UNIVERSITY OF TORONTO
FACULTY OF APPLIED SCIENCE & ENGINEERING
Institute for Leadership Education in Engineering

Welcome to ILead

This course will transform the way you think about engineering leadership. It is part of a suite of programs offered by the Institute for Leadership Education in Engineering (ILead). Learn about other opportunities such as our certificate programs and special events at ilead.engineering.utoronto.ca. Our vision: *Engineers leading change to build a better world.*

A) **Title: APS1019 Leadership in Project Management**

B) **Description:**
Project management involves both leading people and managing resources to achieve the intended project outcomes and benefits. Leadership is often the difference between project success and failure. The objective of this course is to equip you with the concepts, tools and techniques for effective leadership within a project context. It is also intended to build self-knowledge regarding leadership styles and to provide for opportunities for practice. The course begins with the organizational setting for projects, proceeds through aspects of leading and working with teams, covers the important topic of ethical leadership, and closes with the stakeholder, communication and change management components of leading projects in organizations.

C) **Learning Outcomes:**
On completing the course the student will be able to:

- Recognize and explain the organizational context and implications for projects and project leadership in terms of organizational strategy, culture, structure and the Project Management Office;
- Describe and illustrate the six project leadership components and their relevance, along with various traits of the strong project leader;
- Apply these within their project team work, throughout the team development cycle, especially in connection with motivation, conflict resolution, delegation;
- Identify and explain the major principles of ethical leadership; demonstrate ethical leadership within their project team work;
- Describe, illustrate and apply tools and techniques for building and nurturing high performance project teams;
- Identify and explain organizational change management approaches and dealing with resistance which help achieve project success;
- Describe and illustrate stakeholder and communication planning; and,
- Analyze stakeholders and prepare an appropriate stakeholder map in relation to the project.

D) **Teaching:**

- Lectures and discussions
- Activities
- Case Studies
- Video presentations
- Project team presentations

E) **Evaluation**

Mid-Term Exam	20%
Final Exam	40%
Team Project	30%
Course Participation	10%

F) **Readings**

Required textbook:
Arora and Baronikian
Leadership in Project Management: Leading People and Projects to Success,
Second Edition
Leadership Publishing House
2013
www.YouAsaLeader.com
ISBN: 978-0-9917792-1-5

Course Schedule

MEETING	TOPIC	Textbook
1	**Vision, Strategy and Project Management** Vision, Mission and Values! Strategic Planning and the Balanced Scorecard Portfolios, Programs and Projects enable a successful strategy implementation	*Chapter 1: Vision, Strategy and Project Management*
2	**Organizational Culture** Organizational Culture plays one of the largest roles in achieving project success Creating a Productive Project Team Culture	*Chapter 4: Organizational Culture*
3	**Organizational Structure and the Project Management Office** Strategy follows Structure; Structure supports Strategy Organizational Structure Helps or Hurts Project Success Project Management Maturity Project Management Office	*Chapter 3: Organizational Structure* *Chapter 2: PMM and the PMO*
4	**You As a Leader** What are the most important leadership traits for achieving project success? Leadership, motivation and the Project Manager You as a leader – Improving your project leadership	*Chapter 5: You As a Leader*
5	**Building a High Performance Team** Building an Effective Team Stages of Team Development Team Performance and Tools	*Chapter 7: Building a High Performance Team*
6	**Mid-Term Exam**	

7	**Ethical Leadership** What Comprises Ethics and Ethical Leadership? Becoming an Ethical Leader – It starts with you! Ethics in Project Management	*Chapter 6: Ethical Leadership*
8	**Stakeholder Management** Project success requires managing a vast web of stakeholders Building and strengthening the sponsor relationship The cycle of stakeholder engagement – The 'hard' side of stakeholder management	*Chapter 8: Stakeholder Management*
9	**Communication Management** Communication and leadership go hand in hand Great leaders are great communicators: Honing your most critical skill Managing communication complexity in virtual teams	*Chapter 9: Communication Management*
10	**Change Management** The psychology of change management – Project success depends on change Managing Change Execution – The 'hard' side of change management Integrating Project and Change Management The PM as a Change Agent – How do you effectively lead change management?	*Chapter 10: Change Management*
11	**Success and Closure** Does project success go beyond timely delivery within project constraints? The 'soft' side of project closure Recovering a troubled project when failure is not an option Closure and benefits realization	*Chapter 11: Success and Closure*
12	**Project Presentations and Course Wrap-up**	
13	**Final Exam**	