Instruction
The instructor for this course is Dr. Tom Kramer. I am being assisted by Pat Gleich, a doctoral student who is completing her degree program. Ms. Gleich assisted with my Leadership course twice and this course once. She has taken this course so has familiarity with what is required. She will assist with the discussion forum and the grading of some of the exercises. She is also a resource to answer questions.

Instructor’s Names and Contact Information:
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Credit Hours: 3 Prerequisites/Co-requisites: None

The Course
This course, PAD 6137 Project Leadership and Administration, is a required course in the MSA Leadership specialization. It is designed with those students in mind. It is a suitable elective for any number of other MSA specializations or other degrees such as the Masters in Communication Arts. If this is your first online course, let us know. If you have had one or more online courses, you should be O.K. If anyone has problems, please let us know.

Course Description: This course will include conceptualizing and developing project plans, incorporating realistic problems to solve, relevant resources, realistic execution strategies, criteria for successful completion, and assessment strategies. The course will cover regulation mechanisms such as appropriate goal setting, managing timelines, developing flexible back-up plans, and identification of individual and group processes. The course will include a focus on the need for team skills, the responsibilities of team members, managing conflict, facilitation of problem solving, and assessment of team member contributions. Multiple projects planned individually and in teams, and various planning models, will be examined. Gantt charting will be covered.

Refer to the UWF Catalog at the http://uwf.edu/catalog/crs.htm link

Course Student Learning Outcomes:
- Describe and define the different roles in a project
- Articulate the four phases of project administration
- Explain the sub-steps in each project phase
- Apply leadership approaches to different projects and different team members
- Demonstrate the ability to follow a systematic project problem solving process
- Identify appropriate conflict management strategies
- Work effectively and collaboratively with members of a project team
- Engage in appropriate team facilitation through leading a group project
• Use project administration techniques such as Gantt charting
• Articulate appropriate project assessment strategies.

Texts:

The major text we have adopted is challenging and will seem pretty sophisticated. We have selected assignments and exercises that we think are at the proper level for this course – assignments that will help you apply and integrate the information you are covering in the text. We will be receptive to your responses to the course assignments and are willing to use your input if we may need to adjust the course as we go. We think the topic of the course is well suited to online instruction.

Required: Text and Materials: Students will need the following text and materials:
b) Access to Gantt charting software.


Major Topics and Readings: The following topics and readings are listed here and delineated on the course calendar. Note – readings are from the course (Gray & Larson) text. These may change somewhat.

i. Modern Project Management (Chapter 1) – Week 1
ii. Managing Project Teams (Chapter 11) – Week 2
iii. Organization Strategy and Project Selection (Chapter 2) – Week 3
iv. Organization: Structure and Culture (Chapter 3) – Week 4
v. Defining the Project (Chapter 4) – Week 5
vi. Estimating Project Times and Costs (Chapter 5) – Week 6
vii. Managing Risk (Chapter 7) – Week 7
viii. Scheduling Resources and Costs; Gantt Charts (Chapter 8; additional reading) – Week 8
ix. Reducing Project Duration (Chapter 9) – Week 9
x. Leadership: Being an Effective Project Manager (Chapter 10) – Week 10
xi. Outsourcing: Managing Inter-organizational Relations (Chapter 12) – Week 11
xii. Progress and Performance Measurement and Evaluation (Chapter 13) – Week 12
xiii. Project Closure (Chapter 14) – Week 13
xiv. Oversight (Chapter 16) – Week 14
On-line Learning Environment
We are very pleased with the options offered by online learning. While we are aware that each instructional medium has strengths and challenges, perhaps the greatest challenge of online instruction is the inability to make a person-to-person contact with class members. We try to mitigate that challenge by asking you to share the type of information about yourself that would be a part of face-to-face instruction, and to express your thoughts through the discussion forums.

We have both found that we are able to get to know the members of the class in a different way and have enjoyed the interaction. We hope you will enjoy the freedom that the medium allows in the learning process, but has some unique dynamics and requires some effort to adjust to this learning style, and without question, you must stay current with the assignments. **If you fall behind in the readings in this course, it is very, very difficult to catch up. This is true of every course, but particularly important with online courses.**

At the graduate level, much of the learning process is the result of work by the student, not the instructor. I have learned to substitute cases, exercises, discussion, etc. for lectures. Online courses make lectures even less useful, in my opinion. I hope that the Discussion Forum will be a good mechanism to pass on some of what we know and have learned about project leadership.

We will attempt to provide a framework for your work and assist with guidance in the beginning of each week. However, the old adage is true: you get out of it what you put into it. Online learning moves us even farther in the direction of self-education and lifelong-learning. The students in the class are the main players in this learning environment, and the instructor/facilitator must take a secondary role. In light of this, we think you will find the class interaction in the Discussion Forums each week, as well as the group projects very interesting and useful for fine-tuning everyone's understanding of the material (including the instructors).

Getting Started
We will attempt to assist in any way we can. **Please feel free to contact us at any time if you feel the need for assistance.** We try very hard to respond quickly to your e-mail so that you will not be delayed in your work.

Create contacts with your classmates. You will have a ‘group’ who can become your core contacts. Ask questions. Try not to allow your assignments or questions accumulate – that is a sure way to become overwhelmed by this material. Stick with the material - you will be glad you did. This is a very important course for aspiring leaders.

The course will start or “open” on Monday, January 7 at 8 am. Please open the Introductory Module as soon as you can.