I. **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 Cadet Leadership Course (CLC) which you will attend this summer at Fort Knox, KY. 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.

II. **Course Objectives/ 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.

III. **Course Topics**
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

**Officership**
- 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

IV. **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.

V. 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 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.

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. At the completion of the Branch Briefs, Cadets will write a 2 page paper explaining what branch they want and why they would be a good fit for that branch.

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**

- APFT* 10%
- Class Participation** 10%
- Homework/Quizzes 15%
- Mid-Term Exam 15%
- Final Paper 10%
- Skills Presentation 10%
- Weekly Journal 10%
- Enrollment and completion of Final Exam 20%

**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.

<table>
<thead>
<tr>
<th>Score</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>A</td>
</tr>
<tr>
<td>80-89</td>
<td>B</td>
</tr>
<tr>
<td>70-79</td>
<td>C</td>
</tr>
</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.

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.

**VI. 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.

**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.

**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/
VII. **Course Schedule (Annex 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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSL302-L01</td>
<td>Course Overview</td>
</tr>
<tr>
<td>MSL302-L02</td>
<td>Direct Level Leadership</td>
</tr>
<tr>
<td>MSL302-L03</td>
<td>Leadership Lab Certification</td>
</tr>
<tr>
<td>MSL302-L04</td>
<td>Bases of Power and influencing others</td>
</tr>
<tr>
<td>MSL302-L05</td>
<td>Emotional Intelligence</td>
</tr>
<tr>
<td>MSL302-L06</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL302-L07</td>
<td>Motivating Soldiers</td>
</tr>
<tr>
<td>MSL302-L08</td>
<td>Leadership Self-Assessment/Inventory</td>
</tr>
<tr>
<td>MSL302-L09</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL302-L10</td>
<td>Managing Conflict/Negotiations</td>
</tr>
<tr>
<td>MSL302-L11</td>
<td>Negotiations Practical Exercise</td>
</tr>
<tr>
<td>MSL302-L12</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL302-L13</td>
<td>The Army Professional Ethic</td>
</tr>
<tr>
<td>MSL302-L14</td>
<td>Ethics Case Studies</td>
</tr>
<tr>
<td>MSL302-L15</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL302-L16</td>
<td>Leadership Book Review Presentations</td>
</tr>
<tr>
<td>MSL302-L17</td>
<td><strong>Mid-Term</strong></td>
</tr>
<tr>
<td>MSL302-L18</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL302-L19</td>
<td>Platoon Operations: Movement Formations and Techniques</td>
</tr>
<tr>
<td>MSL302-L20</td>
<td>Patrolling and Patrol Base OPS</td>
</tr>
<tr>
<td>MSL302-L21</td>
<td>Leadership Lab</td>
</tr>
<tr>
<td>MSL302-L22</td>
<td>Platoon Offensive Operations</td>
</tr>
<tr>
<td>MSL302-L23</td>
<td>Platoon Offensive Operations II</td>
</tr>
<tr>
<td>MSL302-L24</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL302-L25</td>
<td>Platoon Offensive Operations III</td>
</tr>
<tr>
<td>MSL302-L26</td>
<td>Platoon Defensive Operations</td>
</tr>
<tr>
<td>MSL302-L27</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL302-L28</td>
<td>Reconnaissance</td>
</tr>
<tr>
<td>MSL302-L29</td>
<td>Fire Support in Platoon Operations</td>
</tr>
<tr>
<td>MSL302-L30</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL302-L31</td>
<td>Call for Fire</td>
</tr>
<tr>
<td>MSL302-L32</td>
<td>Platoon Sustainment Operations</td>
</tr>
<tr>
<td>MSL302-L33</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL302-L34</td>
<td>Counseling</td>
</tr>
<tr>
<td>MSL302-L35</td>
<td>Peer Evaluations PE</td>
</tr>
<tr>
<td>MSL302-L36</td>
<td><strong>Final Exam</strong></td>
</tr>
</tbody>
</table>

VIII. **TEXTBOOK**

MSL ROTC eBook, series Leadership, Officership, Professional Development, Tactics and Techniques and Values and Ethics, FM 7-8

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, with Approval of the Professor of Military Science.
IX. **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](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.

X. **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 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.

- **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.