



**Course Syllabus**  
**Military Science and Leadership (MSLC) 1112**  
**Academic Building III, RM (332)**  
**Agile and Adaptive Leadership**  
**Spring Semester 2018**

**Instructors**

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**ROTC Class Meeting and Labs**

**Class Days (tentative course outline on last page of syllabus)**

Monday and Wednesday     1300-1350

Tuesday and Thursdays     0930-1050

Lab is held from 1400-1650 on Thursdays

**Office Hours and Appointments**

**Office Hours are 0900 – 1600 M-F by appointment only**

We are available to 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.

**Attendance Policy**

Attendance at all classes, lab and PT sessions is mandatory. Excused absences are those coordinated in advance, with the exception of emergencies preventing prior communication.

**Uniform**

Uniform for lab will be ACUs/OCPs. If you do not have ACUs/OCPs, you can wear clothes in which you expect to get dirty. Example – loose jeans and a T-shirt. Uniform for class will be respectable attire. Furthermore, appropriate clothing of a moderate nature is proper for this class. **NO HATS, Skullcaps, Doo-Rags, Handkerchiefs or similar headgear will be worn inside of classrooms. Pants/shorts will be worn to the base of the back so as to hide undergarments. No slacking or wear of trousers with underwear showing will be allowed. No clothing meant as undergarments worn as outer garments or sleepwear (slippers**

**included) allowed. No ratty torn clothes with offensive writing or suggestive phrases. Business casual is perfectly acceptable.**

As a note, the use of laptops and tablets is allowed for class-related material only (e.g., taking notes, looking up content on the Internet). However, using electronics for personal or social purposes is not permitted and will result in a reduction of the class participation grade. Behaviors such as texting, engaging in social media, browsing the internet, and checking email is extremely distracting to other students as well as the instructor. If there is a need to use one's phone due to an emergency situation, please inform the instructor prior to class; in all other cases, phones should be on mute and stored away.



## **Course Description**

The MSL I course produces a Cadet who accepts the Army as a values-based organization and embraces the scholar-athlete-warrior ethos; who is familiar with individual roles and responsibilities in support of team efforts and problem solving processes in military and non-military situations; who demonstrates oral and written communication skills, understands resilience, and demonstrates a commitment to learning. Live Honorably & Build Trust and Communicate and Interact Effectively. MSLC 1112 introduces college students to the personal challenges and competencies critical for effective leadership. Students learn to recognize and take responsibility for their own personal development through instruction in critical thinking, time management, goal setting, and communication. Students learn the basics of the communications process and the importance for leaders to develop the essential skills to effectively communicate in the Army. This course requires companion course MLSC 1101, Applied Leadership Lab 1, 1 hour.

As you become further acquainted with MSLC 1112, you will learn the structure of the ROTC Basic Course program consisting of MSLC 1101, 2201, 3301, 4303, Fall and Spring Leadership Labs, and Basic Camp.

The focus is on developing basic knowledge and comprehension of Army leadership dimensions, attributes and core leader competencies while gaining an understanding of the ROTC program, its purpose in the Army, and its advantages for the student.

