

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

**Instructor**

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**COVID-19 SAFETY MEASURES**

To promote public safety and protect students, faculty, and staff during the coronavirus pandemic, Texas A&M University-Central Texas has adopted policies and practices to minimize virus transmission. All members of the university community are expected to adhere to these measures to ensure their own safety and the safety of others. Students must observe the following practices while participating in face-to-face courses, course-related activities (office hours, help sessions, transitioning to and between classes, study spaces, academic services, etc.) and co-curricular programs:

- Self-monitoring—Students should follow CDC recommendations for self-monitoring. Students who have a fever or exhibit symptoms of COVID-19 should participate in class remotely and should not participate in face-to-face instruction. Students required to quarantine must participate in courses and course-related activities remotely and must not attend face-to-face course activities. Students should notify their instructors of the quarantine requirement. Students under quarantine are expected to participate in courses and complete graded work unless they have symptoms that are too severe to participate in course activities.
- Face Coverings—Face coverings must be worn inside of buildings and within 50 feet of building entrances on the A&M-Central Texas Campus. This includes lobbies, restrooms, hallways, elevators, classrooms, laboratories, conference rooms, break rooms, non-private office spaces, and other shared spaces. Face coverings are also required in outdoor spaces where physical distancing is not maintained. The university will evaluate exceptions to this requirement on a case by case basis. Students can request an exception through the Office of Access and Inclusion in Student Affairs.
  - o If a student refuses to wear a face covering, the instructor should ask the student to leave and join the class remotely. If the student does not leave the class, the faculty member should report that student to the Office of Student Conduct. Additionally, the faculty member may choose to teach that day's class remotely for all students.
- Physical Distancing—Physical distancing must be maintained between students, instructors, and others in the course and course-related activities.
- Classroom Ingress/Egress—Students must follow marked pathways for entering and exiting classrooms and other teaching spaces. Leave classrooms promptly after course activities have concluded. Do not congregate in hallways and maintain 6-foot physical distancing when waiting to enter classrooms and other instructional spaces.

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

The university will notify students in the event that the COVID-19 situation necessitates changes to the course schedule or modality

**1. Course Description:** MSL 302 is an academically challenging course where you will study, practice, and apply the fundamentals of Army leadership, Officership, Army values and ethics, personal development, 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 squad and platoon in the execution of a mission during a classroom practical exercise (PE), a Leadership Lab, and during a Joint Field Training Exercise (JFTX) in a field environment. You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills that can further develop you as a successful officer. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, a mid-term exam, and a final exam. You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MSL IV Cadets who will evaluate you using the Cadet Officer Evaluation System (OES). Successful completion of this course will help prepare you for the ROTC Cadet Leader Course (CLC), which you will attend in the summer at Fort Knox, KY.

**2. Course Design**

This course was designed to be student-centric placing 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 instructors can spend more time sharing their personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussion and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

**3. Character Development**

**NOTE:** Throughout the year, your individual performance will be evaluated against required course end states and developmental outcomes. This evaluation is the PMS's

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

assessment of your performance against the Army Leadership Requirements Model (ALRM).

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

### **Uniforms and Appearance**

On Monday classes all contracted CDTs will wear ROTC Polo shirt and kakis, slacks or skirts; non contacted cadets will wear business casual. Males will be clean shaved at every ROTC class, event and formation; and adhere to DA-pam 670-1 grooming standards. Females when in Polos or business casual will adhere to DA Pam 670-1 civilian clothes standards. On Wednesday class the uniform is serviceable ACU. Whenever a CDT comes to the Military Science suite they will adhere to DA PAM 670-1 grooming standards.

**NOTE:** PT shoes are not authorized for wear to MLS class.

### **Collaboration**

You are encouraged to work together with your fellow Cadets and seek guidance and help from your instructor, MS IV Cadets, and other ROTC cadre.

### **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 DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraphs 1a(1)(a)-(n) of DoDI 1304.33 and also listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies prohibiting inappropriate behaviors and relations outlined in the instruction. As a minimum the form will be retained in the trainer's record while they are assigned to training duty and will be revalidated annually.

(2) At the onset of the first training session, trainers will brief trainees on the policies stated in this instruction, and will provide information that trainees can use to contact someone in leadership if they wish to report any issue related to inappropriate conduct.

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

(3) Trainees will sign a DD Form 2983 acknowledging their understanding and responsibilities as outlined in DoDI 1304.33, no later than the first day of entry-level training. As a minimum, the form will be retained in the trainees file until the trainee detaches from the training command or school.

**Online 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, and will NOT be condoned and will be 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, Chapters 4 and 7, AR 600-100, and the Professionalization of Online Conduct ALARACT.

