MILITARY ART & SCIENCE

MAJOR & HONORS PROGRAM OF STUDY

TABLE OF CONTENTS

Military Art & Science Description ……..…… 2

Military Art & Science and You …….. 3

Military Art & Science Opportunities …… 4

Military Art & Science Program Requirements …… 5

Course Descriptions

Department of Military Instruction ……. 8

Department of Geography and Environmental Engineering ……. 13

Department of History ……..……. 14

Department of Law ……..……. 19

Department of Social Sciences ……..……. 20

Department of Foreign Languages ……..……. 23

Department of Behavioral Science and Leadership …….…….. 23

Department of Electrical Engineering and Computer Science ……..…. 26

Department of Systems Engineering …….…. ……..……..…. 27

Faculty Directory ……..…. 28

Military Art & Science Cadets ……..…. 29

Military Art & Science Program Worksheet …….. 31

MILITARY ART & SCIENCE

Academic Major

The Military Art and Science Major is an interdisciplinary approach that combines military science, history, economics, political science, geography, leadership, information technology, and law to understand the nature of war and the role of the military as an instrument of national power. Using a foundation in historical case studies, cadets examine the relationship between contemporary defense policy, operations, strategy, and generalship by focusing on the strategic, operational, and tactical levels of war. The program's six requisite courses, Tactics, Army Operations, Campaigning, Military Strategy, Comparative Military Systems, and Colloquium in Military Affairs provide the bedrock for further study in the program's four areas of specialization: Operations, Strategic Studies, Irregular Warfare, and Information Operations. The Military Art and Science Major provides tomorrow's officers with the tools of historical analysis and the contemporary application of military force in support of national military objectives.

MISSION: ***The Military Art and Science Major provides cadets a greater doctrinal understanding of tactics, operations, and strategy relevant to current and future U.S. Army in order to produce leaders with a significant edge in professional military development.***

Who should study Military Art & Science?

- Cadets who want an edge as Lieutenants in the Army. This could be the single best preparation for your chosen profession.
- Cadets who want to learn the application of employing the Armed Forces of our nation to secure the objectives of national policy using force or the show of force.
- Cadets who are interested in gaining a deeper understanding of the issues relevant to the 21st Century military, and who wish to develop critical thinking skills in order to identify the causes, effects, and solutions to these military issues.
- Cadets who want to design their own program of study. The MA&S Major is a diverse field with a broad body of knowledge from which to focus academic efforts. Cadets may build their own multidisciplinary program from over 35 courses from eight different departments.

MILITARY ART is the judgmental application of military science to the conditions at hand. Such judgment depends on knowledge in great depth, which goes beyond a knowledge of mechanical factors and force ratios. It depends on inspired and skillful application of sound scientific approaches and demands the application of sound judgment in the weighting of the intangibles.

MILITARY SCIENCE is a systemized knowledge of the principles of war; the systematic development, examination, and dissemination of appropriate methods; and the systematic development, examination, and understanding of capabilities.

Military Art & Science Enrichment Opportunities

Academic Individual Advanced Development (AIAD)

The Faculty of the Department of Military Instruction annually organizes Academic Individual Advanced Development (AIAD) opportunities for those who are pursuing a degree in Military Art & Science. These opportunities to study and experience rewarding programs take place overseas and in the United States. Current opportunities include: conducting research with Naval Postgraduate School professors on cutting edge military issues; developing and organizing military smart-books for Fox News war correspondence; and conducting right-seat-rides with National Training Center (NTC) Observer/Controllers (OC) in order to research Battle Command at the platoon, company, and battalion levels.

Our programs are conducted during the summer months and allow you to schedule this activity around the Military Individual Advance Development and Cadet Detail programs. Opportunities are vast; faculty members encourage and support cadets to tailor individual research for a broad range of educational and military goals. Future programs may include work with different organizations in the Pentagon, like the Office of the Secretary of Defense (OSD) for Special Operations/Low Intensity Conflict (SO/LIC), working with CENTCOM for military related research topics, and Space Command for simulations research. Some AIADs can earn academic credit by integrating research with course work in MS489 Advanced Individual Study in Military Art and Science. The programs offered represent the ultimate in opportunities for immersion in Military Art & Science experiences and study.

Warfighting Center (WARCEN)

The WARCEN is a state-of-the-art military simulation center that supports the Military Art and Science curriculum on several levels. In the WARCEN, MA&S cadets participate in interactive learning situations designed to broaden their educational experience. In the simulations, the cadets make military command-decisions at various levels, using the theory and doctrine learned in class. Cadets participate in simulations of historical, current and future operations from platoon to corps level using PC-based simulations and wargames.

Spring Leave Enrichment

DMI sponsors a limited number of Military Art and Science Cadets to visit and participate in Military Training Exercises around the world. During Spring Break 2004, ten cadets from the MA&S went to Europe where they patrolled the streets of Kosovo with KFOR soldiers, toured U.S. Army Europe HQ in Heidelberg, Germany, and toured the Hamm Military Cemetery in Belgium, burial site of GEN George S. Patton. Another opportunity allowed a MA&S cadet to participate in the U.S. Army Armor Center's Gauntlet Training Exercise at Fort Knox.

DMI Clubs and Activities

The Department of Military Instruction sponsors a number of clubs and activities. The Infantry Tactics Club, The Cavalry Scout Club and the Combat Weapons Team make good use of local training areas, OPDs, and the WARCEN. DMI also sponsors the Rugby, Parachute, Sandhurst, and the Corps Squad Rifle Teams.

