

# The Student Guide for CLL 8803

## PROJECT LEADERSHIP

2026 FALL TERM v.1

**Instructor:** Candace Washington [bc.gatech.edu/people/candice-washington](https://bc.gatech.edu/people/candice-washington) **Email:** [cwashington@gatech.edu](mailto:cwashington@gatech.edu)

**Class Meeting Times:** Tue & Thu 2:00PM to 3:15PM

**Location:** Scheller Tower, Room 266

**Virtual Office Hours:** Mon & Wed 1:00PM to 2:00PM and by appointment

**Professor of Practice, Academic Director:** [chris.carter@gatech.edu](mailto:chris.carter@gatech.edu)

### PROJECT MANAGEMENT BACKGROUND

**Catalogue Description:** Provides real-world project team leadership skills towards the organizational context of a project. This includes engaging internal & external stakeholders across multiple functions

This Special Topics course is designed especially for the engineering, computing and business fields of study. Project management was selected since it is one of the most-in-demand skill among high-level professionals [ref <https://www2.staffingindustry.com/Editorial/Daily-News/Project-management-ranks-as-most-in-demand-skillamong-high-level-talent-in-2021-58522>; <https://www.pmi.org/learning/careers/job-growth>]

Project management is often taught in universities in business programs, disciplines involving building construction, and enterprise-level computing courses. Professional education programs offer a wide variety of very applied courses in project management, including programs that prepare participants for passing the professional certifications (i.e. PMP® – Project Management Professional, and ACP® – AGILE Certified Practitioner) offered by the Project Management Institute (PMI).

[ref <https://www.pmi.org/certifications/project-management-pmp>]

[ref <https://www.pmi.org/certifications/agile-acp>]

[ref <https://www.pmi.org/certifications/construction>]

In addition, the Georgia Tech Professional Education (GTPE) project management academic program is nationally accredited by PMI and recognized regionally by PMI-Atlanta (3<sup>rd</sup> largest PMI chapter globally) as Academic Partner. Georgia Tech has a rich history with PMI, including founding members being alumni & initiating the very roots of project management from the late 1960s symposium on campus. Thus, this course was derived & converted from the PE short course to suit the academic means of an interdisciplinary credit-bearing curriculum under the **College of Lifetime Learning, for undergrad/graduate students in engineering, computing & business.**

This robust curriculum for project management was developed and is solely taught by real-world industry subject matter experts with a combined 120 years of real-world industry experience. The instructors represent various industry experience ranging from major healthcare, the finance sector, aggregate manufacturing, the United States Army, supply chain & logistics and the automotive industry.



## CONTENTS

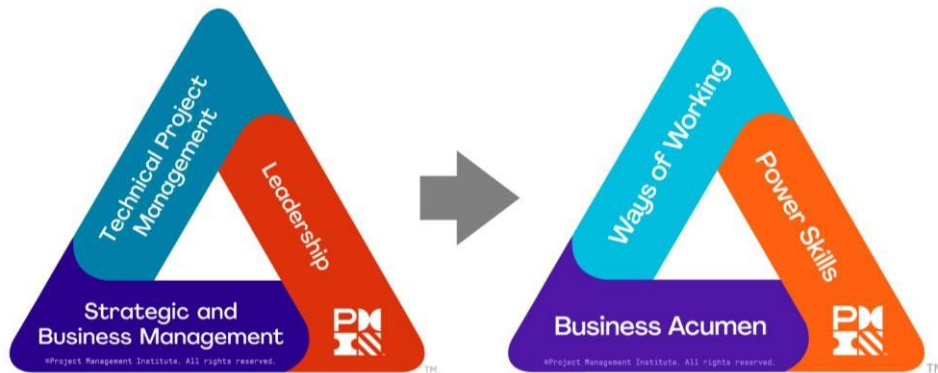
PROJECT MGMT MINOR BACKGROUND .....	1
CONTENTS .....	2
LEARNING OBJECTIVES & FORMAT .....	3
Expected Learning Outcomes .....	3
Means .....	4
RESOURCES .....	5
Required .....	5
Recommended Other Resources .....	5
POLICIES AND PROCEDURES .....	6
Academic Honesty/Honor Code .....	6
Use of Electronic Devices in Class .....	6
Official Communications .....	6
Preparation for Each Meeting .....	6
Conduct during Classroom Meetings .....	6
Verifying canvas submissions .....	7
Early/Make-Up Work .....	7
Alternative credit .....	7
Excused Absences .....	7
Accommodations for Disabilities .....	7
RECORD OF CHANGES .....	8
SCHEDULE OF MEETINGS AND ASSIGNMENTS .....	9
EVALUATION AND COURSE GRADES .....	12

