



COLORADO STATE UNIVERSITY — GLOBAL —

PJM460: PROJECT LEADERSHIP

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

PMI-GAC Accreditation and PMP Certification: Among other [requirements](#), Project Management Institute (PMI) requires those who aspire to take the PMP exam to have a minimum of 35 contact hours of documented training in the area of project management. Other PMI certificates have a similar requirement too. Students may utilize PJM courses taken at CSU-Global to satisfy these requirements. Please also note that CSU-Global's Bachelor of Science in Project Management and Master of Project Management are accredited by Project Management Institute Global Accreditation Center for Project Management Education Programs (GAC). GAC accreditation ensures the quality of academic degree programs and their graduates to meet the standards of the rapidly growing field of project management

Project Management Institute (PMI)® Student Membership

In keeping with its commitment to the academic and professional success of its students, CSU-Global encourages students enrolled in its Project Management programs to consider becoming members of the Project Management Institute (PMI)®.

Advantages of PMI membership include continuous online access to the PMBOK® Guide, a variety of tools and templates, and many knowledge resources, including on-demand webinars and an online library of articles and books (PMI, 2018). Membership also conveys access to a number of professional communities and volunteer opportunities as well as access to career resources and professional development opportunities. (PMI, 2018). Additional information including membership application can be found on the PMI website:

<https://www.pmi.org/>

PMI®, PMBOK® Guide, Project Management Professional®, and PMP® are registered marks of the Project Management Institute, Inc.

Reference: PMI, (2018). Student Membership Project Management Institute, Inc.

<https://www.pmi.org/membership/student>

Ethics and Professional Conduct

CSU global is committed to preparing its graduates to approach every situation ethically and professionally. Students are encouraged to reflect upon course topics that focus on ethical and professional conduct issues in business. Students in the Project Management programs of study are encouraged to use the Code of Ethics and Professional Conduct published by the Project Management Institute (PMI)®. PMI codifies ethical principles for

professionals in the field of project management which serve as the foundational principles for students in this program.

Reference: Project Management Institute. (n.d.) Code of Ethics and Professional Conduct. Newtown Square, Pa: Project Management Institute. Retrieved from <https://www.pmi.org/about/ethics/code>

PJM Careers

CSU-Global is focused on providing career-relevant project management degree programs that align with industry requirements and best practices. CSU-Global's project management degree programs are designed to provide students with the business and project management skills necessary to succeed in an increasingly global economy and changing business environment. The program focuses on technology facilitated collaboration, innovation and entrepreneurship, systems thinking, ethical and socially responsible leadership, and the globalization of today's market. Faculty members serve as peer cohort mentors and facilitators, career coaches, writing coaches, and résumé reviewers for students, and represent the university at various academic and professional conferences and events. Students who need additional academic support to answer questions about degree programs may request to speak with the Program Chair or can schedule a meeting with a faculty career coach via an online scheduling tool located in the student portal. The career center allows students the opportunity to talk to a career coach, search for jobs and have access to a variety of resources.

A variety of job opportunities exist in various fields of practice in project management and to maintain high standards of practice in this industry, project management practitioners need to pay adequate attention to education and training to ensure they obtain the skills they need to succeed. Obtaining well-known industry certificates is one of the ways that project management practitioners can choose to improve their skills, set themselves apart from competitors, and showcase their credentials. Here are some of the example certificates that project management practitioners may choose to pursue:

- Certificates offered by Project Management Institute (PMI): PMI Professional in Business Analysis (PMI-PBA)[®], Certified Associate in Project Management (CAPM) and Project Management Professional (PMP).
- Certificates offered by the International Institute of Business Analysis[™] (IIBA[®]) such as ECBA (Entry Certificate in Business Analysis[™]), CCBA (Certificate of Capability in Business Analysis[™]), and CBAP (Certified Business Analysis Professional[™])
- Certificates offered by the American Association of Cost Engineering (AACE International): Certified Cost Technician (CCT), Certified Scheduling Technician (CST), Certified Cost Professional (CCP), Certified Estimating Professional (CEP), and Planning & Scheduling Professional (PSP)
- Other example certificates include the Certified ScrumMaster (CSM) from Scrum Alliance, the PRINCE2 certificates, CompTIA's Project+ certificate, and construction project management certificates such as Construction the Certified Construction Manager (CCM) by Management Association of America (CMAA).

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course explores the intersection of the leadership and project management bodies of knowledge, with a focus on how project managers can leverage an understanding of leadership to enhance project success.

Students study facilitation, negotiation, teamwork, communication, presentation, interpersonal, and conflict management skills, with specific attention to project management applicability.

