MS 1A Introduction to Military Science  
(Fall Quarter) (1 Unit)  
This course will fulfill 2 units of the American History and Institution Requirement. An introduction to the organization, purpose and functions of the U.S. Army. Basic life skills (fitness, interpersonal communication and ethical behavior) will be presented using current military and corporate models in a seminar setting. (Leadership lab attendance is required)

MS 1A INTRODUCTION TO LEADERSHIP  1 Units  
Instructor: LTC Martin Stokes  
Course Syllabus (not yet available)  
Monday 1300 - 1350 (1:00 -1:50 PM)  
Building 451 Room #123  
This course is an introduction to the organization, purpose and functions of the U.S. Army. It provides the foundation in basic life skills to include fitness, interpersonal communication and ethical behavior using current Army models. It also provides insight into the Army's profession of arms and officer's role within that profession.

MS 1AB Introduction to Military Science II (Winter Quarter) (1 Unit)  
An introduction to the duties, responsibilities, and authority of military personnel. Provides an understanding of the Army's structure and organization. Identify and discuss the Army's Equal Opportunity policies. Discuss traditions of military and individual values and how professional obligations are related.

MS 1AC Introduction to Military Science III (Spring Quarter) (1 Unit)  
Provide students with a model for understanding their development as leaders. Initial lessons form the building blocks of progressive lessons in values, fitness, leadership and squad level tactics. Provides students with a set of broadly applicable problem solving concepts, principles, and procedures. Introduction to problem solving models coupled with concepts of screening, evaluation criteria, and practical exercise in applying the principles of problem solving.

MS 22 Basic Military Physical Conditioning  
(All Quarters) (1 Unit)  
Basic physical conditioning using the United States Army physical training program along with training programs used by top professionals. Emphasis on cardiovascular system and upper body strength. The class is open to anyone wishing to get into shape.

MS 2AA Foundations of Leadership I  
(Fall Quarter)  
This course explores leadership and leadership problems solving case study: A broad analysis of leadership with an emphasis on the modern leader. Familiarization with case
study on decision making and the modern army leader. This course is designed to maximize student participation, inspire intellectual curiosity, teach critical "life skills", and stimulate self-study. Leadership laboratory is required.

**MS 2AB Foundations of Leadership II**  
(Winter Quarter)  
A survey of small unit leadership, communications and national/military values and ethics. The fundamentals of military operations, the principles of effective communication (both written and oral) as well as a review of national values and ethical decision-making presented in a seminar format. Leadership laboratory is required.

**MS 2AB ADVANCED LEADERSHIP CONCEPTS II**  
2.0 Units  
Instructor: Staff  
Syllabus Below  
This course explores leadership and leadership problems solving case study: A broad analysis of leadership with an emphasis on the modern leader. Familiarization with case study on decision making and the modern army leader. This course is designed to maximize student participation, inspire intellectual curiosity, teach critical "life skills", and stimulate self-study

**MS 2AC Foundations of Leadership III**  
(Spring Quarter)  
The Army as a profession and how it manages organizational change. An examination of the legal and historical foundations, duties and functions of the U.S. Army officer. A study in how organizations change using the U.S. Army from Vietnam to Desert Storm as a case study. Emphasis on the role of leaders in managing and directing change. Leadership laboratory is required.

**MS 6 Basic Military Science Field Study (Fall Quarter for Leadership Training Camp (LTC) Graduates, Spring Quarter for Preparing Students going to Camp Challenge)**  
Basic Military Science Field Study is a two (2)-credit hour class lectures and guest lectures. Practical in a field study environment. Preference given to lower-division students with an academic standing of Sophomore. Students are given classroom instruction on leadership techniques, military courtesy, discipline, customs, traditions of the service, and career opportunities. Additionally, the students receive laboratory work in military skills such as map reading, rifle marksmanship, tactics, first aid, drill and ceremony, and physical training.

**MS 131 Tactical Leadership**  
(Fall Quarter) (2 units)  
Enrollment limited to advanced ROTC cadets or consent of instructor. The study of the principles of leadership, responsibilities, and basic qualities of a leader, leadership traits, and special problems of military leadership. The study of theories of management and organizational behavior and of the decision-making process. Additionally, familiarization
with communication systems and procedures used in the military team. Leadership laboratory required for all ROTC students.

