

Project Leadership

PMG 511

Lecture 0
Overview

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Session Outline

- Academic Agenda
- Course Objectives
- Course Description
- Learning Outcomes
- Topics
- Conclusion

Academic Agenda

الأسبوع 1	أسبوع توجيهي
الأسبوع 2	محاضرة 1 + اختبار قصير + حلقة نقاش
الأسبوع 3	محاضرة 2 + اختبار قصير + حلقة نقاش
الأسبوع 4	محاضرة 3 + اختبار قصير + حلقة نقاش
الأسبوع 5	محاضرة 4 + اختبار قصير + حلقة نقاش
الأسبوع 6	محاضرة 5 + اختبار قصير + حلقة نقاش
الأسبوع 7	محاضرة 6 + اختبار قصير + حلقة نقاش
الأسبوع 8	محاضرة 7 + اختبار قصير + حلقة نقاش
الأسبوع 9	محاضرة 8 + اختبار قصير + حلقة نقاش
الأسبوع 10	محاضرة 9 + اختبار قصير + حلقة نقاش
الأسبوع 11	محاضرة 10 + اختبار قصير + حلقة نقاش
الأسبوع 12	حلقة نقاش
الأسبوع 13	الاختبارات النهائية

Quizzes & Exams

-- أسئلة الاختبار القصير / MCQ / Matching / true & false / أسئلة صوتية

-- تعد الإجابة علي الاختبار القصير بمثابة الحضور للطالب.

-- الإختبار القصير من ٨ درجة / ٨ اسئلة. (بمجموع ٨٠ درجة)

-- فترة عقد الإختبار القصير ٢٤ دقيقة.

-- الإختبار النهائي سيكون من خلال المودل.

-- أسئلة الإختبار النهائي / MCQ / Matching / true & false / أسئلة صوتية

-- الإختبار النهائي من ٢٠ درجة.

Obligations and Grading

الأعمال	توزيع الدرجات - 100%
محاضرة مسجلة أسبوعياً - السبت من كل أسبوع	حضور المحاضرة - حل الأسئلة المصاحبة
اختبار قصير مصاحب للمحاضرة بشكل أسبوعي	8 درجات لكل اختبار قصير - بمجموع 80 %
حلقة نقاش افتراضية أسبوعية لمناقشة محتوى المحاضرة المسجلة.	الحضور اختياري
الاختبار النهائي	20%

يتم احتساب الغياب من خلال حل الطالب للاختبار القصير المصاحب للمحاضرة المسجلة الأسبوعية، وإذا تغيب الطالب 4 اختبارات قصيرة يعتبر الطالب في هذه الحالة حرمان. آخر موعد للاعتذار عن أي اختبار قصير يكون قبل إغلاق موعد الاختبار مع إرفاق دلائل ثبوتية لأي أعذار قهرية أو مرضية عبر نموذج الأعذار عن اختبار قصير عبر منصة (SIS). آخر موعد للاعتذار عن الاختبار النهائي يكون قبل موعد عقد الاختبار مع إرفاق الدلائل الثبوتية لأي عذر قهري أو طبي، عبر نموذج الأعذار عن اختبار نهائي عبر منصة (SIS). ولن يتم احتساب أي أعذار بعد نهاية الموعد.

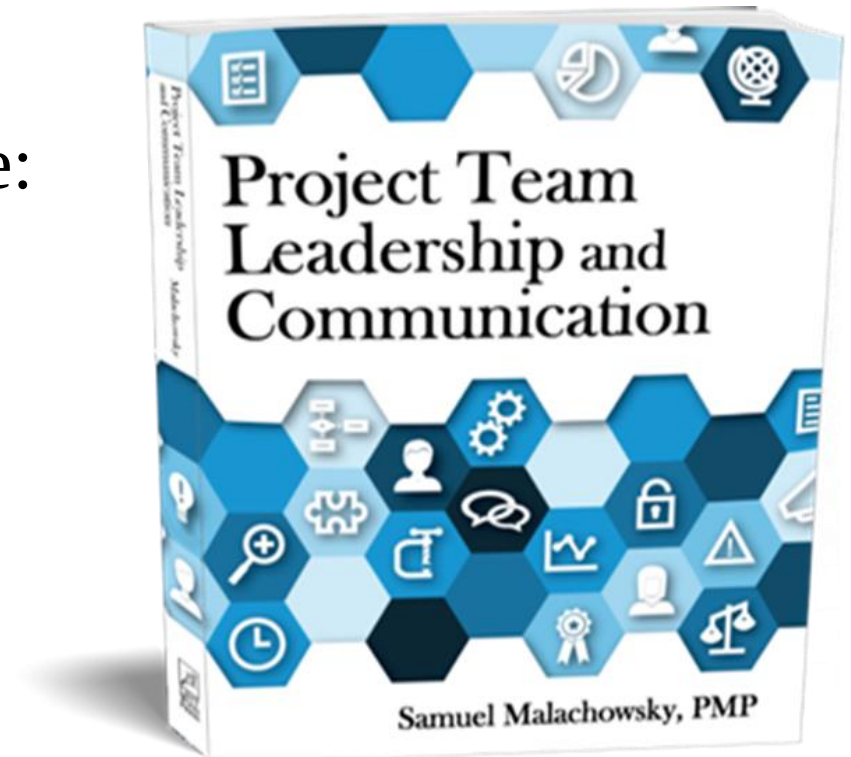
● يحق لإدارة الجامعة مراعاة بعض الظروف القهرية.