Course Overview:

You learn to apply leadership principles to specific project management situations within the context of the project life cycle. While doing this, you simultaneously perform a series of leadership self-assessments. These activities culminate in a Portfolio Project in which the student demonstrates (a) an understanding of methods for applying leadership principles as a project manager and (b) personalized leadership development opportunities.

Course Learning Outcomes:

1. Summarize key theories and principles relating to the study of leadership and organization in project management.
2. Describe the fundamental influence processes inherent in leadership processes and procedures.
3. Assess one's own strengths and development needs associated with these leadership skills.
4. Develop leadership competencies and assess the approaches, styles, and strengths one brings to the leadership process.
5. Describe the key skills and competencies associated with leading others in a project management environment.
6. Evaluate different approaches to leading effective project teams.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

1. Lussier, R. N., & Achua, C. F. (2015). *Leadership: Theory, application, and skill development* (6th ed.). Mason, OH: Cengage/Thomson South-Western. ISBN: 9781285866352.
2. Project Management Institute. (2017). *PMBOK* (6th ed.). Newtown Square, PA: Project Management Institute, Inc. ISBN: 9781628251845
 - a. Note: This book is available through the CSU-Global Library at:
<http://web.a.ebscohost.com.csuglobal.idm.oclc.org/ehost/ebookviewer/ebook/bmxlymtfxzE10TUzMjFfX0FO0?sid=e9284d76-ebdc-4d44-a34e-e83192255f59@sessionmgr4009&vid=0&format=EK&rid=1>

Suggested:

1. Project Management Institute [PMI]. (2017). *Agile practice guide*. Newton Square, PA: PMI Publications. ISBN: 9781628251999
 - a. Note: This book is available through the CSU-Global Library at:
<http://web.b.ebscohost.com.csuglobal.idm.oclc.org/ehost/ebookviewer/ebook/bmxlymtfXzE10TUzMjFfX0FO0?sid=4082d905-9b30-49a4-a8d8-e8ba115afd01@pdc-v-sessmgr06&vid=0&format=EK&lpid=navpoint492&rid=0>
2. Burke, R., & Barron, S. (2014). *Project management leadership*. W. Sussex, UK: Wiley.

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapter 1 ("Leadership Theory Paradigms" section) in *Leadership: Theory, Application, and Skill Development*
- Chapter 2 ("Personality Traits and Leadership" section through "Leadership Attitudes" section) in *Leadership: Theory, Application, and Skill Development*
- Chapter 4 in *Leadership: Theory, Application, & Skill Development*
- Fleaca, E., & Fleaca, B. (2014). Leadership issues in project management. *FAIMA Business & Management Journal*, 2(2), 27-40.
- Rajablu, M., Marthandan, G., & Yusoff, W. (2015). Managing for stakeholders: The role of stakeholder-based management in project success. *Asian Social Science*, 11(3), 111-125. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.665.5661&rep=rep1&type=pdf>

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Normative Leadership Theory and Leadership Styles

For this assignment, select a project example and summarize it. For the following five different combinations of project phases and project stakeholders, explain how a different one of the five normative leadership theory leadership styles --“decide, consult individually, consult group, facilitate, and delegate” (Lussier & Achua, 2015, p. 123) -- could be applied, using a specific situation that might be encountered in the selected project: (Also, see the course text for a full description of the five styles.)

1. Initiating Phase --Customer
2. Planning Phase- --Project Sponsor
3. Execution Phase -- Project Team
4. Execution Phase- -Functional Manager
5. Closing Phase -- Finance

Your paper must include the following, titled sections:

1. Introduction
2. Project Example
 - a. Initiating Phase -- Customer
 - b. Planning Phase -- Project Sponsor
 - c. Executing Phase -- Project Team
 - d. Executing Phase --- Functional Manager
 - e. Closing Phase -- Finance
3. Summary
4. References

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select at least three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. These should be in addition to course textbooks, required or recommended readings, or lecture material that you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work as well as analysis and recommendations (if applicable), a conclusion, list of references, and any appendices.

Option #2: Normative Leadership Theory and Leadership Styles

Prepare a paper in which you summarize each of the five normative leadership theory leadership styles (“decide, consult individually, consult group, facilitate, and delegate” (Lussier & Achua, 2015, p. 123).

Provide an example of a real or hypothetical project situation in which the project manager uses the leadership style.

A separate project example must be provided to support the discussion of each leadership style. Each example must include a specification of the phase of the project life cycle to which it applies.

Your paper must include the following, titled sections:

1. Introduction
2. Decide Leadership Style
3. Consult Individually Leadership Style
4. Consult Group Leadership Style
5. Facilitate Leadership Style
6. Delegate Leadership Style
7. Conclusion
8. References.

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements, above.
- Select at least three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work as well as analysis and recommendations (if applicable), a conclusion, list of references, and any appendices.

