

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

American Public University System

The Ultimate Advantage is an Educated Mind

School of Arts & Humanities

MILH303

Readings in Military Leadership

Credit Hours: Three

Length of Course: 8-Weeks

Prerequisite: None but HIST300 highly recommended

The course materials, assignments, learning outcomes, and expectations in upper level (300-400) undergraduate courses assume that you have completed lower level (100-200) History courses to develop content knowledge and skills necessary for research, writing, and critical thinking.

Students who have not fulfilled these requirements or awarded transfer credit should strongly consider completing these requirements prior to registering for upper level courses.

Table of Contents

Instructor Information	Evaluation Procedures
Course Description	Grading Scale
Course Scope	Course Outline
Course Objectives	Policies
Course Delivery Method	Academic Services
Course Materials	

Instructor Information

[Table of Contents](#)

Course Description (Catalog)

This course is a study of military leadership of ancient to present day commanders through selected readings. Emphasis will be on the burden of command and the various solutions that military leaders employed in the prosecution of war. Ancient and modern leadership will be examined, but the primary focus will be on the modern era.

[Table of Contents](#)

Course Scope

A survey of military leadership of ancient to present day commanders through select readings. Emphasis will be on the burden of command and the various solutions that military leaders employed in the prosecution of war. Ancient and Modern leadership will be examined, but the primary focus will be on the Modern era. A point of analysis that will evolve from this course will be on the question-”Are leaders born or can leadership be learned”?

[Table of Contents](#)

Course Objectives

Specifically, this course will require the student to:

CO-1: Analyze the relationship that each national leader had with his staff and how the staff functioned as part of the wartime leadership.

CO-2: Identify five major strategic decisions and analyze their effectiveness.

CO-3: Identify five major influences outside the ETO that affected decision making and evaluate their effect.

CO-4: Compare the approach that each national staff forwarded for fighting the war and describe the process of compromises.

CO-5: Analyze how theater-level leaders implemented the plans formulated by the Combined Chiefs of Staff

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[Table of Contents](#)

Course Delivery Method

This course is delivered via distance learning and enables students to complete academic work in a flexible manner, completely online. APUS ensures that the proper course materials and access to an online learning management system are available to you.

In online courses, we construct knowledge not just by completing readings and assignments. An important part of the process is communicating with classmates and learning from what they have to say. As such, we need to share online conversations about ideas.

Direct interaction is a key feature of the educational experience. For that reason, it is important that you interact with fellow students and the course instructor during the course as specified in this syllabus. Additionally, you can contact the instructor during posted office hours.

You are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals we understand you must manage competing demands on your time. Should you need additional time to complete an assignment please contact the faculty before the due date so you can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

All assignments are due as posted in the syllabus. I will accept late assignments with a penalty. Assignments 1 week late are deducted 25 percent of the grade. Two weeks results in a deduction of 50 percent. Anything later than that will receive a zero. There are exceptions to this policy, on a case-by-case basis, and generally deal with emergencies.

[Table of Contents](#)

Course Materials

Required Course Textbooks

Tzu, Sun. *The Art of War*. Translated by Samuel B. Griffith. New York: Oxford University Press, 1963.

Art of War - Available free online from Project Gutenberg

<http://www.gutenberg.org/ebooks/132>

Taylor, Robert L., ed. *Military Leadership” In Pursuit of Excellence*, Boulder: Westview Press, 2009.

Military Leadership, 6th Ed-E-book available in the APUS Online Library

ISBN# 9780813344393

<http://site.ebrary.com/lib/apus/Doc?id=10263753>

B. H. Liddell Hart Great Captains Unveiled

ISBN # [9780306806865](#)

The above is a hard cover book. Ensure that your mailing address is correct to received book.

Additional Resources

- *The Chicago Manual of Style*, 15th ed. Chicago: University of Chicago Press, 2003. *Purchase Optional*.
- Turabian, Kate L. *Manual for Writers of Term Papers*, 6th Edition. Chicago: University of Chicago Press, 1996. *Purchase Optional*.

