MSL 4423 Leadership & Management II
Course Syllabus

Instructor:

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Structure:

Course Description

MSL 4423 focuses on development of the Army Officer. It is an academically challenging course where you will develop knowledge, skills, and abilities to plan, resource, and assess training at the small unit level. You will also learn about Army programs that support counseling subordinates and evaluating performance, values and ethics, career planning, and legal responsibilities. At the conclusion of this course, you will be familiar with how to plan, prepare, execute, and continuously assess the conduct of training at the company or field grade officer level. Includes a lab per week overseeing MS III lesson facilitation and supervised by ROTC Cadre.

Course Design

This course is designed to be student-centric with the onus of learning on the student, 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 most of the class time on specific areas that are least understood from the lessons, rather than your instructor 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 many opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

ROTC Advanced Course

The Advanced Course is comprised of an academically rigorous 2-year program consisting of; four college courses with two Exams (Midterm/Final) per course, two sets of Leadership LABs (Fall/Spring), and the Cadet Summer Training (CST) Advanced Camp conducted during the summer in-between the MS III and MS IV years at Fort Knox, KY.

- MS 300, Leadership Skills and Small Unit Tactics
- Fall Leadership Labs
- Spring Leadership Labs
- CST Advanced Camp Fort Knox, KY
- MS 400, Leadership Management I & II
- Fall Leadership Labs
- Spring Leadership Labs

The ROTC Course Outcomes are derived from the four Army Learning Areas (ALA) and General Learning Outcomes (GLOs) to develop objectives designed to prepare the newly commissioned second lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

The four ALAs and General Learning Outcomes are:

1. Leadership and the Army Profession
   - Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
   - Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
   - Proficiency in implementing and sustaining the fundamentals of development

2. Mission Command
   - Proficiency in the principles of mission command
   - Proficiency in the elements of command and control (C2)
   - Proficiency in C2 Warfighter Function tasks and system to integrate elements of 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 Warfighter Functions in Unified Land Operations in support of Joint Operations
   - Proficiency in understanding the OE across all domains
   - Proficiency in sustainment functions supporting Army Operations

4. Training
   - Proficiency in planning, preparing, executing, and assessing training

Course Requirements

1. Participation:

You are expected to **actively participate** 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, working with fellow students to engage in class exercises, leading lab exercises, and assisting with ROTC-related activities and events. **Peer and Cadre/Staff assessments** will determine your overall participation grade at the end of the semester.

2. Attendance is **MANDATORY** for ***ALL*** physical fitness, classes, and labs. You must sign in on the attendance sheet to be counted as present; do ***NOT*** sign in others. Each unexcused absence will result in a performance counseling. If you have two unexcused absences, an APMS or the SMI will counsel you. If you have three unexcused absences, the PMS will counsel you and you will automatically drop a full letter grade

for the semester. If you require an excused absence, notify (phone and/or email) the Army ROTC Cadre immediately for approval and include your Cadet Chain of Command for accountability. Provide documentation to the Army ROTC Cadre, as needed, for all excused absences.

a. **Excused Absence Policy:** For details on the Army ROTC's Undergraduate Excused Absence Policy, please review the following guidelines for both planned and unplanned absences found in the supplemental Excused Absence Policy.

b. **Physical Fitness / Physical Fitness Assessment / ACFT**

As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a Physical Fitness Assessment and a diagnostic ACFT during the semester.

NOTE: ***Contracted Cadets*** *are* ***required*** *to participate in* ***ALL*** *Army ROTC sessions as stated in their contract. Students (non-contracted Cadets) are encouraged, but not required, to participate in Army ROTC sessions outside of the classroom and lab.*

3. Mid-Term Exam

A Mid-Term Exam will be given to assess your knowledge achieved during the first half of the semester.

4. Final Exam

A cumulative Final Exam will be given to assess your knowledge achieved throughout the course of the semester.

Evaluation and Grading

MSL 4423	
Physical Training (PT)	
Attendance / Participation	30%
Physical Fitness Assessment / ACFT	10%
Military Science Leadership (MSL)	
Attendance / Participation	20%
Assignments	20%
Mid-Term Exam	10%
Final Exam	10%

Assignments

All assignments will be properly labeled with the name of the assignment, followed by the submitting party's name/rank, and the submission date (i.e. "Intrigue Journal – Cadet Johnson (2 Dec)"). Improperly labeled assignments (i.e. "Final Exam" or "Untitled document" are unprofessional and will not be accepted.