**Sexual Discrimination**

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

**Discriminatory Harassment**

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment. Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination. The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

**3. Outcomes and Learning Objectives:**

**a. Leadership:**

- 1) **Embody the 21<sup>st</sup> Century Soldier Competencies**
- 2) **The Army Profession:** Live honorably and build trust
- 3) **Professional Competence:** Demonstrate intellectual, military and physical competence
- 4) **Adaptability:** be an agile, adaptive, critical thinker; an individual who can solve complex problems in a limited amount of time using creative solutions
- 5) **Teamwork:** Develop, lead and inspire through teamwork; communicate and interact effectively
- 6) **Lifelong learning;** pursue excellence and continue to grow
- 7) **Comprehensive fitness;** seek balance, be resilient and demonstrate a strong winning spirit
- 8) Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
- 9) Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
- 10) Proficiency in implementing and sustaining the fundamentals of development

**b. Personal Development:**

- 1) Define standards for the Army Physical Fitness Test (APFT)
- 2) Write short-term and long-term goals to prepare for APFT
- 3) Describe the factors of Suicide Prevention
- 4) Deliver on one or more of the four types of Military briefings

**c. Values and Ethics:**

- 1) Observe the Warrior Ethos in fellow Cadets/cadre or when presented with a current or historical vignette or case study
- 2) Embody the Warrior Ethos in Leadership Labs and Cadet interactions

**d. Officership:**

- 1) Apply the Composite Risk Management process to the orders process
- 2) Apply the fundamentals of Drill and Ceremony to squad and platoon formations

**e. Tactics and Techniques:**

- 1) Apply troop leading procedures to accomplish squad and platoon operations
- 2) Apply map reading, land navigation and terrain analysis to squad and platoon operations
- 3) Apply military decision making to solve problems
- 4) Apply fundamentals of Army Operations to small unit operations
- 5) Pass the CWST

f. Each Cadet will improve briefing, writing, and counseling skills.

g. Each Cadet will maintain a 2.5 GPA in Military Science.

**3. Requirements**

**a. Study Text (Read):** Prior to each class, conduct required readings as listed in the attached course schedule and as directed by the professor from Annex B (MS 302 Required Reading)

**c. Class participation: Classroom and Lab attendance and participation is mandatory—only the APMS can approve absences in advance.** 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. Class is worth 10 points, Labs are worth 10 points, and the Spring FTX is worth 10 points. Failure to attend the FTX, except in approved circumstances, will result in the reduction of one letter grade from the final grade. In the event we do not have a FTX the points will be divided between labs and class evenly; making them worth 15 points each.

**d. Quizzes:** Unannounced quizzes will take place throughout the semester to reinforce learning objectives.

**e. Mid-Term Exam:** A mid-term exam will be given to assess your knowledge achieved in the first half of the course. The exam will be true/false, multiple choices, and fill in the blank.

**f. Final Exam:** A cumulative final exam will be given to assess your knowledge achieved throughout the course of the semester. The final exam will be given on the final class day of the semester (prior to study week) to afford you maximum time to

**Military Science 302  
Applied Leadership in Small Unit Operations  
Spring 2021**

focus on your University classes. The final exam will be true/false, multiple choices, and fill in the blank. The exam will come from the readings, lectures, and class discussions conducted during the semester.

**g. Physical Training (PT): PT attendance and participation is mandatory—only the instructor or APMS can approve absences in advance.** As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic ACFT throughout the spring semester and a record ACFT at the end of the semester

**1) All Cadets** are required to attend PT sessions three times a week. MS III cadets are responsible for conducting PT sessions as the Key Event OIC.

**2) Remedial PT** will take place at 0630 (TBD by CDT leadership) at a location published by the PT officer. The remaining PT events will take place as determined by the PT session requirements for the cadets as directed by the APMS. Cadets who fail HT/WT, fail APFT, or end up under a 70 in any event will be a part of remedial PT until they surpass their deficiency.

**j. Essay:** Write a 3-5 page paper on the book “How to win Friends & Influence People. Your paper will include the three most influential concepts to you and why, how you can use this book and its concepts to improve yourself and how it will help you succeed as a leader in the US Army and beyond. Final paper is due **NLT 03 APR 19.**

- APA 7 format (**double spaced- Arial 12**)
- Cover Sheet (does not count as part of the page requirement)
- Work Sited Page (does not count as part of the page requirement)

**REMEMBER: Always cite your sources!** Any time you borrow someone else’s work, cite its use and list it in your bibliography or references. Ensure you set the example for your fellow cadets. **Late papers will receive a zero. No exceptions for this assignment.** Papers are due **NLT 26 APR 19.**

**NOTE:** It is not mandatory to pass the Combat Water Survival Training (CWST) to attend CST, however it is mandatory to pass prior to being commissioned.

