

AEROSPACE STUDIES 202

Team Leadership Fundamentals

COURSE SYLLABUS

WINTER TERM 2022



AIR FORCE OFFICER EDUCATION PROGRAM

THE UNIVERSITY OF MICHIGAN

1. **COURSE/TITLE:** Aerospace Studies (AERO) 202, 1 credit hour.

READ THIS ENTIRE SYLLABUS AND KEEP IT FOR FURTHER REFERENCE. It contains information vital for your success in class. Please bring it with you to each class so it may be updated as needed. Updates will be announced in class or distributed via e-mail and also posted on Canvas.

2. **INSTRUCTOR:** Major Peter N. Kober
Office Location: Chemistry Bldg, Room 1080
Office Phone: 734.615.5027
Office Hours: Mon 1000-1200
Cell Phone: 248.762.4468
E-Mail: pkober@umich.edu

NOTE: If you need to meet with me, schedule an appointment via email.

3. **TIMES AND LOCATIONS:** North University Building 1567
Thu 1400-1450

4. **COURSE DESCRIPTION:** AS200, "Team and Leadership Fundamentals," provides a fundamental understanding of both leadership and team building. The lessons and course flow are designed to prepare students for field training and leadership positions in the detachment.

5. **REQUIREMENTS:**

a. Term Review: In accordance with AFROTCI 36-2011, we are required to counsel each cadet each academic term. I will review your academic plan with you (Form 48). An academic advisor from your university must recertify your academic plan every semester to verify your Date of Commissioning/Graduation (DOC/DOG).

b. Attendance: Cadets are required to attend a minimum of 80% of all scheduled classes, including both excused and unexcused absences. Cadets who fail to attend 80% of all scheduled classes will receive a failing final semester grade, regardless of their academic average. Academic only students are required to attend 80% of scheduled classes to receive a passing score. Excused absences include reasonable, anticipated absences that are pre-coordinated (e.g., medical appointments) and unavoidable absences (e.g., illness and accidents). Excused absences do not count against 80% attendance requirement. Tardiness of over 10 minutes to class is considered an unexcused absence.

c. Classroom Department/Customs and Courtesies/Personal Appearance: Students will adhere to the following guidelines:

- (1) If class is in Person, Cadets will call the room to attention when they see an officer of higher rank enter or leave the room.
- (2) Wear the assigned Uniform of the Day (UOD) on Thursdays.
- (3) Ensure they are within AFI 36-2903, Dress and Appearance of Air Force Personnel Standards at all times.

(4) If class is in person, beverages and food are allowed in the classroom. Cadets will ensure room is clean before departing.

(5) If class is in person, cadets may not use tobacco products in the classroom.

6. COURSE CURRICULUM: The course curriculum consists of lectures, exams and briefing assignments. All curriculum requirements are graded and form the basis for your end of term grade. The course schedule is listed at Attachment 1.

a. Lesson Objectives: Lesson objectives and samples of behavior are provided in your student reader at the beginning of each lesson. *The lesson objectives and samples of behavior are the foundation of the test questions.*

b. Reading Assignments: All Cadet Readers are provided via the HOLMS Center and through Google Classroom. It will be reviewed before class.

c. Exams: There will be one exam this semester. Exam questions will come from the lectures and reading assignments.

d. Class Participation: Cadets are expected to participate in classroom discussions and activities. Failure to do so will result in loss of part or all of the **10%** of the total grade allocated for class participation. Class participation will be tracked on a weekly and term basis. **Each student is expected to discuss course material and current events during the course. These interactions count as impromptu briefings for students.**

e. Textbooks: All textbook materials are available on-line. No hard copy books are required.

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

a. GRADED ITEMS:

| AREA | PERCENTAGE OF FINAL GRADE |
|---------------------|------------------------------|
| Writing Assignment | 30% |
| Briefing | 30% |
| Final Exam | 30% |
| Class Participation | 10% |

b. GRADING SCALE:

| | | | |
|------------|------------|------------|------------------|
| A = 94-100 | B+ = 87-89 | C+ = 77-79 | D+ = 67-69 |
| A- = 90-93 | B = 84-86 | C = 74-76 | D = 64-66 |
| | B- = 80-83 | C- = 70-73 | D- = 60-63 |
| | | | E = 59 and below |

8. ACADEMIC PERFORMANCE: Scholarship recipients must attain at least a 2.5 cumulative GPA and maintain at least a 2.5 term GPA each semester. Additionally, you must not receive an “E” or “I” in any class. For non-scholarship cadets, a 2.0 cumulative GPA is required. Academic retention standards for all cadets require that you maintain a minimum of a “C” grade in each AS class and a passing grade (satisfactory) in Leadership Laboratory.

- a. Students that fail AS classes can apply for re-entry but will have to re-accomplish the class for ROTC credit
- b. Det/CC has to approve all AS class incompletes, and they must be resolved by NLT end of the following term or it will constitute a failure

9. LEADERSHIP LABORATORY (LLAB): LLAB is for cadets who are eligible for commission. LLAB is graded on a pass/fail basis, separate from the academic course. Performance in LLAB does not affect the academic course grade.

