

MS 401, The Army Officer
Course Syllabus

MILS 4301-110 & 4301-510, The Army Officer
Course Syllabus

Military Science (MILS) 4301-110: The Army Officer (80394)

Fall 2021 (August 23, 2020 to December 10, 2020)
Warrior Hall Room 417
M/W 1100 – 1215 (11:00 am – 12:15 pm)

Military Science (MILS) 4301-510: The Army Officer Leadership Lab (80396)

Fall 2021 (August 23, 2021 to December 10, 2020)
W 1500-1800 (3:00 pm – 6:00 pm)

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Office Hours:
M & W 0930-1030 & 1400-1500
T & TH 1300-1500
F 1000-1200

Structure:

Course Description

MS 401 Focuses on development of the Army Officer. It is an academically challenging course where you will develop knowledge, skills, and abilities to plan, resource, and assess training at the small unit level. You will also learn about Army programs that support counseling subordinates and evaluating performance, values and ethics, career planning, and legal responsibilities. At the conclusion of this course, you will be familiar with how to plan, prepare, execute, and continuously assess the conduct of training at the company or field grade officer level. Includes a lab per week overseeing MS III lesson facilitation and supervised by ROTC Cadre.

Course Design

This course is designed to be student-centric with the onus of learning on the student, facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject in the course. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the lessons, rather than your instructor

teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructor can spend more time sharing his personal knowledge and experiences with your class. 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.

Student-Instructor Interaction

As this is the 21st Century, and in accordance with how I have conducted myself throughout my years of 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 Objectives

The ROTC Course Outcomes are derived from the four Army Learning Areas (ALA) and General Learning Outcomes (GLOs) to develop objectives designed to prepare the newly commissioned second lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

The four ALAs and General Learning Outcomes are:

1. Leadership and the Army Profession

- Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
- Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
- Proficiency in implementing and sustaining the fundamentals of development

2. Mission Command

- Proficiency in the principles of mission command
- Proficiency in the elements of command and control (C2)
- Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
- Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
- Proficiency in critical & creative thinking

3. Operations

- Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
- Proficiency in understanding the OE across all domains
- Proficiency in sustainment functions supporting Army Operations

4. Training

- Proficiency in planning, preparing, executing, and assessing training

MS 401 Course Requirements

Lesson Assessments

Lesson Assessments will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

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, and leading lab exercises. You must come prepared and have read the assigned readings to better facilitate constructive dialogue.

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 gain PMS approval for 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 an assigned topic such as 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.

MS IVs 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). Likewise, MS IVs will lead a Cadet Training Meeting (Cadre supervised). Leadership evaluations consist 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).

Leaders Eat Last Essay

Simon Sinek's **Leaders Eat Last** is an MS 401 reading assignment. The assignment includes a three to five pages paper connecting concepts from the book with the Army Leadership Requirements Model. The essay will be due the instructor at the beginning of MS 402, Lesson 22. Cadets can review the book either as a free Audio Book or purchase the book using book stipend money. The purchase cost on Amazon is minimal.

Mid-Term Exam

A Mid-Term Exam will be given to assess your knowledge achieved during the first half of the semester.

Final Exam

A cumulative Final Exam will be given to assess your knowledge achieved throughout the course of the semester.

APFT/ACFT

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

Physical Fitness test at the beginning of the fall semester and a for-record Physical Fitness test at the end of the semester.

Evaluation and Grading

Lesson Assessments	40%
Leadership Evaluation	20%
Class Participation	10%
Mid-term Exam	15%
Final Exam	15%

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

NOTE: Listed below are several additional methods used to assess knowledge and learning that the instructor may choose to implement as course requirements.

Character Development

Throughout the year, your individual performance will be evaluated against required MSIV course end states and developmental outcomes. This evaluation is the PMS' assessment of your performance against the Army Leadership Requirements Model (ALRM).

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

Uniforms and Appearance

You are expected to wear the OCP (Operational Camouflage Pattern) or ACU (Army Combat Uniform) 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. On occasion, Cadets may be authorized to wear the distinctive school polo shirt with casual business pants or other tasteful business civilian attire.

Collaboration

You are encouraged to work together with your fellow MS IV Cadets and seek guidance and help from your instructor and other ROTC cadre.

Special Needs

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

Title IX

Title IX of the Education Amendments Act of 1972 is a federal law that states: "No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance."

