Morehouse: HNSC-402: Leadership and Ethics

GA Tech 4322: Naval Leadership

Department of Naval Science Spring 2027

Contact Information

Instructor: CAPT Hal S. Vasquez, U.S. Navy
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Class held Tuesday and Thursday: Morehouse: 0925 to 1045 / GA Tech: 1230 to 1345

Class Location: Morehouse Leadership White Hall / GA Tech O'Keefe bldg. rm. 220

Course Objectives

Leadership and Ethics is the capstone course of the NROTC academic syllabus and is designed to provide future naval leaders with a sound moral leadership foundation for "real life" military decision-making. It prepares future leaders by exploring and applying a diverse range of leadership and ethical tools to enhance objective, sound, and timely decision-making in the most challenging environments. The course emphasizes the importance of leadership that adheres to the highest standards of character and integrity. It is a "Leadership Seminar" where fundamentals and applications of leadership and ethics will be discussed. This course completes the NROTC academic preparations for Midshipman prior to commissioning.

Learning Outcomes

- Comprehend the role of commissioned officers as members of the U.S. Armed Forces and know the obligations and responsibilities assumed by taking the oath of office and accepting a commission including the Constitutional requirement for civilian control.

- Comprehend the Naval officer's roles and responsibilities as a member of the profession of arms.
- Comprehend the significance of special trust and confidence vested in commissioned officers.
- Comprehend the UCMJ, practice of military law, and applications of regulations as they may involve a junior officer in the performance of duties.
- Comprehend the purpose, scope, and constitutional basis of Navy Regulations and the Uniform Code of Military Justice and relate these regulations to personal conduct in the military service.
- Comprehend junior officer responsibilities relative to the military justice system including familiarization with: search and seizure; apprehension and power; non-judicial punishment; investigations; courts martial; administrative discharges; and extra military instruction.
- Comprehend the relationship of the Oath of Office to Navy core values.
- Know and recite the Oath of Office.
- Comprehend the significance of special trust and confidence vested in commissioned officers as members of the profession of arms.
- Comprehend the basic elements of the Constitution of the United States.
- Know the Navy Ethos.
- Know and comprehend the Navy Leader Development Strategy.
- Know the Charge of Command.
- Comprehend the relationship between authority, responsibility, and accountability.
- Comprehend the leader development elements of experience, education, training, and personal development.
- Comprehend the professional, moral and ethical responsibilities of the Naval Officer.
- Comprehend the relationship of integrity, moral courage, and ethical behavior to authority, responsibility, and accountability.
- Demonstrate, by personal example, the professional attributes and behaviors of a Naval Officer.

- Know the International Law of Armed Conflict including Rules of Engagement (ROE), conduct of hostilities, rights of individuals, obligations of engaged parties, and the Code of Conduct for members of the U.S. Armed Forces.
- Demonstrate an understanding how the following influence an officer's ability to effectively lead in an organization: importance of officers leading by personal example; prioritization of Constitution, mission, service, command, shipmate and self; use of authority; definition of a lawful order; process for challenging unlawful orders; conveyance of clear and concise Commander's intent; degree of delegation and decentralization; officer-enlisted professional relationship; fostering loyalty up and down the chain of command; morale and esprit de corps; supervision and follow-up; time management and prioritization.
- Demonstrate an understanding of basic counseling skills.
- Comprehend the importance of feedback to mission effectiveness.
- Comprehend motivational techniques with may be useful in leadership situations.
- Know the elements and intellectual standards of critical thinking.
- Know the importance of properly developed mission statements and objectives.
- Apply leadership skills to achieve objectives.
- Comprehend the relationship between goal setting and feedback and apply this understanding to measurements, inspections and reports.
- Demonstrate the ability to communicate effectively.
- Demonstrate effective oral and written communication.
- Comprehend the importance of training and qualification to personal/professional development and mission readiness.
- Know the importance of continuing education, professional reading, and lifelong learning to professional and personal development as a leader and Naval Officer.
- Know the availability and applicability of the CNO's Professional Reading program to personal development.
- Comprehend the UCMJ, practice of military law, and applications of regulations as they may involve a junior officer in the performance of duties.

