



**Course Syllabus**  
**University of Texas - El Paso**  
**Military Science MS2203**  
**Army Doctrine and Decision Making**  
**Spring Semester 2023**



**Instructors**

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Classroom: Cotton Memorial Building Room 201

Days: Tuesday & Thursday Time: 1200-1320

Military Science LAB: Wednesday 1500-1730 (Attendance is required)

Instructor Office Hours: Wednesday 0930-1130 or by appointment at Military Science Building (MSB) located at 251 Glory Rd.

**Course Description**

MS2203 focuses on Army Doctrine and Decision Making. The course begins with analytical techniques, creative thinking skills and the Army problem solving process as related to situations faced by leaders when making decisions. Troop Leading Procedures (TLPs) and OPORD will lead Cadets to an understanding of Army Doctrine and Symbology. Squad tactics will be covered in classes on Unified Land Operations, Offensive Operations and Defensive Operations. Cadets are then required to apply their knowledge outside the classroom in a hands-on performance-oriented environment during a weekly lab facilitated by MS III Cadets, supervised by MS IV's and cadre.

**Course Design and Format**

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Cadets will be expected to participate in a professional, respectful, courteous, and constructive manner. Lectures will be brief and interactive. You will have opportunity for extensive small group discussions and exercises throughout class to apply learning and provide reflection. Time will be given in class to discuss and work on projects and papers.

The four Army Learning Areas (ALAs) and General Learning Outcomes (GLO) are:

1. Leadership
  - 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

**Course Map**

See Enclosure 1

**Overview of Class Sessions**

17 Jan	MS2203-L01	Course Overview/ Range Cards and Sector Sketches*
19 Jan	MS2203-L02	Army Symbology and Doctrine
24 Jan	MS2203-L03	Terrain Board and Sand Tables*
26 Jan	MS2203-L04	Troop Leading Procedures (TLPs)
31 Jan	MS2203-L05	TLP and Army Symbology Practical Exercise (PE)
02 Feb	MS2203-L06	Introduction to Terrain Analysis
07 Feb	MS2203-L07	OPORD I*
09 Feb	MS2203-L08	OPORD II*
14 Feb	MS2203-L09	OPORD PE
16 Feb	MS2203-L10	Map Reading
21 Feb	MS2203-L11	Alternate Navigation Methods
23 Feb	MS2203-L12	Orienteering
28 Feb	MS2203-L13	Intro to Principles of (War) Joint Operations
02 Mar	MS2203-L14	Midterm Review
07 Mar	MS2203-L15	Unified Land Operations and Warfighting Functions *
09 Mar	MS2203-L16	Offensive Operations at Platoon/Squad Level*
21 Mar	MS2203-L17	Defensive Operations at Platoon/Squad Level
23 Mar	MS2203-L18	Army Problem Solving Process
28 Mar	MS2203-L19	Creative Thinking
30 Mar	MS2203-L20	Analytical Skills Avoid Pitfalls
06 Apr	MS2203-L21	Group OPORD: Planning *
11 Apr	MS2203-L22	Group OPORD: Execution
20 Apr	MS2203-L23	Coaching and Counseling Methods
25 Apr	MS2203-L24	Cadet Assessment Process
27 Apr	MS2203-L25	EO Socialization
02 May	MS2203-L26	Final Exam Review
04 May	MS2203-L27	Final Exam

**NOTE:** \* Denotes Lessons reinforced by Labs

\* Denotes Take-Home Midterm Exam (Due during L15)

**Reserve Officers Training Corps (ROTC) Course Labs**

MS2203 students will participate in the weekly lab sessions. Military Science labs are two and a half hours in duration each week and allow students to practice lessons and techniques taught in class during a hands-on learning experience.

<b>LAB 1 – 18 JAN 2023</b>	<b><i>Patrol Base Operations</i></b>
<b>LAB 2 – 25 JAN 2023</b>	<b><i>Terrain Model Kit / Team Leading Procedures</i></b>
<b>LAB 3 – 01 FEB 2023</b>	<b><i>Ambush (Instruction)</i></b>
<b>LAB 4 – 08 FEB 2023</b>	<b><i>Ambush (Execution)</i></b>
<b>LAB 5 – 15 FEB 2023</b>	<b><i>Raid (Instruction)</i></b>
<b>LAB 6 – 22 FEB 2023</b>	<b><i>Raid (Execution)</i></b>
<b>LAB 7 – 01 MAR 2023</b>	<b><i>Area Reconnaissance</i></b>
<b>LAB 8 – 08 MAR 2023</b>	<b><i>Platoon Attack (Instruction)</i></b>
<b>LAB 9 – 22 MAR 2023</b>	<b><i>Platoon Attack (Execution)</i></b>
<b>LAB 10 – 29 MAR 2023</b>	<b><i>Movement to Contact (Instruction)</i></b>
<b>LAB 11 – 05 APR 2023</b>	<b><i>Movement to Contact (Execution)</i></b>
<b>LAB 12 – 12 APR 2023</b>	<b><i>Spring JFTX Final PCC / PCI</i></b>
<b>LAB 13 – 19 APR 2023</b>	<b><i>Retraining</i></b>
<b>LAB 14 – 26 APR 2023</b>	<b><i>CST PCC / PCI (MSIII) / Commission Rehearsal (MSIV)</i></b>
<b>LAB 15 – 03 MAY 2023</b>	<b><i>Awards Ceremony</i></b>

