

ITT Technical Institute
PM454
Leadership and Project Team
Management
Onsite Course

SYLLABUS

Credit hours: 4

Contact/Instructional hours: 40 (40 Theory Hours)

Prerequisite(s) and/or Corequisite(s):

Prerequisites: PM351 Project Human Resource Management or equivalent

Course Description:

This course covers skills required to successfully lead a project team. It includes desirable project manager characteristics, skills and styles as well as techniques project managers can use to motivate project teams. In addition the course covers managing differences, team facilitation, decision-making techniques and communication with the stakeholders.

Syllabus: Leadership and Project Team Management

Instructor: _____

Office hours: _____

Class hours: _____

Major Instructional Areas

1. Effective communication with project stakeholders
2. Motivating and developing project teams
3. Facilitation and decision-making in project teams
4. Managing team diversity
5. PMBOK best practices for successfully leading a project team

Course Objectives

1. Analyze how various human factors impact overall project success.
2. Analyze how human factors affect individual team member motivation.
3. Analyze the key elements of team performance that are essential to successfully lead a project team.
4. Apply the methods that a manager can use to lead a team through the key stages of team development.
5. Apply facilitation techniques for effectively leading project team meetings to achieve a desired outcome.
6. Evaluate the impact an individual team member's diversity can have on the overall project.
7. Analyze the methods that a manager can use to resolve team conflicts that affect the overall team performance.
8. Analyze the impact of personal leadership on project management.
9. Apply the Project Management Body of Knowledge (PMBOK) and Project Management Institute (PMI) standards in leading project teams.

SCANS Objectives

SCANS is an acronym for Secretary's Commission on Achieving Necessary Skills. The committee, created by the National Secretary of Labor in the early 1990s, created a list of skills and competencies that the committee feels are necessary for employees to function in a high-tech job market.

1. Justify an opinion by communicating thoughts, feelings, and ideas.
2. Recognize the problem, identify possible reasons for the problem, and devise and implement a plan of action to resolve it.
3. Demonstrate the ability to utilize Standard English, appropriate format, and logical order in practical writing.
4. Identify a rule or principle underlying the relationship between two or more objects and apply it in solving a problem.
5. Demonstrate communication and coordination skills by contributing ideas, suggestions, and effort in completing a project.
6. Utilize interpersonal skills and communication techniques.
7. Motivate teams by utilizing a variety of facilitation tools and techniques.
8. Analyze information and ask questions to enhance comprehension.

9. Communicate and defend one's own values and beliefs.

Course Outline

Note:

- All graded activities, except the Project, are listed below in the pattern of <Unit Number>. <Assignment Number>. For example, Assignments 1.1 refers to the 1st Assignment in Unit 1.
- Where the start and end of an activity are not specified, the assignment must be completed and submitted in the same unit.

Unit	Activities
1—Human Factors and Team Dynamics	<ul style="list-style-type: none"> • Content Covered: <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation:</i> <ul style="list-style-type: none"> ○ Chapter 1, “Emergence of Human Factors” ○ Chapter 2, “Human Factors and Team Dynamics in Project Management” • Analyses: 1.1
2—Content and Process: The First Two Key Elements of Team Performance	<ul style="list-style-type: none"> • Read from <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation:</i> <ul style="list-style-type: none"> ○ Chapter 3, “Key Elements of Team Performance: Content” ○ Chapter 4, “Key Elements of Team Performance: Process” • Analyses: 2.1-2.2
3—Behavior: The Third Key Element of Team Performance	<ul style="list-style-type: none"> • Read from <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation:</i> <ul style="list-style-type: none"> ○ Chapter 5, “Key Elements of Team Performance: Behavior” ○ Chapter 6, “Secrets of Managing the Three Key Elements” • Analyses: 3.1
4—Team Development and Facilitation	<ul style="list-style-type: none"> • Read from <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation:</i> <ul style="list-style-type: none"> ○ Chapter 7, “Key Stages of Team Development” ○ Chapter 8, “Moving the Team Forward: Facilitation Techniques” • Read from <i>A Guide to the Project Management Body of Knowledge (PMBOK® Guide):</i> <ul style="list-style-type: none"> ○ Chapter 9, “Project Human Resource Management,” section titled 9.3, “Develop Project Team,” and section titled 9.4, “Manage Project Team” • Exercises: 4.1-4.2 • Analyses: 4.1
5—Personal Space and Management	<ul style="list-style-type: none"> • Read from <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation:</i> <ul style="list-style-type: none"> ○ Chapter 9, “Personal Space” • Analyses: 5.1
6—Conflict Management	<ul style="list-style-type: none"> • Read from <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation:</i>

