



Stony Brook University

EMP 501.30

Spring 2020

Leadership (Formerly Behavioral and Organizational Aspects of Management)

Department of Technology & Society

Time and location: Online

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Office hours: By skype or phone on Mondays, 12 pm – 2:30 pm, and by appointment

Course Description:

In this course, we review current and classic concepts, theories, and issues 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 and functions interact for effective leadership? How do leaders build community in their organizations? And we review several practical concerns of leadership, including leading change, leading diverse constituencies, and leader succession planning.

Learning Objectives

- Understand current and classic concepts, theories, and issues in leading in engineering organizations and industries.
- Understand different approaches to effective leadership.
- Appreciate similarities and differences in leading at different nested levels in organizations (small groups, projects, organizations, industries).
- Understand how challenging contexts (virtual environment, change initiatives, etc.) complexify leadership demands.
- Analyze one's own personal leadership journey, past and future.

Class Readings

Please see *Semester Schedule*.

Assessment

30% Timely and thoughtful participation in weekly *Case Study* discussion threads.

35% *Book Report* (due Friday, April 10th) via direct email to professor, please.

35% *Self-Assessment* (due Friday, May 8th) via direct email to professor, please.

Course Philosophy

This seminar is run as a “flipped” classroom. Specifically, new content will be introduced through a comprehensive text for individual study, and our discussions threads and assignments will be devoted to working through applications of core concepts.

Course Texts

- 1) Our main text is Peter G. Northouse's *Leadership: Theory and Practice, 8th Edition* (Sage, 2019).
- 2) You will select a second text—a book written by an engineering leader (see *Critical Book Review* assignment) .

Critical Book Review Assignment

Leaders are 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 six-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. Your review is due on (or before) Friday, April 10th. The books you may choose from are:

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

Self-Assessment Assignment

Each week, the assigned chapter in our text will offer you an opportunity to see how self-assessments can be conducted in the topic of the week's readings. For this assignment, you are asked to review the thirteen short assessments you completed over the semester, analyze your results, and reflect on their implications for your future leadership practice. We will discuss this assignment further in a Bb thread about it. Your six page self-assessment report is due Friday, May 8th.

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 is 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.

Semester Schedule

Week	Topic	Reading Due	Assignment
Monday 1/27 – Friday 1/31	Course Introduction Individual Introductions	Chapter 1	Review <i>Syllabus</i> Participate in <i>Course Introductions</i> and <i>Syllabus Questions</i> threads
Monday 2/3 – Friday 2/7	Trait Approach to Leadership	Chapter 2	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Leadership Trait Questionnaire</i> (pp. 37-38)
Monday 2/10 – Friday 2/14	Skills Approach to Leadership	Chapter 3	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Skills Inventory</i> (pp. 67-68)
Monday 2/17 – Friday, 2/21	Behavioral Approach	Chapter 4	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Leadership Behavior Questionnaire</i> (pp. 89-90)
Monday 2/24 – Friday 2/28	Situational Approach	Chapter 5	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Situational Leadership Questionnaire</i> (pp. 111-113)
Monday 3/2 – Friday 3/6	Leader-Member Exchange Theory	Chapter 7	Participate in weekly <i>Case Study</i> Bb thread Complete <i>LMX 7 Questionnaire</i> (pp. 157-158)
Monday 3/9 – Friday 3/13	Transformational Leadership	Chapter 8	Participate in weekly <i>Case Study</i> Bb thread Complete Multifactor Leadership Questionnaire (p. 191)
Monday 3/16 – Friday 3/20	<i>Spring Break</i>		
Monday 3/23 – Friday 3/27	Servant Leadership	Chapter 10	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Sample Servant Leadership Questionnaire</i> (pp. 251-252)
Monday 3/30 – Friday 4/3	Adaptive Leadership	Chapter 11	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Adaptive Leadership Questionnaire</i> (pp. 285-288)
Monday 4/6 – Friday 4/10	Followership	Chapter 12	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Followership Questionnaire</i> (pp. 326-329)
Monday 4/13 – Friday 4/17	Leadership Ethics	Chapter 13	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Ethical Leadership Style Questionnaire</i> (pp. 360-364)
Monday 4/20- Friday 4/24	Team Leadership	Chapter 14	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Team Excellence and Collaborative Team Leader Questionnaire</i> (pp. 395-398)
Monday 4/27 – Friday 5/1	Gender and Leadership	Chapter 15	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Gender-Leader Implicit Association Test</i> (pp. 420-423) or online
Monday 5/4 – Friday 5/8	Culture and Leadership	Chapter 16	Participate in weekly <i>Case Study</i> Bb thread Complete <i>Dimensions of Culture Questionnaire</i> (pp. 463-468)