

Action-Date:



DEPARTMENT OF THE ARMY
U.S. ARMY ROTC INSTRUCTOR GROUP
INDIANA UNIVERSITY OF PENNSYLVANIA
INDIANA, PENNSYLVANIA 15705-1078



I. Catalog Description

MLSC 305 – Fundamentals of Leadership and Modern Learning/Teaching Relationship

3 credits

3 lecture hours

1 lab hour

(3c-1l-3sh)

Prerequisites: ROTC Basic Course or its equivalent (waivable by Department Chairperson); Department Chairperson permission; Jr. Standing

[Students conduct] practical application of principles of leadership/ management as applied in classroom and field to include case studies in psychological, physiological, and sociological factors that affect human behavior. Individually and in groups, students solve leadership problems common to small units. Lab experience places the student in a leadership position in a complex organization of 350 students, organized into three separate companies.

II. Course Objectives

1. Students will understand the principles of small group dynamics.
2. Students will understand and employ small unit military tactics and troop leading procedures.
3. Students can employ sound leadership communication techniques and decision making to build cohesion in the unit and develop individual competence.
4. Students will understand and execute the Leadership Development Program evaluation process.
5. Students will be able to lead small unit tactical operations.

III. Course Outline

1. Leadership in Combat Operations (5 lectures)
 - a. Human factors in the offense and defense
 - b. Terrain Walk
2. Oral and Written Communications (6 lectures + a book review)
 - a. Writing an operations order
 - b. Issuing effective verbal orders
 - c. Conducting group briefings
 - d. Preparing tactical reports
 - e. Preparing after action reports
 - f. Review one work of fiction or nonfiction
3. Leadership and Decision Making (5 lectures)
 - a. Troop Leading Procedures
 - b. Analyze key terrain (OCOKA)
 - c. Motivational theory
 - d. Mission Analysis (METT-T)
4. Individual and Unit Assessments (4 lectures + PT three days a week)
 - a. Counseling soldiers
 - b. Leadership Development Program
 - c. Risk Assessment
 - d. Sustainment operations
 - e. Physical Fitness training
5. Values, Ethics, and Moral Climate (3 lectures, 1 social)
 - a. Leadership by example—the Army Values
 - b. Warrior ethos and the Professional Army Ethic

IV. Evaluation Methods

There are 1,000 points available in the course. Students earn those points as follows:

1. Examinations (**600 points**). Exams consist of short essay, multiple choice, and hands-on demonstration of proficiency.
2. Army Physical Fitness Test (**100 points**). Students must complete the record APFT and meet the Army's height and weight standard.

3. Leadership Lab performance and performance counseling **(100 points)**. Students are evaluated during lab as they perform as leaders of junior cadets. Later, students meet one-on-one with the instructor to demonstrate their understanding of performance counseling of subordinates using standard Army forms and procedures (DA Form 4856).
4. Book Review **(50 points)**. Students read one of two books listed in Part VII, *Bibliography*, and articulate, in a written report, their understanding of the consequences described in that work.
5. Instructor's assessment **(100 points)**. The instructor confers 100 points based on performance in class and during labs.
6. Written AAR comments **(50 points)**. Students must complete a feedback instrument that assesses the course and offers suggestion for its improvement.

V. Required textbooks, supplemental books, and readings

Field Manual 1, *The Army*, Department of the Army, Washington, DC, 2001.

Field Manual 7-8, *Infantry Rifle Platoon and Squad*, Department of the Army, Washington, DC, 1992.

Field Manual 100-5, *Operations*, Department of the Army, Washington, DC, 1993.

Field Manual 25-101, *Training the Force: Battle Focused Training*, Department of the Army, Washington, DC, 1990.

VI. Special resource requirements

Each student will be issued the BDU and APFU uniforms.

VII. Bibliography

Hogan, David W. *225 Years of Service: The U. S. Army 1775-2000*.

Marshall, S.L.A., *Men Against Fire: The Problem of Battle Command in Future War*.

LIBERAL STUDIES COURSE APPROVAL, PARTS 1-3: GENERAL INFORMATION CHECK-LIST

I. Please indicate the LS category(ies) for which you are applying:

LEARNING SKILLS:

- ☐ First Composition Course
☐ Second Composition Course
☐ Mathematics

KNOWLEDGE AREAS:

☐	Humanities: History	☐	Fine Arts
☐	Humanities: Philos/Rel Studies	☒	Social Sciences
☐	Humanities: Literature	☐	Non-Western Cultures
☐	Natural Sci: Laboratory	☐	Health & Wellness
☐	Natural Sci: Non-laboratory	☐	Liberal Studies Elective

II. Please use check marks to indicate which LS goals are primary, secondary, incidental, or not applicable. When you meet with the LSC to discuss the course, you may be asked to explain how these will be achieved.

