

**Military Science and Leadership (MSL) 201**  
**Leadership and Ethics**  
**Prairie View A&M University**  
**Fall Semester, 2019**  
**Tuesdays and Thursdays: 1100-1150**  
**Thursday (Labs): 1500-1650**

**Instructor**

1LT Blake C. Bill

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**Course Description**

Explore the theory and practical application of group dynamics, team building, and innovative leadership in both civilian and military contexts. Students will participate in the practical application of personal motivation and team-building through planning, executing and assessing team exercises. Builds on concepts taught in Military Science 101 and 102. Leadership Laboratory (91L) and physical training are required for all enrolled students. Students are then required to apply their knowledge outside the classroom in a hands-on performance-oriented environment during a weekly lab facilitated by MSL III Cadets, supervised by MSL IV's and Cadre.

**Course Design and Format**

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Students will be expected to participate in a professional, respectful, courteous, and constructive manner. Lectures will be brief and interactive. You will have ample opportunities for extensive small group discussions and exercises throughout class to apply learning and provide reflection. Time will be given in class to discuss and work on projects and papers.

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.

**The four ALAs and General Learning Outcomes are:**

**1) The Army Leadership and Profession**

- Proficient in leader attributes and competencies.
- Proficient in character, competence, and commitment as Trusted Army Professionals  
Professional Competence
- Demonstrate intellectual, military and physical competence

## 2) Mission Command

- Demonstrate proficiency in mission command philosophy
- Demonstrate proficiency in Mission Command Leader and Commander Tasks
- Demonstrate proficiency in mission command staff tasks
- Demonstrate proficiency in mission command systems

## 3) Human Dimension

- Demonstrate capacity in creative – critical thinking.
- Demonstrate proficiency in communications skills.
- Demonstrate proficiency in cultural awareness, cross cultural competencies in the strategic environment of 2025 and beyond.
- Pursue Comprehensive Fitness / Resiliency Skills and Performance Enhancement Skills.
- Pursue lifelong learning, self-assessment, and goal setting. Comprehensive Fitness
- Seek balance, be resilient and demonstrate a strong and winning spirit

## 4) Professional Competence

- Demonstrate proficiency in Army and Joint doctrine.
- Support Army policies, programs, and processes.
- Technically and tactically competent.

## Course Map

### Learning Objectives and Class Assignments

#### L01, Course Overview – 27 AUG 19

- Describe the MSL201 course structure, outcomes, and content
- Summarize the required course assignments and student expectations
- Develop Class Norms
- Define Personal Semester Goals and Pathway to Achievement

Assignments:

- Read MSL201L01 Course Overview SR.pdf
- Read MSL201 Syllabus

#### L02, Team Building - 29 AUG 19

- Explain the difference between a Group and a Team
- Explain the three stages of Team Development
- Identify the two key attributes of Effective Teams
- Discuss Team Roles and Communication

Assignments:

- None

#### L03, Cultural Awareness – 03 SEP 19

- Describe Culture and its four Components

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- Recognize the seven factors that influence and shape a Culture
- Discuss the importance of Cultural Property Protection
- Connect factors that shape culture to real-world examples

Assignments:

- Paragraph Journal Entry

### **L04, Writing in the Army Style – 05 SEP 19**

- Describe the Army writing standards IAW AR 25-50
- Explain the steps in the writing process
- Explain the meaning and importance of bottom-line-Up Front (BLUF)
- Understand how to write in the active voice

Assignments:

- None

### **L05, Fundamentals of Leadership – 10 SEP 19**

- Analyze a full range of Leadership Theories
- Categorize Managerial Attributes of Leadership
- Recognize Transactional Leadership behaviors
- Interpret Transformational Leadership Actions
- Demonstrate an understanding of situational leadership through identification of basic leader behavior styles and subordinate levels of readiness

Assignments:

- Paragraph Journal Entry

### **L06, Adaptive Leadership; Leaders in History – 12 SEP 19**

- Distinguish Adaptive Leader Characteristics
- Infer value of Adaptive Leader Factors and Development Actions
- Analyze adaptive leaders in history