Important Note: The Director of the History Programs requires conformity with the traditional citation method used by Historians. This is the [University of Chicago Style Manual and its Turabian offshoot](#). Citations will follow traditional endnote attribution. Do not use parenthetical (APA / MLA) variations. Students in cannot use Wikipedia or encyclopedias (this includes online encyclopedias) as references for any form of assignment. You may use dictionaries for specific definitions when necessary.

Recommended References:

The APUS Online Library, in the Tutorial & Student Studies Center provides a link to the *Chicago Style Manual – Online*. If you are majoring in History or Military History, then it is highly recommended that you purchase a bound version of this style manual because you will need to be required to follow this citation manual in all of your History, Military History and Military Studies courses.

Microsoft Word (if you do not have MS Word, please save all files as a Rich Text Format (.rtf). **NOTE - The classroom only supports .doc, .docx, and .rtf files.** Please visit Adobe for a free copy of [Adobe Reader](#).

[Table of Contents](#)

Evaluation Procedures

As your instructor, I will determine your final grade for this course based on the following grading instruments:

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Discussion Forum Postings are a critical component of all History classes. Studies indicate that students who participate in discussion boards increase their retention on the particular subjects by over 40 percent compared to only reading the text. The requirements for your discussion forum postings revolve around you answering question(s) posted in the discussion forum by your instructor with a substantial posting of 250 - 300 words (minimum). While composing your answer, use proper English. Do not use abbreviations or contractions. Before you post the answer, check your grammar; please note that the way you talk is not the way that you need to write your answer. Lastly, ensure that you do not have any spelling errors. It is often best to compose your posting in a word program and after you check it for grammar and spelling, copy it into the discussion board posting. **Your initial response is due by Friday.**

Discussion Forum Participation is the key to helping you gain a greater comprehension of the topics. As such, you must read at least two postings by your fellow students and responding to them with a substantial posting of 250 - 300 words. If you have a question for your fellow student in your response, you will note the question at the bottom of your posting separated by at least one line so that your fellow student can clearly see your question. It is your responsibility to check for comments made back to you by your fellow students and answer any of their questions. Your grade on discussion forum participation is from your comments to your fellow students and the answers you provide to any questions that they have of you. As in the Discussion Forum Posting, English is important and your writing must be clear and free of errors. **Your responses to your classmates are due by Sunday.**

Course Quiz- Students will complete the course quiz. This quiz will help you understand the learning environment and help you do well in the course.

Virtual Tour- Students will complete the virtual tour. The virtual tour assignment will to show students the various resources that are available through the internet. The virtual tour document is located in the resource section.

Research Paper Outline is the beginning of the writing of your research paper. It is essential that you identify a topic early in the course that interests you and write a thesis statement, begin initial research for sources, and draft an outline. You must submit this outline to the instructor by the end of Week Three of the class for approval. Without approval, you cannot begin writing your research paper and you cannot wait until the week before the Research Paper is due to submit the proposal, therefore the reason to submit it during week three. **Use the Research Paper Outline and Thesis Statement form located in the resource section to submit your outline. Be sure to use the Writing A History Paper document to help you complete the outline.**

A **Short Paper** allows you, early in the course, to demonstrate your writing and research skills to your instructor and to receive feedback that will benefit you when you write your research paper. **Your short paper must be 600 – 900 words long (2-3 pages).** The minimum number of sources and citations for your short paper is two sources and citations for two quotations or paraphrases. The paper must be double-spaced with a normal layout of one-inch margins at the top and bottom as well as both sides. The short paper must include a cover page with your name, course number and title (MILH303 – Readings in Military Leadership), instructor's name, and date. You must also include a bibliography at the end of your paper. **Short Paper Topic-** Based on Sun Tzu *The Art of War*, can a military text really apply more broadly than just to warfare? Even though this is a war strategy manual, how can leaders use this book to leader their troops? Also, determine if the Sun Tzu relevant to female leaders or is it just for male leaders? Finally, are there similarities between *The Art of War* and *The Great Captains Unveiled*?