**I. Professional Military Education (PME) Requirements:**

- a. Military History – HIST 3163
- b. Writing Proficiency Exam – University Requirement

**m. Electronic Mail (EMAIL): ALL CADETS are required to check their primary school email accounts for assignments and announcements daily. PERSONAL EMAILS WILL NOT BE USED. All assignments for the semester will be loaded into**

**Military Science 302  
Applied Leadership in Small Unit Operations  
Spring 2021**

**the ROTC Blackboard:**

[https://rotc.blackboard.com/webapps/blackboard/content/listContentEditable.jsp?content\\_id=1206944\\_1&course\\_id=12690\\_1&mode=reset](https://rotc.blackboard.com/webapps/blackboard/content/listContentEditable.jsp?content_id=1206944_1&course_id=12690_1&mode=reset). It will be located under Texas A&M University Central Texas MSL300 folder, Spring Semester MSL 302. It will be uploaded the every Wednesday for the next weeks reading and homework assignments. Coordinate with your MS 302 instructor if you do not have access to either ROTC Blackboard or to the above folders.

If you have a CAC card you should enroll in [The Platoon Leader Forum](#):  
<http://PL.army.mil> enrollment and completion of Army's SHARP Program  
<http://srotc.nformd.net/sexualassault/ulogin/>

**4. Evaluation and Grading**

ACFT	10 pts
Participation*	30 pts
Quiz Grades	10 pts
Mid-term exam	10 pts
Final Exam	20 pts
Essay	20 pts

**\*NOTE: All Cadets are expected to participate in all ROTC activities in and outside the classroom. Class, Lab and Physical Training attendance counts towards participation points.**

**a. Grade Scale:** The following grading scale will be used based on 100 points possible:

90-100	A
80-89	B
70-79	C
60-69	D

**b. Satisfactory participation and performance is a "B". Unexcused absences may not be made up and will result in a 1-point deduction per absence.** Coordinate with me in advance if you know you are going to miss a class. If excused, **it is your responsibility** to make up the missed material; failure to do so will result in a 1-point deduction.

**c. Extra Credit:** Cadets can accumulate extra credit points with the APMS' approval. The maximum amount of extra credit points that a cadet can achieve is 10 points. Identifying a fully qualified student that contracts will result in maximum points.

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

**5. Collaboration:** You are encouraged to work together with your fellow MSL III Cadets and seek guidance and help from your instructor, MSL IV Cadets and other ROTC cadre.

**6. 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.

**8. Other Expectations:** As leaders of our Cadet battalion for this academic year, I expect for each of you to:

- a. Participate in Texan Battalion social and volunteer functions.
- b. Participate in Leadership Labs and PT sessions as per the guidance in the lab syllabus.
- c. Lead, set the example, and participate in your ROTC program.
- d. You will receive end-of-term counseling from me.

**9. Open Door Policy:** I maintain an open door policy for all Cadets. My official office hours will be M, W (0900-1200); TU,TH, F (0900-1700). You can schedule an appointment with me via email or face-to-face to discuss any issue that is on your mind.

**10. Course Schedule:** See Annex A (MS 302 Course Schedule for Spring 2021) to this Syllabus for class, lab, and key event dates (all times are subject to change due to time constraints).

- a. Class Meetings: 1230-1345, Monday and Wednesday, Warrior Hall (WH) RM 117
- b. Training Meetings: Friday 1000hrs.
- c. Lab Meetings: 1500-1800, Friday, Location IAW published training calendar.

**11. Academic Integrity.** Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. Texas A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action. More information can be found at [www.ct.tamus.edu/StudentConduct](http://www.ct.tamus.edu/StudentConduct). Any cheating or plagiarism in this course will result in failure of this course.

**12. Disability Support and Access Services.** At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to an education that is barrier-free. The Office of Disability Support and Access is responsible for ensuring that students with a disability enjoy equal access to the University's programs, services and activities. Some aspects of this course or the way the course is taught may present barriers to learning due to a disability. If you feel this is the case, please contact Disability Support and Access at (254) 501-5836 in Warrior Hall, Ste. 212. For more information, please visit their website at <https://www.tamuct.edu/student-affairs/access-inclusion.html>. Any information you provide is private and confidential and will be treated as such.

### **13. Tutoring and Writing Center Assistance**

#### **Tutoring**

Academic Support exists to provide support to all TAMUCT students! Regardless of your major, your year of study, whether you are an online or on-campus student, we're here to help you succeed and accomplish your academic goals! We offer tutoring support on-campus and online, workshops and resources to help you succeed, and even study abroad opportunities.. If you have questions, need to schedule a tutoring session, or if you are interested in becoming a tutor, contact Academic Support Programs at 254-519-5796 or by going to <https://www.tamuct.edu/student-affairs/academic-support.html> for more information.