MILITARY ART & SCIENCE

PROGRAM REQUIREMENTS

- Complete the 27-course core curriculum.
- Complete three courses from one of the below-listed engineering sequences:

Civil	Systems	Mechanical	Environmental
Electrical	Computer	Nuclear	Chemical

- Complete the six required **Major Core Courses** listed below**:**

Course #	COURSE TITLE	AY 07 Terms		AY 08 Terms	
		07-1	07-2	08-1	08-2
MS310	Tactics	X	X	X	X
MS345	Army Operations: Past, Present, & Future	X		X	
MS365	Campaigning: Operational Warfighting		X		X
MS455	Comparative Military Systems	X	X	X	X
MS470	Military Strategy	X	X	X	X
MS498	Colloquium in Military Affairs		X		X

SELECT ONE OF FOUR SPECIALTY TRACKS

Operations Track — The operations track examines the study of military operations, focusing on leadership, battle command and communication in order to produce leaders with an enhanced knowledge of maneuvering and leading forces on the battlefield.

Course #	COURSE TITLE	AY 07 Terms		AY 08 Terms	
		07-1	07-2	08-1	08-2
MS350	Military Communication	X	X	X	X
MS360	Special Operations/Low Intensity Conflict	X	X	X	X
PL471	Combat Leadership	X		X	
	Approved Elective (See Page 7)				

- **Strategic Studies Track —** The strategic studies track focuses on the theory and practice of military strategy and national security policy in order to produce leaders with a better understanding of warfare at the higher echelons of command.

Course #	COURSE TITLE	AY 07 Terms		AY 08 Terms	
		07-1	07-2	08-1	08-2
HI389	Grand Strategy in the 20th Century		X		X
HI387	Generalship and the Art of Command	X		X	
SS473	American Foreign Policy	X	X	X	X
	Approved Elective (See Page 7)				

- **Irregular Warfare Track —** The irregular warfare track explores the study of unconventional military operations, focusing on special operations forces, low intensity conflict and the emerging asymmetric threats in order to produce leaders with an edge in understanding both friendly and threat capabilities within the spectrum of irregular warfare.

Course #	COURSE TITLE	AY 07 Terms		AY 08 Terms	
		07-1	07-2	08-1	08-2
MS360	Special Operations/Low Intensity Conflict	X	X	X	X
MS460	Counterinsurgency Operations		X		X
SS474	Terrorism: New Challenges	X	X	X	X
	or				
HI381	History of Unconventional Warfare	X		X	
	Approved Elective (See Page 7)				

- **Information Operations Track —** The information operations track examines the theory and practice of organizational communication, focusing on processing information effectively at the tactical and operational level in order to produce leaders capable of significantly enhancing their unit's situational awareness and understanding on the battlefield.

Course #	COURSE TITLE	AY 07 Terms		AY 08 Terms	
		07-1	07-2	08-1	08-2
MS350	Military Communication	X	X	X	X
IT460	Information Warfare	X		X	
SE485	Combat Modeling	X	X	X	X
	Approved Elective (See Page 7)				

Honors Program: Cadets may enter the Honors Program with 3.0 GPA overall and with a 3.5 GPA in Military Art and Science. The transcripts of cadets who successfully complete this program will read "***Honors: Military Art and Science Major***."

MILITARY ART & SCIENCE

APPROVED ELECTIVE LIST

Department of Military Instruction	
MS310: Tactics	**MS455: Comparative Military Systems**
MS345: Army Operations	**MS470: Military Strategy**
MS350: Military Communication	**MS489: Advanced Individual Study**
MS360: Special Operations	**MS460: Counterinsurgency Operatioins**
MS365: Campaigning	**MS498: Colloquium-Military Affairs**

Department of History	
HI373: Warfare in Age of Napoleon	**HI387: Generalship-Art of Command**
HI381: Unconventional Warfare	**HI388: The History of WWII**
HI384: Visiting Professor's Course	**HI389: Grand Strategy in 20th Century**
HI385: War & It's Theorist	**HI497: American Military Traditions**
HI386: Korea, Vietnam, Military Experience	

Department of Social Sciences	
SS370: Mass Media and American Politics	**SS474: Terrorism: New Challenges**
SS472: American Civil and Military Relations	**SS481: The Politics of Defense Policy**
SS473: American Foreign Policy	

Department of Behavioral Science and Leadership	
PL379: Group Dynamics	**PL471: Combat Leadership**
PL387: Foundations of Counseling	**PL479: Leading Org's Through Change**
PL398: Leadership Theory and Development	**PL482: Armed Forces Society**
PL470: Special Topics in BS&L	

Department of Law	
LW474: Law of War	**LW482: National Security Law**
LW481: International Law	

Department of Geography and Environmental Engineering	
EV482: Military Geography	**EV365: Cultural and Political Geography**

Department of Foreign Languages
L(X)382: Military Readings in a Foreign Language

Department of Electrical Engineering and Science
IT460: Information Warfare

Department of System Engineering
SE485: Combat Modeling

DEPARTMENT OF MILITARY INSTRUCTION

COURSE DESCRIPTIONS

MS 310	**TACTICS**
	3.0 Credit Hours; Prerequisite: None

SCOPE: This course is designed to introduce the cadet to the study of tactics, the employment of units in combat. The course presents the material in three blocks of instruction. The first block focuses on the fundamentals of tactics, using current U.S. Army doctrine. The second block introduces concepts on the art and science of tactics, exploring techniques for various operations at the small unit level, the effects of the environment, and tactics used by enemy forces in past engagements with U.S. forces. Block three focuses on tactical decision making, and introduces the Military Decision Making Process. Finally, cadets use the knowledge acquired in the course to analyze a recent tactical engagement in a capstone exercise.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: None

