

Syllabus for PJM-5200

PROJECT LEADERSHIP AND COMMUNICATION

COURSE DESCRIPTION

This course provides leadership and management guidelines for the project manager in a variety of situations. Principles of effective planning, communication, and motivation throughout the project life cycle are the focus of this course. Project Leadership and Communication presents principles of project control from initiation through execution to closure in a clear and practical manner.

COURSE OBJECTIVES

Upon completion of the course, students should be able to:

- CO1** Discuss leadership skills that lead to effective project management.
- CO2** Analyze the ways projects can be controlled through processes, influence, and metrics.
- CO3** Explain and evaluate effective means of managerial communication throughout the project life cycle.
- CO4** Evaluate the importance of project control during project initiation, planning, and execution.
- CO5** Analyze effective team building and maintenance.
- CO6** Apply communication principles to motivation, conflict management, and change management.
- CO7** Discuss tracking and monitoring processes through the project life cycle.
- CO8** Evaluate important principles for project closure.

COURSE MATERIALS

You will need the following materials to complete your coursework. Some course materials may be free, open source, or available from other providers. You can access free or open-source materials by clicking

the links provided below or in the module details documents. To purchase course materials, please visit the [University's textbook supplier](#).

Required Textbooks

- Kendrick, T. (2012). *Results without authority: Controlling a project when the team doesn't report to you* (2nd ed). AMACOM.
ISBN-13: 978-0814417812
- Harvard Business Review (2006). *Leading teams: Expert solutions to everyday challenges*. Harvard Business School Press.
ISBN-13: 978-1422101841
- Harvard Business Review (2010). *Leading virtual teams: Expert solutions to everyday challenges*. Harvard Business School Press.
ISBN-13: 978-1422128862

COURSE STRUCTURE

Project Leadership and Communication is a three-credit online graduate course, consisting of **three** modules. Modules include topics, learning objectives, study materials, and activities. Module titles are listed below.

- **Module 1: Means of Project Control**
- **Module 2: Project Initiation and Planning**
- **Module 3: Project Execution, Monitoring, and Closure**

ASSESSMENT METHODS

For your formal work in the course, you are required to participate in online discussion forums, complete written assignments, and complete a final paper. See below for more details.

Consult the Course Calendar for due dates.

Promoting Originality

One or more of your course activities may utilize a tool designed to promote original work and evaluate your submissions for plagiarism. More information about this tool is available in [this document](#).

Discussion Forums

In Modules 1–3 you will participate in online class discussion forums.

Online discussions provide an opportunity for you to interact with your classmates. During this aspect of the course, you respond to prompts that assist you in developing your ideas, you share those ideas with your classmates, and you comment on their posts. Discussion forum interactions promote development of a community of learners, critical thinking, and exploratory learning.

Please participate in online discussions as you would in constructive face-to-face discussions. You are expected to post well-reasoned and thoughtful reflections for each item, making reference, as appropriate, to your readings. You are also expected to reply to your classmates' posts in a respectful, professional, and courteous manner. You may, of course, post questions asking for clarification or further elucidation on a topic.

Written Assignments

This course requires you to complete **nine** separate Written Assignments, not including your Final Paper. These assessments are designed to give you an opportunity to demonstrate your mastery of the course material and your ability to analyze and interpret.

Final Paper

In your Final Paper for this course, you will apply the principles of project management to a real project. You will choose a project to study, research it, and discuss how 5 to 7 topics from this course are illustrated successfully or unsuccessfully in this project. Your paper will be 12 to 15 pages (3000 to 3750 words) long. Complete instructions are given in the Final Paper section of the course Web site.