Unit	Activities
	<ul style="list-style-type: none"> ○ Chapter 10, "Team Conflicts" ○ Chapter 11, "How Conflicts Affect Personal Space" • Read from <i>A Guide to the Project Management Body of Knowledge (PMBOK® Guide)</i>: <ul style="list-style-type: none"> ○ Chapter 10, "Project Communications Management," section titled 10.4, "Manage Stakeholder Expectations" • Exercises: 6.1 • Analyses: 6.1 • Project Part 1
7—Personal Space Expansion and Behavior Management	<ul style="list-style-type: none"> • Read from <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation</i>: <ul style="list-style-type: none"> ○ Chapter 12, "Expanding Your Space" ○ Chapter 13, "Managing Good and Bad Behaviors" • Exercises: 7.1 • Analyses: 7.1 • Project Part 2
8—Raising Your Game	<ul style="list-style-type: none"> • Read from <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation</i>: <ul style="list-style-type: none"> ○ Chapter 14, "Raising Your Game" ○ Chapter 15, "Those Who Break Through Will Never Go Back" • Analyses: 8.1
9—Mind Management and Emotion Management	<ul style="list-style-type: none"> • Read from <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation</i>: <ul style="list-style-type: none"> ○ Chapter 16, "Hearts and Minds of Human Factors" • Exercises: 9.1 • Analyses: 9.1 • Project Part 3
10—Personal Leadership	<ul style="list-style-type: none"> • Read from <i>Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation</i>: <ul style="list-style-type: none"> ○ Chapter 17, "Personal Leadership: Putting It All Together" • Analyses: 10.1-10.2
11—Course Review	<ul style="list-style-type: none"> • Project Part 4

Instructional Methods

The project management curriculum is designed to promote a variety of teaching strategies that support the outcomes described in the course objectives and foster higher cognitive skills.

Teaching strategy

The goal of this course is to provide you the knowledge and skills required to be a leader who can effectively manage projects, processes, and team behaviors. Each unit focuses on important issues and provides the introductory knowledge and skills required for developing critical-thinking ability, determining alternatives that can be used for making decisions, and applying the obtained information to a specific situation. The instructional strategies for the course include the following:

- Discussion questions will help promote collaboration and sharing among team members and ensure comprehensive learning of objectives.
- Role-playing activities will help students experience situations similar to the real life and apply the various leadership methods and techniques covered in the course. These activities will help you grasp the concepts better. The instructor will help relate the learning from role-playing activities to the best practices defined in PMBOK.
- Team-building exercises will be conducted in some of the units to provide you an insight into various aspects of team development.

Assessment strategy

- You will need to read comprehensive case studies or scenarios and answer questions based on these scenarios. To answer the questions, you will need to analyze the situations described in the case studies or scenarios and apply what you have learned in a specific unit. Answers to these questions will be graded as part of the Analyses category.
- Your participation in some in-class activities will be assessed as part of the Exercises category. You will be asked to submit a one-page summary of the key takeaways from each activity.
- This course also contains a project that is a group assignment due in Unit 11, and parts of the project need to be submitted in various units. The project parts that you submit in various units will be graded and constructive feedback will be provided. You will revise the parts according to the feedback and use the revised parts for a project presentation that you need to make in Unit 11. The presentation will provide you the opportunity to showcase the project that you and your peers created as a team. The project teams will meet every unit to discuss and analyze the progress on the project. The minutes of all their meetings will be recorded. These will be presented in Unit 11 along with the final presentation.

