I. Course Description
MSCI 3304/MSL 302 Applied Team Leadership uses increasingly intense situational applying team leadership challenges to build Cadet awareness and skills in leading tactical operations at the small unit level. Cadets review aspects of full spectrum operations. They also conduct military briefings and develop proficiency in the operation orders process. The focus is on exploring, evaluating, and developing skills in decision-making, persuading, and motivating team members in the contemporary operating environment (COE). Cadets are evaluated on what they know and do as leaders as they prepare to attend the ROTC summer Leader Development Assessment Course (LDAC). Prerequisites for this course are completion of the Military Science Basic Courses (MSCI 1170, MSCI 1171, MSCI 2370, and MSCI 2371) or approval from the Professor of Military Science.

II. Rationale
The rationale for this course is that it is part of the ROTC program to better prepare Cadets to be leaders for Soldiers. Successful completion of all the courses can also qualify for Military Science Minor (pending approval of TAMUCC).

III. Proficiencies for teachers
(N/A)

IV. TExES Competencies
(N/A)

V. Course Objectives
The overall objective of this course is to add on to the lessons taught in MSCI 3303/MSL 301, continuing to prepare the student for success at the Leadership Development and Assessment Camp, (which the student will attend between their junior and senior year) and to develop the student into a leader imbued with the Warrior Ethos, who can think critically and will be capable of leading Soldiers in the Contemporary Operating Environment (COE) at their first unit of assignment. This course has five specific learning objectives listed in Course Topics (see below). Student learning objectives for success at LDAC include passing Land Navigation, passing the Army Physical Fitness Test, and knowledge of various leadership roles within an Army Light Infantry Company (eg Team Leader, Squad Leader, Platoon Sergeant, and Platoon Leader).


**Student Learning Objectives.**

Student learning objectives for success at LDAC include passing Land Navigation, passing the Army Physical Fitness Test, and knowledge of various leadership roles within an Army Light Infantry Company, such as Team Leader, Squad Leader, Platoon Sergeant, and Platoon Leader.

Passing Land Navigation requires that a Cadet with a map, protractor, compass and a pace count (how many strides p/ 100 meters) can find five out of eight designated points on the map using various methods taught (intersection, resection, dead reckoning, terrain feature, etc.) according to FM 3-25.26 Map Reading And Land Navigation. Passing Night Land Navigation the Cadet must score three out of five points.

Passing the APFT entails achieving a minimum of 60% on each of the three events, push up, sit-up and two mile run according to FM 21-20 Physical Fitness Training.

Passing the various leadership positions entails putting the Cadet in leadership positions and evaluating their performance. The nature and scope of the position depends on the Cadets MS year level (MSI’s and MSII’s generally have Team Leader positions and are generally not formally graded. MSIII’s positions are scheduled and evaluated formally). Cadre and upper classmen grade and mentor the Cadet’s progress.

**VI. Course Topics**

**Leadership**
- Apply situational leadership actions in leading a small unit
- Analyze the factors that motivate Soldiers

**Values and Ethics**
- Explain rules of engagement and the Law of Land Warfare
- Apply the Warrior Ethos

**Personal Development**
- Apply principles of time management, effective writing, and communication
- Develop and present effective briefings

**Officership**
- Describe the Brigade Combat Team (BCT)
- Explain Army Full Spectrum Operations

**Tactics and Techniques**
- Apply the Operations Orders Process
- Demonstrate knowledge of platoon tactical operations
- Explain FOB Operations

**VII. Instruction Methods and Activities**

Cadets must properly conduct pre-class assignments in order to come to class with a foundation of knowledge on the subject to be taught by the instructor. Doing so will allow the instructor to spend the majority of the class time on specific areas that are least understood from the pre-class assignment. The instructor’s goal is to impart his years of personal knowledge and experiences rather than teaching the subject straight from the book. Class will be conducted in an interactive seminar manner with ample opportunities for small group discussions and practical exercises. Cadets 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, working with fellow students to engage in class exercises, and leading lab exercises.

VIII. Evaluation and Grade Assignment

Evaluations:
Contracted Cadets are expected to participate in all SROTC activities in and outside the classroom.

