Syllabus - Engineering Leadership – Spring 2015 Semester  
EGS 4038 – Section 11AD (On-campus Undergraduate class)  
EGS 6039 – Section 109F (On-campus Graduate class)  
EGS 6039 – Sections 109G and 109H (EDGE Program classes)  

1. **Catalog Description:** *Engineering Leadership* is designed to introduce engineering students to the concepts, theory and practice of engineering leadership; effective written and oral communications and presentations; engineering leadership characteristics, individual differences and self-awareness; developing and building teams; managing change, conflicts, and crises; and understanding real-world ethics and core values.

2. **Credit Hours:** 3

Graduate students will not receive graduate credit for taking the undergraduate version of the class. They are allowed to enroll in the undergraduate section, but the credits will then not count toward the degree.

3. **Pre-requisite:** For EGN 4038, Junior/Senior Standing

4. **Course Objectives:** Prepare students to assume leadership roles in their professional careers, whether in the private, academic, public, or non-profit sectors; Help students understand the foundations of leadership and linkages to vision, high ethical standards and professionalism; Assist students in improving their effective communications and presentation skills; Provide students with a background in collaborative team dynamics, driving change, and managing conflicts and crises.

5. **Contribution of course to meeting the professional component:** N/A as course is not specific to a major

6. **Relationship of course to program outcomes (undergraduate):** Provides students with an ability to function on multidisciplinary teams; an understanding of professional and ethical responsibility; an ability to communicate effectively; the broad education necessary to understand the impact of engineering solutions in a global, economic, environmental, and societal context; and a knowledge of contemporary issues

7. **Instructor:** Bill McElroy, P.E., CH2M HILL, Vice-President and Gainesville Area Manager
   a. Office location: On-campus (NEB) Tuesdays; off-campus other days
   b. Telephone: 352-384-7126 (office direct)
   c. E-mail address: mcelrowj@ufl.edu; (bill.mcelroy@ch2m.com)
   d. Web site: UF course Sakai web site
   e. Office hours: Flexible
8. **Teaching Assistant:** N/A
   a. Office location
   b. Telephone
   c. E-mail address
   d. Office hours

9. **Meeting Times:** Tuesdays, Periods 3-5 (9:35 a.m. – 12:35 p.m.)

10. **Class/laboratory schedule:** The course will typically be delivered weekly through a lecture overview by the instructor and/or a lecture/seminar/workshop administered by the instructor and supported by guest presenters, plus class discussions and presentations.

11. **Meeting Location:** NEB 102

12. **Material and Supply Fees:** – N/A

13. **Textbooks and Software Required:**
   a. Title: *The Leadership Challenge* (all Sections)
   b. Author: Kouzes, J.M. and Barry Z. Posner
   d. ISBN number: 978-0-470-65172-8

   a. Title: *Speaking as a Leader* (all Sections)
   b. Author: Humphrey, Judith
   c. Publication date and edition: 2012, 1st Edition
   d. ISBN number: 978-1-118-14101-4

   a. Title: *Lincoln on Leadership* (all Sections)
   b. Author: Donald T. Phillips
   c. Publication date and edition: 1992
   d. ISBN number: 0-446-394459-9

   a. Title: *Leadership Conversations* (Graduate Sections Only)
   b. Author: Berson, Alan S. and Richard G. Stieglitz
   c. Publication date and edition: 2013, 1st Edition
   d. ISBN number: 978-1-118-37832-8

   Students should expect to have additional reading assignments that will be posted in the course schedule.

14. **Recommended Reading:** assigned in class as applicable

15. **Course Outline:** Engineering Leadership is designed to introduce engineering graduate students to the concepts, theory and practice of engineering leadership;
effective written and oral communications and presentations; engineering leadership characteristics, individual differences and self-awareness; developing and building teams; managing change, conflicts, and crises; and understanding real-world ethics and core values. Students will obtain a strong individual and team-based, hands-on, learning experience through a course curriculum consisting of lectures; supporting seminars and workshops; case studies; and team-based activities. The course will generally be delivered along the following outline:

I. *Foundations of Engineering Leadership* – Leadership defined; characteristics of great engineering leaders; overview of leadership theory; concepts of situational leadership and strategic leadership; leadership vs. management; vision and mission statements; delivering on the vision through effective oral & written communication and presentation skills.

II. *Leadership and Organizations* – Overview of motivational theory and applications; attitudes, perceptions, judgment; personalities and their effects; individual differences and relationships; self-awareness and developing interpersonal skills; building and leading groups and teams; team behaviors, effectiveness and performance; managing conflicts and managing change.