## LEARNING OBJECTIVES & FORMAT

### Expected Learning Outcomes

Course Objective: To provide real-world leadership skills towards the organizational context of a project. This includes leading & engaging key stakeholders such as project sponsors/executives, the project team itself, customers, suppliers, HR, finance and other key functional departments impacting project execution & performance.

Students will gain Power Skills credit for PMI's Talent Triangle® shown below [ref <https://www.pmi.org/learning/training-development/talent-triangle>]:



Each lecture, assignment & project activity covers one or more of the following objectives in support of the course goal. Course objectives are that students will/can:

1. Apply the five general techniques for conflict management in relation to both the team & stakeholders
2. Apply the Tuckman Ladder model in building an effective project team
3. Develop a cross-functional collaboration strategy to perform stakeholder mapping
4. Assess emotional intelligence (EQ), and be able to identify and manage self-awareness and the project team's morale & motivation
5. Develop collaboration strategies with an organizational awareness and consensus building techniques

## Means

Various means are employed to encourage you to satisfy the learning objectives of the course.

## MATERIAL TO REVIEW BEFORE CLASS

You must review assigned material before each class meeting for the class to get the most out of meeting activities. All assigned material will be in the text(s) or available through the Canvas LMS (learning management system), LinkedIn Learning (Lynda), the GT Library, or the Web.

Each lesson may include a combination of short videos and assigned readings and other material available online. These are not assignments but designed to focus your attention on what's important.

---

## HOMEWORK

Homework assignments will be given to aid you in examining the utility of project management tools and practices leveraging the knowledge gained in class. The schedule of assignments is noted at the end of the syllabus. Homework may be assigned for individual completion or in working with a team.

---

## SEMESTER PROJECTS

Students will be assigned to teams to complete a group project – Details regarding the group project will be provided at the beginning of the semester. Grading will be determined on the quality of the report out presentations. These assignments will require the report and a classroom presentation. Additionally, an individual student's grade will include an assessment by their team peers of their efforts to support the team.

Grading rubrics will be provided at the beginning of the semester for these assignments.

---

## MIDTERM AND FINAL EXAM

There will be two exams during the semester – a midterm and a final. They are designed to determine how well you have mastered material discussed in class or as part of your assignments. The midterm exam will cover material from the start of the semester up through the date of the midterm. The final exam will cover all material since the midterm exam, selected material from the start of the term to the midterm and general questions regarding overall project management practices.

Unless otherwise noted, all of exams are closed-book, closed-note—your own work only. Although the exam will be closed book, you may use four (4) 5X8 cards to capture notes that may aid you during the exam. The cards will be provided by the instructor.

Unless instructed otherwise, tests will be proctored in the classroom.

## RESOURCES

### Required Academic Resources

### PMBOK 8<sup>th</sup> Edition

The 8<sup>th</sup> edition is the foundational guide to understand both the process-based and principle-based approach for project management. Also, key expected learning outcomes including practical tools & models are based on these standards. Special Note: Textbook has two sections – The Standard for Project Management (SPM) and the Guide to the Project Management Body of Knowledge (P8).

