BC 8823-SB: LEADERSHIP AND COMMUNICATION
GaTech School of Building Construction ▪ 2012 Fall Semester
Instructor: Scott W. Braley, FAIA FRSA

1/9

2012 SYLLABUS

Version 0.0 [August 21, 2012]
Note: This Provisional Version of the Syllabus will be superseded following Class No. 1

BC8823-SB: Leadership and Communication
Course Policy, Procedures, and Syllabus
School of Building Construction, Georgia Institute of Technology

Course Title	Leadership and Communication
Course No	BC8823-SB
Classroom	Architecture (East) Room 207 Tuesday: 6:05 p.m. – 8:55 p.m.
Semester/Year	Fall / 2012
Instructor	Scott W. Braley, FAIA FRSA (email provided in Class No. 1)
Office	School of Building Construction by Appointment (College of Architecture Annex, Building 60A on campus map)
Office Phone	404-252-9840
Office Hours	Tuesday Afternoon – By appointment
Required Texts/Readings	Specific Titles identified and assigned in Class Course Handouts provided by Instructor, Online Resources, Texts
Recommended Readings	Specific Titles identified and suggested in Class
Course Description	This course provides a framework and guidelines for those who seek to become effective leaders and communicators in the design and construction industry. Participants will analyzes theories and explore best practice methodologies that demonstrate how leaders can conceive and articulate the program vision, cause individuals and teams to take decisive action, and create the environment in which motivated individuals work at their optimum performance levels. During the term, coursework is designed to blend awareness of leadership and communication theories, critique of predictable human behavior, and review of actual design and construction program and project case studies. Specific competencies include, but are not limited to: situational leadership, effective communication, visioning, strategic thinking, team collaboration, decision making, conflict management, and others essential to achieving individual, team and program success. Participants are invited – and required – to engage in active discussion and classroom participation.
Learning Objectives	At the end of this course students should have: ▪ Understanding of what leadership is, and is not, in the design and construction industry ▪ Recognition of the essential need for and power of leadership in teams ▪ Awareness of individual leadership styles/profiles and communication preferences ▪ Familiarity and facility with the fundamentals of leadership and communication practices ▪ Ability to adapt and apply effective leadership and communication in various situations ▪ Understanding of and ability to use strategic thinking and consensus building ▪ Use and management of conflict in decision making and consensus-based outcomes ▪ Dexterity in leadership when in superior-subordinate as well as peer-peer situations ▪ Ability to create effective team processes and an environment for sustained success

BC 8823-SB: LEADERSHIP AND COMMUNICATION   2/9
GaTech School of Building Construction ▪ 2012 Fall Semester
Instructor: Scott W. Braley, FAIA FRSA

Version 0.0 [August 21, 2012]
Note: This Provisional Version of the Syllabus will be superseded following Class No. 1

Assignments and Evaluation:

Final grades will be based on an aggregate point total for exams, homework, papers, quizzes, classroom participation, and/or projects/presentations. **Grades may be curved to provide a balance of intellectual challenge and academic reward.** Course grading is as follows:

A	B	C	D	F
90% and above	80%-89%	70%-79%	60%-69%	<60%

Points: The following table summarizes the points for this course.

Activity	Points	Percent
Quizzes	100	10
Class Participation	200	20
Individual Projects and Presentations	150	15
Midterm Exam	200	20
Group Project Presentation/Report	100	10
Final Exam	250	25
TOTAL	1,000	100%

Required and Suggested Readings/Materials:

▪ **Required Text(s):**

  □ **Text** – One or more books will be identified as required "texts" for the course.

▪ **Required and Suggested Readings:**

  □ **Required Reading** – A specific chapter or chapters of the required text(s) will be assigned for each individual class. For selected classes, additional outside reading will be required (e.g., journal article, etc.).

  □ **Suggested Readings** – In addition to required readings, suggested or supplemental readings will be identified for each topic.

▪ **Required Materials and Related Reading/Activities:**

  □ **Required Materials/Activities** – Each student is required to access and complete a web-based Leadership Style Assessment instrument. The instrument comprises self-paced questions/responses and self-assessment rankings. Upon completion of inputs, the instrument provides a narrative and graphic assessment profile and benchmark data. The instrument also includes directly relevant reading regarding leadership behavior and style.