- Comprehend the purpose, scope, and constitutional basis of Navy Regulations and the Uniform Code of Military Justice and relate these regulations to personal conduct in the military service.
- Comprehend and demonstrate adherence to the standards of conduct for military personnel

Required Texts and Materials

Primary Texts:

- Christian, H. (2017). Marine Officer's Guide (8th ed.). Naval Institute Press. MARINE OPTION STUDENTS WILL RETAIN THIS BOOK
- Herbert, R.G. and LiVecche, M. (Eds.) (2022). Ethics & Moral Reasoning for Naval Leaders (1st ed.). Pearson Education.
- McComas, L.A. and Kristenson, J.D. (2019). Naval Officer's Guide (13th ed.). Naval Institute Press. NAVY OPTION STUDENTS WILL RETAIN THIS BOOK
- Above texts will be issued by the NROTC Naval Science Supply Officer during our first class.

Handouts and Supplemental Readings: as directed by the instructor at no cost. These materials will be available on the class google drive at:

Accommodation for Students with Disabilities

If you are a student with learning needs that require special accommodation, contact the

Office of Disability Services as soon as possible, to make an appointment to discuss your special needs and to obtain an accommodation letter. Please also e-mail me as soon as possible to set up a time to discuss your learning needs.

Assignments:

Leadership and Ethics is a discussion-based seminar course. The instructor will serve as the facilitator in order to ensure class discussions incorporate key course concepts. Preparation, active participation, and respect for your fellow students' ideas and opinions are all critical to student success in this course. Classes will employ several teaching methods and mediums to properly cover course objectives.

The course will utilize the following instruments to ensure course mastery:

Participation – 15%:

Daily attendance and participation in class discussions is a requirement for successful completion of this course. Classmates will learn from each other so each student should come ready to share their knowledge, thoughts, and opinions on the readings assigned as well as applicable current events.

Quizzes – 15%:

Quizzes will be given periodically as a knowledge check and to verify preparation. Quizzes will be not announced in advance. If students do not regularly complete the assigned readings or demonstrate a lack of knowledge, quizzes will be given more frequently.

Journals – 15%:

In order to better engage with the material and to practice lucid writing, students will maintain an ethics journal to explore ethical challenges through prompts and exercises assigned in the class. Entries should be approximately 250 words, but not more than a single page. Emphasis should be placed on correct grammar and clear, concise expression of your thoughts. Hard copy or email is acceptable. No one, other than the instructor, will read your ethics journals unless your permission is given in advance.

Presentation – 15%:

To practice oral presentation and formal interactions, students will be placed into random group to write a white paper and then provide the class with a 15 to 20 minute presentation on their topic. The presentation should be designed to convince a senior leader to make an ethical decision. Each presentation will be followed by a question and answer period. Students are encouraged to be creative in their presentation and may include a number of methods or media (as long as nothing is offensive or goes against good order and judgment). The student should discuss any idea with the instructor that he or she feels may be in a "gray" area. A grading rubric with more specifics will be provided later in the semester.

Mid-term exam, Final Exam -15% each:

A closed book mid-term and open book final exam will be administered in the course. The mid-term will include short answer, multiple-choice, true/false, fill in the blank, and short essay questions. The final exam will consist of a take-home exam with multiple choice, short essay, and essay responses. The mid-term and final exam material will be taken from course readings, videos, class discussions and group presentations. Each of these exams

will be preceded by a brief review session. The midterm exam will cover all course material up until that point of time in the semester. The final exam will primarily focus on material since the midterm exam but may include fundamental material learned earlier in the semester. The final exam must be completed in its entirety in order to receive full credit.

Additional Information:

Professionals are expected to possess the ability to clearly express themselves; therefore grammar, spelling, and punctuation are taken into consideration when determining your final grade on all written assignments. Other than activities conducted during in-class workshops or group presentations, all work is to be developed independently.

