

Instructor

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Course Description

MS 401 focuses on the development of an Army Officer committed to the ideal that America and its founding documents remain the most powerful force for good in human history. It is an academically challenging course where you will develop knowledge, skills, and abilities required of junior officers pertaining to the Army in Multidomain Operations. You will also learn to plan, resource, and assess training at the small unit level using the Training Management Process. At the conclusion of this course, you will be familiar with the Operations Process and Planning, conducting Unit Training, Multidomain Operations, and Unit Readiness. The course includes physical readiness training and weekly labs overseeing MS III Cadet facilitated training 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 small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

ROTC Advanced Course

The Advanced Course is comprised of an academically rigorous 2-year program consisting of; four college courses with two Exams (Midterm/Final) per course, two sets of Leadership LABs (Fall/Spring), Physical Readiness Training, and the Cadet Summer Training (CST) Advanced Camp conducted during the summer in-between the MS III and MS IV years at Fort Knox, KY.

- MS 301, Training Management and the Warfighting Functions
- Fall Leadership Labs
- Physical Readiness Training
- MS 302, Applied Leadership in Small Unit Operations
- Spring Leadership Labs

- Physical Readiness Training
- CST Advanced Camp Fort Knox, KY
- **MS 401, The Army Officer**
- **Fall Leadership Labs**
- **Physical Readiness Training**
- MS 402, Company Grade Leadership
- Spring Leadership Labs
- Physical Readiness Training

The ROTC 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 in which all individuals are treated with dignity and respect
- Demonstrate proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
- Demonstrate proficiency in developing others (i.e. setting conditions, creating opportunities, providing feedback, and enhancing learning) across the institutional, operational, and self-development domains

2. Mission Command

- Demonstrate proficiency in the principles of mission command
- Demonstrate proficiency in the elements of command and the elements of control
- Demonstrate proficiency in command and control Warfighting Function tasks and employment of an effective and survivable command and control system (People, Processes, Networks, CPs) to generate and apply 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 Warfighting Functions in Multidomain Operations in support of Joint Operations
- Demonstrate proficiency in understanding the Operational Environment across all domains
- Demonstrate proficiency in sustainment functions supporting Army Operations

4. Training

- Demonstrate proficiency in prioritizing, planning and preparing, executing, evaluating and assessing training

MS 401 Course Requirements

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, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in class exercises, and leading lab exercises.

Information Paper/Point Paper

An article selected from the Chief of Staff of the Army's Reading List is an MS 401 reading assignment. <https://www.armyupress.army.mil/resources/csa-recommended-articles/archives/>
The assignment includes developing an information paper to identify the major points in the selected book connecting concepts from the book with the Army Leadership Requirements Model.

Or

MS 401 Reading Assignment. Select an article from current events or other military related topics. The assignment will include developing a point paper to provide assessment, recommendations, and discussion on the major points within the selected article, connecting concepts from the book with the Army Leadership Requirements Model.

Mid-Term Exam

A Mid-Term Exam will be given to assess your knowledge achieved during the first half of the semester.

Final Exam

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

Physical Readiness Training (PRT)/Army Fitness Test (AFT)

As a future officer, you are expected to set the example for physical fitness according to Army Regulations. You will be required to participate in the PRT program. You will take a diagnostic AFT at the beginning of the fall semester and a Record AFT at the end of the semester.

NOTE: *Contracted Cadets are required to participate in ALL ROTC activities as stated in their contract. Students auditing this class or not yet contracted are encouraged but not required to participate in ROTC activities outside of the classroom.*

Evaluation and Grading

Lesson Assessments	50%
Army Fitness Test	10%
Class Participation	10%
Information Paper/Point Paper	10%
Mid-term Exam	10%
Final Exam	10%

All late papers and assignments will receive a 10% reduction in grade.

The following grading scale will be used based on 100 points possible.