Mastery Exercise (10 points)

Portfolio Reminder (0 points)

You have a Portfolio Project due in Week 8. There are two options to choose from. Visit the Module 8 folder to read the full descriptions of those options and to review the grading rubric.

Option 1: Portfolio Option #1

The Portfolio Project requires that you complete eight leadership self-assessments (Lussier & Achua, 2015):

1. Chapter 1 (Self Assessments 1-1, 1-2);
2. Chapter 3 (Self Assessments 3-1, 3-2, and 3-3); and
3. Chapter 8 (Self Assessments 8-1, 8-2, and 8-3).

Upon the completion of these assessments you will be required to answer or perform the following:

1. What types of leadership skills are crucial to the successful completion of a project with leadership support at the program, portfolio, and project levels?
2. Reach out to at least one other student to discuss your findings regarding your self-assessment and that of your classmate's.
3. Include the name(s) of the other student(s) with whom you collaborated. Specify the value added by your collaboration with your classmate and what new insights you gained. (Your collaborating colleague does not need to choose the same Critical Thinking option as you.)
4. You are required to include the raw results of the assessments in your submission in Week 8, synthesizing the results and describing their applicability to you as:
 - a. an individual team member,
 - b. a project manager leading a team,
 - c. a project manager interfacing with an organization,
 - d. that organization's executive managers,
 - e. and that organization's customers.
5. Summarize the key similarities and differences of your self-assessment and your classmate's self-assessment.

Specific leadership self-assessments are assigned in Weeks 5 and 7. During those weeks you do not have a Critical Thinking assignment due. You should complete the assigned self-assessments by the end of the week in which they are assigned. Submit the raw results and an initial critical analysis and discussion of your initial thoughts regarding the results in the form of a Word document as objective evidence of completion of the self-assessments.

Option #2: Portfolio Option #2

The Portfolio Project requires that you complete specific leadership self-assessments found in (Lussier & Achua, 2015):

1. Chapter 2 (Self Assessments 2-1, 2-2, and 2-3),
2. Chapter 6 (Self Assessments 6-1 and 6-2), and
3. Chapter 9 (9-1, 9-2, and 9-3).

Upon the completion of these assessments you will be required to answer or perform the following:

1. What types of leadership skills are crucial to the successful completion of a project with leadership support at the program, portfolio, and project levels?
2. Reach out to at least one other student and discuss your findings regarding your self-assessment.
3. Include the name(s) of the other student(s) with whom you collaborated. Specify the value added by your collaboration with your classmate and what new insights you gained. (Your collaborating colleague does not need to choose the same Critical Thinking option as you.)
4. You are also required to include the raw results of your self-assessments in your submission in Week 8, synthesizing the results and describing their applicability to you as a project manager of

- a hypothetical project or one that you are familiar with and you are asked to assess the applicability of self-assessment if project was an international project.
5. Summarize the key similarities and differences of your self-assessment and your classmate's self-assessment.

Specific leadership self-assessments are assigned in each of Weeks 5 and 7. During those weeks you do not have a Critical Thinking assignment due. You should complete the assigned self-assessments by the end of the week in which they are assigned. Submit the raw results and an initial critical analysis and discussion of your initial thoughts regarding the results in the form of a Word document as objective evidence

Module 2

Readings

- Chapter 1 (“Defining Leadership” section through the “Managerial Leadership Roles” section) in *Leadership: Theory, Application, & Skill Development*.
- Homayoun, K., & Cioffi, D. (2013). Uncertainty in task duration and cost estimates: Fusion of probabilistic forecasts and deterministic scheduling. *Journal of Construction Engineering & Management*, 139(5), 488-497.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Leadership Competencies and Project Planning Mastery Exercise (10 points)

Perform research in the CSU-Global Library and do the following:

1. Identify and describe five leadership skills.
2. Explain how each leadership skill is applicable in the following Planning Phase Project Management situation.

On May 1, the PM of a computer-system upgrade project sets up a synchronous Webex meeting with the project team for May 15.

Each team member has been assigned the task of estimating the duration and identifying the precedence relationships associated with a set of tasks in the WBS. This information will be used to convert the WBS into a project schedule. In the May 15 meeting, each team member is to review his or her assigned tasks, explaining the forecast and precedence relationships for each one and the rationale.

In the meeting, Sue joins the meeting from Connecticut in the same conference room as the PM, who hosts the meeting. She is prepared with all of her assigned tasks estimated and precedence relationships between her assigned tasks and other tasks, both within her assigned set of tasks and from the larger set of projects associated with the entire project, identified. She is able to clearly convey her rationale and analysis approach.

Ronald joins from a business unit in California. He has not yet started the work and has nothing to present. He explains that he did not fully understand the purpose of the meeting.

