I. Course Description

This is an academically challenging course where you will study, practice, develop, and apply critical thinking skills pertaining to Army leadership, officer skills, Army Values and ethics, personal development, and small unit tactics at platoon level. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, mid-term exam, and a Capstone Exercise in place of the final exam. For the Capstone Exercise, you will be required to complete an Oral Practicum that you will be evaluated on your knowledge of the 20 Army Warfighting Challenges (AWFC) covered throughout MSL401 and 402 coursework. In addition, you could be assessed on leadership abilities during classroom PE, Leadership Labs, or Field Training Exercises (FTX). You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your cadre, PMS and other MSL IV Cadets who will evaluate you using the Cadet Officer Evaluation Report (COER). You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills. At the conclusion of this course, you will be able to plan, coordinate, navigate, motivate and lead a platoon in future operational environments. Successful completion of this course will assist in preparing you for your BOLC B course and is a mandatory requirement for commissioning. Completion of Military Science (MS) III, and approval of the Professor of Military Science.

II. Rationale

This course is designed to be student-centric with the onus of learning on the student, 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 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. State Adopted Proficiencies for Teachers and/or Administrators/Counselors

N/A

IV. TExES Competencies (if applicable)

N/A

V. Course Objectives/Learning Outcomes
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 in order to come to
class with a foundation of knowledge on the subject taught by your instructor. Doing so will allow your
instructor to spend the majority of the class time on specific areas that are least understood from the pre-
class assignment 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 is 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.

By the end of the semester, you will:
- Identify the leader’s roles and responsibilities for enforcing Army policies and programs
- Explore the dynamics of building a team prepared to handle any future operational environment
  and win
- Examine the importance of understanding culture and how it can affect your unit and mission
- Develop both oral and written communication skills by conducting a battle analysis and decision
  briefs

The course places significant emphasis on preparing you for BOLC B and your first unit of assignment.
It uses case studies, scenarios, and critical thinking/ethical decision making exercises to prepare you to
face the complex ethical and practical demands of leading as a commissioned officer in the United States
Army. This semester, you will:
- Explore Military Professional Ethics and ethical decision making facing an Officer
- Gain practical experience in cadet battalion leadership roles
- Demonstrate personal skills in operations and communications
- Evaluate and develop MSL III small unit leaders
- Prepare for the transition to a career as an Army Officer

This is a 3 credit hour course. We will meet Monday, Wednesday, and Friday from 1000-1050 in
Class Room West, Room 220B. Leadership Labs will be conducted on Fridays 0800-0950 IAW the
Training Schedule. See attached Course Map for full Course Schedule. Physical Training (PT) will be
conducted Monday, Wednesday, and Thursday IAW the Training Schedule.

VI. Course Topics

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
VII. Instructional Methods and Activities

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Lectures are expected to be interactive—ask questions. You will have extensive small group discussions and exercises scattered throughout the class. Time will be given in class to discuss and work on projects and papers. This program includes class lessons as well as outside activities such as Leadership Labs, FTXs and PT training. Contracted Cadets are required to participate in the full program.

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

A. Methods and Percentage of Final Course Grade

1. Lesson Assessments:

   - Skills Presentation (Battle Analysis Presentations)

   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 subject to research and present an Information Brief. This brief will follow the format contained in FM 5-0, Commanders and Staff Organization and Operations, 5 May, 2014, Chapter 7, Military Briefings.

   1. Writing Skills: After being assigned a subject, write a three to five page essay, (typed and double-spaced).
   2. Briefing Skills: Present a five minute information brief on a topic selected by the student and approved by the instructor.
   3. Quizzes.

2. 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.

   - Reading
     1. SROTC Cadet eBook located on ROTC Blackboard: https://rote.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=18
     2. Doctrinal Publications are available online at: http://www.apd.army.mil/
     3. Oral Practicum (Capstone Exercise)

   For MSL402 L31-34 Oral Practicum, you will be required to answer questions from a comprehensive list on the 20 AWFCs covered throughout MSL401 and 402 coursework. 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.
NOTE: 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.

