I. Course Description (from catalog)
MSCI 3304 (Army course ID MSL 302) 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 squad and platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a squad or platoon 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 Advance Camp 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. Learning Objectives/Outcomes

A. Overview. 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.

B. Learning Objectives.

1. The MSCI 3304 Course Objectives are derived from the four Army Learning Areas (ALA) and General Learning Outcomes, as established by the Army Learning Coordination Council. These outcomes are designed to prepare the newly commissioned second lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

2. The four ALAs and General Learning Outcomes are:

   A. The Army Leadership and Profession
      • Proficient in leader attributes and competencies
      • Proficient in character, competence, and commitment as Trusted Army Professionals

   B. Mission Command
Demonstrate proficiency in mission command philosophy
Demonstrate proficiency in Mission Command Leader and Commander Tasks
Demonstrate proficiency in mission command staff tasks
Demonstrate proficiency in mission command systems

C. Human Dimension

- Demonstrate capacity in creative – critical thinking
- Demonstrate proficiency in communications skills
- Demonstrate proficiency in cultural awareness, cross cultural competencies in the strategic environment of 2025 and beyond
- Pursue Comprehensive Fitness/Resiliency Skills and Performance Enhancement Skills
- Pursue lifelong learning, self-assessment, and goal setting

D. Professional Competence
- Demonstrate proficiency in Army and Joint doctrine
- Support Army policies, programs, and processes
- Technically and tactically competent

This is a 3 credit hour course. We will meet Tuesday and Thursday from 1100-1215 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 Tuesday, Wednesday, and Thursday IAW the Training Schedule.

III. Major Course Requirements. NOTE: Contracted Cadets are required to participate in **ALL** ROTC activities as stated in their contract.

A. Character. You will be expected to treat everyone in the class with dignity and respect. Leadership roles will alternate throughout the year and it is critical for everyone to adhere to the Army Values to enable maximum development of everyone in the class. The following are key attributes that will be required for success in the class:

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

B. Class Participation (10%). You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes **attendance**, 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 exercises.
1. 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. This program includes class lessons as well as outside activities such as Leadership Labs, FTXs and physical fitness training. Contracted Cadets are required to participate in the full program.


C. Mid Term Exam (15%) and Final Exam (20%) (35%). A midterm and cumulative Final Exam will be given to assess the knowledge achieved throughout the course of the semester. Format TBD (to be determined).

IV. Evaluation and Grade Assignment

Evaluation and Grading

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>APFT*</td>
<td>20%</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>
</tr>
<tr>
<td>Skills Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
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</tbody>
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Grading Scale

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

- 90-100 A
- 80-89 B
- 70-79 C

The following is the scale for APFT.

- 290-300 A
- 275-289 B
- 225-274 C
- Minimum Passing to 224 D

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.

*APFT: PT is a mandatory event for all contracted cadets. The final APFT score will be 20% 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.

A. Evaluation and Grading Criteria Breakdown.

1. 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.

2. Quizzes/Homework:

Quizzes will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

3. Mid-Term Exam:

A mid-term exam will be given to assess your knowledge achieved during the first half of the semester.

4. Final Exam:

A cumulative final exam will be given to assess your knowledge achieved throughout the course of the semester.

5. 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 spring semester and a for-record APFT at the end of the semester. Your end of semester APFT will be used for 15% 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.

NOTE: *Contracted/conditionally Cadets are required to participate in all ROTC activities. Students auditing this class or not yet contracted, are encouraged but not required to participate in ROTC activities in and outside the classroom.

6. Final Paper:

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

7. Book Review:

A book Review (300 word synopsis) of a selected book from CSA Professional Reading List is due in MSL 302 (L35). Cadet will address: The author’s main points or theories; why the author feels understanding this concept is so significant; and how each Cadet can apply these ideas as a future leader.

Example: Read 'Leaders Eat Last: Why Some Teams Pull Together and Others Don’t' - Simon Sinek.
Prepare a 300-word synopsis addressing the author’s main points, why the author feels understanding this concept is so significant, and how these ideas can be applied by you, a future leader. Each Cadet will give a Brief to the class during MSL302 L34 - Leadership Book Review Presentations, on their chosen book.

