | Counseling Elite | Platoon Offensive Operations: MTC / React to Contact | Platoon Tactics: Movement to contact / React to Contact | |

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|--|--|--|---|--|
| Feb 25- Mar 1 | Peer Eval | Platoon Defensive Operations: Techniques and Preparation | Platoon Tactics: Recon | Day Land Navigation (Non Self Correcting)(Friday Mar 1) |
| Mar 4-8 | Mid Term Exam / Essay (CSA PRL) | Platoon Tactics: Attack | Platoon Tactics: Attack | Tactics (Cadets Choice) (Conducted at TAMUCT) |
| Mar 11-15 | Spring Break | Spring Break | Spring Break | Bataan Death March |
| Mar 18-22 | Ethics Case Studies | Fire Support In Platoon Operations (Located at WSTC) | Call For Fire Simulation (2x classrooms)(WSTC reserved) | Day Land Navigation (Non Self Correcting)(Friday Mar 22) |
| Mar 25-29 | Managing Conflict / Negotiations and PE | Platoon Offensive Operations: Raid | Platoon Tactics: Raid | FTX (MAR 29-31) |
| Apr 1-5 | Commo / Medical Training | Platoon Sustainment Operations | FTX Recovery | Dining Out |
| Apr 8-12 | The Army Professional Ethic - Honorable Living | Platoon Offensive Operations: Ambush | Platoon Tactics: Ambush | EST (Friday Apr 12 1100-1630) |
| Apr 15-19 | Leadership Self Assessment/Inventory | Peer Evals | Day Land Navigation (Non Self Correcting) | |
| Apr 22-26 | Leadership Book Review Presentations | Leadership Book Review Presentations | | |
| Apr 29-May 3 | Final Exam / Essay | EST (1100-1630) | EST | |
| May 6-10 | Counseling | Counseling | PCCs / PCIs for CST | Commisioning Ceremony (May 11th) Spring Term Ends |
| Physical Training will be conducted Monday-Thursday 0630-0730 and Friday 0630-0730 (For those who score below 270 on the APFT) | | | | |

Spring 2019 Semester Major Events: Major events for the semester are listed in sequence.

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| | |
|-----------------|---------------------------------|
| TBD | Diagnostic APFT W.S. Young Park |
| TBD | Record APFT W.S. Young Park |
| 29 Mar – 31 Apr | Spring FTX TBD |
| 5 Apr TBD | Dining Out |
| 28 Apr TBD | Organizational Day |
| 13 May TBD | Commissioning |

Annex B: (MS 302 Required Reading): The following listing outlines the reading references for MS 302

Student Text: MSL 302, Adaptive Team Leadership, Pearson Custom Publishing, 2008
 (Will be issued to Student free of Charge)

NOTE: ROTC Cadet Textbooks are currently being updated. To be proactive, some of the lessons have been updated and might reference a Cadet reading assignment to a section that is not in the current textbook. If this situation occurs disregard the reading assignment.

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

- ADP 1** The Army, SEP 12
- ADP 1-02** Operational Terms and Military Symbols, AUG 12
- ADP 3-0** Unified Land Operations, OCT 11
- ADP 6-22** Army Leadership, AUG 12
- ADRP 1-02** Operational Terms and Military Symbols, AUG 12
- ADRP 3-0** Unified Land Operations, MAY 2012
- ADRP 3-07** Stability, AUG 12
- ADRP 3-90** Offense and Defense, AUG 12
- ADRP 5-0** The Operations Process, MAY 12
- ADRP 6-0** Mission Command, MAY 12
- ADRP 6-22** Army Leadership, AUG 12
- ATP 3-06.20** Cordon and Search, MAY 13
- ATTP 5-0.1** Commander and Staff Officers Guide, SEP 11
- Joint Publication 3-0** Joint Operations, AUG 11
- Army Techniques Publications (ATP) 3-21.8**, The Infantry Rifle Platoon and Squad, APR 16
- FM 3-25.26**, Map Reading and Land Navigation, JAN 05
- Leadership Development Program Handbook, SEP 13
- Leadership Development Program Handbook** – U.S. Army Cadet Command
- FM 22-100** Military Leadership and Counseling
- FM 21-20** Physical Readiness Training
- FM 22-5** Drill and Ceremonies

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FM 101-5 Staff Organization and Operations

Selected books and articles as determined by professor

- Selected books and articles as determined by professor
 - <http://rotc.blackboard.com>
 - <http://srotc.nformd.net/sexualassault/ulogin/>
 - http://www.army.mil/usapa/doctrine/Active_FM.html
 - http://www.goarmy.com/about/ranks_and_insignia.jsp
 - <http://www.army.mil/values/warrior.html>
 - <http://www.changingminds.org>
 - <https://armypubs.army.mil/default.aspx>

Further Reading

Army Officer Guide

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

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

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

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

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

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

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

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

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

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

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

- FM 1, *The Army*. 14 June 2005.
- FM 1-02, *Operational Terms and Graphics*. 21 September 2004.