A Note about Research

The use of Wikipedia or other online encyclopedias for graduate-level papers is inappropriate. Aside from the uneven quality of the information that may be found in these sources, the real issue is that the information presented in these sources is "already digested." Use of such sources is an unacceptable shortcut for the graduate student. Students gathering information from these sites are essentially obtaining analyses done by someone else, not doing the work themselves. Rather than exploring the literature on a subject, such students are merely using the words of others who have already taken this vital step in academic research. It is imperative that graduate students be able to search the more academically-oriented literature, sift through useful (and not so useful) information, analyze, synthesize, and report the results of their assignments. All of these steps are bypassed if information is cited from an

online site such as Wikipedia. To sum up: Using information summarized or annotated by someone else is an unacceptable shortcut for a graduate student.

GRADING AND EVALUATION

Your grade in the course will be determined as follows:

- **Online discussions (3)**—15%
- **Written assignments (9)**—45%
- **Final paper**—40%

All activities will receive a numerical grade of 0–100. You will receive a score of 0 for any work not submitted. Your final grade in the course will be a letter grade. Letter grade equivalents for numerical grades are as follows:

A	=	93–100	B	=	83–87
A–	=	90–92	C	=	73–82
B+	=	88–89	F	=	Below 73

To receive credit for the course, you must earn a letter grade of C or higher on the weighted average of all assigned course work (e.g., assignments, discussion postings, projects, etc.). Graduate students must maintain a B average overall to remain in good academic standing.

STRATEGIES FOR SUCCESS

First Steps to Success

To succeed in this course, take the following first steps:

- Read carefully the entire Syllabus, making sure that all aspects of the course are clear to you and that you have all the materials required for the course.
- Take the time to read the entire Online Student Handbook. The Handbook answers many questions about how to proceed through the course and how to get the most from your educational experience at Thomas Edison State University.
- Familiarize yourself with the learning management systems environment—how to navigate it and what the various course areas contain. If you know what to expect as you navigate the course, you can better pace yourself and complete the work on time.
- If you are not familiar with Web-based learning be sure to review the processes for posting responses online and submitting assignments before class begins.

Study Tips

Consider the following study tips for success:

- To stay on track throughout the course, begin each week by consulting the Course Calendar. The calendar provides an overview of the course and indicates due dates for submitting assignments, posting discussions, and scheduling and taking examinations.
- Check the Announcements page and class Discussion Board regularly for new course information.

Using AI Ethically: A Guide for TESU Students

TESU's [Academic Code of Conduct](#) permits student AI use in support of their writing and research process--not as a replacement for original writing. Document AI use with an acknowledgment statement at the end of each assignment, noting the tools and prompts used. Cite any AI-generated content on the References page. Please review [Using AI Ethically: A Guide for TESU Students](#) for more detailed information.

COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Thomas Edison State University recognizes, values, and relies upon the diversity of our community. We strive to provide equitable, inclusive learning experiences that embrace our students' backgrounds, identities, experiences, abilities, and expertise.

ACCESSIBILITY AND ACCOMMODATIONS

Thomas Edison State University adheres to the Americans with Disabilities Act (ADA, 1990; ADAAA, 2008) and Section 504 of the Rehabilitation Act of 1973. The Office of Student Accessibility Services (OSAS) oversees requests for academic accommodations related to disabilities; a student who is pregnant, postpartum, or a student parenting a newborn who is not the birth parent [as covered under NJSA18A]; and students requesting academic accommodation for a short-term/temporary illness and/or injury. Information can be found on the [Office of Student Accessibility Services](#) webpage and questions can be sent to ADA@tesu.edu.

ACADEMIC POLICIES

To ensure success in all your academic endeavors and coursework at Thomas Edison State University, familiarize yourself with all administrative and academic policies including those related to academic integrity, course late submissions, course extensions, and grading policies.

For more, see:

- [University-wide policies](#)
- [Undergraduate academic policies](#)
- [Undergraduate course policies](#)
- [Graduate academic policies](#)
- [Graduate course policies](#)
- [Nursing student policies](#)
- [Nursing graduate student policies](#)
- [International student policies](#)
- [Academic code of conduct](#)