Solid performance in each area of evaluation is necessary to earn a grade of "B". The following grading scale will be used based on 100 points possible:

90-100	A
80-89	B
70-79	C
60-69	D
Below 60	F
Below 60	FN (Failure, Non-Attendance)

NOTE: Every attempt will be made to offer adequate written assessments in explaining evaluations. ***All late papers and assignments will receive a 10% reduction in grade.***

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required MSIV course end states and developmental outcomes. This evaluation is the PMS' 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

Classroom:

Contracted Students: You are expected to wear ACUs/OCPs* (current Army combat uniform) to all classes and adhere to Army Regulation 670-1 regarding uniforms and appearance.

Non-Contracted Students: You are expected to dress appropriately for the collegiate environment.

Labs:

Contracted Students: You are expected to wear ACUs/OCPs* (current Army combat uniform) to all labs and adhere to Army Regulation 670-1 regarding uniforms and appearance.

Non-Contracted Students: You are expected to dress appropriately for the lab. Your instructor will provide guidance on what you should wear before the lab.

Physical Training:

Contracted Students: You are expected to wear the US Army PT uniform. On occasion, you will be permitted to wear the ROTC PT uniform.

Non-Contracted Students: You are expected to dress appropriately for physical training. Your instructor will provide guidance on what you should wear before the Physical Training session.

*If you have not been issued OCPs, you will wear ROTC program Polo.

Collaboration

You are encouraged to work together with your fellow MS IV Cadets and seek guidance and help from your instructor and other ROTC cadre.

Required Administrative Information

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 me or the office student accessibility services.

Disability Support Services
Central Academic Building 210
Texas A&M University – San Antonio
San Antonio, Texas 78224
PH: 802-656-7753
FAX: 802-656-0739

3. 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.

Refer to AR 600-20, para 4-1 and 4-16 for more information.

4. Plagiarism Policy

Plagiarism, or “representing the words or ideas of someone else as one’s own,” is prohibited within Senior ROTC coursework. Examples include:

- a. Submitting as one’s own, a paper written by another person or by a commercial “ghost writing” service.
- b. Exactly reproducing someone else’s words without identifying the words with quotation marks or by appropriate indentation, or without properly citing the quotation in a footnote or reference.
- d. Paraphrasing or summarizing someone else’s work without acknowledging the source with a footnote or reference.

d. Using facts, data, graphs, charts, or other information without acknowledging the source with a footnote or reference. Borrowed facts or information obtained in one's research or reading must be acknowledged unless they are "common knowledge". Clear examples of "common knowledge" include the names of leaders of prominent nations, basic scientific laws, and the meaning of fundamental concepts and principles in a discipline. The specific audience for which a paper is written may determine what can be viewed as "Common knowledge." For example, the facts commonly known by a group of chemists will differ radically from those known by a more general audience.

Cadets should check with their instructors regarding what can be viewed as "common knowledge" within a specific field or assignment, but often the student will have to make the final judgment.

When in doubt, footnotes or references should be used.

e. Plagiarism includes the use of AI-generated text without proper citation or credit. That is, Cadets should not use AI tools to generate any body of text (sentences, paragraphs, etc.) and then pass that generated text off as their own work. Any inclusion of AI-generated text must be properly cited and acknowledged as AI-written.

AI tools may be useful aids. Below are some ways in which they might incorporate the use of AI chatbots:

- as a preliminary research tool to aid Cadets in selecting a research topic, narrowing down research questions, learning more in general about their chosen topic, etc.
- as an outlining/organizational tool to help Cadets structure their projects or essays.
- as a feedback tool to provide a Cadet feedback on their writing (checking for grammar, adherence to a prompt, etc.).

5. 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.

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, 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, 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. 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.

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 Army Regulation 600-52 (Sexual Harassment/Assault Response and Prevention Program).

9. Inappropriate Relationships

Per AR 600-32 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 Chapter 3 of AR 600-32 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.

