The University of Oklahoma  
College of Continuing Education  
Advanced Programs – Course Syllabus

Course Title:  
U.S. Military Leadership from the Revolution to the Gulf War

Course Number:  
LSAL 5463-490

Course Description:  
This is a graduate level course that studies leadership, both uniformed and civilian, in the United States military. It does this within the context of the evolution of American military from a small 18th century army and wooden ship-and-sail navy to the globe-dominating colossus of the late 20th century. This context includes the impact of technology, maturing military theory, and the changing position of the United States in the world. All of this produced diverse leadership styles which are illustrated in the careers of military leaders such as George Washington, U. S. Grant, Robert E. Lee, David Farragut, John Pershing, Hap Arnold, George C. Marshall, and many others. The course explores how these military leadership lessons might be employed by leaders and managers in various civilian sectors.

Course Dates:  
January 2 – April 30, 2014  
Last day to enroll or drop without penalty: December 4, 2013

Site Director:  
This is a three-credit hour online course. Please see your local Site Director or e-mail our online site coordinator at aponline@ou.edu

Professor Contact Information:  
Course Professor: Steven R. Gullberg, Ph.D.  
Mailing Address: 17301 Thunder Spring Road  
Eureka, MO. 63025  
E-mail Address: srgullberg@ou.edu  
Virtual Office Hours: Always available via email. Normally I will respond in 24 hours or less.  
Professor availability: The professor will be available via e-mail to students during the above listed Virtual Office Hours and other methods by arrangement.

Textbook(s) and Instructional Materials:  
Student materials are available at the OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK. Orders can be placed online at www.oklahoma.bkstr.com. Faxed orders may be placed 24 hours a day at (405) 325-7770. Representatives are available by phone at (405) 325-3511 or (800) 522-0772 (toll-free) or E-mail at 0831mgr@fhg.follett.com from 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; and 10 a.m. to 4p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). (Text prices are available online.)


OR

2. Materials posted on the OU Desire to Learn (D2L) system: Access D2L at http://learn.ou.edu; enter your OU NetID (4+4) and password, and select course to access material. Please contact your local Site Director if you require assistance.

Note: Follett is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through Follett.

**OU E-Mail:**

All official correspondence from distance learning instructors will be sent only to students’ ou.edu address.

**Online Learning Resource Center:**

The Online Learning Resource Center of the University of Oklahoma’s College of Arts and Sciences Online Program is here to serve you and assist you with any questions, problems, or concerns you may have. For assistance go to http://casweb.ou.edu/olr/ or contact us by telephone at: (405) 325-5854 or Email: casonline@ou.edu

**Course Objectives:**

Once students have completed the course, they should:

- have a firmer grasp of general principles of leadership;
- be able to distinguish the uniqueness of leadership in a military context;
- understand the effects of science and technology on military theory and leadership in the United States;
- understand how inflation of US global strategic objectives affected its military leaders;
- have a firm rationale to support arguments for the best (and worst) US military leaders;
- understand the evolving role of the U.S. president as commander-in-chief;
- have a broadened understanding of what constitutes excellence in civilian military leaders; and
- have broad general knowledge of the history of the U.S. military.
- have an understanding of how military leadership lessons can enhance leadership and management in civilian sectors.

**Assignments, Grading and Due Dates – (four units – four weeks per unit):**

**Unit 1:**

**Guiding Questions**

Answer each of the following with at least 200 words:

1. How should a consideration of military leadership be approached?
2. Is military leadership something that has to do with the character of the leader? Are leaders born not made? Can leadership be taught?
3. Is leadership situational where characteristics required in a given case are the function of the specific situation? In other words, do leaders rise to the occasion?
4. Is leadership best understood as the combination of functions that meets the needs of the group, i.e., the overlapping of unit mission, unit cohesion, and the needs of individuals within the group?
5. How is military leadership related to military command?

Answer each Guiding Question separately under its own subheading. All should be on a single MS Word document that will be deposited in the appropriate dropbox.

The Guiding Questions should be answered from the course textbook and any other appropriate reference sources that you may find. As always you must give credit where credit is due with proper APA citations and references.
Answer each Guiding Question with at least 200 words. There is no upper limit. You learn when you write and the more you write the more you learn.

**Required Work**

Unit Content Comprehension and Analysis Task: Write at least 5 pages of main text on the following topic: Leadership in or of the military is fundamentally different from leadership in non-military fields of endeavor. Why or why not? A key word in the above sentence is “fundamentally.” Your essay must address this aspect of the question.

A page of ‘main text’ is a full page of written text of the topic specified in the assignment. A title page, references pages, a half page, etc. don’t count. For these assignments you must write 5 or more full pages to avoid a deduction.