Title: **A Guide to the Project Management Body of Knowledge (PMBOK® Guide)–Eighth Edition** Publisher: Project Management Institute (PMI) Publication Date: 2026 ISBN-10: 1628258306 ISBN-13: 978-1628258301 This electronic

book is part of the GT Inventory, it has unlimited student access and can be found at

[https://galileogatech.primo.exlibrisgroup.com/discovery/fulldisplay?context=L&context=L&vid=01GALI\\_GIT:GT&vid=01GALI\\_GIT&docid=cd\\_i\\_globaltitleindex\\_catalog\\_504490162&tab=default\\_tab&lang=en](https://galileogatech.primo.exlibrisgroup.com/discovery/fulldisplay?context=L&context=L&vid=01GALI_GIT:GT&vid=01GALI_GIT&docid=cd_i_globaltitleindex_catalog_504490162&tab=default_tab&lang=en)

### Other Resources

#### AGILE Practice Guide©

For a wholistic viewpoint of AGILE and its various forms, we strongly recommend PMI’s Agile Practice Guide. Key concepts based on the AGILE Manifesto, including introductions to SCRUM, Kanban, and other approaches are covered in this text. Key AGILE values & principles for our curriculum are based on this publication.

- Title: **Agile Practice Guide** Authors: Project Management Institute and Agile Alliance Publisher: Project Management Institute (PMI) Publication Date: 2017 ISBN-10: 1628251999 ISBN-13: 978-1628251999 This is electronic book is part of the GT Inventory, it has unlimited student access and can be found at [https://galileo-gatech.primo.exlibrisgroup.com/permalink/01GALI\\_GIT/1plii6l/alma9914344370402947](https://galileo-gatech.primo.exlibrisgroup.com/permalink/01GALI_GIT/1plii6l/alma9914344370402947)

#### Process Groups: A Practice Guide©

- Complimenting PMBOK7, a thorough reference is the 2023 release of PMI’s Process Groups: A Practice Guide. The interactions of the process groups throughout a project’s life cycle are defined along with detail on tailoring ITTO (Inputs, Tools & Techniques, and Outputs).

#### PMP Handbook, PMI

- Title: **Project Management Professional (PMP)® Handbook** Publisher: Project Management Institute (PMI) Publication Date: 2021 ISBN-10: 1628257563 ISBN-13: 978-1628257564 <https://www.pmi.org//media/pmi/documents/public/pdf/certifications/project-management-professional-handbook.pdf>

## POLICIES AND PROCEDURES

### Academic Honesty / Honor Code

The Georgia Tech Honor Code is in force. The complete text is on the Honor Advisory Council website:

<http://www.honor.gatech.edu>.

*Plagiarism, which includes copying homework, is considered a serious offense.* You are not allowed to copy and paste or submit materials created or published by others, as if you created the materials. All materials submitted and posted must be your own original work.

You are expected to be aware of actions that constitute cheating, fabrication (i.e. AI/ChatGPT) or falsifications, multiple submissions of essentially the same work for different classes, plagiarism, and complicity in academic misconduct. Note that academic misconduct includes, "Submission of material that is wholly or substantially identical to that created or published by another person or persons, without adequate credit notations indicating authorship," (plagiarism). Suspected cases of academic misconduct are investigated by the Office of Dean of Students.

### Use of Electronic Devices in Class

Laptops or tablets may be required for some in-class work, for tests and the exam, and may be used to take notes. However, you should not use an electronic device (e.g., laptops, mobile phones, PDAs, etc.) during a meeting for a purpose not directly related to work assigned during that meeting.

**During quizzes and tests and certain in-class activities, the use of any electronic devices for any purpose except for accessing the test, including talking, texting, web surfing, etc. is specifically forbidden.**

**Exceptions will be identified by the instructor when appropriate. When in doubt, the answer is "no".**

### Official Communications

Both Canvas Announcements, Course Discussions, and the class email distribution list are used to post information on class changes, upcoming assignments, grades, etc. Most communications will be regarding the class activities and assignments will be transmitted via Announcements and Module Discussions.