3. **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 Fall semester and a for-record APFT at the end of the semester. The record APFTs will be used for 10% of your final grade.

4. **Journals**

Maintain a weekly Reflective Journal using the journal on blackboard, only you and your instructor will have visibility of this. 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.

5. **Mid-Term Exam**

A Mid-Term Exam will be given to assess your knowledge achieved during the first half of the semester.

6. **Leaders Eat Last Essay**

Simon Sinek’s *Leaders Eat Last* is a MS 401 reading assignment. The assignment includes a five to seven pages connecting concepts from the book with the Army Leadership Requirements Model. The essay will be due to the instructor at the beginning of Lesson 24. Cadets can review the book either as a free Audio Book or purchase the book using book stipend money. The purchase cost on Amazon is minimal. The Free Audio Book link is available through AKO Online. Log in using your CAC, select Self Service, select My Education, and then Select Army e-Learning. If you have not registered, please register at this time. Upon being granted access, sign in to the Skillport site. On the left side of the screen you will see menus listed, about midpoint down, select Books 24 X 7. Agree with Terms and Conditions for Books 24 X 7. This will bring you to search page, you may use a search for the book title or author, select the go button to right of search bar as it doesn’t automatically select when using the enter key. Select the book and download MP3s.


7. **Oral Practicum (Capstone Exercise)**

For MSL402 L31-34 Oral Practicum, you will be required to answer questions from a comprehensive list on the 20 AWFCs covered throughout MSL401 and 402 coursework.

<table>
<thead>
<tr>
<th>Evaluation and Grading</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lesson Assessments</td>
<td>30%</td>
</tr>
<tr>
<td>Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Journal</td>
<td>10%</td>
</tr>
<tr>
<td>Mid-Term</td>
<td>10%</td>
</tr>
<tr>
<td>APFT</td>
<td>10%</td>
</tr>
<tr>
<td>Leaders Eat Last Essay</td>
<td>10%</td>
</tr>
<tr>
<td>Oral Practicum</td>
<td>20%</td>
</tr>
</tbody>
</table>
NOTE: Contracted Cadets are expected to participate in **ALL** ROTC activities in and outside the classroom.

**B. Grading Scale**

The following grading scale will be used based on 100 points possible.

<table>
<thead>
<tr>
<th>Score Range</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>
<tr>
<td>60-69</td>
<td>D</td>
</tr>
</tbody>
</table>

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 per day.

