



UNIVERSITY  
*of*  
VIRGINIA

SCHOOL OF CONTINUING  
AND PROFESSIONAL STUDIES

## **Class Overview Required Components**

### **General Class Information**

#### **Instructor Name and Contact Information:**

Steven Soares

Email: [ss2ew@virginia.edu](mailto:ss2ew@virginia.edu)

Office Hours - Monday through Friday, 6 pm - 8 pm, Eastern Time

*\* Other times by appointment*

#### **Subject Area and Catalog Number:**

PSPM 5230-701 (12065)

#### **Year and Term:**

Summer 2015

May18, 2015 to August 7, 2015

#### **Class Title:**

The Project Manager & Managing the Project Team

#### **Level (Graduate or Undergraduate):**

Graduate

#### **Credit Type:**

3 Units

#### **Class Description (Use the SIS 400 characters from catalog description):**

Covers the importance that project teams play with organizations, the challenges facing project teams, and tools to confront those challenges. The role of the project manager and the tools that project managers can use to over those challenges.

**Required Textbooks (Includes ISBN, specific edition):**

A. Author: J. Thomas Wren

**Title: *The Leader's Companion: Insights on Leadership Through the Ages***

Publisher: 1995. The Free Press.

ISBN 0-02-874091-2

Paperback

B. Author: Stephen P. Robbins

**Title: *Self-Assessment Library 3.4: Insights Into Your Skills, Interests, and Abilities***

Publisher: 2009. Pearson Education Inc.

ISBN-10: 0-13-608375-7

Paperback w/CD ROM

C. Author: Patrick M. Lencioni

**Title: *The Five Dysfunctions of a Team: A Leadership Fable***

Publisher: 2002. Jossey-Bass

ISBN: 0-7879-6075-6

Hardcover

D. Author: Patrick M. Lencioni

**Title: *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators***

Publisher: 2005. Jossey-Bass

ISBN: 0-7879-7637-7

Paperback

E. Author: Project Management Institute

**Title: *A Guide to the Project Management Body of Knowledge (5th Edition)***

Publisher: Project Management Institute Publishers

ISBN 987-1-933890-51-7 (paperback)

Note: This can be ordered via the UVA bookstore or online at the PMI Bookstore at <http://www.pmibookstore.org/pmibookstore/index.aspx>.

**NOTE:** Students are highly encouraged to purchase copies of the required textbooks from a site of their choosing, i.e., purchasing through Amazon, TEXTBOOKS.COM, Barnes & Noble, or a similar venue, to find the most economical copy for their use in this course.

## Learning Outcomes:

At the completion of the course, students will understand how to:

- **Analyze leadership through Masters level research**
  - Compare and contrast leadership models.
  - Assess the effectiveness of leadership models.
  - Profile individual skills as a transformational leader.
  - Discuss the importance of leadership expectations.
  - Identify situational modifiers impacting leader effectiveness.
- **Define the challenges facing project teams and how to resolve issues**
  - Explain the importance and role of the project manager in relationship to the project team.
  - Execute proper management of project teams that contribute to the success of organizations.
  - Use various tools and techniques to mitigate issues.

## Assessment Components:

The course grade will be based on successful submission and completion of a student biography and goals, a mid-term, a final, essays, discussion forum, online class participations, an online ("offsite") class participation, a self-assessment, and a Leadership Assessment Plan. The total points for the course is 500. The breakout of the assignments are found under *Delivery Mode Expectations*.