Failure to adhere to this requirement may result in a loss of points for the assignment.

E-Mail

E-mail correspondence should be done in a professional manner. All e-mail should be sent using a professional e-mail address (i.e. school provided or .mil). In addition, use the following guidance:

Subject Line- each e-mail should include a subject. If you forget to add one, on top of being unprofessional, your message might not get opened. Use the subject line to summarize why you are sending the e-mail.

i.e. 24 May Leadership Lab
i.e. PT Guidance for the Week of 22 Feb

Salutation- if you have a contact person, address your email to individual. You should address each individual on the "To" line.

i.e. Sir/Ma'am
i.e. MAJ Grant
i.e. Gentlemen/Ladies

Body- the opening of the email should get right to the point, in the Army, we call this BLUF, or Bottom-Line Up Front. You can go into more depth after this BLUF statement.

i.e. I am submitting the homework assignment due on 13 March.
i.e. I am looking to set up a meeting to discuss my grades.

Ensure that you proof your e-mail for spelling and grammatical errors. Many e-mails applications offer editing; however, you can copy the information into a word document and edit via Microsoft Word or Grammarly before pasting the content back into the e-mail.

Closing- The most common way to close an e-mail is with a word or statement, such as "Sincerely," "Respectfully," or "With Regards." It is important to create an e-mail signature and to include that signature with every message you send. Include your full name, your e-mail address and your phone number.

i.e. my signature is:
V/R (Very Respectfully)

Milton A. Campbell Jr. (name)
Lieutenant Colonel, Signal Corps (rank & branch)
Professor of Military Science (position/job)
Prairie View A&M University (institution/unit)
936-714-3702 (contact information; can include multiple numbers and other e-mail addresses)

Failure to adhere to this standard may result in a loss of points for the applicable assignment or overall course grade.

NOTE: Contracted Cadets will participate in **ALL** ROTC activities in and outside the classroom.

NOTE: The following grading scale will be used based on 100 points possible. ***All late papers and assignments will receive an automatic 10-point reduction in grade. Students will turn in ALL assignments; if a student fails to turn in three assignments, they will drop a full letter grade for the class.***

93.34 - 100	A
90.00 - 93.33	A-
86.67 - 89.99	B+
83.34 - 86.66	B

80.00 - 83.33	B-
76.67 - 79.99	C+
73.34 - 76.66	C
70.00 - 73.33	C-
60.00 - 69.99	D
59.99 - 00.00	F

Important Dates for Prairie View A&M University Students

- **Tuesday, 19 January 2021**: First Class Day
- **Tuesday-Wednesday, 19-27 January 2021**: Attendance Reporting Period. Students who do not attend class during this period will have their courses removed and financial aid reduced or cancelled
- **Wednesday, 03 February 2021**: Census Date / Final Day to drop/Withdraw from Course(s) without Academic Record (A Financial Record will still exist)
- **Monday, 05 April 2021**: Final Day to Withdraw from Course(s) with Academic Record ("W")

NOTE: Listed below are several additional methods used to assess knowledge and learning that the instructor may choose to implement as course requirements and evaluation.

Character Development / Classroom Conduct

Each Cadet is responsible and expected to attain (know and do) the respective requirements for each MS Level. You are expected to carry yourself as a leader in the U.S. Army and live up to the Army Values to the best of your ability. All Army ROTC Cadets/students will adhere to the Prairie View A&M University Academic Integrity Policy. Please see link below:

Academic Integrity
To cultivate an environment of academic integrity, Prairie View A&M University expects students to abide by the University's Undergraduate Academic Integrity Policy, found in the Undergraduate Catalog. https://www.pvamu.edu/bcas/academic-integrity/

Uniforms and Appearance
You are expected to wear the assigned Army uniform to all classes per cadre guidance and adhere to Army Regulation 670-1 Wear and Appearance of Uniforms and Insignia and associated ALARACT messages regarding uniforms and appearance.