MS 345	**ARMY OPERATIONS: PAST, PRESENT, FUTURE**
	3.0 Credit Hours; Prerequisite: NONE

SCOPE: MS345 prepares cadets to become future warfighters and visionary leaders of military transformation. The course first covers the US Army experience from World War I to the Global War on Terror and the dawn of Army Transformation. MS345 then explores future warfare and culminates in a course integrative project addressing future Army operations. The Course considers US Army doctrine and operational experience across the full spectrum of military operations (offensive, defensive, stability, support). It discusses doctrine and how it influences the way the US Army conducts operations. It examines the internal and external factors that influence change by applying disciplined analytical frameworks. FM 3.0 Army Operations is integrated throughout the course. Students will gain a broad understanding of the evolution of Army doctrine and organization and of critical factors influencing future war and Army doctrine. Students will also hone analytical tools and communications skills in debate, oral presentation, and written assignments, while collaborating with professional military peers.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: An analytical paper and class presentation on a cadet selected doctrinal battle.

MS 350	**MILITARY COMMUNICATION**

	3.0 Credit Hours; Prerequisite: Upper Three Classes

SCOPE : This course develops and further refines a cadet's ability to communicate as a leader in today's armed forces. The cadet will put what is learned into practice through a series of speeches progressing in both length and difficulty. All speeches are video taped for use in critiquing each cadet's performance. The course is focused around delivery skills, organizational skills, audience adaptation, critical thinking and effective listening. Numerous guest lecturers and famous speeches are also used as vehicles for learning. This class teaches that which is essential for every leader - the ability to communicate.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Five graded presentations (2 X Informative, 2 X Persuasive, Ceremonial). 1 trip section to NYC to FOX/CBS News. Ungraded impromptu and extemporaneous speeches are done on a daily basis.

MS 360	**SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT**
	3.0 Credit Hours; Prerequisite: First & Second Class Only

SCOPE: This course is divided into two sub-courses. The first sub-course examines the class of military operations commonly referred to as low intensity conflict. It explores the nature and dynamics of LIC with particular attention to the differences between LIC and conventional, mid to high intensity conflict. Specifically, cadets will examine insurgency and counterinsurgency, international terrorism, and peace operations and the strategy and tactics appropriate for each. The second sub-course examines Special Operations Forces (SOF). This sub-course explores the unique methods of special operators and the close relationship between SOF and LIC. Cadets will examine how U.S. SOF are organized; how special operations in general succeed; and why SOF are particularly well suited to LIC. Several subject matter expert guest speakers are integrated into the instruction throughout the course.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS:** None

SPECIAL REQUIREMENTS: 7-10 page research paper and oral presentation.

MS 365	**CAMPAIGNING: OPERATIONAL WARFIGHTING**
	3.0 Credit Hours; Prerequisite: NONE

SCOPE : This course examines the nature and conduct of military conflict between the tactical and strategic levels of war. This course is divided into three blocks. Block I examines the fundamentals of campaigning and operational art along with examining the evolution of operational warfare in the 19th and 20th Centuries, and the development of operational theory. Cadets will examine and analyze two late 20th Century Campaigns in Block II. Block III examines the possible future of operational warfare. In this block, cadets will apply acquired knowledge to plan and execute a military campaign via computer simulations using The Operational Art of War.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Research paper and oral presentation

MS455	**COMPARATIVE MILITARY SYSTEMS**
	3.0 Credit Hours; Prerequisite: NONE

SCOPE: With the changing World Order and the downsizing of the American military, today's officer will be increasingly involved in coalition actions. This course's objective is to analyze the defense policies of various countries and the outcomes of those defense policies, to include national security objectives, national military objectives, military doctrine, force structure, and military capabilities. Countries studied will include actual and potential coalition partners and potential adversaries. Cadets will examine the political, economic, and social influences on each military establishment. Cultural influences on the development and implementation of the defense policies for countries studied will be examined, including the effects each country's culture has on the missions, structure, roles, and capabilities of the military. Cadets will develop their own framework of analysis to critically analyze the defense polices and cultures of other countries, and will be able to clearly articulate that analysis through written and oral means. Guest speakers include liaison officers and Foreign Area Officers to provide insight into the specific military establishments of those countries studied.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS:** None

SPECIAL REQUIREMENT: A course end group presentation.

NOTE: This course is also included in Majors offered by the Departments of Social Sciences and Geography & Environmental Engineering and may be included in the Military History Major on a case by case basis.

MS460	**COUNTERINSURGENCY OPERATIONS**
	3.0 Credit Hours; Prerequisite: NONE

SCOPE: MS460, Counterinsurgency Operations, exists in order that cadets will 1) demonstrate a theoretical and pragmatic understanding of insurgencies, to include their temperaments, composition, strategies, employment, and irregular battlefield operating systems; 2) demonstrate a theoretical and pragmatic understanding of counter-insurgency operations, and the interrelationships between the environment, operations, enemies, and strategies; 3) demonstrate a command of historical U.S. counter-insurgency doctrinal concepts, how they relate to theory and strategy, where they are inadequate, and where they are beneficial; 4) demonstrate sound analysis and application of key course concepts using historical case studies; and 5) improve oral and written communication skills. This course begins broadly and then narrows in order to integrate theory and strategy with tactics and practicality. The first sub-course introduces the insurgency, an understanding of which is essential to leading, organizing, and implementing successful operations against it. In the second sub-course, students examine counter-insurgency operations from theoretical, strategic, operational, tactical, and practical perspectives. The final sub-course presents three historical case studies intended to engage each student's learning with both analysis and application. At a minimum, MS460 requirements include: an oral presentation that evaluates the success or failure of an historical insurgency; a short biographical paper on the methods and persona of an historical irregular warrior; a WPR that requires cadets to think through a counterinsurgency scenario in branch specific roles; and a TEE that requires cadets to examine methodologies from successful historical case studies within the scenario of a failed historical case study.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

