

MSCI 3710 - Leading Small Organizations 1

Fall 2026 Syllabus, Section 01, CRN 40086,

Credit hours: 3

Instructor

William Smith

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Public Instructor Information

Instructor Title: Captain, USA

Instructor Professional Qualifications:

- Maneuver Captain's Career Course, Fort Benning GA, 2021
- B.A., Speech Communication and Biology, SUNY Potsdam, 2016

Instructor Office Location: Stambaugh Stadium Rm 1112

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Course Description

3710. Leading Small Organizations 1. Practical opportunities to lead small groups and lead again in situations of increasing complexity. Uses small unit tactics and opportunities to plan and conduct training for lower-division students both to develop such skills and as vehicles for practicing leading. Three hours lecture and leadership lab MSCI 3730L per week. Prereq.: Permission of department chairperson. 3 s.h.

MS301 Training Management and the Warfighting Functions, is an academically challenging course where you will analyze, test, and relate the fundamentals of Army Leadership, the Profession, Army Values and Ethics, Personal Development, and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a squad and platoon in the execution of a mission during a classroom PE, a Leadership Lab, or during a Field Training Exercise (FTX). You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills that can further develop you in to a successful officer. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, a mid-term exam, and a final exam. You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MS IV Cadets who will assist in your evaluation. Successful completion of this course will help prepare you for the SROTC Advanced Camp, which you will attend in the summer at Fort Knox, KY.

Course Readings

Group	Title	Author	ISBN
Required	ATP 3-21.8 Infantry Rifle Platoon and Squad		
Required	TC 3-21.76 Ranger Handbook		

All course readings are provided by the Department of Military Science

Course Publications

ADP 1 The Army 31 Jul 2019

ADP 1-01 Doctrine Primer 31 Jul 2019

ADP 2-0 Intelligence 31 Jul 2019

ADP 3-0 Operations 21 Mar 2025

ADP 3-07 Stability 31 Jul 2019

ADP 3-19 Fires 31 Jul 2019

ADP 3-28 Defense Support of Civil Authorities 31 Jul 2019

ADP 3-37 Protection 10 Jan 2024

ADP 3-90 Offense and Defense 31 Jul 2019

ADP 4-0 Sustainment 31 Jul 2019

ADP 5-0 The Operations Process 31 Jul 2019

ADP 6-0 Mission Command: Command and Control of Army Forces 31 Jul 2019

ADP 6-22 Army Leadership and the Profession 31 Jul 2019 w/c2, 06 Feb 2025

ADP 7-0 Training 29 Apr 2024

ATP 3-09.30 Observed Fires 28 Sep 2017
ATP 3-20.98 Scout Platoon 04 Dec 2019 w/c1, Jul 2025
ATP 3-21.8 Infantry Rifle Platoon and Squad 11 Jan 2024 w/c1, Jun 2025
ATP 3-21.10 Infantry Rifle Company 14 May 2018
ATP 3-50.21 Survival 18 Sep 2018
ATP 5-0.1 Army Design Methodology 01 Jul 2015 w/c1, Sep 2025
ATP 5-19 Risk Management 09 Nov 2021
ATP 6-22.1 Providing Feedback: Counseling-Coaching-Mentoring 13 Feb 2024

FM 1* The Army: A Primer to Our Profession of Arms 01 May 2025
FM 1-02.1 Operational Terms 28 Feb 2024
FM 1-02.2 Military Symbols 23 Jan 2025
FM 2-0 Intelligence 01 Oct 2023
FM 3-0 Operations 21 Mar 2025
FM 5-0 Planning and Orders Production 04 Nov 2024
FM 6-0 Commander and Staff Organization & Operations 16 May 2022
FM 6-22 Developing Leaders 01 Nov 2022 w/c2, 20 Feb 2025
FM 6-27 The Commander's Handbook on the Law of Land Warfare 07 Aug 2019 w/c2, May 2025
FM 7-0 Training 14 Jun 2021
FM 7-22 Holistic Health and Fitness 01 Oct 2020 w/c1, 08 Oct 2020

JP 3-0 Joint Operations 18 Jun 2022
JP 3-07 Stability 11 Feb 2022
JP 5-0 Joint Planning 01 Jul 2025

STP 21-1 SMCT SMCT, Warrior Skills, Level 1 20 Nov 2025
STP 21-24 SMCT SMCT, Warrior Leader Skills Level 2, 3, and 4 09 Sep 2008

