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:  
September 1-December 31, 2012  
Last day to enroll or drop without penalty: August 3, 2012

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: Cape Coral  
Long Bay Development  
St Philip, Barbados, West Indies  
E-mail Address: srgullberg@ou.edu  
Virtual Office Hours: Always available via email. I will normally 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 Follett/AP Bookstore located in the Oklahoma Memorial Union, 900 Asp Ave., Norman, OK. Orders can be placed online at www.oklahomaunion.bkstr.com or by telephone at 866-369-9713 (toll free in the U.S.) or 405-325-5960 (outside the U.S.). E-mail orders may be sent to oklahomaunion@bkstr.com. Representatives are available from 8 a.m. to 6 p.m. CST Monday through Thursday and 8 a.m. to 5 p.m. CST on Friday. Summer hours: 8 a.m. to 4 p.m. CST. Faxed orders may be placed 24 hours a day to 866-223-5607 (toll free in the U.S.) or 405-325-7140 (outside the U.S.).

1. 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.

OR


Note: The Follett/AP Bookstore 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 the Follett/AP Bookstore.

**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/](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 an understanding of how military leadership lessons can enhance leadership and management in civilian sectors.

**Course Outline – (four units – four weeks per unit):**

**Unit 1:**

1. Guiding Questions – answer each of the following with at least 200 words:
   a. How should a consideration of military leadership be approached?
   b. Is military leadership something that has to do with the character of the leader? Are leaders born not made? Can leadership be taught?
   c. 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?
   d. 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?
   e. How is military leadership related to military command?

2. 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 other fields of endeavor (such as business, government, or one of the sciences). Why
3. Course Spanning Task: How can the lessons learned from U.S. Military Leadership be applied and made useful in civilian leadership and management? 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):
   a. Business executives and managers in large, medium, and small corporations
   b. Elected officials
   c. Government/civil service managers
   d. Not-for-profit organizations
   e. Volunteer organizations
   f. Entrepreneurial businesses
   g. 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.

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. Submit to the appropriate dropbox a paper with a topic statement/abstract and at least 15 reference sources presented in proper APA reference/citation style

Unit 2:

1. Guiding Questions – answer each of the following with at least 200 words:
   a. What were the major advances in military technology during the two centuries covered by this course?
   b. Which of these advances originated in the United States?
   c. 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?
   d. What were the strategic, tactical and doctrinal implications of improved transportation and communications, development of aircraft and rockets?
   e. What other fields of human endeavor impacted military technology?
   f. Which American military leaders best exemplify adaptation to the realities of new technology? Why and how?

2. 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:
   a. the American Civil War
   b. the Cold War conflicts: Korea and Vietnam
   c. World War II

3. 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’ve found - also presented in proper APA reference/citation style. Include your references from Unit 1.

Unit 3:

1. Guiding Questions – answer each of the following with at least 200 words:
   a. Who are the most accomplished military leaders in U.S. history?
   b. 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?
c. Is there any one quality or group of qualities that distinguishes a great leader from a merely competent one?

d. 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?

2. Required Work - Unit Content Comprehension and Analysis Task: Write at least 5 pages of main text on one of the following topics:

   a. 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.

   b. 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.

   c. 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?

3. Course Spanning Task: Submit to the appropriate dropbox an initial draft of your paper for my proofreading and comments.

Unit 4:

1. Guiding Questions – answer each of the following with at least 200 words:

   a. Why have the war powers of U.S. presidents undergone such major alteration? Was this alteration inevitable in the light of modern history?

   b. 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?

   c. What are the characteristics of an excellent military leader as president? Do these characteristics differ from those of a military leader in uniform?

   d. What distinguishes a superior civilian military leader, such as a secretary of defense (war), from a merely adequate one?

2. Required Work - Unit Content Comprehension and Analysis Task: Write at least 5 pages of main text on one of the following topics:

   a. Compare and contrast the following presidents as war leaders. Chose only one pair:

      i. Abraham Lincoln and Lyndon B. Johnson

      ii. Woodrow Wilson and Franklin Roosevelt

      iii. James K. Polk and James Madison


      v. Franklin Roosevelt and Lyndon B. Johnson

   b. The foremost leader among the Secretaries of War (or Defense) in U.S. history was ________. Why?

   c. 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...

   d. The enlargement of U.S. presidential war powers has been a positive force in U.S. history. Why or why not?

3. Course Spanning Task: Submit to the appropriate dropbox your final 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.
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
• If the course is using a course website, you will find a link for the website on the first page of this syllabus. Please click on this link to start your course.
• Course Materials are available at Follett/AP Bookstore. On this syllabus you will find a link to the Follett Bookstore.
• If you need to drop or withdraw from a course, please contact your Site Director. You can drop a course without a penalty up to the add/drop date. You can drop a course after the add/drop date through the first day of class with a penalty. There will be a 25% penalty if you drop 16-29 days before the start of class, 50% penalty if you drop between 15 days before and the start of the class, or 100% penalty if you drop on the first day of class or later.
• After the class has started, you can only withdraw from the course with the professor’s permission; you will not receive a refund for your tuition. You can only drop without a penalty after the add/drop date by providing proper documentation and receiving approval from the Advanced Programs Theater Director. Provide this documentation to your Site Director.
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.

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. 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” found at http://www.ou.edu/provost/integrity

Accommodation Statement

The College of Continuing Education [Advanced Programs] is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your 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), 2010
- University of Oklahoma, MLS, 2002
- 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
- Qualitative Research Methods

Major Areas of Teaching and Research Interest

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

Research
Recent research has centered upon innovations regarding the establishment of the Low Cost Carrier airline business model in the Caribbean region. Previous interests focused upon the astronomy of the Incas in the Peruvian Andes. This research 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. Future interests include exploring the furtherance of establishing air carrier competency-centered pilot training in university aviation degree programs.

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)
- University Aviation Association (UAA)
- Phi Kappa Phi (PKP - academic honor society)
- Air Force Association (AFA)