



AIR FORCE LEADERSHIP & MANAGEMENT
ARSC 300
Fall 2008



MEMORANDUM FOR ALL ARSC 300 STUDENTS

2 Sept 08

FROM: Air Force ROTC Det 330 (Capt Hadsell)
2126 Cole Field House
University of Maryland
College Park, MD 20742

SUBJECT: ARSC 300 Syllabus

1. Welcome to ARSC 300. This course will cover leadership and management principles primarily as they apply to the Air Force, but also the civilian sector.

OFFICE HOURS: Monday to Friday, 0700 - 1600 by appointment. Rm. 2124 Cole Field House

E-MAIL: ehadsell@umd.edu

PHONE: (301) 314-7644

COURSE SESSIONS: Section 0101: Th 1000 - 1300 Cole 3112
Section 0201: T/Th 1400 - 1530, Cole 3109

2. **COURSE GOALS:** The ARSC 300 cadet should

- A. Comprehend selected individual leadership skills and personal strengths & weaknesses as applied in an Air Force environment.
- B. Comprehend and apply the concepts of team-building, followership and motivation in an Air Force environment.
- C. Apply listening, speaking, and writing skills in Air Force-specific formats and situations with accuracy, clarity, and appropriate style.

4. **GENERAL COURSE INFORMATION**

A. **LESSON OBJECTIVES:** Each lesson has a specific objective and associated samples of behavior. These can be found at the beginning of the lesson in the "Student Readings".

B. **TEXTBOOKS** (provided):

1. United States Air Force Leadership Studies (T-309)
2. Principles of Leadership & Management (T-307) – Returnable book
3. The Tongue and Quill (AFH 37-137)
4. Concepts for Air Force Leadership (AU-24)

C. **SCHEDULE:** The full term schedule can be found at attachment 1. Dates are subject to change and will be announced in class or via e-mail.

5. **GRADES:** Grades will be determined by performance in the following areas. Each assignment will be graded on a 100 point scale.

Area	Maximum Points
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Class Participation	5
Graded Memo	10
Talking Paper	10
Briefing	20
Mid-term	25
Final	30
Total	100

- A. CLASS PARTICIPATION: All cadets/students are expected to complete all reading assignments prior to class and be able to comfortably discuss the lesson. I'll keep track of who does not participate and contribute to class discussion, and who is not prepared to discuss the material. Attendance alone does not constitute sufficient class participation. Since we will sometimes vary the schedule of assignments in class, always review the reading that was assigned for the previous class, and stay at least one full chapter ahead of the material covered in the last class.
- B. ATTENDANCE: Attendance and punctuality in class are mandatory for **ALL** students. An excused absence may be requested by submitting a typed, military memo to me *one week prior* to an anticipated absence or a week after an illness. In each case the letter is due *not later than* the beginning of the following class. Three unexcused absences will result in being counseled by the detachment commander and may result in disenrollment from ROTC. Cadets are required by AFOATSI 36-2017 to attend a minimum of 80 percent of their Aerospace Studies classes to successfully pass the course, regardless of academic grade. It is the student's responsibility to inform the instructor of any intended absences for religious observances in advance. If the university is closed due to inclement weather or any other emergency, classes will not meet. The instructor will work with students to make up the information.
- C. GRADED MEMO: Based on a handout I'll give in class, I'll provide you a scenario to write an official memorandum. Memos will be graded for grammar, brevity, and task accomplishment. The deadline for this assignment is **30 Oct**. Late papers are scored **ZERO**.
- D. TALKING PAPER: A one-page Talking Paper is required for this class. Use The Tongue & Quill for proper format. You must write about an Air Force Specialty Code, as approved by the instructor. Everyone in your section must choose a different AFSC. The deadline for this assignment is **20 Nov**. Late papers are scored **ZERO**.
- E. BRIEFING: Each cadet/student must present a **4 to 6 minute** informative briefing. The topic briefed will be the same as your Talking Paper. Briefings begin **20 Nov**. If you're not prepared to brief on the day you're scheduled to brief, you'll receive a **ZERO** for the briefing.
- F. EXAMS: There will be a mid-term exam and final exam. Questions come from the samples of behavior in textbooks and in classroom instruction. Both exams will consist of mostly multiple choice and true/false questions with some essay questions. Make-up exams are allowed only under exceptional circumstances. You are responsible for all of the material regardless of what is covered in class, your attendance or cancelled class sessions.
- G. ACADEMIC INTEGRITY: The University of Maryland, College Park has a nationally recognized Code of Academic Integrity, administered by the Student Honor Council. This Code sets standards for academic integrity at Maryland for all undergraduate and graduate students. As a student you are responsible for upholding these standards for this course. It is

very important for you to be aware of the consequences of cheating, fabrication, facilitation, and plagiarism. For more information on the Code of Academic Integrity or the Student Honor Council, please visit <http://www.shc.umd.edu>. To further exhibit your commitment to academic integrity, remember to sign the Honor Pledge on all examinations and assignments: "I pledge on my honor that I have not given or received any unauthorized assistance on this examination (assignment)."