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Course Description

- Credit Hours: 3 credit hours
- The materials and reference for this course will be:
 - The textbook: Project Team Leadership and Communication by Samuel Malachowsky.
 - Lecture notes and slides.



Online Lecture

- Answer your questions/inquiries.
- Solve different issues/problems.
- Discuss your opinions with the instructor/classmates.
- Trigger activities related to previous session topics.

Course Objectives

➤ **Prepare students for the host of challenges that come with leading a team:**

- Oppressive schedules.
- Demanding customers.
- People who just can't seem to get to work.

➤ **Help students to understand how to fulfil the expectations of a team leader:**

- Gaining a basic grasp of what makes a project a project.
- Estimating time and creating schedules.
- Communicating reports, metrics, and numbers to those who care about your project.

Learning Outcomes

- Understand the principles of leadership, and how they apply to you as a professional and those you work with.
- Properly prioritize tasks, project schedules, and customer demands.
- Analyze and manage the expectations of those important to the project through consistent, planned communication.
- Build trust, foster commitment, and manage conflict within your team.
- Identify and stop common project issues in their tracks and much more.

Course Topics

- Introduction to project leadership.
- Understanding Leadership.
- Theories of Leadership.
- Decision-making: An Essential Leadership Skill.
- Project Fundamentals.
- Prioritization: The Core of Project Leadership.
- Team Structure and Development.
- Communication and Expectation Management.
- Pitfalls to Identify and Avoid.

Introduction to project leadership

- What is a project?
- Leadership vs Management.
- Leader vs Manager.
- Impact of leadership on projects.
- Major project leadership skills.

Understanding Leadership

- The Leader's Title.
- Leadership Styles.
- Influence.
- Motivators.
- Matching Leadership with Culture.
- Who We Lead.
- The Discipline of Project Management.
- Chapter Tool: Who We Are as Leaders.

Understanding Leadership

➤ **The Leader's Title:**

- Understand that title isn't synonymous with the need or authority to engage in leadership.

➤ **Leadership Styles:**

- Describe 7 basic leadership styles.
- Recognize the importance of choosing an appropriate style.
- Identify common pitfalls related to appropriate leadership styles.

➤ **Influence:**

- Describe 5 types of influence.
- Recognize personal preferences and their relationship to influence.

Understanding Leadership

➤ **Motivators:**

- Describe 6 types of motivators and give examples of each.
- Classify the 6 motivators as extrinsic or intrinsic.
- Relate biases individuals may have towards or against individual motivators.

➤ **Matching Leadership with Culture:**

- Define ‘culture’ in the context of a project, team, and organization.
- Recognize contexts that affect and are affected by culture.

Understanding Leadership

➤ **Who We Lead:**

- Define ‘stakeholder’ in the context of a project effort.
- Identify 3 common groups of project stakeholders.

➤ **The Discipline of Project Management:**

- Relate the various leadership titles and the field of project management.
- Describe several aspects of professional discipline and ethics.

Theories of Leadership

- Understand different leadership theories.
- Types of leadership power (influence).
- Motivators.
- Culture.
- Professional Discipline and Ethics.

Decision-making: An Essential Leadership Skill

➤ What is decision-making?

- Decision-making and leadership.
- Importance of decision-making.
- Types of decision-making.
- Decision-making style.
- Stages of decision-making process/models.
- Decision-making from leaders' perspective.
- Decision-making skills.

