Stony Brook University

EMP 501
Fall 2021
Leadership
Department of Technology & Society

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Office	Computer Science (Old) 1417
Office hours	Tuesdays 11-3 pm (reservations online here) and by appointment (please email to arrange time)[1]
Prerequisites	None
Credits	3
Time and location	Online, asynchronous

Prerequisites: none

Course Description

In this course, we review current and classic concepts and theories in leading in engineering contexts. We examine leadership at different levels: leading groups and teams, leading projects, and leading complex organizations. We consider seminal questions in leadership studies including: What are the differences between managing and leading? How do leadership styles interact for effective leadership? How do leaders build community in their organizations? And we review several practical concerns of leadership, including leading change, leading in diverse contexts, and leader succession planning.

[1] I hope you won't hesitate to come to office hours over the semester—they are a chance to discuss not only the course material but the course assignments, and topics, more genera

Course Objectives

- Illustrate current and classic concepts and theories in leading in engineering organizations and industries.
- Deconstruct and assess different approaches to effective leadership.
- Analyze one's own personal leadership journey, past and future.

Class Topics

Please see *Semester Schedule*.

Assignments & Assessments

35% Timely and thoughtful participation in weekly *Case Study Responses*.
30% *Critical Book Review* (due on or before Sunday 11/21)
35% *Self-Assessment* (due on or before Tuesday 12/7)

Assignments should please be submitted via Blackboard by 11:59 pm on the day due.

Each of the four course assignments, described in brief below, are described in further detail in a dedicated discussion forum on our course's Blackboard Site. Please review and post any questions you might have about an assignment to its relevant Bb forum for me to answer—this way others in the class can review the question and also see my responses.

Basis of Grade Determination
A (93-100), A- (90-92), B+ (87-89), B (83-86), B- (80-82), C+ (77-79), C (73-76), C- (70-72), F (70 and below)

Case Study Responses
Most weeks a short case study related to the assigned chapter will be selected and several questions about the case posted to Bb for you to answer by Friday of the week assigned. There is a 48-hour grace period for discussion posts— therefore posts should be posted on or before Sunday (11:59 pm) of the week assigned to be marked "on-time". Your answer must be a complete specific answer to receive full credit. Please single space this assignment, using a standard font. A full satisfactory answer can typically be done in a page, sometimes less, but any length is acceptable given the questions are fully and specifically answered. While *Case Study*

Responses are assigned for twelve weeks over the semester, full credit for this assignment will be given for 10 solid submissions over the semester—you may choose two weeks to not submit based on your individual workload and preference.

Critical Book Review

Leaders are often readers. Leading in engineering contexts affords unique challenges and rewards, and as a result reading books by individuals who have "been there" and "done that" is a terrific way to learn. Please choose a book from the list below. You will write a five-page *Critical Book Review* in which you summarize and reflect on key lessons in the book. We will discuss this assignment further in a Bb thread. The books you may choose from are (alphabetical):

1. *High Output Management* (Andy Grove, former Intel president)
2. *Radical Candor* (Kim Scott, former CEO coach at Dropbox, Qualtrics, Twitter)
3. *The Effective Engineer* (Edmond Lau, Engineering Leader at Google, Ooyala, Quora, and Quip)
4. *The Manager's Path* (Camille Fournier, former CTO of Rent a Runway)
5. *Women of Color in Tech* (Susanne Tedrick, Cloud Computing Specialist, Author)

Self-Assessment

Each week, the assigned chapter in our text will offer you an opportunity to see how self-assessments can be conducted for the reviewed leadership model. Most weeks, you are asked to complete and score the self-assessment following the chapter just read. These are not submitted to me, they are for you to use later in the semester as source material for this assignment. For the *Self-Assessment* assignment, you are asked to review all of the short assessments you completed over the semester, reflect on your results, and consider their implications for your future leadership.

Course Philosophy

This seminar is run as a "flipped" classroom. Specifically, new content is introduced through our comprehensive text for individual study, and our weekly work will be devoted to working through applications of those core concepts—to ourselves (your weekly self-assessment assignments—completed and stored for your use later in the semester but not submitted and to short case studies (your weekly *Case Study Response*).

Course Texts

1) Our main reading text is Peter G. Northouse's *Leadership: Theory and Practice, 8th Edition* (Sage, 2019). Please note, over the semester we read many but not all of the chapters—please do double check the Semester Schedule each week for the specific chapter to prepare for the week.
2) You will select a second text—a book written by an engineering leader from list above (see also *Critical Book Review Assignment* on Bb).

