Course Syllabus
Military Science (MS) 202
Army Doctrine and Decision Making
Spring Semester, 2022

Instructor

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Course Description
MS202 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. 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 MSL III Cadets and supervised by 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.

Course Map
NOTE: Cadre will provide the course map to Cadets.

Requirements

Army Writing Skills
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;

NOTE: Cadets refer to AR 600-20 Army Command Policy, 24 July 2020 for instructions about the Army Writing Style.
Readings
Cadets are responsible for all assigned and/or optional reading assignments. Cadets are expected to spend adequate time reading and reflecting on all written materials prior to class.

Class Attendance/Participation
Cadets 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, and working with fellow Cadets to engage in class and lab exercises. Weekly physical training (PT) is also mandatory (Monday-Thursday: 0600-0700). Cadets are permitted X2 excused absences per semester. Every absence after will be considered unexcused, including absences from PT. Unexcused absences will result in a deduction of 20% from the class attendance/participation grade (cadets have 5 unexcused absences before receiving a 0% in class attendance/participation). ***Any tardiness/late appearances from cadets will be considered an unexcused absence***

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 (OPORDs)
The OPORD PE will serve as the semester mid-term. Cadets will draft their own OPORD related to an ROTC event.

Final Exam (Written Knowledge)
A cumulative final exam will be given to evaluate the Cadets' knowledge level achieved for all curriculum materials presented from the entire semester.

Evaluation and Grading

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Class Attendance/Participation</td>
<td>25%</td>
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<tr>
<td>Leadership Journal</td>
<td>10%</td>
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<tr>
<td>Assignments (Readings, quizzes, etc.)</td>
<td>20%</td>
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<tr>
<td>Mid-Term Exam (OPORD)</td>
<td>20%</td>
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<tr>
<td>Final Exam</td>
<td>25%</td>
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The following grading scale will be used based on 100 points possible:

- 90-100  A
- 80-89   B
- 70-79   C
- 60-69   D
- 0-60    F

**NOTE:** Every attempt will be made to offer adequate written assessments in explaining evaluations. All late assignments, papers, and readings will receive a 20% reduction in
grade. Late OPORDs for mid-semester evaluations will be assessed a 25% reduction in grade, followed by a 5% deduction in grade for every additional day late. If cadets fail to take the final exam on the prescribed date and time (not including excused absences), they will receive NO CREDIT (0%) for their final exam grade.

Collaboration
You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

Character Development
NOTE: Throughout the year, your individual performance will be evaluated against required course end states and developmental outcomes. This evaluation is the PMSs’ 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 business casual attire to all Tuesday classes. You are expected to wear ACUs (with an OC pattern) to all Thursday classes and adhere to Army Regulation 670-1 with regard to uniforms and appearance.

Required Administrative Information
NOTE:

1. 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, Chapter 5, paragraph 5-6

2. 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 physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with either myself or the office Cadet accessibility services.

3. 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:

(1) 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.

(2) 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.

(3) Trainees will sign a DD Form 2983 acknowledging their understanding and responsibilities as outlined in DoDI 1304.33, no later than the first day of entry-level training. As a minimum, the form will be retained in the trainees file until the trainee detaches from the training command or school.

4. **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, and will NOT be condoned and will be 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.

5. **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.

6. **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 are 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.

7. **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.

8. **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.

9. **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.

10. **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

**Office Hours and Appointments**

Office Hours are below. I will meet with any Cadet(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.
**Sequence of Class Sessions**

- **MS202-L01** Course Overview
- **MS202-L02** Analytical Skills Avoid Pitfalls
- **MS202-L03** Creative Thinking
- **MS202-L04** Army Problem Solving Process
- **MS202-L05** Troop Leading Procedures (TLP)
- **MS202-L06** Troop Leading Procedures (TLP) PE *
- **MS202-L07** OPORD I
- **MS202-L08** OPORD II
- **MS202-L09** OPORD PE
- **MS202-L10** Introduction to Terrain Analysis
- **MS202-L11** Alternate Navigational Methods
- **MS202-L12** Orienteering PE
- **MS202-L13** Introduction to Principles of (War) Joint Operations
- **MS202-L14** Army Doctrine and Symbology
- **MS202-L15** Army Doctrine and Symbology PE
- **MS202-L16** Unified Land Operations & Warfighting Functions
- **MS202-L17** Offensive Operations at the Squad and Platoon
- **MS202-L18** Terrain Board Board/Sand Table Rehearsals
- **MS202-L19** Defensive Operations at the Squad and Platoon
- **MS202-L20** Range Cards & Sector Sketches
- **MS202-L21** Cadet Assessment Process
- **MS202-L22** Counseling and Coaching Methods-PE
- **MS202-L23** EO Socialization Process
- **MS202-L24** Final Exam

**ROTC Course Labs**

**General Lab Schedule**

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<thead>
<tr>
<th>LAB 13</th>
<th>Battle Drills I</th>
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<tbody>
<tr>
<td>LAB 14</td>
<td>Battle Drills II</td>
</tr>
<tr>
<td>LAB 15</td>
<td>Squad Tactics-Attack</td>
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<tr>
<td>LAB 16</td>
<td>Squad STX (Attack)</td>
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<tr>
<td>LAB 17</td>
<td>Squad Tactics-Ambush</td>
</tr>
<tr>
<td>LAB 18</td>
<td>Squad Tactics-Recon</td>
</tr>
<tr>
<td>LAB 19</td>
<td>Squad STX (Recon)</td>
</tr>
<tr>
<td>LAB 20</td>
<td>Fundamentals of Platoon Operations</td>
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<tr>
<td>LAB 21</td>
<td>Patrol Base Operations</td>
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<tr>
<td>LAB 22</td>
<td>Platoon Tactics – React to Contact</td>
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<tr>
<td>LAB 23</td>
<td>Platoon Tactics – Raid/Ambush</td>
</tr>
<tr>
<td>LAB 24</td>
<td>PCCs/PCIs for CST</td>
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Further Reading Publications:

For additional leadership references see Suggested Readings, published by the Center for the Army Profession and Leadership (CAPL) at https://capl.army.mil/, the Cadet Command Reading List at https://army.deps.mil/army/cmds/USACC/Lists/Announcements/Attachments/54/Commanders%20Professional%20Reading%20List.doc or, the U.S. Army Chief of Staff’s Professional Reading List, United States Army Center for Military History, found at: https://www.army.mil/leaders/csa/readinglist/

Web Sites
- ROTC Blackboard (Bb): https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=118_1