Texas A&M University –Corpus Christi – ROTC  
Course Syllabus, Foundations of Tactical Leadership, Spring 2016

Course Number: MSCI 3304.001, meets T/R 1100-1215 in IH 142, CRN 71178  
Course Name: Applied Team Leadership  
Instructor: MAJ Royal Atwood  
Office: Classroom West, Room 216  
Phone: (361) 825-2293  
Office Hours: T/R 1000-1100 (or by appointment)  
E-mail: royal.atwood@tamucc.edu  
Required Materials MSL ROTC eBook, series Leadership, Officership, Professional Development, Tactics and Techniques and Values and Ethics  
Optional Materials See Annex A  
Prerequisites: Completion of Military Science (MS) I and II courses, or summer CIET training with approval from the Professor of Military Science. All MSIII cadets must be willing to commit to an army contract of service before enrollment. Approval of Professor of Military Science.  
Instructional Methodology: Cadets must properly complete 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.  

Course Description  
This is an academically challenging course where you will study, practice, and apply the fundamentals of Army leadership, Officership, Army values and ethics, personal development, and small unit tactics at the team and squad level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a team or squad in the execution of a tactical mission during a classroom PE, a Leadership Lab, or during a Situational Training Exercise (STX) in a field environment. Successful completion of this course will help prepare you for success at the ROTC Leader Development and Assessment Course (LDAC) which you will attend this summer at Fort Lewis, WA. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, and practical exercises, a mid-term exam, and a final exam. You will receive continued systematic and specific feedback on your leader attributes values and core leader competencies from me and other ROTC cadre and MS IV Cadets who will evaluate you using the ROTC Leader Development Program (LDP) model.  

Learning Objectives  
Student learning objectives for success at CLC 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, Platoon Leader and Company level leadership.  
By the end of this semester MSIII Cadets will complete the following objectives:  
Leadership  
- Explain the Leadership Development Program (LDP) evaluation cycle  
- Write a self evaluation of leader actions taken during Leadership Labs
Values and Ethics
• Observe the Warrior Ethos in fellow Cadets/cadre or when presented with a current or historical vignette or case study
• Embody the Warrior Ethos in Leadership Labs and Cadet interactions

Personal Development
• Define standards for the Army Physical Fitness Test (APFT)
• Write short-term and long-term goals to prepare for APFT
• Describe the factors of Suicide Prevention
• Deliver on or more of the four types of Military briefings

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Officiership
• Apply the Composite Risk Management process to the orders process
• Apply the fundamentals of Drill and Ceremony to squad formations

Tactics and Techniques
• Apply troop leading procedures to accomplish team and squad operations
• Apply map reading, land navigation and terrain analysis to team and squad operations
• Apply military decision making to solve problems
• Apply fundamentals of Army Operations to small unit operations

Evaluation and Grade Assignment

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.

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.

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 higher of the two APFTs will be used for 10% of your final grade. Contracted Cadets are required to participate in all ROTC activities as stated in their contract. Students auditing this class or not yet contracted are encouraged but not required to participate in ROTC activities outside of the classroom.

Branch Decision Brief
As a future officer, you will be required by your superior to present briefings. As a way to prepare you for the future requirements and assist with public speaking skills, Cadets will be assigned a specific Army branch to research and present an Information brief. This brief will follow the format contained in ATTP 5-0.1, Commander and Staff Officer Guide, 14 September 2012, Chapter 10, Military Briefings. This information brief will be given during either L09b or L09c. The instructor should ensure that all branches are represented before assigning duplicates.

Final Paper
1. Reflecting on your own experiences during this course, write a three to five page essay (typed and double-spaced) on your personal leadership growth using three or more of the Attributes, and Core Leader Competencies from the Leadership Requirements Model.
2. Reflecting on your own experiences during this course, write a three to five page essay, (typed and double-spaced) describing the relationship between the Orders Process the Troop Leading Procedures.
3. Reflecting on your own experiences during this course, write a three to five page essay, (typed and double-spaced) comparing and contrasting the offense with the defense using at least two characteristics from each.