**Course Spanning Task**

How can the lessons learned from U.S. Military Leadership be applied and made useful in civilian leadership and management? Over the course of the semester you will write a paper with at least 10 pages of main text. Be specific as you address each of the following areas in your response (there are differences):

1. Business executives and managers in large, medium, and small corporations
2. Elected officials
3. Government/civil service managers
4. Not-for-profit organizations
5. Volunteer organizations
6. Entrepreneurial businesses
7. Any other leadership/management situations you may wish to address

You must address each of the above topics individually and list them under their own separate subheadings in your paper.

Begin with an introduction and then address each of the specified areas. Write to instruct leaders in each of these sectors how to be more effective by using lessons from the military.

‘Main text’ applies here as well. The title page, reference pages, half pages, etc., don’t count. You must write 10 or more full pages in the initial and final drafts of your CST paper to avoid a deduction.

The CST will help you to apply military leadership lessons to the civilian world. If you’re in the military it will also help you evaluate the value of military leadership lessons from another perspective.

**Unit 1:** Submit to the appropriate dropbox a paper with an expanded topic statement and at least 20 reference sources presented in proper APA reference/citation style. The expanded topic statement should be written to show where it is you will head with the development of your paper.

**Unit 2:**

**Guiding Questions**

Answer each of the following with at least 200 words:

1. What were the major advances in military technology during the two centuries covered by this course?
2. Which of these advances originated in the United States?
3. The end of the 18th century also witnessed the end of the small professional army that had been the global model up till then. Why did mass armies become the new national model in the 19th century? Why did the United States resist this model?
4. What were the strategic, tactical and doctrinal implications of improved transportation and communications, development of aircraft and rockets?
5. What other fields of human endeavor impacted military technology?
6. Which American military leaders best exemplify adaptation to the realities of new technology? Why and how?
Required Work
Unit Content Comprehension and Analysis Task: Write at least 5 pages of main text on the following:
Taking into account the impact of science and technology on the military and military strategy, write an essay discussing the evolution of military leadership during one of the following conflicts (choose and write about only one):
1. the American Civil War
2. the Cold War conflicts: Korea and Vietnam
3. World War II

Course Spanning Task
Submit to the appropriate dropbox an outline of your paper, the introduction section of your paper, and any additional reference sources you may have found. Remember to present them in alphabetical order and in proper APA reference/citation style. This will include your 20+ references from Unit 1.

Unit 3:
Guiding Questions
Answer each of the following with at least 200 words:
1. Who are the most accomplished military leaders in U.S. history?
2. Is the concept of military leadership stable (unchanging) or dynamic? Does the meaning of the term shift over time? Can we realistically compare, say George Washington and Norman Schwartzkopf by the same set of standards?
3. Is there any one quality or group of qualities that distinguishes a great leader from a merely competent one?
4. What factors of character or situation determine failure in military leadership? Is there any one quality or group of qualities in an individual that contributes to this failure?

Required Work
Unit Content Comprehension and Analysis Task: Write at least 5 pages of main text on one of the following topics (choose and write about only one):
1. Select a military leader in U.S. history from 1775 to 1995 and write an essay explaining either: why he is considered an outstanding military leader, or why he is considered a failure as military leader.
2. Compare and contrast the leadership styles of two military leaders from the same conflict and branch of service. For example: Grant and Lee, MacArthur and Eisenhower, Sheridan and Forrest, Nimitz and Spruance. You choose.
3. If you had to select only one soldier, sailor, or airman as the greatest military leader in U.S. history, whom would you select and why?

Course Spanning Task
Submit to the appropriate dropbox a full-length initial draft of your paper for my proofreading and comments. This is not a ‘rough draft.’ An initial draft is the first full draft of your final paper. You should have a title page, at least 10 full pages of main text with proper APA citations, and a complete reference list in alphabetical order and in proper APA style. I will proofread it and return my comments in order to help you avoid any significant errors while you prepare your final draft.

Unit 4:
Guiding Questions
Answer each of the following with at least 200 words:
1. Why have the war powers of U.S. presidents undergone such major alteration? Was this alteration inevitable in the light of modern history?
2. What are the chief arguments in defense of the enlargement of the president’s war powers? What are the chief counter-arguments against this position?
3. What are the characteristics of an excellent military leader as president? Do these characteristics differ from those of a military leader in uniform?
4. What distinguishes a superior civilian military leader, such as a secretary of defense (war), from a merely adequate one?

Required Work

Unit Content Comprehension and Analysis Task: Write at least 5 pages of main text on one of the following topics (choose and write about only one):
1. Compare and contrast the following presidents as war leaders. Chose only one pair:
   a. Abraham Lincoln and Lyndon B. Johnson
   b. Woodrow Wilson and Franklin Roosevelt
   c. James K. Polk and James Madison
   d. George H. W. Bush and Richard M. Nixon
   e. Franklin Roosevelt and Lyndon B. Johnson
2. The foremost leader among the Secretaries of War (or Defense) in U.S. history was _______. Why?
3. If I had to pick just one of the uniformed services secretaries (Secretary of Army, Navy, or Air Force) in U.S. history as the most outstanding leader, I would choose __________ because.
4. The enlargement of U.S. presidential war powers has been a positive force in U.S. history. Why or why not?