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- FM 3-0, *Operations*. 27 February 2008.
- ATP 3-21.8, *The Infantry Rifle Platoon and Squad*. April 2016.
- FM 3-25.26, *Map Reading and Land Navigation, (w/c1)*. 30 August 2006.
- FM 4-02.51, *Combat and Operational Stress Control*. 6 July 2006.
- FM 5-0, *Army Planning and Orders Production*. 20 January 2005.
- FM 5-19, *Composite Risk Management*. 21 August 2006.
- FM 6-0, *Commander and Staff Organization*. 01 May 2014.
- FM 6-22, *Army Leadership*. 12 October 2006.
- FM 6-22.5, *A Leader's Guide to Combat and Operational Stress*. 18 March 2009.
- FM 7-0, *Training for Full Spectrum Operations*. 12 December 2008.
- FM 7-1, *Battle Focused Training*. 15 September 2003.
- FM 7-15, *The Army's Universal Task List (Change 2)*. 6 July 2006.
- FM 7-21.13, *The Soldier's Guide*. 2 February 2004.
- FM 21-20, *Physical Fitness Training w/chg 1*. 1 October 1998.
- FM 22-51, *Leader's Manual for Combat Stress Control*. 29 September 1994.
- FM 25-4, *How to Conduct Training Exercises*. 10 September 1984.
- FM 27-1, *Legal Guide for Commanders*. 13 January 1992.
- FM 27-10, *The Law of Land Warfare w/chg 1*. 18 July 1956.

- **Army Regulations**
 - AR 25-50, *Preparing and Managing Correspondence*. 3 June 2002.
 - AR 385-10, *The Army Safety Program*. 27 August 2007.
 - AR 600-3, *The Army Personnel Proponent System*. 26 February 2009.
 - AR 600-8, *Military Personnel Management*. 1 October 1989.
 - AR 600-8-10, *Leaves and Passes*. 15 February 2006.
 - AR 600-8-19, *Enlisted Promotions and Reductions*. 20 March 2008.
 - AR 600-8-29, *Officer Promotions*. 25 February 2005.
 - AR 600-9, *The Army Weight Control Program*. 27 November 2006.
 - AR 600-25, *Salutes, Honors, and Visits of Courtesy*. 24 October 2004.
 - AR 600-85, *Army Substance Abuse Program (ASAP)*. 2 February 2009.
 - AR 600-100, *Army Leadership*. 8 March 2007.
 - AR 611-1, *Military Occupation Classification Structure Development and Implementation*. September 1997.
 - AR 623-3, *Evaluation Reporting System*. 10 August 2007.
 - AR 635-200, *Active Duty Enlisted Administrative Separations*. 8 February 2005.

- **Department of the Army Pamphlets**
 - DA Pam 360-512, *Code of the U.S. Fighting Force*. 1 June 1988.
 - DA Pam 600-2 *The Armed Forces Officer*. 1 February 1988
 - DA Pam 600-3, *Commissioned Officer Professional Development and Career Management*. 11 December 2007.
 - DA Pam 600-8, *Management and Administrative Procedures*. 1 August 1986.
 - DA Pam 600-15, *Extremist Activities*. 1 June 2000.
 - DA Pam 600-25, *US Army NCO Professional Development Guide*. 28 July 2008.

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- DA Pam 600-35, *Relationships Between Soldiers and Different Ranks*. 21 February 2000.
- DA Pam 600-60, *A Guide to Protocol and Etiquette for Official Entertainment*. 11 December 2001.
- DA Pam 600-65 *Leadership—Statements and Quotes*. 1 November 1985.
- DA Pam 600-66-85, *Leadership in Action*. 1 July 1986.
- DA Pam 600-67, *Effective Writing for Army Leaders*. 2 June 1986.
- DA Pam 623-3, *Evaluation Reporting System*. 13 August 2007.
- DA Pam 385-10, *The Army Safety Program*. 24 August 2007.
- DA Pam 385-30, *Mishap Risk Management*. 10 October 2007.

