

Instructor

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Patriot Casa
Room 212

Course Description

MS202 This course examines the challenges of leading teams in the complex operational environment. This course highlights dimensions of terrain analysis, patrolling, and operation orders. Further study of the theoretical basis of the Army Leadership Requirements Model explores the dynamics of adaptive leadership in the context of military operations. Students develop greater self-awareness as they assess their own leadership styles and practice communication and team building skills.

Course Design and Format

This course is designed in an interactive manner. Everyone will be responsible for contributing to the overall learning environment to create an immersive experience. Students will be expected to engage in a professional, respectful, and constructive manner. Lectures will be brief and interactive. Students will have the opportunity to participate in extensive small group discussions and exercises throughout class; focusing on application and reflection. Time will be given in class to discuss/work on projects and papers.

Course Map

NOTE: Cadre will provide the course map to Cadets.

Overview of Class Sessions

MS201-L01	Course Overview/ Order of Merit System (OMS)
MS201-L02	Cultural Awareness
MS201-L03	Squad Tactics I Refresher
MS201-L04	Writing in the Army Style
MS201-L05	Fundamentals of Leadership
MS201-L06	Adaptive Leadership; Leaders in History
MS201-L07	Intermediate Map Reading
MS201-L08	Intermediate Land Navigation
MS201-L09	Leadership Analysis; ALRM
MS201-L10	Assessing Your Own Leadership
MS201-L11	Intermediate First Aid
MS201-L12	First Aid PE

MS201-L13	Army Briefings *
MS201-L14	Army Briefings PE
MS201-L15	Leadership Capstone Presentations
MS201-L16	Law of Armed Conflict
MS201-L17	Law of Armed Conflict Case Study
MS201-L18	Communication-Reports
MS201-L19	Moral Dimensions of Conflict
MS201-L20	Ethical Reasoning/ Situational Ethics
MS201-L21	Introduction to Terrain Models
MS201-L22	Apply the Army Values
MS201-L23	Code of Conduct
MS201-L24	Final Exam

ROTC Course Labs

NOTE: All students are expected to attend all scheduled labs. Class participation is calculated with labs included. Although we understand issues may arise, excused absences will be assessed on a case-by-case basis.

LAB 01	<i>Commander's Time</i>
LAB 02	<i>Drill & Ceremony</i>
LAB 03	<i>Team Building Exercise</i>
LAB 04	<i>Land Navigation I</i>
LAB 05	<i>Land Navigation II</i>
LAB 06	<i>Tactical Combat Casualty Care (TC3)</i>
LAB 07	<i>Fieldcraft</i>
LAB 08	<i>Pre-Combat Checks & Inspections for FTX</i>
LAB 09	<i>Military Communications</i>
LAB 10	<i>Pre-Marksmanship Instruction (PMI)</i>
LAB 11	<i>Individual Movement Techniques (IMT)</i>
LAB 12	<i>Team & Squad Movement Techniques</i>

ROTC Physical Readiness Training (PRT) Sessions

PRT 01-03	<i>PT Drills, Positions, and Grips</i>
PRT 04-06	<i>Preparation and Recovery Drills</i>
PRT 07-09	<i>Stability Drills</i>
PRT 10-12	<i>Conditioning Drills</i>
PRT 13-15	<i>Conditioning Drills</i>
PRT 16-18	<i>Guerilla Drill</i>
PRT 19-21	<i>Running Drills</i>
PRT 22-24	<i>Running Drills</i>
PRT 25-27	<i>Military Movement Drills</i>
PRT 28-30	<i>Military Movement Drills</i>
PRT 31-33	<i>Strength Training Circuit</i>
PRT 34-36	<i>Army Fitness Test Introduction</i>

The four ALAs and General Learning Outcomes are:

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1. Leadership and the Army Profession

- Proficiency in creating and sustaining an organizational climate in which all members of the Army profession treat others with dignity and respect
- Proficiency in the Army leader attributes and competencies as described in the Leadership Requirements Model (LRM)
- Proficiency in developing others (i.e. setting conditions, creating opportunities, providing feedback, and enhancing learning) across the institutional, operational and self-development domains
- Proficiency as an Army professional who embraces the Army's culture of service, instills discipline, and lives the Army Values

2. Mission Command

- Proficiency in the principles of mission command
- Proficiency in the elements of command and control (C2)
- Proficiency in C2 Warfighting Function tasks and employment of the C2 system to generate and apply 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 Warfighting Functions in Multidomain Operations in support of Joint Operations
- Proficiency in understanding the Operational Environment across all domains
- Proficiency in sustainment functions supporting Army Operations

4. Training

- Proficiency in prioritizing, planning and preparing, executing, evaluating and assessing training

Requirements

Readings

Cadets are responsible for all assigned and/or optional reading assignments. Cadets are expected to spend adequate time reading and reflecting on all written materials prior to class.

