Instructor:

**Doug Morton**

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Teaching Assistants:

**Matt Izzo** **Email:** mjizzo@ncsu.edu  
**Phone:** (919) 268-7491  
**Office Location:** Room 2213 Engineering Building III (Classroom)  
**Office Hours:** Matt will attend class sessions as he is able. He will have responsibility to manage the course for the engineering online section.

**Hariyali Patel** **Email:** hpatel32@ncsu.edu  
**Phone:** (919) 637-7351  
**Office Location:** Room 2213 Engineering Building III (Classroom)  
**Office Hours:** Hariyali will be in attendance for each class session. She will have responsibility to manage the course for the on-campus section.

**Hassan Almuzel**

**Email:** [hfalmuze@ncsu.edu](mailto:hfalmuze@ncsu.edu)

**Phone:** (984) 284-6320

**Office Location:** Room 2213 Engineering Building III (Classroom)  
**Office Hours:** Hassan will be in attendance for each class session. He will have responsibility to support the course material development and delivery.

# COURSE OVERVIEW

## Prerequisites:

An engineering, technical or scientific undergraduate degree is required. Prior job experience is helpful but not required.

## Course Objectives:

This course is designed to prepare students to lead, manage and direct groups in STEM-related fields. Students will develop their leadership competencies leveraging foundational frameworks for leadership and strategic change as they are applied to projects and programs in an engineering or scientific work environment.

Upon completion of this course, students will be able to:

1. Identify and distinguish between different leadership styles
2. Understand the requisite skills to become effective leaders and agents of change in engineering organizations
3. Distinguish between the technical and adaptive challenges of engineering leadership
4. Identify the Grand Engineering Challenges as defined by the National Academy of Engineering
5. Describe the conceptual frameworks for effective organizational change
6. Apply the principles of strategic thinking to engineering organizations
7. Analyze real-world leadership challenges in engineering organizations (business cases)
8. Create effective virtual and global engineering teams
9. Develop and present your personal Leadership Philosophy

## Course Details:

This a **HYBRID** class offering. If you are registered for the IN-CLASS version of this course, you must attend in this fashion. If you are registered for the virtual section of this course, the same applies. **For students in the virtual section, this course meets asynchronously. However, we will provide a zoom link if you wish to join in the live class sessions.**

Class will be on Tuesday and Thursday of each week. Students will be expected to complete required readings and online activities, as described on the course Moodle site. Students will often work in teams to complete some assigned projects and will be expected to schedule periodic virtual meetings outside of class in order to complete these tasks.

***Course Schedule and Assignments:***

See Document Link in Moodle.

## Format:

A course site is available using the Moodle platform. You must log in to the course site using your [Unity ID](https://oit.ncsu.edu/my-it/unity-credentials/#unityid) and password, and from there you will access PowerPoint presentations, recorded weekly lectures, links to required readings and course materials, and discussion forums. Students will cover the learning material independently according to the course schedule.

If you have not already done so, access your NC State University Unity computer account and be familiar with your login ID and Password. This information is available at: [Unity ID](https://oit.ncsu.edu/my-it/unity-credentials/#unityid)

Through the use of Zoom (or other online tools), student groups can meet virtually to plan and present assigned group projects. Zoom supports VoIP real-time voice communication and the exchange of data and multimedia content in addition to offering a means of application and screen sharing. Detailed instructions regarding hardware requirements and optimizing your computer to function with tools are available from NCSU Help Desk.

## Instructor Office Hours:

I am available for virtual office hours in person or via Zoom on Tuesday and Thursday evenings as described in Moodle. However, I encourage you to e-mail me at any time with your questions or concerns. You can usually expect me to respond to an e-mail within 24 hours. My email address is **dgmorton@ncsu.edu**

## Textbooks:

## The World : A Brief Introduction By Haass, Richard Published by Penguin Publishing Group. ISBN 9780399562396/ 0399562397. Publication Date: May. 12, 2020

## Leading Change By John Kotter Published by Harvard Business Review Press. ISBN 978-1-4221-8643-5. Publication Date: 1996 Copyright 2012.