Students are advised to set alerts for Announcements and Discussion postings.

If necessary, email communications will be sent to the Georgia Tech student email (that ends in @gatech.edu) that is assigned to you by the Institute. It is your responsibility to have the Georgia Tech email account active and to receive and regularly read messages written to that address. If you do not use your Georgia Tech email address, you should have your GT email forwarded to an account that you check several times each day and make sure it is not filtered as spam. That is also your responsibility.

### Preparation for Each Class Meeting

You are expected to have completed any required reading, taking pre-class quizzes, writing, viewing, listening, problem-solving, and evaluation assigned for a meeting *before* the meeting takes place.

### Conduct during Class Meetings

Arrive on-time. Class will normally start on-time. It is your responsibility to create a schedule of classes that you can meet without leaving early or arriving late.

Bring your textbook, your laptop or smartphone for answering questions, some paper, and a writing tool. Under no circumstances cross in front of the podium during class. Enter or exit through the back door, if there is one, or the nearest door.

You are strongly encouraged to take notes by hand, since research shows that is most effective. You are welcome to print out the slides before class and write on those.

Use of phones or laptops in class is prohibited except during specific times when you will be directed to use them to participate in a class activity. Do not have a phone on your desk or your laptop open until directed. Violations of this policy may result in point deductions from your final grade. An exception will be made if you have a document from disability services that states that you must be allowed to take notes on a laptop.

Refrain from chit chat with your neighbors that is not related directly to class activities.

Yellow Jackets are expected to treat their fellow Yellow Jackets and any guests with respect during classroom meetings.

### Verifying CANVAS Submissions

To avoid the risk of non-submission of work, students should go back to the assignments page on Canvas and double-check what was submitted. Download a copy of it from Canvas and verify that it is exactly what was intended to be submitted. *Turning in the correct file and validating that you have done that correctly is solely your responsibility – in short, it is your job to verify it.*

You can submit your homework file(s) multiple times on Canvas until the cut-off time, with the last submission being the one that will be graded. *If you resubmit a homework, make sure each resubmission includes \*all\* the required files, not just the one(s) you changed.*

It is the student's responsibility to manage your individual Gradebook in Canvas. If there are any questions regarding grades, they should be directed to the instructor (me) via email before the Final Exam.

### Early / Make-Up Work

Late work will not be accepted unless it is late because of significant events beyond the student's control such as death in the immediately family or an emergency medical procedure or event.

### Alternative Credit

There are no alternative credit/extra credit options available for this course.

### Excused Absences

Excused does not mean "good" and unexcused does not mean "bad". Participation in official Institute activities such as an athletic event as a member of The Swarm or staff or representing the Institute as part at a competition or conference, or a mandatory military deployment, or hospitalization, or attending the funeral of an immediate family member are excused *if the proper documentation from the Institute is provided.*

If you will miss class due to participation in approved Institute activities (such as field trips and athletic events; see <http://www.catalog.gatech.edu/rules/4/# for the institute absence policy> ), you must contact me beforehand in order to be excused from any participation scheduled for that day.

Absences for foreseeable events, personal choices, and "things that just happen" are not excused. For example, not feeling well, doctor appointments, interviews, incarceration, weddings, conflicts with part- or fulltime work needs, activities in other classes, research activities, and participation in extracurricular activities are not excused.

### Accommodations for Disabilities

If you have established accommodations with the Offices of Disability Services, please communicate your approved accommodations to me at your earliest convenience so we can discuss your needs in this course. Any accommodations granted will begin after you present the documentation. Accommodations for a specific event will be considered after the request but before the event. No retroactive accommodations will be made.