Project Fundamentals

- What is a Project?
- The Nature of a Project.
- The Project Environment.
- Values, Needs, and Process.
- Quality and the Project Triangle.
- Defining Project Outcomes: a Layered Approach.
- The Project's Early Stages.
- Chapter Tool: Planning Project Quality.

Project Fundamentals

➤ What is a Project?

- Define ‘project,’ identifying 2 defining features.
- List 4 project phases and 1 additional element.
- Recognize the interactions between projects/phases and the product lifecycle.

➤ The Project Environment:

- Identify 3 types of organizations in the context of how projects are organized.
- Recognize strengths and weaknesses of each of the 3 organizational types.

Project Fundamentals

➤ **Values, Needs, and Process:**

- Recall factors influencing the values and needs of a project, team, or organization
- List 3 fundamental process models and summarize the strengths and weaknesses of each
- Recognize varying levels of detail/abstraction in documented processes

➤ **Quality and The Project Triangle:**

- Define ‘quality,’ identifying 4 main aspects/concerns.
- Give examples of elements that are ‘cost of quality’ and ‘cost of poor quality’ in a project.
- Label the project triangle’s 4 components.
- Relate examples of each project triangle component and the relationships between them.

Project Fundamentals

➤ **Defining Project Outcomes: A Layered Approach:**

- Relate the concept of project goals, including examples of such.
- Relate the concept of project scope statements, including examples of such.
- Relate the concept of project requirements/specifications, including examples of such.
- Describe ‘the layered approach’ to project outcome definition.

➤ **The Project’s Early Stages:**

- Identify the primary objectives of a project kickoff meeting.
- List the essential elements of a basic project plan.

Prioritization: The Core of Project Leadership

- Why is Prioritization So Essential?
- Estimation Methods.
- Estimates vs. Commitments.
- Accuracy and Precision.
- Project Scheduling.
- Project Tracking.
- Risk Management.
- Chapter Tool: Prioritizing Stakeholders.

Prioritization: The Core of Project Leadership (

➤ **Why is Prioritization So Essential?**

- Identify the connection between the concept of prioritization and individual project activities.

➤ **Estimation Methods:**

- Describe 5 basic estimation methods
- Recognize the strengths, weaknesses, and appropriate application of each estimation method.

Prioritization: The Core of Project Leadership

➤ **Estimates vs. Commitments:**

- Relate issues and negative conditions that may arise during the estimation process

➤ **Accuracy and Precision:**

- Define the terms ‘accuracy’ and ‘precision’ in a general context.
- Relate the concepts illustrated in the ‘cone of uncertainty’.
- List several ways to accurately express low-precision estimates.

Prioritization: The Core of Project Leadership

➤ **Project Scheduling:**

- Describe how ‘work breakdown structures’ are constructed and recorded.
- Relate ‘precedence techniques’ including diagramming and related terms/techniques
- List 3 common project schedule visualization tools.
- Relate scheduling activities to basic process concepts.

➤ **Project Tracking:**

- Define ‘project visibility’ in the context of project tracking.
- Describe the concept of ‘earned value’ in the context of a project.
- List 2 common project tracking visualization tools.

Prioritization: The Core of Project Leadership

➤ Risk Management:

- Define 'risk' identifying 3 essential elements in the context of a project.
- Relate techniques for identifying project risks, including SWOT analysis.
- Identify basic project risk analysis/quantification techniques.
- Describe 4 basic project risk response techniques.

Team Structure and Development

- What Makes a Team Successful?
- Team Structure.
- Team Development.
- Needs and the Team.
- Building Trust.
- Managing Conflict.
- Achieving Commitment.
- Embracing Accountability.
- Focusing on Results.
- Chapter Tool: Evaluating Your Team's Maturity.

Team Structure and Development

➤ What Makes a Team Successful?

- Identify 6 basic factors for team success.
- List 3 basic team categories and their defining features.

➤ Team Structure:

- Name 4 basic project team structures.
- Identify defining features, strengths, and potential pitfalls for each project team structure.
- Recall factors that influence organizational team structures.
- Relate 5 common team roles, their basic responsibilities, and the basic skills needed for each.

Team Structure and Development

➤ **Team Development:**

- Identify each of Tuckman's 4 stages of team development.
- Relate factors related to progression through the team development stages.