NOTE: Audio books can be procured free through the Army eLearning website. Look for the ‘Books 24x7’ link at: https://usarmy.skillport.com/skillportfe/custom/login/usarmy/login.action; Books may also be purchased with stipend money.

8. 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.

3. 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 give 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.

V. Required or Recommended Readings

A. A comprehensive listing of Army resources that directly apply to the course material can be found below. Specific reading requirements will be identified on the BlackBoard course site for each session. A more exhaustive list of applicable resources is provided at the end of this syllabus.

B. Required Materials available online at:
      o Army Doctrine Publications (ADP)
      o Army Doctrine Reference Publications (ADRP)
      o Field Manuals (FM)
      o Leader Guide (LG)
      o Army Regulations (AR)
      o Training Circulars (TC)
      o Other Resources
   2. https://rotc.blackboard.com/webapps/portal/frameset.jsp
      o Cadet eBook
      o Leadership Development Program Handbook

VI. Policies and Course Schedule
A. Attendance/Tardiness.

1. Cadets are authorized four absences for the semester before points are taken away. If you are not able to make a class, speak with the instructor no later than (NLT) 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 may 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. This is a professional courtesy to both your classmates and the instructor. It is up to the instructor discretion as to whether the tardiness was avoidable, or not. The instructor may count the Cadet as absent, at his or her discretion, if the tardiness is determined to be without justification. The cadet will be counseled formally at the end of the semester. Unless an emergency exists preventing prior coordination, attendance will be marked as an unexcused absence.

2. 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. Cadets found to be wearing the uniform in a manner inconsistent with the standards in AR 670-1, the Cadet may be required to correct the deficiency prior to class, or the instructor, at his or her discretion, may count the Cadet as absent. Contracted Cadets (including those in a “conditional” status, are required to wear the uniform as prescribed in the ROTC SOP, approved training schedule, and per Cadre guidance. Non-Contracted Cadets are not required to wear the uniform, but will adhere to AR 670-1 and USACC policy if they choose to do so. The attendance policy WILL apply to ALL Cadets, regardless of contracting status, IF they choose to wear the provided uniforms. Participant Cadets in their MSIV year are not authorized to wear the uniform, and as such, are exempt from this as an attendance requirement.

3. Additional unexcused absences, beyond the four authorized, will result in counseling, a loss of 10% of overall course points (lose one letter-grade), and the possibility of disenrollment IAW CC 145-1, at the discretion of the instructor and the PMS.

B. Late work and Make-up Exams. If a test is missed, or an assignment is 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. Assignments/tests submitted later than the beginning of the next class will lose 10% weekly for three weeks after which they will no longer be accepted and the student will receive a ‘zero’ for that requirement.

C. Extra Credit. Students will have opportunity to receive extra credit on assignments, at the discretion of the course instructor. Cadets who attend and support the Spring “Mini-FTX” are eligible for significant extra credit based on support role. Extra Credit is limited to 10% of total course points. Extra credit may be applied to either the classroom or lab, but not both, at the discretion of the instructor.

D. 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, but at the discretion of the instructor.

E. 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.)

1. 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.

2. Penalties that may be applied to individual cases of academic dishonesty include one or more of the following:
   a. Written reprimand.
   b. Requirement to re-do work in question.
   c. Requirement to submit additional work.
   d. Lowering of grade on work in question;
   e. Assigning grade of 'F' to work in question;
   f. Assigning grade of 'F' for course;
   g. Recommendation for more severe punishment, such as dismissal from the program or from the University.
   h. See the University Catalog for more information.

F. 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. This course follows the university calendar, and students should familiarize themselves with critical dates such as the last day to drop a class with an automatic grade of “W.”

G. Uniforms and Appearance (See Islander Battalion Uniform Policy). You are expected to wear ACUs (Army Combat Uniform) to all classes and labs IAW the training schedule. You will adhere to Army Regulation 670-1 and associated ALARACT messages with regard to uniforms and appearance changes. Cadets will wear the Army Service Uniform (ASU) at least once per month to ensure readiness for Color Guard requirements. Uniform requirements will be noted on the published training calendar and changes will be discussed in class. Take note of the attendance/tardiness policy with regards to uniform and adherence to AR 670-1. Note: Participant Cadets in their MSIII year are not authorized to wear the uniform, and as such, are exempt from this requirement.