Assignments:

- None

### **L07, Intermediate Map Reading – 17 SEP 19**

- Recall previous instruction on marginal information, topographic symbols, colors, supplemental terrain features, and locating grid coordinates on a military map.
- Identify Methods of Expressing Direction
- Define Declination Conversion, Intersection, Resection, Modified Resection

Assignments:

- Paragraph Journal Entry
- Journal Essay Assignment due 26 SEP 19

**L08, Intermediate Land Navigation – 19 SEP 19**

- Determine azimuths using a military map and protractor
- Convert magnetic azimuth to a grid azimuth and grid azimuth to a magnetic azimuth using the G/M angle
- Determine a back azimuth
- Locate an unknown point on a map and on the ground by intersection
- Locate an unknown point on a map and on the ground by resection
- Measure straight line distance on a map
- Measure curved line distance on a map

Assignments:

- None

**L09, Leadership Analysis; ALRM – 24 SEP 19**

- Take Mid-Term
- Analyze the Leadership Requirements Model using leadership theory
- Assess the leadership attributes and competencies of individual leaders

Assignments:

- Paragraph Journal Entry
- Journal Essay Assignment Due at the beginning of next class

**L10, Assessing Your Own Leadership – 26 SEP 19**

- Analyze the Skills Approach and its correlation to the Three Levels of Army Leadership
- Assess individual leadership qualities using the Skills Approach
- Assess your personality type using the Jung and Myers-Briggs Personality Type Theory

Assignments:

- Prepare Leadership Capstone
- Complete MSL201L10 Assessing Your Own Leadership SH1 (Leadership Skills Inventory)
- Complete MSL201L10 Assessing Your Own Leadership SH2 (Assessing Your Own Leadership)

**L11, Intermediate First Aid – 01 OCT 19**

- Explain Apply a Hemostatic Dressing
- Explain Apply an Occlusive Dressing
- Explain Apply a Fox Eye Shield
- Explain Perform First Aid for Burns

Assignments:

- Paragraph Journal Entry

**L12, First Aid PE – 03 OCT 19**

- Evaluate a Casualty
- Open an Airway
- Apply a Combat Application Tourniquet (CAT)

- Perform First Aid to Prevent or Control Shock

Assignments:

### **L13, Army Briefings – 08 OCT 19**

- Describe the four types of Army Briefings
- Discuss the formats of the four types of Army Briefings
- Explain the four steps in creating and presenting an effective Briefing
- Prepare an Information Briefing

Assignments:

- Prepare Leadership Capstone

### **L14, Communications-Reports – 10 OCT 19**

- Describe proper radio procedures
- Prepare proper military reports; SPOTREP, MEDEVAC

Assignments:

- Prepare Leadership Capstone

### **L15, MIDTERM REVIEW – 15 OCT 19**

### **L16, MID TERM – 17 OCT 19**

### **L17, Leadership Capstone Presentations – 22 OCT 19**

- Prepare an informational briefing on a famous leader using multiple leadership theories and/or elements

Assignments:

- None

### **L18, Leadership Capstone Presentations – 24 OCT 19**

- Prepare an informational briefing on a famous leader using multiple leadership theories and/or elements

Assignments:

- None

### **L19, Law of Land Warfare – 29 OCT 19**

- Examine the historical and legal basis of the law of land warfare
- Analyze and apply the law of land warfare to a historical situation

Assignments:

- None

### **L20, Law of Land Warfare Case Study – 31 OCT 19**

- Examine the historical and legal basis of the law of land warfare

- Analyze and apply the Law of Land Warfare to a historical case study

Assignments:

- Paragraph Journal Entry

**L21, Moral Dimensions of Conflict – 05 NOV 19**

- Assess the Soldier's Rules and their application to the Moral Dimensions of Conflict
- Compare what constitutes a War Crime and the Just War Theory

Assignments:

- Journal Essay Assignment due 07 NOV 19

**L22, Ethical Reasoning – 07 NOV 19**

- Contrast the varying complex levels of ethical situations
- Analyze the ethical processing model and the ethical lenses leaders use to make ethical choices

Assignments:

- Journal Essay Assignment 2 due at the beginning of the next class

**L23, Situational Ethics – 12 NOV 19**

- Apply ethical processing model to situations/dilemmas in the military

Assignments:

- None

**L24, Code of Conduct – 14 NOV 19**

- Describe the Origins of the Code of Conduct
- Review the Code of Conduct
- Define actions required under the Code of Conduct

Assignments:

- None

**L25, OPEN LESSON PLAN- 19 NOV 19**

**L26, OPEN LESSON PLAN- 21 NOV 19**

**L27, Apply the Army Values – 26 NOV 19**

- Apply the Army Values to a Tactical Problem

Assignments:

- Study for Final Exam

**L28, THANKSGIVING BREAK - 28 NOV 19**

**L29, LAST DAY- CLOSEOUT & FINAL EXAM REVIEW - 03 DEC 19**

**L30, Final Exam – 05 DEC 19**

- Final Exam

**ROTC Course Labs: Thursday 1500-1650 (in most cases)**

<i>Welcome Back Lab &amp; Drill and Ceremony</i>	<i>29 AUG</i>
<i>Drill and Ceremony</i>	<i>05 SEP</i>
<i>Team Building Exercise</i>	<i>12 SEP</i>
<i>Land Navigation I</i>	<i>19 SEP</i>
<i>Land Navigation II</i>	<i>26 SEP</i>
<i>Military Communication</i>	<i>03 OCT</i>
<i>Individual Movement Techniques</i>	<i>10 OCT</i>
<i>Team and Squad Movement Techniques</i>	<i>17 OCT</i>
<i>Battle Drills Introduction</i>	<i>24 OCT</i>
<i>Treat Causality</i>	<i>31 OCT</i>
<i>Field Craft</i>	<i>07 NOV</i>
<i>Weapon Familiarization</i>	<i>14 NOV</i>
<i>Gear Turn-in</i>	<i>21 NOV</i>
<b><i>Thanksgiving Holiday</i></b>	<b><i>28 NOV</i></b>

**Grading****Class Participation (30% of total grade)**

Students 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 students to engage in class and lab exercises.

All students enrolled in MS201 will attend all Physical Readiness Training conducted from 0545-0645 on Tuesday, Wednesday, and Thursday. Generally, Cadets conduct PRT at the Army ROTC building. Dates and locations are subject to change based on training requirements, weather, and other considerations as published by the Cadet Chain of Command and Cadre. Contracted cadets are required to attend Labs on Thursday afternoons as well as enrolled students. If you are not able to attend required events for any reason, you must notify either 1LT Bill AND your Cadet leadership prior to execution in-person or via phone or e-mail. Instructors will determine if your absence will be excused for grading purposes or not. Some instances in which absences will not be excused are transportation problems (prepare transportation early and conduct preventative maintenance checks and services (PMCS) on your vehicle), sleeping in, or studying for classes. You are expected to be professionals in every situation. Manage your time appropriately, get needed rest, and ask for help when you need it.

***Each unexcused absence from class or BN events will result in a 1% reduction in your total grade.***

### **Lesson Assignments (20% of total grade)**

Most lessons will have a take-home assignment. Each assignment will be graded and promptly returned. Each assignment will have a specific point requirement tied to it. The total for all assignments will be added together and will carry a 20% weight for the total points in the class. A common assignment is journal entries. These will help shape your ability to write in the army style. Army writing is easy to read and understand. It is clear and concise. Readers are able to understand the sender's message quickly and accurately. The Army writing style is "writing you can understand in a single rapid reading, and is generally free of errors in grammar, mechanics, and usage" and "is clear, concise, organized, and right to the point".

For the journal entries, you will write one paragraph after every other class period that is due the following class period. The paragraph will include what the lesson was about and how that lesson will help develop you as an Army Officer.

