Course Syllabus
Military Science and Leadership (MSL) 202
Introduction to Leadership
Spring Semester, 2014

Instructor
Name: SFC Jonathan Whittington
Email: whittingjm@sfasu.edu
Phone: 936-468-4280
Cell: 936-223-6270
Office: Military Science Bldg, RM 111
Office Hours: Open Door Policy (no appointment required 9:00am to 5:00pm, M-F).
Department: Military Science
Class: Military Science Bldg, RM 101
  Section 202.001 – Mon, Wed – 11:00am to 11:50am
  Section 202.002 – Mon, Wed – 10:00am to 10:50am
  Section 202.003 – Mon, Wed – 9:00am to 9:50am
  Section 207– (lab) Wed – 3:00 pm to 5:00pm

(MSL 202) examines the challenges of leading teams in the complex operational environment. The course highlights dimensions of terrain analysis, patrolling, and operation orders. Further study of the theoretical basis of the Army Leadership Requirements Model explores the dynamics of adaptive leadership in the context of military operations. MSL 202 prepares Cadets for MSL 301. Cadets develop greater self awareness as they assess their own leadership styles and practice communication and team building skills. Case studies give insight into the importance and practice of teamwork and tactics in real-world scenarios.

Learning Objectives
The key objective of this semester is to continue to develop knowledge of the Army’s leadership philosophies and integrate this knowledge into tactical strategies and team development.

Leadership
• Explain the situational, transformational, and adaptive leadership theories and their relationship to the Army Leadership Requirements Model
• Illustrate dimensions of transformational and situational leadership
• Describe methods of assessing leadership styles
• Explain your personal approach to leadership
• Describe the LDP process of evaluating behavior

Values and Ethics
• Explain the relationship Army Values and the Army’s Equal Opportunity program

Personal Development
• Practice effective writing techniques in accordance with the Army standard for effective writing

**Officership**

• Describe the Army Threat Awareness and Reporting Program, Threat Levels and Force Protection Conditions, and the National Terrorism Advisory System
• Describe the Army’s approach to Protection and Emergency Management
• Identify various sources of information about terrorism and to help you make informed decisions in an emergency

**Tactics and Techniques**

• Explain the five-paragraph format for an operations order
• Interpret an operation order
• Demonstrate terrain analysis and route planning skills
• List and describe the five aspects of military terrain using (OAKOC)
• Explain how squads and platoons plan for and conduct patrols
• Describe the characteristics of the defense

**Tactics and Techniques**

• Practice map reading techniques
• Practice land navigation techniques
• Describe the seven steps of problem solving
• Describe the eight troop leading procedures
• Understand the linkage between Troop Leading Procedures (TLP), the Military Decision Making Process (MDMP), and the Operation Order (OPORD)
• Demonstrate knowledge of tactical movement under different METT-TC scenarios
• Define Warrior Tasks and Battle Drills
• Understand the Purpose of the Offense
• Define the purpose of pre-combat checks and inspections

**Requirements**

**Reading**

ADP/ADRP 3-0  Unified Land Operations
ADP/ADRP 3-90  Offense and Defense
ADP/ADRP 6-22  Army Leadership
AR 25-50  Preparing and Managing Correspondence
AR 381–12  Threat Awareness and Reporting Program
AR 525-13  Antiterrorism
AR 600-20  Army Command Policy
ATTP 5-0.1  The Commander and Staff Officer Guide
DA PAM 600-67  Effective Writing for Military Leaders
FM 2-01.3  Intelligence Preparation of the Battlefield
FM 3-21.8  The Infantry Rifle Platoon and Squad
FM 3-25.26  Map Reading and Land Navigation
FM 90-7  Combined Arms Obstacle Integration
FM 7-22  Army Physical Readiness Training
TC 26-6  Commander’s Equal Opportunity Handbook

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, and working with fellow students to engage in class and lab exercises, physical fitness, and school functions.

Uniforms

The Army Combat Uniform (ACU) is to be worn on every class day and on lab days (Wed) all day by all MS 302 cadets.

All uniforms and equipment (with the exception of SMP cadets) are furnished by the Military Science Department. All uniforms and equipment must be returned at the conclusion of the course. All Cadets will comply with AR 670-1 (Wear and Appearance of Army Uniform) and the Cadet Handbook for grooming standards and proper wear of the uniform.
Quizzes and Practical Exercises

The class is interactive and uses homework and in-class assignments to evaluate learning. You will be given quizzes and practical exercises to evaluate your learning.

Mid-Term Exam

A mid-term exam will be given to test the levels of learning achieved by students in the first half of the course.

Final Exam

A cumulative final exam will be given to test the levels of learning achieved by students throughout the course of the semester.

Homework/Project Assignments

In addition to reading assignments, you have the following key homework assignments that are graded.