TC 3-21.5 Drill and Ceremonies 03 May 2021
TC 3-21.60 Visual Signals 17 Mar 2017
TC 3-21.76 Ranger Handbook 19 Sep 2025
TC 3-25.26 Map Reading and Land Navigation 15 Nov 2013
TC 7-0.2 Training Meetings 09 Jun 2025

AR 25-30 Army Publishing Program 14 Jun 2021
AR 25-50 Preparing and Managing Correspondence 10 Oct 2020
AR 350-1 Army Training and Leader Development 01 Jun 2025
AR 600-20 Army Command Policy 06 Feb 2025
AR 600-32 Conduct Between Soldiers of Different Grades 16 Sep 2024
AR 600-52 Sexual Harassment/Assault Response and Prevention Program 11 Feb 2025
AR 623-3 Evaluation Reporting System 14 Feb 2025
AR 670-1 Wear and Appearance of Army Uniforms & Insignia 26 Jan 2021

N/A Unit Training Management N/A ATN (<https://atn.army.mil/>)
N/A Tutorial: Getting your Unit METL N/A ATN (<https://atn.army.mil/>)
N/A How to Conduct an AAR N/A ATN [https://atn.army.mil/unit-training-management-\(utm\)#AfterActionReview](https://atn.army.mil/unit-training-management-(utm)#AfterActionReview)

DA PAM 600-3 Officer Talent Management 14 Apr 2023
DA PAM 600-4 Army Medical Department Officer Career Management 27 Apr 2023
DA PAM 600-35 Scenarios for Conduct Between Soldiers of Different Grades 14 Jun 2022
DA PAM 623-3 Evaluation Reporting System 12 Feb 2025
TRADOC PAM 525-3-1 The U.S. Army in Multi-Domain Operations 2028 27 Nov 2018
TRADOC PAM 525-92 The Operational Environment 2024-2034: Large-Scale Combat Operations 05 Dec 2024

USACC REG 145-3 ROTC On-Campus Training and Leadership Development 03 Jun 2025 USACC
Sharepoint
USACC REG 385-10 Cadet Command Safety Program 01 Mar 2022 USACC
Sharepoint

Army Fitness Test Army Fitness Test
<https://www.army.mil/aft/>

CALL Handbook No. 19-18 Commander and Staff Guide to Rehearsals Jul 2019 <https://api.army.mil/e2/c/downloads/2023/01/19/48e6a637/19-18-commander-and-staff-guide-to-rehearsals-a-no-fail-approach-handbook-jul-19-public.pdf>

Misc. Multiple Training Resource Videos N/A ATN: <https://atn.army.mil/atis-training-management-knowledge-base/atis-tutorial-videos>

Misc. Training Meetings (interactive site) N/A ATN:
<https://atn.army.mil/training-meetings>

Additional Publication Sites (selected readings available online):

- Army Training Network (ATN): <https://atn.army.mil/>
- 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>

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
Thu	8/27	Course Overview OML Overview Training Management Process	
Thu	9/3	Rehearsals and Pre-Execution Checks After Action Reviews Leadership Lab Prep / Certification	
Thu	9/10	Army Publications, Online Resources, and Professional Reading Map Reading Review Leadership Lab Prep / Certification	
Thu	9/17	Navigational Methods & Route Planning Leadership Lab Prep / Certification Land Navigation Review	
Thu	9/24	Sand Tables / Terrain Models OPORD Review and METT-TC Leadership Lab Prep / Certification	
Thu	10/1	Advanced First Aid Introduction to Command and Control (C2) / Mission Command Leadership Lab Prep / Certification	
Thu	10/8	Movement and Maneuver Branch Orientation Briefings (IN, AR, AV, SF) Leadership Lab Prep / Certification	
Thu	10/15	Intelligence Branch Orientation Briefings (MI, SC) Leadership Lab Prep / Certification	
Thu	10/22	Fires Branch Orientation Briefings (FA, AD, CY, PO) Leadership Lab Prep / Certification	

Thu	10/29	Sustainment Branch Orientation Briefings (OD, TC, QM, AG, FC, MS) Leadership Lab Prep / Certification
Thu	11/5	Protection Branch Orientation Briefings (EN, MP, CM, CA) Leadership Lab Prep / Certification
Thu	11/12	Leadership Behavior and Peer Evaluations Leadership Lab Prep / Certification
Thu	11/19	Leadership Lab Prep / Certification Commander's Time
Thu	11/26	
Thu	12/3	Counseling ELITE
Thu	12/10	Final Exam

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.