**IX. Course Schedule and Policies**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 17</td>
<td>Course Overview Oral Practicum Assignment</td>
</tr>
<tr>
<td>Jan 22</td>
<td>Introduction to Battle Analysis</td>
</tr>
<tr>
<td>Jan 24</td>
<td>The Operational Environment (PMESII-PT)</td>
</tr>
<tr>
<td>Jan 26</td>
<td>Unified Command Plan (UCP)</td>
</tr>
<tr>
<td>Jan 29</td>
<td>Introduction to ARSOF</td>
</tr>
<tr>
<td>Feb 2</td>
<td>Operations Security</td>
</tr>
<tr>
<td>Feb 5</td>
<td>Regionally Aligned Forces I: The OE in NORTHCOM / SOUTHCOM</td>
</tr>
<tr>
<td>Feb 7</td>
<td>Regionally Aligned Forces II: The OE in EUCOM / PACOM</td>
</tr>
<tr>
<td>Feb 9</td>
<td>Regionally Aligned Forces III: The OE in CENTCOM / AFRICOM</td>
</tr>
<tr>
<td>Feb 12</td>
<td>Unified Land Operations I (Offense)</td>
</tr>
<tr>
<td>Feb 14</td>
<td>Unified Land Operations II (Defense)</td>
</tr>
<tr>
<td>Feb 16</td>
<td>Unified Land Operations III (Stability &amp; DCSA)</td>
</tr>
<tr>
<td>Feb 19</td>
<td>Lieutenants in the Brigade Combat Team</td>
</tr>
<tr>
<td>Feb 21</td>
<td>Lieutenants in the Brigade Combat Team</td>
</tr>
<tr>
<td>Feb 23</td>
<td>Mid-Term Exam</td>
</tr>
<tr>
<td>Feb 26</td>
<td>Battle Analysis Presentations</td>
</tr>
<tr>
<td>Feb 28</td>
<td>Battle Analysis Presentations</td>
</tr>
<tr>
<td>Mar 2</td>
<td>Staff Ride Presentation</td>
</tr>
<tr>
<td>Mar 3</td>
<td>Staff Ride</td>
</tr>
<tr>
<td>Mar 5</td>
<td>Platoon Leadership</td>
</tr>
<tr>
<td>Mar 7</td>
<td>Expanding your Sphere of Influence</td>
</tr>
<tr>
<td>Mar 9</td>
<td>Preventing Toxic Leadership</td>
</tr>
<tr>
<td>Mar 19</td>
<td>Taking Charge 1 Initial Expectations and Responsibilities</td>
</tr>
<tr>
<td>Mar 21</td>
<td>Taking Charge 2 (Your NCO Leadership)</td>
</tr>
<tr>
<td>Mar 23</td>
<td>Taking Charge 3 (Your Relationship with Your PLT)</td>
</tr>
<tr>
<td>Mar 26</td>
<td>Sustainable Readiness</td>
</tr>
<tr>
<td>Mar 28</td>
<td>Command Supply Discipline</td>
</tr>
<tr>
<td>Mar 30</td>
<td>Maintenance</td>
</tr>
<tr>
<td>Apr 2</td>
<td>Company Level Finance</td>
</tr>
</tbody>
</table>
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/Friday lecture class and labs, Wednesday you will wear the ASU class B.

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.

**Uniforms and Appearance (See Islander Battalion Uniform Policy)**
You are expected to wear ACUs (Army Combat Uniform) to the Monday and Friday classes and adhere to Army Regulation 670-1 and associated ALARACT messages with regard to uniforms and appearance changes. You are expected to wear ASUs (Army Service Uniform) to the Wednesday classes and adhere to Army Regulation 670-1 and associated ALARACT messages with regard to uniforms and appearance changes.

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

**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.

**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.

**X. Textbook(s)**
Required Materials:
Readings available online at:
   - Army Doctrine Publications (ADP)
   - Army Doctrine Reference Publications (ADRP)
   - Field Manuals (FM)
II. Online Resources

- Leader Guide (LG)
- Army Regulations (AR)
- Training Circulars (TC)
- Other Resources

2. [https://rotc.blackboard.com/webapps/portal/frameset.jsp](https://rotc.blackboard.com/webapps/portal/frameset.jsp)
- Cadet eBook
- Leadership Development Program Handbook

Optional Materials:
PlatoonLeader Forum- The PlatoonLeader forum is an interactive social networking site for the professional development of junior officers. This site provides Cadets the opportunity to engage one’s peers, learn from the experiences of others, and develop relationships in a virtual environment. MSLIV Cadets are strongly encouraged to register and participate on this forum. The link to PlatoonLeader is located on the ROTC Blackboard website under the Interesting Links block or at: [http://platoonleader.army.mil/](http://platoonleader.army.mil/).

XI. Bibliography

- [https://rotc.blackboard.com](https://rotc.blackboard.com)
- [https://atn.army.mil/](https://atn.army.mil/)
- [https://login.milsuite.mil/](https://login.milsuite.mil/)
- [http://centerforplainlanguage.org/](http://centerforplainlanguage.org/)
- [http://srotc.nformd.net/sexualassault/ulogin/](http://srotc.nformd.net/sexualassault/ulogin/)
- [http://cape.army.mil](http://cape.army.mil)
- [https://platoonleader.net/](https://platoonleader.net/)
- [http://platoonleader.army.mil/](http://platoonleader.army.mil/)

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 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](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. 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](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.