

BCN 6935 Seminar on Construction Management

Advanced study of problems, trends, and issues in a time of rapid change in building and management technology.

Overview

The course will include discussions with key industry and civic leaders to better understand what they are facing today with changing societal, infrastructure, cultural, labor shortage, housing, and technological issues. Students will work in teams to study and recommend solutions and direction for the industry and community challenges presented and others. In addition, students will be introduced to key industry leaders to engage with, and to observe their leadership styles and approaches to decision making and managing diverse issues, and to further equip the students to formulate their own leadership styles.

Upon completing this course, students will be able to:

1. Understand effective leadership and management principles and practices for today's diverse and changing construction organizations.
2. Learn how to lead and manage cross-functional teams to address complex issues and opportunities
3. Identify and understand current trends, issues and challenges facing the industry and communities; Through collaborative teams, research and recommend potential tactics and solutions.

Resources:

- Lectures
- Guest Speakers
- Industry Reading materials: There is not a prescribed textbook for this course. The students will be given a list of recommended articles, case studies and textbooks on subjects related to leadership, emotional intelligence, diversity in the workplace, and more to consider. Students will select one book, read it during the course, and prepare a summary presentation on the contents and a self-reflection on how to apply learnings from the book.

Module 1 Introduction to Leadership - June 21

Objective: Identify organizational cultures and the role of the leader

- 1.1 Review traditional and progressive (today) organizations and related cultures
- 1.2 The role of the leader in shaping culture
- 1.3 Examples of great leaders and high-performance organizations

Module 2 Leadership Role types – June 23

Objective: Describe leadership styles, attributes, and principles for today's Construction environment

- 2.1 Identify qualities and traits leaders demonstrate
- 2.2 Leadership Point of Views (LPV), a process for communicating transparency and expectations
- 2.2 Discuss difference between leading and managing
- 2.3 Introduce situational leadership styles (delegating, supporting, coaching, directing)

Module 3 Ethics and Leadership - June 28

Objective: Identify ethical situations; apply

- 3.1 Define ethics and ethical behavior
- 3.2 Differentiate between ethical principles and laws
- 3.3 Recognize different views and approaches for making ethical decisions
- 3.4 Recognize and explain some of the unethical practices in the construction industry

Module 4 Leading and Managing Cross-Functional Teams – June 30

Objective: Equip students to effectively organize and manage teams with different functions, whether internal or external (designers, engineers, specialty trade contractors and advisors)

- 4.1 Understand what effective teams look like
- 4.2 Managing team dynamics
- 4.3 Team organization and Engagement
- 4.4 Decision making and problem solving

Modules 5-7 Industry leader insights to industry trends and issues – July 5, 7, 12

Objective: industry leaders present their perspectives and approach to trends, issues, and organizational challenges.

- 5.1 Observe leaders' style, language, mannerisms, and point of view (LPV)
- 5.2 Learn challenges they are facing in today's changing environment
- 5.3 Gain insights into their decision-making process and strategic thinking
- 5.4 Interactive discussions and breakout groups to review the class session

Topics: Labor Shortages, Supply Chain Management, culturally diverse work environments, technology,

Modules 8-9 Community leader insights to trends, challenges – July 14, 19

Objective for Modules 9-10: For awareness and engagement. To understand current societal, environmental, and organizational challenges facing governmental and community leaders. Bringing civic leaders into the classroom to engage with the students in discussions around the issues and potential solutions.

- 8.1 Learn challenges they are facing in today's changing environment
- 8.2 Gain insights into approaches and measures to address issues
- 8.3 Interactive discussions and breakout groups to review the class session

Topics: Resiliency and Infrastructure, housing, workforce, transportation

Module 11 - Student reflections – July 26

Objective: Students present their perspective and solution to key industry issues

Module 12 – Final Class; summary, recognition – July 29

Larry Casey brings more than 40 years of experience in the construction industry, serving in senior leadership roles for regional, national, and international construction companies. He led a team of more than 100 professionals for 15 years with Skanska USA Building, a \$7 billion national builder. He has personally managed multi-disciplinary teams for projects exceeding \$4 billion in size, and led two organizational five-year strategic plans. He also served as Senior Vice President of Market Making at Skanska AB, a \$16 Billion International Fortune 500 company. Larry has a degree in Building Construction from Virginia Tech, a MBA from Nova Southeastern University, participated in several Harvard and MIT leadership courses, and completed the Executive Leadership program at IMD Business School. He has taught courses at FIU for the Department of Construction Management since 1989 and a course in Organizational Management in Real Estate at Georgetown University (2013-14). Larry is currently an FIU Assistant Professor and Director of the Industry Advisory Council.

Jose Luis Serra brings more than 40 years of consistent achievement in developing, managing and expanding businesses, improving operations and managing large Oil & Gas and mining projects in complex international markets. He currently works as an Executive Coach and Advisor and is an Adjunct Professor for the Moss Department of Construction Management. Jose Luis Serra is an international executive with proven track record as a regional leader. He has been a country manager for major Engineering and Construction and Oil & Gas companies in several countries in South America and Mexico. Jose was the regional executive for General Electric for Northern South America, Central America, and the Caribbean as well as well as the President for Venezuela and Colombia. Jose has a degree in Civil Engineering with a major in Structural Engineering from Universidad Central de Venezuela, an Executive Development Program Certificate from the General Electric Crotonville Leadership Management Center in New York, and has participated in management courses at Rice university. He is a six sigma green belt certified.

Course Grades Distribution Table

Course Requirements	Number of Items	Points for Each	Total Points Available	Weight
Participation	15	20	300	30%
Quizzes	3	50	150	15%
Assignments	2	100	200	20%
Ethics Paper	1	100	100	5%
Final project (group)	1	300	300	30%
Total	10	N/A	1000	100%