- **Department of the Army Training Circulars**
 - TC 25-10, *A Leader's Guide to Lane Training*. 26 August 1996.
 - TC 25-20, *A Leader's Guide to After Action Reviews*. 30 September 1993.
 - TC 25-30, *A Leader's Guide to Company Training Meetings*. 27 April 1994.
 - SH 21-76, *Ranger Handbook*, Jul 06

- **Other Resources**
 - ROTC Leadership Development Program (LDP) Handbook. July 2008. *
 - *Manual for Courts-Martial United States*. 2008 Edition.
 - *The Armed Forces Officer*. Department of Defense J7. January 2006.

Enclosure 1 (Cadet Leadership Positions)

Platoon Leader

- Responsible for all platoon activities
- Sets the standard and direction of the platoon
- Communicates company commander's intent and empowers squad leaders to act appropriately to accomplish the mission
- Insures Cadet compliance with policies and procedures of the program
- Creates suspense's to accomplish platoon missions and enforce standards
- Serves as a link between squad leaders and the Company Executive Officer and Company Commander
- Disseminates information from the company chain of command and issues orders
- Responsible for the training and personal development of the platoon members

Platoon Sergeant

- Responsible for all platoon activities
- Responsible for personnel accountability, uniform, equipment, training, and preparation for training the platoon
- Serves as a link between squad leaders and the First Sergeant
- Disseminates information from the platoon leader and enforces standards

Squad Leader

- Responsible for all squad activities
- Sets the standard and direction of the squad
- Communicates the platoon leader's intent and empowers squad members to act appropriately to accomplish the mission
- Insures Cadet compliance with policies and procedures of the program
- Creates suspense's to accomplish squad missions and enforce standards
- Serves as a link between the Cadets and the platoon leadership
- Disseminates information from the platoon chain of command and issues orders
- Responsible for personnel accountability, uniform, equipment, training, and preparation for training at squad level

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Enclosure 2 (DA4856) Use JUL 2014 version

| DEVELOPMENTAL COUNSELING FORM <small>For use of this form, see FM 6-22; the proponent agency is TRADOC</small> | | |
|--|--|--------------------|
| DATA REQUIRED BY THE PRIVACY ACT OF 1974 | | |
| AUTHORITY: | 5 USC 301, Departmental Regulations, 10 USC 3013, Secretary of the Army | |
| PRINCIPAL PURPOSE: | To assist leaders in conducting and recording counseling data pertaining to subordinates | |
| ROUTINE USES: | The DoD Blanket Routine Uses set forth at the beginning of the Army's compilation of systems or records notices also apply to this system. | |
| DISCLOSURE: | <input type="checkbox"/> Disclosure is voluntary | |
| PART I - ADMINISTRATIVE DATA | | |
| Name (Last, First, MI) | Rank/Grade CIDT | Date of Counseling |
| Organization | Name and Title of Counselor | |
| PART II - BACKGROUND INFORMATION | | |
| Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the leader's facts and observations prior to the counseling.) | | |
| PART III - SUMMARY OF COUNSELING | | |
| Complete this section during or immediately subsequent to counseling. | | |
| Key Points of Discussion: | | |
| OTHER INSTRUCTIONS | | |
| <small>This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.</small> | | |

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 Enclosure 2 cont. (DA 2166-8-1)

| | |
|---|----------------------------------|
| HQDA#: | Attachments Menu |
| NCO EVALUATION REPORT SUPPORT FORM <small>For use of form, see AR 623-3; the proponent agency is DCS, G-1.</small> | |
| SEE PRIVACY ACT STATEMENT IN AR 623-3 | |
| PART I – ADMINISTRATIVE DATA | |
| a. NAME (Last, First MI) | b. SSN |
| c. RANK | d. DATE OF RANK |
| e. PMOSC | |
| f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND | g. UIC |
| h. RATED NCO'S EMAIL ADDRESS (.gov or .mil) | |
| i. SSD AND NCOES REQUIREMENT MET FOR NEXT GRADE OR NOMINATIVE/JOINT ASSIGNMENT? <input type="checkbox"/> YES <input type="checkbox"/> NO | |
| MEL: | SSD: |
| PART II – AUTHENTICATION | |
| a1. NAME OF RATER (Last, First, MI) | a2. SSN |
| INITIAL | LATER |
| LATER | LATER |
| a3. RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT | |
| a4. RATER'S EMAIL ADDRESS (.gov or .mil) | |
| b1. NAME OF SENIOR RATER (Last, First, MI) | b2. SSN |
| INITIAL | LATER |
| b3. RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT | |
| b4. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil) | |
| c1. NAME OF SUPPLEMENTARY REVIEWER (Last, First, MI) | c2. SSN |
| c3. RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT | |
| c4. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS (.gov or .mil) | |
| d. RATED NCO'S INITIALS | INITIAL |
| | LATER |
| | LATER |
| | LATER |
| PART III – DUTY DESCRIPTION (Rater) | |
| a. PRINCIPAL DUTY TITLE | b. DUTY MOSC |
| c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities, and dollars) | |
| d. AREAS OF SPECIAL EMPHASIS | |
| e. APPOINTED DUTIES | |
| PART IV – PERFORMANCE GOALS AND EXPECTATIONS (Rated NCO) | |
| INDICATE YOUR PERFORMANCE GOALS AND EXPECTATIONS DURING THIS RATING PERIOD: | |

