1. **Course Description:**
MSL 201 explores the dimensions of creative and innovative tactical leadership strategies and styles by examining team dynamics and historical leadership theories that form the basis of the Army leadership framework. Aspects of personal motivation and team building are practiced in planning, executing, and assessing team exercises. Participation in the Leadership Labs and Physical Training (PT) during the MSL II year is strongly encouraged. The focus continues to build on developing knowledge of the leadership attributes and core leader competencies through the understanding of Army rank, structure, and duties as well as broadening knowledge of land navigation and squad tactics. Case studies will provide a tangible context for learning the Soldier's Creed and Warrior Ethos.

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

**Physical Training (PT)**
All non-contracted cadets or students interested in contracting within the ROTC program are strongly encouraged to attend physical training. Students can receive academic credit for physical training by registering for Kinesiology 200.017. KIN 200.17 provides students a foundation in physical fitness topics and team development skills. Course subjects include components of physical fitness and exercise. Exercises emphasize flexibility, muscular endurance and cardiovascular fitness. Students in the
course will participate alongside cadets in the physical training activities of the United States Army Reserve Officer Training Corps (ROTC) at SFA.

**Uniforms**
The Army Combat Uniform (ACU) will be issued to any cadet that expresses interests in contracting. The ACU is to be worn on every class day and on lab days (Wed) all day by all contracted, non-contracted, and SMP Cadets. Appropriate conservative civilian attire will be worn by all enrolled cadets, until proper uniform has been issued by the cadet supply personnel.

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) for grooming standards and proper wear of the uniform.

*Failure to wear uniform to Military Science classes and labs, without proper authorization, will have an effect on your participation grade.*

3. **Course Requirements:**

**Class participation**
You are expected to actively participate 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 readings, and working with fellow students to engage in class and lab exercises.

**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.

**Homework / Project Assignments**
Homework will consist of reading assignments, writing assignments, and key homework assignments that are graded:

A. **Reading assignments:** Readings will be completed prior to class. Class is active and you will come to class prepared in order to fully participate in and discuss the application.

B. **Writing Assignments:** Writing assignments will provide you with opportunities and experience in the Army writing style.

**Journal Paragraphs:** You will write one Journal Paragraph (between 3 to 5 sentences) after each class. Paragraphs will be typed (Arial Font, Size 12, Double spaced). The paragraph will identify a major topic from in class and how it will develop you as an
Army officer. Writing assignments are due at the **beginning** of the next scheduled class.

**Journal Essays:** Journal Essays will use the Journal Paragraphs as the foundation for each essay will be between 3 to 5 pages in length (Arial Font, Size 12, Double spaced). The first Essay will be expanding concepts identified from your Journal Paragraphs (topics from two to four previous paragraph) and identify how this will develop you as an Army Officer. The second Essay will be tie in both Journal Paragraphs (topics from two to four previous paragraph) AND Army Values. This essay will identify how your Journal Paragraphs will tie in/corresponds with a corresponding Army Value to develop you as an Army Officer. Essays can be turned in early.

C. **Presentation** - You will have ten minutes to conduct a presentation. Students will provide information using visual aids (PowerPoint or something similar) on the following: Geography (terrain), languages, religions, political atmosphere, and key cultural considerations. Topics must be submitted for approval. You should allow 2 minutes to address questions.

**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.

**Extra Credit**

Extra Credit is available. Events supporting ROTC can result in up to 5 extra participation points. Volunteers who fully participate in Mrs. Pauline Sampson’s “Stress Inoculation Training in ROTC Cadets” study can acquire 5 extra credit points (half a letter grade).
## Course Calendar:

<table>
<thead>
<tr>
<th>Week</th>
<th>Course Topic</th>
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<tbody>
<tr>
<td>1</td>
<td>Course Overview (writing exercise) // Cultural Awareness and CULP Overview</td>
</tr>
<tr>
<td>2</td>
<td>Theories of Leadership // Transactional, Transformational and Situational Leadership</td>
</tr>
<tr>
<td>3</td>
<td>Adaptive Leadership // Adaptive Leaders in History</td>
</tr>
<tr>
<td>4</td>
<td>Map Reading // Land Navigation // Presentation Topics Due</td>
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<tr>
<td>5</td>
<td>Leadership Analysis // Assessing your Own Leadership</td>
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<tr>
<td>6</td>
<td>Leadership Presentations</td>
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<tr>
<td>7</td>
<td>AT Level 1 // Emergency Preparedness for the Army Community // Essay 1 Due</td>
</tr>
<tr>
<td>8</td>
<td>Midterm // Analytical Skills &amp; Avoiding Pitfalls</td>
</tr>
<tr>
<td>9</td>
<td>Creative Thinking // Army Problem Solving Process // Troop Leading Procedures</td>
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<tr>
<td>10</td>
<td>Battle Drill 1 and 2 // Troop Leading Procedures (TLP)</td>
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<tr>
<td>11</td>
<td>Operations Orders // Operations Orders Practical Exercise</td>
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<tr>
<td>12</td>
<td>Moral Dimensions of Conflict // Ethical Reasoning and Situational Ethics</td>
</tr>
<tr>
<td>13</td>
<td>Thanksgiving Break</td>
</tr>
<tr>
<td>14</td>
<td>Apply Army Values to a Tactical Problem // Final Exam</td>
</tr>
<tr>
<td>15</td>
<td>Free – Essay 2 // Counseling // Army Values to Tactical Problem</td>
</tr>
<tr>
<td>16</td>
<td>Final Exam Review // Final Exam // Essay 2 Due</td>
</tr>
</tbody>
</table>

