TEXAS A&M UNIVERSITY – CORPUS CHRISTI  
FOUNDATIONS OF TACTICAL LEADERSHIP

Course Number and Section; MSCI 2371-001  Name of Instructor: Reynaldo Garza  
Class meeting time and location: Office: Classroom West, Room 203  
Tues & Thurs 0930-1045/ Room 225  
Leadership Lab Fri – 0800-0950  
Office Telephone: 361-825-3709  
Name of Instructor: Reynaldo Garza
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Office Hours: Mon & Wed 0900-1300 Tues & Thurs 1100-1500 Fri 1100-1300  
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I. Course Description
MSCI 2371 examines the challenges of leading tactical teams in the complex contemporary operating environment (COE). This course highlights dimensions of terrain analysis, patrolling, and operation orders. Continued study of the theoretical basis of the Army leadership framework explores the dynamics of adaptive leadership in the context of military operations.

MSCI 2371 provides a smooth transition into MSCI 3303. Cadets develop greater self awareness as they assess their own leadership styles and practice communication and team building skills. COE case studies give insight into the importance and practice of teamwork and tactics in real-world scenarios.

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/Learning Objectives

Course Objectives
The key objective of this semester is to explore in more detail the Army’s leadership philosophy and learn fundamental military concepts. The overall objective of this course is 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 (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**
  - Distinguish between leadership values, attributes, skills, and actions
  - Illustrate leader influencing, operating, and developing actions
- **Values and Ethics**
  - Explain how values impact leadership
  - Describe the importance of credibility for effective leadership
- **Personal Development**
  - Develop personal mission statement and goals
  - Explain the basic elements of Army communication
- **Officership**
  - Explain the importance of personal development for officership
- **Tactics and Techniques**
  - Describe the components of a fire team and squad
  - Describe the three individual movement techniques
  - Identify symbols and colors on a military map

**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:
Students 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. Attendance at P.T and labs is optional but encouraged for non contracted cadets. Contracted Cadets are expected to participate in all SROTC activities in and outside the classroom.

- Quizzes
Quizzes will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

- 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.

- Physical 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.

- Uniforms and Equipment –
Cadets are expected to wear ACUs to all classes and adhere to Army Regulation 670-1 with regard to uniforms. It is the cadets’ responsibility to maintain his uniform and equipment.

Students auditing this class are encouraged but not required to participate in ROTC activities outside of the classroom.

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.)
Attendance 10 points
Homework/Quizzes 10 points
Cadet Forum 10 points
Terrain Analysis PE 10 points
Mid-Term Exam 10 points
Squad Operation Order 10 points
Navigation and Route Planning PE 10 points
Leadership Capstone Brief 10 points
Final Exam 20 points

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 possible points:

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>A</td>
</tr>
<tr>
<td>80-89</td>
<td>B</td>
</tr>
<tr>
<td>70-79</td>
<td>C</td>
</tr>
<tr>
<td>60-69</td>
<td>D</td>
</tr>
<tr>
<td>0-59</td>
<td>F</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.

Participation defined as class, lab, and physical training attendance; 1 point loss per unexcused absence.

IX. Course Schedule and Policies

See Appendix A for schedule

1. Participation at all lectures is critical. Three unexcused absences will result in letter grade drop. Everyone starts out with an A. Physical training is conducted on Tuesday, Wednesday and Thursday, from 0600 to 0700. Attendance at P.T and labs is optional but encouraged for non contracted cadets.
2. If you are going to miss a class or be late, call the instructor or leave a message before class. This is a professional courtesy to both your classmates and the instructor.
3. Cadets will attend class with all needed material and in proper attire. When wearing the uniform, the cadet must wear the complete uniform and confirm to the regulation. The ACU’s will be the uniform for Wednesday lecture class and labs.
4. The cadet will be counseled formally at the end of the semester.
5. All tests will be conducted on the day of test. Failure to do so will result in a “zero” for that test.
6. Cell phones and pagers will be turned off during all classes.
7. Students will not get the final grade until the Supply hand receipt is cleared.
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.

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.

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.

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.

X. Textbooks

Required Reading:

- Student Text: MSL II, Foundations of Leadership, online on ROTC Blackboard
- Tenino Map Sheet & Protractor

XI. Bibliography

- FM 3-25.26 Map Reading And Land Navigation
- FM 21-20 Physical Fitness Training
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.tamu.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 CCH 116. 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.
Appendix A

24 Jan  Course Overview/Course Management Plan
25 Jan  **Lab:** Drill and Ceremony
29 Jan  Army Values & Army Equal Opportunity Program
31 Jan  Operations Orders
1 Feb   **Lab:** Leadership Reaction Course
5 Feb   Operations Order PE
7 Feb   Situational Leadership
8 Feb   **Lab:** First Aid/CASEVAC
12 Feb  Adaptive Leadership
14 Feb  Transformational Leadership
15 Feb  **Lab:** Tactical Communications/Reporting/Nine Line MEDEVAC
19 Feb  Leadership Analysis
21 Feb  Threat Awareness and Reporting
22 Feb  **Lab:** Platoon Movement
26 Feb  Introduction to Protection and Emergency Management
28 Feb  Introduction to Patrolling
1 Mar   **Lab:** Platoon Tactics – Patrolling - Evaluation
5 Mar   Patrol Base Operations
7 Mar   The Defense
8 Mar   **Lab:** Platoon Tactics – Patrolling – Evaluation
11-15 Mar  **Spring Break**
19 Mar  **Mid-Term Review**
21 Mar  **Mid-Term Exam**
22 Mar  **Lab:** Weapons PMI
26 Mar  Navigational Methods & Route Planning
28 Mar  Land Navigation PE
29 Mar  **Lab:** Land Navigation III
  2 Apr  Terrain Analysis PE
  4 Apr  Leadership Forum Lecture
  5 Apr  **Lab:** Land Navigation IV
  9 Apr  Assessing Your Own Leadership (Peer Evaluation)
  10 Apr  Leadership Capstone Presentations
  12 Apr  **Lab:** PCC/PCI
  16 Apr  Leadership Capstone Presentations (continued)
  **19-21 Apr**  **JFTX – La Copa Training Facility, Falfurrias, TX**
  23 Apr  Leadership Capstone Presentations (continued)
  25 Apr  Leadership Development Program
  26 Apr  **Lab:** Equipment Turn In
  30 Apr  **Final Review**
  2 May  **Final**
  3 May  **Lab:** Award Ceremony
  **7 May**  **End of Semester Counseling**