

QEM 550-941 - Project Leadership Fall 2013

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Course Objective

This course is designed to provide graduate students with an in-depth examination of exemplary project leadership skills. Students will identify their own leadership strengths and weaknesses, and develop a tangible action plan for achieving their personal leadership development goals. The course will teach students the principles of personal leadership development, meeting management, leadership communications, conflict resolution, subordinate motivation, and team development practices.

Competencies

The Leadership Challenge

- Identify your leadership strengths and weaknesses.
- Clarify and communicate your fundamental values and beliefs.
- Set the example for others by aligning your actions with shared values.
- Express your image of the future
- Inspire others to share a common vision
- Search for opportunities to change and improve.
- Experiment with innovation ideas and learn from accompanying mistakes.
- Build collaboration, teamwork, and trust.
- Strengthen the ability of others to excel.
- Recognize the accomplishments of others.

Leadership Communication

- Project a positive ethos.
- Lead and communicate with integrity
- Analyze audience and create targeted, meaningful messages.
- Develop effective communication strategies for all situations.
- Select and use the most effective media, including social media, to reach all audiences.
- Use the language of leaders, communicating clearly, concisely, and correctly.
- Create well-organized, coherent communication.
- Deliver presentations and use presentation technology with confidence.
- Display emotional intelligence and cross-cultural literacy.
- Lead small groups, whether in teams or meetings.

REQUIRED TEXTS:

- Barrett, D. (2011). *Leadership Communication*. 3rd Edition. McGraw-Hill. ISBN 978-0-07-337777-3
- Kouzes & Posner (2010). *The Leadership Challenge*, 4th Edition. Jossey-Bass. ISBN 978-0-7879-8491-5

ACADEMIC CONDUCT:

Cheating on examinations, submitting work of other students as your own, or plagiarism in any form will result in penalties ranging from an F on the assignment to expulsion from the university, depending on the seriousness of the offense.

Recommended Affiliation and Resources:

Students are encouraged to join the Project Management Institute (<http://www.pmi.org/>)

Useful Reference Journals and business publications:

Business Week	Organizational Behavior and Human Decision
Business and Society Review	Processes
Ethics	Organizational Behavior and Human Performance
Forbes	PM Network
Fortune	Project Management Journal
Harvard Business Review	Projects @Work
Journal of Occupational Behavior	Trends in Organizational Behavior
	Wall Street Journal

GRADING POLICY

No late assignments accepted.

EVALUATION

Evaluation of learner performance will be based on the following:

Chapter Applications	70 Points
Topical article reviews	90 Points
Personal Leadership Improvement plan	70 Points
Discussion board participation	<u>70 Points</u>
Total	300

Grading Scale:	270 – 300 = A
	240 – 270 = B
	210 – 240 = C
	< 240 = Failing

STUDENT TASKS

All assignments are to be turned in through the SIUC D2L website by **11:59 p.m. on the date specified.**

1. Chapter Applications – see specific point values

Application assignments are found at the end of a chapter. They are designed to give students practical experiences that will reinforce the chapter's learning objectives.

2. Topical Papers (Article reviews) – 10 points each

Students will prepare a series of topical papers based on information obtained from current professional journals and other professional literature of the field. The topic for each article is listed under the Assignments Due column in the Topics Calendar below. See attachment for format.

Read and analyze the assigned article linked/attached to the course schedule portion of the syllabus.

On one single page include the following:

- complete biographical information in current APA (5th edition) format,
- a brief *summary* noting all main elements or ideas of the article (use no more than half the page for this section), and
- your *reaction* to this article. Your reaction should include implications or application of the ideas from the article in your own current or future project management activities. Give specific examples of your use or potential use of what you learned from the ideas in this article.

The individual article review reports will be graded on the content and quality of writing. Make your report clear and concise, grammatically correct and professional looking. You must include all the points listed above. And last, you must adhere to the length requirement.

3. Personal Leadership Improvement Plan – 70 points

At the conclusion of The Leadership Challenge section, students will develop a personal leadership improvement plan that will assist them in becoming a stronger leader.

Developing your Personal Leadership Improvement Plan required requires introspection of yourself and feedback from your trusted peers. You will use the Leadership Practices Inventory (LPI) survey to collect the unbiased feedback you need to develop your plan. There are 4 steps to completing your plan; Self-Assessment, External Assessment, Gap Analysis, and Action Plan.

1) Self-Assessment

Obtain the Leadership Practices Inventory from your professor and complete the survey for yourself. Analyze the results and note your leadership strengths and weaknesses.

2) External Assessment

Ask one family member (provide name) and one employers (provide name) complete the LPI survey. Analyze the results and note your actual leadership strengths and weaknesses.

3) Gap Analysis

Perform a gap analysis between your perceived strengths and weaknesses and your actual strengths and weaknesses. Analyze the types of differences that exist and why. In general, why do you think your scores came out this way, and what does this mean. Be sure you go beyond a simple explanation and delve into the implications.

4) Action Plan

Using what you learned in this class, develop a detailed action plan stating your leadership strengths and weaknesses and what you need to do to turn your weaknesses into strengths. Present your action plan using Kouzes and Posner's 5 leadership practices. For each leadership weakness you identify, describe what you would like to improve and envision how you would demonstrate it. Identify the specific **tangible** steps you can take to improve. It is very important that your actions be tangible and not just "try harder". Definition of Tangible: *real or actual, rather than imaginary or visionary: ex. the tangible benefits of sunshine.*

4. Discussion Board

(5 pts. per question)

Go to the Discussion Board and comment on how you and your peers are applying the article information.