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Enclosure 3 (Mentor Checklist)

MENTOR TO MENTEE CHECKLIST

- Check Mentee's equipment
- Gather their personal information: Cell phone number, address, class schedule, family info etc.
- Discuss the 21st Century Competencies
- Drill and Ceremony:
 - a. Explain how to take charge of a formation
 - b. Explain how to report in the mornings
 - c. Explain how to extend a formation for PT and stretch them IAW FM 21-20
 - d. Discuss how to conduct PRT
- Explain 9-Line MEDEVAC and 9-Line IED/UXO Reports
- How to Call For Fire (Grid, Polar, Shift from known pt)/ How to set a Target Reference Point (TRP)
- Land Navigation:
 - a. How to setup your compass for night land navigation
 - b. How to orientate your map to your compass
 - c. How to convert the GM Angle
 - d. How to do a resection
- Discuss the 5-principles of patrolling:
 - a. Planning
 - b. Recon
 - c. Security
 - d. Control
 - e. Common Sense
- Discuss the elements of a patrol IAW FM **3-21.8**
 - a. Assault
 - b. Security
 - c. Support
 - d. Breach
 - e. Demolition
 - f. Search
- Explain the Troop Leading Procedures and how they use them on the lanes:
 - a. Receive the Mission
 - b. Issue a Warning Order
 - c. Make a tentative plan
 - d. Start Movement
 - e. Recon
 - f. Complete the plan
 - g. Issue an OPORD
 - h. Supervise, Rehearse, and Inspect
- Explain what are WARNOs, FRAGOs, and OPORDs

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Enclosure 3 (Mentor Checklist cont.)

- Explain Pre-Combat Checks & Pre-Combat Inspections (PCC/PCI)
- Explain the types of Rally Points (Initial, En route, Objective, Re-entry, Far side/Near side)
- 5 paragraph OPORD (Situation, Mission, Execution, Service & Support, Command & Signal):
 - a. Explain the 1/3, 2/3 rule
 - b. Where do they get their mission at the platoon and squad level
 - c. Discuss what is the recorder's role and how do they setup a terrain model
 - d. How to convert H+ times and when do they take effect
 - e. What is Line of Departure (LD)
 - f. Discuss how to brief a tactical OPORD with terrain model
 - g. Explain what are Priority Intelligence Reports (PIR)
 - h. Explain Situation Report (SITREP)/Liquid, Ammunition, Casualties, and Equipment Report (LACE)/Size, Activity, Location, Unit, Time, Equipment Report (SALUTE)
 - i. Explain how to give a 5-point contingency plan (GOTWA) and what are they used for
- Explain what are Standard Operating Procedures (SOP) and how important they are
 - a. Discuss types of special teams and explain their roles
 - b. Explain Limit of Advance (LOA)
 - c. Explain Linear Danger Areas (LDA)
- Explain Tactic, Techniques, and Procedures (TTP)
 - a. Listening Halts SLLS (Stop, Look, Listen, Smell)
 - b. Handling EPW's with the 5 S's (Search, Silent, Segregate, Safeguard, Speed to the rear)

Battle Analysis

Your grammar, punctuation, and content of each area are factored into the grading.

Define the subject/Evaluate the sources: 20 pts _____

Review the setting (set the stage): 25 pts _____

Describe the action: 25 pts _____

Assess the significance of the action: 20 pts _____

Brief/ Slides: 10 pts _____

Total Points: _____