- Professional Development
Cadets 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.

- Mid-Term Exam
A mid-term exam will be given to assess your knowledge achieved during the first half of the semester.

- Final Exam
A cumulative final exam will be given to assess your knowledge achieved throughout the course of the semester.

- Term Paper
Students will write an Army five paragraph operations order IAW FM 5.0 on selected training events; evaluated on format, spelling, grammar and content.

- APFT
As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic APFT at the beginning of the fall semester and a for-record APFT at the end of the semester. The higher of any APFTs will be used for 10% of your final grade.

- Physical Fitness Training
Contracted Cadets are required to participate in collective Physical Fitness (PT) sessions. MS IV Cadets will provide oversight of the PT sessions. As a future officer, you are expected to be physically fit according to Army regulations. PT sessions are held Tuesday, Wednesday, and Thursday from 0600-0700; Friday's 0700-0800 at the TAMUCC Field House gym. Uniform is Army PT uniform unless otherwise specified.

- Combat Water Survival Test
The CWST is a requirement to commission. Failure to pass will result in you being enrolled in an ROTC-funded swimming improvement class until you can successfully complete the CWST.

- Uniforms and Equipment
You are expected to wear ACUs to all classes and adhere to Army Regulation 670-1 with regard to uniforms. It is your responsibility to maintain your uniform and equipment.

- Extracurricular Activities
Contracted Cadets are required to participate in ROTC-related extracurricular activities. MS IV Cadets will coordinate and lead the activities. Students not yet contracted are encouraged but not required to participate.
Students auditing this class are encouraged but not required to participate in ROTC activities outside of the classroom.

**Presentation Skills**
1. Briefing Skills: Each Cadet will research and prepare a decision brief on the top three branches the Cadet has selected. These briefings will be given during the Branch Decision Briefings in Lesson 14a.
2. Critical Thinking and Adaptability Skills: Given a sand table, a short STX OPORD by the instructor, and ten minutes preparation time, develop and brief a five-minute oral OPORD using the sand table.

**Term Project**
1. The Cadet will all be given a detailed Garrison Operation Order. He will have to apply Troop Leading Procedures in order to pass information important to the mission and tasking to subordinate squads. There will be more detailed information given as the semester progresses. It is important that he is aware of the full concept of LDAC and this exercise shall enhance his confidence toward LDAC leadership.

**Grade Assignments:**
Solid performance in each area of evaluation will be necessary to earn a grade of “B”. (All late assignments will receive a 10% reduction in grade.) The following grading scale will be used based on 100 possible points:

- APFT* 10%
- Class Participation/Attendance** 10%
- Professional Development 10%
- Mid-Term Exam 10%
- Skills Presentation 20%
- Term Project 20%
- Final Exam (LDAC Readiness Assessment) 20%

NOTE: *Contracted Cadets are expected to participate in all ROTC activities in and outside the classroom. The following grading scale will be used based on 100 points possible.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>90-100</td>
</tr>
<tr>
<td>B</td>
<td>80-89</td>
</tr>
<tr>
<td>C</td>
<td>70-79</td>
</tr>
</tbody>
</table>

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.*

NOTE: **Contracted Cadets are expected to participate in all ROTC activities in and outside the classroom. Classroom and physical fitness training is mandatory for your education and success as a future leader in the United States Army. Cadets are allowed 3 unexcused absences, after the 3d unexcused absence it is the discretion of the Instructor to penalize the offending Cadet 1 ENTIRE LETTER GRADE per unexcused absence after the 3d. This pertains to unexcused absences.