- 3.5 – The student has answered only some of the question or did not address the question with an adequate level of articulation.
- 4.0 – The student has answered the question(s) completely and provided a successful response.
- 4.5 – The student has answered the question(s) successfully and engaged other classmates in robust discussion on their responses.
- 5.0 – The student has not only answered the question(s) and engaged others in discussion, but has provided insightful commentary and/or offered additional outside material to enhance the discussion.

Note: A 0.5 point deduction will be assigned to anyone who posts the bulk of the discussion posts on the last (day) of the module.

Topics Calendar

<u>Date</u> week	Topic	Assignments		
		Video	Reading Assignments	Assignments
<u>Aug 19</u> 1	What Leaders Do and What Constituents Expect	Steve Jobs on Leadership	The Leadership Challenge (TLC) pp. 1-44 Article: 360 Degree Feedback and Leadership Development	Begin data collection for Personal Lead. Improvement Plan. Discussion Board Topic (see specific date on D2L) Leadership Development article review
<u>Aug 26</u> 2	Model the Way	Emma Horn	TLC pp. 44-102 Article: Mentor networks and career success	Mentoring article review

<u>Sept. 9</u> 3	Inspire a Shared Vision	Herve Houdre	TLC pp. 103-160 Article: One more time: How do you motivate employees?	Motivation article review
<u>Sept. 16</u> 4	Challenge the Process	Jennifer Ernst	TLC pp.161-220 Article: The discipline of innovation	Innovation article review
<u>Sept. 23</u> 5	Enable Others to Act	Mike Ramirez	TLC pp. 221-278 Article: Creating hot teams	Team Development article review
<u>Sept. 30</u> 6	Encourage the Heart	Tom Johnson	TLC pp. 279-336 TBD	Love and Leadership article review
<u>Oct. 7</u> 7	Leadership for Everyone		TLC pp. 337-351 Article: What it takes to be great.	Greatness article review
<u>Oct. 14</u>	NO CLASS			
<u>Oct. 21</u> 8	What is leadership communication		Leadership Communications (LC) pp. 1-23	Application 1.1, 50 pts.
	Chronology of a leader		Article: Seven Ages of a Leader	Ages of a leader article review
				Personal Leadership Improvement Plan Due
<u>Oct. 28</u> 9	Leadership communication, purpose, strategy, structure		LC pp. 29-51	Application 2.2, pg. 52, 10 points
<u>Nov. 4</u> 10	Language of leaders		LC pp. 58-97	Applications 3.1-3.5, 2 points each
<u>Nov. 11</u> 11	Leadership presentations	Kawasaki http://www.youtube.com/watch?v=x290c5Htftg http://www.youtube.com/watch?v=	LC pp. 152-178 Article: Making Effective Presentations http://www.forbes.com/2010/02/24/effective-presentation-skills-leadership-careers-rosenthal.html	

		M3SO.org		
<u>Nov. 18</u> 12	Emotional intelligence and interpersonal skills		LC pp. 220-249	
			Article: Building the Emotional Intelligence of Groups http://www.talentfactor.nl/publicaties/Building_The_Emotional_Intelligence_of_Groups_HBR_spring_2008.pdf	Emotional Intelligence article review
<u>Nov. 25</u> 13	Meetings: Leadership and productivity		LC pp. 279-301	
<u>Dec. 2</u>	High Performance Teams		LC pp. 305-335	

Leadership Communication – Learning Objectives

Ch. 1 – Leadership Communication

- Identify leadership with an emphasis on transformational leaders.
- Connect leadership to communication.
- Define leadership communication and the leadership communication framework.
- Appreciate the importance of projecting a positive ethos.
- Recognize and manage ethical issues and create an ethical organizational environment.

Ch. 2 – Leadership communication Purpose, Strategy, and Structure

- Establish a clear communication purpose.
- Develop a communication strategy
- Analyze audiences
- Organize written and oral communication effectively

Ch. 3 – The Language of Leaders

- Achieve a positive ethos through tone and style.
- Communicate clearly and concisely.
- Follow the language rules that matter.
- Edit and proofread you won writing more effectively.

Ch. 5 – Leadership Presentations

- Plan your presentation, including developing a communication strategy
- Prepare a presentation to achieve the greatest impact.
- Present effectively and with greater confidence.

Ch. 7 – Emotional Intelligence and interpersonal Skills for Leaders

- Appreciate the value of emotional intelligence.
- Take steps to increase your own emotional intelligence.
- Improve you nonverbal skills.
- Improve your listening skill.
- Motivate and mentor. Network to improve leadership connections.

Ch. 9 – Meetings: Leadership and Productivity

- Decide when a meeting is the best forum.
- Complete essential meeting planning.
- Conduct a productive meeting.
- Manage meeting problems and conflict.
- Ensure that meetings lead to action.

Ch. 10 – High Performing Team Leadership

- Build an effective team.
- Establish the necessary team work processes.
- Manage the people side of teams.
- Handle team issues and conflict.
- Help virtual teams succeed.