



## Course Syllabus

### General Class Information

#### Instructor Name and Contact Information:

- Dr. Michael (Mike) Powers, Faculty
- Virtual Office Hours: Monday, Tuesday
- 10:30 a.m. – 12:30 p.m.
- Office Phone: (720) 310-0526
- Email: mcp7u@virginia.edu

**Subject Area and Catalog Number:** PSPM 5230

**Year and Term:** 2016 - Fall

**Class Title:** Leadership and Managing the Project Team

**Level:** Graduate

**Credit Type:** 3 Units

### Class Description

The difference between leadership and management in the project management environment will be explored. The application of various leadership and management techniques related to project management will be reviewed. The role of the project manager as team leader will also be discussed.

#### Required Text:

Robbins, S. P., & Coulter, M. (2012). *Management* (11<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall. ISBN: 9780132163842

Lencioni, P. (2002). *The five dysfunctions of a team: A leadership fable*. San Francisco: Jossey-Bass.

#### Optional Text:

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6<sup>th</sup> ed.). Washington, D.C.: American Psychological Association. ISBN: 978-1433805615

### Learning Outcomes

This course will provide insight and information into the discipline of project management. It is designed to integrate the accepted theories with real world applications to provide students with the basic knowledge and skills needed for managing others. This course begins with a discussion of the current issues in management and then proceeds to cover the traditional functions of management: planning, organizing, leading, and controlling. By the end of the course, students will be able to identify the principals of managing people within a project framework, recognize the various challenges faced by today's project managers within organizations, and describe the management functions of planning, organizing, leading, and controlling.

## Assessment Components

- The standard UVA Grading Policy will be in effect.  
Please note: Students may earn “+” or “-” for each of the standard UVA Grades dependent upon the number of points earned by each Student.

<u>Assignment</u>	<u>Total Points</u>	<u>Due Date</u>	<u>Grading Percent</u>
Written Assignments – (2)	200	See schedule	20%
Forum Discussions– (4)	150	See schedule	15%
Team Assignment – (1)	250	See schedule	25%
Quizzes – (2)	100	See schedule	10%
Exams – Midterm and Final	300	See schedule	30%

**Total Points: 1000**

<u>Points</u>	<u>Percentage%</u>	<u>Grade</u>
1000	100	A+
999-950	99-95	A
949-900	94.9-90	A-
899-870	89.9-87	B+
869-830	86.9-83	B
829-800	82.9-80	B-
799-770	79.9-77	C+
769-730	76.9-73	C
729-700	72.9-70	C-
699-670	69.9-67	D+
669-630	66.9-63	D
629-600	62.9-60	D-
<600	<60	F

NOTE: All grades will be posted in the online Grade Book within 7 days after the student submission of the assignment.

### Technical Specifications: Computer Hardware

- Operating system: Microsoft Windows 8.1 (64-bit) or Mac OS X 10.10
- Minimum hard drive free space: 100GB, SSD recommended
- Minimum processor speed: Intel 4th Gen Core i5 or faster
- Minimum RAM: 8GB

### Technical Support Contacts

- Login/Password: [scpshelpdesk@virginia.edu](mailto:scpshelpdesk@virginia.edu)
- UVaCollab: [collab-support@virginia.edu](mailto:collab-support@virginia.edu)
- BbCollaborate Support: <http://www.tinyurl.com/uvabbc>

## Class Specific Information

Class Instruction and Activities:

This is an online class that will be delivered via asynchronous and synchronous methods. Please see course schedule for synchronous meeting times. Some of my methods to administer/teach

this course will be delivered through lectures, PowerPoint presentations, and discussions that will be generated through the weekly discussion questions. You will be required to complete a total of four (4) discussion questions, two (2) written assignments, one (1) team assignment, two (2) quizzes, a midterm, and a final exam.