## Course MAP

<div>  <div> <b>MSL 102 (SY17-18)</b>  <b>Foundations of Agile and Adaptive Leadership</b> </div>  </div>											
Lesson 01 Course Overview	Lesson 02 Squad Tactics I Basic Components	Lesson 03 Squad Tactics II Basic Movements	Lesson 04 Squad Tactics III Basic Psychology	Lesson 05 Introduction to Critical Thinking	Lesson 06 Apply Critical Thinking	Lesson 07 Mid-Term Exam	Lesson 08 Learning Styles and Lifelong Learning	Lesson 09 Goal Setting & Time Management	Lesson 10 Communications Process	Lesson 11 Persuasive Communications	Lesson 12 Final Exam
Lab 13 Battle Drills I	Lab 14 Battle Drills II	Lab 15 Squad Tactics – Attack	Lab 16 Squad STX	Lab 17 Squad Tactics – Ambush	Lab 18 Squad Tactics – Recon	Lab 19 Squad STX	Lab 20 Fundamentals of Platoon Operations	Lab 21 Platoon Base Operations	Lab 22 Platoon Tactics – Road to Contact	Lab 23 Platoon Tactics – Road/Ambush	Lab 24 POCs/PCs for Advanced Corp
Army Leadership and Profession			Mission Command			Human Dimension			Professional Competence		
<ul style="list-style-type: none"> <li>• Proficient in leader attributes and competencies.</li> <li>• Proficient in character, competence, and commitment as Trusted Army Professionals.</li> </ul>			<ul style="list-style-type: none"> <li>• Demonstrate proficiency in mission command philosophy.</li> <li>• Demonstrate proficiency in mission command leader and commander tasks.</li> <li>• Demonstrate proficiency in mission command staff tasks.</li> <li>• Demonstrate proficiency in mission command systems.</li> </ul>			<ul style="list-style-type: none"> <li>• Demonstrate capacity in creative – critical thinking.</li> <li>• Demonstrate proficiency in communications skills.</li> <li>• Demonstrate proficiency in cultural awareness, cross cultural competencies in the strategic environment of 2025 and beyond.</li> <li>• Pursue Comprehensive Fitness / Resiliency Skills and Performance Enhancement Skills.</li> <li>• Pursue lifelong learning, self-assessment, and goal setting.</li> </ul>			<ul style="list-style-type: none"> <li>• Demonstrate proficiency in Army and Joint doctrine.</li> <li>• Support Army policies, programs, and processes.</li> <li>• Technically and tactically competent.</li> </ul>		

## Learning Objectives and Homework

### L01, Course Overview

- Describe MSL1112 course structure and course maps/labs
- Describe MSL II course outcomes and the four Army Learning Areas
- Examine MSL1112 course content
- Explain required course assignments and Cadets expectations

#### Cadet Assignments:

- Read MSL1112L01 Course Overview SR.pdf
- Read MSL100-200 Army ROTC Writing Program SR
- Read MSL1112 Syllabus.docx

**NOTE:** Cadre must go to the Additional Information block in this document for instructions on further requirements that must be accomplished.

### L02, Squad Tactics I Basic Components

- List the components of a fire team and Infantry rifle squad
- Define the roles and responsibilities of each member of a fire team and Infantry rifle squad

#### Cadet Assignments:

- Turn in writing program assignment (one paragraph)
- Read MSL1112L02 Squad Tactics I Basic Components SR

### L03, Squad Tactics II Basic Movements

- Describe the three Individual Movement Techniques (IMT) implemented while moving under direct fire
- Demonstrate an understanding of how and when to apply the various team movement formations

Cadet Assignments:

- Turn in writing program assignment (one paragraph)
- Read MSL1112L03 Squad Tactics II Basic Movements SR

#### **L04, Squad Tactics III Basic Patrolling**

- Identify the two main types of patrols and their different elements
- Identify the five (5) Principles of Patrolling
- Employ basic Hand and Arm Signals

Cadet Assignments:

- Turn in writing program assignment (one paragraph)
- Turn in MSL1112L03 Squad Tactics II Basic Movements LA.docx (writing assignment)
- Read MSL1112L04 Squad Tactics III Basic Patrolling SR

#### **L05, Introduction to Critical Thinking**

- Define Critical Thinking
- Identify the Characteristics of Critical Thinking
- Apply the Eight Elements of Thought and Nine Intellectual Standards to a Situation

Cadet Assignments:

- Turn in writing program assignment (one paragraph)
- Read MSL1112L05 Introduction to Critical Thinking SR

#### **L06, Apply Critical Thinking**

- Recall the Characteristics of Critical Thinkers and the Eight Elements of Thought
- Describe the Eight Essential Intellectual Traits
- Apply Critical Thinking to a situation and written article

Cadet Assignments:

- Turn in writing program assignment (one paragraph)
- Read MSL1112L06 Apply Critical Thinking SR
- Study for MSL1112L07 Midterm Exam (L02-L06 Take-Home)

#### **L07, Midterm Exam**

Cadet Assignments:

- Turn in MSL1112L06 Apply Critical Thinking LA
- Complete MSL1112 Mid-Term (L02-L06 Take-Home) Exam

