

MSCI 2610 - Self Team Development

Fall 2026 Syllabus, Section 01, CRN 40083,

Credit hours: 2

Instructor

Kevin Bukowski

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Public Instructor Information

Instructor Title: Mr.

Instructor Professional Qualifications:

- Armor Captains Career Course, Fort Knox KY, 2003
- Command and General Staff College, Fort Leavenworth KS, 2011
- M.A., History, Kansas State University 2021

Instructor Office Location: Stambaugh Stadium, 1112

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Course Description

2610. Self Team Development. Apply ethics-based leadership skills that develop individual abilities and contribute to the building of effective teams. Develop skills in oral presentations, writing concisely, planning of events, coordination of group efforts, advanced first aid, land navigation, and basic military tactics. Fundamentals of ROTC's Leadership Development Program. Two hours lecture and leadership lab MSCI 2630L per week. 2 s.h. MSCI 2610 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 presented through the understanding of 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 Armed Conflict (LOAC) and philosophy of military service are also discussed. Cadets are then required to apply their knowledge outside the classroom during hands-on performance-oriented environments at the weekly lab facilitated by MS III Cadets, supervised by MS IV's and cadre.

The MS II Course produces a Cadet grounded in foundational leadership doctrine and skills by following and leading small units to achieve assigned missions; who comprehends critical thinking and problem-solving using Troop Leading Procedures (TLPs); who comprehends the value of diversity and understands the officer's role in leading change; and understands the fundamentals of the Army as a profession.

Course Readings

Group	Title	Author	ISBN
Required	ADP 1 The Army		

All course readings are provided by the Department of Military Science

Course Publications

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 wC1 020625

ATP

ATP 2-33.4 Intelligence Analysis 01/10/2020 wC1 053025

ATP 3-21.8 Infantry Rifle Platoon and Squad 01/11/2024 wC1 062325

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 080122

ATP 7-22.2 Holistic Health and Fitness Drills and Exercises 10/01/2020 wC1 091625