*APFT: The Cadet must receive first time “go” (i.e. pass all three events with a 60% or above) on the final APFT in order to receive 100 points. You must pass APFT prior to the last day of class. Failure will result in your receiving a 0. *Second time go on the final APFT will receive 70 points. APFT 300 = 10 points, 299-
290 = 9 points, 289-280 = 8 points, 279-270 = 7 points, 269-260 = 6 points, 259-250 = 5 points, 249-240 = 4 points, 239-230 = 3 points, 229-220 = 2 points, 219-180 = 1 point

**Participation defined as class and lab

IX. Course Schedule and Policies
(see Appendix A for schedule)

X. Textbooks
Reading
• Selected readings available online at: [http://www.usapa.army.mil](http://www.usapa.army.mil)
  o Leadership Development Program Handbook, Jul 2008
  o Field Manual 6-22, Army Leadership, Oct 06
  o Field Manual 3-21.8, The Infantry Rifle Platoon and Squad, Mar 07
  o Field Manual 3-0, Operations, Feb 08
  o TC 3-22.20, Physical Readiness Fitness Training, AUG 2011
  o Field Manual 3-25.26 Map Reading And Land Navigation
  o ARTEP 7-1, Warrior Battle Drills, Jul 06
  o ARTEP 7-8, Battle Drills for the Infantry Platoon and Squad, Feb 02
  o Student Handout (SH) 21-76, Ranger Handbook, Jul 06
  o Selected books and articles as determined by professor

XI. Bibliography
(N/A)

XII. Grade Appeals
As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at [http://www.tamucc.edu/provost/university_rules/index.html](http://www.tamucc.edu/provost/university_rules/index.html). For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

XIII. Disabilities Accommodations
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Driftwood 101.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.
XIV. Classroom Behavior policy
The College of Education encourages classroom discussion and academic debate as an essential intellectual activity. It is essential that students learn to express and defend their beliefs, but it is also essential that they learn to listen and respond respectfully to others whose beliefs they may not share. The College will always tolerate diverse, unorthodox, and unpopular points of view, but it will not tolerate condescending or insulting remarks. When students verbally abuse, ridicule, or intimidate others whose views they do not agree with, they subvert the free exchange of ideas that should characterize a university classroom. If their actions are deemed by the professor to be disruptive, they will be subject to appropriate disciplinary action, which may include being involuntarily withdrawn from the class.

XV. Copyright Restrictions policy
The Copyright Act of 1976 grants to copyright owners the exclusive right to reproduce their works and distribute copies of their work. Works that receive copyright protection include published works such as a textbook. Copying a textbook without permission from the owner of the copyright may constitute copyright infringement. Civil and criminal penalties may be assessed for copyright infringement, and students will certainly receive an “F” if not expulsion from the program. Civil penalties include damages up to $100,000; criminal penalties include a fine up to $250,000 and imprisonment. Plagiarism and Cheating: Plagiarism is the presentation of someone else’s work as one’s own. Getting something from the Internet and presenting it as one’s own is still plagiarism. Copying another student’s paper or a portion of the paper - is usually called “copying”. Neither plagiarism nor copying will be tolerated. Should a faculty member discover that a student has committed plagiarism, the students will receive a grade of ‘F” in that course and the matter will be referred to the Executive Director of Student Life for possible disciplinary action.

Appendix A
Class Schedule
11 JAN     Lesson 1a  Course Overview and Warrior Forge briefing
16 JAN     No Class
18 JAN     Lesson Garrison OPORD review, Review: Nine Line/SITREP/SALUTE/Aid and Litter/EPW
23 JAN     Lesson 1c  Review: Land Navigation/Map Reading, Review Terrain Analysis (OAKOC, features)
25 JAN     Lesson 2a  Troop Leading Procedures/OPORD at the Patrol/Platoon Level
30 JAN     Lesson 2b  Cordon and Search
01 FEB     Lesson 3a  FOB Operations
06 FEB     Lesson 3b  Law of the Land Warfare/Rules of Engagement
08 FEB     Lesson 4a  Patrol Base Operations
10-12 FEB  Staff Ride – Battle of Vicksburg, Mississippi
13 Feb     No Class
15 FEB     Lesson 4b  Problem Solving in the COE, Practical Application: Tactical Scenario Exercise
20 FEB     Lesson 5a  Principles of War/Warrior Ethos
22 FEB     Lesson 5b  Introduction to Army Full Spectrum Operations/Mid Term Review
27 FEB     MID TERM EXAM
29 FEB     Lesson 6a  Platoon Attack
05 MAR     Lesson 6b  Platoon Attack PE , Patrol Base Occupation/Activities Review
07 MAR     Lesson 7  Platoon Recon
**12-16 MAR** SPRING BREAK!

