MSL 201
Leadership and Decision Making
Fall 2016

ROTC Basic Course:

Structure

The Basic Course is an academically rigorous 2-year college program comprised of four college courses, Leadership Labs (two sets, Fall/Spring), and Cadet Initial Entry Training (CIET) conducted at Fort Knox, KY. The overall objective of this course is to integrate the principles, theories, methods, and practices of effective leadership, problem solving, military operations and personal development in order to adequately prepare you for the Advanced Course. This course has specific learning objectives from the six Army Learning Areas (ALA) listed below.

ALA 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

Course Description

Introduction to leadership and management, which develops the basic skills that must be learned in order to perform as an effective leader. Introduction to the Army Leadership Development Program (LDP), the decision-making process, the code of conduct, the Army Operations Order format and its use. Advanced land navigation, physical fitness and briefing skills.
MSL201 primarily is drawn from the Adaptability ALA. The outcomes are demonstrated through Critical and Creative Thinking and the ability to apply Troop Leading Procedures (TLP). Comprehension of the officer’s role in Leading Change by applying Innovative Solutions to Problems in concert with the Principles of Mission Command. The Army Profession is also stressed through leadership forum and a leadership self-assessment.

**Student Learning Outcomes**

This is an academically challenging course were 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. By the end of the course, the student will be able to:

- Demonstrate oral and written skills
  - Detail the adaptive leadership analysis of a selected military leader
  - Present an information brief analyzing the leadership elements of a famous military leader
- Integrate feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MSL IV Cadets into future actions and activities in the course
- Analyze various leadership styles and assess your own
- Apply Troop Leading Procedures (TLP) to a mission

**Course Design**

This course was designed to be student-centric with the onus of learning on the student, but facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject in the course. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the lessons, rather than your instructor re-teaching the subject from scratch.

Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructor can spend more time sharing his personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.
Overview of Class Sessions

- MSL201-L01 Course Overview
- MSL201-L02 Theories of Leadership
- MSL201-L03 Transactional & Transformational Leadership
- MSL201-L04 Situational Leadership
- MSL201-L05 Adaptive Leadership
- MSL201-L06 Adaptive Leaders in History
- MSL201-L07 Leadership Forum Lecture
- MSL201-L08 Leadership Analysis
- MSL201-L09 Assessing Your Own Leadership
- MSL201-L10 Leadership Capstone Presentations
- MSL201-L11 Mid-Term Exam
- MSL201-L12 Inductive and Deductive Reasoning
- MSL201-L13 Systematic Processes in Measuring Critical Thinking
- MSL201-L14 Decision Making Using Critical Thinking Skills
- MSL201-L15 Fallacies in Critical Thinking
- MSL201-L16 Army Problem Solving Process
- MSL201-L17 Troop Leading Procedures (TLP)
- MSL201-L18 Operations Orders (OPORD)
- MSL201-L19 OPORD Practical Exercise
- MSL201-L20 Moral Dimensions of Conflict
- MSL201-L21 How to Detect Media Bias & Propaganda
- MSL201-L22 Ethical Reasoning
- MSL201-L23 Apply the Army Values to a Tactical Problem
- MSL201-L24 Final Exam

General Lab Schedule

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<td>LAB 03</td>
<td>Drill and Ceremony</td>
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<td>LAB 04</td>
<td>Land Navigation</td>
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LAB 05  Land Navigation  
LAB 06  Recon/Ambush  
LAB 07  MTC/Squad Attack  
LAB 08  Squad Attack  
LAB 09  LDX  
LAB 10  Land Navigation  
LAB 11  ASLT

**MSL 201 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 student readings, and working with fellow students to engage in class exercises.

**NFORMD.NET SHARP Program** (Mandatory Curriculum Requirement)
This student assignment is conducted in two parts. Each part is only required to be successfully completed one time during BOLC A.

**NOTE:** Successful completion of Part One SROTC (Basic) assignment is a prerequisite for Part Two (ASROTC (Advanced) NFORMD.NET). It is highly recommended that students maintain a copy of the SROTC and ASROTC NFORMD.NET SHARP Program completion certificates.

**SROTC (Basic) NFORMD.NET:**
Any student enrolled in MSL I, II, III, or IV must successfully complete the Part One SROTC (Basic) assignment and receive a certificate of completion when finished.

**ASROTC (Advanced) NFORMD.NET:** (MSL IV Cadets ONLY)
As Part Two of the NFORMD.NET SHARP Program, only MSL IV Cadets must successfully complete and receive a certificate of completion for the ASROTC (Advanced) assignment.

**Skills Presentation** (Leadership Capstone Presentations)
As a future officer, you will be required to write and present briefings. As a way to prepare you for the future requirements and assist with public speaking skills, Cadets are responsible for two assignments (oral and written) using the plan, prepare and execute format. Information Briefings will be conducted during Lesson 10 Leadership Capstone Presentations. (See cadre for additional information)
Writing Skills-Develop a short essay (no more than four pages – 1000 words) detailing your adaptive leadership analysis of your selected military leader. (See Information Briefing below for additional information)

Briefing Skills-Present an information brief (approximately 10 minutes) analyzing the leadership elements of a famous military leader approved by the instructor.

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

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

Final Examinations – A cumulative Final Exam will be given to assess your knowledge attained throughout the course of the semester.
The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: http://www.unlv.edu/registrar/calendars.

UNLV Policies:

Academic Misconduct—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV’s function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the Student Academic Misconduct Policy (approved December 9, 2005) located at: https://www.unlv.edu/studentconduct/student-conduct.