Collaboration
You are encouraged to work together with your fellow MS IV Cadets and seek guidance and help from your instructor and other ROTC cadre.

Student Conduct Policy
PVAMU students are expected to abide by the Prairie View A&M University's Code of Student Conduct: https://www.pvamu.edu/sa/student-conduct/

Sexual Misconduct Policy
In accordance with the PVAMU's Sexual Misconduct Policy, your instructor is a "responsible employee" for reporting purposes under Title IX regulations and state law and must report incidents of sexual misconduct (sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office. Please know there are places on campus where you can make a report in confidence. More information can be found on the Title IX website at https://www.pvamu.edu/titleix/sexual-misconduct-policy/

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.

Title IX
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."

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.

NOTE: See ROTC Blackboard BOLC A Curriculum and Course Materials (Protecting Against Inappropriate Relations) for Army Directive 2016-17 and DoDI 1304.33 and Policy Letter materials.

On-line Conduct
The Army is a values-based organization where everyone is expected to do what is right by treating all persons as they should be treated—with dignity and respect. Army personnel are expected to treat all people with respect in all aspects of life and forms of communication (for example, online or in person). Furthermore, Army personnel, especially those entrusted with the mantle of leadership, will lead by example and do what is right to prevent abusive treatment of others.

Failure to do so brings discredit on the Army and may have strategic implications. Hazing, bullying, and discriminatory harassment of people or their property is prohibited; allegations of harassment will be addressed swiftly, individually, and considering their circumstances. Hazing, bullying, online misconduct, and other acts of misconduct, undermine trust, violate our ethic, and negatively impact command climate and readiness.

For more information please refer to AR 600-20, Army Command Policy, 24 July 2020, Chapter 4, paragraph 4-19.

Students with Disabilities
The Office of Disability Services, in accordance with 504/ADA guidelines, is committed to providing reasonable academic accommodations to students who request them. Students seeking accommodation must confirm eligibility (requirements at https://www.pvamu.edu/disabilityservices/our-services/for-students/) and self-identify with the Office of Disability Services each semester (https://www.pvamu.edu/disabilityservices/procedures/student-intake-procedure/). The Office of Disability Services can be contacted at 936-261-3583/3585 or disabilityservices@pvamu.edu.

Counseling and Psychological Services
Student Counseling Services - https://www.pvamu.edu/healthservices/student-counseling-services/ - are available to assist students in overcoming obstacles to their personal and academic goals that may impede their development.

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 care (including immunizations).
- Wear and appearance of the uniform.
- Personal appearance and grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 24 July 2020, Chapter 5, paragraph 5-6.

Concealed Carry Policy
This policy is designed to be compliant with S.B. 11 and to address the health, safety, and welfare of the campus community. The policy was written after ample consideration of input from campus constituencies regarding several factors, including the nature of the student population, specific safety considerations, and the uniqueness of the campus environment.
This policy applies to all students, faculty, staff, and visitors of the University, except for law enforcement officers commissioned by the Texas Commission on Law Enforcement. (https://www.pvamu.edu/campuscarry/)

Office Hours and Appointments
My Office Hours are:
Monday: 1100 - 1600
Tuesday: 0900 - 1600
Wednesday: 0900 - 1200 & 1400 – 1600
I am available to meet with any of you to discuss assignments, issues, or concerns. My schedule is generally flexible, and I will schedule a specific time to meet with you beyond office hours, if necessary.

Face Covering Policy (required for courses with a face-to-face component)

To reduce the spread of COVID-19, the University requires face coverings on campus including classrooms for both faculty and students. Face coverings must cover your mouth and nose and be worn throughout the class session. A mask with a valve is not considered an adequate face covering and should not be used, as it can expel exhaled air, increasing the risk to others. Eating or drinking during class is discouraged and is not an excuse for removing the face covering for any extended length of time. For additional information on the use of face coverings, please see the Return-to-Campus Guide. Failure to comply with the requirement to wear a face covering in class will result in your being asked to leave the classroom immediately and a disciplinary referral through the Dean of Students Office.

