I. Course Description
MSCI 2371/MSL 202 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. Further study of the theoretical basis of the Army Leadership Requirements Model 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
MSL202 primarily is drawn from the Army Profession and Team Work ALA’s. This is an academically challenging course were you will study, practice, and apply the fundamentals of the Leadership, Officer Skills, Army Values and Ethics, Personal Development, and Tactics at the small unit 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 DA Form 4856 Developmental Counseling Form.

III. State Adopted Proficiencies for Teachers and/or Administrators/Counselors
NA

IV. TExES Competencies (if applicable)
NA

V. Course Objectives/Learning Outcomes
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

VI. Course Topics

VII. Instructional 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
- **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 (8 - 10 pages or 2500 words) detailing and analyzing the relevant Offense, Defense and Leadership factors for a specific US Army military battle. (See Information Briefing below for additional information)
  - **Briefing Skills**-Present an information brief (approximately 10 minutes) detailing and analyzing the relevant Offense, Defense and Leadership factors for a specific US Army military battle.
- **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 is a gradable event. Of course, PT attendance is mandatory for contracted cadets and highly encouraged for non-contracted cadets. **PT attendance counts as 10% of your grade.** I will add 5pts to your overall grade if you pass the APFT. 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%
  - PT Attendance 10%
  - 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:

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

IX. **Course Schedule and 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. **PT attendance represents 10% of your grade.** Passing the APFT will earn 5% extra credit toward PT attendance points. 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. ½ overall course point can be deducted for an unexcused absence.

**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. Contracted Cadets will wear the Class B ASU on Thursdays.

**Counseling.** The cadet will be counseled formally at start and 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 not be used during class. Laptops, electronic notebooks are allowed to be used as note taking devices. Surfing the web is not allowed during class, unless it is class related and directed by the instructor.

**Extra Credit:** Students will have opportunity to receive extra credit as determined by the instructor.

X. **Textbook(s)**
   - Student Text: SROTC eBooks located on Blackboard
     [https://rotc.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=_10334_1&content_id=878461_1](https://rotc.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=_10334_1&content_id=878461_1)
   - Selected readings available online at: [http://www.apd.army.mil/](http://www.apd.army.mil/)
   - ROTC Blackboard Account:
     [https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=_18_1](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/](http://www.apd.army.mil/)

XI. **Bibliography**

NA

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](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. **Miscellaneous Policy Statements**
   - **Disability 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.
   - **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 gender, ethnic/racial origin, religious background, age, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated. 

http://falcon.tamucc.edu/~students/JAffairs/ja_hndbk_academic_info.htm

- **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& University–Corpus Christi; his 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.

- **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.

- **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.
  - 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.
  - 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.
  - 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.

- **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.

- **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.

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

- **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 individual’s (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.

XIV. **Websites**

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

XV. **Course Publications & Further Reading**

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<td>Commanders and Staff Organization and Operations</td>
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<td>DA Pam 623-3</td>
<td>Evaluation Reporting System</td>
<td>31 Mar 2014</td>
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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).
XVI. Overview of Class Sessions
MSL201-L22 Ethical 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

MSL202-L01 Course Overview
MSL202-L02 Principles of Joint Operations
MSL202-L03 Army Doctrine and Symbology
MSL202-L04 Unified Land Operations & Warfighting Functions
MSL202-L05 The Offense
MSL202-L06 Tactical Decision Exercise – The Offense
MSL202-L07 The Defense
MSL202-L08 Tactical Decision Exercise – The Defense
MSL202-L09 Philosophy of Ethics and Military Service
MSL202-L10 Law of Land Warfare
MSL202-L11 Law of Land Warfare Case Study
MSL202-L12 Situational Ethics
MSL202-L13 Apply the Army Values to a Tactical Problem
MSL202-L14 Mid-Term Exam
MSL202-L15 Cultural Awareness
MSL202-L16 Army Briefings
MSL202-L17 Threat Awareness and Reporting
MSL202-L18 Emergency Management
MSL202-L19 Team Building
MSL202-L20 Team Building Tactical Decision Exercise
MSL202-L21 Leadership Development Program
MSL202-L22 Counseling & Coaching Methods
MSL202-L23 Suicide Prevention
MSL202-L24 Final Exam