Semester Schedule

Week	Topic	Reading Due	Assignment Due
1 (M 8/23- F 8/27)	Course Introduction Individual Introductions	Chapter 1	Review *Syllabus* Participate in *Introductions* and *Syllabus Questions* threads
2 (M 8/30 - F 9/3)	Trait Approach to Leadership	Chapter 2	Read weekly case study and prepare *Case Study Response* Complete *Leadership Trait Questionnaire* self-assessment (pp. 37-38)
3 (M 9/6 – F 9/10)	Skills Approach to Leadership	Chapter 3	Read weekly case study and prepare *Case Study Response* Complete *Skills Inventory* (pp. 67-68) self-assessment
4 (M 9/13 - F 9/17)	Behavioral Approach	Chapter 4	Read weekly case study and prepare *Case Study Response* Complete *Leadership Behavior Questionnaire* (pp. 89-90) self-assessment
5 (M 9/20- F 9/24)	Situational Approach	Chapter 5	Read weekly case study and prepare *Case Study Response* Complete *Situational Leadership Questionnaire* (pp. 111-113) self-assessment
6 (M 9/27 - F 10/1)	Leader-Member Exchange Theory	Chapter 7	Read weekly case study and prepare *Case Study Response* Complete *LMX 7 Questionnaire* (pp. 157-158) self-assessment
7 (M 10/4 – 10/8)	Transformational Leadership	Chapter 8	Read weekly case study and prepare *Case Study Response* Complete Multifactor Leadership Questionnaire (p. 191) self-assessment
8 (M 10/11 - 10/15)	Servant Leadership	Chapter 10	Readings only, Fall Break Days
9 (M 10/18 - 10/22)	Adaptive Leadership	Chapter 11	Read weekly case study and prepare *Case Study Response* Complete *Adaptive Leadership Questionnaire* (pp. 285-288) self-assessment
10 (M 10/25 - F 10/29)	Followership	Chapter 12	Read weekly case study and prepare *Case Study Response* Complete *Followership Questionnaire* (pp. 326-329) self-assessment
11 (M 11/1 - F 11/5)	Leadership Ethics	Chapter 13	Read weekly case study and prepare *Case Study Response* Complete *Ethical Leadership Style Questionnaire* (pp. 360-364) self-assessment
12 (M 11/8 - F 11/12)	Team Leadership	Chapter 14	Read weekly case study and prepare *Case Study Response* Complete *Team Excellence and Collaborative Team Questionnaire* (pp. 395-398)
13 (M 11/15 - F 11/19	Gender and Leadership	Chapter 15	Read weekly case study and prepare *Case Study Response* Complete *Gender-Leader Implicit Association Test* (pp. 420-423) self-assessment *Critical Book Review* due on or before Sunday 11/21
	Thanksgiving Break- No Class		
14 (M 11/29 – F 12/3)	Culture and Leadership	Chapter 16	Read weekly case study and prepare *Case Study Response* Complete *Dimensions of Culture Questionnaire* (pp. 463-468) self-assessment
Self-Assessment due on or before Tuesday 12/7			

Student Accessibility Support Center Statement

If you have a physical, psychological, medical or learning disability that may impact your course work, please contact Student Accessibility Support Center, ECC (Educational Communications Center) Building, Room 128, (631)632-6748. They will determine with you what accommodations, if any, are necessary and appropriate. All information and documentation are confidential. Students who require assistance during emergency evacuation are encouraged to discuss their needs with their professors and Student Accessibility Support Center. For procedures and information go to the following website: http://www.stonybrook.edu/ehs/fire/disabilities.

Academy Integrity Statement

Each student must pursue his or her academic goals honestly and be personally accountable for all submitted work. Representing another person's work as your own is always wrong. Faculty is required to report any suspected instances of academic dishonesty to the Academic Judiciary. Faculty in the Health Sciences Center (School of Health Technology & Management, Nursing, Social Welfare, Dental Medicine) and School of Medicine are required to follow their school-specific procedures. For more comprehensive information on academic integrity, including categories of academic dishonesty please refer to the academic judiciary website at http://www.stonybrook.edu/commcms/academic_integrity/index.html

Critical Incident Management

Stony Brook University expects students to respect the rights, privileges, and property of other people. Faculty are required to report to the Office of University Community Standards any disruptive behavior that interrupts their ability to teach, compromises the safety of the learning environment, or inhibits students' ability to learn. Faculty in the HSC Schools and the School of Medicine are required to follow their school-specific procedures. Further information about most academic matters can be found in the Undergraduate Bulletin, the Undergraduate Class Schedule, and the Faculty-Employee Handbook.