19 MAR  Lesson 8 Platoon Raid  
21 MAR  Lesson 10a Platoon Ambush, Raid Review  
26 MAR  Traffic Control Point (TCP) Operations  
28 MAR  Platoon Attack Review  

**30MAR-1APR** JOINT SPRING FTX – Huntsville TX  
02 APR  JFTX AAR  
04 APR  TLPs for LAB  
09 APR  In Class OPORD PE  
11 APR  In Class OPORD PE  
16 APR  Discussion on Team motivation/dynamics  
18 APR  Lesson 12b Introduction to the Brigade Combat Team  
23 APR  Peer Leadership/Evaluations  
25 APR  Applied Situational Leadership/Mid Term Review  

**30 APR** FINAL

<table>
<thead>
<tr>
<th>Leadership Lab Topics</th>
<th>Participation</th>
<th>Location</th>
<th>Date</th>
<th>POC/Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rappel</td>
<td>MSI, II, III, IVs</td>
<td>Sci &amp; Tech Bldg</td>
<td>18-Jan</td>
<td>MSG Garza</td>
</tr>
<tr>
<td>First Aid</td>
<td>MSIII, IVs</td>
<td>ROTC Area</td>
<td>25-Jan</td>
<td>CSM Valdez</td>
</tr>
<tr>
<td>FLRC</td>
<td>MSI, II, III, IVs</td>
<td>ROTC Area</td>
<td>1-Feb</td>
<td>MAJ Garcia</td>
</tr>
<tr>
<td>Land Navigation</td>
<td>MSI, II, III, IVs</td>
<td>Local Training Area</td>
<td>8-Feb</td>
<td>MSG Higgins</td>
</tr>
<tr>
<td>Tactical Communications</td>
<td>MSI, II, III, IVs</td>
<td>Local Training Area</td>
<td>15-Feb</td>
<td>MAJ Garcia</td>
</tr>
<tr>
<td>Platoon Tactics</td>
<td>MSI, II, III, IVs</td>
<td>Local Training Area</td>
<td>22-Feb</td>
<td>MAJ Garcia</td>
</tr>
<tr>
<td>Platoon Tactics</td>
<td>MSI, II, III, IVs</td>
<td>Local Training Area</td>
<td>29-Feb</td>
<td>MAJ Garcia</td>
</tr>
<tr>
<td>Platoon Tactics</td>
<td>MSI, II, III, IVs</td>
<td>Local Training Area</td>
<td>7-Mar</td>
<td>MAJ Garcia</td>
</tr>
<tr>
<td>Squad Tactics</td>
<td>MSI, II, III, IVs</td>
<td>Local Training Area</td>
<td>21-Mar</td>
<td>MAJ Garcia</td>
</tr>
<tr>
<td>Weapons/PMI</td>
<td>MSI, II, III, IVs</td>
<td>Local Training Area</td>
<td>28-Mar</td>
<td>MSG Garza</td>
</tr>
<tr>
<td>Land Navigation</td>
<td>MSI, II, III, IVs</td>
<td>Local Training Area</td>
<td>4-Apr</td>
<td>MSG Higgins</td>
</tr>
<tr>
<td>PCC/PCI</td>
<td>MSI, II, III, IVs</td>
<td>ROTC Building</td>
<td>11-Apr</td>
<td>MSG Garza</td>
</tr>
<tr>
<td>Recovery/Inventory</td>
<td>MSI, II, III, IVs</td>
<td>ROTC Building</td>
<td>18-Apr</td>
<td>Mr Posas</td>
</tr>
<tr>
<td>Awards Ceremony</td>
<td>MSI, II, III, IVs</td>
<td>Lone Star Ballroom</td>
<td>25-Apr</td>
<td>MAJ Stebbing</td>
</tr>
<tr>
<td>Final Equipment/Turn In</td>
<td>MSI, II, III, IVs</td>
<td>ROTC Building</td>
<td>TBD</td>
<td>Mr Posas</td>
</tr>
</tbody>
</table>