#### **L08, Learning Styles and Lifelong Learning**

- Describe the three types of Learning Styles
- Explain characteristics associated with each Learning Style
- Describe the three Army Leader Development Domains

Cadet Assignments:

- Turn in MSL1112 Mid-Term (L02-L06 Take-Home) Exam
- Read MSL1112L08 Learning Styles and Lifelong Learning SR

### **L09, Goal Setting & Time Management**

- Identify the key points that support setting effective goals
- Construct a process for effective time management
- Explain the barriers to time management
- Develop a personalized and systematic goal plan

Cadet Assignments:

- Turn in writing program assignment (one paragraph)
- Turn in completed MSL1112L08 Learning Styles and Lifelong Learning LA
- Read MSL1112L09 Goal Setting and Time Management SR
- Review FM 6-22 Leader Development, 30 June 2015, pp. 3-1 through 3-5

### **L10, Communications Process**

- Understand the communication process
- Identify barriers to effective communication
- Describe ways to improve interpersonal communication

Cadet Assignments:

- Turn in writing program assignment (one paragraph)
- Turn in completed MSL1112L09 Goal Setting and Time Management LA

### **L11, Persuasive Communications**

- Describe the Rhetorical Triangle and appeals to Ethos, Logos, and Pathos.
- Analyze persuasive communications

Cadet Assignments:

- Turn in writing program assignment (one paragraph)
- Turn in completed MSL1112L10 Communications Process LA
- Study for the Final Exam

### **L12, Final Exam**

- Turn in completed writing program assignment (three – five page essay)
- This exam is a comprehensive evaluation that contains information covered in lessons L02 to L11
- Students must achieve a score of 70% or higher on the Final Exam

Cadet Assignments:

- Study for the Final Exam

## **Requirements**

### **Army ROTC Writing Program (Lesson Assessments)**

The Army ROTC Writing Program will provide you with writing opportunities to give you experience in the Army writing style. Army writing is easy to read and understand. It is clear and concise. Readers are able to understand the sender's message quickly and accurately.

The Army writing style is "writing you can understand in a single rapid

reading, and is generally free of errors in grammar, mechanics, and usage” and “is clear, concise, organized, and right to the point”.

You will develop these skills through a series of assignments. You will be required to produce a brief analysis (min. 150 words) after each MSL100 class that is due at the next scheduled class. This should include what the lesson was about and how that lesson will help develop you as an Army Officer or in your future in general.

You will use these thoughts as a foundation for the final exam essay assignment. You will need to explain your thoughts and experiences in the class or classes aided in your development. Put this development in context with examples from your life up to now. The final exam essay will be between 3 to 5 pages in length.

### Readings

Students are responsible for all assigned and/or optional reading assignments. Students are expected to spend adequate time reading and reflecting on all written materials **prior to class**.

### **Class participation (150pts)**

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. Failure to prepare and engage at an appropriate level will result in a grade reduction.

### **Online SHARP Training** (Mandatory Requirement)

This student assignment is conducted in two parts. Each part is only required to be successfully completed one time during BOLC A. more information to follow during semester.

### **Quizzes and Lesson Assessments (300pts)**

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

Lesson Assessments are due at the beginning of each class day for the previously covered lesson. Each Lesson Assessment will be a one paragraph summary of the previous lesson and written in the Army writing style and APA standards.

### **Mid-Term Exam (200pts)**

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

### **Final Exam (300pts)**

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

### **APFT (120 pts)**

As a future officer, you are expected to set the example for physical fitness according to Army regulations. Your goal should be to MAX all events on the APFT not just pass. You will never stop during an event on the APFT unless you are injured. You will be required to take a diagnostic APFT at the beginning of the fall semester and a Record APFT at the end of the semester.

The APFT lab grade points will be determined by the formula: (APFT Score-180=APFT lab grade points up to 120 max)

### **Evaluation and Grading**

Class Participation	150 points
Quiz and Lesson Assessments	300 points
Mid Term Exam	250 points
Final Exam	300 points
APFT (max additional points)	120 points
Total	1000 points

The following grading scale will be used based on 1000 points possible.