BC 8823-SB: LEADERSHIP AND COMMUNICATION
GaTech School of Building Construction ▪ 2012 Fall Semester
Instructor: Scott W. Braley, FAIA FRSA

3/9

Version 0.0 [August 21, 2012]
Note: This Provisional Version of the Syllabus will be superseded following Class No. 1

2012 SYLLABUS

Course Schedule – *Provisional*

Session	Date	Activity	Topic/Subject	Text/Topic/Reading Assignment	Assignment Due
01	08-20	Class	Introduction, Orientation and Course Overview	▫ Individual Class topics, related readings and assignments identified	Work in Class
02	08-27	Class	▪ Fundamentals of Leadership: Theory / Practice	▫ Individual Class topics, related readings and assignments identified	Due Date
03	09-04	Class	▪ Fundamentals of Communication: Theory / Practice	▫ Individual Class topics, related readings and assignments identified	Due Date
04	09-11	Class	▪ Personal Awareness and Intro to Personal Mastery	▫ Individual Class topics, related readings and assignments identified	Due Date
05	09-18	Class	▪ Strategic Thinking and Visioning	▫ Individual Class topics, related readings and assignments identified	Due Date
06	09-25	Class	▪ Team Dynamics and Systems Thinking	▫ Individual Class topics, related readings and assignments identified	Due Date
07	10-02	Class	▪ Motivation: Theory / Practice	▫ Individual Class topics, related readings and assignments identified	Due Date
08	10-09	Class/Exam	▪ Situational Leadership	▫ Midterm Exam	Due Date
09	10-16	*No Class*	▪ Effective Communication: Preferences and Practices	▫ No Class	Due Date
10	10-23	Class	▪ Communication Protocols: Leader and Team	▫ Individual Class topics, related readings and assignments identified	Due Date
11	10-30	Class	▪ Decision Making, with Particular Emphasis on Team	▫ Individual Class topics, related readings and assignments identified	Due Date
12	11-06	Class	▪ Conflict: Use and Management	▫ Individual Class topics, related readings and assignments identified	Due Date
13	11-13	Class	▪ Position Leadership: Superior-Subordinate	▫ Individual Class topics, related readings and assignments identified	Due Date
14	11-20	Class	▪ Position Leadership: Peer-Peer	▫ Individual Class topics, related readings and assignments identified	Due Date
15	11-27	Class	▪ Individual Projects/Reports [multiple classes]	▫ Individual Class topics, related readings and assignments identified	Due Date
16	12-04	Review	▪ Group Project(s)/Report(s) [single or multiple]	▫ Review	
17	12-11	Exam	▪ Mid-Term – Review and Examination ▪ Final – Review and Examination	▫ Final Exam	

Examinations:

- **Mid-Term Exam:** ~~Tuesday October 9, 2012~~: Architecture East, Room 207 – during standard class interim (6:05 p.m. – 8:55 p.m.).

- **Final Exam:** ~~Tuesday, December 11, 2012~~: Architecture East, Room 207 – during standard class interim (6:05 p.m. – 8:55 p.m.).

BC 8823-SB: LEADERSHIP AND COMMUNICATION
GaTech School of Building Construction ▪ 2012 Fall Semester
Instructor: Scott W. Braley, FAIA FRSA

4/9

2012 SYLLABUS

Version 0.0 [August 21, 2012]
Note: This Provisional Version of the Syllabus will be superseded following Class No. 1

COURSE POLICIES

In the following policies, 'you' indicates the 'student' and 'instructor' means 'faculty' or 'professor.' 'Institute,' 'Georgia Tech' and 'GaTech' refer to 'Georgia Institute of Technology.'

▪ **Policies and Expectations:**

- This course is invites – and requires – active classroom participation, as well as individual and team/group out of class work.

- The pace of discussion and activity will vary depending on a variety of factors. This educational experience will likely be challenging – at times invigorating, at times intense, and possibly at times frustrating. It is necessary that all contribute to success by following the course policies. In particular, class participation is an essential and critical component of this course – you should not only be in class, but also participate actively and positively.

▪ **Methods of Communicating:**

- English is the language used for this course. All in class and out of class work must be accomplished in English.

- In class participation will involve a variety of media for and components of communication. These include, but are not limited to: auditory, interpersonal, intrapersonal, kinesthetic, linguistic, spatial, and visual in electronic, hard copy and/or virtual settings.

- Out of class work and assignments must be submitted in hard copy format, unless another medium/format is required or specifically approved in advance by the instructor. Certain out of class work and assignments may be submitted via email when permitted/approved in advance by the instructor.

- Regardless of medium or component, all assignments must be completed and submitted before/by the deadline established by the instructor.

- You may also contact the instructor to ask questions and ask for clarification and/or information by in class, via email, or by visiting the instructor by appointment at his/her office. The instructor will respond to emails within 48 hours of receipt.