**MS 132 Tactical Leadership II**  
**Winter Quarter**  
(2 Units)  
Prerequisite: Enrollment limited to advanced ROTC cadets or consent of instructor. The advanced study of tactical theory within the framework of the military team. Familiarization with small military unit organizations and operations. Fundamentals of offensive and defensive combat and their applications. Includes one field trip as course requirement. Leadership laboratory required for all ROTC students.

**MS 133 Applied Leadership**  
**Spring Quarter**  
(2 Units)  
Prerequisite: Enrollment limited to advanced ROTC cadets or consent of instructor. Introduction of military teaching techniques and principles of planning instruction. Familiarization with methods of instruction and practical application by the student, who is required to prepare several presentations which include teaching a lesson, and use of closed-circuit television for self-evaluation. Leadership laboratory required for all ROTC students.

**MS 141 Military Management**  
**Fall Quarter**  
Prerequisite: Enrollment limited to advanced ROTC cadets or consent of instructor. The study of the fundamentals of decision making, command, and control problems, staff relationships, evaluation of situations, and analysis of courses of action. Leadership laboratory required for all ROTC students.

**MS 142 Fundamentals of Military Law**  
**Winter Quarter**  
Prerequisite: Enrollment limited to advanced ROTC cadets or consent of instructor. The study of military law and the fundamental concepts of military judicial procedures contained in the Uniform Code of Military Justice; rules of evidence, pretrial and appellant procedures. Leadership laboratory required for all ROTC students.

**MS 143 The Profession of Arms: Ethics and Reality**  
**Spring Quarter**  
Prerequisite: Enrollment limited to advanced ROTC cadets or consent of instructor. An analysis of the profession of arms, stressing the necessity for ethical and unimpeachable conduct; to include logistical problems and systems, subordinate-superior relationships, collective and individual training, lateral communication with peers, the role of warrant and non-commissioned officers, and customs and traditions of the U.S. Army. Leadership laboratory required for all ROTC students. (Syllabus)
MS 143 ADAPTIVE LEADERSHIP  2 Units
Instructor: LTC. Stokes
Prerequisites: MS 131. Senior standing.
Course Syllabus (not available yet)
Students study the fundamentals of decision making, command and control problems, staff relationships, counseling, analyzing courses of action, Leadership laboratory required for all ROTC students. Students gain practical experience by planning and executing cadet training and social events. LABS REQUIRED.

MS 190 Advanced Military Science Field Study
(Spring Quarter)
Prerequisite: Consent of instructor. Each student placed in problem-solving and decision-making situations and required to respond with actions based upon knowledge gained in earlier courses in Military Science. Upon completion of National Advance Leadership Camp (NALC), a written requirement turned in during Fall Quarter completes the course.
Instructor: Lieutenant Colonel (Retired) Elious E. Zenon II  
Office: Room 112, Building 451 (Military Science)  
Office Hours: Tue. 1400 – 1500 hrs and by appointment  
Phone: 893-2769/3042  
Email: eezenon@milsci.ucsb.edu  
Class Meeting Times: Tue. 1000-1050 hrs (See lab schedule for lab times)  
Meeting Place: Military Science Classroom, Building 451

Course Description and Objectives

This class is designed to introduce basic course military science students to the skills they must develop in order to effectively participate in leadership labs and to progress to the higher levels of leadership offered in the Military Science course progression. It is an oft stated fact that in order to be a good leader, one must be a good follower. This is especially true in a military environment where reaction to directions can mean the difference between life and death. Before any leadership/subordinate interaction is possible, there must be a constitutive understanding among those involved of what is expected in terms of tasks, conditions, and standards. In this course you will become familiar with basic soldiering tasks that will find expression in weekly leadership labs. From the perspective of the follower, you will observe and learn from more senior students who are in leadership positions and must orchestrate individual tasks into collective tasks to achieve mission success.