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 **listed below**. I will meet with any student during office hours to discuss assignments, issues, or concerns. I will also try to adjust my schedule to meet with you beyond office hours, if necessary.

NOTE: MS 201		
	INSTRUCTOR OFFICE HOURS	ADDITIONAL APPOINTMENT HOURS
WEEK DAY	From – To	Special Instructions:
MONDAY	NA	By Appointment only
TUESDAY	1000 – 1200	Must coordinate time(s) after 1200
WEDNESDAY	NA	Must coordinate time(s) after 1200
THURSDAY	1000 – 1200	Must coordinate time(s) after 1200
FRIDAY	NA	By Appointment only

Overview of Class Sessions

MS401L01	Course Overview
MS401L02	Commander and Staff Organization and Operations
MS401L03	Operations Process and Planning
MS401L04	Army Training and Leader Development
MS401L05	Prioritizing Training & Planning and Preparation
MS401L06	Risk Management
MS401L07	Training Meetings
MS401L08	Training Execution

MS401L09	Training Evaluation and Assessment
MS401L10	Introduction to Battle Analysis
MS401L11-12	Threats I&II
MS401L13	The Armed Forces of the United States
MS401L14	US Army Organizations
MS401L15	Army Enablers and Capabilities
MS401L16-17	Lieutenants in the Brigade Combat Team
MS401L18	Mid-term Exam
MS401L19	Multidomain Operations
MS401L20	Offensive Operations
MS401L21	Defensive Operations
MS401L22	Stability Operations
MS401L23	Defense Support of Civil Authorities
MS401L24	Protecting Critical Information
MS401L25	Mission Command
MS401L26	Mission Command Case Studies
MS401L27	Leader Challenge I
MS401L28-29	Battle Analysis Presentations
MS401L30	Staff Ride Presentation
MS401L31	Unit Readiness I
MS401L32	Unit Readiness II - Supply
MS401L33	Unit Readiness III - Maintenance
MS401L34	Law of Land Warfare and Rules of Engagement (ROE)
MS401L35	Ethical Decision Vignette – Ordinary Soldiers
MS401L36	Final Exam

Leadership LAB Schedule

LAB 01	<i>Commander's Time</i>
LAB 02	<i>Drill & Ceremony</i>
LAB 03	<i>Team Building Exercise</i>

LAB 04	<i>Land Navigation I</i>
LAB 05	<i>Land Navigation II</i>
LAB 06	<i>Tactical Combat Casualty Care (TC3)</i>
LAB 07	<i>Fieldcraft</i>
LAB 08	<i>Pre-Combat Checks & Inspections for FTX</i>
LAB 09	<i>Military Communications</i>
LAB 10	<i>Preliminary Marksmanship Instruction</i>
LAB 11	<i>Individual Movement Techniques</i>
LAB 12	<i>Team & Squad Movement Techniques</i>

Master Reference List

NOTE: The reference list below **Is Not** all inclusive for MS 401. It is provided as a starting point for cadre to build upon and continuously expand.

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP 1	The Army	31 JUL 19	
ADP 3-0	Operations	21 MAR 25	
ADP 3-07	Stability	31 JUL 19	
ADP 3-28	Defense Support of Civil Authorities	31 JUL 19	
ADP 3-90	Offense and Defense	31 JUL 19	
ADP 5-0	The Operations Process	31 JUL 19	
ADP 6-0	Mission Command: Command and Control of Army Forces	31 JUL 19	
ADP 6-22	Army Leadership and the Profession	31 JUL 19	w/ch2, 6 FEB 25
ADP 7-0	Training	29 APR 24	
ATP 2-01.3	Intelligence Preparation of the Battlefield	1 MAR 19	w/ch2, 15 MAY 25
ATP 2-33.4	Intelligence Analysis	10 JAN 20	w/ch1, 30 MAY 25
ATP 3-21.8	Infantry Platoon and Squad	11 JAN 24	w/ch2, 23 JUN 25
ATP 3-28.1	Multi-Service Tactics Techniques, and Procedures for Defense Support of Civil Authorities (DSCA)	11 FEB 21	
ATP 3-90.1	Armor and Mechanized Infantry Company Team	24 OCT 23	