4. Reflecting on the feedback you received from your blue card evaluations, write a three to five page personal development plan that you can implement during your spring semester, MSL 302 course. Your paper will outline your plan to sustain your excellent ratings and what actions you will take or implement to improve your satisfactory and needs improvement ratings you received.

5. Write a 5-paragraph OPORD given an OPORD from higher.

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

2. Critical Thinking and Adaptability Skills: Given a sand table, a short STX OPORD by the instructor, and ten minutes preparation time, develop and brief a five-minute oral OPORD using the sand table.

Term Project
1. Maintain a weekly Reflective Journal to turn in at the end of the semester for review and grading by the instructor. Entries should reflect on the good or bad leader attributes and core competencies that you have observed of others each week. Your reflections can be on anyone on or off campus and for any team, class, event or activity that you participated in that week. Comparing and contrasting leader attributes and core competencies of different people, events and organizations are encouraged.

2. Write a term paper, five pages or more, (typed and double-spaced) where you compare and contrast the organizational leadership between two or more clubs, sport teams, organizations or extracurricular activity you actively participated throughout the semester, of which one must be your Cadet or Cadre ROTC Battalion that.

Evaluation and Grading

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<thead>
<tr>
<th>Evaluation Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>APFT</td>
<td>10%</td>
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<tr>
<td>Class Participation*</td>
<td>10%</td>
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<tr>
<td>Homework/ Quizzes</td>
<td>10%</td>
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<tr>
<td>Mid-Term Exam</td>
<td>15%</td>
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<tr>
<td>Final Paper</td>
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<tr>
<td>Skills Presentation</td>
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<td>Term Project</td>
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<td>Final Exam</td>
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NOTE: Cadets are expected to participate in all ROTC activities in and outside the classroom.

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.

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 is optional but encouraged for non contracted cadets. Lab is required as it is a credit hour course.

2. Attendance/Tardiness: 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 Army Regulation 670-1. The ACU’s will be the uniform for Monday/Wednesday lecture class and labs.

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

5. Late work and Make-up Exams: If a test is missed or assignments turned in late, it is the cadets responsibly to make it up before the beginning of the next scheduled lecture class and coordinate with the Instructor regarding assignments. Failure to do so will result in a “zero” for a grade.
6. **Cell phones and Electronic Device Usage:** cell phones will be turned off or put on vibrate or silent mode during all classes. Laptops, electronic notebooks are allowed to be used as note taking devices. Surfing the web will not be allowed during class, unless it is class related.

7. **Extra Credit:** Students will have opportunity to receive extra credit on assignments.

8. **Academic Integrity/Plagiarism:** University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.)

Disciplinary action for academic misconduct is the responsibility of the faculty member assigned to the course. The faculty member is charged with assessing the gravity of any case of academic dishonesty, and with giving sanction to any student involved. Penalties that may be applied to individual cases of academic dishonesty include one or more of the following:
1. Written reprimand.
2. Requirement to re-do work in question.
3. Requirement to submit additional work.
4. Lowering of grade on work in question;
5. Assigning grade of 'F' to work in question;
6. Assigning grade of 'F' for course;
7. Recommendation for more severe punishment, such as dismissal from the program or from the University.
See the University Catalog for more information.

**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. (Include date for semester) is the last day to drop a class with an automatic grade of “W” this term.

**Preferred methods of scholarly citations**

**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.

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.

**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 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 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 Blackboard) will be operational within two days of the 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.

**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.

**Web Sites**
(Have Cadets establish accounts)

- https://rotc.blackboard.com
- https://atn.army.mil/
- https://login.milsuite.mil/
- http://centerforplainlanguage.org/
- http://srotc.nformd.net/sexualassault/ulogin/
- http://cape.army.mil
- https://platoonleader.net/
Annex A Optional Reading

Optional Reading:


This is a very general list. Cadre members are encouraged to contribute references they believe to be beneficial. For a more complete listing of leadership references see Human Dimensions of Strategic Leadership, published by the U.S. Army War College Library (December, 2002) or The U. S. Army Chief of Staff’s Professional Reading List, United States Army Center for Military History (CMH Pub 105-5-1).

Selected readings available online at: [http://www.usapa.army.mil](http://www.usapa.army.mil)