MILITARY SCIENCE
DEPARTMENT OF EDUCATION
COURSE SYLLABUS
MSCI 4304: LEADERSHIP IN A COMPLEX WORLD

Meeting Days/ Time: Professor: LTC Avila
M-W-F 10:00-10:50 am Office: Classroom West, Room 220B
Place: CW 225 Phone: 825-5845
Office Hours: MON 1300-1400,
TUES/THRS 1000-1100, WED 0830-0930
E-Mail: gerald.avila@tamucc.edu

Course Description: MSCI 4304/MSL 402 explores the dynamics of leading in the complex
situations of current military operations in the contemporary operating environment (COE). You
will examine differences in customs and courtesies, military law, principles of war, and rules of
engagement in the face of international terrorism. You also explore aspects of interacting with
non-government organizations, civilians on the battlefield, and host nation support.

The course places significant emphasis on preparing you for BOLC II and III, and your first unit
of assignment. It uses case studies, scenarios, and “What Now, Lieutenant?” exercises to prepare
you to face the complex ethical and practical demands of leading as a commissioned officer in
the United States Army. This semester, you will:

- Explore Military Professional Ethics and ethical decision making facing an Officer
- Gain practical experience in Cadet Battalion Leadership roles
- Demonstrate personal skills in operations and communications
- Evaluate and develop MSL III small unit leaders and examine issues of force protection
  in the COE
- Prepare for the transition to a career as an Army Officer

Learning Objectives

Leadership
- Apply Army leadership dimensions as cadet battalion leaders

Values and Ethics
- Explain and enforce Army Command Policy
- Apply Joint Ethics Regulations and the ethical decision making process

Personal Development
- Mentor the personal development of other cadets
- Develop and present a decision brief
Officership

- Relate cultural awareness, terrorism, and operational security to Army operations
- Explain the force structure of the modern Army
- Write and present an analysis of a historical battle

Tactics and Techniques – You will

- Direct and evaluate leaders of squad and platoon tactical operations
- Apply force protection measures

MSL 402 Course Requirements

Required Reading:

- Black Hearts: One Platoon’s Descent into Madness in Iraq’s Triangle of Death by Jim Frederick.
- Selected readings available for download at www.army.mil/usapa/index.html

  - Hubbard, E. (1899). A Message to Garcia
  - FM 3-0, Operations. 27 February 2008.
  - FM 5-0, Army Planning and Orders Production. 20 January 2005.
  - FM 7-0, Training the Force. 22 October 02.
  - FM 7-1, Battle Focused Training. 15 September, 2003.
  - AR 25-50, Preparing and Managing Correspondence. 3 June 2002.
  - AR 635-200, Active Duty Enlisted Administrative Separations. 8 February 2005.
  - DA Pam 600-2 The Armed Forces Officer. 1 February 1988
  - DA Pam 600-67, Effective Writing for Army Leaders. 2 June 1986.
Instructional Methods and Activities

This course was designed to be student-centric with the onus of learning on the student, but facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments in order to come to class with a foundation of knowledge on the subject to be taught by your instructor. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the pre-class assignment rather than your instructor re-teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructor can spend more time sharing his personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

Evaluation and Grade Assignments

Course Requirements are: Army Physical Fitness Training (APFT) – 0600-0700 Tue, Wed, Thur, and 0700-0800 Fri. You must receive first time go 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.

All MSIVs will participate in all SROTC activities in and outside the classroom.

Grading Standard - 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 points possible:

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

2 Major Examinations (Mid-Term and Final)  50 Points
Lab Responsibility                        15 Points
Term Paper/Professional Development Blog  15 Points
Army Physical Fitness Test                10 Points*
Participation                             10 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, lab, and physical training attendance; 1 point loss per unexcused absence
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.

Quizzes
Quizzes which are missed may not be made up. Quizzes will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

Professional Development
Students will write a two page paper on the Army Values using the Professional Development Readings and/or speakers. In addition, students are required to read Black Hearts: One Platoon’s Descent into Madness in Iraq’s Triangle of Death by Jim Frederick. Students will blog on the reading on a weekly basis and be prepared to discuss in class (15 points).

Lab Concept Plan and Execution
Students will plan, coordinate and execute an ROTC Lab. They will do an Army five paragraph operations order IAW FM 5.0, brief the PMS, and oversee execution (15 points).

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/scholarship validation at the beginning of the spring semester and a for-record APFT at the end of the semester. The higher of the two APFTs will be used for 10% of your final grade.

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, working with fellow students to engage in class exercises, and leading lab exercises.

Professional Development
MSL IV 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.

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, Thursday, 0600-0700 and Friday 0700-0800. Uniform is Army PT uniform unless otherwise specified.

**Conduct:**

Classroom Behavior:
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 - 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. Civil penalties include damages up to $100,000; criminal penalties include a fine up to $250,000 and imprisonment. 3.) 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.
### Spring 2012 Semester

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<td>Enforcing Army Customs and Courtesies/Discuss Toxic Leadership Article</td>
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<td>Force Protection in the COE &amp; Operations Security</td>
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<td>MON 4 MAR</td>
<td>NGOs &amp; Host Nation Support on the Battlefield/Black Hearts</td>
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<td>Professional Development Readings/Speaker (PDRS)</td>
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Lesson 18  WED 27 MAR  Equal Opportunity
Lesson 19  MON 1 APR  BOLC II, III Overview/Black Hearts
Lesson 20  WED 3 APR  Supply & Maintenance
Lesson 21  MON 8 APR  Prevention of Sexual Harassment/Black Hearts
Lesson 22  WED 10 APR  Sexual Assault Prevention & Response Program
Lesson 23  MON 15 APR  11a Joint Ethics Regulation
Lesson 24  WED 17 APR  PDSR
Lesson 25  MON 22 APR  Installation Support Services for Soldiers & Dependents
Lesson 26  WED 24 APR  PDSR
Lesson 27  MON 29 APR  Senior NCO Forum
Lesson 28  MON 6 MAY  PDSR
Lesson 29  WED 8 MAY  PDSR/Final Exam Review
Lesson 30  MON 13 MAY  Final Exam (Papers Due)
Professional Development Paper

Enclosure 1

Thesis clearly stated in introduction (15 points): points _____

Analysis using Army Values and/or Warrior ethos (50 points): points _____

Specific examples from book/forum (20 points): points _____

Summary/Conclusion (15 points): points _____

Name ________________________________ Total points _____