## A CoursePack is being developed through HBR Publishing and will be available in the second week of class.

## Course Communications:

The communications components of the course include e-mail, Moodle discussion forums, and Zoom.

Any Moodle discussion forums will take place *asynchronously* in the course website, meaning that the class discussion occurs over an extended period of time rather than in "real time". You do not have to be online at the same time as other students or the instructor in order to participate in a forum discussion. The discussion forums are public - that is, they can be accessed by anyone in the course. In these public spaces, follow the normal courtesies of public communications. Any private communications between individuals should be completed using email or telephone.

## Instructor’s Preferred mode of Communication:

The best way to reach me is via email (dgmorton@ncsu.edu). I will attempt to respond to all email within 24 hours. If you would like to have a telephone conversation with me, please check my Google Calendar or contact my executive assistant, Carmen Wendling @ [cwendli@ncsu.edu](mailto:cwendli@ncsu.edu) via e-mail to set up an appointment.

# COURSE REQUIREMENTS AND EXPECTATIONS

## Class Schedule and Required Readings:

**Tuesdays/Thursdays – 6PM – 7:15PM ( a few select classes will run longer – you will be given advanced notice of these sessions)**

This is a **Leadership** course so attendance is required and will be a compenent of your final grade. One of the most important traits of strong leaders is that they are PRESENT. Being there is essential. If you are enrolled in the seated section then the expectation is that you are in-class in-person on time. If you are in the Engineering Online (EOL) section then the expectation is that you attend class electronically. Because the funding mechanisms differ for the two offerings you CANNOT swap between them (meaning if you are in the seated section you cannot attend class virtually with the converse being true as well). I can certainly make some LIMITED exceptions based on individual circumstances.

The attendance expectation for online students is that they will keep up with the recorded lectures each week – typically two sessions per week. Team assignments and the graded forum are set up with the expectation that each student is current with the readings and class lectures. **Each student should rely upon each other’s preparedness to enhance their learning experience.**

See the Course Schedule and Readings List in the Moodle app. Dates and readings are subject to change; advance notice will be given of any changes in assigned readings.

Your success in the class depends on a mix of learning from others and developing ideas and concepts of your own.

The course requires learning from assigned readings, videos, group work, and team project efforts. **Students are should always complete reading assignments (available on the course Moodle website) *before* viewing the PowerPoint presentations and posted videos**

**Leadership Journal:**

***Ideas and topics will be presented to create in-class dialogue and to encourage further study of the topics presented.  Students will keep a journal of their impressions, thoughts and ideas for action and will be encouraged to share these ideas with their classmates and with the instructor as the course progresses through in-class discussions and the weekly forum topic.  The format should be what is the most comfortable way for the student to capture their thoughts and record the essence of those ideas.***

# TECHNICAL INFORMATION

## Required Hardware and Software:

This course has been designed with minimal hardware and software requirements. With respect to your home computer system, it should meet or (preferably) exceed [the minimum](https://oit.ncsu.edu/my-it/hardware-software/your-computer/) [recommendations](https://oit.ncsu.edu/my-it/hardware-software/your-computer/) made by NCSU Computing Services.

There are several group activities that will require students to use web conferencing tools such as Google Meet or Zoom. A microphone/headset (as opposed to built-in computer speakers) produce best results for audio, while built-in laptop cameras will typically be satisfactory for video.

# GRADING and EVALUATION

## Student Conduct:

Each assignment must be completed without the assistance of any other person, unless assigned as group work. All students are expected to practice academic integrity throughout the course. Any evidence of academic dishonesty (cheating, plagiarism, etc.) will be pursued diligently.

Review the NCSU [Code of Student Conduct](http://policies.ncsu.edu/policy/pol-11-35-01) and adhere to the code at all times.