MS 470	**MILITARY STRATEGY**
	3.0 Credit Hours; Prerequisite: NONE; Corequisite: SS307

SCOPE : This course provides an overview of how national security strategy is translated into effective military strategy. The course addresses three central issues: (1) the appropriate ends of military strategy, (2) the means by which we pursue those ends, and (3) the ways we use our military capabilities to achieve national objectives. The first part of the course focuses on strategic fundamentals to include theoretical approaches and current strategy. Next, we focus on implementation of military strategy with an emphasis on joint force capabilities and the nine unified commands. Finally, we focus on essential Joint Force employment concepts. The capstone event consists of a computer wargame simulation where cadets apply the knowledge of core and field of study content to formulate and execute strategy as a Joint Force commander. This exercise serves as an integrative experience by requiring cadets to assimilate political, military, informational, economic, and technological factors to achieve national objectives.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Research paper on a current strategic concept; compensatory time provided.

MS 489	**ADVANCED INDIVIDUAL STUDY IN MILITARY ART AND SCIENCE**

	3.0 Credit Hours; Prerequisite: None. Normally open only to students pursuing a field of study in Military Art and Science. Department approval required.

SCOPE: The course provides an environment that is conducive to independent effort in a subject area of special interest to the cadet. Original research or specialized study can be accomplished in any of the many fields within Military Art and Science. The course is conducted in three phases. First, the cadet and the individual advisor from the Military Art and Science faculty will reach agreement on a subject area for research. Research methods will be studied under the direction of the faculty member. Research may involve field trips and personal interviews with experts in the area of study. In the second phase, the cadet will engage in independent research and prepare a draft analytical paper or report detailing the findings. During this period, frequent consultation with the faculty advisor occurs regarding the progress in the project. In the third phase, the cadet will present and define the findings before a faculty committee.

LESSONS: Variable, no formal class meetings. **LABS**: None

SPECIAL REQUIREMENTS: One paper or report of variable length; oral defense.

MS 498	**COLLOQUIUM IN MILITARY AFFAIRS**
	3.0 Credit Hours; Prerequisite: Enrollment in the Military Art and Science program or approval of the program proponent.

SCOPE: The colloquium uses seminar discussions to analyze and debate issues of command and leadership. Cadets will explore the different roles of a commander such as moral and ethical arbiter, tactician, warrior, and mentor. Cadets will develop a greater knowledge and understanding of the challenges, obligations, and responsibilities of leaders in the profession of arms. Books and selected readings will expose cadets to commanders with different leadership styles, providing them the basis for discussion, and encouraging individual study of command and leadership. Cadets will also begin, or continue to gain, greater insight into their own personal philosophy of command and leadership. Topics may vary each year in accordance with cadet interest and faculty expertise. The colloquium satisfies the 400-level course requirement for the military art and science field of study.

LESSONS: Fifteen two-hour meetings and a Gettysburg terrain walk, with the remainder of periods devoted to reading and individual study. **LABS:** None

SPECIAL REQUIREMENTS: A critical essay of 1500 words, Gettysburg terrain walk, and cadets' presentation; compensatory time provided.

DEPARTMENT OF GEOGRAPHY AND ENVIRONMENTAL ENGINEERING

COURSE DESCRIPTIONS

EV 365	CULTURAL AND POLITICAL GEOGRAPHY
	3.0 Credit Hours; Prerequisite: EV203

SCOPE: This course provides the geographic foundation for study in interdisciplinary and management academic areas. Contemporary regions of the world political map serve as the framework within which geographic concepts and analytical techniques are applied. Each cadet will develop an awareness of the diversity and distribution of people on the earth, human organization and exploitation of territory, and interactions among culture groups. Particular emphasis is placed on social institutions, their impact on economic development, and the subsequent identification and analysis of developed, emerging, and underdeveloped states.

LESSONS:38 @ 55 min (2.5 Att/wk) **LABS**: 2 @ 55min

SPECIAL REQUIREMENTS: None

EV 482	MILITARY GEOGRAPHY
	3.0 Credit Hours; Prerequisite: EV203 Co-requisite: HI302, HI352

SCOPE: History is replete with examples of the impact of terrain, weather and climate on military operations at all scales. National strategies are influenced heavily by geographic realities of relative location, spatial interaction, population dynamics and resource distribution. This course emphasizes the development of a geographic method for systematic analysis of the battlefield that is appropriate for platoon leader and corps commander alike. Students evaluate the elements of national power and examine their geostrategic influences, past and present. The role of the environment in shaping today's Army and its missions is discussed. Jungle, cold region, alpine, riverine, desert, temperate and urban operational environments are examined for their effect on military planning and execution. Finally, cadets review case studies of the impact of these diverse environments on military operations at the tactical level.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: One oral presentation and one written research project.

DEPARTMENT OF HISTORY

COURSE DESCRIPTIONS

HI 373	**WARFARE IN THE AGE OF NAPOLEON**
	3.0 Credit Hours; Prerequisite: Fourth Class history sequence or its validation

SCOPE: This course examines the theory and practice of warfare in Europe from 1740 to 1815. It will emphasize the rise of Napoleon as a military leader, as a practitioner of the operational art, but will also examine his political, economic, and legal impact on Europe as a whole. This course will focus on the wars of the French Revolution, Napoleon's Northern Italian Campaigns, his expedition to Egypt, his battles while leading the Grand Army at Austerlitz and Jena, and his march to Moscow where he led the largest army in European history to that date. It will also cover the 1813 and 1814 campaigns, the reactions of Napoleon's enemies to his innovations in warfare, and his final defeat at Waterloo.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: A 1500-word historical case study; compensatory time provided.