Lily joins from China. She indicates that she has been overloaded and was able to estimate the task durations, but not the precedence relationships. It also appears that Lily may not understand what is meant by “precedence relationships.” It is a bit of a struggle to understand Lily’s English.

Mark joins later from Toulouse, France and indicates that he was confused about the time of the meeting, given that he is in a different time zone, and also that his manager has assigned him to another project, so he is no longer to work on this project.

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select at least three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. These should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work as well as analysis and recommendations (if applicable), a conclusion, list of references, and any appendices.

Option #2: Leadership Competencies and Project Planning

Perform research in the CSU-Global Library and identify and discuss five leadership skills.

Next, read the project scenario described below.

Consider the following periods of time relative to the scenario: May 1 - May 15, the May 15 kickoff meeting, and after the May 15 kickoff meeting. Discuss how one or more of the five leadership skills you described is applicable in each of these three time periods, ensuring that you apply each of the five leadership skills to one of the three time periods.

You work for a manufacturing company that is one of several companies in the world that designs and constructs a special kind of extremely large windowpane for commercial applications. The company has a proprietary design that integrates adjustable tinting technology, glass, and specialty-metal framing.

On May 1, you were assigned as the project manager to outsource the frame for a particular model from a supplier in Detroit to a low-cost supplier in Guangzhou, China. The project has been selected by the executive management team to be a part of a portfolio of low-cost outsourcing projects.

You are to do the following:

- secure a contract with one of three candidate suppliers in Guangzhou for a price of 30% per frame less than the incumbent domestic supplier,
- have the first 10 frames meeting quality specifications delivered to the United States at this price by October 1,
- validate that the new supplier can output frames at production volume between October 1 and December 1, and
- stop sending POs to the incumbent domestic supplier by December 15.

Your project budget is \$250,000 to cover the time and travel of all project resources. None of the project resources will be assigned to the project on a full-time basis.

These glass panes use technology that is also used on the F-35 military aircraft. As a result, you will need to have someone in the Engineering Department create a new engineering drawing for the frame. The new engineering drawing, unlike the existing engineering drawing, cannot reference technology related to the adjustable tinting. This will ensure this technological information is not exported to China when the drawing is sent to the new supplier.

You will need a Design Engineer to create the new drawing and an Export/Import specialist to have it approved by the U.S. State Department for export to the low-cost source.

In addition, you will need a Manufacturing Engineer who can help the selected supplier in Guangzhou learn to fabricate the frames, a Buyer to prepare and analyze RFQs for the three candidate suppliers that have been identified in Guangzhou, and a Lawyer to help you and the Buyer negotiate the contract with the selected supplier.

This is a high-priority project because the executive management team has made a commitment to investors that the frames will be procured at the new lower cost by the end of the year and thus

positively impact next year's profitability. You were informed by the Project Sponsor, a member of the executive management team that made the decision to launch the project, that you should hold a kickoff meeting on May 15, which is in two weeks. The Sponsor also told you at that time that she had informed her executive colleagues to please send a representative from each of Design Engineering, Manufacturing Engineering, Purchasing, and Legal to the meeting and her colleagues agreed that they would tell the functional managers of their respective departments to do so.

In the May 15 meeting, no one from the Legal Department joins the meeting. After explaining the project objectives, the Manufacturing Engineer says, "I don't agree that we should be outsourcing work to China." The Buyer indicates that he understands the importance of this project for the company and can definitely help, but he may need some help working with his functional manager to determine how to prioritize other projects so as to free up the needed time. The Import/Export specialist indicates that the company has recently filed a disclosure with the U.S. State Department relative to engineering drawings for another project that was exported to China prior to obtaining U.S. State Department approval, so now is not a good time to make this request of the State Department.

Your paper must contain the following titled sections:

- Introduction
- Leadership Skills
 - 1-5 (You may use the name of the skill as your title in place of "Leadership SkillX")
- Applicability
 - Applicability of Leadership Skills to May 1- May 15 Period;
 - Applicability of Leadership Skills to May 15 Meeting;
 - Applicability of Leadership Skills to Period after May 15 Meeting.
- Conclusion
- References
-

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select at least three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. These should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work as well as analysis and recommendations (if applicable), a conclusion, list of references, and any appendices.

Module 3

Readings

- Chapter 3 in *Leadership: Theory, Application, & Skill Development*
- Part 1. Section 4.6 (Perform Integrated Change Control) in *A guide to the project management body of knowledge (PMBOK® Guide – 6th Edition)*.
- Johnson, N. (2014). Tips for project manager who have never managed. *Supervision*, 75(2), 9-12.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (80 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Leadership – Figurehead, Liaison, Monitor, and Disseminator Roles

Read case study entitled “From Steve Jobs to Tim Cook-Apple” on page 23 in Lussier and Achua (2015).