#### Class Requirements:

- **Course Readings and Materials:** Students are responsible for the assigned text readings and material presented for each weekly lesson.
- **Discussion Forums:** It is expected that all Students will participate in each scheduled Forum Discussion by responding to the questions posed by the Professor, and in response to other Student's posting in the Forum setting.
- **Course Assignments:** The Student may access all Course Assignments in the Syllabus ("Written Assignments"); in the Assignments Section of the online Course; and as listed in the applicable Lesson in the online Course materials.
- **Student Submission of Course Assignments:**
  - All assignments will be submitted via the appropriate drop boxes by the due date. Please submit all written assignments in a .doc or .docx format. If you email me, the subject line must include course number, student's name, and a brief topic. **Quizzes:** Students will be asked to complete two (2) quizzes in this class. The quizzes will be taken within class and will be worth 50 points each. **Exams:** Students will be required to complete two (2) exams in this course. The exams will be taken in class and will be worth 150 points each.
- **Late and recycled assignments:**
  - Assignments will be considered on time when posted before midnight on the date due. If timely submission of an assignment could become challenging for a student due to a legitimate reason, an advance notice should be sent to the Instructor with the reason for the delay. Grading that assignment is at the Instructor's discretion. If prior approval for late submission is not obtained, late assignments will be deducted one letter grade for the first day late. Beyond one day late, grading is at the Instructor's discretion. Beyond five days late, the assignment will not be accepted and a zero will be given. Late discussion posts are not accepted. No assignments will be accepted after the final day of class unless prior approval is received.
  - If you are recycling an assignment (one that has material that has been previously submitted in another class), you must notify the Instructor of this when submitted. The recycled material must be relevant and current to the assignment. If you have any questions, please ask the Instructor in advance.
- **Course Resources:**
  - All Course Resources will be provided under each week and via the announcement board.

- Participation for Online Courses
  - Please login and participate often throughout this course to enrich your learning experience.
  - Discussion questions will be posted to four weekly class discussion threads. Discussions will take place in the main classroom under the selected weeks as assigned by the faculty member in the course syllabus. Learners will read, analyze, and respond to questions and comments from the faculty member and fellow learners.
  - The instructor will post discussion topics for certain weeks requiring student response. Each week, students need to post an original substantial response to all discussion questions and two substantial responses to another student's post for each discussion question. For the first part of the discussion, you must post your responses by midnight on **Thursday** (11:59 pm). For the second part (two responses to other students), read through the other student's responses. The deadline for the student responses is **Sunday** at midnight (11:59 pm). Learners must write at least a five sentence response to each discussion question, properly citing literature when possible. A one word answer to a post does not count as participation.
  - How are Discussion Posts graded?
    - Class participation points will be based upon three elements: (1) at least a 200 word response to each weekly discussion question, properly citing literature when possible; (2) two substantial responses (at least 100 words each) to other students' posts for each discussion question, properly citing literature when possible; and (3) completing the discussion questions and responses on-time during the assigned week.

- The Online Weekly Schedule

The course week begins on Monday and ends on Sunday (except for weeks 1 and 16). Please see the following for a breakdown of the week:

Day 1 – Monday

Day 2 – Tuesday

Day 3 – Wednesday

Day 4 – Thursday

Day 5 – Friday

Day 6 – Saturday

Day 7 – Sunday

- Grammar and Adherence to APA v6 Format
  - The rules governing the grammar and usage of standard American English must be followed, and language should be clear, precise, and appropriate for the intended scholarly audience. When formatting and composing assignments, learners must

follow the guidelines described in the Publication Manual of the American Psychological Association. In addition, the overall layout of assignments, including citations and reference pages, should adhere to APA style and guidelines. Written assignments must have a title page, section headers, introduction, conclusion, and reference page.

- Additional Research
  - Additional research is required to strengthen your assignments and discussions. When using outside sources, be sure to properly credit the sources following APA v6 guidelines.

## Assignments

**Discussion Questions:** Will be provided in class under corresponding weeks. See schedule for weeks they are due (under activities section of class).