## Grading:

Grade	Total Points	Grade	Total Points	Grade	Total Points
A+	500	B-	380-399	D	300-309
A	475-499	C+	375-379	D-	296-299
A-	450-474	C	350-374	F	295 and below
B+	425-449	C-	325-349		
B	400-424	D+	310-324		

**Delivery Mode Expectations** (Classroom/Internet and Web-based classes, specify any live (synchronous) meetings, dates, times, and location of delivery):

CATEGORY	DUE DATE	POINTS
Online Class Participation 1 (Online)	Thursday, May 21, 2015 7:00 p.m. to 8:30 p.m., Eastern time	35
Student Biography & Goals	Wednesday, May 27, 2015	15
Online Class Participation 2 (Online)	Thursday, May 28, 2015 7:00 p.m. to 8:30 p.m., Eastern time	35
Essay 1	Thursday, June 4, 2015	25
Discussion Forum 1	Friday, June 12, 2015	35
Online Class Participation 3 (Online)	Tuesday, June 16, 2015 7:00 p.m. to 8:30 p.m., Eastern time	35
Midterm Academic Survey	Thursday, June 25, 2015	40
Self-Assessment Library Paper	Friday, June 26, 2015	35
Class Participation 4 (Online)	Thursday, July 2, 2015 7 p.m. to 8:30 p.m., Eastern time	35
Essay 2	Thursday, July 9, 2015	25
Online Class Participation 5 (Online)	Thursday, July 16, 2015 7:00 p.m. to 8:30 p.m., Eastern time	35
Personal Leadership Plan	Thursday, July 23, 2015	35
Class Participation (Online - "Offsite")	Tuesday, July 28, 2015 6:00 p.m. to 9:00 p.m., Eastern time	40
Final Academic Survey	Thursday, August 6, 2015	50
Course Evaluation	Friday, August 7, 2015	25
	<b>TOTAL POINTS</b>	<b>500</b>

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## Class Specific Information

### Class Instruction and Activities:

Assignment	Assignment Description
<b>Student Biography &amp; Goals</b>	A quick biography for this course is due in the first week of the course – one page maximum. Also describe your goals for taking this program and what you expect from this course.
<b>Discussion Boards</b>	<p>All students will go to the Discussion Board as noted in the assignments below. The Discussion Board opens the week before the start date. Please note the Start and Due dates for the assignment. Students must post 3 substantive responses during the period each discussion board is open. A substantive post is where your response contains information and value and should:</p> <ul style="list-style-type: none"><li>• Range from 150 to 300 words per substantive post (check word count in a MS Word document)</li><li>• Integrate theory, research, and/or professional experience</li><li>• Include specific examples and substantiating evidence</li><li>• Include in-text citations and references in APA format</li><li>• Stay on topic and address the course objectives</li><li>• Demonstrate proper spelling and grammar while concentrating on using active voice</li><li>• <u>The initial post <b>must be</b> in the forum within 48 hours or a <b>late assignment</b> penalty is assessed to the grade.</u></li></ul> <p>The following items <i>do not</i> count toward participation:</p> <ul style="list-style-type: none"><li>• Posts that merely state agreement or reiterate a previous post</li><li>• Notes sent to the facilitator's email address</li></ul> <p><b>NOTE:</b> This is an academic environment so it is important that you consider your tone when responding to others in the forum. Rudeness, sarcasm, or any other socially unacceptable behavior will not be tolerated. Respect each other's views.</p>

<p><b>Personal Leadership Plan</b></p>	<p>Submit a 2,500-3,500 word assignment in which you translate your course learning into a personal leadership development plan. Your plan should define a strategy for maximizing your leadership effectiveness and include the following components:</p> <ol style="list-style-type: none"><li>1) The leadership theory or theories supporting your plan</li><li>2) Your leadership strengths and weaknesses</li><li>3) Your plan for making the best use of your strengths and correcting your weaknesses</li><li>4) Gaps between the leader you are now and the leader you would like to become</li><li>5) Action items you will implement to close gaps between the leader you are now and the leader you would like to become</li><li>6) Timeline for implementing each action item in your plan</li></ol> <p>Provide references to course readings and appropriate peer-reviewed literature to support your judgments, assertions, and conclusions.</p>
<p><b>Essay</b></p>	<p>The following are the course essay topics. Select a topic of interest to you. Essays must be 1,000 to 1,200 words and sources can be from business journals, academic studies, etc. Essays must be double-spaced and sources referenced in the APA format. The due date is under Delivery Mode Expectations.</p> <p><b>Essay Topics</b> are:</p> <p>I. <u>Successful and Unsuccessful Project Leaders</u>: Prepare an essay on a successful and unsuccessful project leader you have worked with during your career. The essay should include a short synopsis of the project, and the specific reasons why you thought the leader was successful or unsuccessful.</p> <p>II. <u>Understanding Team Dynamics</u>: Since it is not always natural for people from different functional backgrounds and skills to work together harmoniously, the ability to create teams that are success-oriented and effective is a project leader imperative. What skills are required to accomplish this? What specifically do team formation dynamics look like on successful teams? What do other sources and experts say on this matter?</p> <p>Or</p>

