

# **Management 612**

## **Leading Projects: The Human Side of Project Management**

### **Instructors**

### **Texts**

The syllabi are typical and/or examples. Please contact Dr. Mike Poli of the Management Department at 201-216-8289 for an updated syllabus.

### ***Required***

- Whetten & Cameron (2007) *Developing Management Skills, 7<sup>th</sup> edition*. Prentice Hall ISBN # 0131747428
- Pinto, J.K., Thoms, P., Trailer, J. Palmer, T. Govekar, M. (1998). *Project Leadership: From Theory to Practice*. Newtown Square, PA: Project Management Institute Headquarters. ISBN #1- 880410-10-9

### ***Articles - (available on course website)***

- Zaleznik A., (1992). Managers and leaders: Are they different? *Harvard Business Review*, March-April, 1992. Product # 8334
- Kotter, J.P. (1990). What leaders really do. *Harvard Business Review*, May-June, 1990. Product #3820

### ***Recommended but not Required***

- Yukl, G. (2002). *Leadership in organizations (5<sup>th</sup> ed.)*. Englewood Cliffs, NJ: Prentice Hall. ISBN # - 0-13-032312-8

### **Course Objectives**

- Introduce and describe key skills and competencies associated with leading others in a project management environment
- Provide you with opportunities to learn about your own strengths and development needs associated with these skills
- Familiarize you with key theories and principles relating to the study of leadership and the human side of project management.

### **Course Requirements and Overview**

This course explores the “human side” of project management. It introduces and describes current thinking and research on the skills, qualities and attributes needed to successfully lead others in a project management environment. A significant emphasis is placed upon interpersonal competencies and skills required for leading and motivating groups/teams. On one hand, the principles and concepts discussed in this course are based upon theory and research and it is hoped that by the end of this course you will have a deeper theoretical and conceptual understanding of managerial work. On the other hand, for many of you, this course is likely to be a departure from other courses that you have taken. The focus here is on facilitating your awareness and understanding of your own abilities. In other words, YOU are the main subject of this course. A significant portion of your learning will occur through completion of self-assessment activities, interactive discussions and analyses of cases, simulations, general discussion with others and even through providing feedback to your classmates.

Grades will be based on the 380 points distributed across the following factors, each of which is described below.

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#### ***Participation*** (80 points)

Given the interactive and experiential nature of this course, regular on-line participation is a critical course requirement. You will be required to participate in all group discussions, keep up with reading assignments and participate in assigned class activities. You will also be required to participate, both as an individual and as part of a discussion group / team, in activities designed to provide you and your classmates with theoretical knowledge and experiential feedback on project leadership. These activities will include questionnaires, surveys, cases analyses and simulations. **Expect to spend at least 5-6 hours each week working with course material.**

*Reading assignments.* Weekly topics and their associated readings are listed on page 4 of this outline. The only week for which there is not a required reading is week 1. As a web-based course you will have more flexibility than is typically the case with a traditional classroom course. However, I want to stress that it is critical for you to keep up with reading assignments on a weekly basis. You will need to do so in order to complete assignments and to participate in your discussion groups.

I will be posting weekly lecture slides to the course website, which you should also review. In addition, to elaborating on your reading assignments, these weekly lectures will typically include discussion assignments for you to complete with others (see the section on discussion groups below).

I will also be posting a weekly note. In these notes, I will update you on logistical issues (such as when assignments are due or when quizzes will be posted). I will also typically include an introductory paragraph or two on the topic for a given week. You find these notes on the homepage for the course and it is important that you review them.

*Assessment exercises.* Part of your participation grade will be based upon *timely* completion of a variety of assessment exercises. A majority of these assessments will occur within the first few weeks of the course. Most of these are self-assessments however; there is one multi-source assessment tool which will require you to get input from others with whom you work.

We have created a web site that contains most of these assessment exercises in a format that will enable you to complete them quickly and efficiently (<http://www.stevens.edu/mgt612/>). In addition, the majority of these assessment tools can be found in your Whetten and Cameron . I recommend however, that you complete these assessments online. It will save you time. However, remember to internet explorer to access the site. Also remember to print out your results from these online assessments as they cannot be retrieved later and you will need them for class exercises and papers

*Discussion groups* – Each of you has been assigned to a discussion group/team with whom you will work throughout the semester. Leadership responsibilities for your discussion group will be rotated amongst you on a more or less weekly basis. As an individual team member, your responsibilities include serving as a team leader (on a rotating basis) and also regularly posting your weekly responses to discussion questions or other assignments. You are expected to post your individual responses within four days from the time a weekly lecture is posted. For instance, if a lecture and associated assignment are posted on a Monday, you should complete and post your response by the following Thursday. The reason for this time requirement is that in most cases your team will also need to submit a collaborative response, which I will expect to receive before the end of the week (the following Monday).