- Grades and grading issues must be discussed with the instructor in person. Students are not permitted to discuss grades or grading issues with the instructor via e-mail.

▪ **Method of Instruction:**

- The course consists of a combination of lectures, discussion, in-class presentations by individual students and groups/teams of students, presentations and/or discussion with guest speakers and/or industry professionals, site visits, videos, individual assignments and projects (both in/during and outside of class), as well as one or more group/team project(s).

- This course is not a training course. You will not be trained to master a software package, a computer application, a particular technique, or a professional certification. You will be introduced to theories and practices regarding understanding and addressing leadership and/or communication issues. If and to the extent that any software or specific methodology/technique may be introduced, it is the student's responsibility to learn the software tools and/or techniques.

Version 0.0 [August 21, 2012]
Note: This Provisional Version of the Syllabus will be superseded following Class No. 1

- **Readings, Preparation and Participation:**
  - The reading assignments, situations and problem cases, case studies, and discussion forums are an integral element of the course. Students are expected to complete readings and other assigned work prior to each class, in order to fully participate in the discussion. In certain cases, students will be required to prepare for and lead the class discussion.

  - Learning is approached as a participatory process, which benefits from student/instructor and student/student interaction. Active participation is a crucial element of this course and your coursework – active participation is encouraged and required in class, field trips and off-site visits, as well as out-of-class group/team assignments.

  - The lectures may not explicitly follow the assigned readings (e.g., book, electronic source, handout, etc.), but are designed to bring together diverse information from various sources. Certain resources are designated as "required," while others are designated as "recommended." Engaging in and completing the required and recommended reading assignments does not guarantee a satisfactory performance. Students are expected and required to search additional sources on their own to complement class lectures.

  - In certain cases, the instructor will assign and require out-of-class or in-class "search" and related assignments to identify sources of complementary data and information related to a specific subject or topic focus.

- **Class Attendance Policies:**
  - Attendance is mandatory for all class lectures, labs, site visits, and exams, unless you are ill or officially excused by the instructor as the result of participation in a university function. There are no "free cuts" permitted and there will be a penalty (as decided by the instructor) for not attending the class. If you attend fewer than 75% of the scheduled class meetings/sessions, you will not receive credit for the course. Any student arriving late for class or leaving early from class will be counted as absent from that class period. This policy is in your best interest, since attendance and class participation is essential for understanding some of the theories and practical applications covered in this course. These are critical for doing well in this course.

  - In the case of unavoidable absences, you are responsible for making up the work done in class, as well as any specific assignments (i.e., individual or group/team). It is neither the instructor's responsibility nor fellow classmates' obligation to provide the student with that information outside of class. It is your responsibility to take the initiative and obtain any missed information or handouts given in class from a classmate. We suggest that you should exchange phone numbers or e-mail addresses with other students in the class to better facilitate note sharing, etc.

  - You alone are permitted in the class. No companions, friends, family, or pets are permitted in class or classroom.

- **Field Trips:**
  - Field trips/visits are mandatory and are meant as an enrichment experience. Field trip locations will be announced prior to the scheduled visit.

  - It is the student's responsibility to present themselves in an appropriate and professional manner for all field trips. When/where appropriate, students must dress and equip themselves in an appropriate protective manner (e.g., hard-toed shoes, hard hats, protective eye cover, long trousers/slacks, etc.).

  - Students are required to fill out and sign all required Institute documents and forms prior to field trips (e.g., Georgia Tech's "Release and Waiver of Liability" form). This stipulation applies fully to other appropriate forms and documentation.

  - Students are required to fill out and sign all documents and forms required by the entity (e.g., company, agency, individual) whose site is being visited.

BC 8823-SB: LEADERSHIP AND COMMUNICATION
GaTech School of Building Construction ▪ 2012 Fall Semester
Instructor: Scott W. Braley, FAIA FRSA

6/9

2012 SYLLABUS

Version 0.0 [August 21, 2012]
Note: This Provisional Version of the Syllabus will be superseded following Class No. 1

- **Outside Speakers:**
  - Visits from guest speakers and/or industry professionals are a part of this course activity.
  - It is the student's responsibility to present themselves in an appropriate and professional manner when we are visited these individuals. This responsibility extends to both demeanor and personal appearance.
  - In certain cases, outside speakers may ask that the data and information they provide or discuss be maintained confidential. It is the student's responsibility to adhere strictly to these requests and requirements.
  - In all cases, the comments of and data/information shared by outside visitors is provided with the understanding that neither the speaker's comments nor any data/information will be discussed with or shared with individuals of the media. In particular, speakers and visitors participate with the understanding that there comments are casual in nature and provided as work-in-process discussions with students. Therefore, all aspects of these comments and visits are considered off-the-record and not for summation, publication or distribution outside of this course's classroom.

