Course Syllabus
Military Science (MS) 201
Leadership Laboratory III
Fall Semester, 2021

Instructor
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Course Description
MS201 focuses on leadership and ethics. The course adds depth to the Cadets knowledge of the different leadership styles. Cadets will conduct a leadership analysis of famous leaders and self-assessment of their own leadership style. The Army Profession is also stressed through understanding values, ethics and how to apply both to different situations they may encounter as a leader. Army Values and Ethics and their relationship to the Law of Land Warfare and philosophy of military service are also stressed. Students are then required to apply their knowledge outside the classroom in a hands-on performance-oriented environment during a weekly lab facilitated by MS III Cadets, supervised by MS IV’s and cadre.

Course Design and Format
This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Students will be expected to participate in a professional, respectful, courteous, and constructive manner. Lectures will be brief and interactive. You will have opportunity for extensive small group discussions and exercises throughout class to apply learning and provide reflection. Time will be given in class to discuss and work on projects and papers.

The four ALAs and General Learning Outcomes are:
1. Leadership
   - Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
   - Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
   - Proficiency in implementing and sustaining the fundamentals of development

2. Mission Command
   - Proficiency in the principles of mission command
   - Proficiency in the elements of command and control (C2)
   - Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
   - Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
   - Proficiency in critical & creative thinking

3. Operations
   - Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
   - Proficiency in understanding the OE across all domains
• Proficiency in sustainment functions supporting Army Operations

4. Training
  • Proficiency in planning, preparing, executing, and assessing training

Cadets will be evaluated and their progress managed throughout the course, in addition to monitoring the student’s understanding of the course content; ensuring students comprehend the learning objectives and are retaining the lesson content.

Course Map

Requirements

Army ROTC Writing Program
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 write one paragraph after each ML100 and 200 class that is due at the next scheduled class. The paragraph will include what the lesson was about and how that lesson will help develop you as an Army Officer.

You will use these paragraphs as a foundation for two Semester Journal Essay Assignments. The first essay is due at the start of lesson 13 and the second is due at lesson 24. Each essay will expand on one or two of your previous classes and how they will develop you as an Army officer. You will need to explain your thoughts on how the class or classes aided in your development. Put this development in context with examples from your life up to now. Each essay will be between 3 to 5 pages in length. Students will receive additional information about this requirement.

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
Students 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
The class is interactive and uses homework and in-class assignments to evaluate learning. Quizzes are used at the Instructor’s discretion.

Mid-Term Exam (Written Knowledge)
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 (Written Knowledge)
A cumulative final exam will be given to test the levels of learning achieved by students throughout the course of the semester.
**Grading**

Class Participation 15%
Lesson Assessments 20%

Semester Evaluations:
- Mid-Term Exam/ Journal Essay Assignment 25%
- Final Exam/ Journal Essay Assignment 30%
- Leadership Capstone 10%

Solid performance in each area of evaluation is necessary to earn a grade of “B”. The following grading scale will be used based on 100 points possible:

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>A</td>
</tr>
<tr>
<td>80-89</td>
<td>B</td>
</tr>
<tr>
<td>70-79</td>
<td>C</td>
</tr>
<tr>
<td>60-69</td>
<td>D</td>
</tr>
</tbody>
</table>

Every attempt will be made to offer adequate written assessments in explaining evaluations. **All late papers and assignments will receive a 10% reduction in grade.**

**Collaboration**

You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

**ROTC Course Labs** **Lab schedule subject to change**

<table>
<thead>
<tr>
<th>Lab No.</th>
<th>Date</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAB 01-</td>
<td>26AUG21</td>
<td>Commander’s Time</td>
</tr>
<tr>
<td>LAB 02-</td>
<td>02SEP21</td>
<td>Drill &amp; Ceremonies</td>
</tr>
<tr>
<td>LAB 03-</td>
<td>09SEP21</td>
<td>Team Building Exercise</td>
</tr>
<tr>
<td>LAB 04-</td>
<td>16SEP21</td>
<td>PCCs &amp; PCIs/Field Craft</td>
</tr>
<tr>
<td>LAB 05-</td>
<td>23SEP21</td>
<td>Land Navigation I</td>
</tr>
<tr>
<td>LAB 06-</td>
<td>30SEP21</td>
<td>Land Navigation II</td>
</tr>
<tr>
<td>LAB 07-</td>
<td>07OCT21</td>
<td>Tactical Combat Casualty Care (TC3)</td>
</tr>
<tr>
<td>LAB 08-</td>
<td>14OCT21</td>
<td>Military Communications</td>
</tr>
<tr>
<td>LAB 09-</td>
<td>21OCT21</td>
<td>Pre-Marksmanship Instruction (PMI)</td>
</tr>
<tr>
<td>LAB 10-</td>
<td>28OCT21</td>
<td>Individual Movement Techniques (IMT)</td>
</tr>
<tr>
<td>LAB 11-</td>
<td>04NOV21</td>
<td>Team &amp; Squad Movement Techniques</td>
</tr>
<tr>
<td>LAB 12-</td>
<td>11NOV21</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required MSI-MSIV 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 MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

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 updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

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 updated information please refer to AR 600-20, Army Command Policy; 24 July 2020, and AR 600-100.