HI 381	**HISTORY OF UNCONVENTIONAL WARFARE**
	3.0 Credit Hours; Prerequisite: Standard Fourth Class history sequence or its validation

SCOPE: The course examines unconventional warfare from a historical perspective, particularly conflicts involving opponents with a significant disparity in their conventional military capabilities. Through several case studies, the course explores why belligerents succeed or fail in unconventional warfare and how ideology, technology, and social, political, and economic factors help determine the outcome of wars between regular and irregular forces. Covering a broad period of history, selected case studies include wars of conquest or colonization, revolutionary wars, and peacekeeping or constabulary operations.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: A 1500 word research paper; compensatory time provided.

HI 384	**WEAPONS AND WARFARE IN THE MODERN ERA**
	3.0 Credit Hours; Prerequisite: Standard Fourth Class history sequence or its validation. HI301/302 or HI351/352 is recommended.

SCOPE: This course will examine the process of technological and doctrinal change in warfare from 1789 to the present. Rejecting technological determination, the course will focus on the role of political, economic, social, ideological, organizational, and institutional factors in shaping the adoption of military technology. The course will include a series of case studies, encompassing a variety of topics ranging from advancements in naval technology, breech-loading artillery, land and naval air, the machine gun, armor, mechanization, and motorization.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: A 1500 word research paper; compensatory time provided.

HI 385	**WAR AND ITS THEORISTS**
	3.0 Credit Hours; Prerequisite: HI301-302. Approval of the Head of the Department required for waiver of prerequisite

SCOPE: Along with great commanders in history, there have been men who theorized about the nature and conduct of war, the relationship between politics and strategy, and the impact of warfare upon society. The course examines the contributions of selected theorists (Clausewitz, Sun Tzu, Jomini, Mahan, Fuller, Liddell Hart, Brodie, etc.). The student reads the theorists' major writings, analyzes their principal ideas, and studies their influence on military affairs. This will help the student reach his or her own conclusions about fundamental questions concerning the conduct and fundamental nature of war, such as the relative strength of offense vs. defense, or of material vs. morale factors.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Two 800-1000 research papers; compensatory time provided.

HI 386	KOREA, VIETNAM, AND THE AMERICAN MILITARY EXPERIENCE
	3.0 Credit Hours; Prerequisite: Standard Fourth Class history course sequence or its validation

SCOPE: Focusing on the Cold War years, this course highlights how the American military system has accommodated itself to changes in national power and policy. Cadets study in detail the emergence of a new military policy following World War II; the Korean War and the subsequent modernization and enhanced readiness of the Army; and the political, strategic, and tactical dimensions of the Vietnam War. Special attention is accorded the theater commander's role in transforming government policy into military strategy and the challenges facing the field commander in translating this strategy into military operations. The narrative is punctuated by a number of "digressions" to explain how the previous experience of the U.S. Army in wartime influenced these recent military experiences.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: A 1500 word research paper; compensatory time provided.

HI 387	GENERALSHIP & THE ART OF COMMAND
	3.0 Credit Hours; Prerequisite: HI301-302. (may be taken concurrently).

SCOPE: This course will examine the evolution of generalship and command in the context of the history of warfare. The course begins with an examination of the concepts of generalship and command and then explores case studies of successful and unsuccessful leadership from antiquity to the present, with a focus on the 20th century. In addition to leadership, other dimensions of generalship and command--managerial, logistic, advisory, technical, and diplomatic--are addressed in the scope of the study.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: A 1500-word comparative book review of two biographies, compensatory time provided.

HI388	THE HISTORY OF WORLD WAR II
	3.0 Credit Hours; Prerequisite: HI301-302. (may be taken concurrently).

SCOPE: This course examines the Second World War from a global perspective while using a thematic approach to compare the different experiences of each of the major belligerents. Whether covering the home front or the Holocaust, the cadets in the course will examine the social, political, cultural, and economic factors that contributed to how belligerents waged war, and, in turn, how war affected each of these four factors across the globe. The course covers how and why the belligerents planned and executed particular strategies and operations in the European, Pacific, and China-Burma-India theaters in order to achieve their coalition and national goals. Finally, this course examines the interrelationship of sea, air, and land forces, and the complexities of providing logistical support to joint and combined operations on an unprecedented scale.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: A 1500-word research paper, compensatory time provided.

HI 389	GRAND STRATEGY IN THE TWENTIETH CENTURY
	3.0 Credit Hours; Prerequisite: HI301-302. HI302 may be taken concurrently.

SCOPE: The course examines the process whereby major powers have coordinated military force, diplomacy, economic resources, and other instruments to achieve political goals in war and during periods of international crisis. Emphasis is given to the experience of Germany, Britain, and the United States. Topics include the nature of strategy in World War I, the ends and means of Blitzkrieg warfare, Anglo-American strategic planning in World War II, and the theory and practice of strategy in the nuclear age.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: A 1500-word research paper or critical analysis of a monograph, compensatory provided.

HI 497	THE AMERICAN MILITARY EXPERIENCE
	3.0 Credit Hours; Prerequisite: NONE.