1. In about a page, provide an introductory and background information of the case study, synthesize the case study, and summarize your understanding of the case study and its key findings.
2. Explain how each of the three elements of the definition of leadership listed below applies to Tim Cook as Apple’s leader.
 - a. Influence
 - b. Organizational objectives
 - c. People
3. Identify the leadership skills of Tim Cook that led to his and Apple’s success. Which skill is his strongest?
4. Describe each of the four managerial leadership roles listed below and use your critical thinking skills to analyze each of these roles and explain how they were played by Tim Cook as CEO of Apple. Which role was the most important? (See page 11 in Lussier and Achua (2015) for description of various managerial leadership roles).
 - a. Figurehead Role
 - b. Liaison Role
 - c. Monitor Role
 - d. Dissemination Role.
5. Can Tim Cook continue to grow Apple, or will it be like many other companies (like BlackBerry) that lose their competitive edge? Why or why not?

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Incorporate and cite at least three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. These should be in addition to course textbooks, required or recommended readings, or lecture material that you decide to use.

- Format your entire paper according to the CSU-Global Guide to Writing & APA (Links to an external site.).
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work (associated with each of the five numbered items noted above), a conclusion, list of references, and any appendices.

Reference: Lussier, R. N., & Achua, C. F. (2015). Leadership: Theory, application, and skill development (6th ed.). Mason, OH: Cengage/Thomson South-Western. ISBN: 9781285866352.

OPTION #2: Leadership – Spokesperson, Entrepreneur, Leader and Negotiator Roles

Read case study entitled “From Steve Jobs to Tim Cook-Apple” on page 23 in Lussier and Achua (2016).

1. In about a page, provide an introductory and background information of the case study, synthesize the case study, and summarize your understanding of the case study and its key findings.
2. Explain how each of the three elements of definition of leadership listed below applies to Tim Cook as Apple's leader.
 - a. Change
 - b. Leaders-Followers
 - c. People
3. Identify the leadership skills of Tim Cook that led to his and Apple’s success. Which skill is his strongest?
4. Describe each of the three managerial leadership roles listed below and use your critical skills to analyze each of these roles and explain how they were played by Tim Cook as CEO of Apple. Which role was the most important? (See page 11 in Lussier and Achua (2015) for description of various managerial leadership roles).
 - a. Spokesperson Role
 - b. Entrepreneur
 - c. Leader Role
 - d. Negotiator
5. Can Tim Cook continue to grow Apple, or will it be like many other companies (like BlackBerry) that lose their competitive edge? Why or why not?

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select at least three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. These should be in addition to course textbooks, required or recommended readings, or lecture material that you decide to use.
- Format your entire paper according to the [CSU-Global Guide to Writing & APA \(Links to an external site.\)](#).
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work (associated with each of the five numbered items noted above), a conclusion, list of references, and any appendices.

Reference: Lussier, R. N., & Achua, C. F. (2015). *Leadership: Theory, application, and skill development* (6th ed.). Mason, OH: Cengage/Thomson South-Western. ISBN: 9781285866352.

Mastery Exercise (10 points)

Module 4

Readings

- Chapter 6 in *Leadership: Theory, Application, & Skill Development*
- Chapter 7 in *Leadership: Theory, Application, & Skill Development*
- Bonebright, D. (2010). 40 years of storming: A historical review of Tuckman's model of small group development. *Human Resource Development International*, 13(1), 111-120.
- Project Management Institute [PMI]. (2017). *A guide to the project management body of knowledge* (PMBOK® Guide) (6th ed.). Newton Square, PA: PMI Publications. Part 1, Chapter 9 (Project Human Resource Management)
- Project Management Institute [PMI]. (2017). *A guide to the project management body of knowledge* (PMBOK® Guide) (6th ed.). Newton Square, PA: PMI Publications. Annex A1.6.4 (Develop Project Team)
- Khan, M. S., Khan, I., Ahmad, Z. R., Abbasi, Z. K., Khan, F., Farooq, J., & Ahmad, R. (2014). Styles of leadership and its impact upon the project's success. *Public Policy & Administration Research*, 4(11), 48-52. Retrieved from https://www.researchgate.net/profile/Muhammad_Saqib_Khan/publication/313768737_Styles_of_Leadership_and_Its_Impact_upon_the_Projects_Success/links/58a5682292851cf0e3931540/Styles-of-Leadership-and-Its-Impact-upon-the-Projects-Success.pdf.

Opening Exercise (0 points)

Discussion (25 points)

Assignment Description Here

Critical Thinking (75 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Team Leadership and the Execution Phase: Leader-Member Exchange (LMX) Theory

Perform the following Self Assessments from Chapter 7 in your textbook: 7-1, 7-2, and 7-3. In a well-written paper, describe the LMX Theory and its applicability to your role as:

- a follower in a current or former relationship with a real-world manager, and
- a leader in an actual or hypothetical project management situation.

