Leadership and Decision Making
Military Science Fall 2017

Instructor

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Phone: Office 936-468-4335
Office Hours: 1300-1600
Department: Military Science
Class: Military Science Bldg, RM 101
   Section 201.001 – Mon, Wed – 11:00am to 11:50am
   Section 201.002 – Mon, Wed – 10:00am to 10:50am
   Section 201.003 – Mon, Wed – 9:00am to 9:50am
   Section 207 – (lab) Wed – 3:00 pm to 5:00pm

Email etiquette: I respond to student emails the same day I receive them, up to 5p.m. However, if you email me on a Saturday or Sunday I will respond first thing Monday.

1. Course Description:
   MSL XXX 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 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.

3. **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) and the Cadet Handbook 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.*

4. **Course Requirements:**

**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 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.

**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. Terrain Analysis Practical Exercise – 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 the class. This project will be completed individually.

2. 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. You should allow 2 minutes to address questions.

5. Course Calendar:

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Course Overview // Cultural Awareness</th>
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</thead>
<tbody>
<tr>
<td>Week 2</td>
<td>Theories of Leadership // Transactional, Transformational and Situational Leadership</td>
</tr>
<tr>
<td>Week 3</td>
<td>Adaptive Leadership // Adaptive Leaders in History</td>
</tr>
<tr>
<td>Week 4</td>
<td>Map Reading // Land Navigation</td>
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<tr>
<td>Week 5</td>
<td>Leadership Analysis // Assessing your Own Leadership</td>
</tr>
<tr>
<td>Week 6</td>
<td>Leadership Presentations</td>
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<tr>
<td>Week 7</td>
<td>AT Level 1 // Emergency Preparedness for the Army Community</td>
</tr>
<tr>
<td>Week 8</td>
<td>Midterm // Analytical Skills &amp; Avoiding Pitfalls</td>
</tr>
<tr>
<td>Week 9</td>
<td>Creative Thinking // Army Problem Solving Process</td>
</tr>
<tr>
<td>Week 10</td>
<td>Troop Leading Procedures // Operations Orders</td>
</tr>
<tr>
<td>Week 11</td>
<td>Moral Dimensions of Conflict // Ethical Reasoning and Situational Ethics</td>
</tr>
<tr>
<td>Week 12</td>
<td>Apply Army Values to a Tactical Problem // Final Exam</td>
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</tbody>
</table>
6. 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.

<table>
<thead>
<tr>
<th>Evaluation Area</th>
<th>Weight</th>
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</thead>
<tbody>
<tr>
<td>1) Class Participation</td>
<td>5 %</td>
</tr>
<tr>
<td>1) Practical Exercises and Quizzes</td>
<td>15 %</td>
</tr>
<tr>
<td>2) Mid-Term Exam</td>
<td>30 %</td>
</tr>
<tr>
<td>3) Presentation</td>
<td>10 %</td>
</tr>
<tr>
<td>4) Final Exam</td>
<td>40 %</td>
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</tbody>
</table>

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

Grading Scale- The following is the grading scale for the course:

<table>
<thead>
<tr>
<th>Points Range</th>
<th>Grade</th>
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<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>
<tr>
<td>Below 59</td>
<td>F</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.*

7. Attendance Policy:

*Only the INSTRUCTOR* may grant permission for an excused absence. THREE or more unexcused absences will lower your final grade. Excused absences will be coordinated prior to the class meeting. 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.

8. 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)

9. **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.

10. **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/).

11. **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.

12. **Text and Materials:**

All texts and materials are provided by the Military Science department.
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)


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