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 care (including immunizations).
- Wear and appearance of the uniform.
- Personal appearance and grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 24 July 2020, Chapter 5, paragraph 5-6.

On-line Conduct

The Army is a values-based organization where everyone is expected to do what is right by treating all persons as they should be treated—with dignity and respect. Army personnel are expected to treat all people with respect in all aspects of life and forms of communication (for example, online or in person). Furthermore, Army personnel, especially those entrusted with the mantle of leadership, will lead by example and do what is right to prevent abusive treatment of others.

Failure to do so brings discredit on the Army and may have strategic implications. Hazing, bullying, and discriminatory harassment of people or their property is prohibited; allegations of harassment will be addressed swiftly, individually, and in light of their circumstances. Hazing, bullying, online misconduct, and other acts of misconduct, undermine trust, violate our ethic, and negatively impact command climate and readiness.

For more information please refer to AR 600-20, Army Command Policy, 24 July 2020, Chapter 4, paragraph 4-19.

Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

Inappropriate Relationships

Per Army 600-20 and Department of Defense Instructions (DoDI) 1304.33.

The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list.

- (1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for 1 year after the trainer has left the unit.
- (2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer's inappropriate conduct.
- (3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until 6 months after the trainee has left the unit.

Prohibited Activities

Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to

deprive individuals of their civil rights 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. Any information you provide is private and confidential and will be treated as such.

Overview of Class Sessions

23OCT21	MS401-L01	Course Overview
25OCT21	MS401-L02	Commander and Staff Organization and Operations
30OCT21	MS401-L03	Operations and Planning Process
1SEP21	MS401-L04	Army Training and Leader Development
6SEP21	MS401-L05	Prioritizing Training & Planning and Preparation
8SEP21	MS401-L06	Risk Management
13SEP21	MS401-L07	Training Meetings
15SEP21	MS401-L08	Training Execution
20SEP21	MS401-L09	Training Evaluation and Assessment
22SEP21	MS401-L10	Mission Command
27SEP21	MS401-L11	Mission Command Case Studies
29SEP21	MS401-L12	Developing Others I (Support Forms)
4OCT21	MS401-L13	Developing Others II (Counseling)
6OCT21	MS401-L14	Officer Evaluation Report (OER)
11OCT21	MS401-L15	NCO Evaluation Report (NCOER)
13OCT21	MS401-L16	Ready and Resilient (R2) Program
18OCT 21	MS401-L17	SHARP Program
20OCT21	MS401-L18	Suicide Prevention Program
14-19OCT21	MS401-L19	Mid-term Exam
25OCT21	MS401-L20	The Army as a Profession
27OCT21	MS401-L21	The Army Ethic
1NOV21	MS401-L22	Law of Land Warfare and Rules of Engagement (ROE)
3NOV21	MS401-L23	Ethical Decision Vignette – Ordinary Soldiers
8NOV21	MS401-L24	Civil-Military Relations
10NOV21	MS401-L25	Operations Security
15NOV21	MS401-L26	The Military Equal Opportunity Program
17NOV21	MS401-L27	Officer Career Planning I

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22NOV21	MS401-L28	Officer Career Planning II
24NOV21	MS401-L29	Leader Self-Development
29NOV21	MS401-L30	Personal Financial Management
29NOV21	MS401-L31	Military Pay and Finance
1DEC21	MS401-L33	Administrative Personnel Actions
6DEC21	MS401-L34	The Uniform Code of Military Justice (UCMJ)
6DEC21	MS401-L35	Administrative Discipline and Separation
7-10DEC21	MS401-L36	Final Exam

Leadership LAB Schedule

25AUG21	Welcome Back
1SEP21	Individual METL Tasks
8SEP21	Field Craft
15SEP21	Land Navigation I
22SEP21	Land Navigation II
29SEP21	Tactical Movement
6OCT21	Patrol Base Ops/ TLPs
13OCT21	MTC/RTC
20OCT21	Attack/Raid
27OCT21	Ambush
3NOV21	RECON
10NOV21	Defense Ops
17NOV21	Attack/MTC
1DEC21	Commo/US Weapons
8DEC21	Weapons Training EST

Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP 1	The Army	31 JUL 19	
ADP 5-0	The Operations Process	31 JUL 19	
ADP 6-0	Mission Command: Command and Control of Army Forces	31 JUL 19	
ADP 6-22	Army Leadership and the Profession	31 JUL 19	w/ch1, 25 NOV 19
ADP 7-0	Training	31 JUL 19	
ATP			
ATP 3-05.1	Unconventional Warfare	6 SEP 13	w/ch1, 25 NOV 15
ATP 5-19	Risk Management	14 APR 14	w/ch1, 8 SEP 14
ATP 6-22.1	Counseling Process	1 JUL 14	
FM			
FM 1-04	Legal Support to the Operational Army	8 JUN 20	
FM 3-24.2	Tactics in Counterinsurgency	21 APR 09	
FM 6-0	Commanders and Staff Organization and Operations	5 MAY 14	w/ch2, 22 APR 16
FM 6-22	Leader Development	30 JUN 15	
FM 6-27	The Commander's Handbook on the Law of Land Warfare	7 AUG 19	w/ch1 20 SEP 19
FM 7-0	Training	14 JUN 21	
AR			
AR 25-50	Preparing and Managing Correspondence	10 NOV 20	
AR 27-10	Military Justice	20 NOV 20	
AR 37-104-4	Military Pay and Allowances Policy	8 JUN 05	
AR 350-1	Army Training and Leader Development Program	10 DEC 17	
AR 350-50	Combat Center Training Program	2 MAY 18	
AR 350-53	Comprehensive Soldier and Family Fitness	19 JUN 14	
AR 360-1	The Army Public Affairs Program	8 OCT 20	
AR 530-1	Operations Security	26 SEP 14	
AR 600-8-10	Leaves and Passes	3 JUN 20	
AR 600-8-19	Enlisted Promotions and Reductions	16 MAY 19	

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AR 600-8-22	Military Awards	5 MAR 19	
AR 600-20	Command Policy	24 JUL 20	
AR 600-63	Army Health Promotion	14 APR 15	
AR 623-3	Evaluation Reporting System	14 JUN 19	
AR 635-200	Active Duty Enlisted Administrative Separations	19 DEC 16	
DA PAM 350-58	Army Leader Development Program	8 MAR 13	
DA PAM 600-3	Officer Professional Development and Career Management	3 APR 19	
DA PAM 600-4	Army Medical Department Officer Professional Development and Career Management	30 MAR 20	
DA PAM 600-8	Military Human Resources Management Administrative Procedures	20 MAY 19	
DA PAM 600-24	Health promotion, risk reduction, and suicide prevention	14 APR 15	
DA Pam 623-3	Evaluation Reporting System	27 SEP 19	
TRADOC Pam 525-3-3	U.S. Army Functional Concept for Mission Command 2020-2040	6 FEB 17	
	Unit Training Management	DEC 13	ATN
	LG to Company Training Meetings	DEC 13	ATN
	LG to AAR	DEC 13	ATN
	Develop Unit METL		ATN
	Determine KCT to Train		ATN
	Objective Assessment of Training Proficiency: Initial Operating Capability: Leader's Guide	29 SEP 17	ATN
	16 Cases of Mission Command	2013	Army U Press
	Commander's Legal Handbook	2015	JAG
	Operational Law Handbook	2015	JAG
	The Armed Forces Officer	2017	NDU Press
	Army Profession Pamphlet	OCT 18	CAPL
	Ordinary Soldiers: A study in Ethics, Law, and Leadership	2014	US Holocaust Memorial Museum
CCR 145-3	Reserve Officers Training Corps Precommissioning Training and Leadership Development	18 JUN 19	USACC Sharepoint

Website Links:

- **ROTC Blackboard (Bb)** - <https://rotc.blackboard.com/>
- **Army Training Network (ATN)** - <https://atn.army.mil/>
- **Central Army Registry (CAR)** - <https://atiam.train.army.mil/catalog>
- **Army Publication Division (APD)** - <https://armypubs.army.mil/>
- **United States Army Human Resources Command (HRC)** - <https://www.hrc.army.mil/>
- **Joint Electronic Library (JEL)** - <http://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **Army One Source Website** - <http://www.myarmyonesource.com/default.aspx>
- **My Army Benefits Website** - [http://myarmybenefits.us.army.mil/Home/Benefit Library/Federal Benefits Page/Army Community Service \(ACS\).html](http://myarmybenefits.us.army.mil/Home/Benefit%20Library/Federal%20Benefits%20Page/Army%20Community%20Service%20(ACS).html)