	<p>III. <u>Team Conflict</u>: Discuss the ramifications of team conflict in terms of positive as well as negative impacts. How does friction and disagreement impair the ability to accomplish the mission, and what does the manager need to do to effectively handle conflict? How can the project manager address conflict in a positive way so no one is psychologically injured? What do other sources say on this matter?</p>
<p><b>Self-Assessment Library</b></p>	<p>The Self-Assessment Library uses instruments developed by behavioral researchers that help you gain insight into your skills, abilities, and interests. These insights help you to define your leadership style. Upon completion of the assessment, the following areas and overall scores should be submitted by pasting results into a Word document. The document is submitted via the Assignments tab.</p> <ul style="list-style-type: none"> <li>Leadership</li> <li>Managing change</li> <li>Managing conflict</li> <li>Teams</li> <li>Trust</li> </ul>
<p><b>Course Evaluation</b></p>	<p>All students are expected to fill out a course evaluation by the date noted on this syllabus.</p>

**Class Requirements:**

Successful completion of all class activities as noted in the **Delivery Mode Expectations** above.

**Evaluation Standards and Assessments:**

These standards and assessments are described in detail through posting of weekly class activity schedules in the online classroom. The instructor intends to discuss each of these areas in the first online class participation session set for **Thursday, May 21, 2015, from 7:00 p.m. to 8:30 p.m., Eastern time.**

**Class Schedule:**

As noted in the **Delivery Mode Expectations** above.



## Communication & Student Response Time:

Students communicate by email, phone, or via office hours with the instructor. Responses to the student's email **should be within 24-48 hours**. If the student has not received a response, they should re-send their email or call the instructor during office hours.

If students schedule an office hour appointment with the instructor, an online session is created to maximize that interaction. Students are required to have the following for any online interactions:

- ✚ UVA Computing IDS AND Passwords
- ✚ Headset with microphone (**REQUIRED**)
- ✚ Internet Explorer (8.0 OR above) OR
- ✚ Mozilla Firefox

## Assignments:

The assignments are described under the **Delivery Mode Expectations** and under **Class Instructions and Activities** above.

## Resources:

A number of resources are provided to the student over the length of the course. Students can access the **Resources** tab in the online classroom.

## Technical Specifications: Computer Hardware

- Minimum Operating System
  - Windows 7 SP1 (Professional preferred)
  - Mac OS X 10.8 or 10.9
- Minimum Processor Speed: Equivalent to an Intel Core 2 Duo (1.5 GHz)
- Minimum RAM: 4 GB
- Minimum Hard Disk Space: 150 GB of free hard disk space (after all programs are loaded)
- Networking Capability: Wireless networking (802.11g or n) and an Ethernet port
- Strongly Recommended Accessories:
  - An Ethernet cable (Even if you will primarily use wireless, a wired connection is faster and more reliable for video-streaming, live online meetings and large file uploads and downloads.)
  - A power surge protector
  - CD/DVD drive and/or “thumb” or flash drive(s), plus a backup storage mechanism

## 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>

## **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.

**End-of-Class Evaluations:** 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)