Course Syllabus
Military Science (MS) 4402 Independent Study
Company Grade Leadership
Fall Semester 2023

Instructor
Instructors: Email: Office Phone:
LTC James M. Brogan jmbrogan@utep.edu (915) 747-6689

Classroom: UTEP Microsoft Teams
Days: M, W Time: 1030-1150
Lab: W 1500-1730

Course Description
MS4402 is an academically challenging course where you will develop knowledge, skills, and abilities required of junior officers pertaining to the Army in Unified Land Operations and Company Grade Officer roles and responsibilities. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, a mid-term exam, and an Oral Practicum as the final exam. Successful completion of this course will assist in preparing you for your BOLC B course and is a mandatory requirement for commissioning. 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 most 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 discussions and practical exercises. You are responsible for contributing to the success of the learning experience.

ROTC Advanced Course
The Advanced Course is an academically rigorous two-year college program comprised of four college courses (MS3304, MS3305, MS4401, MS4402), Leadership Field Training Exercises (two sets, Fall/Spring), and Advanced Camp conducted at Fort Knox, KY. MS 301, Training Management and the Warfighting Functions

The SROTC 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
   • Demonstrate proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
• Demonstrate proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
• Demonstrate proficiency in implementing and sustaining the fundamentals of development

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

3. Operations
• Demonstrate proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
• Demonstrate proficiency in understanding the OE across all domains
• Demonstrate proficiency in sustainment functions supporting Army Operations

4. Training
• Demonstrate proficiency in planning, preparing, executing, and assessing training

Course Map
See Enclosure 1

Overview of Class Sessions
MS4402-L01 Course Overview & Syllabus
MS4402-L02 Introduction to Battle Analysis
MS4402-L03 Labor Day Holiday
MS4402-L04 The Armed Forces of the United States
MS4402-L05 Regionally Aligned Forces I: NORTHCOM / SOUTHCOM
MS4402-L06 Regionally Aligned Forces II: EUCOM / AFRICOM
MS4402-L07 Regionally Aligned Forces III: INDOPACOM / CENTCOM
MS4402-L08 U.S. Army Organizations
MS4402-L09 Army Enablers and Capabilities
MS4402-L10 Unified Land Operations I: Offense
MS4402-L11 Unified Land Operations II: Defense
MS4402-L12 Unified Land Operations III: Stability
MS4402-L13 Unified Land Operations IV: DSCA
MS4402-L14  Lieutenants in the Brigade Combat Team
MS4402-L15  Platoon Leadership
MS4402-L16  Expanding your Sphere of Influence
MS4402-L17  Preventing Counter-productive Leadership
MS4402-L18  Taking Charge I: Initial Expectations & Responsibilities
MS4402-L19  Taking Charge II: Your NCO Relationship
MS4402-L20  Taking Charge III: Your Relationship with your Platoon
MS4402-L21  Secondary Responsibilities and Additional Duties
MS4402-L22  Army Installation Resources, Individual and Family Readiness
MS4402-L23  Unit Readiness
MS4402-L24  Unit Readiness II: Supply
MS4402-L25  Unit Readiness III: Maintenance
MS4402-L26  BOLC-B Overview
MS4402-L27  Final Review
MS4402-L28  Final Exam

**ROTC Course Labs**
MS4402 students will participate in the weekly lab sessions on Wednesdays from 1500-1730. 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.

**Requirements**

**Lesson Preparation**

All lessons are posted in the Class Notebook in the “MS 4402 Independent Study” Microsoft Teams Channel. You 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.

**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, and dialogue. This includes sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students during lab preparations, and leading lab exercises.
Absences

All MS4402 Cadets are required to participate in all ROTC events to include morning Physical Training sessions, Military Science 4402 lectures, Military Science Labs, FTX, and other training requirements. You are authorized a total of three excused absences for this semester. It is your responsibility to manage their absences. Starting with the fourth absence from a required event, you will lose one letter grade for every three additional absences.

Current Events Briefing

As a future officer, you will be required by your leadership to present briefings. To prepare you for the future requirements and assist with public speaking skills, you will present an Information Brief on a current event on the first seminar of each month.

