1. **Course Description:**

MSL 302 focuses on applied leadership in small unit operations. It is an academically challenging course where you will study, practice, and apply the fundamentals of direct level leadership and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating, and leading a platoon in the execution of a mission. Successful completion of this course will help prepare you for the Cadet Summer Training Advance Camp, which you will attend in the summer at Fort Knox, KY.

The course outcomes 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 newly commissioned Second Lieutenants for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

The four ALAs and General Learning Outcomes are:

1. **The Army Leadership and Profession**
   - Proficient in leader attributes and competencies.
   - Proficient in character, competence, and commitment as Trusted Army Professionals
   - Professional Competence
   - Demonstrate intellectual, military and physical competence
2. 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

3. 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 lifelong learning, self-assessment, and goal setting. Comprehensive Fitness
   - Seek balance, be resilient and demonstrate a strong and winning spirit

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

Cadets will be evaluated and their progress managed throughout the course. They will be monitored for their understanding of the course content which will ensure students comprehend the learning objectives and are retaining the lesson content.

2. Course Design:

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 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 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 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.

3. Army Physical Fitness Test (APFT) or Term Paper*
As future officers, all Cadets are expected to set the example for physical fitness according to Army regulations. Given this, a total of up to 10 points will be used in calculating a Cadet’s overall grade. These 10 points are calculated considering the cadet’s score on the Army Physical Fitness Tests (APFT) administered throughout the semester.

- APFT points- Cadets will be required to take a diagnostic APFT at the beginning of the semester and a record APFT at the end of the semester. A Cadet’s improvement and overall performance on the record APFT will be worth a total of up to 10 points of that Cadet’s overall grade. Every 1% increase in score from the diagnostic APFT to the record APFT will constitute 1 APFT point. A 10% or more increase will equal the full 10 APFT points. If a cadet’s APFT score drops, or in some cases shows minimal improvement, then the APFT points awarded are the for record APFT score divided by 300 x 10 carried out one decimal place. For example, if a Cadet’s record APFT is lower than that cadet’s diagnostic APFT, and that Cadet scored a 280 on the record APFT, then that cadet will have earned 9.33 APFT points (280/300 x 10= 9.33 rounded down to 9.3 APFT points). The instructor will use whichever method that generates more total APFT points for the cadet. Lack of a record APFT can result in zero APFT points, at the discretion of the instructor.

The instructor may augment APFT points up to 5 points for excellent attendance and participation during cadet battalion PT. *Students taking this course who are not Cadets within the ROTC battalion, or Cadets that have a medical professional’s written note which prohibits them from conducting physical training and/or taking the APFT, will write an individual paper in place of this PT requirement. This paper will be three to five pages (APA 6th edition format) in which the student synthesizes the concepts of Army Physical Readiness Training (PRT) and develops an eight week unit PRT plan in accordance with Field Manual 7-22. The instructor will assign this paper to any students to whom this pertains immediately following the midterm exam and will be due to the instructor the first day of exam week.

All non-contracted cadets or students interested in contracting within the ROTC program are STRONGLY encouraged to attend physical training as it will assist with performance on the APFT.

4. Uniforms

The Army Combat Uniform (ACU) will be issued to any cadet that expresses interest 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 Army Regulation (AR) 670-1 (Wear
and Appearance of the 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.

5. **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.

   **Peer Evaluations**
   Write Peer Evaluations on fellow Cadets selected by the instructor. Using the **Specific, Measurable, Achievable, Relevant, Time-bound (SMART)** method. (See cadre for additional information)

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

   **Book Review**
   Simon Sinek’s Start with Why is a book review due in MSL 302. The audio book is free through Books 24-7 or book stipend money can be used to purchase the book.

   Read ’Start with Why’ and review the TED Talk video - Simon Sinek: How Great Leaders Inspire Action; Prepare a 300-word synopsis addressing the author’s main points (including the ‘Golden Circle,’ and what it takes to lead and inspire), why the author feels understanding this concept is so significant, and how these ideas can be applied by you, a future leader

   **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 semester.

   **Final Exam**
   A cumulative final exam will be given to test the levels of learning achieved by students throughout the course of the semester.
### Course Calendar: (This class will take place twice each week with one lesson per class)

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<tr>
<th>Week 1 (15-19 Jan)</th>
<th>Course Overview // Direct Level Leadership</th>
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<tr>
<td>Week 2 (22-26 Jan)</td>
<td>Motivating Soldiers // Leadership Self-Assessment Inventory</td>
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<tr>
<td>Week 3 (29 Jan-2 Feb)</td>
<td>Bases of Power &amp; Influencing Others // Emotional Intelligence</td>
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<tr>
<td>Week 4 (5 Feb-9 Feb)</td>
<td>Managing Conflict Negotiation // Negotiations Practical Exercise</td>
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<td>Week 5 (12 Feb-16 Feb)</td>
<td>The Army Professional Ethic: Honorable Living // Ethics Case Studies</td>
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<tr>
<td>Week 6 (19 Feb-23 Feb)</td>
<td>Leadership Book Review Presentations // Midterm Exam</td>
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<tr>
<td>Week 7 (26 Feb-2 Mar)</td>
<td>Movement Formations and Techniques // Patrolling and Patrol Base Operations</td>
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<tr>
<td>Week 9 (12 Mar-16 Mar)</td>
<td>Spring Break</td>
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<tr>
<td>Week 10 (19 Mar-23 Mar)</td>
<td>Offensive Operations (Raid) // Defensive Operations</td>
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<tr>
<td>Week 12 (2 Apr-6 Apr)</td>
<td>Call for Fire // Platoon Sustainment Operations</td>
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<tr>
<td>Week 13 (9 Apr-13 Apr)</td>
<td>Counseling ELITE // Peer Evaluations</td>
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<td>Week 14 (16 Apr-20 Apr)</td>
<td>Advanced Camp Preparation</td>
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<td>Week 15 (23 Apr-27 Apr)</td>
<td>MS302 Final Review</td>
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<td>Week 16 (30 Apr-4 May)</td>
<td>MS302 Finals</td>
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<td>Week 17 (7 May-11 May)</td>
<td>Finals Week</td>
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7. 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.

- Army Physical Fitness Test (APFT) 10%
- Class Participation* 15%
- Mid-Term Exam 30%
- Book Review (Start With Why) 15%
- Final Exam 30%

NOTE: *Contracted 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.

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

- 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.

8. Attendance Policy:

Only the INSTRUCTOR may grant permission for an excused absence. 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: Spring FTX (2-4 March), Battalion Ball (Tentatively scheduled for 4 or 5 May).
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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.

9. 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

10. 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.

11. 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/.

12. Cell Phone Policy
There is a reasonable expectation that students can come to class with a cell phone without it being a distraction. However, apart from emergency situations, cell phones will be in SILENT or VIBRATE mode 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.

13. Changes to Curriculum

This syllabus is a guide for the student, but is subject to change. The student will be informed of all pending changes with adequate time to prepare for tests and other deliverables. Students will be given access to Army doctrinal materials during the course of the class that will not be available prior to the beginning of class. Students will be expected to reference the materials prior to the corresponding lesson.