STONY BROOK University  
Department of Technology and Society  

EST 326 – Management and Leadership for Engineers

Instructor: Prof. Peter J. Janow  
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FALL 2019 COURSE SYLLABUS:

Required Text and Materials:

1- Modern Management: Concepts and Skills (14th Edition), by Samuel Certo  

2- A Message to Garcia: And Other Essential Writings, by Elbert Hubbard  

Objective and Contents:

This course will help Engineers, who are very comfortable in the uses of technology, build a solid foundation of both management and leadership skills based on proven principals and theories.

To accomplish this, class sessions will be conducted using a combination of lecture, in class team exercises and open discussion of important concepts to illustrate key learning points and reference real life experiences as much as possible. Course readings from the text will also be supplemented at times by various other readings and articles. Pre-class preparation is important and students shall complete the reading assignments before each class. Please note that classroom participation is a key component when determining a students' final evaluation.

COURSE GRADING: Your Course Grade Is Built from Five Categories:

1. Class Participation - 15 %  
2. Homework - 20%  
3. Mid-Term Exam (First Half) - 20%  
4. Final Exam (Second Half) - 20 %  
5. Individual Final Paper - 25 %
FINAL PAPER

- Over the course of this term I would like you to take focused effort at noting the salient points of Leadership, as referenced in our readings, class presentations and discussions, and apply them while describing and discussing a person of your choosing whom you think exhibits strong leadership attributes that have led to success (preferably organizational or institutional). This person shall be real (sorry, no Hollywood characters or other) and may be from the present day or historical.

More specific guidance will be covered after our third class. Please note upfront that this term paper will require in-depth research and note taking to ensure you thoroughly capture the leadership example you hope to learn from and convey to me.

CLASSROOM EXPECTATIONS AND INFORMATION

- **Class attendance:** Because the learning process in this class includes discussion, students are expected to attend all classes in order to receive course credit. You must contact me via email or telephone for any issues with attendance.

- **Class participation:** The class requires the completion of all readings and assignments on the assigned day, together with thoughtful, engaged participation in class discussions. The quality of your class participation will affect your final grade. Inadequate preparation for class, arriving late or leaving early, and/or missing class will be reflected in your class engagement grade. No web surfing is allowed during class.

- **Class cancellation or delay:** In the unlikely event of class cancellation, you will be contacted via Blackboard or email.

- **Laptops, smartphones, tablets:** Electronic devices should only be used during class for class purposes (e.g. taking notes, research, Blackboard, eTextbook, etc). Facebook, email, or accessing other forms of media that are not part of the seminar should wait until after class.

- **Blackboard and Email:** Students are required to check their Stony Brook email account and log into Blackboard regularly for important course information from their instructor and Undergraduate College Advisors.

- **Instructor email and appointments:** I am accessible via email and will try to respond as soon as I can. When sending emails, please include your full name somewhere in the body of the email. However, I may not be able to check email continuously throughout the day so please do not wait until the last minute to email concerns or questions – typically any question that requires a more complicated response or thoughtful conversation should be asked in person (e.g. grading concerns; further explanation of
assignments, etc). Students are encouraged to make an appointment to meet with me any time throughout the semester.

- **Americans with Disabilities Act:** If you have a physical, psychological, medical or learning disability that may impact your course work, please contact Disability Support Services, located at 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 is confidential.

Students who require assistance during emergency evacuation are encouraged to discuss their needs with their professors and Disability Support Services. For procedures and information go to the following website: [http://www.ehs.sunysb.edu](http://www.ehs.sunysb.edu) and search Fire Safety and Evacuation and Disabilities.

- **Academic Integrity:** Each student must pursue his or her academic goals honestly and be held personally accountable for all submitted work. Representing another person's work as your own is always wrong. Faculty are 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, and 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](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.

- **Course Evaluation:** Each semester Stony Brook University asks students to provide feedback on their courses and instructors through an online course evaluation system. The course evaluation results are used by the individual faculty, department chairs and deans to help the faculty enhance their teaching skills and are used as part of the personnel decision for faculty promotion and tenure. No individually identifiable data are ever reported back to the university or instructor. Students who have completed previous evaluations can view all faculty ratings at: [https://classie-evals.stonybrook.edu](https://classie-evals.stonybrook.edu)

- **Academic Success and Tutoring Center (ASTC):** The ASTC provides free academic support services for all undergraduate students, including one-on-one tutoring, small group tutoring, academic success coaching, and public speaking seminars. Learn more about these services and additional campus resources at [http://www.stonybrook.edu/tutoring](http://www.stonybrook.edu/tutoring)
EST 326 – Tentative Schedule

- **Class 1 (Aug 27th)**
  - Course Overview and Expectations / Introduction to Management (Part 1)
    - Management Concepts
    - Managers and Society/Sustainability
    - Reading: Certo Ch. 1 & 2

- **Class 2 (Sept 3rd)**
  - Modern Management Challenges (Part 2)
    - Diversity
    - The Global Arena
    - Reading: Certo, Ch. 3 & 4

*NO CLASS SEPTEMBER 10th*

- **Class 3 (Sept 17th)**
  - Planning (Part 3)
    - Plans and Planning Tools
    - Reading: Certo, Ch. 5
    - Making Decisions
    - Reading: Certo, Ch. 6
    - Final Paper Guidance

- **Class 4 (Sept 24th)**
  - Strategic Planning
  - Reading: Certo, Ch. 7

- **Class 5 (Oct 1st)**
  - Organizing (Part 4)
    - Fundamentals of Organizing
    - Reading: Certo, Ch. 8
    - MIDTERM Review (Chapters 1-8)

- **Class 6 (Oct 8th)**
  - MIDTERM (Chapters 1-8)

组织 (Part 4) 续
  - Responsibility, Authority, Delegation
  - Reading: Certo, Ch. 9
NO CLASS OCTOBER 15TH

- **Class 7 (Oct 22nd)**
  - Human Resource Management
  - Reading: Certo, Ch. 10

- **Class 8 (Oct 29th)**
  - Organizational Change
  - Reading: Certo, Ch. 11

- **Class 9 (Nov 5th)**
  - **Influencing (Part 5)**
    - Influencing and Communications
    - Reading: Certo, Ch. 12 / A Message to Garcia

- **Class 10 (Nov 12th)**
  - Leadership
  - Reading: Certo, Ch. 13

- **Class 11 (Nov 19th)**
  - Motivation
  - Reading: Certo, Ch. 14

- **Class 12 (Nov 26th)**
  - Groups and Teams
  - Reading: Certo, Ch. 15

- **Class 13 (Dec 3rd)**
  - Organizational Culture
  - Reading: Certo, Ch. 16

  - Individual Final Papers due in class

- **Final Exam (Chapters 9-16): Date TBD (Dec 11th through Dec 19th)**