SCOPE: MS 497 provides a multi-dimensional experience for cadets focusing on the theory, doctrine and practice of Battle Command. "Battle Command is the exercise of command in operations against a hostile, thinking enemy… The art of command lies in conscious and skillful exercise of command authority through visualization, decision making, and leadership." (FM 3-0) Command in battle is the core function for which Army officers prepare throughout their professional life. The course begins with an introduction to the theory and doctrine for battle command. Cadets will read a series of case studies and participate in a series of interactive war games in which they will act as tactical commanders. The purpose of the war games is to provide an opportunity for cadets to make tactical decisions, see how they work out, then evaluate both the quality, timing, and instance (the decision to decide) of each command decision. A staff-ride to Gettysburg will be part of the curriculum and cadets will focus on establishing the series of command decisions that formed the first day's response to the meeting engagement by commanders on both sides. This course will not be offered after AYT 082.

LESSONS: 20 @ 110 min (1.0 Att/wk) **LABS**: None
SPECIAL REQUIREMENTS: Two papers 3-5 pages. One paper 10-15 pages. Individual presentations. Approval of Director, DMI for enrollment. Open only to First Class cadets.

DEPARTMENT OF LAW

COURSE DESCRIPTIONS

LW 474	LAW OF WAR
	3.0 Credit Hours; Prerequisites: NONE

SCOPE: This course is designed to develop in each student an understanding of basic law of war (LOW), with an emphasis on issues that might arise on the battlefield at a tactical level. The ethical and historical background of LOW will be examined, including Geneva Conventions and protocols, and how LOW is enforced on international and national levels, to include prosecution under the Uniform Code of Military Justice. Illustrative examples will include the Nuremberg Tribunal, My Lai, and the Gulf War. The emphasis is on the LOW responsibilities of the junior officer.

LABS: None

LESSONS: 40 @ 55 min (2.5 Att/wk)

SPECIAL REQUIREMENTS: Two research papers of moderate length (approximately five pages each) may be required. Topics will be determined in consultation with the instructor.

LW 481	INTERNATIONAL LAW
	3.0 Credit Hours; Prerequisites: NONE

SCOPE: LW 481 is a required course for cadets seeking to graduate with an American Legal System major or field of study. The field of international law is one of the most dynamic areas of the law, and its principles are often applied in addressing the complex security problems facing our nation. This course will familiarize you with the body of rules and expectations which govern the rights and obligations of states and international organizations, during both times of peace and conflict. In particular, this course will emphasize the aspects of international law that are relevant to the operational and tactical problems that you will confront as you deploy overseas. This course will integrate some themes from other courses in the Department of Law and reinforce some fundamental principles you will confront as you seek to understand the relationship between law, diplomacy, and military operations.

LABS: None

LESSONS: 40 @ 55 min (2.5 Att/wk)

SPECIAL REQUIREMENTS: None

LW 482	NATIONAL SECURITY LAW SEMINAR
	3.0 Credit Hours; Prerequisites: NONE

SCOPE: This seminar examines the legal framework for national security decisions. Cadets will analyze the delicate balance of liberty and security that must exist to preserve a democratic society. Particular areas include: constitutional separation of powers and shared responsibility for national security; the legality and scope of war and other uses of armed force short of war; access to and protection of sensitive information; intelligence collection and clandestine activities; the role of the media, responses to terrorism and international organized crime; and the formulation of national security policy and law.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: None

DEPARTMENT OF SOCIAL SCIENCES

COURSE DESCRIPTIONS

SS 370	MASS MEDIA AND AMERICAN POLITICS
	3.0 Credit Hours; Prerequisites: SS201/252 and SS202/252; Corequisite: SS360 or SS368

SCOPE: This seminar introduces cadets to what is perhaps the single most influential private institution in the American political system – oftentimes referred to as the "fourth branch" or "fourth estate" of American government. The mass media, to include newspapers, television journalism, radio, the arts, and the internet, receive both theoretical and practical inquiry. In particular, the roles, motivations, and effects of the constitutionally protected media on American political institutions and policymaking are extensively probed. Cadets study past relationships between the military and the media in order to develop meaningful policy prescriptions for future deployments. Guest speakers and a trip section to New York City round out the educational experience.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Analytical writing requirement; compensatory time provided.

SS 472	AMERICAN CIVIL-MILITARY RELATIONS, POST COLD WAR
	3.0 Credit Hours; Prerequisite: SS202/252

SCOPE: During the post-World War II decades, the relations between the American armed forces and the society they served have been well documented. Military professionalism strengthened in all of the services, defense organizations did adapt to changing needs despite service parochialism, and the interactions between military leaders and political leaders were generally well within the scope of American traditions. Then, starting with the Vietnam War and continuing with the end of the draft, the remarkable changes in soldier demographics during the 1980's and the sudden end of the Cold War in 1989, American civil-military relations frayed and tensions abounded. In this post-Cold War context, the roles of the professional Army officer and the Army profession within American society will be examined in an interdisciplinary manner. Particular focus will be given to the Constitutional and sociological foundations of American civil-military relations, the salient tensions post-Cold War, and the evolving role of the Army profession and its commissioned leaders as they serve the Nation in the early years of the 21st Century.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: One major research paper; compensatory time provided.

SS 473	AMERICAN FOREIGN POLICY
	3.0 Credit Hours; Prerequisite: SS307/357, SS360, & SS378 or SS386

SCOPE: This course examines the development and implementation of American foreign policy since the end of World War II. It addresses the perennial question of whether U.S. policy decisions promote both interests and values, goals that sometimes are complementary but can conflict. It examines different perspectives on the concept of “national interest,” and it considers how policy makers identify the ends and means of their decisions. It also analyzes the actors who make American foreign policy, concentrating both on government sources such as the president, Congress, and the foreign policy bureaucracy, as well as external sources such as public opinion, interest groups, and the media. In examining all of this material, the course considers the following questions: Who makes foreign policy in the American political system? What responsibilities should the United States assume in the world today? How, if at all, do those obligations differ from the interests of the United States during the Cold War? What does it mean for the United States to be the only remaining “superpower”?