## Incomplete and Late Assignments:

It is the students’ responsibility to meet all deadlines in the class unless they have a university recognized excuse (religious holiday, death in family, medically excused absence due to illness, inclement weather.). Assignments are due by 11:59 p.m. on the posted due date. Please note that stated times are for the U.S. Eastern Time zone, and if you are traveling, you may need to account for time differences.

Students should be familiar with the [university attendance regulation](http://policies.ncsu.edu/regulation/reg-02-20-03)s, which cover excused and unexcused absences and scheduling makeup work. In case of business travel, students should work with the instructor *well in advance* to agree how assignment deadlines can be met; emergencies will be handled on a case by case basis.

## Instructions for Submitting Assignments:

Student assignments will be submitted in our Moodle course site drop-boxes. Please note that NC State's *limit for the file size of an e-mail attachment is 15 megabytes*. This should not present a problem in this course, but you should be aware of the limitation.

Please save your written assignments in a file format readable by Microsoft Word for Windows. Also, please follow this naming convention: *EGR/EM 501 - Student Name(s)-Assignment Title.doc.*

*All assignments should be formatted using APA 7th Edition as a guide. The abbreviated details can be found here:* [*https://owl.purdue.edu/owl/research\_and\_citation/apa\_style/apa\_formatting\_and\_style\_guide/apa\_changes\_7th\_edition.html*](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/apa_changes_7th_edition.html)

## Grading:

1. Attendance (On Time) 10%
2. Weekly Forum Participation 10%
3. Class Participation and Public Speaking 10%
4. Case Studies, Presentations and Reports 40%
5. Leadership Philosophy and Presentation 30%

## Scale for Grades:

This course uses Standard NCSU Letter Grading. This course must be taken for a grade.

A+ 97 to 100% A 93 to 96% A- 90 to 92%

B+ 87 to 89% B 83 to 86% B- 80 to 82%

C+ 77 to 79% C 73 to 76% C- 70 to 72%

D+ 67 to 69% D 63 to 66% D- 60 to 62%

F <60%

The +/- grading is the University’s official grading scale and will be used in this class.

# POLICIES

## Academic Integrity:

The [NCSU](http://www2.ncsu.edu/prr/student_services/student_conduct/POL445.00.1.htm) [Code of Student Conduct](http://policies.ncsu.edu/policy/pol-11-35-01) covers all work done in this course. Any suspected violations will be promptly reported. Academic dishonesty will result in an automatic failing grade for the course.

**MEM Program policy on Academic Integrity and sites like CourseHero.**

**Please read this carefully.**

I've included **5 Best Practices** at the end to summarize how to avoid these pitfalls.

**Academic Integrity.**

I have zero tolerance for students who

     ...receive unauthorized aid from others/internet on graded events.

     ...give unauthorized aid to others/internet regarding graded events.

     ...fail to provide proper attribution for help received (plagiarism).

     ...post course materials online without instructor permission.

At the MEM Orientation, we will cover this in depth for new students. All students should read <https://studentconduct.dasa.ncsu.edu/academic-integrity-overview/>. If you have questions or need clarification, please ASK your instructor or Mrs. Thomas or myself.

Students found in violation will have their scholarships revoked.

**CourseHero** (& similar sites)

Posting course materials online to sites similar to CourseHero is considered copyright infringement and a violation of academic integrity. Just don't do it.

Do not use materials from these sites without explicit instructor permission; if permitted, disclose any use of these materials.

**Best Practices:    (do these things!)**

1. Ask your instructor what is permissible for each assignment if it is unclear.
2. When in doubt, disclose any and all assistance received.
3. Never post course materials to the internet without written permission from the instructor.
4. Do not share, text, or email course materials with students outside the course without permission from the instructor.
5. Do not complete a sign-in attendance roster for anyone other than yourself.

**Amnesty Opportunity:**If you have a CourseHero account and/or you have posted materials to this site, or similar sites, remove all content immediately.

