Syllabus

EMEN 5830, Leading Others

Prerequisite: Graduate standing.

Course Description.
Great Leaders know how to hire great individuals, form and empower great teams, and delegate to those teams appropriately. They envision what the organization could be and inspire others to help build the vision that will take them there. They see themselves as servants to the team and the organization. They lead by example at work as well as away from work. They hold the line when others falter and do what must be done when the time comes. They protect their team, empower them, and help them to improve and grow while the team helps the organization improve and grow. They combine fierce resolve with personal humility, shunning the more popular, larger-than-life egocentricity. Their ambition is for the organization and team first, and for themselves a distant second. They help develop and “spin-off” other great leaders and help set up their successors for success. They see their organization from the outside in as well as from the inside out. Their leadership is based on solid ethical principles and they act with quiet, calm determination. They focus on establishing processes that help their team succeed. Many times they see their team as more of a family than simply as business acquaintances. They might be described more as plow horses rather than a show horses. These are the Great Ones: those who build the greatest organizations and who, in the long run, are the most admired.

Students who are in positions of engineering leadership at school, at work, or who may want to secure higher-paying positions of leadership should consider this course.
Course Objectives.

As a result of successfully completing this course, the student will be capable of describing and applying leadership techniques that will help any graduate develop and sustain a high-powered organization in an engineering-related business or industry environment. Specifically, the student will be capable of:

(a) describing and applying the leadership qualities associated with successful entry- and mid-level leaders;

(b) describing and applying elements of personal effectiveness including negotiation and managing organizational politics, finding a mentor, and converting enemies to allies;

(c) describing and applying practical leadership activities including defining roles and responsibilities, setting vision / direction / goals, coaching, dealing with conflicts, and delegation;

(d) describing and applying teambuilding activities including hiring the right team members, building the team, managing the team, and conducting effective meetings.
## Lesson Schedule

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<td>Be the Change You Want to See in Others</td>
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Textbooks Required.


In addition, the D2L website will contain copies of the PowerPoint presentations employed at each class meeting and may contain supplemental study materials from texts, journals, magazines and videos.

Grading.

• General. Grades are earned by the student, not given by the instructor. Additional partial points will not be awarded.

• Criteria. Student effort and knowledge retention are evaluated in four areas: class participation, journal, midterm exam, and final paper.

  o Points. There are a total of 510 points.
    ▪ 210 points   Class Participation (15 pts. per Lsn. 2-15)
    ▪ 100 points   Journal
    ▪ 100 points   Midterm Exam
    ▪ 100 points   Final Paper

  o Scale. Final individual grade is a percentage based on total points earned versus total points possible.
    ▪ A    94-100
    ▪ A-   90-93
    ▪ B+   86-89
    ▪ B    80-85
    ▪ B-   78-79
    ▪ C    70-77
Course Policies and Procedures.

• **Preparation for class.** As members of a graduate-level course, students must achieve a detailed understanding of the class topic by studying and attempting to master the assigned readings *prior to* arriving at class. Material that is unclear should be researched on the Internet and within other texts. Please bring your assigned readings to each class.

• **Analysis versus Synthesis.** As graduate students, I expect you to assemble and present opinions on what you’re learning. Therefore, please take time to understand these two terms. Analysis is the disassembly of a concept into its elemental components so that it may be more easily considered and understood. In contrast, Webster defines “synthesis” as “the combining of often diverse [concepts] into a coherent whole”. Using analysis, various tactics, techniques, and procedures may be revealed. Combining these, it’s expected that each student will *synthesize* his/her personal leadership philosophy. The results of this synthesis may be required as part of each of the graded elements.

• **Class Participation.**

  **General.** For each class meeting, students are graded on their analysis of the class topic, synthesized conclusions, and application of those conclusions to their current or past work experience. In addition, the instructor may ask students to describe major topics from the readings. Maximum grade is 15 points per lesson.

  **Attending class in person.** It’s expected that in-class students will further understanding of the course material by actively participating in the class discussion. The instructor is the discussion moderator; please direct your comments to the class. Additionally, in the same way that distance students are required to watch the class video, in-class students are expected to read through distance-student comments before coming to class. Lastly, class attendance by itself receives no class-participation credit; minimal participation receives
partial credit; several high-quality engagements receive higher credit. If you’re uncomfortable participating actively in class, that’s ok. You may provide written comments each week in the “Threaded Discussion”.