For this submission, please draw upon what you learned from completing the above Self Assessments. Provide the raw results as evidence of completion of Self Assessments 7-1, 7-2, and 7-3 as appendices.

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or

- recommended readings, or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work as well as analysis and recommendations (if applicable), a conclusion, list of references, and any appendices.

Option #2: Team Leadership and the Execution Phase: Leader-Member Exchange (LMX) Theory

Perform the following Self Assessments from Chapter 7 in your textbook: 7-3, 7-4, and 7-5. In a well-written paper, describe the LMX Theory and its applicability to your role as:

- a follower in a current or former relationship with a real-world manager
- a leader in an actual or hypothetical project management situation.

For this submission, please draw upon what you learned from completing the above Self Assessments. Provide the raw results as evidence of completion of Self Assessments 7-3, 7-4, and 7-5 as appendices.

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work as well as analysis and recommendations (if applicable), a conclusion, list of references, and any appendices.

Mastery Exercise (10 points)

Module 5

Readings

- Chapter 8 in *Leadership: Theory, Application, & Skill Development*
- Barnwell, D., Shea, N., Rudolph, E., Mohamed, S., & Wellen, W. (2014). Leadership of international and virtual project teams. *International Journal of Global Business*, 7(2), 1-8.
- Russell, W., & Duffy, G. L. (2014). Team organization and purpose. *Journal for Quality and Participation*, 37(3), 8-12.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Milestone (100 points)

Option #1: Chapters 1 and 3 -- Self Assessments

Complete the following self-assessments from Chapters 1 and 3 of your textbook:

1. 1-1 (Lussier & Achua, 2015, p. 4)
2. 1-2 (Lussier & Achua, 2015, p. 8).
3. 3-1 (Lussier & Achua, 2015, p. 72)
4. 3-2 (Lussier & Achua, 2015, p. 78)
5. 3-3 (Lussier & Achua, 2015, p. 83)

In a well written document, discuss your initial thoughts regarding your raw results from self-assessments with regard to the following:

- a. as a leader in a virtual team
- b. as a leader managing a diverse team (include discussion on how a leader can recognize value, foster, and respect diversity in a team setting).

Submission Requirements:

- Prepare a 1- to 2-page paper (minimum 350 -400 words). Not including the required cover/title and reference pages and any appendices (appendices come after reference pages) you may have addressing your assignment requirements above.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Remember to reach out to at least one classmate and start collaborating with your classmate and their self-assessments as you will need this for your final Portfolio Project.
- Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.

Please see the Portfolio Project grading rubric in the assignment located in the module folder for more details.

Option #2: Chapters 2 and 6 -- Self Assessments

Complete the following self-assessments from Chapters 2 and 6 of your textbook:

1. 2-1 (Lussier & Achua, 2015, p. 32)
2. 2-2 (Lussier & Achua, 2015, p. 42).
3. 2-3 (Lussier & Achua, 2015, p. 44)
4. 6-1 (Lussier & Achua, 2015, p. 188)
5. 6-2 (Lussier & Achua, 2015, p. 209)

In a well written document, discuss your initial thoughts regarding your raw results from self-assessments with regard to the following:

- a. as a leader in a virtual team, and
- b. as a leader managing a diverse team(include discussion on how a leader can recognize value, foster, and respect diversity in a team setting).

Submission Requirements:

- Prepare a 1- to 2-page paper (minimum 350 -400 words). Not including the required cover/title and reference pages and any appendices (appendices come after reference pages) you may have addressing your assignment requirements above.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Remember to reach out to at least one classmate and start collaborating with your classmate and their self-assessments as you will need this for your final Portfolio Project.

Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.

Please see the Portfolio Project grading rubric on the assignment in the module folder for more details.

Module 6

Readings

- Chapter 11 (beginning of chapter through “Review Questions” section) in *Leadership: Theory, Application, & Skill Development*
- Shur, M. (2015). The state of agile. *PM Network*, 29(9), 16-17.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Organizational Leadership: Initiating Phase

You have been selected as the Project Manager for an Enterprise Resource Planning project that involves transitioning your Sub-business Unit from the JDE Edwards ERP system to the SAP ERP system. This project is a part of a larger vertical supply chain integration strategic initiative to consolidate multiple business units in your corporation that are in the same supply chain into a single consolidated Major Business Unit to enhance competitiveness in the marketplace.