**Course Requirements****Army ROTC Writing Program**

The ROTC will provide you with writing opportunities to give you experience in the Army writing style. Army writing is easy to read and understand. It is clear and concise. Readers are able to understand the sender's message quickly and accurately. The Army writing style is "writing you can understand in a single rapid reading, and is generally free of errors in grammar, mechanics, and usage" and "is clear, concise, organized, and right to the point".

You will develop these skills through a series of assignments. The paragraph will include what the lesson was about and how that lesson will help develop you as a future Army Officer.

**UTEP Writing Center**

You are strongly encouraged to use the University Writing Center located in room 227 of the campus Library to assist you with your writing assignments. This is a free resource for all UTEP students.

**Lesson Preparation/Readings**

All lessons with pre-class reading assignments are posted in the "MS2203 Spring 2023" Microsoft Teams Channel. Cadets are expected to have read the Student Reading prior to each lesson and come prepared to discuss the learning objectives for each lesson, at a minimum.

**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 and lab exercises.

**Quizzes**

The class is interactive and uses homework and in-class assignments to evaluate learning. Quizzes are used at the Instructor's discretion.

**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.

**Evaluation and Grading**

- |  |     |
|--|-----|
| • Class Participation  | 15% |
| • Assignments (Lesson Assessments/Practical Exercises/Quizzes) | 30% |
| • Mid-Term Exam  | 25% |
| • Final Exam   | 30% |

Solid performance in each area of evaluation is necessary to earn a grade of "B". The following grading scale will be used based on 100 points possible:

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

**\*\*All late papers and assignments will receive a 10% reduction in grade for every 24 hours the assignment is late\*\***

**Extra credit opportunities**

- |                               |                    |
|-------------------------------|--------------------|
| • Color Guard                 | +1 point per event |
| • Recruiting Events           | +1 point per event |
| • Volunteer activities        | +1 point per event |
| • JROTC Drill Events          | +1 point per event |
| • FTX                         | +2 points          |
| • Bataan Memorial Death March | +2 points          |

**NOTE:** It is your responsibility to notify instructors after you participate in an extra credit event.

**Attendance**

It is your responsibility to attend class and Lab. **Any class and Lab absences MUST be approved in accordance with UTEP Military Science Policy Letter 5 (enclosure 2).** Cadets that will not be present at a required ROTC training event will submit a request for an excused absence to their Military Science Instructors no later than 24 hours prior to the scheduled training event. Cadets not present at a required ROTC training event due to illness or unforeseen circumstances (vehicle accident, family illness, etc.) will provide documentation to their Military Science Instructors within 7 days. If documentation is not received one week after returning to class, the unexcused absence will stand.

Students will lose one letter grade after the third unexcused absence and each additional fourth absence. If you are late to class or lab 3 times that will result in one (1) unexcused absence.

**NOTE:** *Contracted Students are required to participate in ALL ROTC activities as stated in their contract. (Class, Lab, PT, FTX, etc.)*

**Cadet Guidance**

Students must ensure to thoroughly read and understand the course syllabus, bring any questions to the attention of the cadre as soon as possible. It is the responsibility of the student to learn to perform the lesson learning objectives. This includes completing any study assignments, practical exercises, student readings, and participating in training activities. Students are encouraged to provide constructive criticism concerning the efficiency and effectiveness of the training and training materials.

**Character Development**

Throughout the year, your individual performance will be evaluated against required MS I - MS IV course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM). Each Student 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.

**Collaboration**

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

**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, refer to AR 600-20, Army Command Policy, Chapter 5, paragraph 5-6.