ATP 4-33	Maintenance Operations	9 JAN 24	
ATP 5-19	Risk Management	9 NOV 21	
ATP 6-22.1	Providing Feedback: Counseling–Coaching–Mentoring	13 FEB 24	
FM 3-90	Tactics	1 MAY 23	
FM 3-94	Armies, Corps, and Division Operations	23 JUL 21	
FM 3-96	Brigade Combat Team	19 JAN 21	
FM 5-0	Planning and Orders Production	4 NOV 24	
FM 6-0	Commanders and Staff Organization and Operations	16 MAY 22	
FM 6-22	Developing Leaders	1 NOV 22	w/ch2, 20 FEB 25
FM 6-27	The Commander's Handbook on the Law of Land Warfare	7 AUG 19	w/ch2 21 MAY 25
FM 7-0	Training	14 JUN 21	
AR 25-50	Preparing and Managing Correspondence	10 NOV 20	
AR 220-1	Army Unit Status Reporting and Force Registration-Consolidated Policies	16 AUG 22	
AR 350-1	Army Training and Leader Development	1 JUN 25	
AR 350-50	Combat Center Training Program	2 MAY 18	
AR 360-1	The Army Public Affairs Program	08 OCT 20	
AR 530-1	Operations Security	26 SEP 14	
AR 600-20	Command Policy	6 FEB 25	
AR 710-4	Property Accountability	26 DEC 23	
AR 750-1	Army Materiel Maintenance Policy	2 FEB 23	
DA PAM 350-58	Army Leader Development Program	8 MAR 13	
DA PAM 600-3	Officer Professional Development and Career Management	13 APR 23	
DA PAM 600-4	Army Medical Department Officer Professional Development and Career Management	27 APR 23	
DA PAM 750-1	Army Materiel Maintenance Procedures	2 FEB 23	
DA PAM 750-8	The Army Maintenance Management System (TAMMS) User's Manual	22 AUG 05	
TRADOC Pam 525-3-3	U.S. Army Functional Concept for Mission Command 2020-2040	6 FEB 17	
TP 525-92	The Operational Environment 2024-2034: Large-Scale Combat Operations	5 DEC 24	
JP 3-0	Joint Campaigns and Operations	18 JUN 22	

JP 5-0	Joint Planning	1 JUL 25	
	Platoon Leader's Guide to Training Management	15 OCT 23	CAC-T
	Platoon Level Training Management	20 MAR 23	CAC-T
	16 Cases of Mission Command	2013	Army U Press
GTA 90-01-020	DSCA Handbook	30 JUL 10	CAR
	Operational Law Handbook	2024	JAG
	Ordinary Soldiers: A study in Ethics, Law, and Leadership	2014	US Holocaust Memorial Museum
USACC Reg 145-3	Reserve Officers Training Corps Precommissioning Training and Leadership Development	3 JUN 25	USACC SharePoint

Website Links:

- ROTC Blackboard (Bb) - <https://rotc.blackboard.com/>
- Army Homepage- <https://www.army.mil/>
- Army Training Network (ATN) - <https://atn.army.mil/>
- Central Army Registry (CAR) - <https://rdl.train.army.mil/catalog/dashboard>
- Army Publication Division (APD) - <https://armypubs.army.mil/>
- United States Army Human Resources Command (HRC) - <https://www.hrc.army.mil/>
- Joint Electronic Library Plus (JEL+) - <https://jdeis.js.mil/jdeis/index.jsp>
- Military OneSource Website - <https://www.militaryonesource.mil/>
- My Army Benefits Website - <http://myarmybenefits.us.army.mil/>