23 September 2013

MEMORANDUM FOR Military Science (MS) Fourth Year (4) students.

SUBJECT: Syllabus for MS 4401/4402

CREDIT HOURS: 3
PREREQUISITES: MS 3320
INSTRUCTOR: LTC Nikolai Andreski
OFFICE HOURS: M-F by appointment

1. Course Title & Description: **Leadership in a Complex World.** MSL 4401/4402 transitions the focus of student learning from being trained, mentored and evaluated as an MSL III Cadet to learning how to train, mentor and evaluate underclass Cadets. MSL IV Cadets learn the duties and responsibilities of an Army staff officer and apply the Troop Leading Procedures (TLP) informed by the Military Decision Making Process (MDMP), Army Writing Style, and the Army’s Training Management and Mission Essential Task List (METL) Development processes during weekly Training Meetings to plan, execute and assess battalion training events. Cadets learn to safely conduct training by understanding and employing the Composite Risk Management Process. Cadets learn how to use the Comprehensive Soldier Fitness (CSF) program to reduce and manage stress.

2. Student Learning Objectives: The overall objective of this course is to prepare the student for success at the Basic Officer Leader Course (BOLC) B, (which the student will attend upon graduation and commissioning) and to develop the student into a leader who can think critically and will be capable of leading Soldiers regardless of environment. This course has specific learning objectives for the five tracks listed below.

   a. Leadership—as demonstrated through passing exams and duty/lab performance.
      1) Apply Army leadership dimensions as Cadet battalion leaders
      2) Evaluate fellow Cadets using the Leadership Development Program (LDP)

   b. Values and Ethics—as demonstrated through duty/lab performance.
1) Apply Army leader ethics in decision making

2) Relate the law of war and rules of engagement to Army operations

3) Explain obligations as a US service member under the code of conduct

4) Understand your role in the UCMJ process and explain the types of administrative discipline and separations

c. Personal Development—as demonstrated through duty/lab/APFT performance.

1) Identify Resiliency Training skills in the Comprehensive Soldier Fitness (CSF) Program

2) Identify methods to reduce and manage stress as a leader

3) Evaluate subordinate Cadets using LDP cards and Army Writing Standards

d. Officership—as demonstrated by passing exams and duty/lab/APFT performance.

1) Explain the profession of arms and officership as it relates to civilian professions

2) Perform the duties of a Cadet battalion staff position

3) Understand the duties of staff organization roles and responsibilities

4) Counsel underclass Cadets to improve performance

5) Write an officer evaluation report support form

6) Explain the importance of actively managing your career as an Army officer

7) Conduct training meetings to plan, execute, and assess training

e. Tactics and Techniques—as demonstrated through passing exams and duty/lab performance.

1) Mentor and evaluate underclass Cadets during tactical operations

2) Apply the training management process through OPORDs, rehearsals and rock drills
3. Apply the military decision making process (MDMP) at battalion training meetings

3. REQUIREMENTS:

a. Participation: Participation is a very easy 10% of the overall grade. You are expected to be at all classes, PT sessions, leadership labs and other scheduled activities. If you need to be excused, you will coordinate directly with me. Bottom line, I expect you to be on time and in uniform.

b. Mid-Term Exam: The mid-term exam will cover all subjects from the first half of the semester; it will count for 10% of the overall grade.

c. Final Exam: The final exam will cover the entire semester; it will count for 20% of the overall grade.

d. Duty Performance: Each Cadet will be evaluated on their performance in their Chain of Command position. This evaluation will be 20% of the overall grade.

e. Lab: Each MS IV will serve as the Officer of Primary Responsibility (OPR, also known as the Action Officer (ACTO)) for a lab to be chosen In Coordination With (ICW) the instructor. In this assignment the MS IV is responsible for all phases of training (Plan, Prep, Execute, and Assess) and is expected to fully use the Army’s “Eight step training model” or other rubric to ensure that training is fully resourced and properly executed. The Cadet assigned as the Operations Officer is exempt from this specific requirement. He will integrate each lab into the overall training schedule as well as serve as the OPR for the parents weekend STX and Fall FTX. This will count as 30% of the overall grade.