JP

JP 3-0 Joint Operations 06/18/2022

FM

FM 1-02.1 Operational Terms 02/28/2024

FM 1-02.2 Military Symbols 01/23/2025 wC1 081325

FM 3-0 Operations 10/1/2022

FM 3-90 Tactics 05/01/2023

FM 3-96 Brigade Combat Team 01/19/2021

FM 5-0 Planning and Orders Production 11/04/2024 wC1 081125

FM 6-0 Commanders and Staff Organization and Operations 05/16/2022

FM 6-22 Developing Leaders 11/1/2022 wC1 021925

FM 7-22 Holistic Health and Fitness 01 Oct 2020 wC2 080725

FM 6-27 The Commander's Handbook on the Law of Land Warfare 08/07/2019 w/C1

FM 6-99 US Army Report and Message Formats 05/17/2021

STP

STP 21-1 SMCT Warrior Skills Level 1 11/20/2025

STP 21-24 SMCT Warrior Leaders Skills Level 2, 3, and 4 09/09/2008

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 09/19/2025

TC 3-22.9 Rifle and Carbine 05/13/2016 w/C3, 11/20/2019

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 wC2 120718

TC 4-02.3 Field Hygiene and Sanitation 05/06/2015

TC 7-21.13 The Soldiers Guide 09/17/2025

TC 7-22.7 NCO Guide 01/01/2020

AR

AR 25-30 Army Publishing Program 06/14/2021

AR 25-50 Preparing and Managing Correspondence 10/10/2020

AR 350-53 Comprehensive Soldier and Family Fitness 10/04/2024

AR 600-20 Army Command Policy 02/06/2025

AR 600-25 Salutes, Honors and Courtesy 05/21/2025

AR 600-32 Conduct Between Soldiers of Different Grades 09/16/2024 wC1 022825

AR 600-100 Army Profession and Leadership Policy 03/27/2025

AR 623-3 Evaluation Reporting System 02/14/2025

AR 670-1 Wear and Appearance of Army Uniforms and Insignia 01/26/2021

DA PAM/ FORMS

DA PAM 623-3 Evaluation Reporting System 02/12/2025

DA Form 4856 Developmental Counseling Form 03/1/2023

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

DoDI 5400.17p Official Use of Social Media for Public Affairs 12 Aug 2022

EO 10631 Code of Conduct 1955

EO 14168 Defending Women from Gender Ideology 31 Jan 2025

TR PAM/ REGs

TR PAM 600-4 Soldier Green Book 08/26/2025

USACC

USACC Circular 145-5 Cadet Summer Training Preparation USACC Sharepoint

CCR 145-3 ROTC Pre-commissioning Training and Leadership Development 2025 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

NOTE: Cadre members are encouraged to contribute references they believe to be beneficial.

Additional Readings:

- 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.
- Wong, L. (2004). Developing adaptive leaders: The crucible experience of Operation Iraqi Freedom. Carlisle Barracks, PA: Strategic Studies Institute.
- Timothy A. Judge and Ronald F. Piccolo. Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity
- Desire Gieseeman. Military Review, Sep-Oct 2015, Effective Writing for Army Leaders
- Decker, Bert. The Art of Communicating, Course Technology, Inc. May 1997.

Web Sites (Have students establish accounts, if needed.)

NOTE: Cadre must verify lesson website links are active prior to conducting class.

Additional Publication Sites (selected readings available online):

- Army Training Network (ATN): <https://atn.army.mil/> (CAC Required)
- Central Army Registry (CAR): <https://rdl.train.army.mil/catalog/dashboard>
- Army Publication Directorate (APD): <https://armypubs.army.mil/>
- Joint Doctrine Publications: <https://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- ROTC Blackboard (Bb): <https://rotc.blackboard.com/>
- Center for Army Leadership (CAL),

<https://usacac.army.mil/Organizations/Centers-of-Excellence-CoE/MCCoE/Center-For-Army-Leadership-CAL> (Cut and paste into browser) (For additional leadership references): Project Athena

- US Army Virtual Branch Outreach (VBO) Portal: <https://vbo.army.mil/>
- Cadet Command Reading List at: ROTC Blackboard
- U.S. Army Chief of Staff's Recommended Articles, Army University Press, found at: <https://www.armyupress.army.mil/Resources/CSA-Recommended-Articles/>
- US. Army Social media Guide at: <https://www.army.mil/socialmedia/personal/>
- <https://www.defense.gov/Experience/Military-Units/Army/#army>

- <https://oegames.tradoc.army.mil/>
- <https://www.army.mil/features/#army101>
- The U.S. Army's Command Structure

The course readings are subject to change in the event of extenuating circumstances, research developments, current events, and/or to ensure better learning.

Schedule of Topics and Assignments

Day	Date	Proposed Topic	Due/To Prepare for Class
Tue	8/25	Course Overview Cultural Awareness	
Tue	9/1	Squad Tactics Refresher Writing in the Army Style	
Tue	9/8	Fundamentals of Leadership Adaptive Leadership; Leaders in History	
Tue	9/15	Intermediate Map Reading Intermediate Land Navigation	
Tue	9/22	Intermediate First Aid First Aid PE	
Tue	9/29	Intro to Terrain Models Communication/ Reports	
Tue	10/6	Army Briefings Army Briefings PE	
Tue	10/13	Mid-Term Exam	
Tue	10/20	Leadership Analysis; ALRM Assessing Your Own Leadership	
Tue	10/27	Law of Armed Conflict (LOAC) Law of Armed Conflict (LOAC) Case Study	
Tue	11/3	Moral Dimensions of Conflict Ethical Reasoning/Situational Ethics	
Tue	11/10	Leadership Capstone Presentations Apply the Army Values to a Tactical Problem	
Tue	11/17	Code of Conduct	
Tue	11/24		
Tue	12/1	Final Exam	
Tue	12/8	Individual Counseling	

The course schedule, policies, procedures, and assignments in this course are subject to change in the event of extenuating circumstances, by mutual agreement, and/or to ensure better learning.