Grading Matrix

A: 90 – 100

B: 80 – 89

C: 70 – 79

D: 60 – 69

F: Below 60

Assignments

Participation	15%
Journals	15%
Quizzes	25%
Presentations	15%
Mid-term	15%
Final	15%

Grading Policies

All assignments will be graded on a 100-point scale. Students are welcome to review their progress at any time and discuss assigned grades (including requests for re-scoring) with the instructor. To ensure a level playing field, grades will be reduced for assignments submitted late unless prior arrangements based on unique circumstances have been made with the instructor. Generally, this will mean a 10% deduction for each day the assignment is tardy. Extensions for assignments or a change in exam dates will not be granted without prior coordination with the professor well in advance of the deadline (normally at least one week in advance).

Incomplete grades or an "I" may be assigned only when an authorized absence or other cause beyond the student's control has prevented the completion of a major course requirement, usually a final examination or paper, which will remain the case for a significant length of time. You must have a passing average in all work completed at the time the incomplete is given. Incomplete work shall be completed and a grade recorded no later than one calendar year from the term close in which the grade was earned. If the incomplete is not removed within the time allotted, the "I" will be changed to "F" by the registrar.

Academic Integrity

The Core Values of the United States Navy and Marine Corps are Honor, Courage, and Commitment. Academic dishonesty of any kind is contrary to our NROTC Core Values and to the policies of GA Tech and Morehouse and violations will not be tolerated. I expect you to work within these policies (the Navy Core values and your respective college honor policies) throughout the semester. Any student suspected of cheating or plagiarism on a quiz, exam, or assignment will be reported to the Office of Student Integrity, who will investigate the incident and identify the appropriate penalty for violations. Any NROTC midshipman suspected of cheating or plagiarism will be subject to a Performance Review Board and potential disenrollment.

Use the following links for more information on these policies:

https://policylibrary.gatech.edu/student-life/academic-honor-code

https://morehouse.edu/about/services-and-administration/registrar/academic-policies/

Other Policies

Professional Dispositions

This is a capstone class which is intended to prepare you for your career in the Navy and Marine Corps or the civilian world. You should treat this class, as you anticipate treating your first job following graduation. Unless asked for a draft or 80% solution, the work products that you turn in should reflect your best work to include a spell and grammar check, graphs and charts labeled, and neat formatting to include your name and contact information.

Here are the things which are specifically expected of you:

1. **Attendance:**

Regular class attendance either in person, or via Zoom when available and pre-arranged, is mandatory. Excessive absenteeism, whether excused or unexcused, may result in a student's course grade being reduced. Just as you will find with meetings in the Fleet or civilian professional settings, if you arrive just as class begins, you are late. Arrive a few minutes early and get settled in so you can be focused the moment class starts. If you are attending via Zoom, ensure you login in plenty of time so that you can check your audio and video prior to class beginning. Tardiness will result in a lower participation grade.

2. **Communication:**

You should use a professional tone in verbal or written correspondence. Emails should start with CAPT Vasquez and conclude with "Very Respectfully," (for military students) or "Sincerely," (for civilian students). Spelling, grammar, and punctuation should be correct. Be direct and to the point. Do not use excessive exclamation points or SMS abbreviations. Here is a *great* article about how students can send their professors professional, effective emails: https://goo.gl/h2XRRALinks to an external site. . Class attendance and completion of course assignments is your responsibility. If you have questions about an assignment or due date, please consult this syllabus and ask. If you have a personal issue that arises, let me know early and we can solve almost any problem. If you let me know after the fact, we have far fewer options.

3. **Class Protocols:**

Chewing gum, the use of tobacco products of any kind, or vapes will not be allowed in the classroom at any time. Students may bring food and drinks to class but be courteous to

other by avoiding offensive smelling food or loud wrappers or crunching. Students are expected to leave the classroom in a clean and orderly fashion. The use of computers and cell phones during class are prohibited unless specifically allowed in support of the class. Be courteous to the instructor and your classmates by placing your phone on silent or off during class. If a student has a special circumstance which warrants the cell phone being in the "on" position during class, he or she should talk to the instructor prior to class. Cell phone and tablet cameras can be used to take pictures of notes or slides for out of class studying. The use of a personal laptop computer or tablets in class for the purpose of taking notes is not permitted. All material will be posted in Canvas. At no time during class (in person or via Zoom) will personal computers be used for purposes other than note taking or researching discussed topics. Food, beverages, and the use of electronic devices in class are a privilege and I may suspend these privileges at any time.

