TEXAS A&M UNIVERSITY-CORPUS CHRISTI
Foundations of Tactical Leadership, Spring 2017

Course Number and Section: MSCI 3304.001
Class meeting time and location: T/R 1100-1215, (Island Hall 142)

Name of Instructor: CPT Doug Cruise
Office: Classroom West, Room 214C
Office Hours: Tues/Thurs 1000-1100 (or by appointment)
Office Telephone: (361) 825-3274
E-Mail: douglas.cruise@tamucc.edu

I. Course Description (from catalog)
Foundations of Tactical Leadership, MSCI 3304.001, 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 platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a squad and platoon in the execution of a mission during a classroom PE, a Leadership Lab, or during a Leader Training Exercise (LTX). You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills that can further develop you into a successful officer. 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 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). Successful completion of this course will help prepare you for the ROTC Cadet Leader Course (CLC), which you will attend in the summer at Fort Knox, KY. Prerequisites for the course are 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, with Approval of the Professor of Military Science.

II. Rationale
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.
III. Course Objectives/Learning Outcomes
   This course is designed to enable students to:
   Prepare Students to for the requirements of CLS; these requirements 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

IV. Course Topics
   Leadership, Officership, Professional Development, Tactics and Techniques and Values and Ethics

V. Instructional Methods and Activities
   Methods and activities for instruction include:
   A. Traditional Experiences (lecture/discussion; demonstration; drill; guest speaker; on-line deliveries; video, etc)
   B. Clinical Experiences (simulations; cooperative groups; student demonstrations or presentations; guided discovery; role play; lab exercise; value clarifications)
   C. Field Experiences (field teaching; field trips; community resource use; case studies; internship; student teaching; practicum)

VI. Evaluation and Grade Assignment
   The methods of evaluation and the criteria for grade assignment are:
   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 record APFT at the beginning of the fall semester and a for-record APFT at the end of the semester. Your end of semester APFT 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.

**Final Paper**
Cadets will write a 2 page paper on leadership that is observed in a film designated by the instructor.

**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.

**Weekly Journal**
Maintain a weekly Reflective Journal on Blackboard; this journal will be reviewed 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.

**Evaluation and Grading**

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>APFT*</td>
<td>10%</td>
</tr>
<tr>
<td>Class Participation**</td>
<td>10%</td>
</tr>
<tr>
<td>Homework/ Quizzes</td>
<td>15%</td>
</tr>
<tr>
<td>Mid-Term Exam</td>
<td>15%</td>
</tr>
<tr>
<td>Final Paper</td>
<td>10%</td>
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<tr>
<td>Skills Presentation</td>
<td>10%</td>
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<tr>
<td>Weekly Journal</td>
<td>10%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
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</tbody>
</table>

*APFT: PT is a mandatory event for all contracted cadets. The final APFT score will be 10% of your final grade. The Cadet must receive a first time “Go” (i.e. pass all three events with 60 points or above) on the final APFT in order to receive points. Failure to pass the final APFT will result in you receiving a 0.*

** Cadets are expected to participate in all ROTC activities (class, lab, physical training and professional development) in and outside the classroom. Classroom and Physical Fitness training is mandatory for your education and success as a future leader in the United States Army. Cadets are allowed 4 unexcused absences. After the 4th unexcused absence, it is the discretion of the Instructor to penalize the offending Cadet 1 LETTER GRADE per unexcused absence after the 4th. This pertains to unexcused absences.
**Grading Scale**
A: 90 – 100  
B: 80 – 89  
C: 70 – 79  
D: 60 – 69  
F: 59 – Below

VII. **Course Schedule and Policies (See Appendix A for schedule)**

1. Participation at all lectures is critical. Four 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.

2. Attendance/Tardiness: You are allowed 4 unexcused absences each semester; these absences are cumulatively taken from PT (if you’re a Contracted Cadet) and Class. After the 4th unexcused absence, it is the discretion of the Instructor to penalize the offending Cadet 1 LETTER GRADE per unexcused absence after the 4th absence. If you are not able to make a class, speak with the instructor 72 hours (3 business days) in advance in order to work out a way to make up the material discussed. Tardiness will NOT be tolerated, however circumstances do arise that may hinder your ability to make it to class on time. Be prepared to speak with the instructor after class to explain the situation.