***Acceptable Uses of Artificial Intelligence in This Course***

Artificial Intelligence (AI) has become an increasingly influential and powerful tool in various fields, including education. In this course, you are welcome to explore and incorporate AI-related concepts and technologies, provided they align with the learning objectives and academic integrity standards of this class. Below are the acceptable uses of AI in this course:

* **AI as a Learning Aid:** You are encouraged to leverage AI-based tools and platforms to enhance your learning experience. These tools can provide personalized study resources, interactive simulations, and adaptive learning experiences tailored to your individual progress and needs.
* **AI for Research and Data Analysis:** If your course involves research or data analysis, you can utilize AI tools to assist in data processing, pattern recognition, and insights generation. However, it is essential to ensure that you understand the underlying algorithms and interpret the results critically.
* **AI for Creative Projects:** You may use AI in creative projects, such as generating art, music, or creative writing. However, it is important to maintain your creative input and provide proper attribution if AI-generated content is used in your work.
* **AI Programming and Implementation:** If the course involves programming or implementing AI algorithms, you are encouraged to explore and experiment with various AI techniques to achieve the learning objectives of the assignments.
* **Ethical Considerations:** In any AI-related work, it is crucial to consider the ethical implications of AI technologies. Ensure that your use of AI aligns with ethical guidelines, respects privacy, avoids bias, and promotes fairness and transparency.
* **Collaboration with AI Systems:** You may collaborate with AI systems in projects or assignments, but remember that the primary goal is to enhance your understanding of course materials and concepts. Avoid over reliance on AI to complete tasks without actively engaging with the subject matter.

## Unacceptable Uses of AI in this Course

## While we encourage the integration of AI in your learning experience, there are certain uses of AI that are not permitted in this course:

## Cheating and Academic Dishonesty: Using AI to plagiarize or produce work without proper attribution is strictly prohibited. Per the [Code of Student Conduct](https://policies.ncsu.edu/policy/pol-11-35-01/), all work submitted must be your original creation, with appropriate citations when referring to external sources.

## Unauthorized Assistance: Do not use AI to access unauthorized materials or solutions during examinations, quizzes, or other assessments. Any form of unauthorized assistance is a violation of academic integrity.

## Malicious Intent: [Do not use AI for any activities that may cause harm or compromise security.](https://policies.ncsu.edu/regulation/reg-08-00-02/)

## Course Evaluations:

A formal evaluation is conducted by the University toward the end of the semester and the goal is to achieve 100% class participation in this survey. Online class evaluations will be available for students to complete during the last two weeks of class. Students will receive an email message directing them to a website where they can login using their Unity ID and complete evaluations. All evaluations are confidential; instructors will never know how any one student responded to any question, and students will never know the ratings for any particular instructor.

Information about Class Eval:

<https://oirp.ncsu.edu/classeval/>

Student help desk: [classeval@ncsu.edu](mailto:classeval@ncsu.edu)

## Unity ID/Password and Email Account:

If you have not done so, access your NC State University Unity computer account and be familiar with your login ID and Password. Information is available at:

<https://oit.ncsu.edu/my-it/unity-credentials/#unityid>. Your Unity ID and Password are required to access lecture videos and for many other online functions.

All student email accounts at NC State are Google mail. Students should log into [***http://gmail.ncsu.edu***](http://gmail.ncsu.edu/) and follow directions there. Please be aware that ALL e-mail correspondence from the university and/or Engineering Online regarding your classes, program information, etc. will be sent to your NCSU e-mail account.

However, if you already have an established email account, there is currently an option to have mail from your university e-mail account forwarded into a personal account. Follow instructions within Gmail to establish a forwarding address – [***https://oit.ncsu.edu/my-it/email-calendaring/email-forwarding/***](https://oit.ncsu.edu/my-it/email-calendaring/email-forwarding/) . It is essential for you to be sure you are receiving all messages sent to your ncsu.edu account.