You will use these paragraphs as a foundation for two Semester Journal Essay Assignments. The first essay is due at the start of Lesson 10 and the second is due at the start of Lesson 22. Each essay will expand on one or two of your previous classes and how they will develop you as an Army officer. You will need to explain your thoughts on how the class or classes aided in your development. Put this development in context with examples from your life up to now. Each essay will be between 3 to 4 pages double spaced in length (Times New Roman, 12pt font). Students will receive additional information about this requirement throughout the semester.

### **Mid-Term Exam (15% of total grade)**

A mid-term exam will be given to test the levels of learning achieved by students in the first half of the course.

### **Final Exam (20% of total grade)**

A cumulative final exam will be given to test the levels of learning achieved by students throughout the course of the semester.

### **Leadership Capstone (15% of total grade)**

Prepare an informational brief (approximately 10 minutes) analyzing the leadership elements of a famous leader in history. The leader you select should provide enough information for you to assess his leadership based on the following leadership elements

- 1) Behavioral Theory (Managerial Grid)
- 2) Transformational / Transactional theory
- 3) Situational Theory
- 4) Adaptive Leadership

Select a famous leader in history where information can be found to support the intent of the assignment

- 1) Set up equipment, visual aids and room as necessary
- 2) Present a 10-minute information brief with visual aids that reflects the highlights of your analysis (no more than three slides maximum)

### **Important Due Dates**

Assignment	Due Date
Journal Essay Assignment 1	26 SEP 19*
Mid-Term Exam	17 OCT 19*
Leadership Capstone	22 & 24 OCT 19*
Journal Essay Assignment 2	31 OCT 19*
Final Exam	05 DEC 19*

\*All dates are subject to change

**Late assignments will incur a 3% reduction in your total grade.**

**Grading Overview**

Class Participation	30%
Lesson Assignments	20%
Mid-Term Exam	15%
Final Exam	20%
Leadership Capstone	15%

**Grading Scale:**

A+ 97%-100%	B+ 87%-89%	C+ 77%-79%	D 65%-69%
A 93%-96%	B 83%-86%	C 73%-76%	F Below 65%
A- 90%-92%	B- 80%-82%	C- 70%-72%	

**Special Battalion Physical Readiness Events**

There are selected dates where all Cadets, contracted or not, are required to attend Battalion PRT. Dates are provided below.

Event	Date
Intro to PRT	28 AUG 19 (TBD)
Diagnostic APFT 1	27 SEP 19
Diagnostic APFT 2	30 OCT 19
Diagnostic Swim Test	TBD
Army vs. Navy Competition	TBD
Battalion Run	TBD
Record APFT	19 NOV 19

The Battalion will conduct three APFTs this semester. Every Cadet should perform each test to the best of his or her ability on each of these tests. The goal for each Cadet, contracted or not, is to score a 270 or above on the test with at least 90 points in each event. The minimum passing score is a 180 with at least 60 points in each event.

**Physical Fitness Incentive**

All APFTs published in the semester training guidance memorandum are considered record APFTs. Any additional tests will be considered diagnostic, unless otherwise specified. If a Cadet earns a 270 or higher (minimum of 90 points in each event) on the first or second record APFT of the semester, they will earn a PRT pass that they can use for any regular PRT session (not counting mandatory events which include, but are not limited to: APFTs, HT/WT Screening, Battalion Runs, Battalion Sports Day). PRT passes expire at the end of the semester. MSII Cadets cannot use a PRT pass during a week they are assigned as the PRT Instructor, and MSIV Cadets cannot use a PRT pass during a week they are assigned as the PRT Evaluator. Additionally, if a Cadet earns a 270-290 on the final APFT of the semester (at least 90 points in each event), he or she will receive 10 bonus points added to their final Military Science course grade. If a Cadet earns a 290-299 on the final APFT of the semester, he or she will receive 15 bonus points added to their final course grade. If a Cadet earns a 300 on the final APFT of the semester, he or she will receive 20 bonus points added to their final course grade.