**Written Assignment 1:** In this exercise, you are asked to work on your trust skills as related to ethical employee behavior. Please review the eight steps in practicing trust skills under the assignment 1 located in class (Robbins & Coulter, page 145). You need to review the eight steps in practicing trust, review the written assignment 1 scenario, and write a 2-3 page. APA v6 formatted paper on how you would handle the situation. A minimum of two sources other than your textbook are required. You are encouraged to review section 5.3 on the factors that lead to ethical behaviors and section 5.4 on how organizations can encourage ethical behavior. In the case, you should focus on what a project manager can do to promote a more positive culture in light of the change. Written assignments must have a title page, section headers, introduction, conclusion, and reference page.

**Written Assignment 2:** In this exercise, you have been provided with six suggestions for choosing an effective leadership style. After reviewing the six provided steps, you need to consider two different situations. In the first, you need to think of a group or team which you had been a part and evaluate the leadership style of the leader. In the second, you are asked to observe a successful sports team and evaluate the leadership styles. Your paper needs to be 2-3 pages in length and formatted per APA v6. A minimum of two sources other than your textbook are required. Written assignments must have a title page, section headers, introduction, conclusion, and reference page.

**Team Project:** In this exercise, you will be assigned to a group of three or four members. With the members of your discussion group, you will read a leadership book or other book related to managing a project team and create a presentation on the book through PowerPoint with a cued or recorded script. You will post your presentation to the appropriate dropbox by the due date (see schedule). Please note: Your group must choose a book by September 25th. There will be Blackboard Collaborate rooms available for your team to utilize (as requested). Please review the resources file (Book Review Assignment) under the activities page for additional information.

**Quizzes and Exams:** Will be assigned for the appropriate weeks listed in the Class Schedule.

## Class Schedule

Week	Dates	Topics	Readings for week	Assignments for this class in addition to readings
1	August 23 (Tuesday) – August 28	Introduction to the course.  Getting to know each other.  Management and Organizations	Robbins and Coulter – Chapter 1	Each person posts a personal introduction for the class to read. Everyone is encouraged to ask questions  Live Chat (synchronous, optional). Chat will be held on 08/25/16 @ 7PM ET.
2	August 29 – September 4	Understanding Project Management's Context: Constraints and Challenges	Robbins and Coulter – Chapter 2	Discussion Question 1  Meet your group and begin choosing your book.  Live Chat (synchronous, optional). Chat will be held on 08/31/16 @ 7PM ET.
3	September 5 – 11	Managing Diversity	Robbins and Coulter – Chapter 4	Quiz 1 (Due by September 11) – Quiz covers all readings to date
4	September 12 – 18	Managing Social Responsibility and Ethics	Robbins and Coulter – Chapter 5	Work with your groups on your book presentation  Live Chat (synchronous, optional). Chat will be held on 09/15/16 @ 7 PM ET.
5	September 19 – 25	Foundations of Planning	Robbins and Coulter – Chapter 8	Work with your groups on your book presentation  Written Assignment 1: Due – September 25th.

				Book choice due by September 25th
6	September 26 – October 2	Strategic Project Management	Robbins and Coulter – Chapter 9	Discussion Question 2
7	October 3 – 9	Managing Human Resources	Robbins and Coulter – Chapter 12	Work with your groups on your book presentation  Live Chat (synchronous, optional). Chat will be held on 10/06/16 @ 7 PM ET.  Prepare for midterm
8	October 10 – 16	Managing Project Team  Midterm Week	Robbins and Coulter – Chapter 13  Lencioni pp. 1-217	Midterm Week  Midterm Exam – <b><u>DUE Sunday, 10/16/2016</u></b>
9	October 17 – 23	Project Managers and Communication	Robbins and Coulter – Chapter 15  Lencioni pp. 221-254	Quiz 2 (Due by October 23) – Quiz covers Robbins and Coulter Chapters 12, 13, 15, and 16.
10	October 24 – 30	Group Week		Work with your groups on your book presentation
11	October 31 – November 6	Motivating Employees	Robbins and Coulter – Chapter 16	Discussion Question 3  Live Chat (synchronous, optional). Chat will be held on 11/03/16 @ 7 PM ET.
12	November 7 – 13	Project Managers as Leaders	Robbins and Coulter – Chapter 17	Written Assignment 2: Due – November 15th.  Using Powerpoints effectively
13	November 14 – 20	Project Managers as Leaders, cont.	Robbins and Coulter – Chapter 17	Discussion Question 4

				Book Presentation and Peer Evaluation Forms Due – November 20th.
14	November 21 – 27	Thanksgiving Break	No Readings	No Assignments
15	November 27 – December 2 (Friday)	<b>Finals Week</b>		Finals Week Final Exam – <b><u>DUE FRIDAY, 12/02/2016</u></b>  The final exam will be available from November 20 <sup>th</sup> - <b><u>FRIDAY</u></b> , December 2nd.