Page 413 of the course textbook lists eight options that can be utilized by leaders attempting to successfully affect change. Match each of the options with one of the following eight project stakeholders and explain the relationship between that option and that stakeholder during the project initiation phase:

- 1) Functional Managers who must each assign a member of their staff to your project team
- 2) Individual team members who have been assigned to your team by their Functional Managers

- 3) The majority of employees in all functional departments who will have to learn to use the new ERP system and are either supportive of the change or neutral about it
- 4) The minority of employees in all functional departments who will have to learn to use the new ERP system and are vocal about their resistance to the change
- 5) PMs in other Sub- Business Units who are managing projects to implement SAP in their Sub-Business Units within the same Major Business Unit
- 6) Suppliers who will be ultimately be receiving PO's from SAP instead of JDE
- 7) IT personnel who are experts in JDE but must now become experts in SAP and on whom you will rely for technical support
- 8) Executive managers who are concerned about the transition from JDE to SAP disrupting their functional areas and ability to achieve their objectives.

Your well-written paper should contain a section title for each of the eight options listed on the textbook page linked to above. Within each section, you should explain why you feel that option is particularly applicable to one of the eight stakeholder groups and discuss how the option could be leveraged to help the project be successful.

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.

Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.

Option #2: Organizational Leadership: Initiating Phase

Select a hypothetical project, a project with which you have personal familiarity, or a project you research either in the CSU-Global Library or on the internet. Summarize each of the following suggestions by Lussier and Achua (2015) for successful change execution, describe it, and use an example situation or aspect from your selected project in your discussion for each suggestion:

- “Continuing to articulate a compelling reason for the change.
- Eliminate policies, procedures, and behaviors that undermine change efforts.
- Maintaining adequate human, financial and material resources.
- Forming a coalition of supporters and experts to counter any opposition.
- Celebrating milestones along the way.

- Staying the course in spite of perceived difficulties.
- Incentivizing workers with recognition and rewards.
- Keeping the process transparent.” (p. 413)

Your paper should include the following titled sections:

- Introduction
- Summary of Selected Project
- A titled section for each of the Lussier and Achua sections listed on page 413 of the textbook. You may abbreviate. For example, you could abbreviate “Celebrating milestones along the way” (Lussier & Achua, 2015, p. 413) to “Celebrating Milestones” in order to create a concise section title.
- Conclusion
- References.

Submission Requirements:

- Prepare a 3- to 4-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work as well as analysis and recommendations (if applicable), a conclusion, list of references, and any appendices.

Mastery Exercise (10 points)

Module 7

Readings

- Chapter 10 in *Leadership: Theory, Application, & Skill Development*
- Kam, J. (2012). Learning from lessons learned: Project management research program. *American Journal of Economics and Business Administration*, 4(1), 13-22.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Milestone (50 points)

Complete the option that corresponds to the option of final Portfolio Project you have chosen to complete in Module 8. Do *not* complete both assignments. Identify your assignment choice in the title

of your submission. Note that while there are two options, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Chapter 8 Self Assessments

Complete the following self-assessments from Chapter 8 in your textbook:

1. 8-1 (Lussier & Achua, 2015, p. 274)
2. 8-2 (Lussier & Achua, 2015, p. 282).
3. 8-3 (Lussier & Achua, 2015, p. 288)

Submission Requirements:

- Prepare a 1-page paper (minimum 150 -200 words). Note that the page length requirement is in addition to the required cover/title and reference pages and any appendices (appendices come after reference pages).
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Remember to reach out to at least one classmate and start collaborating with your classmate and their self-assessments as you will need this for your final Portfolio Project.
- Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.

Option #2: Chapter 9 Self Assessments

Complete the following Self Assessments from Chapter 9 in the course textbook: 9-1, 9-2, and 9-3. Submit the raw results and a 100-word (minimum) discussion of your initial thoughts regarding the results in the form of a Word document as objective evidence of completion.

Complete the following self-assessments from Chapter 8 in your textbook:

1. 9-1 (Lussier & Achua, 2015, p. 329)
2. 9-2 (Lussier & Achua, 2015, p. 341).
3. 9-3 (Lussier & Achua, 2015, p. 345)

Submission Requirements:

- Prepare a 1-page paper (minimum 150 -200 words). Note that the page length is in addition to the required cover/title and reference pages and any appendices (appendices come after reference pages).
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Remember to reach out to at least one classmate and start collaborating with your classmate and their self-assessments as you will need this for your final Portfolio Project.

- Be clear, concise, and focused. Be sure to properly organize your writing and after the title on page 2, include an introduction with a thesis; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and any appendices.
- Please see the Portfolio Project grading rubric in the assignment located in the module folder for more details.

Module 8

Readings

- Review Chapter 11 (sections “Strategic Management Framework” through “Chapter Summary”) in *Leadership: Theory, Application, & Skill Development*
- Cunha, J., & Moura, H., (2014, November). Project management office: The state of the art based on a systematic review. *European Conference on Management, Leadership & Governance*, 41-49.
- Ziek, P., & Anderson, J. D. (2015). Communication, dialogue and project management. *International Journal of Managing Projects in Business*, 8(4), 788-803.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (200 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Portfolio Project Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

Option #1: Project Management Leadership Self Assessments

Prepare a Word document that includes the raw results (in appendices) from your Chapter 1 (1-1, 1-2), Chapter 3 (3-1), and Chapter 8 (8-1) Self Assessments.

