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MILS512 Syllabus

School of Security and Global Studies
MILS512
Course Name
Credit Hours: 3
Length of Course: 8 Weeks
Prerequisite: NSEC500

Table of Contents

Instructor Information	Evaluation Procedures
Course Description	Grading Scale
Course Scope	Course Outline
Course Objectives	Policies
Course Delivery Method	Online Library and Turnitin
Course Resources	Selected Bibliography

Instructor Information

Instructor:

Biography:

[Table of Contents](#)

Course Description (Catalog)

MILS512 - Great Military Leaders (3 credit hours)

This course is an in-depth analysis of the characteristics of leadership common to great military leaders. It focuses on those personalities and decision making skills that are inbred and/or learned by the great leaders. Students compare and contrast the characteristics of great military leaders and choose a specific leader to assess the persona of that individual. Special emphasis is on investigating the biographical literature and what sources reveal about personality and leadership style.

[Table of Contents](#)

Course Scope

As part of the core requirement, this course introduces the student to critical elements of the discipline. Students will participate in weekly Discussion Forums that correlate to weekly readings. Students will write an analytical research paper and will write a comprehensive final assignment.

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[Table of Contents](#)

Course Objectives

After successfully completing this course, you will be able to:

CO-1: Analyze the major recent events in the evolution of world naval power to the 21st century;
CO-2: Analyze the relationships between naval and maritime technology, organization, and tactics, and the impact on joint warfare;

CO-3: Analyze the relationship of firepower, mobility, and force protection to joint maritime tactics and organization;

CO-4: Evaluate the impact that social, cultural, economic, and political factors have on shaping the art and science of joint naval warfare;

CO-5: Analyze the influence of Service-specific doctrine, tactics, and organization on joint naval and maritime warfare;

CO-6: Analyze current U.S. doctrine for the various components of naval and maritime power, including air operations, special operations, amphibious operations, intelligence and command and control.

CO-7: Construct an argument for or against the position that there is a distinct method of joint maritime and naval warfare that has given the European and North American states a decisive military advantage relative to the non-Western world;

[Table of Contents](#)

Course Delivery Method

This course, delivered via distance learning, will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be available to each student. Online assignments are due by Sunday at 11:55 pm ET and include all written assignments, examinations, and research papers submitted for grading. Weekly Forum questions (accomplished in groups in a Forum) require an initial response by Thursday at 11:55 pm ET, with all other required responses due by Sunday at 11:55 pm ET. The assigned faculty will support the students throughout this eight-week course.

[Table of Contents](#)

Course Resources

Required Course Textbooks

There are no required textbooks for this course.

There are also other required readings. The articles are located in your Lessons link on your vertical toolbar and to be found in our 'Resources: Readings' folder.

Required Readings

- External websites and other assigned readings are found in the Lessons area of the

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classroom.

· Weekly Lesson Notes and videos or audio files are found in the Lessons area of the classroom.

[Table of Contents](#)

Evaluation Procedures

The course grade is based on the following assessments:

Discussion Forums – 20 percent

Each week, a discussion question is provided and posts should reflect an assimilation of the readings. Students are required to provide a substantive initial post by Thursday at 11:55 pm ET and respond to two or more classmates by Sunday 11:55 pm ET. Forum posts are graded on timeliness, relevance, knowledge of the weekly readings, and the quality of original ideas.

Research Question, Purpose Statement, and Literature Review Exercise – 15 percent

The components of this assignment include a research question, a purpose statement, and a literature view of at least six sources, two of which must be peer-reviewed. The specific research question should relate to a general topic in the course. 6-8 pages.

Research Paper – 35 percent

Adding to the 6-8 page assignment in Week Two, the research paper should be at least 10 additional pages of analysis of your topic, not including the cover page, the reference list, and any appendices.

Final Assignment – 30 percent

This assignment is a take-home essay assignment of two questions, 4-5 pages each, to test knowledge and assimilation of the course objectives. The exclusive use of required texts and readings from this course is mandatory.