- **Assignment Deadlines:**
  - All assignments given are due on the date indicated. All students are expected to complete any and all assignments given. The instructor reserves the right to modify assignments as necessary. Exam questions and situational problems may be more demanding and challenging than class assignments.
  - It is your responsibility to consider the practical application of the theories, concepts, practices and techniques discussed in class. Such practical applications are a key to success in this course. The instructor may provide you with additional references.
  - You will not receive credit for late assignments (homework, projects, readings, and others). However, the instructor will accept and correct these assignments, in order to provide you with feedback that will be beneficial in the learning process. There Group assignments will be graded for the entire group, and evaluation of individual team members will become part of the final grade.

- **Examinations and Quizzes:**
  - Students will be required to complete multiple in-class quizzes, as well as a mid-term examination and a final examination. In general, all quizzes and examinations will be offered and taken in hard copy format.
  - Selected oral quizzes, individual and group/team in nature, will be conducted in certain class periods.
  - While examinations are scheduled and announced in advance, quizzes may be unannounced.
  - The final examination is comprehensive, and will cover material discussed throughout the full term of this course.

- **Group/Team Assignments and Projects:**
  - As mentioned, group/team assignments and projects are a part of this course work.
  - Specific guidelines will be given for group/team assignments and project.
  - Unless specified to the contrary, the evaluation of and grade assigned for a group/team project will be applied equally to all students assigned to the group/team.

BC 8823-SB: LEADERSHIP AND COMMUNICATION
GaTech School of Building Construction ▪ 2012 Fall Semester
Instructor: Scott W. Braley, FAIA FRSA

7/9

2012 SYLLABUS

Version 0.0 [August 21, 2012]
Note: This Provisional Version of the Syllabus will be superseded following Class No. 1

- **Make-up Quizzes and Examinations:**
  - In general, there will be no make-up quizzes or examinations.
  - The only exception to this rule is that a student may request the opportunity to complete a make-up quiz or the mid-term examination if the student has a valid medical reason for missing the quiz or mid-term examination. "Valid medical reason" in this context is determined by and documented by the Institute's Dean of Students office. A copy of the Dean of Students office documentation must be provided to the instructor at the time of make-up quiz/exam request. In this event, the instructor may offer an alternative quiz or examination that is not identical to the original quiz or examination that was missed. Requests for make-up in these circumstances must be made not later than two (2) days after the missed quiz or exam.
  - Issues related to missing the final examination will be addressed per Georgia Institute of Technology policy regarding final examinations.

- **Surveys:**
  - In certain instances, the instructor may ask students to participate in surveys related to the course material and activity. The surveys may be offered in electronic (i.e., online), hard copy and/or oral formats.
  - Survey participation is mandatory. Any such survey participation contributes to the "class participation" component of grading; however, specific survey responses are not graded.

- **Electronic Devices, Laptop/Handheld Computer Use:**
  - Use of electronic devices in class is limited. Electronic devices (e.g., laptops/notebooks, table devices, handheld computers and devices) may be used in class for limited purposes of taking/making notes, and as directed by the instructor (e.g., in-class search assignment). Note taking/making and directed assignment use are the only permitted uses. In particular, electronic devices may not be used for e-mail, web site searches (other than directed assignments), chat, or other personal uses.
  - Students using electronic devices during class for work or activities not directly related to the specific class and this course in general must leave the classroom for the remainder of the class period. Abuse of this policy will result in the prohibition of electronic device use by the offending student.

- **Class Discussions:**
  - Your active and productive participation in class discussions is encouraged. Various viewpoints and opinions are encouraged and welcome. Questioning the ideas of others, including the instructor, is similarly welcome. Notwithstanding these guidelines, the instructor will exercise authority to manage the discussions so that the exchange of ideas can proceed in an orderly fashion.
  - Disruptive conduct during class in general, and discussions in particular, seriously disrupts the atmosphere of engaged learning and mutual respect. Disruptive conduct, as determined by the instructor, will not be permitted. Students behaving in a disruptive manner will be required to cease, and/or leave the classroom. Students who are asked to leave the classroom for disruptive behavior receive not credit for the class regardless of the amount of time actually spent in the class.

