Texas A&M University – Corpus Christi ROTC
MSCI-2370 - Leadership and Decision Making
Course Syllabus
Fall 2016

Course: MSCI 2370.001 (Tues/Thurs T/R 0930-1045) (Classroom West)
Course Name: Innovative Team Leadership (CRN 60918)
Instructor: Mr. Raul Ramirez
Office: Classroom West, Room 223
Phone: (361) 825-3913
Office Hours: M/W 0930-1130 & 1330-1500
E-mail: raul.ramirez@tamucc.edu

Required Materials:
- ROTC Blackboard Account:
  https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=18_1
- Initial Blackboard Access: w05cdt#### password
- MSL II, Leadership and Decision Making, online on ROTC Blackboard
- Selected readings available online at: http://www.apd.army.mil/

Optional Materials: None

Prerequisites: None

Instructional Methodology:
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.

Course Description:
This is an academically challenging course were you will study, practice, and apply the fundamentals of Army Leadership, Officership, Army Values and Ethics, Personal Development, and small unit tactics at the platoon level. You will be required to demonstrate writing skills and present information briefings as preparation for development in becoming a successful future officer. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, and practical exercises, a mid-term exam, and final exam.

You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MSL IV Cadets who will evaluate you using the Cadet Officer Evaluation System (OES). MSL201 primarily is drawn from the Adaptability
ALA. The outcomes are demonstrated through Critical and Creative Thinking and the ability to apply Troop Leading Procedures (TLP). Comprehension of the officer’s role in Leading Change by applying Innovative Solutions to Problems in concert with the Principles of Mission Command. The Army Profession is also stressed through leadership forum and a leadership self-assessment.

**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 to gain an understanding of the foundation on each subject in the course. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the lessons, 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.

**Outcomes and Objectives:**

**The Army Profession**
- Live honorably and build trust

**Professional Competence**
- Demonstrate intellectual, military and physical competence

**Adaptability**
- Think critically and creatively, make sound and timely decisions

**Teamwork**
- Develop, lead and inspire
- Communicate and interact effectively

**Lifelong Learning and Comprehensive Fitness**
- Pursue excellence and continue to grow

**Comprehensive Fitness**
- Seek balance, be resilient and demonstrate a strong and winning spirit

**Evaluation and Grade Assignment:**

- **Attendance** - 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. 2 point loss per unexcused class or lab absence. Attendance at PT and labs is mandatory for contracted students and highly 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.

- **Skills Presentation** (Leadership Capstone Presentations) - As a future officer, you will be required by your superior to write and present briefings. As a way to prepare you for the future requirements and assist with public speaking skills. Cadets are responsible for two assignments (oral and written) using the plan, prepare and execute format. Information Briefings will be conducted during Leadership Capstone Presentations lesson(s). (See cadre for additional information)
Writing Skills-Develop a short essay (no more than four pages – 1000 words) detailing your adaptive leadership analysis of your selected military leader. (See Information Briefing below for additional information)

Briefing Skills-Present an information brief (approximately 10 minutes) analyzing the leadership elements of a famous military leader approved by the instructor.

- **NFORMD.NET SHARP Program** - Any student enrolled in MSL I, II, III, or IV must successfully complete the Part One SROTC (Basic) assignment and receive a certificate of completion when finished.
- **Final Exam** - A cumulative final exam will be given to assess your knowledge achieved throughout the course of the semester.
- **Physical Training** - Attendance at PT and labs is mandatory for contracted students and highly encouraged for non-contracted cadets. 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 Values:**

- Class Attendance: 15%
- APFT Participation: 10% (Diagnostic & Record Tests)
- Skills Presentation: 20%
- Homework/Quizzes: 15%
- Mid-Term Exam: 20%
- Final Exam: 20%

**NOTE:** The following grading scale will be used based on 100 possible points:

- 90-100 A
- 80-89 B
- 70-79 C
- 60-69 D
- 0-59 F

All late papers and assignments can receive a 10% reduction in grade. 5 additional points can be deducted for each class period assignment is late, thereafter.

**Course Schedule and Policies:**

See Appendix A for schedule of topics

**Participation.** Participation at all lectures is critical. 2 point loss per unexcused class or lab absence. Everyone starts out with an A. 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 student readings, and working with fellow students to engage in class exercises. Physical training is conducted on Tuesday, Wednesday and Thursday, from 0600 to 0700. Regular attendance at PT for non-contracted students is optional but highly encouraged. Lab is required as it is a credit hour course.
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.

Uniform. Cadets will attend class with all needed material and in proper attire. When wearing the uniform, the cadet must wear the complete uniform and conform to Army Regulation 670-1. The ACU’s will be the uniform for lecture class and labs.

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

Late work and Make-up Exams: 10 points will be deducted if a test is missed or assignments turned in late. 5 additional points will be deducted for every class period thereafter, until assignment is turned in. It is the cadet’s responsibly to make it up before the beginning of the next scheduled lecture class and coordinate with the Instructor regarding assignments.

Cell phones and Electronic Device Usage: Cell phones will be turned off 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.

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

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

**Religious Accommodation:** The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all. For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6. The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health. Requests for religious accommodation generally fall into five major areas:
- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

**On-line Conduct:** As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media. Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action. It is every individuals’ (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader’s responsibility to enforce those laws and regulations pertaining to Online Conduct. For more information please refer to AR 600-20, Army Command Policy, para 1-4, 4-19, Chapter 7, and AR 600-100.

**Inappropriate Relationships:** Per Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training). The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list.

1. Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for 1 year after the trainer has left the unit.

2. At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer’s inappropriate conduct.

3. Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until 6 months after the trainee has left the unit.
**Special Needs:** The American with Disabilities Act of 1990 requires universities to provide a reasonable accommodation to any individual who advises us of a disability. If you have a limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

**Web Sites:**
- https://rotc.blackboard.com
- https://atn.army.mil/
- https://login.milsuite.mil/
- http://cape.army.mil
- https://platoonleader.net/
- http://centerforplainlanguage.org/
- http://srotc.nformd.net/sexualassault/ulogin/

**Course Publications:**

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Further Reading:

Overview of Class Sessions:

MSL201-L01  Course Overview
MSL201-L02  Theories of Leadership
MSL201-L03  Transactional & Transformational Leadership
MSL201-L04  Situational Leadership
MSL201-L05  Adaptive Leadership
MSL201-L06  Adaptive Leaders in History
MSL201-L07  Leadership Forum Lecture
MSL201-L08  Leadership Analysis
MSL201-L09  Assessing Your Own Leadership
MSL201-L10  Leadership Capstone Presentations
MSL201-L11  Mid-Term Exam
MSL201-L12  Inductive and Deductive Reasoning
MSL201-L13  Systematic Processes in Measuring Critical Thinking
MSL201-L14  Decision Making Using Critical Thinking Skills
MSL201-L15  Fallacies in Critical Thinking
MSL201-L16  Army Problem Solving Process
MSL201-L17  Troop Leading Procedures (TLP)
MSL201-L18  Operations Orders (OPORD)
MSL201-L19  OPORD Practical Exercise
MSL201-L20  Moral Dimensions of Conflict
MSL201-L21  How to Detect Media Bias & Propaganda
MSL201-L22  Ethical Reasoning
MSL201-L23  Apply the Army Values to a Tactical Problem
MSL201-L24  Final Exam