



ARSC 301
AIR FORCE LEADERSHIP & MANAGEMENT II
Spring 2009



MEMORANDUM FOR ALL ARSC 301 STUDENTS

29 Jan 09

FROM: AFROTC Det 330 (Capt Egan Hadsell)

SUBJECT: ARSC 301 Syllabus

1. Welcome to ARSC 301. This course is a continuation of ARSC300, Air Force Leadership and Management. In this class, we will cover leadership and management principles mostly as they apply to the Air Force, but also to the civilian sector.

OFFICE HOURS: Monday through Friday, 0800 - 1600 by appointment. Room 2124 Cole Field House

E-MAIL: ehadsell@umd.edu

PHONE: (301) 314-7644

COURSE SESSIONS: Section 0101: Th 1000 - 1300 Cole 3109
 Section 0102: T/Th 1400 - 1530, Cole 3109

2. READ THIS ENTIRE LETTER AND KEEP IT FOR FUTURE REFERENCE. It contains information vital for your success in class. Updates will be announced in class or distributed via E-mail.

3. COURSE GOALS: The ARSC 301 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 lesson objective and associated samples of behavior. These can be found at the beginning of the lesson in the "Student Readings." Exam questions will be derived from the samples of behavior and will consist of material from the textbook and lectures.

B. Textbooks (provided):

- 1. United States Air Force Leadership Studies (T-308)
- 2. Principles of Leadership & Management (T-307) (Return after semester)
- 3. Concepts for Air Force Leadership (AU-24)

C. The full term schedule can be found at attachment 1. All lessons and dates are approximate.

5. CLASSROOM PROCEDURES AND CLASS LEADER DUTIES: Classroom procedures and class leader duties are outlined in attachment 2.

6. GRADES: Grades will be determined by performance in the following areas.

Area	Maximum Points
Class Participation	5
Graded Memo	10

Graded Letter	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. An excused absence may be requested by submitting a typed military letter 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 AFROTCI 36-2017 to attend a minimum of 80 percent of their Aerospace Studies classes to successfully pass the course, regardless of academic grade.
- C. **GRADED MEMO FOR RECORD**: Based on information I'll give in class, you'll write an official memorandum. Memos will be graded for grammar, brevity, and task accomplishment. See Attachment 1 for due date. Late papers are scored ZERO.
- D. **GRADED PERSONAL LETTER**: You will write a one-page personal letter thanking a person or agency for assistance. Use the T & Q for proper format. See Attachment 1 for due date. Late papers are scored ZERO.
- E. **BRIEFING**: Each cadet/student must present a **four to six minute** briefing on an Air Force base. No two people in a section can do the same base. The briefing will include at a minimum, the base's history, mission and location. You may use photos and video in your PowerPoint briefings – just keep it within the time frame. See Attachment 1 for due date. 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 and final. Questions come from the standards of behavior in textbooks and in classroom instruction. The final is not comprehensive. Exams will consist of multiple choice and true/false questions. Make-up exams are allowed only under exceptional circumstances and at the discretion of Capt Hadsell. 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.studenthonorcouncil.umd.edu/whatis.html>.
- H. Each assignment will be graded on a 100 point scale. Your course grade will be determined from the total points earned as follows:

Percentage	Grade
99% – 100%	A+
93% – 98%	A
90% – 92%	A-
88% – 89%	B+

83% – 87%	B
80% – 82%	B-
78% – 79%	C+
73% – 77%	C
70% – 72%	C-
68% – 69%	D+
62% – 67%	D
60% – 62%	D-
Below 60%	F

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

7. COUNSELING. All cadets will sign up for a mandatory counseling session this semester.

8. 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.

9. 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.

10. Please provide me with valid contact information so I can contact you in case of emergency or changes to course schedules or the syllabus. A valid e-mail address is one you check at least once a day. If there are any changes to your contact information during the semester, please update me with the most current information.

11. 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 near the end of the Spring 2009 semester. Students can go directly to the website (www.courseevalum.umd.edu) to complete their evaluations.

12. 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

Attachment

1. Semester Schedule

Attachment 1 ARSC301 SECTION 101 THURS FROM 1000 – 1300 (3hrs)

Lesson #	Title	Hours	Date
26	Power and Influence (T-307)	1	29 Jan
28	AF Military Equal Opportunity w/Case Studies	2	29 Jan
27	“The Caine Mutiny” A Study in Dynamic Subordinacy	3	5 Feb
29	Effective Supervision	2	12 Feb
32	Corrective Supervision & Counseling	1	12 Feb
	Graded Memo For Record Due		12 Feb
33	Counseling & Practicum	3	19 Feb
31	Leadership Authority & Responsibility	2	26 Feb
30	Developing Airman	1	26 Feb
	ARSC 301 MIDTERM EXAM (L26-33)	1	5 Mar
36/37	Leadership Accountability/Case Study	2	12 Mar
	Spring Break (No Classes)		19 Mar
	4-6 Min. Base Briefings	3	26 Mar
38	Leadership and Management Case Studies	2	2 Apr
34/35	Core Values and the AF Member/Case Studies	3	9 Apr
39	Ethical and Moral Leadership in the Military	3	16 Apr
	Graded Personal Letter Due		16 Apr
40	Joint Ethics	1	23 Apr
41	Supervisor’s In-Basket	2	23 Apr
42	Capstone: “Remember the Titans”	4	30 Apr/7 May
	ARSC 301 FINAL EXAM (L34-42)	1	7 May

Attachment 1 ARSC301 SECTION 102 TUES/THURS FROM 1400 – 1530 (1.5hrs)

Lesson #	Title	Hours	Date
26	Power and Influence (T-307)	1	27 Jan
28	AF Military Equal Opportunity w/Case Studies	1.5	29 Jan
27	“The Caine Mutiny” A Study in Dynamic Subordinacy	3	3/5 Feb
29	Effective Supervision	1.5	10 Feb
32	Corrective Supervision & Counseling	1	12 Feb
	Graded Memo For Record Due		12 Feb
33	Counseling & Practicum	3	17/19 Feb
31	Leadership Authority & Responsibility	1.5	24 Feb
30	Developing Airman	1	26 Feb
	ARSC 301 MIDTERM EXAM (L26-33)	1	3 Mar
	Independent Study – work on base briefings	1.5	5 Mar
36/37	Leadership Accountability/Case Study	1.5	10 Mar
	Independent Study – finalize base briefings	1.5	12 Mar
	Spring Break		17/19 Mar
	4-6 Min. Base Briefings	3	24/26 Mar
38	Leadership and Management Case Studies	1.5	31 Mar
34/35	Core Values and the AF Member/Case Studies	3	2/7 Apr
	Independent Study – work on personal letter	1.5	14 Apr
39	Ethical and Moral Leadership in the Military	1.5	16 Apr
	Graded Personal Letter Due		16 Apr
40	Joint Ethics	1	21 Apr
41	Supervisor’s In-Basket	1.5	23 Apr
42	Capstone: “Remember the Titans”	4	28/30 Apr/5 May
	ARSC 301 FINAL EXAM (L34-42)	1	7 May