➤ **Needs and the Team:**

- Identify 5 basic needs of a project team.

➤ **Building Trust:**

- Relate the factors that affect trust within a project team.
- Identify basic techniques team leaders can implement to build trust.

Team Structure and Development

➤ **Managing Conflict:**

- Definition of conflicts.
- Organizational conflict is beneficial or not?
- Definition of conflict resolution.
- Recognize the role of conflict within a team.
- Identify basic ‘ground rules’ of conflict within a team.
- Describe 6 conflict resolution techniques.
- How leaders effectively manage conflict.
- Sources of project conflict .
- What Causes Team Conflict?
- Conflicts arise from differing needs .
- Symptoms of team conflict .
- Conflict-resolution techniques.
- Thomas-Kilmann conflict mode instrument

Team Structure and Development

➤ **Achieving Commitment:**

- Identify 3 parties involved in commitment in the context of a project.
- Describe factors for achieving commitment for each party.
- Recognize how commitment affects project team outcomes.

➤ **Embracing Accountability:**

- Identify 3 angles of accountability in the context of a project team.
- Recognize basic techniques for strengthening peer-to-peer accountability.
- Relate how to use the 'RASCI accountability matrix'.

Team Structure and Development

➤ **Focusing on Results:**

- Identify 4 core competencies incumbent to achieving results in the context of a successful project team.
- Describe how a team's results may differ from combined individual results.

Communication and Expectation Management

- The Importance of Project Communication.
- Basic Communication Concepts.
- Push/Pull Communication: A Hybrid Approach.
- Communications within the Team: Meeting Success.
- Ethics in Communication.
- Communicating with Metrics and Reports.
- Stakeholder Expectation Management.

Communication and Expectation Management

➤ **The Importance of Project Communication:**

- Summarize the impacts and importance of modern project communication.

➤ **Basic Communication Concepts:**

- Relate the concept of communication channels and communication types in the context of project communication.
- Identify obvious and less obvious communication blockers in the context of project communication.

Communication and Expectation Management

➤ **Push/Pull Communication: A Hybrid Approach:**

- Define push, pull, and interactive communication.
- Relate the concept of ‘hybrid communication’ as a beneficial strategy.

➤ **Communications within the Team: Meeting Success:**

- Identify common, negative aspects of team meetings.
- Give examples of rules and strategies for successful meetings.

➤ **Ethics in Communication:**

- Relate the importance of ethics in project environments.
- Identify 4 communication-related ethical considerations.

Communication and Expectation Management

➤ **Communicating with Metrics and Reports:**

- Define ‘metrics’ and their 2 main categories.
- Describe multiple factors to consider when communicating metrics or reports.
- Relate 6 basic project metrics.
- Describe 5 project reports.

➤ **Stakeholder Expectation Management:**

- Define the concept of stakeholder expectation management.
- Identify 2 main types of stakeholders and factors of communication for each.
- Relate several factors that affect stakeholder expectations.

Pitfalls to Identify and Avoid

- In the conclusion of this course, we present an extensive list of common team and project issues with the hope that the reader can learn to regularly identify and avoid them.
- Team Pitfalls.
- Process and Product Pitfalls
- Chapter Tool: Pitfall “Hot Spots”.

Pitfalls to Identify and Avoid

➤ **Team Pitfalls:**

- Discuss 8 common team pitfalls, including how to prevent them from occurring.

➤ **Process and Product Pitfalls:**

- Discuss 7 common process and product pitfalls, including how to prevent them from occurring.

➤ **Pitfall “Hot Spots”:**

- Define ‘downstream’ in the context of a project.
- Identify causes and effects of 15 pitfalls in the context of the primary project phases.

Conclusion

Introduction to project leadership

- Explore what is a definition for management, project, and leadership.

Understanding Leadership

- Explore what it means to be a leader

Theories of Leadership

- Understand different leadership theories

Decision Making: An Essential Leadership Skill

- Understanding the meaning the role of decision making skills for the leader

Project Fundamentals

- Lays the foundation for understanding the nature of projects

Prioritization: The Core of Project Leadership

- Explore the concepts behind choosing priority

Team Structure and Development

- Understand what a team is and what makes it successful

Communication and Expectation Management

- The mechanics of team communication, meeting success, and the ethics of communication.

Pitfalls to Identify and Avoid

- AN extensive list of common team and project issues with the hope that the reader can learn to regularly identify and avoid them.

Reference