## Students with Disabilities:

Reasonable accommodations will be made for students with verifiable disabilities. In order to take advantage of available accommodations, students must register with Disability Services for Students, Holmes Hall Suite 304, 2751 Cates Avenue, Campus Box 7509, Raleigh, NC 27695-7509 ; 919-515-7653. <https://dro.dasa.ncsu.edu/enrolled-students/>

## Copyrighted Materials:

This course web site contains copyrighted materials and was developed for instructional purposes to be used by graduate students in EGR 501. Students currently registered in this course are permitted to print or make copies of parts of this site for their own personal use in conjunction with completing the course. Text, audio files, images or design of this web site may not otherwise be distributed or modified in any manner without the prior written permission of the instructor.

This site may also contain material by various authors that is covered under additional copyright protection. In all cases this material will be clearly cited and may not be further disseminated without the express and written permission of the legal copyright holder. The user must assume full responsibility for any use of the materials, including but not limited to, infringement of copyright and publication rights of reproduced materials.

**Statement on Respectful Interaction**

The Edward P. Fitts Department of Industrial & Systems Engineering seeks to create a learning environment that supports a diversity of thoughts, perspectives and experiences while honoring the identities (including but not limited to race, gender, class, sexuality, religion, ability, etc.) of our students.  To do so, we must acknowledge the inherent dignity and value of every person and strive to maintain a climate for work and learning based on mutual respect and understanding.

While we fully support and encourage open expression as a part of the process of academic discourse, we should engage one another with civility, sensitivity and cordiality. In affirming our common humanity, we reject all forms of prejudice, discrimination and bias. The process of learning often requires difficult and uncomfortable conversations that challenge our beliefs or the status quo. These new perspectives deepen our understanding, strengthen our community and propel our innovation. Only through thoughtful engagement can we create an environment of inclusive excellence for all. As faculty, staff and students we will navigate these challenges through dialogue, education, training, and development while adhering to our shared principles and community values.   

**Health and Well-Being Resources**

We live in a complex and confusing world with an overload of controversial and hurtful rhetoric being launched at each of us daily. Academic and personal stress are often exacerbated by this environment. Everyone is encouraged to[take care of themselves](https://counseling.dasa.ncsu.edu/) and their peers. If you need additional support, there are many resources on campus to help you:

* Counseling Center ([NCSU Counseling Center](https://counseling.dasa.ncsu.edu/))
* Student Health Services ([Health Services | Student](https://healthypack.dasa.ncsu.edu/))
* If the personal behavior of a classmate concerns or worries you, either for the classmate’s well-being or yours, we encourage you to report this behavior to the NC State CARES team: ([Share a Concern](https://cm.maxient.com/reportingform.php?NCStateUniv&layout_id=2)).
* If you or someone you know are experiencing food, housing or financial insecurity, please see the Pack Essentials Program ([Pack Essentials](https://dasa.ncsu.edu/pack-essentials/)).

**Need Help?**

If you find yourself in a place where you need help, academically or otherwise, please review these [Step-by-Step Help Topics](https://dasa.ncsu.edu/step-by-step-help-topics/).

**Other Important Resources**

* **Keep Learning:** [Keep Learning](https://dasa.ncsu.edu/students/keep-learning/)
* **Protect the Pack FAQs:**[Frequently Asked Questions | Protect the Pack](https://www.ncsu.edu/coronavirus/frequently-asked-questions/)
* **NC State Protect the Pack Resources for Students:**[Resources for Students | Protect the Pack](https://www.ncsu.edu/coronavirus/reactivating-campus/resources-for-students/)
* **Academic Success Center** (tutoring, drop in advising, career and wellness advising): [Academic Success Center](https://asc.dasa.ncsu.edu/).
* **NC State Keep Learning, tips for students opting to take courses remotely:**[Keep Learning Tips for Remote Learning](https://dasa.ncsu.edu/academics/keep-learning/strategies-for-success/)
* **Introduction to Zoom for students:**<https://youtu.be/5LbPzzPbYEw>
* **Learning with Moodle, a student’s guide to using Moodle:**<https://moodle-projects.wolfware.ncsu.edu/course/view.php?id=226>
* **NC State Libraries** [Technology Lending Program](https://www.lib.ncsu.edu/devices)