A **Research Paper**, by its very design, will test your ability to construct a well-written paper that shows your comprehension of the topic through analysis of various resources. For many students, writing a research paper can be one of the most intimidating assignments that they will face in a class. In reality, a research paper is only a series of tasks using several intellectual skills. Once you understand this assignment not as a large paper that requires weeks of research and writing, but a series of skills, the easier writing the paper will be. As addressed earlier, the initial step in writing the paper is choosing the topic, the second is choosing a bibliography (your sources), the third step is creating an outline. You will complete all three of these steps in the Research Proposal Paper, which you should view as a work in progress. The next steps include gathering information from your sources to assist you in writing the paper, keeping notes of your sources, and writing a rough draft, As you write the rough draft, if you use any of the information from your sources word-for-word you must cite the source. If you read the information and write it in your own words and it is not common knowledge, then you must cite the

source because you are paraphrasing someone's information. After you complete your rough draft, you need to read it again and revise the paper into your final draft. Once you have the final draft complete, proofread the paper and submit it to your instructor. The research paper must include a cover page with your name, course number and title (MILH303 – Readings in Military Leadership), instructor's name, and date. You must also include a bibliography at the end of your paper. The research paper should be **FIVE-SEVEN PAGE's in length (not including the title page and bibliography page.)** The research paper can be on any leader discussed in the book *Great Captains Unveiled* (Jenghiz Khan, General Sabutai, Marechal De Saxe, Gustavus Adolphus, Wallenstein, General Wolfe) or another leader of interest. You must get approval from the instructor for this alternate topic! **Your paper must focus on their particular leadership style and discuss what made them a great leader. Also, identify how their leadership style influenced future military leaders.** The research paper should include footnotes, bibliography, five sources with at least one primary source. The paper must have normal margins of one inch on all sides and be double-spaced. The grading rubrics for the writing assignment are located in the resources folder. The Department of History and Military Studies requires conformity with the traditional University of Chicago Style Manual and its Turabian offshoot. Citations will follow traditional footnote attribution. Do not use endnotes or parenthetical (MLA) variation.

Quizzes and Exams are both assessment tools that APUS uses. Prior to taking any quiz or exam, you need to study for the test by concentrating on the important points covered in the class (those that you instructor pointed out in the weekly objectives for example), combine information from different sources if needed, organize your materials for yourself so that when you are ready to study that you have all your materials together, and spread your study sessions over several periods (do not try to study for the test just hours before you take it). While taking the test, if it is a short answer or essay test, use good English when composing your answers. If it is a multiple choice, true / false, or fill-in-the-blank question, then read the question very carefully and select the best answer.

Grade Instruments	Points	% of Grade
Discussion Forums (5 total 6 pts each)	30	30
Course Quiz	5	5
Virtual Tour	5	5
Short Paper	5	5
Research Paper Outline with Theses Statement	10	10
Final Research Paper	20	20
Final Exam	25	25
Total	100	100

I will post your grades for each assignment within five days of the due date or within five days of when you submit it if submitted after the due date. I will provide detailed feedback about what you did well, and what may need improvement. If you have any questions about a grade or need clarification on the feedback, please feel free to email to discuss your concerns.

[Table of Contents](#)

8 - Week Course Outline

Please see the Student Handbook to reference the University's grading scale.

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<u>Week</u>	<u>Topic(s)</u>	<u>Learning Objective(s)</u>	<u>Reading(s) and Web-Activities</u>	<u>Assignment(s) and Discussion Boards</u>
Week 1	Introductions			
	Introduction to Military Leadership	The student will acquire knowledge of the course and become familiar with military leadership. Also, become familiar with ancient military leadership styles.		
			Please read <i>The Art of War</i> , pages 1-110	
				Virtual Introduction-Due at end of Week 1 Sun
Week 2	Military Principles			
	Practical Implementation	The student will discuss military principles and practical implementation and acquire knowledge on Sun Tzu's military principles and the implementation of those principles.		
			Please read <i>The Art of War</i> , pages 111-149	
				Respond to Discussion Question #1 Due by Fri Comments to classmates by Sun -Week 2
				Course Quiz-Due by Sun Week 2
				Virtual Tour Due by Sun Week 2
Week 3				
		The student will discuss the leadership style of Jenghiz Khan and his General Sabutai and Marechal De Saxe to acquire knowledge of three military leaders and their success and how they influenced modern military leaders.		
			Please read <i>Great Captains Unveiled</i> , pages 1-152	
				Research Paper outline and thesis statement-Due by Sun Week 3
Week 4				
		The student will discuss the leadership style of Gustavus Adolphus , Wallenstein and General Wolfe to acquire knowledge of three military leaders and their success and how they influenced modern military leaders.		
			Please read <i>Great Captains Unveiled</i> , pages 75-274	
				Respond to Discussion Question #2 Due by Fri Comments to classmates by Sun -Week 4
				Short paper due Sunday Week 4
				(due Friday Week Four)

Week 5

The student will discuss the book *Military Leadership in the Pursuit of Excellence*. You will read the first 109 pages and discuss the various characteristics of what makes a great leader. We will also discuss differences in leadership style in training and combat situations.