Class Participation

Cadets 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 Cadets 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 evaluate the Cadets' knowledge level achieved for the curriculum materials presented during the first half of the course.

Final Exam (Written Knowledge)

A cumulative final exam will be given to evaluate the Cadets' knowledge level achieved for all curriculum materials presented from the entire semester.

Evaluation and Grading

Class Participation	15%
Assignments (Lesson Assessments/Practical Exercises/Quizzes)	30%
Mid-Term Exam	25%
Final Exam	30%

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:

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

NOTE: 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.

Character Development

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

You are expected to wear ACUs/OCs (current Army combat uniform) to all classes and adhere to Army Regulation 670-1 regarding uniforms and appearance.

Required Administrative Information

1. 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

NOTE: For more information, please refer to AR 600-20, Army Command Policy, Chapter 5, paragraph 5-6

2. Special Needs

The American with Disabilities Act of 1990 requires universities to provide a "reasonable accommodation" to any individual who advises us of a disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with either (Your Name) or the Office of Cadet Accessibility Services.

Disability Support Services

Central Academic Building 210

Phone: (210) 784-1335

Fax: (210) 784-1340

Email: disability.services@tamusa.edu

3. 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. 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.

(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.

NOTE: For more information, please refer to AR 600-35.

4. 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 individual's (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.

NOTE: For more information, please refer to AR 600-20, Army Command Policy.

5. 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.

6. 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.

7. 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 is 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.

8. 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.

All Soldiers and Civilians have a responsibility to help resolve acts of sexual harassment. Examples of how to accomplish this follows:

- Direct approach. Confront the harasser and tell them that the behavior is not appreciated, not welcomed and that it must stop. Stay focused on the behavior and its impact. Use common courtesy. Write down thoughts before approaching the individual involved.
- Indirect approach. Send a letter to the harasser stating the facts, personal feelings about the inappropriate behavior and expected resolution.
- Third party. Request assistance from another person. Ask someone else to talk to the harasser, to accompany the victim, or to intervene on behalf of the victim to resolve the conflict.
- Chain of command. Report the behavior to immediate supervisor or others in chain of command and ask for assistance in resolving the situation.
- Filing a formal complaint. Details for filing an informal or formal complaint are included in appendix C of Army Regulation 600-20 (Army Command Policy) and follow the same procedures as for an Equal Opportunity complaint.

For updated information, please refer to AR 600-20, Army Command Policy.

9. 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.

10. 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

Office Hours and Appointments

Office Hours are listed below:

I will meet with any student(s) during office hours to discuss assignments, issues, or concerns. I will also make adjustments to my schedule (to meet with you) beyond office hours, if necessary.

	MS 201 (AM)	MS 201 (PM)	
	INSTRUCTOR OFFICE HOURS	INSTRUCTOR OFFICE HOURS	ADDITIONAL APPOINTMENT HOURS
WEEK DAY	From – To	From – To	Special Instructions:
MONDAY	0900 – 1200	1300 – 1500	Must coordinate time(s) after hours
TUESDAY	0800 – 9000	1100 – 1450	Must coordinate time(s) after hours
WEDNESDAY	0900 – 1200	1300 – 1500	Must coordinate time(s) after hours
THURSDAY	0800 – 9000	1100 – 1450	Must coordinate time(s) after hours
FRIDAY	0900 – 1200	1300 – 1500	Must coordinate time(s) after hours

Course References

Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP			
ADP 1	The Army	07/31/2019	
ADP 2-0	Intelligence	07/31/2019	
ADP 3-0	Operations	07/31/2019	
ADP 3-07	Stability	07/31/2019	
ADP 3-09	Fires	07/31/2019	
ADP 3-28	Defense Support of Civil Authorities	07/31/2019	
ADP 3-37	Protection	07/31/2019	
ADP 3-90	Offense and Defense	07/31/2019	
ADP 4-0	Sustainment	07/31/2019	
ADP 5-0	The Operations Process	07/31/2019	
ADP 6-0	Mission Command; Command and Control of Army Forces	07/31/2019	
ADP 6-22	Army Leadership and the Profession	07/31/2019	w/c1, Nov 19