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

**The University Writing Center** The University Writing Center is available at <https://tamuct.mywconline.com> for help with your overall writing process and various writing assignments/tasks.

**14. University Library.** Welcome to the University Library! We are happy to help you with research projects, class assignments, or any other questions you might have. Please let us know what we can do to make your University experience a little more pleasant, or a lot easier. We have approximately 200 databases with over 66,000 electronic journals and 430,000 print and ebook titles. We also have librarians on duty in person whenever the library is open, and 24 hours a day, 7 days a week online. More information can be found at <http://tamuct.libguides.com/index>

**13. Academic Dishonesty Policy: Academic Honesty Statement**  
(very important – read carefully)

1. Texas A&M Central Texas College and the Department of Military Science expect all students to maintain high standards of personal and academic honesty and integrity.

2. Student integrity is especially critical, because the opportunities for dishonesty (i.e. social media, Wikipedia, websites, etc...) are more readily available and the trust level is higher. Exploiting either of these opportunities is a particularly blatant and offensive act.

By enrolling and remaining as a participant in any Military Science course, you affirm that you will adhere to the strictest standards of academic honesty and integrity.

3. You must maintain academic integrity and honesty at all times, on all course assignments: homework, projects and exams.

4. You must work independently when required, and work effectively in groups when that is required. You must use only the resources and assistance permitted on a given course activity. Students should pay special attention to whether assignments are designated as 'individual' or 'group', as well as what materials, resources and help from others are permitted. If in doubt, ask prior to doing the assignment.

5. When you are permitted to use materials and ideas that belong to others, you must state the source of the information in APA format. If you use outside help or materials when not allowed, you are in violation of this policy in the way of cheating. If allowed to use outside materials, but do not cite the sources of your information, you are in violation of this policy in the way of plagiarism.

6. Students who assist other students in violating this policy are considered equally in violation.

7. Academic penalties will be in agreement with each university (TSU, TAMU-CT, CTC, UMHB) and will include, but not limited to the following:

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

- a) First offense, suspected: warning.
- b) First offense, documentable: zero on the assignment in question & reduction of one letter grade.
- c) Second offense: failing grade in, AND dismissal from the course.
- d) Third offense: recommendation to be withdrawn from the university.

8. In addition to an academic penalty, any violation of this policy may subject you to disenrollment from ROTC, pursuant to Army Regulation 145-1.

- i. By signing below, you are acknowledging complete understanding of stated policy and being subject to penalties as stated above.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Military Science 302  
Applied Leadership in Small Unit Operations  
Spring 2021**

**ANNEX A**

- Welcome back Lab (**16 December 2020**) OIC Wimberly, NCOIC Guambana **Task Complete**
- LRC Ropes (**23 December 2020**) OIC Clark, NCOIC Stewart, M **Task Complete**
- Round Robin Field Craft/Hot and Cold Injuries/TCCC (**30 December 2020**) OIC Urick, NCOIC McKay **Task Complete**
- Land Navigation (Self-correcting) (**6 January 2021**) OIC Anderson, NCOIC Rivera **Task Complete**
- Land Navigation (Non-correcting) (**13 January 2021**) OIC Fiti, NCOIC Grace **Task Complete**
- Martin Luther King “School closed” (**18 January**)
- Squad and Platoon Movements (**20 January 2021**) OIC Stewart, NCOIC Dyust
- MTC/React TC (**27 January 2021**) OIC Brewster, NCOIC Arel
- Patrol Base Operations (**3 February 2021**) OIC CDT Chandler, NCOIC CDT Kwayisi
- Platoon Recon (**10 February 2021**) OIC Frausto, NCOIC Martir
- Raid (**17 February 2021**) OIC Phillips, NCOIC Courchense
- Spring FTX (**24 February 2021**) OIC Chandler, NCOIC Holder
- Military Comms/US Army Weapon Systems (**3 Mar 2021**) OIC Chandler, NCOIC Lopez
- Weapons Training SIMS Center (**10th March 2021**) **1<sup>st</sup> Iteration** OIC Lee, NCOIC Traconis
- Weapons Training SIMS Center (**17th March 2021**) **2<sup>nd</sup> Iteration** OIC Lee, NCOIC Traconis

**LAB (Actual execution dates)**

- Welcome back Lab (**20 January 2021**)
- LRC Ropes (**27 January 2021**)
- Round Robin Field Craft/Hot and Cold Injuries/TCCC (**3 February 2021**)
- Land Navigation (Self-correcting) (**10 February 2021**)
- Land Navigation (Non-correcting) (**17 January 2021**)
- Martin Luther King “School closed” (**18 January 2021**)
- Squad and Platoon Movements (**24 January 2021**)
- MTC/React TC (**3 March 2021**)
- Patrol Base Operations (**10 March 2021**)
- **Spring Break (15-19 March) OFF**
- Platoon Recon (**24 March 2021**)
- Raid (**31 March 2021**)
- Spring FTX (**FTX tentative dates 23-25 April 2021**)
- **FTX Recovery Week 5-9**
- Military Comms/US Army Weapon Systems (**14 April 2021**)