H. Your course grade will be determined from the total points earned as follows:

Percentage	Grade
90% – 100%	A
80% – 89.9%	B
70% – 79.9%	C
60% – 69.9%	D
Below 60%	F

Note: A grade of "C" or better is required for cadets to continue in AFROTC.

6. **COUNSELING.** All cadets will sign up for a mandatory counseling session this semester. Form 48s should be updated and signed by your advisor NLT your appointment time.

7. **SPECIAL NEEDS.** Any student with special needs should bring this to my attention as soon as possible, but not later than the second week of class.

8. **ACADEMIC FREEDOM:** Air University Instruction 36-2308 establishes AU's policy on academic freedom. It applies to all Air University schools and colleges, including AFROTC detachments. The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty, students, and staff are encouraged to speak and write freely. Even in this academic setting, however, the importance of the University's military mission requires limits on some types of expression. The following restrictions apply IAW Articles 88 and 89 of the UCMJ. Commissioned officers, officer trainees, and cadets may not use contemptuous words toward the President, Vice President, Congress, the Secretary of Defense, Secretary of the Air Force and others. In addition military members may not make disrespectful remarks about superior commissioned officers. Faculty, students and staff members should make every effort to indicate clearly that the opinions they express are personal to the member, and do not represent the official views of their organization, AU, USAF, the US government, or any other government or academic community.

9. **EVALUATIONS:** All students will complete an AFROTC end of course survey at the end of the semester so that we can continue to improve our courses. UMCP students are also encouraged to use the new campus-wide online course evaluation system, CourseEvalUM. That system will be open for UMCP students to complete their evaluations for Fall 2008 courses between Tuesday, December 2, and Sunday, December 14. Students can go directly to the website (www.courseevalum.umd.edu) to complete their evaluations, beginning December 2.

10. I may alter this syllabus at any time during the semester without warning. I will inform you of any changes so you can plan accordingly.

EGAN I. HADSELL, Capt, USAF
AFROTC Instructor

- 1 Attachment
- 1. Semester Schedule

Attachment 1

ARSC 300 SECTION 0101 COURSE SCHEDULE (Thurs 1000 – 1300)

Lesson #	Title	Hours	Date
1	Welcome and Introduction to Leadership Theory	1	4 Sep
2	Air Force Leadership	1	4 Sep
3	Profession of Arms	1	4 Sep
4	AF Smart Operations – <i>Read on Your Own</i>		
5	Assessing Leaders	1	11 Sep
6	Managing Stress	1	11 Sep
8	Introduction to Critical Thinking	1	11 Sep
7	Sexual Assault Prevention and Response I	2	18 Sep
9	Air Force Effective Writing	1	25 Sep
10	Writing Strategies	1	25 Sep
11	Basics of Briefing	1	25 Sep
	ARSC 300 MIDTERM		2 Oct
12	Team Building	1.5	2 Oct
13/14	Problem Solving/Exercise	2	9 Oct
15	Followership	1	9 Oct
16	Motivation	2	16 Oct
20	Editing Your Draft	1	16 Oct
17	Situational Leadership	1.5	23 Oct
18	Change Management	1.5	23 Oct
	Graded Memo Due		30 Oct
19	Management Functions and Principles	1.5	30 Oct
21	Conflict Management	1.5	30 Oct
22	Sexual Assault Prevention and Response II	2	6 Nov
23/24	Professional/Unprofessional Relationships/Case Studies	3	13 Nov
	Graded Talking Paper & Briefings Due		20 Nov
	Thanksgiving Holiday		27 Nov
	ARSC 300 FINAL		4 Dec

Attachment 1

ARSC 300 SECTION 0201 COURSE SCHEDULE (Tues/Thurs 1400 – 1530)

Lesson #	Title	Hours	Date
1	Welcome and Introduction to Leadership Theory	1	2 Sep
2	Air Force Leadership	1	4 Sep
3	Profession of Arms	1	9 Sep
4	AF Smart Operations – <i>Read on Your Own</i>		
5	Assessing Leaders	1	11 Sep
6	Managing Stress	1	16 Sep
7	Sexual Assault Prevention and Response I	2	18/23 Sep
8	Introduction to Critical Thinking	1	25 Sep
9	Air Force Effective Writing	1	30 Sep
10	Writing Strategies	.5	30 Sep
11	Basics of Briefing	1	2 Oct
	ARSC 300 MIDTERM		2 Oct
12	Team Building	1	7 Oct
13/14	Problem Solving/Exercise	1.5	9 Oct
15	Followership	1	14 Oct
16	Motivation	1	16 Oct
20	Editing Your Draft	.5	16 Oct
17	Situational Leadership	1.5	21 Oct
18	Change Management	1.5	23 Oct
19	Management Functions and Principles	1.5	28 Oct
	Graded Memo Due		30 Oct
21	Conflict Management	1	30 Oct
22	Sexual Assault Prevention and Response II	2	4/6 Nov
23/24	Professional/Unprofessional Relationships/Case Studies	4	11/13/18 Nov
	Graded Talking Paper/Briefings Due		20/25 Nov
	Thanksgiving Holiday		27 Nov
	ARSC 300 FINAL		2 Dec