ATP			
ATP 2-33.4	Intelligence Analysis	01/10/2020	
ATP 3-21.8	Infantry Rifle Platoon and Squad	01/11/2024	
ATP 3-21.10	Infantry Rifle Company	05/14/2018	
ATP 3-50.21	Survival	09/18/2018	
ATP 5-19	Risk Management	11/09/2021	
ATP 6-22.1	Providing Feedback Counseling–Coaching–Mentoring	02/13/2024	
ATP 6-22.6	Army Team Building	10/30/2015	
ATP 7-22.1	Holistic Health and Fitness Testing	10/01/2020	wC2 08/01/2022
ATP 7-22.2	Holistic Health and Fitness Drills and Exercises	10/01/2020	
JP			
JP 1-vol 1	Joint Warfighting	08/27/2023	
FM			
FM 1-02.1	Operational Terms	02/28/2024	
FM 1-02.2	Military Symbols	02/28/2024	
FM 3-0	Operations	10/01/2022	
FM 3-90	Tactics	05/01/2023	
FM 3-96	Brigade Combat Team	01/19/2021	
FM 5-0	Planning and Orders Production	05/16/2022	w/C1 11/04/22
FM 6-0	Commanders and Staff Organization and Operations	05/16/2022	
FM 6-22	Developing Leaders	11/01/2022	
FM 7-22	Holistic Health and Fitness	01 Oct 2020	w/c1, 08 Oct 2020
FM 6-27	The Commander's Handbook on the Law of Land Warfare	08/07/2019	w/C1 09/20/2019
STP			
STP 21-1 SMCT	Warrior Skills Level 1	10/16/2023	
STP 21-24 SMCT	Warrior Leaders Skills Level 2, 3, and 4	9 Sep 2008	
TC			
TC 3-21.5	Drill and Ceremony	05/03/2021	
TC 3-21.60	Visual Signals	03/17/2017	
TC 3-21.76	Ranger Handbook	04/26/2017	
TC 3-22.9	Rifle and Carbine	13 May 2016	w/C2, 2017
TC 3-22.9 S	Rifle Gold Book		
TC 3-25.26	Map Reading and Land Navigation	11/15/2013	
TC 4-02.1	First Aid	01/21/2016	w/C2, 2018
TC 4-02.3	Field Hygiene and Sanitation	05/06/2015	

TC 7-21.13	The Soldiers Guide	11/30/2015	
TC 7-22.7	NCO Guide	01/01/2020	
AR			
AR 25-30	Army Publishing Program	14 Jun 2021	
AR 25-50	Preparing and Managing Correspondence	10/10/2020	
AR 350-53	Comprehensive Soldier and Family Fitness	06/19/2014	C1
AR 600-20	Army Command Policy	08/24/2020	
AR 600-25	Salutes, Honors and Courtesy	09/10/2019	
AR 600-32	Conduct Between Soldiers of Different Grades	12/18/2023	
AR 600-100	Army Profession and Leadership Policy	04/05/2017	
AR 623-3	Evaluation Reporting System	06/14/2019	
AR 670-1	Wear and Appearance of Uniforms and Insignia	01/26/2021	
DA PAM/ FORMS			
DA PAM 623-3	Evaluation Reporting System	09/27/2019	
DA Form 4856	Developmental Counseling Form	03/01/2023	
DoD Dir			
DoDD 2311.01E	DoD Law of War Program	May 2006	
DoDD 3002.01	Personnel Recovery	16 Apr 2009	C2 24 May 2017
DODI O-3002.05	PR Education and Training	2016	
EO 10631	Code of Conduct	1955	
USACC			
CCR 145-3	ROTC Pre-commissioning Training and Leadership Development	2019	USACC Sharepoint
GUIDES/HB/Misc			
	The Army Profession (Pamphlet)	2018	
	Federal Plain Language Guidelines	March 2011	Rev May 2011
	Action Officer Staff Writing Guide	02/2013	
GTA 07-71-001	Combat Skills for Small Unit Leaders	April 2018	
CJCS Guide 5260	A Self-Help Guide to Antiterrorism	10 June 2013	

Further Reading Publications:

For additional leadership references see Suggested Readings, published by the Center for Army Leadership (CAL) at [Center for Army Leadership, https://capl.army.mil/](https://capl.army.mil/) the Cadet Command Reading List at