Inappropriate Relationships

Per Army Directive (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.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.
**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. 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.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

**Prohibited Activities**

- Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes
- Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes
- Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

**Diversity and Inclusion**

**Initiate a Dialogue and Keep it Up.** Nationwide protests following the death of George Floyd renewed the urgency for open conversations on tough topics like race, and at TRADOC we are committed to having the dialogue. I recognize each Soldier, Civilian, and Family Member may perceive and react to the current unrest and other societal situations differently. The TRADOC Leadership Team is here to support the entire TRADOC Family. Open dialogue is critical to helping all of us understand and support each other. At every level and in every position, I expect you to talk to your teammates, work harder to listen and gain a better understanding of different points of view, and seek a better perspective that allows us to see the world through their eyes.

**Assess our Policies and Programs.** The Army and TRADOC must continue to be a national leader in providing equitable and inclusive opportunities and find ways to eliminate any subcultures that threaten our Army Values. We will conduct a thorough review of our internal policies and programs for potential unintended effects or biases. We will also look for better ways to use existing feedback mechanisms such as the Command Climate Survey, Staff Assistance Visits, Special Emphasis Programs, and Focus Groups to better understand perceptions of the workforce regarding race, color, national origin, religion,
sex, age, disability, or genetic information. Most importantly, we will take action on the findings and remain committed to creating more opportunity for our entire workforce.

**Continue to Increase Diversity of our Total Force.** The Army must make acquiring, developing, employing, retaining, and understanding the needs of its diverse force the centerpiece of its competitive advantage or risk losing the war for talent to other entities. Accessions is a major component of our mission. We are ALL on the front lines of ensuring our Army is representative of the country we serve.

**Change the Way We Train.** Every leader must strive to be more socially aware, compassionate, relate to subordinates and peers, identify discrimination and prejudice, and resolve issues at the lowest level.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

**Sexual Harassment/Assault**

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

**Suicide Prevention**

ACE

**Ask:** Ask a direct question such as, “Are you thinking about committing suicide?”

**Care:** Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

**Escort:** Escort the person to talk with an RA, a professor, or another professional

**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.

**Office Hours and Appointments**

See Office Hours below. Come in and discuss anything you want, including assignments, issues, or concerns. I will also make adjustments to my schedule (to meet with you) beyond office hours, if necessary.
<table>
<thead>
<tr>
<th>WEEK DAY</th>
<th>MS 201 (AM) INSTRUCTOR OFFICE HOURS</th>
<th>MS 201 (PM) INSTRUCTOR OFFICE HOURS</th>
<th>ADDITIONAL APPOINTMENT HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>MONDAY</td>
<td>0900-0945</td>
<td>1400-1600</td>
<td>Please coordinate time(s) after 1700</td>
</tr>
<tr>
<td>TUESDAY</td>
<td>0900-1000</td>
<td>1400-1600</td>
<td>Please coordinate time(s) after 1700</td>
</tr>
<tr>
<td>WEDNESDAY</td>
<td>0900-1100</td>
<td>1400-1600</td>
<td>Please coordinate time(s) after 1700</td>
</tr>
<tr>
<td>THURSDAY</td>
<td>0900-1000</td>
<td>None</td>
<td>Please coordinate time(s) after 1700</td>
</tr>
<tr>
<td>FRIDAY</td>
<td>TBD</td>
<td>1200-1400</td>
<td>Please coordinate time(s) after 1700</td>
</tr>
</tbody>
</table>

**Special Instructions:**
- MONDAY: Please coordinate time(s) after 1700
- TUESDAY: Please coordinate time(s) after 1700
- WEDNESDAY: Please coordinate time(s) after 1700
- THURSDAY: Please coordinate time(s) after 1700
- FRIDAY: Please coordinate time(s) after 1700

**Useful Web Sites**
- [https://rotc.blackboard.com](https://rotc.blackboard.com)
- [https://atn.army.mil/](https://atn.army.mil/)
- [https://login.milsuite.mil/](https://login.milsuite.mil/)
- [http://centerforplainlanguage.org/](http://centerforplainlanguage.org/)
- [http://capl.army.mil](http://capl.army.mil)
- [http://www.preventsexualassault.army.mil/](http://www.preventsexualassault.army.mil/)
- [http://www.army.mil/media/amp/?bctid=114827147001](http://www.army.mil/media/amp/?bctid=114827147001)
- [http://www.bbc.co.uk/ethics/war](http://www.bbc.co.uk/ethics/war)
- [http://www.youtube.com/user/usarmy](http://www.youtube.com/user/usarmy)
- [https://platoonleader.net/](https://platoonleader.net/)
- [http://platoonleader.army.mil/](http://platoonleader.army.mil/)