Uniform Policy

Uniform for the class is civilian attire. For Leadership Labs, you are required to wear the Army Combat Uniform (ACU) with a tan t-shirt, digital pattern soft cap and brown suede boots or if you are non contracted you will wear the Battle Dress Uniform (BDU) with a brown t-shirt, camouflage soft cap and polished black boots. For Physical Training (PT) you will wear the Army Physical Fitness Uniform (APFU). See policy letter #9 for more details. There may be classes, labs, & other events where you are required to wear the Class A or B uniform or equivalent civilian attire. Have them prepared for wear & inspection at all times. You are expected to meet (and enforce) standards outlined in AR 670-1 when wearing any Army uniform to include the APFU (e.g. your hair must meet army standards & males must be cleanly shaven whenever wearing any of these uniforms). If you do not have requisite uniform items, please make an appointment with the department supply tech, Mrs. Foster, to have them issued.
Counseling

I will conduct at least one formal counseling session per quarter with each contracted student. These sessions are meant for me to become familiar with you and your goals and to give you feedback as to your performance in the program. I may also conduct ad hoc counseling sessions if any personal issues arise in the course of the quarter.

Your Responsibilities

Your primary responsibilities, in addition to completing the required assignments, are to attend all classes and do all of the reading before coming to class. Class lectures are based on the readings/outlines.
- You are responsible for all of the material covered in both readings and in lectures.
- We will discuss current events in class with a focus on national security matters. You are responsible for keeping up on the news. I recommend you do this by reading a reputable national news source on a daily basis. There will be two pop quizzes on current events.

Attendance and Make-up Exams/Quizzes

Being an active member of the class will determine part of your participation grade, and attendance is a prerequisite to participation. I must pre-approve any absences, especially on exam day, so I can make other arrangements. Otherwise there will be no make-up.

Grading

Grades in this course will be based on in-class participation (15%), a mid-term exam (25%), two quizzes (15% each), and a comprehensive final examination (30%).

The grading scale is as follows:  
A = 90-100  
B = 80-89  
C = 70-79  
D = 60-69  
F = <60

Plagiarism and Academic Dishonesty. If I suspect that you have plagiarized a paper or cheated on a quiz or exam, I will follow university procedures to the letter. Dishonesty has no place in the classroom, especially ROTC. If you are not sure what constitutes plagiarism or a violation of academic honesty, consult the student handbook or ask!

Plagiarism is defined as the “use of another person’s ideas or expressions in your writing without acknowledging the source. Plagiarism constitutes intellectual theft.”

Readings and Resources

Blackboard (Bb) also contains an electronic copy of this textbook and other material to augment your learning. I will use Blackboard to electronically post documents, announcements, etc. Watch for changes and updates. The URL is http://rotc.blackboard.com or a direct link is available from the Surfrider battalion
ROTC web page. The course is listed as either MSL 3A or MSL 3B. You will need a user ID and password, which you will obtain from me if you don’t already have one.

SCHEDULE of CLASSES and READINGS

January 8: Introduction/Class Overview
Leadership Traits and Behaviors

January 15: Operations order I/II
January 22: Offensive Operations
January 29: Defense I

February 5: Effective Army Briefing
February 12: Interpersonal Communication
* Mid-term administered on Blackboard
February 19: Warrior Ethos Case Study

February 26: Team Building

March 4: Team Building PE

March 11: Final

Leadership Labs
Wednesdays, 1400-1650

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<tr>
<th>Date</th>
<th>Activity</th>
<th>Location</th>
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<tr>
<td>January 9:</td>
<td>Class A Inspection/BCFS Photos/Battalion COC</td>
<td>Bldg. 451</td>
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<td>January 16:</td>
<td>Awards Ceremony/Movement to Contact</td>
<td>Omaha Beach</td>
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<td>January 23:</td>
<td>Call For fire/Tactical Comms</td>
<td>Omaha</td>
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<td>January 30:</td>
<td>Zone Recon</td>
<td>Omaha Beach</td>
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<td>February 6:</td>
<td>Warning order/Point Ambush</td>
<td>Bldg. 451</td>
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<td>February 13:</td>
<td>Knock out Bunker/Break Contact</td>
<td>Omaha Beach</td>
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<td>February 20:</td>
<td>Operations Order</td>
<td>Bldg. 451</td>
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<td>February 27:</td>
<td>PCI/Area Ambush</td>
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<td>March 5:</td>
<td>Area Recon</td>
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