III. *Leading in the 21st Century* – Real-world engineering ethics; strategic leadership; effects of a global environment; leading change and change management; leadership and crisis management; leadership in retrospective

16. **Attendance and Expectations:** For on-campus students, attendance is mandatory at all sessions, and more than one absence can result in a loss of a letter grade per each absence over one at the discretion of the instructor, subject to the UF attendance policies. All assigned readings are mandatory and are to be completed before the corresponding class session. Each reading has been specifically chosen to provide a certain insight or skill. Unless stated otherwise, assignments are to be submitted via Sakai by the stated deadline. Late submissions are not accepted, subject to the policies of the undergraduate (https://catalog.ufl.edu/ugrad/current) or graduate (http://gradschool.ufl.edu/students/catalog.html) catalogues, as appropriate.

17. **Grading:** The base learning framework will be similar for both graduate and undergraduate students in that they will have the same course schedule, receive the same lecture materials, receive some of the same reading assignments, and receive some of the same homework assignments. Class requirements for graduate students will differ in several ways. They may use a different, more advanced version of the course textbook containing more in-depth treatment of the base subject matter; will receive supplemental, more in-depth reading assignments as well as relevant case-study evaluations; and receive more challenging homework assignments corresponding to the assigned reading and case-study materials. Testing formats and content will be similar for all students, although the test content may differ for the graduate student group to match higher level course requirements.
Final grades will be determined as follows:

- Assignments (up to 10 individual or team-based): 25%
- Quizzes (up to 8): 45%
- Article Summaries and Presentations (up to 2): 30%

**Grading Scale:** The grade scale for the class is:

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<thead>
<tr>
<th>Grade</th>
<th>Score Range</th>
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<tbody>
<tr>
<td>A</td>
<td>90 or above</td>
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<tr>
<td>A-</td>
<td>87 – 89</td>
</tr>
<tr>
<td>B+</td>
<td>84 – 86</td>
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<tr>
<td>B</td>
<td>80 – 83</td>
</tr>
<tr>
<td>B-</td>
<td>77 – 79</td>
</tr>
<tr>
<td>C+</td>
<td>74 – 76</td>
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<tr>
<td>C</td>
<td>70 - 73</td>
</tr>
<tr>
<td>C-</td>
<td>67 - 69</td>
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<tr>
<td>D+</td>
<td>64 - 66</td>
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<tr>
<td>D</td>
<td>60 - 63</td>
</tr>
<tr>
<td>D-</td>
<td>57 - 59</td>
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<tr>
<td>E</td>
<td>56 or below</td>
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</tbody>
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For undergraduate students: A grade of C- will not be a qualifying grade for critical tracking courses. In order to graduate, students must have an overall GPA and an upper-division GPA of 2.0 or better (C or better). Note: a C- average is equivalent to a GPA of 1.67, and therefore, it does not satisfy this graduation requirement. For more information on grades and grading policies, visit: [https://catalog.ufl.edu/ugrad/current](https://catalog.ufl.edu/ugrad/current)

For graduate students: In order to graduate, graduate students must have an overall GPA and an upper-division GPA of 3.0 or better (B or better). Note: a B- average is equivalent to a GPA of 2.67, and therefore, it does not satisfy this graduation requirement. For more information on grades and grading policies, visit: [http://gradschool.ufl.edu/students/catalog.html](http://gradschool.ufl.edu/students/catalog.html)

18. **Make-up Exam Policy:** Makeup exams will only be allowed under rare circumstances at the discretion of the instructor, subject to the policies of the undergraduate ([https://catalog.ufl.edu/ugrad/current](https://catalog.ufl.edu/ugrad/current)) or graduate ([http://gradschool.ufl.edu/students/catalog.html](http://gradschool.ufl.edu/students/catalog.html)) catalogues, as appropriate.

19. **Honesty Policy:** All students admitted to the University of Florida have signed a statement of academic honesty committing themselves to be honest in all academic work and understanding that failure to comply with this commitment will result in disciplinary action. This statement is a reminder to uphold your obligation as a UF student and to be honest in all work submitted and exams taken in this course and all others.
20. **Accommodation for Students with Disabilities**: Students requesting classroom accommodation must first register with the Dean of Students Office. That office will provide the student with documentation that he/she must provide to the course instructor when requesting accommodation.

UF Counseling Services: Resources are available on-campus for students having personal problems or lacking clear career and academic goals. The resources include:

- UF Counseling & Wellness Center, 3190 Radio Rd, 392-1575, psychological and psychiatric services
- Career Resource Center, Reitz Union, 392-1601, career and job search services.

21. **Software Use**: All faculty, staff and student of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.