f. APFT / Height-Weight-BF%: The semester record APFT will count for 10% of the overall grade. The APFT points will be prorated based on your score, 300 on APFT equals 100% of the points. The APFT standard for MS IV cadets will be 270 points. If you are not able to score greater than or equal to this score on the monthly APFT you will be required to attend PRT on Tuesdays and Thursdays in addition to the normal M-W-F schedule. The same goes for students who do not pass the Army Height / Weight or body fat standard. If you fail the height / weight / body fat standard you will be awarded zero points for the APFT.

g. Grading Scale

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>94-100</td>
<td>A</td>
</tr>
<tr>
<td>90-93.9</td>
<td>A-</td>
</tr>
<tr>
<td>86.7-89.9</td>
<td>B+</td>
</tr>
<tr>
<td>83.3-86.6</td>
<td>B</td>
</tr>
<tr>
<td>80-83.2</td>
<td>B-</td>
</tr>
<tr>
<td>76.6-79.9</td>
<td>C+</td>
</tr>
<tr>
<td>73.3-76.5</td>
<td>C</td>
</tr>
</tbody>
</table>
4. ACADEMIC:

   a. “I will not lie, cheat, or steal nor tolerate those who do.” I expect you to set the standard amongst your classmates in this regard. It is critical that you understand that if the University disciplines you for academic dishonest, I may also take action against you. The LHUP Academic Dishonesty Policy is as follows: The University Academic Dishonesty policy includes, but is not limited to the following:

   1) Plagiarism. The definition of plagiarism for purposes of Lock Haven University policy is as follows: At one extreme, plagiarism is the word-for-word copying of another's writing without enclosing the copied passage in quotation marks and identifying it in a proper citation. At the other end of the spectrum, plagiarism is the casual inclusion of a particular idea or term which one has obtained from another's writing or speaking, and which is presented as one's own opinion or idea. Within the broad spectrum, plagiarism may include weaving into the text random writings of others without proper identification of the sources. It is also the paraphrased and abbreviated restatement of the analysis and conclusions of another, without the due acknowledgement of the author’s text as the basis for recapitulation. Plagiarism also includes, but is not limited to, “the wrongful appropriation, in whole or part, of another’s literary, artistic, musical, mechanical, [technical], or computer program composition.”

   2) Receiving and/or providing unauthorized assistance for and during examinations.

   3) Using unauthorized notes, materials and devices during examinations.

   4) Presenting material research and/or prepared by others, including commercial services, as one’s own work in fulfilling course requirements.

   5) Collusion with others in attempting to circumvent course requirements.

   6) Making fraudulent statements or claims to gain academic credits or influence grading.

   7) Attempting to bribe faculty or other University personnel in order to gain academic advantage.

   8) Securing or possessing course examination material prior to the administration of the examination from the instructor or proctor without the consent of the instructor.
9) Taking an examination or course on another’s behalf as well as arranging for another to take an examination or course on one’s behalf.

10) Altering transcripts and misusing other records and identification material.

11) Intentionally falsifying, or arbitrarily inventing research and data, to be presented as an academic endeavor.

5. GENERAL INSTRUCTIONS

   a. I expect you to use your Chain of Command (CoC), however on some matters you may want to see me directly. Please keep the CoC informed that you want to talk to me. If you cannot reach me directly, feel free to schedule an appointment with Ms. Vuocolo.

   b. Notify me immediately of any change in your graduation status or graduation date.

   c. Cadets will wear appropriate civilian attire to class. Contracted and enrolled Cadets will wear the duty uniform (generally ACU) the entire day (less Physical Readiness Training (PRT)) on lab days. You will comply with Army Regulation (AR) 670-1 regardless of uniform while conducting business in the Military Science department.

6. The point of contact for this memorandum is the undersigned at (570) 484-2301 or via email at nla789@lhup.edu.