H. 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.

I. 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.

J. 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.
**K. 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.

**L. 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.

Note: 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.

**M. 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.

**N. 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.

1. The PMS 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.

2. Cadets must make accommodation requests to the instructor with enough time to allow for coordination and action. For classroom and physical training purposes, a request must be received forty-eight (48) hours before the accommodation is needed. For field training exercises (FTX), two-weeks is the minimum timeframe to ensure the request can be granted. PMS accommodations are restricted to Military Science courses and ROTC training events. Cadets should direct accommodation requests for all other activities (non-ROTC) to the appropriate authority responsible for those activities.

3. Requests for religious accommodation generally fall into five major areas:
   - Worship practices.
   - Dietary practices.
   - Medical practices.
4. For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

O. 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.

1. 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 the offender may be subject to criminal, disciplinary, and/or administrative action.

2. It is every individuals’ (Cadet, 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 and Chapter 7 and AR 600-100.

P. 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).

1. 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.

2. 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.

3. 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.

4. 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.

NOTE: See ROTC Blackboard BOLC A Curriculum and Course Materials (Protecting Against Inappropriate Relations) for Army Directive 2016-17 and DoDI 1304.33 and Policy Letter materials.
**MSL302-L01**  
**MSL302 Course Overview**

- MSL302-L02  Direct Level Leadership
- MSL302-L03  Bases of Power and Influencing Others
- MSL302-L04  Emotional Intelligence
- MSL302-L05  Motivating Soldiers
- MSL302-L06  Leadership Self-Assessment/Inventory
- MSL302-L07  Managing Conflict/Negotiations
- MSL302-L08  Negotiations Practical Exercise
- MSL302-L09  The Army Professional Ethic – Honorable Living
- MSL302-L10  Ethics Case Studies
- MSL302-L11  Counseling Elite
- MSL302-L12  **Mid Term Exam**

- MSL302-L13  Platoon Operations: Movement Formations and Techniques
- MSL302-L14  Patrolling and Patrol Base Operations
- MSL302-L15  Platoon Offensive Operations I: Attack & MTC
- MSL302-L16  Platoon Offensive Operations II: Ambush
- MSL302-L17  Platoon Offensive Operations III: Raid
- MSL302-L18  Platoon Defensive Operations: Techniques and Preparation
- MSL302-L19  Platoon Reconnaissance
- MSL302-L20  Fire Support in Platoon Operations
- MSL302-L21  Call for Fire Simulation
- MSL302-L22  Platoon Sustainment Operations
- MSL302-L23  Leadership Book Review Presentations
- MSL302-L24  Peer Evaluations
- MSL302-L25  **Final Exam**

**VII. Website Links:**

- ROTC Blackboard (Bb) - [https://rotc.blackboard.com/](https://rotc.blackboard.com/)
- Army Knowledge Online (AKO) - [https://www.us.army.mil/](https://www.us.army.mil/)
- Army Training Network (ATN) - [https://atn.army.mil/](https://atn.army.mil/)
- Central Army Registry (CAR) - [https://atiam.train.army.mil/catalog](https://atiam.train.army.mil/catalog)
- Army Publication Division (APD) - [https://armypubs.army.mil/](https://armypubs.army.mil/)
- United States Army Human Resources Command (HRC) - [https://www.hrc.army.mil/](https://www.hrc.army.mil/)
- Army One Source Website - [http://www.myarmyonesource.com/default.aspx](http://www.myarmyonesource.com/default.aspx)
VIII. Cadet Status Definitions

A. Contracted Cadets. Any Cadet fully enrolled per AR 145-1, includes scholarship, non-scholarship, SMP, etc.

B. Conditional Cadets. Includes students who have completed part I of DA 597 but have not completed the DD 4 series. Conditional Cadets are not authorized to attend basic or advanced in this status. Conditional Cadets are expected to fully participate in ALL campus based ROTC training events, to include, PT, APFT, FTXs. Etc.

C. Auditing Students. Auditing students are restricted to classroom instruction only (AR 145-1, para 3-27), and will not be issued or wear the uniform, and will not receive commissioning credit or be issued a DA 134 based on course attendance.

D. Alien Students. See AR 145-1, para 3-29 for details. Many restrictions apply to this category, and will not be covered in this syllabus.