Briefing Skills: Present a five-minute information brief on a topic selected by the student. Briefing should address a real-world current event and its impact and/or reason why commissioning officers should be aware. Briefing will include no more than three Powerpoint slides on the topic.

Battle Analysis Paper

The requirements of the Battle Analysis Paper will be briefed during Lesson 02 and are available as the student reading for Lesson 2 in the Class Notebook.

Final Exam

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

Army Combat Fitness Test (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 ACFT at the beginning of the semester and a record ACFT in November. All Cadets commissioning after 01 April 2023 must have a passing ACFT on or after 01 April 2023.

NOTE: Contracted Students are required to participate in ALL ROTC activities as stated in their contract.

Evaluation and Grading

Lesson Assessments 20%
Participation (Labs, FTX, etc.) 20%
Battle Analysis Paper 30%
Final Exam 30%

**All late papers and assignments will receive a 10% reduction in grade for every 24 hours the assignment is late**
The following grading scale will be used based on 100 points possible.

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**Character Development**

**NOTE:** Throughout the year, your individual performance will be evaluated against required MSI-MSIV 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.

**Uniforms and Appearance**

You are expected to wear OCPs (current Army combat uniform) to all classes and adhere to Army Regulation 670-1 with regard to uniforms and appearance. All MSIV cadets will have serviceable ASUs or AGSUs. ASU/AGSU will be the class uniform on the first Thursday of each month.

**Collaboration**

You are encouraged to work together with your fellow Cadets and seek guidance and help from your instructor, 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 please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

**On-line 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.

**Inappropriate Relationships**

Per Army Directive 2016-17 (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:

1. Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) 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 one (1) year after the trainer has left the unit.

2. 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.

**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.

**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.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

**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.

**Suicide Prevention**

**ACE**

*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

**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, 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/.

**Office Hours and Appointments**

Office Hours are Wednesdays from 1300-1500. I will meet with any student(s) during office hours to discuss assignments, issues, or concerns. I will also make adjustments to my
schedule to meet with you beyond office hours, if necessary.

**Course Publications**

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Website Links:

- ROTC Blackboard (Bb) - [https://rotc.blackboard.com/](https://rotc.blackboard.com/)
- Army Knowledge Online (AKO) - [https://www.us.army.mil/](https://www.us.army.mil/)
- Army Training Network (ATN) - [https://atn.army.mil/](https://atn.army.mil/)
- Central Army Registry (CAR) - [https://atiam.train.army.mil/catalog](https://atiam.train.army.mil/catalog)
- Army Publication Division (APD) - [https://armypubs.army.mil/](https://armypubs.army.mil/)
- United States Army Human Resources Command (HRC) - [https://www.hrc.army.mil/](https://www.hrc.army.mil/)
- Army One Source Website - [http://www.myarmyonesource.com/default.aspx](http://www.myarmyonesource.com/default.aspx)
• My Army Benefits Website -

Enclosures
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## MS 4402 Course Map

### Company Grade Leadership

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<td>Regionally Aligned Forces II: The OEF in NORTCEN / SOUTHCOM</td>
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<td>Preventing Counterproductive Leadership</td>
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### 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

### Mission Command

- Proficiency in the principles of mission command
- Proficiency in the elements of command and control (C2)
- Proficiency in C2 WpF 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

### Operations

- Proficiency in synchronizing all Wps in Unified Land Operations in support of Joint Operations
- Proficiency in understanding the OEs across all domains
- Proficiency in sustainment functions supporting Army Operations

### Training

- Proficiency in planning, preparing, executing, and assessing training
Instructors: LTC James M. Brogan
Course: MS 4402 Company Grade Leadership
Semester: Fall 2023

I __________________________________, received a copy of the course syllabus for the class mentioned above. I understand the course requirements and that I am expected to attend PT, class, lab, and all military science events that pertain to me.

___________________________________________
Print Full Name

___________________________________________  ________________________
Signature                                      Date

**Return this signed document to your Military Science Instructor during the first week of instruction.**