**Military Science 302  
Applied Leadership in Small Unit Operations  
Spring 2021**

- Weapons Training SIMS Center (21 April 2021)
- **Change of Command Ceremony (3 May 2021)**
- **Commissioning Ceremony (5 May 2021)**
- **Finals Week (10-14 May 2021)**
- **Spring Semester Ends 14 May 2021)**

**EVENT Leadership**

- Soldier of the Month Board (25 January 2021), (22 February 2021), (29 March 2021) (26 April 2021) **OIC Dalle, NCOIC Carter**
- Change of Command Ceremony **OIC Alverson, NCOIC Godfrey**
- Commissioning Ceremony **OIC Self, NCOIC Howard**
- ROTC Spring Ball (TBD) **OIC Shaffrin, NCOIC McKay**
- Supply Turn In (3 May 2021) same day as **(Change of Command) OIC Pacheco, NCOIC Stewart, B**
- MSIV Diagnostic ACFT (25 January 2021) **OIC Lee, NCOIC Wilson**
- MSIII Diagnostic ACFT (26 January 2021) **OIC Chandler, NCOIC Emrick**
- MSIV Diagnostic APFT (22 February 2021) **OIC Anderson, NCOIC Sullivan**
- MSIII Diagnostic APFT (23 February 2021) **OIC Sandford, NCOIC Traconis**
- MSIV Record ACFT (29 March 2021) **OIC Brewster, NCOIC Fiti**
- MSIII Record ACFT (30 March 2021) **OIC Grace, NCOIC Zeba**
- MSIV Record APFT (19 April 2021) **OIC Clark, NCOIC Frausto**
- MSIII Record APFT (20 April 2021) **OIC Wimberly, NCOIC McKay**

**Spring 2021 Semester Major Events:** Major events for the semester are listed in sequence.

23 FEB	Diagnostic APFT W.S. Young Park
30 MAR	Record APFT W.S. Young Park
23-25 APR	Spring FTX TBD
28 APR	Dining Out
13 May TBD	Commissioning

**Military Science 302  
Applied Leadership in Small Unit Operations  
Spring 2021**

**Annex B: (MS 302 Required Reading): The following listing outlines the reading references for MS 302**

Student Text: MSL 302, Adaptive Team Leadership, Pearson Custom Publishing, 2008 (Will be issued to Student free of Charge)

**NOTE: ROTC Cadet Textbooks are currently being updated. To be proactive, some of the lessons have been updated and might reference a Cadet reading assignment to a section that is not in the current textbook. If this situation occurs disregard the reading assignment.**

Selected readings available online at: <http://www.usapa.army.mil>

**ADP 1** The Army, SEP 12

**ADP 1-02** Operational Terms and Military Symbols, AUG 12

**ADP 3-0** Unified Land Operations, OCT 11

**ADP 6-22** Army Leadership, AUG 12

**ADRP 1-02** Operational Terms and Military Symbols, AUG 12

**ADRP 3-0** Unified Land Operations, MAY 2012

**ADRP 3-07** Stability, AUG 12

**ADRP 3-90** Offense and Defense, AUG 12

**ADRP 5-0** The Operations Process, MAY 12

**ADRP 6-0** Mission Command, MAY 12

**ADRP 6-22** Army Leadership, AUG 12

**ATP 3-06.20** Cordon and Search, MAY 13

**ATTP 5-0.1** Commander and Staff Officers Guide, SEP 11

**Joint Publication 3-0** Joint Operations, AUG 11

**Army Techniques Publications (ATP) 3-21.8**, The Infantry Rifle Platoon and Squad, APR 16

**FM 3-25.26**, Map Reading and Land Navigation, JAN 05

Leadership Development Program Handbook, SEP 13

**Leadership Development Program Handbook** – U.S. Army Cadet

Command

**FM 22-100** Military Leadership and Counseling

**FM 21-20** Physical Readiness Training

**FM 22-5** Drill and Ceremonies

**FM 101-5** Staff Organization and Operations

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

Selected books and articles as determined by professor

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  - <http://rotc.blackboard.com>
  - <http://srotc.nformd.net/sexualassault/ulogin/>
  - [http://www.army.mil/usapa/doctrine/Active\\_FM.html](http://www.army.mil/usapa/doctrine/Active_FM.html)
  - [http://www.goarmy.com/about/ranks\\_and\\_insignia.jsp](http://www.goarmy.com/about/ranks_and_insignia.jsp)
  - <http://www.army.mil/values/warrior.html>
  - <http://www.changingminds.org>
  - <https://armypubs.army.mil/default.aspx>
  -

### **Further Reading**

Army Officer Guide

Bennis, W. G., & Nanus, B. (1985). Leaders: The strategies for taking charge. New York: Harper & Row Publishers.