### Communication & Student Response Time

The best way to reach the Instructor is via email. Please use the email address provided to contact your Instructor. Keep in mind; although there is a phone extension available, this only goes to voice mail. Your Instructor will reply to all voice messages via email. On a case-by-case basis, it may be possible to set up a phone conversation if your question cannot be resolved via email or office hour visits. To prevent telephone tag, you may want to e-mail the Instructor to schedule telephone appointments.

The Instructor will generally respond to your inquiry within 48 hours and will work with you to resolve the identified issue.

### UVA Policies

**SCPS Grading Policies:** Courses carrying a School of Continuing and Professional Studies subject area use the following grading system: A+, A, A-; B+, B, B-; C+, C, C-; D+, D, D-; F. S (satisfactory) and U (unsatisfactory) are used for some course offerings. For noncredit courses, the grade notation is N (no credit). Students who audit courses receive the designation AU (audit). The symbol W is used when a student officially drops a course before its completion or if the student withdraws from an academic program of the University. Please visit [www.scps.virginia.edu/audience/students/grades](http://www.scps.virginia.edu/audience/students/grades) for more information.

**Attendance:** Students are expected to attend all class sessions. Instructors establish attendance and participation requirements for each of their courses. Class requirements, regardless of delivery mode, are not waived due to a student's absence from class. Instructors will require students to make up any missed coursework and may deny credit to any student whose absences are excessive. Instructors must keep an attendance record for each student enrolled in the course to document attendance and participation in the class.

**University Email Policies:** Students are expected to check their official UVa email addresses on a frequent and consistent basis to remain informed of University communications, as certain communications may be time sensitive. Students who fail to check their email on a regular basis are responsible for any resulting consequences.



**Mid-Term and End-of-Class Evaluations:** Students may be expected to participate in an online mid-term evaluation. Students are expected to complete the online end-of-class evaluation. As the semester comes to a close, students will receive an email with instructions for completing this. Student feedback will be very valuable to the school, the instructor, and future students. We ask that all students please complete these evaluations in a timely manner. Please be assured that the information you submit online will be anonymous and kept confidential.

**University of Virginia Honor System:** All work should be pledged in the spirit of the Honor System at the University of Virginia. The instructor will indicate which assignments and activities are to be done individually and which permit collaboration. The following pledge should be written out at the end of all quizzes, examinations, individual assignments and papers: “I pledge that I have neither given nor received help on this examination (quiz, assignment, etc.)”. The pledge must be signed by the student. For more information, visit [www.virginia.edu/honor](http://www.virginia.edu/honor).

**Special Needs:** It is the policy of the University of Virginia to accommodate students with disabilities in accordance with federal and state laws. Any SCPS student with a disability who needs accommodation (e.g., in arrangements for seating, extended time for examinations, or note-taking, etc.), should contact the Student Disability Access Center (SDAC) and provide them with appropriate medical or psychological documentation of his/her condition. Once accommodations are approved, it is the student’s responsibility to follow up with the instructor about logistics and implementation of accommodations. Accommodations for test taking should be arranged at least 14 business days in advance of the date of the test(s). Students with disabilities are encouraged to contact the SDAC: 434-243-5180/Voice, 434-465-6579/Video Phone, 434-243-5188/Fax. Further policies and statements are available at [www.virginia.edu/studenthealth/sdac/sdac.html](http://www.virginia.edu/studenthealth/sdac/sdac.html)

For further policies and statements about student rights and responsibilities, please visit [www.scps.virginia.edu/audience/students](http://www.scps.virginia.edu/audience/students)