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 per 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 cadet's MS year level (MS I's and MS II's generally have Team Leader positions and are generally not formally graded. MS III'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
• Understand the differences between situational, adaptive and other leadership approaches

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
• Know basic military TTPs including patrol base, patrolling and OPORD

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.

**High Impact Practices (HIPS)** utilized during this course: Common Intellectual Experiences, Collaborative Assignments and Projects, Diversity/Global Learning, and Service / Community Based Learning.

**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. 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 30%
Discussion Board 20%
Homework/Quizzes 10%
Mid-Term Exam 20%
Final Exam 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 possible points:

<table>
<thead>
<tr>
<th>Points</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>
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<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 the class schedule.

Participation at all labs is critical. Three unexcused absences will result in letter grade drop. Everyone starts out with an A (100%).

If you cannot attend class or are going to be late, call the instructor or leave a message before class. This is a professional courtesy to both your classmates and the instructor.

Cadets will attend class with all required material and in the proper uniform. When wearing the uniform, the cadet must wear the complete uniform and conform to the regulation. The ACU’s will be the uniform for Tuesday and Thursday classes and Friday lab.

The cadet will be counseled formally at the end of the semester.

Cell phones and pagers will be turned off during all classes.

Students will not get the final grade until the Supply hand receipt is cleared.

Dropping a Class I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please
consult with me before you decide to drop to be sure it is the best thing to do. Should dropping
the course be the best course of action, you must initiate the process to drop the course by going
to the Student Services Center and filling out a course drop form. Just stopping attendance and
participation WILL NOT automatically result in your being dropped from the class. November 2014 is the last day to drop a class with an automatic grade of “W” this term.

Preferred methods of scholarly citations No preference

Classroom/professional behavior Texas A&M University-Corpus Christi, as an academic
community, requires that each individual respect the needs of others to study and learn in a
peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that
interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other
students to profit from the instructional program may be considered a breach of the peace and is
subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students
engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition
applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion
groups, field trips, etc.

Statement of Civility Texas A&M University-Corpus Christi has a diverse student population
that represents the population of the state. Our goal is to provide you with a high quality
educational experience that is free from repression. You are responsible for following the rules
of the University, city, state, and federal government. We expect that you will behave in a
manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial
origin, religious background, sexual orientation or disability. Behaviors that infringe on the
rights of another individual will not be tolerated.

Grade Appeals As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal
Procedures, 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 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 Dean’s office in the college in which the
course is taught or the Office of the Provost.

Disabilities Accommodations The American 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 Corpus Christi Hall 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.

Statement of Academic Continuity In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University-Corpus Christi; this course would continue through the use of ROTC Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and ROTC Blackboard) will be operational within two days of closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.

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
## Appendix A

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 Jan</td>
<td>Course Overview/Course Management Plan</td>
</tr>
<tr>
<td>23 Jan</td>
<td>Lab (MS I &amp; II): Height/Weight/Taping</td>
</tr>
<tr>
<td>27 Jan</td>
<td>Army Values &amp; Army Equal Opportunity Program</td>
</tr>
<tr>
<td>29 Jan</td>
<td>Navigational Methods &amp; Route Planning</td>
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<tr>
<td>30 Jan</td>
<td>Lab (MS II): Land Navigation PE</td>
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<tr>
<td>03 Feb</td>
<td>Terrain Analysis</td>
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<tr>
<td>05 Feb</td>
<td>Terrain Analysis PE</td>
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<tr>
<td>06 Feb</td>
<td>Lab (All Cadets): Amazing Race</td>
</tr>
<tr>
<td>10 Feb</td>
<td>Operations Orders</td>
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<tr>
<td>12 Feb</td>
<td>Operations Order PE</td>
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<tr>
<td>13 Feb</td>
<td>Lab (MS II): Rehearsal of Operation Order PE</td>
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<td>17 Feb</td>
<td>Patrol Base Operations</td>
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<tr>
<td>19 Feb</td>
<td>Introduction to Patrolling/Movement to Contact</td>
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<td>20 Feb</td>
<td>Lab (MS II): Movement to Contact</td>
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<td>24 Feb</td>
<td>Ambush</td>
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<td>26 Feb</td>
<td>Squad Recon</td>
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<td>27 Feb</td>
<td>Lab (MS II):</td>
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<td>03 Mar</td>
<td>The Defense</td>
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<td>05 Mar</td>
<td>Make-Up Day</td>
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<tr>
<td>06 Mar</td>
<td>Lab (All Cadets): Islander Challenge Day Rehearsal</td>
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<tr>
<td>10 Mar</td>
<td>Threat Awareness and Reporting</td>
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<td>12 Mar</td>
<td>Introduction to Protection and Emergency Management</td>
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<td>13 Mar</td>
<td>Lab (All Cadets): Army Physical Fitness Test (APFT)</td>
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<td>16-20 Mar</td>
<td>Spring Break</td>
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<td>24 Mar</td>
<td>Mid-Term Review</td>
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<td>26 Mar</td>
<td>Mid-Term Exam</td>
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<td>27 Mar</td>
<td>Lab (MS II): Counseling</td>
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<td>31 Mar</td>
<td>Leadership Analysis Adaptive Leadership</td>
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<td>Transformational Leadership</td>
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<td>27 Mar</td>
<td>Lab (MS II): ROTC Alumni Guest Speaker on Duties of a Lieutenant</td>
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<td>07 Apr</td>
<td>Situational Leadership</td>
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<td>09 Apr</td>
<td>Leadership Review</td>
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<td>10 Apr</td>
<td>Lab (All Cadets): Rappel</td>
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<td>Capstone Preparation Day</td>
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<td>16 Apr</td>
<td>Leadership Capstone Presentations</td>
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<td>21 Apr</td>
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<td>23 Apr</td>
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<td>Lab (All Cadets): Award Ceremony</td>
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<td>28 Apr</td>
<td>Final Review</td>
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<td>30 Apr</td>
<td>Final</td>
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<td>01 May</td>
<td>End of Course Counseling/Course AAR</td>
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