When serving as a team leader your responsibilities will include promoting participation from everyone and overseeing your team's effort for that week to ensure that a group response is completed and

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submitted to us. In some cases, you may find it helpful to divide up portions of an assignment amongst your team members and the leader is typically the one who coordinates such efforts.

Your weekly assignment will not be graded per say, but expect to receive feedback from us in response to your team's submissions each week. In addition, I will be checking in on your discussion team each week in order to gauge individuals' participation and to get a sense on how people are doing with course material.

*Interactions with faculty* - You should feel free to contact me anytime with questions or comments about course content or requirements. You may do so via email, phone and or in person if you are on or near campus at some time during the semester. In addition, your regular feedback on how the course is going for you is appreciated.

#### ***Skills Analysis Paper (U Inc.) (120 points)***

An assessment of your strengths and development opportunities in relation to the skill areas discussed in class and in relation to your overall objectives.

#### ***Skills Development Paper (80 points)***

A detailed plan outlining the steps and actions you will take to capitalize on your strengths and improve on other skills you identified in your Skill Analysis Paper.

#### ***Exams and Quizzes (100 points across four quizzes)***

There will be four brief exams/quizzes throughout the course. Each will focus on specific theories and principles covered in the required reading and reviewed in lecture postings. None of these will be cumulative. Quizzes will typically be open book however, you are expected to complete them on your own. They will usually remain posted for about one week however, once you log-on to WebCt to complete the quiz there will be a time limit for completing it (typically one hour and forty five minutes). Therefore, plan on taking the quizzes during times when you will be relatively free from interruptions.

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## Leading Projects: The Human Side of Project Management

### **Week 01: Course Orientation and Overview**

#### **Academic Mission:**

Provide an overview of course requirements and methodology, Introduce basic course framework and orient you to how assessments and describe

#### **Practical Mission:**

Prepare you for becoming active learners and begin promoting a collaborative classroom environment

### **Week 02: Behavioral and Trait Perspectives**

#### **Academic Mission:**

Present key distinctions between management and leadership and introduce basic frameworks used to study managerial and leader effectiveness

#### **Practical Mission:**

Recognize how both management and leadership apply to the role of project manager. Develop the ability to analyze and interpret leadership/management in behavioral terms.

### **Week 03: Review of In-Basket exercise and Multisource Feedback Survey**

#### **Academic Mission:**

Introduce you to two valid and frequently used leadership development tools; in-basket exercises and multisource feedback. This includes conveying the theoretical basis for their effectiveness.

#### **Practical Mission:**

Help process responses to the in-basket exercise and the feedback they received from their co-workers through multi-source feedback survey.

### **Week 04: Self-Awareness**

#### **Academic Mission:**

Introduce some key traits, attitudes and behavioral characteristics that have been proven to predict leader and managerial effectiveness in organizations. Appreciate the relationship between personal values and ethical project leadership.

#### **Practical Mission:**

Help you understand where you stand in relation to key traits and values that relate to project leadership

### **Week 05: Communication and Coaching: A Foundation for Influencing**

#### **Academic Mission:**

Introduce basic principles of interpersonal communication with an emphasis on their role in influencing /leading and building relationships

#### **Practical Mission:**

Practice applying principles of supportive communication, coaching and counseling as they relate to sharing and discussing work performance and building commitment on the part of team members

### **Week 06: Influencing with or without formal authority**

#### **Academic Mission:**

Understand sources of power, the nature of influence, relationships between power and leadership and the role of politics in project performance

#### **Practical Mission:**

Analyze your own sources of power and develop plans for enhancing them. Practice applying interpersonal influence techniques

### **Week 07: Conflict Management and Negotiation**

#### **Academic Mission:**

Understand basic models for analyzing sources of conflict, conflict management styles and approaches to negotiation as they relate to teams and project management

#### **Practical Mission:**

Analyze your own behavioral styles of conflict management and practice applying principles of integrative negotiations

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#### Week 08: Building Effective Teams

**Academic Mission:**

Understand basic structural components of teams and group process and development including the role of leadership in facilitating team development and effectiveness

**Practical Mission:**

Develop your ability to apply leadership techniques for evaluating and enhancing team process during the life of project

#### Week 09: Decision-making and Creative Problem-Solving

**Academic Mission:**

Understand the basic cognitive and social processes that affect decision-making and creativity

**Practical Mission:**

Develop your ability to apply problem-solving and creative thinking skills as project leaders and to facilitating others use of these skills

#### Week 10: Situational/Contingency Perspectives

**Academic Mission:**

Understand key components of major theoretical perspectives on leadership and how they apply to project management

**Practical Mission:**

Develop the ability identify and analyze project and organizational characteristics that might impact your effectiveness as project leaders. Recognize the role transformational leadership plays in managing projects

#### Weeks 11-12: Course Wrap Up

**Academic Mission:**

Complete final course quiz and submit your Skill Development Papers

**Practical Mission:**

Provide you with a workable skill development plan for ongoing leadership development efforts