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#### RESEARCH ARTICLE

# A Case Study on Crew Resource Management and Team Building in the Aviation Technology Program of Aerospace University, Lapu-Lapu City

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#### Abstract

This case study delives into the impact of a team-building program implemented by an aerospace university in Lapu-Lapu City on their Bachelor of Science in Aviation Technology program. Utilizing Creswell's seven-step data collection methodology, the study involved eight participants from the aviation technology program. Data was gathered through in-depth, semi-structured interviews, developed and validated by the researchers and three experts. These interviews were conducted face-to-face at the university. The data analysis revealed four key themses: participants reported enhanced relationships through shared experiences, cultivated meaningful relationships, demonstrated character development amidst financial and time-related challenges, and showcased resilience and adaptability. The study's findings highlight the positive impact of team-building activities on relationship enhancement, communication, and resilience among aviation students. To sustain and amplify these benefits, the university is encouraged to incorporate regular reflection sessions into the program. This case study provides valuable insights into the effectiveness of team-building programs in promoting the personal and academic growth of aviation technology students.

Keywords: teambuilding, activities, aviation technology

#### Introduction

Team building is a process designed to help group members work effectively together, often through engaging activities or interactive exercises (Cambridge Dictionary, 2023). In a study from the International Journal of Aviation, Aeronautics, and Aerospace (2019), several factors were identified as influencing the success of team-building exercises in aviation technology education. A key factor was the relevance of these activities to the specific challenges of the aviation industry. When exercises mirrored real-world aviation scenarios, students gained hands-on experience in critical skills such as clear communication, teamwork, and collaborative problem-solving. These activities promoted empathy, trust, creativity, and self-confidence—essential qualities for aviation professionals—and helped students develop life skills like active listening and mutual support that can't easily be learned through textbooks alone. As the American Psychological Association (2018) notes, the importance of collaboration in the workforce continues to rise.

The aviation-focused team-building program provided aviation technology students with essential skills needed for success in the industry (International Journal of Aviation, Aeronautics, and Aerospace, 2019). This program emphasized practical skills such as sound judgment, communication, and time-sensitive problem-solving, all of which are crucial for building a supportive, empathetic, and creative professional environment. Indiana Aerospace University (IAU) incorporated team building in its Bachelor of Science in Aviation Technology program through its Human Factors course. However, the pandemic temporarily halted this activity due to health protocols. Edkins (2002), cited by Aguinis & Kraiger (2009), highlighted the importance of team and safety training, particularly as human errors are a leading cause of issues in aviation. Morey et al. (2002) found that many errors stem from poor team coordination, which team-building programs can address. Studies by Helmreich and Merritt (2001) have further underscored the critical role of human factors—especially communication and teamwork—in aviation safety. CRM issues, such as poor in-flight communication, lack of emergency coordination, and limited shared situational awareness, can be mitigated through targeted team-building exercises that focus on communication, decision-making, and situational awareness, ultimately enhancing safety and efficiency in aircraft operations.

This background motivated the researchers to examine the challenges in IAU's team-building program and propose a sustainability plan to ensure its long-term success.

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