10. INTEGRITY: One of the most important aspects of your education and training in AFROTC is a full understanding of, and appreciation for, INTEGRITY. No single factor of an officer's character is more important than integrity. We want to ensure that you understand we expect a higher standard from you than society commonly expects of a college student. In AFROTC, just as in the operational Air Force, we have a simple, clear standard of conduct. **We do not lie, cheat or steal, nor tolerate among us those who do.**

11. SPECIAL RESPONSIBILITIES: You must notify me **immediately** if you fall into any of the following categories:

- a. Anticipate a change to your major
- b. Desire to audit, withdraw from or drop any course that reduces your semester hours below twelve
- c. Anticipate transferring to another academic institution
- d. Change in graduation date
- e. Placed on probation by the university
- f. You are a contract cadet who anticipate falling below a term or cumulative 2.5GPA
- g. You are a non-contract cadet who anticipate falling below a term or cumulative 2.0GPA, or anticipate receiving an "F", "I" or "NC"

12. ACADEMIC FREEDOM/ACADEMIC INTEGRITY:

a. **Academic Freedom.** AUI 36-2308, *Academic Freedom*, allows for the privilege of debate with discretion on any subject related to curricula. You are encouraged to express your opinions and support subject matter while pursuing knowledge, understanding and improvement of the military profession. Students may engage in responsible classroom discussion of controversial issues; however, this policy does not authorize the use of offensive remarks, irresponsible statements (e.g., sexist comments, ethnic slurs, etc.) or profanity.

b. **Academic Integrity.** AUI 36-2309, *Academic Integrity* dictates the uncompromising adherence to a code of ethics, morality, conduct, scholarship and other values related to academic activity. Violations include, but are not limited to, cheating, plagiarism and misrepresentation.

Cheating is the act of giving or receiving improper assistance. Examples include using previously written papers, briefings, test answer strings or other types of work provided by former students of the course; copying answers from another student's examination; knowingly permitting another student to copy one's writing assignments or examination answers; gaining unauthorized access to faculty materials not

intended for student use or collaborating with other persons to gain access to unauthorized curriculum materials; using copies of official writing accomplished in the unit.

Plagiarism is the act of passing off the literary ideas and work of others as the product of one's own mind. An example is copying an outside source verbatim without using quotation marks and a citation of the source. Intent is based on consideration of all circumstances and evidence presented. The correct method for giving credit to a source in written work is to use quotation marks and an accompanying footnote or bibliographies when quoting directly or just a footnote when paraphrasing. In oral presentations, cite, integrate or qualify (whichever is applicable) outside sources you quote or paraphrase.

University Academic Policies. This course complies with the University of Michigan's academic integrity policies which can be found at this link: <http://lsa.umich.edu/lsa/academics/academic-integrity/academic-misconduct.html>

PETER N. KOBER, Maj, USAF
Operations Officer
ROTC Detachment 390

Attachments

1. Course Schedule
2. Writing Assignment

ATTACHMENT 1
AS202 COURSE SCHEDULE

| WEEK | DATE | LECTURE | Lesson |
|-------------|-------------|----------------------------------|---------------|
| 1 | 13 Jan | Course Overview/Team Building | 10 & 11 |
| 2 | 20 Jan | Human Relations Teams Due | 12 |
| 3 | 27 Jan | Conflict Management | 13 |
| 4 | 3 Feb | Stress Management & Resiliency | 14 |
| 5 | 10 Feb | Your Financial Future | 15 |
| 6 | 17 Feb | Your Financial Future, Cont'd | 15 |
| 7 | 24 Feb | Leadership Capstone Essay Due | 16 |
| 8 | 3 Mar | <i>NO CLASS</i> | - |
| 9 | 10 Mar | Leadership Capstone Cont'd | 16 |
| 10 | 17 Mar | Leadership Capstone Cont'd | 16 |
| 11 | 24 Mar | Briefings (Due) | - |
| 12 | 7 Apr | Briefings (Due) | - |
| 13 | 14 Apr | Term Review | - |
| 14 | 21 Apr | Final Exam | - |

ATTACHMENT 2

AS202 WRITING ASSIGNMENT WINTER 2021

I. Essay

Cadet teams will submit a 3-4 page group essay; due dates listed in Attachment 1. The essay will discuss team dynamics and use a specific case study or example. At least four cited sources must be included in your paper.

Part 1: Discuss a team case study (civ or mil enterprise) wherein the team **FAILED** to meet the objective. The following questions should be answered:

- Why did they fail?
- What did they learn from their failure?
- Did the team rebound and accomplish their mission?
- As a leader, what would you do differently?

Part 2: Discuss a team case study (civ or mil enterprise) wherein the team **SUCCEEDED** in meeting the objective. The following questions should be answered:

- Why did they succeed?
- What did they learn from their success?
- Did the team continue to succeed moving forward?
- As a leader, what would you do differently?

II. Grading

The essay will account for 30% of the student's total grade in the course.

Essays must be submitted via Google Classroom NLT the start of class in 12 pt Times New Roman, Microsoft Word. No late papers accepted.

AS202 BRIEFING ASSIGNMENT WINTER 2021

I. Student Briefing

Prepare a **6-8 minute presentation** on the leadership case studies the team wrote about to complete the assignment listed in Attachment 2. The case studies should provide an overview of the team failure, the team success, and juxtapose the two case studies for any overlapping principles. The team must address at least one leadership subject discussed in the AS201/202 curriculum. Be creative and personalize the material as much as possible. The goal of this assignment is to examine success and failures of leadership through real world examples.

The briefing format must include an introduction and a conclusion with key discussion areas within the body of the presentation. For questions on the subject matter, please feel free to reach out to the instructor for any guidance. Students are required to use a visual aid.

II. Grading

The briefing will count for 30% of the student's total grade in the course. There are four criteria for scoring:

- Content of the Presentation (usefulness of the information)
- Overall Communication (your speaking skills)
- Visual Presentation (how well did visual aids contribute to the presentation)
- Non-verbal Communication (your bearing, gesture, eye contact, etc.)

Briefing visuals must be submitted via Google Classroom NLT the start of class. No late briefings will be accepted.