* Schedule is subject to change*
5. **Grading Policy**

**EVERYTHING PRESENTED IN CLASS IS TESTABLE.** Note taking is not mandatory, but highly encouraged. You can use them as a quick reference, during testing.

1) Class Participation 5 
1) Practical Exercises and Quizzes 15 
2) Mid-Term Exam 30 
3) Presentation 10 
4) Final Exam 40 

Solid performance in each area of evaluation is necessary. The following grading scale for the course will be used based on 100 possible points:

90-100 points = A  
80-89 points = B  
70-79 points = C  
60-69 points = D  
Below 59 = F  

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.**

Extra credit: is available throughout the course. See Course Requirements.

6. **Attendance Policy:**

**Only the INSTRUCTOR** may grant permission for an excused absence. Excused absences must be coordinated prior to class. Three or more unexcused absences will lower your final grade. Five or more unexcused absences will be considered as grounds for removal from the program. In addition to the scheduled class periods the following events are mandatory:

**Tardiness will NOT BE TOLERATED.** Students should arrive to class on time. Students will not be allowed to enter classroom five minutes after class has started.

7. **Academic Integrity (A-9.1)**

Academic integrity is a responsibility of all university faculty and students. Faculty members promote academic integrity in multiple ways including instruction on the
components of academic honesty, as well as abiding by university policy on penalties for cheating and plagiarism.

**Definition of Academic Dishonesty**

Academic dishonesty includes both cheating and plagiarism. Cheating includes but is not limited to (1) using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class; (2) the falsification or invention of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were your own. Examples of plagiarism are (1) submitting an assignment as if it were one's own work when, in fact, it is at least partly the work of another; (2) submitting a work that has been purchased or otherwise obtained from an Internet source or another source; and (3) incorporating the words or ideas of an author into one's paper without giving the author due credit. Please read the complete policy at [http://www.sfasu.edu/policies/academic_integrity.asp](http://www.sfasu.edu/policies/academic_integrity.asp)

8. **Withheld Grades Semester Grades Policy (A-54)**

Ordinarily, at the discretion of the instructor of record and with the approval of the academic chair/director, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F. If students register for the same course in future terms the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average.

9. **Students with Disabilities**

To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building, and Room 325, 468-3004 / 468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to [http://www.sfasu.edu/disabilityservices/](http://www.sfasu.edu/disabilityservices/).

10. **Cell Phone Policy**

Apart from emergency situations, cell phones will be in **SILENT** or **VIBRATE** mood at all times while attending class. Cell phones will be kept out of sight. Students expecting an emergency call will notify instructor prior to the start of class.
11. **Text and Materials:**

All texts and materials are provided by the Military Science department. Student Text: MSL II, Foundations of Leadership, Pearson Custom Publishing, 2006

AR = Army Regulation

DA PAM = Department of the Army Pamphlet

FM = Field Manual

MSL = Military Science & Leadership

ADP 1: *The Army* (17 September 2012)

ADRP 1-02: *Operational Terms and Graphics* (26 September 2012)

ADP 2-0: *Intelligence* (31 AUG 12)

ADP 3-07 *Stability* (31 AUG 15)

ADP 3-28 *Defense Support of Civil Authorities* (14 JUN 2013)

ADP 3-09 *Fires*

ADP 3-0: *Unified Land Operations* (10 October 2011)

ADRP 3-0: *Unified Land Operations* (16 May 2012)

ADP 3-90 *Offense and Defense* (31 AUG 15)

ADP 4-0 *Sustainment* (31 AUG 12)

ADP 5-0: *The Operations Process* (17 May 2012)

ADRP 6-22: *Army Leadership* (10 August 2012)

ATTP 5-0.1: *Commander and Staff Officer Guide* (14 September 2011)

FM 3-21.8: *The Infantry Rifle Platoon and Squad* (28 March 2007)

FM 3-25.26: *Map Reading and Land Navigation (incl. Change 1)* (18 January 2005)

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*

Cadet Handbook