**Attending class through video recordings.** Students participating by video will participate in class discussion through the "Threaded Discussion" in D2L. One may locate the Discussion area by starting at the class home page, clicking on the major tab “Communication” and, then, the sub-tab “Discussions”. There you will find headings for each Lesson. Student comments (no less than 250 words per lesson) must be completed and submitted by noon on the day of class so that they may be included as part of the in-class discussion.

**Attending class through Zoom.** Students participating through BlueJeans must have computer equipment that allows voice and video participation. Zoom students are held to the same standards of class participation as those attending class in person.

• **Written Submissions**
  
  **General.** As members of a graduate-level class, it is expected that your written submissions will be readable. Chronic problems in this area include failure to follow the rules of grammar; improper punctuation; use of colloquialisms; improper word choice, improper paragraph formation or formatting; lack of intro-body-closing infrastructure, improper citation, and failure to place one’s name on the paper. Errors in these areas will result in a reduction in grade proportional to the difficulty in understanding what has been written. In addition, there is a 10% reduction in grade for improper page limit. The file format for all written submissions is PDF. Specific requirements: typed, double-spaced, 1” margins, Arial font, size 12, title, student name and class number on each page. Handwritten submissions are not allowed.

  **Journal.** Keeping a journal allows one to record tactics, techniques methodologies, processes, procedures, epiphanies, and lessons
learned. The journal is graded in order to gauge student effort and knowledge retention. Best practice is to record lessons learned during each class. Journals will be fifteen pages in length and bulletized. Follow the “Written Submissions” requirements above. Journals are due at midnight on the day of Lesson 15.

**Midterm Exam.** The midterm exam will consist of fill-in-the-blank and other types of questions to be determined. The midterm exam is due at midnight on the day of Lesson 7.

**Final Paper.** Student may choose any topic from the post-midterm portion of the class. A title page is required. Content is seven pages in length, fully cited with *footnotes*. Bibliography is required and is the eighth page. Follow the “Written Submissions” requirements above. The Final Exam is due at midnight on the day of Lesson 15.

• **D2L Outages.** From time to time, D2L has been known to be less than cooperative. Please recognize that this happens occasionally and allow some time margin if you need to submit your written requirements to an online dropbox.

• **Guest Speakers.** Guest speakers provide a glimpse of current, real-world experience that reinforces the fundamentals we learn in class. From time to time, guest lecturers may be invited to address the class because of their expertise. There is no guarantee of the number of guest lecturers who may be invited to speak, the dates on which they may speak, or of the topics they may address. Maximum class presence and participation is appreciated; etiquette dictates that everyone have at least one question or comment during the presentation.

• **Multitasking in Class.** Digital devices may be brought to class. As in all your activities, please use good judgment, courtesy, and decorum. I would ask that work conducted on these devices be related to the class topic under discussion. Activities such as taking
notes, accessing D2L, and the like are encouraged. Activities such as email, texting, and other activities not related to class are discouraged as they disconnect you from the topic discussion and may disturb those around you.

• **Attendance.** Students enrolled in the on-campus section of the class are required to attend class. If you must miss class, provide an email to the instructor. Adequate reasons to miss class include weddings, accidents, extreme weather, business trips and the like. Inadequate reasons include but are not limited to vacation, family in town, decided to sleep in. If you receive permission to miss class, you may make up missed material by viewing the class video (see additional instructions in the D2L entry labeled “Participating Remotely”). In situations the instructor deems extreme, the student may be allowed to miss graded Participation or Quiz assignments. Attendance policies for the College of Engineering and Applied Science may be found at [http://www.colorado.edu/engineering/academics/policies/academic-policies](http://www.colorado.edu/engineering/academics/policies/academic-policies)

• **Class Cancellation.** If the University is closed due to weather or other situation and a class must be cancelled, missed class content will be folded into subsequent classes.

• **Copyrighted Materials.** The Engineering Management Program (EMP) has a large distance learning population and, as such, copyrighted materials are sometimes offered electronically to students. EMP has the responsibility to comply with copyright law regulating distance education for a non-profit, state institution; that is, the Technology, Education and Copyright Harmonization (TEACH) Act of 2002. It remains the student’s responsibility to comply with U.S. copyright law with respect to the use and sharing of the electronic materials provided within the program.

• **Participating Remotely.** See additional instructions for participating as a remote student in D2L under Course Home in the entry labeled
"Participating Remotely".

- **Instructor Contact.** I’m happy to meet with you during office hours (3 PM to 5 PM, Tuesday and Thursday of each week during the term) or at most any other time by appointment. Please communicate using your colorado.edu email address and email me at my colorado.edu address.

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