Course Spanning Task

Submit to the appropriate dropbox the final draft of your paper incorporating corrections from the Unit 3 initial draft.

Grading:

This is a letter-graded course: A, B, C, D, or F.

Notice: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.

Policy for Late Work:

Please contact the professor regarding his/her policy for late work. Do so before any assignment that might be late.

Attendance Policy:

In addition to interaction via Desire2Learn and E-mail contact, students are required to contact the instructor via E-mail BEFORE the beginning of the course term for an initial briefing. Although physical class meetings are not part of this course, participation in all interactive, learning activities is required. Student assignments and student/instructor communications will be conducted via Desire2Learn, although students may contact the instructor via e-mail, postal mail, or telephone as needed.

Incomplete Grade Policy:

A grade of “I” is not automatically assigned, but rather must be requested by the student by submitting to the instructor a “Petition for and Work to Remove an Incompleted Grade” form. An “I” can never be used in lieu of an “F” nor can an “I” be assigned because of excessive failure to participate in class activities.

Technical Support Information:

If you experience technical problems, contact Information Technology by visiting their website at: http://webapps.ou.edu/it/ or contacting them by telephone at: (405) 325-HELP (4357).
Procedures for Completion of Course Evaluation:
Upon completion of the course students should go to the Advanced Programs Distance Learning webpage and click on the applicable semester link under “Course Evaluations” which will direct them to the evaluation. The evaluation will take approximately five minutes to complete. Completion of the online evaluation is an important tool allowing Advanced Programs to gain information and student feedback for improvement of courses.

Your responses will be kept confidential. They will be reviewed by the department and only supplied to the professor once grades for the course have been submitted.

Important information you should know about online courses:
- To sign on to Desire2Learn (D2L), log in using your 4+4 and your OU network password (note that this is the same 4+4 and password that you use to access your OU email). Once you are logged in, please look for “My Courses,” locate your course and click on it. Remember to check your course site on D2L every day.
- Students enrolled in online courses may be required to take the CAS student orientation in Desire 2 Learn. To take the orientation, sign-on to D2L and then click on “Self Registration” at the top left corner of the page. Information about and instructions for the orientation can be found at http://casweb.ou.edu/olr/public/students/orientation.htm
POLICIES AND NOTICES

Attendance/Grade Policy

Note: Attendance/absences do not apply to online courses. However, participation in all course activities is extremely important to student success in online courses.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy. Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financial aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Honesty

Honesty is a fundamental precept in all academic activities and … [you] have a special obligation to observe the highest standards of honesty. Academic misconduct in any form is inimical to the purposes and functions of the University and is therefore unacceptable and is rigorously proscribed. Academic misconduct includes:

- cheating (using unauthorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student’s academic performance or achievement;
- assisting others in any such act; or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the student code of the University of Oklahoma. All students should review the Student’s Guide to Academic Integrity.

Accommodation Statement

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course.

Copyright

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: http://www.goou.ou.edu/
INSTRUCTOR VITA

Steven Gullberg, Ph.D.
Lt Colonel USAFR (Ret)

Education:
- James Cook University, Ph.D. (Astronomy)
- University of Oklahoma, MLS
- United States Air Force Air War College

Current Positions:
- Adjunct Professor OU College of Liberal Studies

Frequently Taught Advanced Programs Courses
- U.S. Military Leadership from the Revolution to the Gulf War

Major Areas of Teaching and Research Interest

Interests
My pedagogical interests primarily include the fields of leadership, archaeoastronomy, the natural sciences, aviation and research methods. I like to make classes relevant and exciting and derive great satisfaction from inspiring students.

Research
Much of my research has focused upon the astronomy of the Incas in the Peruvian Andes. These field studies examined Inca horizon astronomy and the light and shadow effects intentionally encoded in carved-rock shrines that became prominent at the time of solstices, equinoxes, zenith suns and anti-zenith (nadir) suns. Prior research was that of the astronomy of the Babylonians in Mesopotamia.

Representative Publications and Presentations

Representative Honors and Awards Received
- University of Oklahoma College of Liberal Studies
  - Recipient of the 2011 Kenneth E. Crook Faculty Achievement Award
  - Recipient of the 2008 Superior Teaching Award
  - Recipient of the 2003 MLS Academic Achievement Award
  - Selected as the University of Oklahoma’s representative in the 2003 Midwest Association of Graduate Schools (MAGS) Distinguished Master’s Thesis Competition
Major Professional Affiliations

- American Astronomical Society (AAS)
- Society for American Archaeology (SAA)
- Commission for the History of Ancient and Medieval Astronomy (CHAMA)
- Air Force Association (AFA)
- University Aviation Association (UAA)
- Phi Kappa Phi (PKP - academic honor society)