Bennis, W. G. (2003). On becoming a leader. New York: Basic Books.

Bennis, W. G., & Thomas, R. J. (2002). Geeks & Geezers: How era, values, and defining moments shape leaders. Boston: Harvard Business School Press.

Burns, J. M. (1978). Leadership. New York: Harper & Row Publishers.

Gardner, J. W. (1990). On leadership. New York: The Free Press.

Kotter, J. P. (1996). Leading change. Boston: Harvard Business School Press.

Headquarters, Department of the Army, Field Manual 1 (2001). The Army. Washington, D.C.: U.S. Government Printing Office.

Headquarters, Department of the Army, Field Manual 22-100 (1990). Army leadership. Washington, D.C.: U.S. Government Printing Office.

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Wong, L. (2004). *Developing adaptive leaders: The crucible experience of Operation Iraqi Freedom*. Carlisle Barracks, PA: Strategic Studies Institute.

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

Wong, L. (2002). *Stifling innovation: Developing tomorrow's leaders today*. Carlisle Barracks, PA: Strategic Studies Institute.

- FM 1, *The Army*. 14 June 2005.
- FM 1-02, *Operational Terms and Graphics*. 21 September 2004.
- FM 3-0, *Operations*. 27 February 2008.
- ATP 3-21.8, *The Infantry Rifle Platoon and Squad*. April 2016.
- FM 3-25.26, *Map Reading and Land Navigation, (w/c1)*. 30 August 2006.
- FM 4-02.51, *Combat and Operational Stress Control*. 6 July 2006.
- FM 5-0, *Army Planning and Orders Production*. 20 January 2005.
- FM 5-19, *Composite Risk Management*. 21 August 2006.
- FM 6-0, *Commander and Staff Organization*. 01 May 2014.
- FM 6-22, *Army Leadership*. 12 October 2006.
- FM 6-22.5, *A Leader's Guide to Combat and Operational Stress*. 18 March 2009.
- FM 7-0, *Training for Full Spectrum Operations*. 12 December 2008.
- FM 7-1, *Battle Focused Training*. 15 September 2003.
- FM 7-15, *The Army's Universal Task List (Change 2)*. 6 July 2006.
- FM 7-21.13, *The Soldier's Guide*. 2 February 2004.
- FM 21-20, *Physical Fitness Training w/chg 1*. 1 October 1998.
- FM 22-51, *Leader's Manual for Combat Stress Control*. 29 September 1994.
- FM 25-4, *How to Conduct Training Exercises*. 10 September 1984.
- FM 27-1, *Legal Guide for Commanders*. 13 January 1992.
- FM 27-10, *The Law of Land Warfare w/chg 1*. 18 July 1956.
  
- **Army Regulations**
  - AR 25-50, *Preparing and Managing Correspondence*. 3 June 2002.
  - AR 385-10, *The Army Safety Program*. 27 August 2007.
  - AR 600-3, *The Army Personnel Proponent System*. 26 February 2009.
  - AR 600-8, *Military Personnel Management*. 1 October 1989.
  - AR 600-8-10, *Leaves and Passes*. 15 February 2006.
  - AR 600-8-19, *Enlisted Promotions and Reductions*. 20 March 2008.
  - AR 600-8-29, *Officer Promotions*. 25 February 2005.
  - AR 600-9, *The Army Weight Control Program*. 27 November 2006.
  - AR 600-25, *Salutes, Honors, and Visits of Courtesy*. 24 October 2004.
  - AR 600-85, *Army Substance Abuse Program (ASAP)*. 2 February 2009.
  - AR 600-100, *Army Leadership*. 8 March 2007.
  - AR 611-1, *Military Occupation Classification Structure Development and Implementation*. September 1997.
  - AR 623-3, *Evaluation Reporting System*. 10 August 2007.
  - AR 635-200, *Active Duty Enlisted Administrative Separations*. 8 February 2005.