LESSONS: 40 @ 55 min. (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Three analytical essays.

SS 474	TERRORISM: NEW CHALLENGES
	3.0 Credit Hours; Prerequisite: SS307/357

SCOPE: The purpose of SS474, is to address the challenges of terrorism in the current and future global security environment through an interdisciplinary approach. Specifically, this course examines the unique challenge terrorism poses to liberal democratic states, policy makers and to military professionals. By analyzing the different perspectives of terrorism, given a variety of political and strategic contexts, students better understand terrorist motivations, strategies, means and ends. Finally, the course explores how a liberal democratic state can best fight terrorism in this new threat environment.

LESSONS: 20 @ 110 min (1.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Research paper; one or more formal oral presentations.

SS 481	THE POLITICS OF DEFENSE POLICY: MILITARY INNOVATIONS
	3.0 Credit Hours; Prerequisite: SS202/252; Corequisite: SS360

SCOPE: This seminar focuses on a current policy challenge of immense scope and importance to US armed forces, particularly the US Army. That is, following the builddown of Cold War capabilities how, and how fast, can the three American military professions “transform” into the capabilities needed for the security challenges of the 21st Century? Restated, the question is, how do military institutions adapt culturally and innovate technologically and organizationally to a markedly changed security environment? Drawing from the literature of several disciplines, cadets will review case studies of military change from the interwar years and study the various theories of organizational change in the intensely political environment of US defense budgeting and policymaking. Most all research and writing requirements will be done in the cadets' Army branch of choice to better prepare each one for their initial years of professional service, as well as to bring the central themes of the course down to the Army and branch level.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: 2000 word paper; compensatory time provided.

DEPARTMENT OF FOREIGN LANGUAGES

COURSE DESCRIPTION

LX 382	**MILITARY READINGS IN A FOREIGN LANGUAGE**
	3.0 Credit Hours; Prerequisite: LX385 (see DFL counselor)

SCOPE: Cadets gain an overview of the culture and profession of arms in foreign language by reading and discussing selected materials, e.g., journal articles, training manuals, biographies or other historical documents focused on military operations or activities. The course presents a balanced distribution of topics that may encompass the training, operations, tactics, and organization of foreign-speaking armed forces. At the same time, cadets continue to develop greater language proficiency. Videos and films complement instruction. Graded work may include giving oral presentations or writing short essays. A majority of the work is done in the language of study.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: None.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

COURSE DESCRIPTION

PL 379	**GROUP DYNAMICS**
	3.0 Credit Hours; Prerequisite: PL100

SCOPE: This course is designed to improve cadets' understanding of human behavior in small group settings. Course content includes structural characteristics of groups such as size, status, roles and norms in addition to the effects of task and environment. Cadets then use their understanding of these constructs to analyze group phenomena such as cohesion, performance, decision making, problem solving and conflict resolution. We also devote a number of lessons to current issues in group dynamics such as electronic and virtual groups, high performance work teams and shared leadership in a team environment. The course is particularly relevant to professional development in that cadets gain a comprehensive understanding of the dynamics of small group and team interaction. This allows them to develop and implement creative leader actions that will maximize group effectiveness.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Field research projects and written reports using group dynamics to account for observed characteristics and processes in the study of a student-selected group. Analysis of film clips applying PL379 theories and concepts to representative scenes.

PL 387	FOUNDATIONS OF COUNSELING
	3.0 Credit Hours; Prerequisite: PL100

SCOPE: This course introduces cadets to the fundamentals of counseling. It focuses on the practical applications of counseling theories, principles, and techniques. Using the vehicles of videotaping and audiotaping, the course emphasizes personal, performance, career, and disciplinary counseling to help prepare cadets for leadership roles both as a cadet and an officer. The course covers the counseling process and the dynamics of interpersonal relationships within that process. Counseling skills include: basic and advanced communication skills, goal setting, intervention strategies, assertiveness, crisis intervention, and multiculturalism. Examinations are behavioral and written.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Cadets are required to prepare a self-assessment paper (12-15 pages) of their counseling skills which they have developed throughout the course.

PL 398	LEADERSHIP THEORY AND DEVELOPMENT
	3.0 Credit Hours; Prerequisite: PL300

SCOPE: This course focuses on the "cutting edge" concepts and theories of leadership and leader development that are designed to help cadets better understand the leadership process to enhance leadership effectiveness and organizational performance across multiple levels of analysis. The course addresses leadership from not only the focal leader perspective, but also from the organizational, strategic and combat leadership viewpoints. The course will examine the historical evolution of leadership theory, and emphasizes scientific research and the empirical supports for existing leadership theories, and current thinking on the effective development of leaders. Additionally, cadets will study some of the emerging leadership perspectives that have been proposed to be relevant for effective leadership in the volatile, ambiguous, uncertain and chaotic world of the 21st century.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Book review and analysis on a noted military leader. Significant inquiry into current leader development theory in relationship to the leader development program at USMA: written reports and oral presentations communicate the results.