Please read *Military Leadership in the Pursuit of Excellence*, beginning to pg. 109.

Respond to Discussion Question #3 Due by Fri Comments to classmates by Sun -Week 5

Week 6

The student will discuss the rest of the book *Military Leadership in the Pursuit of Excellence*. We will also discuss differences in leadership style in training and combat situations.

Please finish reading the book *Military Leadership in the Pursuit of Excellence*.

Final Research Paper Due by Sun Week 6

Week 7

The student will discuss how character plays a part in Leadership style. In addition what are some leadership challenges that leaders face in the second part of the book *Military Leadership in the Pursuit of Excellence*. How does character play a part in a leader's handling of a situation. We will wrap up the last discussion forum on what are some characteristics that are not mentioned in the book that make a great leader.

Respond to Discussion Question #4 Due by Fri Comments to classmates by Sun -Week 7

Week 8

Final Exam for the course is due by the last day on Sun. This will also be the last chance for students to complete the extra credit questions for some bonus points.

Policies

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[Table of Contents](#)

Please see the [Student Handbook](#) to reference all University policies. Quick links to frequently asked question about policies are listed below.

[Drop/Withdrawal Policy](#)

[Plagiarism Policy](#)

[Extension Process and Policy](#)

[Disability Accommodations](#)

Writing Expectations

- Typewritten in double-spaced format
- Times New Roman 12-point font
- Page margins Top, Bottom, Left Side and Right Side = 1 inch, with reasonable accommodation being made for special situations and online submission variances.
- Footnotes as applicable

Citations and Reference Style

Students in this course will follow the Chicago Manual of Style as the sole citation and reference style used in written work submitted as part of coursework to the University.

LATE ASSIGNMENTS

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals I understand you must manage competing demands on your time. Should you need additional time to complete an assignment please contact me before the due date so we can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade. If I deduct points, it will be within the overarching policy set forth by the Director of the History, Military Studies, Western & World History Programs. This general policy is that I may reduce assignments that are one week late by 25 percent of the grade, two weeks late by 50 percent, and anything later than that may receive a zero. There are exceptions to this policy, on a case-by-case basis, and generally deal with emergencies

NETIQUETTE

Online universities promote the advance of knowledge through positive and constructive debate--both inside and outside the classroom. Discussions on the Internet, however, can occasionally degenerate into needless insults and "flaming." Such activity and the loss of good manners are not acceptable in a university setting--basic academic rules of good behavior and proper "Netiquette" must persist. Remember that you are in a place for the fun and excitement of learning that does not include descent to personal attacks, or student attempts to stifle the discussion of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Educator classroom may not fully support MIME or

HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.

- **Humor Note:** Despite the best of intentions, jokes and--especially--satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), :), ☺

DISCLAIMER STATEMENT

Course content may vary from the outline to meet the needs of this particular group.

[Table of Contents](#)

Online Library

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to librarian@apus.edu.

- **Charles Town Library and Inter Library Loan:** The University maintains a special library with a limited number of supporting volumes, collection of our professors’ publication, and services to search and borrow research books and articles from other libraries.
- **Electronic Books:** You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- **Electronic Journals:** The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- **Smarthinking:** Students have access to ten free hours of tutoring service per year through [Smarthinking](#). Tutoring is available in the following subjects: math (basic math through advanced calculus), science (biology, chemistry, and physics), accounting, statistics, economics, Spanish, writing, grammar, and more. Additional information is located in the Online Library. From the Online Library home page, click on either the “Writing Center” or “Tutoring Center” and then click “Smarthinking.” All login information is available.

The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. These are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. The Portal for the History program is located [here](#).