- **Department of the Army Pamphlets**

- DA Pam 360-512, *Code of the U.S. Fighting Force*. 1 June 1988.
- DA Pam 600-2 *The Armed Forces Officer*. 1 February 1988
- DA Pam 600-3, *Commissioned Officer Professional Development and Career Management*. 11 December 2007.
- DA Pam 600-8, *Management and Administrative Procedures*. 1 August 1986.
- DA Pam 600-15, *Extremist Activities*. 1 June 2000.
- DA Pam 600-25, *US Army NCO Professional Development Guide*. 28 July 2008.
- DA Pam 600-35, *Relationships Between Soldiers and Different Ranks*. 21 February 2000.
- DA Pam 600-60, *A Guide to Protocol and Etiquette for Official Entertainment*. 11 December 2001.
- DA Pam 600-65 *Leadership—Statements and Quotes*. 1 November 1985.
- DA Pam 600-66-85, *Leadership in Action*. 1 July 1986.
- DA Pam 600-67, *Effective Writing for Army Leaders*. 2 June 1986.
- DA Pam 623-3, *Evaluation Reporting System*. 13 August 2007.
- DA Pam 385-10, *The Army Safety Program*. 24 August 2007.
- DA Pam 385-30, *Mishap Risk Management*. 10 October 2007.

- **Department of the Army Training Circulars**

- TC 25-10, *A Leader's Guide to Lane Training*. 26 August 1996.
- TC 25-20, *A Leader's Guide to After Action Reviews*. 30 September 1993.
- TC 25-30, *A Leader's Guide to Company Training Meetings*. 27 April 1994.
- SH 21-76, *Ranger Handbook*, Jul 06

- **Other Resources**

- ROTC Leadership Development Program (LDP) Handbook. July 2008. \*
- *Manual for Courts-Martial United States*. 2008 Edition.
- *The Armed Forces Officer*. Department of Defense J7. January 2006.

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

**Enclosure 1 (Cadet Leadership Positions)**

**Platoon Leader**

- Responsible for all platoon activities
- Sets the standard and direction of the platoon
- Communicates company commander's intent and empowers squad leaders to act appropriately to accomplish the mission
- Insures Cadet compliance with policies and procedures of the program
- Creates suspense's to accomplish platoon missions and enforce standards
- Serves as a link between squad leaders and the Company Executive Officer and Company Commander
- Disseminates information from the company chain of command and issues orders
- Responsible for the training and personal development of the platoon members

**Platoon Sergeant**

- Responsible for all platoon activities
- Responsible for personnel accountability, uniform, equipment, training, and preparation for training the platoon
- Serves as a link between squad leaders and the First Sergeant
- Disseminates information from the platoon leader and enforces standards

**Squad Leader**

- Responsible for all squad activities
- Sets the standard and direction of the squad
- Communicates the platoon leader's intent and empowers squad members to act appropriately to accomplish the mission
- Insures Cadet compliance with policies and procedures of the program
- Creates suspense's to accomplish squad missions and enforce standards
- Serves as a link between the Cadets and the platoon leadership
- Disseminates information from the platoon chain of command and issues orders
- Responsible for personnel accountability, uniform, equipment, training, and preparation for training at squad level

**Military Science 302  
Applied Leadership in Small Unit Operations  
Spring 2021**

**Enclosure 2 (DA4856) Use JUL 2014 version**

<b>DEVELOPMENTAL COUNSELING FORM</b> <small>For use of this form, see FM 6-22; the proponent agency is TRADOC</small>		
<b>DATA REQUIRED BY THE PRIVACY ACT OF 1974</b>		
<b>AUTHORITY:</b>	5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army	
<b>PRINCIPAL PURPOSE:</b>	To assist leaders in conducting and recording counseling data pertaining to subordinates	
<b>ROUTINE USES:</b>	The DoD Blanket Routine Uses set forth at the beginning of the Army's compilation of systems or records notices also apply to this system.	
<b>DISCLOSURE:</b>	<input type="checkbox"/> disclosure is voluntary	
<b>PART I - ADMINISTRATIVE DATA</b>		
Name (Last, First, MI)	Rank/Grade CIDT	Date of Counseling
Organization	Name and Title of Counselor	
<b>PART II - BACKGROUND INFORMATION</b>		
<b>Purpose of Counseling:</b> (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the leader's facts and observations prior to the counseling.)		
<b>PART III - SUMMARY OF COUNSELING</b>		
Complete this section during or immediately subsequent to counseling.		
Key Points of Discussion:		
<b>OTHER INSTRUCTIONS</b>		
<small>This form will be destroyed upon reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.</small>		

Military Science 302  
 Applied Leadership in Small Unit Operations  
 Spring 2021

Enclosure 2 cont. (DA 2166-8-1)

