



ADDENDUM

AIR UNIVERSITY CATALOG ACADEMIC YEAR 2009-2010

We Produce the Future

January 2010

Air Command and Staff College
Master of Military Operational Art and Science Degree

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EI 5510 Embassy Immersion Program

6 semester hours

The Embassy Immersion Program is designed to increase officers' interagency coordination capabilities within the Expeditionary Air Force. Students will utilize the prerequisite ACSC language course and research paper as well as a one-week interagency trip to Washington D.C. to prepare for a five-week long temporary duty in an U.S. embassy abroad. During their time at the embassies, students will work host-nation issues within the Political Sections. Students will also attend country team meetings to see how an ambassador runs his/her interagency team to carry out U.S. policies in that country. The program cultivates a fundamental understanding of the embassy functions, environment, actors, and issues that support our national security objectives. It also provides career-broadening education, equips students with a solid foundation of embassy affairs, and provides the knowledge to critically examine current and future political-military operations and their application at the strategic and operational levels. Upon their return from the embassies, each student is required to turn in a paper and give a presentation about their embassy immersion experience.

SE 5510 US Special Operations Command (SOCOM) Exchange Program

3 semester hours

The US Special Operations Command (SOCOM) Exchange Program is designed to utilize existing skills as well as knowledge gained through the ACSC educational experience for selected officers to participate in staff planning activities and projects relevant to the Global War on Terrorism. This exchange avails students a unique opportunity to participate in joint planning in a critical mission area for US military forces and provides the students experiential learning they could not acquire elsewhere. The exchange allows students to broaden and deepen existing skill and knowledge sets, thus preparing them for challenging assignments following graduation from ACSC. Upon their return from the exchange, each student is required to write a paper about their experiences at SOCOM.

Leadership Development Option Courses Master of Military Operational Art and Science Degree

TL5301 Team Building Leadership

3 semester hours

Examines command from the perspective of officers in formal leadership billets. The course explores building leaders, motivation, force development, mentoring, organizational design and decision-making, power and authority, morality and ethics, leading change, organizational culture, and communication. It examines the composition, function, and purpose of the flight, in the context of the roles, responsibilities, knowledge, skills, and attitudes expected of officers in leadership positions. Academic content and practical examples are integrated with activities from operational fields to leverage officers' education, training, and experience in order to equip them with new or enhanced skill sets including the ability to inspire, develop, and take care of diverse groups of individuals while leading them to mission success.

Course Objectives

- Investigate methods to develop and inspire others.
- Explore methods to take care of others and enable mission success.
- Recognize the unique contributions that each individual brings to accomplish the mission.

OL5301 Organizational Leadership: Theory & Application

3 semester hours

Designed to develop officer organizational and management skills to better support and lead change in complex institutional structures. The course focuses on basic organizational theory and communications, change management, strategies for continuous improvement, and resource stewardship. It enhances officers' ability to deal with the financial, informational, technological, and human resource issues that may affect mission capabilities, while utilizing appropriate methods to identify opportunities, implement viable solutions, and measure the impact of outcomes. Further, this course concentrates on the importance of supporting the continuous improvement commitment to ameliorate processes, products, and people, while meeting the needs of internal and external stakeholders in order to accomplish Air Force mission requirements efficiently.

Course Objectives

- Analyze Air Force organizations through organizational leadership theory.
- Understand how leaders use efficient resource stewardship for mission accomplishment.
- Examine how leaders employ change to improve organizations.

EL5301 Expeditionary Leadership in Intercultural Contexts

3 semester hours

Provides an understanding of regional factors that affect national foreign policy and explores global, regional, and cultural issues associated with participating in joint and coalition operations. It stresses the importance of cultural awareness and intercultural competence when dealing with the peoples of regions likely to require US military assistance. The course also examines deployment-specific leadership issues focusing on warrior ethos, including mental and physical preparation, military bearing, and self-discipline.

Course Objectives

- Analyze the successes and failures of expeditionary military commanders throughout history.
- Synthesize the need for hardiness of spirit, honing skills, and military bearing to form a personal warrior ethos.
- Analyze the manner in which culture influences human behavior.
- Synthesize intercultural knowledge, skills, attitude, and awareness into a coherent personal approach to cross-cultural communication.

FO5301 Foundations of Officership

3 semester hours

Addresses followership, regarded as a critical element of leadership and officership, followed by an examination of skills related to effective spoken and written communication in the context of the twenty-first century Air Force, where advanced technology and ubiquitous access to information presents unforeseeable opportunities, challenges, and risks. Through this course, students develop broad perspectives of current issues and associated tools aimed at enhancing professional competence beyond individual specialties; increase their value to their units by understanding and being able to apply

interoperability; develop skills necessary to lead, follow, and manage; and become better “Wingmen,” caring for peers and subordinates alike.

Course Objectives

- Analyze the essential role of followership in mission accomplishment.
- Synthesize self-assessment, feedback, and the value of increasing knowledge and skills into a long-term personal plan for continuous self-development.
- Synthesize the need for clear, concise and convincing verbal and written communication in the leadership development process.
- Analyze how the active listening process fosters the free exchange of ideas, promotes understanding of others points of view, and insures messages are received as intended.