<https://army.deps.mil/army/cmds/USACC/Lists/Announcements/Attachments/54/Commanders%20Professional%20Reading%20List.doc>

or, the U.S. Army Chief of Staff's Professional Reading List, United States Army Center for Military History, found at: <https://www.army.mil/leaders/csa/readinglist/>

- **Army Training Network (ATN):** <https://atn.army.mil/>
- **Center for Army Lessons Learned (CALL):** [CALL \(army.mil\)](https://call.army.mil/)
- **Central Army Registry (CAR):** <https://public.tag.army.mil/catalog/#/dashboard>
- **Army Publication Directorate (APD):** <https://www.apd.army.mil/>
- **Joint Doctrine Publications:** <https://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **Milsuite:**
<https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>
- **ROTC Blackboard (Bb):** <https://rotc.blackboard.com/>
- **US Army Virtual Branch Outreach (VBO) Portal:** <https://vbo.army.mil/>

NOTE: Cadets refer to AR 600-20 Command Policy for specific Army Writing Style requirements for all writing assignments.

Print Name:

Sign:

Date:

Leadership and Ethics				
Date	Day	Lesson	Topics/Key Events	Homework/Readings
25-Aug	Mon		FALL SEMESTER BEGINS	
26-Aug	Tue	L01	Course Overview and Syllabus	
28-Aug	Thur	L02	Cultural Awareness	SR/PE
29-Aug	Fri		ROTC ADMIN DOC DUE	
2-Sep	Tue	L04	Writing in the Army Style (Memo Assigned)	SR/PE
4-Sep	Thur	L05	Fundamentals of Leadership	SR/PE
5-Sep	Fri		LAB 1 Drill and Ceremony	
9-Sep	Tue	L09	Leadership Analysis	SR/PE
10-Sep	Wed		CENSUS DAY (last day to drop classes)	
11-Sep	Thur	L06	Adaptive Leadership - Leaders in History (Presentations Assigned)	SR/PE
12-Sep	Fri		LAB 2 Fieldcraft	
16-Sep	Tue	L10	Assessing your own Leadership	SR/PE
18-Sep	Thur	L20	Ethical Reasoning	SR/PE
19-Sep	Fri		LAB 3 PMI, Sector Sketch	
23-Sep	Tue	L11	Intermediate First Aid	SR/PE
25-Sep	Thur	L12	First Aid PE	SR/PE
26-Sep	Fri		LAB 4 TC3	
30-Sep	Tue	L07	Intermediate Map Reading	SR/PE
2-Oct	Thur	L08	Intermediate Land Navigation	SR/PE
3-Oct	Fri		LAB 5 Land Navigation	
7-Oct	Tue	L08	Mid-Term Review - Land Navigation Route Planning	SR/PE
9-Oct	Thur		Mid-Term	
10-Oct	Fri		SUPER LAB LAND NAV	
13-14 Oct	Mon-Tue		FALL BREAK	
16-Oct	Thur	L19	Moral Dimensions of Conflict	SR/PE
17-Oct	Fri		LAB 7 Duties and Responsibilities/Foom	
21-Oct	Tue	L22	Army Values in a Tactical Situation	SR/PE
23-Oct	Thur	L16/23	Law of Armed Conflict/Code of Conduct	Research Paper Assigned
24-Oct	Fri		LAB 8 Battle Drills	
28-Oct	Tue	L18/21	Communications Reports/Intro to Terrain Models	SR/PE
30-Oct	Thur	L03	Squad Tactics Refresher	SR/PE
31-Oct	Fri		LAB 9 Squad Tactics	
4-Nov	Tue	L13	Army Briefings	SR/PE
6-Nov	Thur	L15	Leadership Capstone Presentations	
7-Nov	Fri		LAB 10 Squad Tactics	
11-Nov	Tue		Veterans Day (Research Paper Due)	
13-Nov	Thur	L15	Leadership Capstone Presentations	
14-Nov	Fri		LAB 11 Squad Tactics	
18-Nov	Tue	L15	Leadership Capstone Presentations	
20-Nov	Thur	L03	Squad Tactics Refresher	
21-23 Nov	Fri		FALL FTX (La Copa Ranch)	
25-Nov	Tue	L15	Leadership Capstone Presentations	
26-28 Nov	Wed-Fri		THANKSGIVING BREAK	
2-Dec	Tue		MS 201 FINAL EXAM REVIEW	
4-Dec	Thur		MS 20 FINAL EXAM	
5-Dec	Fri		STUDY DAY	
8-12 Dec			FINAL EXAM WEEK	
15-Dec	Mon		FINAL GRADES DUE, 2 P.M.	