Copyright—The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could
subject you to federal and state civil penalties and criminal liability, as well
as disciplinary action under University policies. Additional information can be
found at: http://www.unlv.edu/provost/copyright.

Disability Resource Center (DRC)—The UNLV Disability Resource Center
(SSC-A 143, http://drc.unlv.edu/, 702-895-0866) provides resources for
students with disabilities. If you feel that you have a disability, please make
an appointment with a Disabilities Specialist at the DRC to discuss what
options may be available to you. If you are registered with the UNLV
Disability Resource Center, bring your Academic Accommodation Plan from
the DRC to the instructor during office hours so that you may work together
to develop strategies for implementing the accommodations to meet both
your needs and the requirements of the course. Any information you provide
is private and will be treated as such. To maintain the confidentiality of your
request, please do not approach the instructor in front of others to discuss
your accommodation needs.

Religious Holidays Policy—Any student missing class quizzes,
examinations, or any other class or lab work because of observance of
religious holidays shall be given an opportunity during that semester to make
up missed work. The make-up will apply to the religious holiday absence
only. It shall be the responsibility of the student to notify the instructor
within the first 14 calendar days of the course for fall and spring courses
(excepting modular courses), or within the first 7 calendar days of the course
for summer and modular courses, of his or her intention to participate in
religious holidays which do not fall on state holidays or periods of class
recess. For additional information, please visit:

Transparency in Learning and Teaching—The University encourages
application of the transparency method of constructing assignments for
student success. Please see these two links for further information:
https://www.unlv.edu/provost/teachingandlearning
https://www.unlv.edu/provost/transparency

Incomplete Grades—The grade of I—Incomplete—can be granted when a
student has satisfactorily completed three-fourths of course work for that
semester/session but for reason(s) beyond the student’s control, and
acceptable to the instructor, cannot complete the last part of the course, and
the instructor believes that the student can finish the course without
repeating it. The incomplete work must be made up before the end of the
following regular semester for undergraduate courses. Graduate students
receiving “I” grades in
500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

**Library Resources**
Students may consult with a librarian on research needs. For this class, the subject librarian is Sue Wainscott. ([https://www.library.unlv.edu/contact/librarians_by_subject](https://www.library.unlv.edu/contact/librarians_by_subject)). UNLV Libraries provides resources to support students’ access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at [https://www.library.unlv.edu](https://www.library.unlv.edu).

**Tutoring and Coaching**—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit [http://www.unlv.edu/asc](http://www.unlv.edu/asc) or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

**UNLV Writing Center**—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student’s Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: [http://writingcenter.unlv.edu/](http://writingcenter.unlv.edu/).

**Rebelmail**—By policy, faculty and staff should e-mail students’ Rebelmail accounts only. Rebelmail is UNLV’s official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students’ e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. *Emailing within WebCampus is acceptable.*
Final Examinations—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: http://www.unlv.edu/registrar/calendars.

Any other class specific information

Uniforms and Appearance All contracted Cadets will wear the ASU or ASU Class B uniform on the first day of class each week and the ACU on the second day of class each week, and adhere to Army Regulation 670-1 with regard to uniforms and appearance. Non-Contracted Cadets will wear appropriate attire and present a professional appearance in class at all times.

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

Evaluation and Grading:

- Class Participation 20%
- SROTC NFORMD.NET Assignment* 5%
- Skills Presentation 15%
- Quiz Grades 10%
- Mid-Term Exam 20%
- Final Exam 30%

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

GRADING CRITERIA: A, 93-100; A-, 90-92; B+, 87-89; B, 83-86; B-,80-82; C+, 77-79; C, 73-76; C-, 70-72; D+, 67-69; D, 63-66; D-, 60-62; F, 59 and below.

Every attempt will be made to offer adequate written assessments in explaining evaluations. **Late Assignments will not be accepted for credit without prior approval. A maximum of 1 week past due date will be approved. All late assignments accepted will receive a 10% reduction in grade.**

Course Publications:

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<td>ADRP 1</td>
<td>The Army Profession</td>
<td>14 Jun 2013</td>
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<tr>
<td>ADRP 1-02</td>
<td>Operational Terms and Military Symbols</td>
<td>02 Feb 2015</td>
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<td>ATP 3-09.30</td>
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<td>Survival</td>
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<td>FM 3-21.8</td>
<td>The Infantry Rifle Platoon and Squad</td>
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<td>FM 6-0</td>
<td>Commanders and Staff Organization and Operations</td>
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<td>FM 6-22</td>
<td>Army Leadership: Competent, Confident, and Agile</td>
<td>12 Oct 2006</td>
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<td>FM 7-22</td>
<td>Army Physical Readiness Training</td>
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<td>FM 27-10</td>
<td>Law of Land Warfare</td>
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<td>Warrior Leaders Skills Level 2, 3, and 4</td>
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<td>CCR 145-3</td>
<td>Reserve Officers Training Corps Pre-commissioning Training and Leadership Development</td>
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Reading:

- Student Text: SROTC eBooks located on Blackboard
  https://rotc.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=_10334_1&content_id=_878461_1
- Selected readings available online at: http://www.apd.army.mil/

Further Reading:


This is a very general list. Cadre members are encouraged to contribute references they believe to be beneficial. For a more complete listing of leadership references see Human Dimensions of Strategic Leadership, published by the U.S. Army War College Library (December, 2002) or The U.S. Army Chief of Staff's Professional Reading List, United States Army Center for Military History (CMH Pub 105-5-1).