Required Daily Health Self-Assessment (required for courses with a face-to-face component)

Your presence in class each session means that you have completed a daily self-assessment of your health/exposure and you:

- Are NOT exhibiting any Coronavirus Symptoms
- Have NOT tested positive for COVID-19
- Have NOT knowingly been exposed to someone with COVID-19 or suspected/presumed COVID-19

If you are experiencing any COVID-19 symptoms that are not clearly related to a pre-existing medical condition, do not come to class. Please see Symptom Monitoring Requirements in the Return-to-Campus Guide for what to do if you experience symptoms.

Interim Undergraduate Grading Policy (required for undergraduate courses)

Due to the unique and unprecedented challenges associated with the COVID-19 pandemic, the Prairie View A&M University has implemented an Interim Undergraduate Grade Policy for undergraduate grades which applies to all undergraduate students in courses offered in all sessions during spring 2021. Under this policy, students have the option of converting final assigned letter grades to P (Pass, applicable to any letter grade from A to D-) or NP (No Pass Reported COVID-19, applicable to grades of F) on their transcripts. Please visit FAQs for additional information.

Syllabus Changes (required for all courses)

Due to the changing nature of the COVID-19 pandemic, please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through (*specify how students will be notified of changes*).

Resources for Online Learning

Prairie View A&M University is committed to student success, and provides information to optimize the online learning experience through our Student Services website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, wireless network services, antivirus software, discounted personal software, and downloading Microsoft Office 365 at no cost.

PVAMU Email

Email communications related to this course will be sent to your Student Account which each Prairie View A&M University student receives. The Exchange mail server can be accessed via Outlook, which provides a single location for organizing

and managing day-to-day information, from email and calendars to contacts and task lists. Exchange email accounts can be accessed by logging into Office 365 with your PantherNet credentials or through PV Place. They can also be configured on IOS and Android mobile devices.

Webcams

Access to a webcam is required for students participating remotely in this course. Webcams must be turned on (*state when webcams are required to be on and the academic basis for requiring them to be on*). (*Example: Webcams must be turned on during exams to ensure the academic integrity of exam administration*.)

Honor Code Statement

Panther Code of Honor

All members of the Prairie View A&M University community should conduct themselves in a manner appropriate for a community of scholars. All students are expected to obey the law, follow regulations and maintain absolute integrity, and a high standard of individual honor in scholastic work and personal interaction.

PVAMU Honor Affirmation Statement

I affirm on my honor that I will abstain from dishonesty in all scholastic work and personal interactions.

Students may be asked to sign an honor code statement as part of their submission of any graded work including but not limited to projects, quizzes, and exams: "*I understand and agree to abide by the provisions in the PVAMU Code of Honor. I understand that academic honesty is taken very seriously and, in the cases of violations, penalties may include suspension or expulsion from the Prairie View A&M University."*

Course Delivery Formats and Final Exams

HyFlex Courses: This course is a HyFlex course. Some students may have a designated face-to-face spot reserved, but alternative ways to participate will also be provided. These alternatives may include (but are not limited to) attending class sessions through synchronous streaming, viewing recordings of class meetings asynchronously, participating in discussion boards, and/or completing self-directed activities. This course will have a final exam per the University schedule. As the University might be transitioning all classes and final exams given after the Winter Break to online delivery, the exam for this course will be delivered in the synchronous online format, and the specified date and time will be announced during the course. Prior to the exam, descriptive information, such as the number and types of exam questions, resources and collaborations that are allowed and disallowed in the process of completing the exam, and procedures to follow if connectivity or other resource obstacles are encountered during the exam period, may be provided.

Alternative Assessment in Any Course Format: An alternative assessment will

be used in the place of the traditional final exam at the course conclusion. Instructions will be provided, including the date and time that the assessment materials will be released to the class and will be due, resources and collaborations that are allowed and disallowed in the process of completing the assessment, procedures to follow if connectivity or other resource obstacles are encountered during the assessment period, acceptable submission formats, and submission location.

