Military Science  
Department of Education  
Course Syllabus  
MSCI 2170 Leadership in a Complex Environment  
Spring 2014

Meetings Days/Time  
Fridays 0800-0950  
Place: Classroom West, Room 214B

Instructor: Mr. Ray Garza  
Office: Classroom West, Room 208  
Phone: 825-3709  
Office Hours: MON/WED 1300-1500  
TUE & THU 0900-1500, FRI 0900-1100

I. Course Description  
The lab component explores the practical applications of the lessons being taught in the classroom. Students will learn to apply leadership strategies and styles as they plan, execute and assess individual and team exercises. The emphasis is on exploring, evaluating, and developing skills in decision-making, and persuading and motivating team members in the contemporary operating environment (COE). The lab 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, individual, and squad tactics.

II. Rationale  
The rationale for this course is the application of tactics, techniques and procedures (TTPs) in realistic military scenarios. The application of TTPs will further enhance cadets to become leaders of soldiers. Successful completion of all the lab courses can also qualify the Cadet for the Military Science Minor (pending approval of TAMUCC).

III. State Adopted Proficiencies for Teachers and/or Administrators/Counselors (N/A)

IV. TExES Competencies (N/A)

V. Course Objectives/Learning Outcomes  
The overall objective of this course is to give the student an opportunity to apply the lessons being taught in the classroom. It will also prepare the student for success in the Leadership Development and Assessment Course, 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 are to learn and incorporate TTPs during various leadership roles in a small unit. Students are to show they can accomplish mission goals and objectives by effectively applying TTPs. Procedures include:

- Passing Land Navigation requires that a Cadet with a map, protractor, compass and a pace count (how many strides p/ 100 meters) 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 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.

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
• Utilize the eight troop leading procedures

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

Officership
• Self Assessment, placing the Led first
• Explain Army Full Spectrum Operations

Tactics and Techniques
• Apply the Operations Orders Process
• Demonstrate knowledge of platoon tactical operations
• Practice land navigation techniques
• List the seven steps of problem solving
• List the eight troop leading procedures
VII. Instructional Methods and Activities
The instructor’s goal is to reinforce the lessons from class with his years of personal knowledge and experience and through the practical exercises. Lab will be conducted with the instructor’s oversight of the activities, ensuring the safety and quality of the training. The senior cadets will plan the training, and the basic course cadets (freshmen and sophomore) enact it. This hands-on method ensures that the lessons are understood and retained.

VIII. Evaluation and Grade Assignment
A. Methods and Percentage of Final Course Grade Each Assessment Constitutes

The student will be evaluated on classroom attendance, professionalism and equipment.

| Attendance | 100 pts | 10 pt deduction per tardy |
| Application of TTPs | 100 pts | Proper use of tactics, techniques and procedures (TTPs) taught in class |
| Total: | 200 pts |

- Uniforms and Equipment - You are expected to wear ACUs and adhere to Army Regulation 670-1 with regard to uniforms. It is your responsibility to maintain your uniform and equipment.
- Professionalism – Insubordination, lack of motivation, and/or other unprofessional attitudes are contrary to good order and discipline, and will not be tolerated. Students and Cadets are expected to take this seriously.
- Students auditing this class and are not contracted are encouraged but not required to participate in ROTC activities outside of the classroom.

B. Grading Scale

| Class Participation | 50% |
| Application of TTPs | 50% |

100% 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

1. **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.

2. **Tactics, Techniques, and Procedures (TTPs)**
   The class is interactive and the student will use assignments from their other MSC classes to lead a small unit. Students will get evaluated based on their applications of TTPs.

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

A. 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.

B. 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.

C. 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.

Appendix A Schedule

| LAB 1 | Customs and Courtesies |
| LAB 2 | First Aid |
| LAB 3 | Tactical Communication |
| LAB 4 | Land Navigation III |
| LAB 5 | Land Navigation IV |
| LAB 6 | Platoon Tactical Movement |
| LAB 7 | Platoon Tactics I |
| LAB 8 | Platoon Tactics II |
| LAB 9 | Platoon Tactics III |
| LAB 10 | PCC/PCI |
| LAB 11 | Equipment Servicing and Recovery |
| LAB 12 | Award Ceremony |
| LAB 13 | Military Ball |
| LAB 14 | Final Equipment Turn In |

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)
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.

Collaboration

You are encouraged to work together in order to effectively meet mission objectives.

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.

X. Textbook (N/A)

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. 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 117.

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.