Instructional Materials and References

Student Textbook Package

Wong, Zachary. *Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation*. San Francisco: John Wiley & Sons, Inc., 2007.

Other Required Resources

In addition to the student textbook package, the following is also required in this course:

Project Management Institute, Inc. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. 4th ed. Newtown Square, PA: PMI Publications, 2008.

(This book is normally issued with the following course: Introduction to Project Management.)

References

ITT Tech Virtual Library

Log on to the ITT Tech Virtual Library at <http://www.library.itt-tech.edu/> to access online books, journals, and other reference resources selected to support ITT Tech curricula.

Books

You may click “Books” or use the “Search” function on the home page to find the following books.

Books 24x7

- Adair, John. *Inspiring Leadership—Learning from Great Leaders*. London: Thorogood Publishing, 2002.
- Bordas, Juana. *Salsa, Soul, and Spirit: Leadership for a Multicultural Age*. CA: Berrett-Koehler Publishers, 2007.
- Dotlich, David L., Peter C. Cairo, and Stephen H. Rhinesmith. *Head, Heart, and Guts: How the World’s Best Companies Develop Complete Leaders*. CA: Jossey-Bass, 2006.
- Hutson, Harry, and Barbara Perry. *Putting Hope to Work: Five Principles to Activate Your Organization’s Most Powerful Resource*. CT: Greenwood Press, 2006.
- Kendrick, Tom. *The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right*. U.S.A: AMACOM, 2004.
- Kliem, Ralph L. *Leading High Performance Projects*. Boca Raton, FL: J. Ross Publishing, Inc., 2004.
- Prentice, Steve. *Cool Down: Getting Further by Going Slower*. Ontario: John Wiley & Sons, 2007.
- Rothwell, William J. *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. 3rd ed. U.S.A: AMACOM, 2005.
- Selby, John, and Ahmos Netanel. *Executive Genius: How to Build a High-Awareness Company*. NJ: Career Press, 2008.
- Verma, Vijay K. *The Human Aspects of Project Management: Managing the Project Team, Volume Three*. U.S.A: Project Management Institute, 1997.

Ebrary

- Aldisert, Lisa M. *Valuing People: How Human Capital Can Be Your Strongest Asset*. Chicago, IL: Dearborn Trade, A Kaplan Professional Company, 2002.
- Bal, Vidula. *Managing Leadership Stress*. Greensboro, NC: Center for Creative Leadership, 2008.
- Center for Creative Leadership. *Leading Dispersed Teams*. Greensboro, NC, USA: Center for Creative Leadership, 2007
- Deal, Jennifer J. *Developing Cultural Adaptability : How to Work Across Differences*. Greensboro, NC: Center for Creative Leadership, 2007.
- Goldsmith, Marshall, Lorraine Segil, and James Belasco. *Partnering: The New Face of Leadership*. New York: AMACOM, 2002.
- Kanaga, Kim. *How to Launch a Team : Start Right for Success*. Greensboro, NC, USA: Center for Creative Leadership, 2007
- Kanaga, Kim. *Maintaining Team Performance*. Greensboro, NC: Center for Creative Leadership, 2007.
- Klann, Gene. *Building Your Team*. Greensboro, NC: Center for Creative Leadership, 2007

- Lewis, James P. *Working Together: 12 Principles for Achieving Excellence in Managing Projects, Teams, And Organizations*. New York: McGraw-Hill Education Group, 2002.
- Popejoy, Barbara. *Managing Conflict with Direct Reports*. Greensboro, NC: Center for Creative Leadership, 2007.
- Scharlatt, Harold. *Selling Your Ideas to Your Organization*. Greensboro, NC: Center for Creative Leadership, 2008.
- Sheard, A.G., and A.P. Kakabadse. *A Process Perspective on Leadership and Team Development*. Emerald Group Publishing Limited, 2004

Periodicals

You may click “Periodicals” or use the “Search” function on the home page to find the following periodicals.