4. **Honesty and Integrity:**

As we will cover in this class at length, honesty and integrity are at the heart of being a professional. The legal penalty in the United States Navy and Marine Corps for cheating is significant, but the repercussions to your team, family, nation, and personal character are often far worse. It is never worth trading your character for a few points in your grade. It is better to turn in an assignment late and receive a relatively minor grade penalty than it is to cut corners. For students participating in the Naval Reserve Officers Training Corps, violations of academic integrity may also have professional consequences to include a Performance Review Board and potential disenrollment from the program with forfeiture of all benefits.

5. **Class Discussions:**

Learning to express your candid opinions about ethical philosophy and the case studies we will cover is essential to your professional development. Apart from military courtesies extended to the instructor by Midshipmen and Officer Candidate students, all classroom behavior should be "collegial." Students are free to interject and question without waiting for direct recognition from the instructor (i.e. raising hand and being called upon), so long as the interjection is not unduly disruptive. Don't keep your ideas to yourself or whisper them to a neighbor. Don't worry about sounding foolish—it is ok to be wrong. The study of ethics requires struggling with decisions between right and wrong, and even more often, between the better of two rights or the less bad of two wrongs. Processing these decisions frequently involves strong emotions. Please remember to respect the opinions and

thoughts of your classmates and give them space to “think out loud” or make errors in judgement as we struggle with this difficult material. You and I will also make mistakes that require grace from your classmates. I expect and appreciate your help in gracefully identifying errors while being respectful of others. Discovering that you are wrong and learning to change your mind is essential to being a good leader. Both students and the instructor will “police” classroom behavior. Inflammatory or offensive comments, bigotry, sexual, ethnic or racial slurs, avocation of illegal action, etc., will not be tolerated. A student (and/or the class as a whole) will immediately drop any such line of discussion when requested to do so by the instructor or by another student. Any offended party is obligated to inform the professor, either in public or in private. Any views expressed by the professor, unless specifically attributed otherwise, should be considered the personal views of the instructor and may not be representative of any official policy or viewpoint of the Government, Navy, or respective University.

Course Schedule

Class / Lesson	**Readings and Assignments (due before next class)**
1 - Intro and Leadership and Ethics Course Overview	EMR: 5-9, 14-17, 38-40; Handout
2 - Cultural Narratives and Moral Discourse	EMR: 24-28, 42-44, 50-51
3 - Rationalization, Socialization, and Moral Perception	EMR: 66-68, 80-92, 134-135
4 - Moral Deliberation Roadmap: Intro	EMR: 93-100, 147-152; Video

5 - Moral Deliberation Roadmap: Constraints	EMR: 101-109, 161-163; Handout
6 - Moral Deliberation Roadmap: Consequences	EMR: 116-133, 164-168, 178-180
7 - Moral Deliberation Roadmap: Special Obligations	EMR: 186-194, 262-263; Handout
8 - Moral Excellence: Virtue and Human Flourishing	EMR: 195-201, 249-252
9 - Moral Excellence: Pride, Humility, Ritual, and Obedience	EMR: 253-271; Handout
10 - Moral Excellence: Temperance, Excellence, and Self-Mastery	EMR: 208-215, 272-274; Handout
11 - Moral Excellence: Courage and the Limits of Morality	MOG: 419-448, NOG: 220-226
12 - Moral Excellence: JO Leadership	EMR: 238-245, 277-280, 328-338
13 - Moral Excellence: Moral Injury	MOG: 467-480; NOG 7-17
14 - Moral Discipline: Disciplinary Tools	MOG: 532-534, 541-546, NOG: 250-262

15 - Moral Discipline: Rights and Military Justice	MOG: 534-541, 546-551; NOG 257-260
16 - Moral Discipline: Military Justice Tools	EMR: 148-152; Handouts.
17 - Moral Discipline: Courts - Martial	EMR: 288-305, 388-400
18 - Just War: Jus Ad Bellum	EMR: 316-327, 401-405, 408-410; Handout
19 - Just War: Jus in Bello	EMR: 76-79, 342-351, 385-387
20 - Military Ethics Topics	
21 - Presentations	
22 - Presentations	
23 - Presentations	