**Special Needs**

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

**If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at (915) 747-5148, or by email to [cass@utep.edu](mailto:cass@utep.edu), or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at <https://www.utep.edu/student-affairs/cass/>.**

**Inappropriate Relationships**

Per Army Directive (Protecting Against Prohibited Relations during Recruiting and Entry-Level Training) and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations during Recruiting and Entry Level Training), 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:

- Trainers providing entry-level training will sign DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraphs 1a(1)(a)-(n) of DoDI 1304.33 and also listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies prohibiting inappropriate behaviors and relations outlined in the instruction. As a minimum the form will be retained in the trainer’s record while they are assigned to training duty and will be revalidated annually.
- At the onset of the first training session, trainers will brief trainees on the policies stated in this instruction, and will provide information that trainees can use to contact someone in leadership if they wish to report any issue related to inappropriate conduct.
- 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 six (6) months after the trainee has left the unit.

**Online 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 individual’s (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, paras. 1-4, 4-19; Chapter 7; AR 600-100, and the Professionalization of Online Conduct ALARACT.

**Sexual Discrimination**

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.

**Discriminatory Harassment**

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.

The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which is known as the Bases of Discrimination.

The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off-post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

For updated information, please refer to AR 600-20, Army Command Policy.

**Diversity and Inclusion**

**Initiate a Dialogue and Keep it Up.** Nationwide protests following the death of George Floyd renewed the urgency for open conversations on tough topics like race, and at TRADOC we are committed to having the dialogue. I recognize each Soldier, Civilian, and Family Member may perceive and react to the current unrest and other societal situations differently. The TRADOC Leadership Team is here to support the entire TRADOC Family. Open dialogue is critical to helping all of us understand and support each other. At every level and in every position, I expect you to talk to your teammates, work harder to listen and gain a better understanding of different points of view, and seek a better perspective that allows us to see the world through their eyes.

**Assess our Policies and Programs.** The Army and TRADOC must continue to be a national leader in providing equitable and inclusive opportunities and find ways to eliminate any subcultures that threaten our Army Values. We will conduct a thorough review of our internal policies and programs for potential unintended effects or biases. We will also look for better ways to use existing feedback mechanisms such as the Command Climate Survey, Staff Assistance Visits, Special Emphasis Programs, and Focus Groups to better understand perceptions of the workforce regarding race, color, national origin, religion, sex, age, disability, or genetic information. Most importantly, we will take action on the findings and remain committed to creating more opportunity for our entire workforce.

**Continue to Increase Diversity of our Total Force.** The Army must make acquiring, developing, employing, retaining, and understanding the needs of its diverse force the centerpiece of its competitive advantage or risk losing the war for talent to other entities. Accessions is a major component of our mission. We are ALL on the front lines of ensuring our Army is representative of the country we serve.

**Change the Way We Train.** Every leader must strive to be more socially aware, compassionate, relate to subordinates and peers, identify discrimination and prejudice, and resolve issues at the lowest level.

For updated information, please refer to AR 600-20, Army Command Policy.

### **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.

All Soldiers and Civilians have a responsibility to help resolve acts of sexual harassment.

Examples of how to accomplish this follows:

- Direct approach. Confront the harasser and tell them that the behavior is not appreciated, not welcomed and that it must stop. Stay focused on the behavior and its impact. Use common courtesy. Write down thoughts before approaching the individual involved.
- Indirect approach. Send a letter to the harasser stating the facts, personal feelings about the inappropriate behavior and expected resolution.
- Third party. Request assistance from another person. Ask someone else to talk to the harasser, to accompany the victim, or to intervene on behalf of the victim to resolve the conflict.
- Chain of command. Report the behavior to immediate supervisor or others in chain of command and ask for assistance in resolving the situation.
- Filing a formal complaint. Details for filing an informal or formal complaint are included in appendix C of Army Regulation 600-20 (Army Command Policy) and follow the same procedures as for an Equal Opportunity complaint.

For updated information, please refer to AR 600-20, Army Command Policy.

### **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.



For updated information, please refer to AR 600-20, Army Command Policy.

### Suicide Prevention

**Ask:** Ask a direct question such as, “Are you thinking about committing suicide?”

**Care:** Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

**Escort:** Escort the person to talk with an RA, a professor, or another professional

### Office Hours and Appointments

Office Hours are Wednesdays from 0930-1130 or by appointment. We will meet with any student(s) during office hours to discuss assignments, issues, or concerns. We will also adjust schedule to meet with you beyond office hours, if necessary.

### Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP 1	The Army	31 Jul 2019	
ADP 1-01	Doctrine Primer	31 Jul 2019	
ADP 2-0	Intelligence	31 Jul 2019	
ADP 3-0	Operations	31 Jul 2019	
ADP 3-19	Fires	31 Jul 2019	
ADP 3-37	Protection	31 Jul 2019	
ADP 3-90	Offense and Defense	31 Jul 2019	
ADP 4-0	Sustainment	31 Jul 2019	
ADP 5-0	The Operations Process	31 Jul 2019	
ADP 6-0	Mission Command: Command and Control of Army Forces	31 Jul 2019	
ADP 6-22	Army Leadership and the Profession	31 Jul 2019	
ADP 7-0	Training	31 Jul 2019	w/c1, 25 Nov 2019
<b>ATP 3-21.8</b>			
ATP 3-21.8	Infantry Platoon and Squad	12 Apr 2016	w/c1, Aug 16
ATP 3-21.10	Infantry Rifle Company	14 May 2018	
ATP 5-19	Risk Management	14 Apr 2014	w/c1, Sep 14
ATP 6-22.1	The Counseling Process	01 July 2014	
<b>FM 1-02.1</b>			
FM 1-02.1	Operational Terms	09 Mar 2021	
FM 1-02.2	Military Symbols	10 Nov 2020	
FM 6-0	Commander and Staff Organization & Opns.	05 May 2014	w/c2, Apr 16
FM 6-22	Leader Development	30 Jun 2015	
FM 6-27	The Commander's Handbook on the Law of Land Warfare	07 Aug 2019	w/c1 Sep 2019
FM 7-0	Training	14 Jun 2021	
FM 7-22	Holistic Health and Fitness	01 Oct 2020	w/c1, 08 Oct 2020
<b>STP 21-1 SMCT</b>			
STP 21-1 SMCT	Warrior Skills Level 1	07 Nov 2019	w/c1, 16 Dec 2019
STP 21-24 SMCT	Warrior Leaders Skills Level 2, 3, and 4	09 Sep 2008	

TC 3-21.5	Drill and Ceremonies	20 Jan 2012	
TC 3-21.60	Visual Signals	17 Mar 2017	
TC 3-21.76	Ranger Handbook	26 Apr 2017	
TC 3-25.26	Map Reading and Land Navigation	15 Nov 2013	
AR 25-30	Army Publishing Program	13 Jun 2018	
AR 25-50	Preparing and Managing Correspondence	10 Nov 2020	
AR 350-1	Army Training and Leader Development	10 Dec 2017	
AR 600-20	Army Command Policy	24 Jul 2020	
AR 670-1	Wear and Appearance of Uniforms & Insignia	26 Jan 2021	
USACC REG 145-3	ROTC On-Campus Training and Leadership Development	18 Jun 2019	USACC Sharepoint
USACC REG 385-10	Cadet Command Safety Program Regulation	01 May 2016	USACC Sharepoint
ACFT Handbook	Army Combat Fitness Test	Sep 2018	<a href="https://usacac.army.mil/node/2176">https://usacac.army.mil/node/2176</a>
CALL Handbook No. 19-18	Commander and Staff Guide to Rehearsals (Lessons and Best Practices)	Jul 2019	<a href="https://usacac.army.mil/node/2411">https://usacac.army.mil/node/2411</a>
Misc.	Multiple Training Resource Videos	N/A	ATN: <a href="https://atn.army.mil/unit-training-management-(utm)/unit-training-management#PEs">https://atn.army.mil/unit-training-management-(utm)/unit-training-management#PEs</a>

### Web Sites

- Army Training Network (ATN): <https://atn.army.mil/>
- Central Army Registry (CAR): <https://rdl.train.army.mil/catalog/dashboard>
- Army Publication Directorate (APD): <https://armypubs.army.mil/>
- Joint Doctrine Publications: <https://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- Milsuite / My Training Tab:  
<https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>
- ROTC Blackboard (Bb): <https://rotc.blackboard.com/>
- US Army Virtual Branch Outreach (VBO) Portal: <https://vbo.army.mil/>
- <https://www.defense.gov/Experience/Military-Units/Army/#army>
- <https://oegames.tradoc.army.mil/>
- U.S. Army Chief of Staff's Professional Reading List, U.S. Army Center for Military History  
<https://www.army.mil/leaders/csa/readinglist/>
- Center for the Army Profession and Leadership (CAPL) <https://capl.army.mil/>
- <https://www.army.mil/features/#army101>
- [The U.S. Army's Command Structure](https://www.army.mil/features/#army101)
- <http://www.leadership-central.com/managerial-grid.html#axzz3VzB2JGdb>
- <http://rogerjnorton.com/Linco87.html>

### Enclosures

- 1 – Course Map
- 2 – UTEP Military Science Policy Letter 5
- 3 – Syllabus Acknowledgement Page