Version 0.0 [August 21, 2012]
Note: This Provisional Version of the Syllabus will be superseded following Class No. 1

- **Instructor's Absence or Tardiness:**
  - If the instructor is late in arriving to class, students must wait a full twenty (20) minutes after the scheduled start of class before they may leave without being counted absent.
  - The instructor may give oral or written instructions regarding the instructor's absence or tardiness in general, or regarding an anticipated instance in particular. Students are required to follow and abide by these instructions.
  - If the instructor is tardy, students are required to begin interim work at the scheduled time for class to begin. This interim work must be work related specifically to this course, and may be individual or group/team work. All interim work must be performed in the classroom. Students must engage in interim work in a manner that does not disrupt others in the classroom.

- **Academic Misconduct/Honor Code:**
  - Students in this course are responsible for behaving in accordance with the Institute's Honor Challenge in general and the Academic Honor Code in particular. The Institute Honor Code is printed in the Georgia Tech General Catalog, as well as available on the Web at: www.honor.gatech.edu.

- **Individual Work, Group/Team Work, Plagiarism:**
  - Students are expected to do their own work in this course. Other than group/team assignments in which collaboration and cooperation are encouraged, individuals are expected to perform and represent their own individual work.
  - To use another writer's or speaker's ideas without giving proper credit by means of standard documentation is plagiarism. All course work – including but not limited to: papers, notes, homework, and projects submitted to the instructor – is subject to textual similarity review for the detection of plagiarism. All submitted papers will be included as source documents in the reference database for the purpose of detecting plagiarism of such papers. The instructor will follow the Institute's policy for plagiarism.

- **Cell Phones:**
  - All communication devices must be turned off in the classroom. In particular, the use of cell phones, beepers, or other communication devices is disruptive, and is therefore prohibited during class. No personal listening devices or personal transportation devices are permitted.

- **Food and Drink in the Classroom:**
  - Students are not allowed to bring food or drinks into classroom unless approved in advance by the instructor.

- **Disabilities:**
  - Any student that may need an accommodation for any sort of disability should contact the ADAPTS Office: Assistant Dean/Coordinator for Students with Disabilities, Smithgall Students Services Building, Suite 221. The phone number is (404) 894-2564.
  - Pursuant to those guidelines, and as approved in advance by the instructor, this Course Policy may be adjusted for the student in question.

- **Computer Specifications:**
  - For information on computer specifications to meet Georgia Tech standards, visit www.coa.gatech.edu/computing/comp_specs.htm. Internet access is required for this course, as is an active e-mail account for communication with the instructor.

Version 0.0 [August 21, 2012]

Note: This Provisional Version of the Syllabus will be superseded following Class No. 1

- **Policy Changes:**
  - Information contained in the Course Syllabus, other than the grade and absence policies, may be subject to change with reasonable advance notice, as deemed appropriate by the instructor.

- ***Supplemental Policies:***

  Is/as appropriate or necessary, the following supplemental policies will supersede the previous policies listed above, at the discretion of the instructor.

  - **Regrading:**
    - All grade disputes for of any nature are to be made in writing in hard copy (i.e., on paper) format. The instructor does not discuss or argue regrades in person. Pursuant to Institute policy, a student has until one (1) week after receiving his/her grade on an assignment or examination to dispute the grade. Among other reasons, addressing regrades in this manner eliminates the "end of semester" digging for points. When disputing a grade, you should make specific reference to the individual question or assignment, describe the basis for the dispute, and propose the number of points you feel you should have received. Note that when you ask for an assignment or specific quiz/examination question to be regraded, the entire assignment may be regraded, and there is a possibility of losing points. The above policy applies to the final examination as well, unless this policy conflicts with the stated policies and procedures of the Institute. In the case of conflicts, the Institute policy will govern.

  - **Assignment Standards:**
    - All work is due on the date assigned and to be completed in a format specified by or agreed to by the instructor. Unless otherwise approved in advance, assignments and student work efforts will be presented in monochromatic, high contrast medium (i.e., black on white). Unless approved in advance by the instructor, sketches will be made using a straight edges and crisp lines in the case of curves - or created/printed by computer. Specific criteria for grading each assignment will be discussed in class, but the following general criteria will be used for grading:
      - How effectively does the document accomplish its intended task? (This may include meeting reader's needs, meeting its organizational goals, providing a sound rationale and thorough treatment of the topic, and providing useful and accurate information.)
      - How well constructed is the document? (This refers to orderly and coherent presentation of material, effective design and formatting, appropriate use of visuals, and professional style and tone.)
      - How effectively was the document produced? (This relates to the quality of planning, collaboration, research, drafting, editing, and proofreading.)
      - All homework, projects, tests and exam grades will become final six (6) days after they are returned in class.
      - These guidelines apply to individual as well as group/team assignments.