##### COURSE SYLLABUS Fall Semester 2015

Leadership Under Fire – MILS 2600

M, W, F; Time TBD

Social Science Bldg. Rm. 10.

**INSTRUCTOR**

CPT Richard M. Ingleby

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**COURSE DESCRIPTION**

This course will explore both functional and dysfunctional behavior in leadership roles. Using examples from military and civilian leadership, this course will teach leadership techniques essential for future managers and leaders (such as creating organizational identity, developing a command vision, etc.) - that will be of great value to civilian and military leaders alike. It will focus on ethical/moral, historical, and social influences and examine outlook, styles, skills, and behavior essential for providing successful leadership. This will culminate in a hands-on team-building exercise where each student will have the opportunity to lead a team through a challenging team-building course at Camp Williams National Guard Base.

**SCOPE**

One of the dynamics central to the success of any organization is competent and confident leadership. This course addresses a wide spectrum of leadership issues and subjects all designed to enhance individual leadership effectiveness. This course will address these leadership methods and issues through the lens of military leadership.

**OBJECTIVES**

After completing the course students will be able to:

-Exhibit a fundamental knowledge of management techniques and strategies

-Demonstrate critical thinking and group problem solving through a hands-on leadership exercise

-Demonstrate written, oral and graphic communication through the research paper and presentation

-Demonstrate skills in analytical research using multiple research sources

-Describe how leaders influence and shape organizations / institutions for maximum effectiveness, and deal with the various complex social circumstances and physical environments wherein they will operate\*

-Identify effective administrative practices within complex organizational settings and identify leadership behaviors that influence positive change\*

-Identify arguments relative to the intricacies of leadership theory and practice (such as contrasting centralized and decentralized organizational structures), and understand alternative theories\*

# REQUIRED UNIFORMS AND TEXTS

#### Uniform: None

Texts:

1. How to Win Friends and Influence People – Dale Carnegie.
2. Steel My Soldiers Hearts – COL David H. Hackworth.
3. Other readings will be distributed in class:
   1. Critical Thinking: A Leader’s Perspective on How to Develop the Next Generation of Thinking Officers (Lieutenant Colonel James Adams)
   2. An Ambush in Shigal District: Tactics and Tribal Dynamics in Kunar Province (CPT Michael Kolten)
   3. Flatten Through Leadership (LTC James Mingus)

**SPECIAL ACCOMODATIONS**

Any student requiring accommodations or services due to a disability may contact the WSU Services for Students with Disabilities (SSD). I am willing to work with students to create reasonable adjustments to the course if needed.

**STANDARDS AND PARTICIPATION**

**Attendance:** Classroom attendance is required. Participation (particularly a thorough understanding of the materials) is key. Further, it will comprise the majority of your grade. I expect you to be prompt and punctual.

**Activities and leadership development**:

There will be a leadership practical exercise at the Leadership Reaction Course (LRC) located at Camp Williams National Guard Base in Lehi Utah. This will take place in September 2015. Transportation will be provided. Timeline is TBD, however students should block off the entire day for the event.

**Paper / Presentation:**

Outside of readings and participation, the only requirement will be centered around a single thesis paper / presentation. Throughout the course of the semester, students will prepare a 10-page (double-spaced) analytical research paper on either a military or civil leader of their choice. They will then conduct a 10-15 minute presentation to the class at on this topic at the end of the semester. Ensure you use proper citations / formatting. **These papers will be critical in analysis**, addressing three key areas:

1. Specifically highlight strengths and / or weaknesses
2. Why he / she / it was important
3. How lessons from them could be relevant in the future

**Paper / Presentation Timeline:**

Topics Due: 11AUG (One paragraph on the person chosen and where you want to take this paper)

Outline Due: 02OCT (Paragraph lead sentence)

Rough Draft Due: 30OCT

Papers Due: 11DEC

Presentations: 02-27NOV

**Lecture Topic and Reading Schedule:**

Week 1: Intro, characteristics of a good leader (Readings: none)

Week 2: Developing a command philosophy / strategic vision (Hackworth chapter 1-2)

Week 3: Planning and preparing objectives (Critical Thinking)

Week 4: Introductions and initial mentorship (Hackworth, chapter 3-4)

Week 5: Mentorship (Hackworth, chapter 5-6)

Week 6: Developing and executing effective and relevant training (Hackworth, chapter 7-8)

Week 7: Earning subordinate respect (Carnegie, section I, principle 2, 5)

Week 8: Motivating an organization / keeping focus on command objectives (Carnegie, Section I, principle 3)

Week 9: Leading from behind: influencing superiors (Ambush in Shigal)

Week 10: Flattening an organization (Flatten Through Leadership)

Week 11: Student presentations

Week 12: Student presentations

Week 13: Student presentations

Week 14: Student presentations

Week 15: Conclusions

**EVALUATION PROCEDURES**

You will receive a letter grade that summarizes how well you met course objectives. Letter grades will be awarded as follows:

930-1000 A 730-769 C

900-929 A- 700-729 C-

870-899 B+ 670-699 D+

830-869 B 630-669 D

800-829 B- 000-629 F

770-799 C+

## Class Participation 300

## Topic 50

## Outline 50

Rough Draft 100

Final Paper 200

Presentation 100

LRC Event 200

**TOTAL POINTS 1000**