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Change semester hours:

Course Title	Semester Hours
SAASS 600 Foundations of Military Theory	4
SAASS 601 Foundations of Strategy	3

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Change semester hours:

SAASS 600 Foundations of Military Theory **4 Semester Hours**
Curriculum description remains the same.

SAASS 601 Foundations of Strategy **3 Semester Hours**
Curriculum description remains the same.

Leadership Development Program Professional Continuing Education

Learning Outcomes.

- Recognize the essential role of followership in mission accomplishment.
- Synthesize self-assessment, feedback, and the value of increasing knowledge and skills into a long-term personal plan for continuous self-development.
- Comprehend the need to develop the skills necessary for clear, concise, and convincing verbal and written communication in the leadership development process.
- Recognize how the active listening process fosters the free exchange of ideas, promotes understanding of other's points of view, and insures messages are received as intended.
- Analyze the successes and failures of expeditionary military commanders throughout history.
- Synthesize the need for hardiness of spirit, honing skills, and military bearing to form a personal warrior ethos.
- Analyze the manner in which culture influences human behavior.
- Use intercultural knowledge, skills, attitude, and awareness to develop a coherent personal approach to cross-cultural communication.
- Investigate methods to develop and inspire others.
- Explore methods to take care of others and enable mission success.
- Recognize the unique contributions that each individual brings to accomplish the mission.
- Interpret the evolution of organizational theory and application in the Air Force.

- Examine the importance of organizational behavior and resource stewardship within organizations.
- Discriminate between various leadership skills and techniques for the continuous improvement of Air Force organizations.
- Determine the role of organizational communication in leadership.
- Relate organizational change initiatives to leading change.

Curriculum. The self-paced online courses are based on selected content from the Air Force Institutional Competency List (ICL; AFDD 1-1 and AFD 36-26) and are designed to promote leadership skill development across the Force. The content addresses standardized ICL skill sets by balancing practical military leadership with post-baccalaureate level examinations of the processes and skills necessary to lead diverse groups in a variety of environments and, when appropriate, effect change. Completion is documented as Professional Continuing Education (PCE) on officers' SURFs.

Duration. Fifteen days minimum to six months maximum completion time for each course.

Eligibility. Active duty Air Force officers.

Enrollment. Enroll by clicking on registration link at <http://www.au.af.mil/au/soc/curriculum.html>.

Grading. The hours reflected for this course are the contact hours in the curriculum. Student must maintain a "B" or better grade to graduate.

Curriculum Summary

Leadership Development Program	Contact Hours
MLDP001 Officer Development	126
MLDP002 Expeditionary Leadership	132
MLDP003 Flight Commander	126
MLDP004 Organizational Leadership	117

Course Descriptions

MLDP001 - Officer Development addresses followership, regarded as a critical element of leadership and officership, followed by an examination of skills related to effective spoken and written communication in the context of the twenty-first century Air Force, where advanced technology and ubiquitous access to information presents unforeseeable opportunities, challenges, and

risks. Through this course, students develop broad perspectives of current issues and associated tools aimed at enhancing professional competence beyond individual specialties; increase their value to their units by understanding and being able to apply interoperability; develop skills necessary to lead, follow, and manage; and become better “Wingmen,” caring for peers and subordinates alike. (PDS CODE L09)

MLDP002 - Expeditionary Leadership provides an understanding of regional factors that affect national foreign policy and explores global, regional, and cultural issues associated with participating in joint and coalition operations. It stresses the importance of cultural awareness and intercultural competence when dealing with the peoples of regions likely to require US military assistance. The course also examines deployment-specific leadership issues focusing on warrior ethos, including mental and physical preparation, military bearing, and self-discipline. (PDS CODE LI9)

MLDP003 - Flight Commander examines command from the perspective of officers in formal leadership billets. The course explores building leaders, motivation, force development, mentoring, organizational design and decision-making, power and authority, morality and ethics, leading change, organizational culture, and communication. It examines the composition, function, and purpose of the flight, in the context of the roles, responsibilities, knowledge, skills, and attitudes expected of officers in leadership positions. Academic content and practical examples are integrated with activities from operational fields to leverage officers’ education, training, and experience in order to equip them with new or enhanced skill sets including the ability to inspire, develop, and take care of diverse groups of individuals while leading them to mission success. (PDS CODE L10)

MLDP004 - Organizational Leadership is designed to develop officer organizational and management skills to better support and lead change in complex institutional structures. The course focuses on basic organizational theory and communications, change management, strategies for continuous improvement, and resource stewardship. It enhances officers’ ability to deal with the financial, informational, technological, and human resource issues that may affect mission capabilities, while utilizing appropriate methods to identify opportunities, implement viable solutions, and measure the impact of outcomes. Further, this course concentrates on the importance of supporting the continuous improvement commitment to ameliorate processes, products, and people, while meeting the needs of internal and external stakeholders in order to accomplish Air Force mission requirements efficiently. (PDS CODE L2I)