Course Publications

Number	Title	Date	Additional Information
ADP 1	The Army	31 JUL 19	
ADP 5-0	The Operations Process	31 JUL 19	
ADP 6-0	Mission Command: Command and Control of Army Forces	31 JUL 19	
ADP 6-22	Army Leadership and the Profession	31 JUL 19	w/ch1, 25 NOV 19
ADP 7-0	Training	31 JUL 19	
ATP 3-05.1	Unconventional Warfare	6 SEP 13	w/ch1, 25 NOV 15
ATP 5-19	Risk Management	14 APR 14	w/ch1, 8 SEP 14
ATP 6-22.1	Counseling Process	1 JUL 14	
FM 1-04	Legal Support to the Operational Army	18 MAR 13	
FM 3-24.2	Tactics in Counterinsurgency	21 APR 09	
FM 6-0	Commanders and Staff Organization and Operations	5 MAY 14	w/ch2, 22 APR 16
FM 6-22	Leader Development	30 JUN 15	
FM 6-27	The Commander's Handbook on the Law of Land Warfare	7 AUG 19	w/ch1 20 SEP 19
FM 7-0	Train to Win in a Complex World	5 OCT 16	
AR 25-50	Preparing and Managing Correspondence	17 MAY 13	
AR 27-10	Military Justice	11 MAY 16	
AR 37–104–4	Military Pay and Allowances Policy	8 JUN 05	
AR 350-1	Army Training and Leader Development Program	10 DEC 17	
AR 350-50	Combat Center Training Program	2 MAY 18	
AR 350-53	Comprehensive Soldier and Family Fitness	19 JUN 14	
AR 360-1	The Army Public Affairs Program	25 MAY 11	
AR 530-1	Operations Security	26 SEP 14	
AR 600-8-10	Leaves and Passes	3 JUN 20	

AR 600-8-19	Enlisted Promotions and Reductions	16 MAY 19	
AR 600-8-22	Military Awards	5 MAR 19	
AR 600-20	Command Policy	24 JUL 20	
AR 600-63	Army Health Promotion	14 APR 15	
AR 623-3	Evaluation Reporting System	14 JUN 19	

AR 635-200	Active Duty Enlisted Administrative Separations	19 DEC 16	
DA PAM 350-58	Army Leader Development Program	8 MAR 13	
DA PAM 600-3	Officer Professional Development and Career Management	3 APR 19	
DA PAM 600-4	Army Medical Department Officer Professional Development and Career Management	30 MAR 20	
DA PAM 600-8	Military Human Resources Management Administrative Procedures	20 MAY 19	
DA PAM 600-24	Health promotion, risk reduction, and suicide prevention	14 APR 15	
DA Pam 623-3	Evaluation Reporting System	27 SEP 19	
TRADOC Pam 525-3-3	U.S. Army Functional Concept for Mission Command 2020-2040	6 FEB 17	
	Unit Training Management	DEC 13	ATN
	LG to Company Training Meetings	DEC 13	ATN
	LG to AAR	DEC 13	ATN
	Develop Unit METL		ATN
	Determine KCT to Train		ATN
	Objective Assessment of Training Proficiency: Initial Operating Capability: Leader's Guide	29 SEP 17	ATN
	16 Cases of Mission Command	2013	Army U Press
	Commander's Legal Handbook	2015	JAG
	Operational Law Handbook	2015	JAG
	The Armed Forces Officer	2017	NDU Press
	Army Profession Pamphlet	OCT 18	CAPL
	Ordinary Soldiers: A study in Ethics, Law, and Leadership	2014	US Holocaust Memorial Museum
CCR 145-3	Reserve Officers Training Corps Precommisioning Training and Leadership Development	18 JUN 19	USACC Sharepoint

Website Links:

- **ROTC Blackboard (Bb)** - https://rotc.blackboard.com/
- **Army Knowledge Online** (AKO) - https://www.us.army.mil/
- **Army Training Network** (ATN) - https://atn.army.mil/
- **Central Army Registry** (CAR) - https://atiam.train.army.mil/catalog
- **Army Publication Division** (APD) - https://armypubs.army.mil/
- **United States Army Human Resources Command** (HRC) - https://www.hrc.army.mil/
- **Joint Electronic Library** (JEL) - http://www.jcs.mil/Doctrine/Joint-Doctine-Pubs/
- **Army One Source Website -** http://www.myarmyonesource.com/default.aspx
- **My Army Benefits Website -** http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_(ACS).html