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 Army Combat Uniform (ACU) will be the uniform for Tues/Thurs 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.

VIII. Textbook(s)
Students will utilize provided reading material or retrieve the required reading material from the following websites:

- 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/

IX. Bibliography
Material for this course can be referenced at the following websites:

- https://rotc.blackboard.com
- https://atn.army.mil/
- https://login.milsuite.mil/
X. 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 Rule13.02.99.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. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

XI. 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 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.

RECOMMENDED:

- **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; 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.
APPENDIX A:

During this course we will make our way through the following courses. Dates are not assigned to when we will study each specific module of instruction, but rather we will move through each module at a pace where less or more instruction can be given based on the class understanding.

Overview of Class Sessions

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<th>Course Code</th>
<th>Course Title</th>
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<td>MSL302-L01</td>
<td>MSL302 Course Overview</td>
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<td>MSL302-L02</td>
<td>Army Publications and Professional Reading</td>
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<td>MSL302-L03</td>
<td>Leadership Lab Practicum</td>
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<td>MSL302-L04</td>
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<td>Leadership Lab Practicum</td>
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<td>Emotional Intelligence</td>
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<td>MSL302-L08</td>
<td>Motivating Soldiers</td>
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<td>MSL302-L09</td>
<td>Leadership Lab Practicum</td>
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<td>MSL302-L10</td>
<td>Managing Conflict/Negotiation</td>
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<td>MSL302-L11</td>
<td>Negotiations Practical Exercise</td>
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<td>MSL302-L12</td>
<td>Leadership Lab Practicum</td>
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<td>MSL302-L13</td>
<td>Leadership Self-Assessment/Inventory</td>
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<td>MSL302-L14</td>
<td>The Army Professional Ethic – Honorable Living</td>
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<td>MSL302-L15</td>
<td>Leadership Lab Practicum</td>
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<td>MSL302-L16</td>
<td>Ethics Case Studies</td>
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<td>MSL302-L17</td>
<td><strong>Mid Term Exam</strong></td>
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<td>MSL302-L18</td>
<td>Leadership Lab Practicum</td>
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<td>MSL302-L19</td>
<td>Platoon Operations: Movement Formations and Techniques</td>
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<td>MSL302-L20</td>
<td>Patrolling and Patrol Base Operations</td>
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<td>MSL302-L21</td>
<td>Leadership Lab Practicum</td>
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<tr>
<td>MSL302-L22</td>
<td>Platoon Offensive Operations: Attack &amp; MTC</td>
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<tr>
<td>MSL302-L23</td>
<td>Platoon Offensive Operations: Ambush, Raid</td>
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<tr>
<td>MSL302-L24</td>
<td>Leadership Lab Practicum</td>
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<td>MSL302-L25</td>
<td>Platoon Defensive Operations: Techniques and Preparation</td>
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<tr>
<td>MSL302-L26</td>
<td>Platoon Defensive Operations: Engagement Area Development</td>
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<tr>
<td>MSL302-L27</td>
<td>Leadership Lab Practicum</td>
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<tr>
<td>MSL302-L28</td>
<td>Reconnaissance</td>
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MSL302-L29  Fire Support in Platoon Operations
MSL302-L30  Leadership Lab Practicum
MSL302-L31  Call for Fire Simulation
MSL302-L32  Platoon Sustainment: Convoy Operations
MSL302-L33  Leadership Lab Practicum
MSL302-L34  Counseling – Elite Lite
MSL302-L35  Peer Evaluations
MSL302-L36  Final Exam