HQDA#: <span style="border: 1px solid black; display: inline-block; width: 50px; height: 15px;"></span>	<a href="#">Attachments Menu</a>				
<b>NCO EVALUATION REPORT SUPPORT FORM</b> <small>For use of form, see AR 623-3; the proponent agency is DCS, G-1.</small>					
<b>SEE PRIVACY ACT STATEMENT IN AR 623-3</b>					
<b>PART I – ADMINISTRATIVE DATA</b>					
a. NAME (Last, First MI)	b. SSN	c. RANK	d. DATE OF RANK	e. PMOSC	
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND		g. UIC	h. RATED NCO'S EMAIL ADDRESS (.gov or .mil)		
i. SSD AND NCOES REQUIREMENT MET FOR NEXT GRADE OR NOMINATIVE JOINT ASSIGNMENT? <input type="checkbox"/> YES <input type="checkbox"/> NO			MEL:	SSD:	
<b>PART II – AUTHENTICATION</b>					
a1. NAME OF RATER (Last, First, MI)	a2. SSN	INITIAL	LATER	LATER	LATER
a3. RANK, PMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT		a4. RATER'S EMAIL ADDRESS (.gov or .mil)			
b1. NAME OF SENIOR RATER (Last, First, MI)	b2. SSN	INITIAL	LATER		
b3. RANK, PMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT		b4. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)			
c1. NAME OF SUPPLEMENTARY REVIEWER (Last, First, MI)		c2. SSN			
c3. RANK, PMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT		c4. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS (.gov or .mil)			
d. RATED NCO'S INITIALS		INITIAL	LATER	LATER	LATER
<b>PART III – DUTY DESCRIPTION (Rater)</b>					
a. PRINCIPAL DUTY TITLE		b. DUTY MOSC			
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities, and dollars)					
d. AREAS OF SPECIAL EMPHASIS					
e. APPOINTED DUTIES					
<b>PART IV – PERFORMANCE GOALS AND EXPECTATIONS (Rated NCO)</b>					
INDICATE YOUR PERFORMANCE GOALS AND EXPECTATIONS DURING THIS RATING PERIOD:					

**Enclosure 3 (Mentor Checklist)**

**MENTOR TO MENTEE CHECKLIST**

- Check Mentee's equipment
- Gather their personal information: Cell phone number, address, class schedule, family info etc.
- Discuss the 21<sup>st</sup> Century Competencies
- Drill and Ceremony:
  - a. Explain how to take charge of a formation
  - b. Explain how to report in the mornings
  - c. Explain how to extend a formation for PT and stretch them IAW FM 21-20
  - d. Discuss how to conduct PRT
- Explain 9-Line MEDEVAC and 9-Line IED/UXO Reports
- How to Call For Fire (Grid, Polar, Shift from known pt)/ How to set a Target Reference Point (TRP)
- Land Navigation:
  - a. How to setup your compass for night land navigation
  - b. How to orientate your map to your compass
  - c. How to convert the GM Angle
  - d. How to do a resection
- Discuss the 5-principles of patrolling:
  - a. Planning
  - b. Recon
  - c. Security
  - d. Control
  - e. Common Sense
- Discuss the elements of a patrol IAW FM **3-21.8**
  - a. Assault
  - b. Security
  - c. Support
  - d. Breach
  - e. Demolition
  - f. Search
- Explain the Troop Leading Procedures and how they use them on the lanes:
  - a. Receive the Mission
  - b. Issue a Warning Order
  - c. Make a tentative plan
  - d. Start Movement
  - e. Recon
  - f. Complete the plan

**Military Science 302**  
**Applied Leadership in Small Unit Operations**  
**Spring 2021**

- g. Issue an OPORD
- h. Supervise, Rehearse, and Inspect
- o Explain what are WARNOs, FRAGOs, and OPORDs

**Enclosure 3 (Mentor Checklist cont.)**

- o Explain Pre-Combat Checks & Pre-Combat Inspections (PCC/PCI)
- o Explain the types of Rally Points (Initial, En route, Objective, Re-entry, Far side/Near side)
- o 5 paragraph OPORD (Situation, Mission, Execution, Service & Support, Command & Signal):
  - a. Explain the 1/3, 2/3 rule
  - b. Where do they get their mission at the platoon and squad level
  - c. Discuss what is the recorder's role and how do they setup a terrain model
  - d. How to convert H+ times and when do they take effect
  - e. What is Line of Departure (LD)
  - f. Discuss how to brief a tactical OPORD with terrain model
  - g. Explain what are Priority Intelligence Reports (PIR)
  - h. Explain Situation Report (SITREP)/Liquid, Ammunition, Casualties, and Equipment Report (LACE)/Size, Activity, Location, Unit, Time, Equipment Report (SALUTE)
  - i. Explain how to give a 5-point contingency plan (GOTWA) and what are they used for
- o Explain what are Standard Operating Procedures (SOP) and how important they are
  - a. Discuss types of special teams and explain their roles
  - b. Explain Limit of Advance (LOA)
  - c. Explain Linear Danger Areas (LDA)
- o Explain Tactic, Techniques, and Procedures (TTP)
  - a. Listening Halts SLLS (Stop, Look, Listen, Smell)
  - b. Handling EPW's with the 5 S's (Search, Silent, Segregate, Safeguard, Speed to the rear)