Assignments

Research Question Assignment
Research Paper
Forum Discussion Posts
Final Assignment

Percentage

15 percent
35 percent
20 percent
30 percent

TOTAL

100 percent

[Table of Contents](#)

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8 – Week Course Outline

	Learning Objective(s)	Readings	Assign
	LO-1: Critique theories used for the discriminate military leadership concepts LO-2: Test measures for structured analysis of military leaders LO-3: Rate theories for application to the study of military leaders.	<ul style="list-style-type: none"> •Richardson: Real Leadership and The U.S. Army •Bartone: New Wine in Old Bottles •Bartone: To Build Resilience •FM 22-6: <u>Army Leadership</u> 	Week C Introdu Do the
aracteristics eaders	LO-1: Critique theories used for the discriminate military leadership concepts LO-2: Test measures for structured analysis of military leaders LO-3: Rate theories for application to the study of military leaders.	<ul style="list-style-type: none"> •Kermit: Ethical Issues of Military Leadership •Pfaff: Resolving Ethical Challenges •Barnes: Ethical Leadership: Military Review •Snider: Army Professionalism •Hermann: Assessing Leadership Style 	Week T Discuss Researc
?	LO-3: Rate theories for application to the study of military leaders. LO-5: Contrast and compare leadership theories to distinguish for analysis	<ul style="list-style-type: none"> •Cook: Reflections on the Stockdale legacy •Snider: Dissent and Strategic Leadership •Mink: Chesty Puller's Solid War Mettle Face the Fire •Hugel: The Teacher and the Warrior •E, Dickason: Navy Biography including 'Remembering Grace Murray Hopper' •Ignatius: David Petraeus's first year at the 	Week T Discuss
kers	LO-3: Rate theories for application to the study of military leaders. LO-5: Contrast and compare leadership theories to distinguish for analysis	<ul style="list-style-type: none"> •Serry-Kamal: The Trials and Tribulations of Colin Powell •Daniel James, Jr Biography •Anderson: Al Gray Biography •Butler: Humane Leadership 	Week F Discuss Readin
int teragency	LO-3: Rate theories for application to the study of military leaders. LO-5: Contrast and compare leadership theories to distinguish for analysis	<ul style="list-style-type: none"> •Johnson: Preparing Potential Senior Army Leaders •Fielder: Defining Command •Meihart: Leadership of the Joint Requirements •Norman Schwarzkopf Biography •Tommy Franks Biography 	Week F Discuss Work o
inalization &	Research Paper Finalization &	No readings	Week S

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Submission	Submission		Discussion Research Paper Due!
Relationships with civilian leaders and organizations.	LO-4: Synthesis theories for application to a military leader. LO-5: Contrast and compare leadership theories to distinguish for analysis	<ul style="list-style-type: none"> •Foster: Civil-Military Relations: The Postmodern Democratic Challenge •McCausland : Developing Strategic Leaders 	Week Seven Forum Discussion
Lessons Learned for Leadership	LO-1: Critique theories used for the discriminate military leadership concepts LO-2: Test measures for structured analysis of military leaders LO-3: Rate theories for application to the study of military leaders. LO-4: Synthesis theories for application to a military leader. LO-5: Contrast and compare leadership theories to distinguish for analysis	No readings	Week Eight Forum Discussion Final Assignment Due

[Table of Contents](#)

Policies

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](#)

Citation and Reference Style

Attention Please: Students will follow the Turabian/Chicago Style as the sole citation and reference style used in written work submitted as part of coursework to the University. See <http://www.apus.edu/Online-Library/tutorials/chicago.htm>. All written submissions should be submitted in Times New Roman 12pt font with 1" margins, typewritten in double-spaced format. Graduate-level work is expected to be free of grammar, usage, and style errors.

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.

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Netiquette

Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums 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 rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum 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 Sakai 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 too seriously—be alert to the possibility! If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), :), J

[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.
- **Tutor.com:** AMU and APU Civilian & Coast Guard students are eligible for 10 free hours of tutoring provided by APUS. Tutor.com connects you with a professional tutor online 24/7 to provide help with assignments, studying, test prep, resume writing, and more. Tutor.com is tutoring the way it was meant to be. You get expert tutoring whenever you need help, and you work one-to-one with your tutor in your online classroom on your specific problem until it is done.

Request a Library Guide for your course (<http://apus.libguides.com/index.php>)

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

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- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name, or navigate by school.
 - Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111), or class name.
- If a guide you need is not available yet, please email the APUS Library: librarian@apus.edu.

[Table of Contents](#)

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[Table of Contents](#)