EbscoHost> EBSCOhost Databases

- “Satisfying basic needs.” By: Coles, Sarah. *Employee Benefits*, Oct2001, Special section p3, 4p; (AN 6078783)
- “The Human Factor II By: Kaliprasad, Minnesh. *Cost Engineering*, Jun2006, Vol. 48 Issue 6, p27-34, 8p, 3 charts, 4 diagrams; (AN 21557349)
- *Human Performance*

Articles on presenting original research, theory and measurement methods and information on individuals and team performance factors that influence work effectiveness

- *Leadership Excellence*

Articles on issues and ideas related to personal development, managerial effectiveness and personal productivity

- *Leadership Quarterly*

Scholarly research and developmental applications, theory and empirical research on effective leadership in all walks of life

- *Project Management Journal*
Articles on advanced state-of-the-art project management techniques, research, theories and applications
- *PM Network*
Latest news on techniques and best practices in the field of project management
- *Team Performance Management*
Case studies, application papers and reviews of theories and techniques for developing teams

EbscoHost> Bussiness Searching Interface

- “Leading Others While Supporting Organizational Values.” By: Green, Daryl D.. *IEEE Technology & Society Magazine*, Summer2007, Vol. 26 Issue 2, p8-9, 2p; (AN 25480316)
- “The ‘me’ in team, and what it means.” By: Yoke, Chuck. *Network World*, 8/7/2006, Vol. 23 Issue 30, p33-33, 1/2p; (AN 21888494)

Reference Resources

You may click “Reference Resources” or use the “Search” function on the home page to find the following reference resources.

- Certification> PMI Certifications
- Cultures> Business Netiquette International
- Cultures> Online Readings in Psychology and Culture
- Grammar, Writing, and Style> BibMe

Program Links

You may click “Program Links” or use the “Search” function on the home page to find the following program links.

- Business Administration - Project Management (BBAPM)> Professional Organizations
 - American Society for the Advancement of Project Management
 - International Association of Project & Program Managers
 - International Project Management Association
 - International Research Network on Organizing by Projects
 - National Management Association

- Business Administration - Project Management (BBAPM)> Recommended Links
 - Project Management World Today
 - Project Magazine
 - Projects@Work

Learning Guides

You may click “Learning Guides” or use the “Search” function on the home page to find the following learning guides.

- Microsoft Office Tutorials

Other References

The following resources may be found **outside** of the ITT Tech Virtual Library, whether online or in hard copy.

Web site

- gantthead.com; the online community for IT project managers <http://www.gantthead.com/> (accessed August 26, 2008).
This Web site is useful for gaining practical knowledge about project management. It provides training opportunities, updates, and email updates on conferences and other topics related to project management.

All links to Web references outside of the ITT Tech Virtual Library are always subject to change without prior notice.

Course Evaluation and Grading

Evaluation Criteria Table

The final grades will be based on the following categories:

CATEGORY	WEIGHT
Analyses	30%
Exercises	25%
Project Part 1	15%
Project Part 2	10%
Project Part 3	10%
Project Part 4	10%
Total	100%

Note: Students are responsible for abiding by the Plagiarism Policy.

Grade Conversion Table

The final grades will be calculated from the percentages earned in the course, as follows:

A	90–100%	4.0
B+	85–89%	3.5
B	80–84%	3.0
C+	75–79%	2.5
C	70–74%	2.0
D+	65–69%	1.5
D	60–64%	1.0
F	<60%	0.0

(End of Syllabus)