Summarize key insights and lessons learned from the self-assessment exercises and then discuss how what you learned from each of the self-assessments is or is not applicable to each of the following major project management phases: Initiating, Planning, Executing, and Closing.

Arrange your paper so that it contains the following sections:

- Introduction
- Summary of key insights gained
 - Initiating phase (sub-sections: Chapter 1 Self-Assessments, Chapter 3 Self-Assessments, and Chapter 8 Self-Assessments)
 - Planning phase (sub-sections: Chapter 1 Self-Assessments, Chapter 3 Self-Assessments, and Chapter 8 Self-Assessments)
 - Executing phase (sub-sections: Chapter 1 Self-Assessments, Chapter 3 Self-Assessments, and Chapter 8 Self-Assessments)

- Closing phase (sub-sections: Chapter 1 Self-Assessments, Chapter 3 Self-Assessments, and Chapter 8 Self-Assessments)
- Summary of the key similarities and differences of your self-assessment and your classmates' self-assessment.
- Types of leadership skills required. This is asking what types of leadership skills are crucial to the successful completion of a project with leadership support at the program, portfolio, and project levels?
- Applicability of self-assessment (if project was an international project)
- Conclusion
- References
- Appendix for Chapter 1 Self-Assessment: Raw Results (1-1, 1-2)
- Appendix for Chapter 3 Self-Assessment: Raw Results (3-1, 3-2, 3-3)
- Appendix for Chapter 8 Self-Assessment: Raw Results (8-1, 8-2, 8-3).

Submission Requirements:

- Prepare an 8- to 10-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. These should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis and mapping for your paper. Include headings/subheadings for the body of your work as well as analysis and recommendations (if applicable), a conclusion, list of references, and any appendices.

Option #2: Project Management Leadership Self Assessments

You will assume the role and perspective of the project manager for this project for purposes of this assignment.

Identify and summarize a hypothetical project, a project you have observed or researched but did not lead, or a project you have led.

Describe each of the following life cycle phases as it pertains to that project and describe one leadership challenge associated with it: Initiating, Planning, Executing, and Closing.

Next, you will reflect on what you learned from each of the self-assessments 2-1 (Lussier & Achua, 2015, pp. 32-33), 6-1 (Lussier & Achua, 2015, p. 188), 9-1 (Lussier & Achua, 2015, pp. 329-330) and describe what you learned from them or from other course insights that could be leveraged to address the leadership challenge you identified for each of the life cycle phases. Be sure to assume the perspective of the project manager in this discussion.

Your paper should be arranged into the following titled sections:

- Introduction;
- Summary of the Project;
 - Initiating Phase and Leadership Challenge;
 - Planning Phase and Leadership Challenge;
 - Executing Phase and Leadership Challenge;
 - Closing Phase and Leadership Challenge;
- Application of Self-Assessment and Course Insights to Leadership Challenge
 - Initiating Phase Leadership Challenge
 - Planning Phase Leadership Challenge
 - Executing Phase Leadership Challenge
 - Closing Phase Leadership Challenge
- What types of leadership skills are crucial to the successful completion of a project with leadership support at the program, portfolio, and project levels?
- Applicability of self-assessment if project was an international project
- Summarize the key similarities and differences of your self-assessment and your classmate's self-assessment.
- Conclusion
- References
- Appendix for Chapter 2 Self-Assessment: Raw Results (2-1, 2-2, 2-3)
- Appendix for Chapter 6 Self-Assessment: Raw Results (6-1, 6-2)
- Appendix for Chapter 9 Self-Assessment: Raw Results (9-1, 9-2, 9-3).

Submission Requirements:

- Prepare an 8- to 10-page paper (not including the required cover/title and reference pages and any appendices you may have) addressing your assignment requirements above.
- Select three credible, peer-reviewed, scholarly sources (published within the last five years) from the CSU-Global Library. This should be in addition to course textbooks, required or recommended readings, or lecture material you decide to use.
- Format your entire paper according to the **CSU-Global Guide to Writing & APA**.
- Be clear, concise, and focused. Be sure to properly organize your writing. After the title on page 2, include an introduction with a thesis, headings/subheadings for the body of your work, analysis and recommendations (if applicable), a conclusion, list of references, and any appendices.

COURSE POLICIES

Course Grading

20% Discussion Participation

0% Opening Exercises

8% Mastery Exercises

37% Critical Thinking Assignments 35% Final Portfolio Project

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

Citing Sources with APA Style

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.