**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

LAB 01	*Orientation*
LAB 02	*Profession of Arms*
LAB 03	*Drill and Ceremony*
LAB 04	*Land Navigation*

LAB 05	*Land Navigation*
LAB 06	*Recon/Ambush*
LAB 07	*MTC/Squad Attack*
LAB 08	*Squad Attack*
LAB 09	*LDX*
LAB 10	*Land Navagation*
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: http://catalog.unlv.edu/content.php?catoid=6&navoid=531.

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). 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.

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 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/.

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:

Number	Title	Date	Additional Information
ADP 1	The Army	17 Sep 2012	w/chg 2, 6 Aug 2013
ADP 2-0	Intelligence	31 Aug 2012	

ADP 3-0	Unified Land Operations	16 May 2012	
ADP 3-07	Stability	31 Aug 2012	w/ch1, 25 Feb 2013
ADP 3-09	Fires	31 Aug 2012	w/ch1, 25 Feb 2013
ADP 3-28	Defense Support of Civil Authorities	14 Jun 2013	
ADP 3-37	Protection	28 Feb 2013	w/ch1, 28 Feb 2013
ADP 3-90	Offense and Defense	31 Aug 2012	
ADP 4-0	Sustainment	31 July 2012	
ADP 5-0	The Operations Process	17 May 2012	
ADP 5-0.1	Commander and Staff Officers Guide	14 Sep 2012	
ADP 6-0	Mission Command	Mar 2012	w/chg 2, Mar 2014
ADP 6-22	Army Leadership	1 Aug 2012	w/ch1, 10 Sep 2012
ADP 7-0	Training Units and Leaders	23 Aug 2012	
ADRP 1	The Army Profession	14 Jun 2013	
ADRP 1-02	Operational Terms and Military Symbols	02 Feb 2015	
ADRP 2-0	Intelligence	31 Aug 2012	
ADRP 3-0	Unified Land Operations	16 May 2012	
ADRP 3-07	Stability	31 Aug 2012	w/ch1, 25 Feb 2013
ADRP 3-09	Fires	31 Aug 2012	w/ch1, 25 Feb 2013
ADRP 3-28	Defense Support of Civil Authorities	14 June 2013	
ADRP 3-37	Protection	28 Feb 2013	w/ch1, 28 Feb 2013
ADRP 3-90	Offense and Defense	31 Aug 2012	
ADRP 4-0	Sustainment	31 July 2012	
ADRP 5-0	The Operations Process	17 May 2012	
ADRP 5-0.1	Commander and Staff Officers Guide	14 Sep 2012	
ADRP 6-0	Mission Command	17 May 2012	w/ch2, 28 Mar 2014
ADRP 6-22	Army Leadership	1 Aug 2012	w/ch1, 10 Sep 2012
ADRP 7-0	Training Units and Leaders	23 Aug 2012	
ATP 3-09.30	Techniques for Observed Fire	02 Aug 2013	
ATP 5-19	Risk Management	Apr 2014	w/ch1, 12 Sep 2014
ATP 6-22.1	Counseling Process	1 July 2014	

FM 2-0	Intelligence	15 Apr 2014	
FM 3-05.70	Survival	17 May 2002	
FM 3-21.8	The Infantry Rifle Platoon and Squad	Mar 2007	
FM 6-0	Commanders and Staff Organization and Operations	05 May 2014	
FM 6-22	Army Leadership: Competent, Confident, and Agile	12 Oct 2006	w/ch1, 17 July 2014
FM 7-22	Army Physical Readiness Training	26 Oct 2012	w/ch1, 3 May 2013
FM 27-10	Law of Land Warfare	July 1956	w/ch1, 15 July 1976
CALL 07-19	Base Defense	Mar 07	
JP 3-0	Joint Operations	11 Aug 2011	
JP 3-07	Stability Operations	29 Sep 2011	
JP 5-0	Joint Operation Planning	11 Aug 2011	
STP 21-1	Warrior Skills Level 1	14 Apr 2014	
STP 21-24 SMCT	Warrior Leaders Skills Level 2, 3, and 4	9 Sep 2008	
TC 3-21.5	Drill and Ceremony	20 Jan 2012	
TC 3-25.26	Map Reading and Land Navigation	15 Nov 2013	
	Unit Training Management	Dec 2013	ATN
	LG to Company Training Meetings	Dec 2013	ATN
	LG to AAR	Dec 2013	ATN
	Develop Unit METL		ATN
	Determine KCT to Train		ATN
AR 25-50	Preparing and Managing Correspondence	17 May 2013	
AR 600-20	Command Policy	6 Nov 2014	
AR 623-3	Evaluation Reporting System	31 Mar 2014	
AR 670-1	Wear and Appearance of Uniforms and Insignia	10 Apr 2015	
DA Pam 623-3	Evaluation Reporting System	31 Mar 2014	
CCR 145-3	Reserve Officers Training Corps Pre-commissioning Training and Leadership Development	20 Sep 2011	USACC Sharepoint
Cadet Text	SROTC eBook		ROTC Blackboard

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:

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.

Headquarters, Department of the Army, Field Manual 1 (2005). The Army. Washington, D.C.: U.S. Government Printing Office.

Headquarters, Department of the Army, Field Manual 6-22 (2006). Army leadership. Washington, D.C.: U.S. Government Printing Office.

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

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

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

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).