TEXAS A&M UNIVERSITY-CORPUS CHRISTI
Military Science
MSCI 4304 Leadership in a Complex World

Course Number and Section: (MSCI 4304)
Class meeting time and location: 1000-1050, CW 225
Semester: Spring 2015
Office Telephone: 825-5845

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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. Prerequisite: Approval of Professor of Military Science.

Course Design
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 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 is 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.

The course places significant emphasis on preparing you for BOLC II and your first unit of assignment. It uses case studies, scenarios, and critical thinking/ethical decision making 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
- Prepare for the transition to a career as an Army Officer
This is a 3 credit hour course. We will meet Monday, Wednesday, and Friday from 1000-1050 in Class Room West, Room 220B. Leadership Labs will be conducted on Fridays 0800-0950 IAW the Training Schedule. See attached Course Map for full Course Schedule. Physical Training (PT) will be conducted Monday, Wednesday, and Thursday IAW the Training Schedule.

**PlatoonLeader Forum** - The PlatoonLeader forum is an interactive social networking site for the professional development of junior officers. This site provides Cadets the opportunity to engage one’s peers, learn from the experiences of others, and develop relationships in a virtual environment. MSLIV Cadets are strongly encouraged to register and participate on this forum. The link to PlatoonLeader is located on the ROTC Blackboard website under the Interesting Links block or at: [http://platoonleader.army.mil/](http://platoonleader.army.mil/)

**Learning Objectives**

The overall objective of this course is to prepare the student for success at the Basic Officer Leader Course (BOLC), which the student will attend upon graduation and commissioning, 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 Full Spectrum Operating Environment (OE) at their first unit of assignment. This course has specific learning objectives for the five tracks listed below.

**Leadership**

- Apply Army leader attributes and core leader competencies as Cadet battalion leaders
- Evaluate underclass Cadets using the Leadership Development Program (LDP)
- Mentor the personal development of underclass Cadets
- Demonstrate an understanding of the workings of a Platoon Command Team
- Explain the different installation support services available to Soldiers and Family members

**Values and Ethics**

- Apply Army Leader/ military professional ethics in decision making
- Relate the Law of Warfare and rules of engagement to Army operations
- Demonstrate proper leader ethics and analyze Army leader ethics case studies
- Demonstrate a working knowledge of the Army’s programs on Equal Opportunity (EO) and Sexual Harassment/Assault Response and Prevention (SHARP) Program

**Personal Development**

- Identify methods to reduce and manage stress as a leader
- Evaluate subordinate Cadets using Army Writing Standards
Officership

- Explain the Profession of Arms and Officership as it relates to civilian professions
- Perform the duties as a member of a battalion staff
- Understand the duties of staff organization roles and responsibilities
- Counsel underclass Cadets to improve performance
- Conduct training meetings to plan, execute, and assess training
- Explain how Cultural Awareness can impact a unit and mission
- Identify and explain the characteristics and Culture of Terrorism
- Understand the different Non-Gov Orgs, Civilians, and Host Nation Support that can impact unit operations
- Explain the different Installation Support Services available
- Demonstrate good management of Personal Finances
- Apply correct procedures in Supply and Maintenance Operations

Tactics and Techniques

- Mentor and evaluate underclass Cadets during tactical operations
- Apply the military decision making process (MDMP) to battalion training meetings
- Apply the training management process through OPORDs, rehearsals and ROC (Rehearsal of Concept) drills
- Apply the principles of force protection and operational security in Full Spectrum Operations (FSO)
- Explain counterinsurgency operations in FSO
- Conduct CASEVAC procedures at the unit level

Instructional Method

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Lectures are expected to be interactive–ask questions. You will have extensive small group discussions and exercises scattered throughout the class. Time will be given in class to discuss and work on projects and papers. This program includes class lessons as well as outside activities such as Leadership Labs, FTXs and PT training. Contracted Cadets are required to participate in the full program.

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

Reading

NOTE: Student Selected books and articles as determined by professor

Selected readings available online at:

   - Army Doctrine Publications (ADP)
   - Army Doctrine Reference Publications (ADRP)
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.

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 spring semester and a for-record APFT at the end of the semester. The record APFTs will be used for 20% of your final grade.

Skills Presentation
Briefing Skills: Present a ten minute information brief on a topic selected by the student and approved by the instructor.

Army Writing Assignment
You will be assigned the task to write a formal Army report based on a fictional investigation. This report will be one of two formats: An Army Regulation 15-6 Investigation into misconduct, or a Financial Liability Investigation of Property Loss.

Leadership Demonstration
You will be graded by the PMS on your demonstrated abilities as a Leader in the Islander Battalion. Credit will be given towards the performance of cadet duties, military bearing, self awareness, and leadership by example. The Army Values will be the guiding principles of this evaluation.

Staff Ride Contribution
As part of course requirements, we will conduct a Military Staff Ride and each student will be graded on his/her assigned responsibility in executing the Staff Ride.

**Evaluation and Grading**

- Class Participation: 10%
- Staff Ride Contribution: 10%
- Leadership Demonstration – (Observed): 20%
- Briefing / Presentation: 20%
- Army Writing Assignment: 20%
- APFT: 20%

The following grading scale will be used based on 100 points possible.

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

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 per day.*

**Uniforms and Appearance (See Islander Battalion Uniform Policy)**

You are expected to wear ACUs (Army Combat Uniform) to all classes and adhere to Army Regulation 670-1 and associated ALARACT messages with regard to uniforms and appearance changes. On Wednesdays, cadets will wear the Army Service Uniform.

**Collaboration**

You are encouraged to work together with your fellow MSL IV Cadets and seek guidance and help from your instructor and other ROTC cadre.