Foundations of Tactical Leadership  
Military Science 202/207, Sections 001, 002, & 003  
Spring 2016

1. Contact information:

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**Office Hours:** Mon – Fri 0900 – 1700  
**Department:** Military Science  
**Class:** Military Science Bldg, RM 111  
   - Section 202.003 - Mon, Wed - 1100 – 1115  
   - Section 202.002 - Mon, Wed - 1000 - 1050  
   - Section 202.001 - Mon, Wed – 0900 – 0950  
   - Section 207.011 - Wed – 1500 – 1700 (Lab)

2. Course Description:

   MSL 202 explores the dimensions of creative and innovative tactical leadership strategies and styles by examining team dynamics and two 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. While participation in the leadership labs is not mandatory during the MSL II year, significant experience can be gained in a multitude of areas and participation in the labs is highly 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.

3. 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. 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.
4. Outcomes and Objectives:

The Army Profession

- Live honorably and build trust

Professional Competence

- Demonstrate intellectual, military and physical competence

Adaptability

- Think critically and creatively, make sound and timely decisions

Teamwork

- Develop, lead and inspire
- Communicate and interact effectively

Lifelong Learning and Comprehensive Fitness

- Pursue excellence and continue to grow

Comprehensive Fitness

- Seek balance, be resilient and demonstrate a strong and winning spirit

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
- Cultural awareness

Tactics and Techniques

- Interpret an operation order
- Demonstrate terrain analysis and route planning skills
- Explain how squads and platoons plan for and conduct patrol
- Describe the characteristics of the defense
- Describe characteristics of the offense
5. **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

**Uniforms**

The Army Combat Uniform (ACU) is to be worn on every class day and on lab days (Wed) all day by all contracted MS 2 cadets. Appropriate conservative civilian attire will be worn by all enrolled 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.

6. **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 reading, 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 – Week 4**, 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) **Informational Brief – Army Briefing - For Week 11** you will provide an Army Briefing. You will brief 'your unit' on a country prior to deployment. You will research cultural attributes of your chosen country. You can make assumptions about the deployment type (i.e. humanitarian, war, etc.). You will have ten minutes to 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. You are required to follow the Information Briefing format and to hand in an abstract 200 words or less that captures the key points of your presentation.

3) **Navigation Methods and Route Planning – Week 13**, 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

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**6. Course Calendar:**

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<thead>
<tr>
<th>Week 1 (JAN 19): Course Overview</th>
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<tr>
<td>Week 3 (FEB 1, 3): The Offense/ The Defense</td>
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<tr>
<td>Week 4 (FEB 8, 10): Terrain Analysis/ Tactical Decision Backbriefs</td>
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<tr>
<td>Week 5 (FEB 17): Ethics/ Situational Ethics</td>
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<td>Week 6 (FEB 22, 24): Law of Land Warfare/ Case Studies</td>
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<td>Week 7 (FEB 29, MAR 2): Apply Army Values to a Tactical Problem</td>
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<td>Week 8 (MAR 7, 9): Midterm</td>
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7. Grading Policy

All test/exams will be open book. **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%
2) Practical Exercises and Quizzes 10%
3) Mid-Term Exam 20%
4) Navigation and Route Planning 15%
5) Terrain Analysis 15%
6) Culture Brief 15%
7) Final Exam 20%

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 SMI may grant permission for an excused absence. Unexcused absences will lower your final grade. Excused absences will be coordinated prior to the class meeting. 50 points will be deducted for each unexcused absence, not to exceed 200 points (4 x absences). Five or more absences will be considered as grounds for removal from the program. In addition to the scheduled class periods the following events are mandatory:

1. Physical Training: Mon-Wed-Fri 0600-0700 hours.
2. Leadership Labs: Wednesdays 1500-1700 hours.
3. Social Functions: To Be Determined.
4. Field Training Exercises: 17-19 APR (TBD)

10. 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
11. 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.

12. 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/).