### **Class Absences**

PVAMU students are required to know and understand the University policies concerning missing coursework. Failure to comply with the policy could result in disenrollment in the Army ROTC courses. Missed course work or training is authorized for the following circumstances:

- 1) Personal health emergencies
- 2) Immediate family health emergencies

### **Illness or other extraordinary personal circumstances:**

Short-term illness: PVAMU Students are required to contact via phone and email their instructor concerning illness that will impact their participation in class, labs, or training. This should be done well in advance of the start of the class, lab, or training. PVAMU students are to notify their instructors and their academic deans by means of a Short-Term Illness Notification Form (STINF) when they are temporarily incapacitated and hence are unable to attend class or complete an assignment on time, please see PVAMU Class Attendance Policy (<https://www.pvamu.edu/registrar/general-registration-information/class-attendance-policy/>).

### **Character Development**

**NOTE:** Throughout the year, your individual performance will be evaluated against required course end states and developmental outcomes. This evaluation is the PMS' assessment of your performance against the Army Leadership Requirements Model (ALRM) rubric of performance indicators.

Each Cadet is responsible and expected to attain (know and do) the respective requirements for each MSL Level. The tasks are grouped into the ALRM Attributes and Competencies.

### **Collaboration**

You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

### **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:

- 1) Worship practices.
- 2) Dietary practices.
- 3) Medical practices.
- 4) Wear and appearance of the uniform.
- 5) Grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

### **On-line 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, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action. It is every individuals' (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.

For more information please refer to AR 600-20, Army Command Policy, para 1-4, 4-19, Chapter 7, and AR 600-100.

### **Inappropriate Relationships**

Per Army Directive 2016-17 (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 a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form

2982 will be recertified annually. The form will be locally filed and kept for 1 year after the trainer has left the unit.

2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer's inappropriate conduct.

3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until 6 months after the trainee has left the unit.

### **Dean of Brailsford College of Arts and Sciences at PVAMU**

Dr. Danny R. Kelley is the Dean of Brailsford College Arts and Sciences at Prairie View A&M University, and he is also a huge advocate for the ROTC program. He is available to assist any student if there are ever any issues or concerns either within ROTC or within another department on PVAMU campus. Contact number is (936) 261-3180

### **Special Needs**

The American with Disabilities Act of 1990 requires universities to provide a "reasonable accommodation" to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

### **Office Hours and Appointments**

<b>Day</b>	<b>Unavailable Times</b>
Monday	1130-1300, after 1700
Tuesday	0845-0930, 1130-1300, after 1700
Wednesday	1000-1300, after 1700
Thursday	1130-1300, after 1700
Friday	After 1600

### **Course References**

- Course Syllabus (see <https://rotc.blackboard.com>)
- MSL 201 Course Map "Pony Blanket" (see <https://rotc.blackboard.com> MSL II)
- See YouTube Channel for MSL Videos ([www.youtube.com/channel/UC0t6LhApmHQ9YosAOIJ1tDA](http://www.youtube.com/channel/UC0t6LhApmHQ9YosAOIJ1tDA))
- Fort Knox Map Sheet & Protractor

### **Web Sites**

- <https://rotc.blackboard.com>
- <https://atn.army.mil/>
- [http://armypubs.army.mil/doctrine/active\\_fm.html](http://armypubs.army.mil/doctrine/active_fm.html)
- <https://login.milsuite.mil/>
- <http://centerforplainlanguage.org/>
- <http://cape.army.mil>
- <http://www.acep.army.mil/pdf/MRT-C%20Goal%20Book.pdf>

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- <http://www.preventsexualassault.army.mil/>
- <http://www.army.mil/media/amp/?bctid=114827147001>
- <http://www.history.army.mil/moh/index.html>
- <http://www.army.mil/values/warrior.html>
- <http://www.bbc.co.uk/ethics/war>
- <http://www.youtube.com/user/usarmy>
- <https://platoonleader.net/>
- <http://platoonleader.army.mil/>