PL 470	SPECIAL TOPICS IN BS&L
	3.0 Credit Hours; Prerequisite: PL400

SCOPE: This course explores an advanced topic in Behavioral Sciences and Leadership. Specific subject matter will vary with the expertise of the senior faculty member conducting the course

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: NONE

PL 471	LEADERSHIP IN COMBAT
	3.0 Credit Hours; Prerequisite: None

SCOPE: PL 471 examines leadership in combat at the tactical level from an interdisciplinary perspective. It first seeks to provide a theoretical foundation for understanding human dimensions of combat, and then explores some of the factors that influence the leadership of soldiers in combat through a collection of readings, film, and first-hand discussions with combat veterans. Cadets examine four case studies and conduct a comparative analysis of two combat leaders.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

PL 479	LEADING ORGANIZATIONS THROUGH CHANGE
	3.0 Credit Hours; Prerequisite: PL300

SCOPE: The environments in which organizations operate is characterized by unprecedented change fueled by rapidly emerging technologies, information overload, changing values, lifestyles and attitudes, and social and civil problems of great magnitude. Effective leaders either to be proactive toward change or be its captive. The purpose of this course is to examine change from an organizational perspective through a complex and diverse mix of theories, concepts, and information. Course concepts are drawn from the disciplines of behavioral science, business, management, and military doctrine. Cadets have the opportunity to analyze the successes, the failures, and the multiple dilemmas of modern organizations in both the private and public sectors in order to better understand the causes, implications, and potential leader actions and strategies associated with organizational change.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: A group project that requires cadets to research and write a complex case study that illustrates a real organization experiencing fundamental change.

PL 482	ARMED FORCES AND SOCIETY
	3.0 Credit Hours; Prerequisite: PL300

SCOPE: The intersection of armed forces and society involves the examination of two domains: the intersection of any armed force and the larger societal context and the focused study of the military as a unique social institution with a set of demands placed on the people making up the institution. Our principal focus is sociological as we use sociological theories, concepts, and research to study the military and society and culture both in the United States and abroad. PL482 is primarily a discussion course. The course expects cadets to read, write, and discuss military and society issues in-depth. Cadets integrate their knowledge gleaned from the course into a coherent and focused research project addressing any aspect involving the human dimensions of the armed forces and society.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: Research paper that applies course concepts to analysis of the current military. This paper is written in stages throughout the semester.

DEPARTMENT OF ELECTRICAL ENGINEERING AND COMPUTER SCIENCE

COURSE DESCRIPTION

IT 460	INFORMATION WARFARE
	3.0 Credit Hours; Prerequisite: IT105

SCOPE: This course addresses the entire spectrum of information warfare from the political, legal, and ethical aspects to the technology and techniques of cyber attack. The Political Science and Computer Science faculty jointly teach this course. The course covers how digitization has changed the world and the national security environment of the United States. Students also learn how attack and defense are conducted in cyberspace through classroom discussion and hands-on exercises in the IWAR Laboratory. The course culminates with a group project in which cadets are given a real scenario and possible U.S. objectives and then develop and brief an information operation plan.

LESSONS: 40 @ 55 min (2.5 Att/wk) **LABS**: None

SPECIAL REQUIREMENTS: None.

DEPARTMENT OF SYSTEMS ENGINEERING

COURSE DESCRIPTION

SE485	**COMBAT MODELING**
	3.0 Credit Hours; Prerequisite: IT105

SCOPE: This course explores the theoretical and practical issues in combat modeling and simulation - the study of combat systems, tactics, and the battlefield environment in conflicts between opposing forces. The course focuses on models and algorithms used in state-of-the-art combat simulations, and techniques for analyzing their effects. Major topics of investigation include combat attrition models, search and detection methods, terrain representation, and measures of effectiveness. Cadets learn to manipulate 3D visual and system characteristic databases to build and test virtual prototypes of new combat system designs. Application of design of experiments and statistical analysis methods assist cadets in assessing the effectiveness of weapons systems, doctrine, and tactics on the future battlefield. The cadet can apply the concepts learned in this course to evaluate potential new Army combat systems, force structures, or doctrinal changes. The course encourages creative and independent thought that applies mathematical, physical, and computer sciences to solve future technological problems. Ethical implications in the development and use of combat models also are discussed.

LESSONS: 30 @ 55 min (2.5 Att/wk) **LABS**: 10 @ 110 min

SPECIAL REQUIREMENTS: Three practical design exercises relating to combat simulation; database manipulation; design of experiments; and advanced distribution simulation.

Military Art & Science Faculty

Directory

Director, Department of Military Instruction
COL Peter J. Curry, IN
B.S. USMA ’84
M.S.A. Central Michigan Univ. ‘95
M.S. National Security and Strategic Studies, National Defense Univ. ‘03

Deputy Director, Department of Military Instruction
LTC Scott Eagen, MI,
B.S. University of Tennessee ’81
M.A. Military Affairs, Military University, ‘05

Program Director, Military Art & Science
Course Director MS345, MS365, MS489
MAJ Marcus Acosta, IN
B.S. USMA ‘94
M.A. National Security Affairs
Naval Postgraduate School ‘03

Department Academic Counselor
Course Director MS 350 and Ordnance Branch Representative
MAJ Michael Titus, OD
B.A. History, Kutztown University, ‘96
M.A. Communication, Univ of Kentucky, ‘04

Course Director MS360, MS460 &
Special Forces Branch Representative
MAJ Dean Newman, SF
B.S. USMA ‘93,
M.S. Defense Analysis/Irregular Warfare, Naval Post Grad School ‘02

Course Director MS455 &
Military Intelligence Branch Representative
CPT Kevin Crawford, MI
B.S. USMA, ’97,
M.P.A. International Security Policy, Harvard ‘05

MA&S Recruitment Officer
Course Director MS470
CPT (P) John Colwell Jr., IN
B.S. USMA, ‘95
M.A. Diplomacy and Military Studies, Hawaii Pacific Univ. ‘05

Course Director MS310
CPT David Waters, IN
B.A. History, Univ. of Illinois (Champagne), ‘96
M.P.A. International Security, Harvard, ‘05