900-1000 A	800-899 B	700-799 C	600-699 D	0-599 F
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## **Lab**

Attendance	100 points
Performance Evaluation	200 points
PT Attendance	100 points
Total	400 points

The following grading scale will be used based on 400 points

possible. 340-400 A	280-339 B	220-279 C
160-219 D	0-159 F	

## **Character Development**

NOTE: Throughout the year, your individual performance will be evaluated against required MSLI-MSLIV course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM) rubric of performance indicators.

Each Cadet is responsible and expected to attain (know and do) the respective requirements for each MSL Level. The tasks are grouped into the ALRM Attributes and Competencies.

## **Collaboration**

You are encouraged to work together with your fellow MSL I Cadets and seek guidance and help from your instructor, MSL II, III, and IV Cadets and other ROTC Cadre.

## **Plagiarism Statement**

Representing the words or ideas of someone else as one's own in any academic exercise. An academic unit that determines that a student is guilty of academic dishonesty may impose any academic punishment on the student that it sees fit, including suspension or expulsion from the academic unit.

## **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.



The Army 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.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

### **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.

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 subject to criminal, disciplinary, and/or administrative action.

It is every individuals' (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, Chapter 7, and AR 600-100.

### **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).

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.

(1) 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.

(2) 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.

(3) 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.

### **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.

### **Lab Schedule**

<b>LAB 13</b>	<b><i>Battle Drills I</i></b>
<b>LAB 14</b>	<b><i>Battle Drills II</i></b>
<b>LAB 15</b>	<b><i>Squad Tactics Attack</i></b>
<b>LAB 16</b>	<b><i>Squad STX</i></b>
<b>LAB 17</b>	<b><i>Squad Tactics Ambush</i></b>
<b>LAB 18</b>	<b><i>Squad Tactics – Recon</i></b>
<b>LAB 19</b>	<b><i>Squad STX</i></b>
<b>LAB 20</b>	<b><i>Fundamentals of Platoon Operations</i></b>
<b>LAB 21</b>	<b><i>Patrol Base Operations</i></b>
<b>LAB 22</b>	<b><i>Platoon Tactics – React to Contact</i></b>
<b>LAB 23</b>	<b><i>Platoon Tactics – Raid / Ambush</i></b>
<b>LAB 24</b>	<b><i>PCC &amp; PCIs for Advanced Camp</i></b>

**The Instructor reserves the right to change this syllabus and assignments at his discretion. No assignments are accepted after the final exam period.**

### **Course References**

- Course Syllabus (see <https://rotc.blackboard.com>)
- Bb Handouts (<https://rotc.blackboard.com> in each lesson plan)
- Fort Knox Map Sheet & Protractor

### **Publications**

- AR 600-9: Army Weight Control Program (Nov 06)
- AR 600-25: Salutes, Honors and Visits of Courtesy (Sep 04)
- AR 670-1: Wear and Appearance of Uniforms and Insignia (Mar 14)
- ADP 1-02: Operational Terms and Military Symbols (Aug 12) w/Ch1
- ADRP 1-02: Operational Terms and Military Symbols (Aug 12) w/Ch1
- ADP 1: The Army (Sep 12) w/Ch1
- ADRP 1: The Army Profession (Jun 13)
- ADP 3-0: Unified Land Operations (Oct 11)
- ADRP 3-0: Unified Land Operations (May 12)
- TC 3-21.5: Drill and Ceremony (Jan 12)
- FM 3-21.8: The Infantry Rifle Platoon and Squad (Mar 07)
- FM 3-25.26: Map Reading and Land Navigation (Aug 06) w/Ch1
- ADP 5-0: The Operations Process (May 12)
- ADRP 5-0: The Operations Process (May 12)
- FM 5-19: Composite Risk Management (Aug 06)
- FM 6-0: Commander and Staff Organization And Operations (May 14)
- ADP 6-22: Army Leadership (Aug 12) w/Ch1 Sep 12
- ADRP 6-22: Army Leadership (Aug 12) w/Ch1 Sep 12
- ATP 6-22.1: The Counseling Process (May 14)
- FM 7-21.13, The Soldiers Guide (Feb 04)
- FM 7-22: Army Physical Readiness Training (Oct 12) w/Ch1 May 13
- CC PAM 145-3-2 Cultural Understanding and Language Proficiency (CULP) Program (Aug 09)
- LDP HB USACC: Leadership Development Handbook, USACC (Apr 14)