Prim	Sec	Incid	N/A	
				A. Intellectual Skills and Modes of Thinking:
☒	☐	☐	☐	1. Inquiry, abstract logical thinking, critical analysis, synthesis, decision making, and other aspects of the critical process.
☐	☒	☐	☐	2. Literacy--writing, reading, speaking, listening.
☐	☐	☐	☒	3. Understanding numerical data.
☒	☐	☐	☐	4. Historical consciousness.
☐	☐	☒	☐	5. Scientific Inquiry.
☒	☐	☐	☐	6. Values (Ethical mode of thinking or application of ethical perception).
☐	☐	☒	☐	7. Aesthetic mode of thinking.
☒	☐	☐	☐	B. Acquiring a Body of Knowledge or Understanding Essential to an Educated Person
☐	☒	☐	☐	C. Understanding the Physical Nature of Human Beings
☐	☐	☐	☐	D. Collateral Skills:
☐	☐	☒	☐	1. Use of the library.
☐	☐	☒	☐	2. Use of computing technology.

III. The LS criteria indicate six ways that courses should contribute to students' abilities. Please check all that apply. When you meet with the LSC, you may be asked to explain your check marks.

☒ 1. Confront the major ethical issues which pertain to the subject matter; realize that although "suspended judgment" is a necessity of intellectual inquiry, one cannot live forever in suspension; and make ethical choices and take responsibility for them.

☒ 2. Define and analyze problems, frame questions, evaluate available solutions and make choices.

☒ 3. Communicate knowledge and exchange ideas by various forms of expression, in most cases writing and speaking.

☒ 4. Recognize creativity and engage in creative thinking.

☒ 5. Continue learning even after the completion of their formal education.

☒ 6. Recognize relationships between what is being studied and current issues, thoughts, institutions, and/or events.

CHECK LIST -- SOCIAL SCIENCES

Knowledge Area Criteria which the course must meet:

- ☒ Treat concepts, themes and events in sufficient depth to enable students to appreciate the complexity, history and current implications of what is being studied; and not be merely cursory coverage of lists of topics.
- ☒ Suggest the major intellectual questions/problems which interest practitioners of a discipline and explore critically the important theories and principles presented by the discipline.
- ☒ Allow students to understand and apply the methods of inquiry and vocabulary commonly used in the discipline.
- ☒ Encourage students to use and enhance, wherever possible, the composition and mathematics skills built in the Skill Areas of Liberal Studies.

Social Science Criteria which the course must meet:

- ☒ Explore the critical thinking and analytical skills employed by the discipline to offer meaningful explanations of social and individual behavior.
- ☒ Acquaint students with the various approaches, perspectives and methodologies used to examine the intellectual questions and problems of the discipline(s).
- ☒ Include, where appropriate, discussion of other cultures and subcultures, including minorities and the roles of women.

Additional Social Science Criteria which the course should meet:

- ☒ Illustrate how a discipline shares common theories and methods with other disciplines in the social sciences.
- ☒ Promote an understanding of individuals, groups and their physical and social environment by exploring and analyzing concepts developed in the discipline(s).

LIBERAL STUDIES COURSE APPROVAL, Part IV

MLSC 305, Fundamentals of Leadership and Modern Learning/Teaching Relationship

MLSC 305 is a multiple-section course, usually three sections per semester. The same instructor teaches all three sections, so the instruction is uniform. In the week preceding each semester, all members of the department faculty convene for "Reorganization Week." During that week, the MLSC 305 instructor briefs all members of the department on the content of the course, any changes in the course from the previous semester, and any new additions for the coming semester. Each member of the department reviews the syllabi of all the courses offered by the department so that the department's curriculum is as seamless as possible. Once the semester begins, the instructor meets once a week with the department chair to update him on the students' progress and discuss small changes to the program of instruction.

MLSC 305 addresses the contributions and perspectives of ethnic and racial minorities and of women in its block of instruction on the Army Values and the Professional Army Ethic—a total of three classroom meetings and one reinforcing social event (syllabus, Part III.5). Students must comprehend a moral climate that acknowledges diversity in the profession of arms. The faculty documents each student's understanding of appropriate moral climate as part of the Leadership Development Program (syllabus, Part III.4.b), a formal system that assesses the student's attributes, skills, and actions in terms of leadership dimensions such as interpersonal and team-building skills.

MLSC 305 requires each student to read one of two works, either David Hogan's *225 Years of Service: The U. S. Army 1775-2000* or S.L.A. Marshall's *Men Against Fire: The Problem of Battle Command in Future War* (syllabus, Part VII).

MLSC 305 is not an introductory course for a general student audience. (Though students who elect to take MLSC 305 will likely have taken MLSC 101 and 102 during their freshman year.) Nonetheless, students from any academic discipline can take MLSC 305 and succeed in the course. While the 100- and 200-level MLSC courses deal with military science in the theoretical sense ("What actions define offensive and defense operations? What makes an organized force an Army?"), MLSC 305 places that theory in an understandable social context: "Why is a well-led, organized army from Nation X more likely to defeat an unorganized mob from Nation Y?" Though the academic subject is generally the same, the level of detail is greater, which moves MLSC 305 from the introductory level to its place among the electives in the discipline.