Military Science
Department of Education
Course Syllabus
MSCI 2371 Foundations of Tactical Leadership
FALL

Meetings Days/Time
Tuesday and Thursday 0930-1045
Place: Classroom West, Room 225

Instructor: MSG (Ret) Garza
Office: Classroom West, Room 214A
Phone: 825-2293
Office Hours: MON/WED 0900-1500
TUE & THU 1100-1500, FRI 0900-1300
Email: Reynaldo.garza@tamucc.edu

Course Description

MSL 201 explores the dimensions of creative and innovative tactical leadership strategies and styles by examining team dynamics and two historical leadership theories that form the basis of the Army leadership framework. Aspects of personal motivation and team building are practiced planning, executing and assessing team exercises. While participation in the leadership labs is not mandatory, significant experience can be gained in a multitude of areas and participation in the labs is highly encouraged.

The focus continues to build on developing knowledge of the leadership attributes and core leader competencies through the understanding of Army rank, structure, and duties as well as broadening knowledge of land navigation and squad tactics. Case studies will provide a tangible context for learning the Soldier’s Creed and Warrior Ethos.

Learning Objectives

The key learning objective of this semester is to explore leadership in the contemporary environment incorporating terrain analysis, tactical strategies, and team development.

Leadership
- Describe the four basic phases of team building
- Illustrate significant traits and behaviors of historical military leaders

Values and Ethics
- Recognize the historical basis of Army values
- Illustrated the four tenets of the Warrior Ethos

Personal Development
- Officership
- Describe rank, structure, duties, and traditions
- Explain the Principles of War

Tactics and Techniques
- Practice land navigation techniques
- List the seven steps of problem solving
- List the eight troop leading procedures
Requirements

Reading

AR = Army Regulation
FM = Field Manual
MSL = Military Science & Leadership
DA PAM = Department of the Army Pamphlet

AR 600-25: Salutes, Honors, and Visits of Courtesy (24 October 2004)
AR 670-1: Wear and Appearance of Army Uniforms and Insignia (3 February 2005)
FM 3-21.5: Drill and Ceremonies (incl. Change 1) (7 July 2003)
FM 3-21.8: The Infantry Rifle Platoon and Squad (28 March 2007)
FM 5-0: The Operations Process (28 March 2010)
FM 6-22: Army Leadership – Competent, Confident, and Agile (12 October 2006)
MSL II Cadet Text: Foundations of Leadership

Class participation

You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, and working with fellow students to engage in class and lab exercises.

Professional Development

MSL 201 students will attend, at a minimum, two professional development events. Professional development events consist of three Cadet Forums and two Community outreaches throughout the semester. The student can either do two of the forums, or two of the outreaches, or one of each.

Quizzes

The class is interactive and uses homework and in-class assignments to evaluate learning. You will be given quizzes to evaluate your learning.

Mid-Term Exam

A mid-term exam will be given to test the levels of learning achieved by students in the first half of the course.

Final Exam

A cumulative final exam will be given to test the levels of learning achieved by students throughout the course of the semester.

Homework/Project Assignments

In addition to reading assignments, you have the following key homework assignments that are graded.

1) Army Values – To prepare for lesson 2a, you are asked to critically reflect and self-assess your personal values in comparison to the Army values.
2) Warrior Ethos: Film Review and Written Assignment – In lesson 6a, you will watch the movie Blackhawk Down and prepare a paper identifying three incidents in which one of the four tenets of Warrior Ethos is demonstrated. The paper should be two–three pages in length, typed and double spaced.

3) Army Briefing - For Lesson 8a and 11b you will prepare an Army Briefing. You will brief ‘your unit’ on a country prior to deployment. You will research cultural attributes of your chosen country. You can make assumptions about the deployment type (i.e. humanitarian, war, etc.). You will have ten minutes to provide information using visual aids (PowerPoint or something similar) on the following: Geography (terrain), languages, religions, political atmosphere and key cultural considerations. You should allow 2 minutes to address questions. You are required to follow the Information Briefing format and to hand in an abstract 200 words or less that captures the key points of your presentation.

4) Leader Traits & Behaviors: Written Assignment – In lesson 10a you will prepare a writing assignment describing a person you know is a good leader. The paper should include an explanation of a situation where the individual demonstrated leadership listing specific traits and behaviors. The paper should be one or two paragraphs, typed and double spaced.

Evaluation and Grading

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<tr>
<th>Evaluation Category</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>5%</td>
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<tr>
<td>Professional Development</td>
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<tr>
<td>Army Values Assessment</td>
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<td>Warrior Ethos Assignment</td>
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<td>Mid-Term Exam</td>
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<td>Army Briefing Assignment 1</td>
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<td>Army Briefing Assignment 2</td>
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<tr>
<td>Leader Traits &amp; Behaviors Assignment</td>
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<tr>
<td>Final Exam</td>
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Solid performance in each area of evaluation is necessary. The following grading scale will be used based on 100 points possible:

- 90-100 A
- 80-89 B
- 70-79 C

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

Course Design

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Lectures will be brief and interactive. You will have extensive small group discussions and exercises scattered throughout the class. Time will be given in class to discuss and work on projects and papers.

Collaboration

You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.
Special Needs

The American with Disabilities Act of 1990 requires universities to provide a “reasonable accommodation” to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

Office Hours and Appointments

Office Hours are noted in the above syllabus.

I will meet with any of you to discuss assignments, issues, or concerns. My schedule is generally flexible and I will schedule a specific time to meet with you beyond office hours, if necessary.

Overview of Sessions

Session 1  (Lesson 01a)  ROTC & Course Overview
Session 2  (Lesson 01b)  Army Rank Structure, Duties, and Traditions
Session 3  (Lesson 02a)  Army Values
Session 4  (Lesson 02b)  Introductions to Principles of War
Session 5  (Lesson 03a)  Map Reading
Session 6  (Lesson 03b)  Land Navigation
Session 7  (Lesson 04a)  Introduction to Problem Solving
Session 8  (Lesson 04b)  Introduction to Troop Leading Procedures
Session 9  (Lesson 05a)  Squad Movement
Session 10 (Lesson 05b)  Introduction to Battle Drills
Session 11 (Lesson 06a)  Warrior Ethos
Session 12 (Lesson 06b)  Mid-Term Exam
Session 13 (Lesson 07a)  Offensive Operations
Session 14 (Lesson 07b)  Defense I
Session 15 (Lesson 08a)  Effective Army Briefing
Session 16 (Lesson 08b)  Interpersonal Communication
Session 17 (Lesson 09a)  Team Building
Session 18 (Lesson 09b)  The Army Physical Readiness Training Exercise
Session 19 (Lesson 010a)  Leader Traits & Behaviors
Session 20 (Lesson 010b)  Leadership Theory
Session 21 (Lesson 011a)  Introduction to Pre-Combat Checks & Inspections
Session 22 (Lesson 011b)  Culture Briefings
Session 23 (Lesson 012a)  Culture Briefings II
Session 24 (Lesson 012b)  Final Exam
**ROTC Course Labs**

Cadets in MSL 201 are not required to attend labs but it is **highly encouraged** that they participate. Attendance positively affects class participation grades.

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<td>Drill and Ceremony</td>
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<td>LAB 4</td>
<td>CWST</td>
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<td>LAB 5</td>
<td>Land Navigation - Classroom</td>
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<td>LAB 6</td>
<td>Land Navigation II</td>
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<td>LAB 7</td>
<td>Individual and Squad Movement Techniques (IMT)</td>
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<td>Battle Drills</td>
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