### **Web Sites** (Have Cadets establish accounts)

- <https://rotc.blackboard.com>
- <https://atn.army.mil/>
- [http://armypubs.army.mil/doctrine/active\\_fm.html](http://armypubs.army.mil/doctrine/active_fm.html)
- <https://login.milsuite.mil/>
- <http://centerforplainlanguage.org/>
- <http://cape.army.mil>
- <http://www.acep.army.mil/pdf/MRT-C%20Goal%20Book.pdf>
- <http://www.preventsexualassault.army.mil/>
- <http://www.army.mil/readyandresilient>
- <http://csf2.army.mil/>

- <http://www.armyg1.army.mil/hr/suicide/>
- <http://www.ChooseMyPlate.gov>
- <https://www.choosemyplate.gov/SuperTracker/default.aspx>
- <http://www.army.mil/media/amp/?bctid=114827147001>
- <http://bands.army.mil/music/>
- <http://www.timemanagementhelp.com/college.htm>
- <http://www.history.army.mil/moh/index.html>
- <http://www.army.mil/values/warrior.html>
- [http://www.goarmy.com/about/ranks\\_and\\_insignia.jsp](http://www.goarmy.com/about/ranks_and_insignia.jsp)
- <http://www.bbc.co.uk/ethics/war>
- <http://www.youtube.com/user/usarmy>
- <https://platoonleader.net/>
- <http://platoonleader.army.mil/>

**NOTE:** The MSL100 educational videos listed throughout MSL101/102 are located on Bb within the instructor lesson folders. Supplemental instructional materials such as other related educational videos and/or websites may also be listed within the instructor lesson plans. Some of these supplemental training materials/sites may require account set-up prior to gaining access to their resources.

	Class Participation			
Criteria	Exemplary	Proficient	Basic	Emerging
<b><i>Classroom Discussion &amp; Activity Participation</i></b>	<b>100 points</b> <ul style="list-style-type: none"> <li>Overall, consistent contributions that significantly reveal familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</li> <li>Contributes consistently and at a high-level of quality to the storyboarding elements of the course</li> </ul>	<b>80 points</b> <ul style="list-style-type: none"> <li>Overall, contributions that adequately reveal familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</li> <li>Contributes adequately and at an appropriate level of quality to the storyboarding elements of the course</li> </ul>	<b>70 points</b> <ul style="list-style-type: none"> <li>Overall, contributions that reveal limited familiarity with readings and capacity to listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</li> <li>Contributes in a limited fashion to the storyboarding elements of the course</li> </ul>	<b>69 to 0 points</b> <ul style="list-style-type: none"> <li>Overall, contributions are incomplete in regard to familiarity with readings or capacity listen, incorporate, synthesize and constructively analyze text, classmate, &amp; instructor comments</li> <li>Does not contribute to the storyboarding elements of the course</li> </ul>
<b><i>Focus</i></b>	<b>50 points</b> <ul style="list-style-type: none"> <li>Ability to engage with and focus on pertinent class experiences</li> <li>Follows appropriate use of cell phone &amp; electronic devices</li> </ul>	<b>40 points</b> <ul style="list-style-type: none"> <li>Adequately engages with and focuses on pertinent class experiences</li> <li>Mostly follows appropriate use of cell phone &amp; electronic devices</li> </ul>	<b>30 points</b> <ul style="list-style-type: none"> <li>Limited engagement with and focus on pertinent class experiences</li> <li>Does not follow appropriate use of cell phone and electronic devices</li> </ul>	<b>29 to 0 points</b> <ul style="list-style-type: none"> <li>Fails to engage or focus on pertinent class experiences</li> <li>Does not follow appropriate use of cell phone and electronic devices</li> </ul>