1) Operations Order Practical Exercise – Following Lesson 02a, you will complete a five paragraph operations order based on a scenario provided by the instructor. You will provide an oral operations order briefing to the rest of the class.

2) Navigation Methods and Route Planning – Following Lesson 03a, you will be given specific grid coordinates asked to plan two routes from start to finish plotting all given grids along the route and using land navigational methods with an explanation of why particular methods were chosen.

3) Terrain Analysis Practical Exercise – During Lesson 04b, you will complete a terrain analysis assuming either an offensive or defensive role. An analysis of the effects of terrain, weather, and light on each element of OCOKA will be completed from the attacker and defender perspective. An analysis will also be completed on friendly and enemy troops, weapons, and equipment. You will then brief the rest of their class. This project will be completed individually or as a group exercise, depending on class format.

4) Informational Brief – For Lesson 10b, you will prepare an informational brief on your analysis of leadership qualities and characteristics of a famous military leader. The brief will be supplemented with a slide presentation and a detailed essay.
Evaluation and Grading

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<tr>
<th>Evaluation Area</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>20%</td>
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<tr>
<td>Operations Order Practical Exercise</td>
<td>10%</td>
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<tr>
<td>Navigation and Route Planning</td>
<td>10%</td>
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<tr>
<td>Terrain Analysis Practical Exercise</td>
<td>10%</td>
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<tr>
<td>Mid-Term Exam</td>
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<tr>
<td>Information Brief</td>
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<tr>
<td>Final Exam</td>
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Solid performance in each area of evaluation is necessary. The following grading scale will be used based on 100 points possible:

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

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.*

Course Design

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Lectures will be brief and interactive. 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.

Collaboration

You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

Special Needs

The American with Disabilities Act of 1990 requires universities to provide a “reasonable accommodation” to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

Office Hours and Appointments

Office Hours are *[insert times available]*
I will meet with any of you to discuss assignments, issues, or concerns. My schedule is generally flexible and I will schedule a specific time to meet with you beyond office hours, if necessary.

Overview of Sessions

Session 1     Lesson 01a: ROTC & Course Overview
Session 2     Lesson 01b: Army Values & the Army Equal Opportunity Program
Session 3     Lesson 02a: Operations Orders
Session 4     Lesson 02b: OPORD Practical Exercise
Session 5     Lesson 03a: Navigational Methods & Route Planning
Session 6     Lesson 03b: Land Navigation Practical Exercise
Session 7     Lesson 04a: Introduction to Terrain Analysis
Session 8     Lesson 04b: Terrain Analysis Practical Exercise
Session 9     Lesson 05a: Introduction to Patrolling
Session 10    Lesson 05b: Patrol Base Operations
Session 11    Lesson 06a: Threat Awareness and Reporting
Session 12    Lesson 06b: Introduction to Protection and Emergency Management
Session 13    Lesson 07a: The Defense
Session 14    Lesson 07b: Mid-Term Exam
Session 15    Lesson 08a: Effective Writing
Session 16    Lesson 08b: Transformational Leadership
Session 17    Lesson 09a: Situational Leadership
Session 18    Lesson 09b: Adaptive Leadership
Session 19    Lesson 10a: Leadership Analysis
Session 20    Lesson 10b: Leadership Capstone Presentations
Session 21    Lesson 11a: Assessing Your Own Leadership
Session 22    Lesson 11b: Leadership Forum Lecture
Session 23    Lesson 12a: Leadership Development Program
Session 24    Lesson 12b: Final Exam

ROTC Course Labs
Cadets in MSL 202 are not required to attend labs but it is **highly encouraged** that they participate. Attendance positively affects class participation grades, Labs are subject to change.

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<thead>
<tr>
<th>LAB 12</th>
<th>Commander’s Time</th>
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<tbody>
<tr>
<td>LAB 13</td>
<td>Commander’s Time</td>
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<td>LAB 14</td>
<td>First Aid</td>
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<td>LAB 15</td>
<td>Leader Reaction Course</td>
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<td>LAB 16</td>
<td>Squad Tactics IV (Practical Exercise)</td>
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<td>LAB 17</td>
<td>Platoon Movement</td>
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<td>LAB 18</td>
<td>Platoon Tactics – Patrolling I</td>
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<td>LAB 19</td>
<td>Platoon Tactics – Patrolling II</td>
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<tr>
<td>LAB 20</td>
<td>Land Navigation III</td>
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<td>LAB 21</td>
<td>Land Navigation IV</td>
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<td>LAB 22</td>
<td>Weapons – Pre-Marksmanship Instruction</td>
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<td>LAB 23</td>
<td>Tactical Communication, Reporting, &amp; Call for Fire</td>
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<td>LAB 24</td>
<td>First Aid - Casualty Evacuation (CASEVAC)</td>
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