If you have a need but have not yet established accommodations through Disability Services, you should contact Disability Services at 404.894.2563 or [dsinfo@gatech.edu](mailto:dsinfo@gatech.edu) or <http://disabilityservices.gatech.edu>. Disability Services offers resources and coordinates reasonable accommodations for students with disabilities and/or temporary health conditions. Reasonable accommodations are established through an interactive process between you, the instructor (me) and Disability Services.

Should a new disability be identified during the term, the instructor (I) will work with Disability Services to accommodate your needs from that time forward.

## SCHEDULE OF MEETINGS AND ASSIGNMENTS

**This class meets Tuesdays & Thursdays 2:00pm – 3:15pm.** The schedule is subject to change. Changes will be announced on the course website in Canvas Announcements and via class emails. All due dates and times are expressed in US Eastern Standard Time or US Eastern Daylight Savings Time, depending on which is in force. All assignments will be due at 2pm on the due date.

**Attendance:** Attendance is required in this course and will be tracked as part of your overall grade for the course. This will be tracked through in-class assignments. I will be available during regular office hours and by appointment throughout the term to address questions regarding course material or the assignments.

### Schedule of Class Meetings and Assignments

Week	Class #	Date	Day	Lesson Prep – The Standard for Project Management (SPM) PMBOK 8 <sup>th</sup> Ed. (P8) Agile Practice Guide (APG)	In-Class Lecture	Homework / In Class Exercise Due – Unless otherwise, all assignments are graded	Notes
1	1	8/24	Mon	Pre-Read Course Syllabus	<b>First Day of Classes</b> Course Introduction & Academic Resources	<a href="https://www.pmi.org/pmbok-guide-standards/foundational/pmbok">https://www.pmi.org/pmbok-guide-standards/foundational/pmbok</a>	Required textbooks
	2	8/26	Wed	(SPM) – Pgs. 36-37, 38-55	<b>Project Manager Evolution:</b> Project Leadership	Identify the leadership style(s) you have experienced on previous projects	Utilize homework handout template
2	3	8/31	Mon		<b>Project Manager Evolution:</b> Relationship Management		
	4	9/2	Wed	(P8) – Pgs. 156-157	<b>Conflict Resolution:</b> Conflict Management Model		
3	-	9/7	Mon	No Class	Official institute holiday – Labor Day		



	5	9/9	Wed	(P8) – Pgs. 179	<b>Conflict Resolution:</b> General Techniques of Conflict Management	Document your coping style and the coping style of your project team or performing organization	
4	6	9/14	Mon	(P8) – Pgs. 211	<b>Building Project Teams:</b> Tuckman Ladder Model	Identify which Tuckman Ladder phase your project team is in and what ground rules can support moving to a performing phase	
	7	9/16	Wed		<b>Building Project Teams:</b> High-Performing Teams		
5	8	9/21	Mon	<i>Guest Speaker Bio:</i> <i>Name, Company &amp; Title</i>	<b>Leadership Case Study</b> <b>Kick-Off</b> <i>Speaker Topic:</i> <i>Real-World Leadership</i>	Schedule and coordinate team meetings to complete Case Study by week 13	Team assignments & expectations
	9	9/23	Wed	(P8) – Pgs. 79-80, 84-86	<b>Leading Teams:</b> Powers of the Project Manager	Document the various forms of power that you have experienced	

Week	Class #	Date	Day	Lesson Prep – The Standard for Project Management (SPM) PMBOK 8 <sup>th</sup> Ed. (P8) Agile Practice Guide (APG)	In-Class Lecture	Homework / In Class Exercise Due – Unless otherwise, all assignments are graded	Notes
6	10	9/28	Mon	(P8) – Pgs. 89-90	<b>Leading Teams:</b> Project Team Performance		
	11	9/30	Wed		<b>In-Class Exercise:</b> Conflict Mgmt. Mapping	Scatter plot each project team member on conflict mgmt. x/y graph & model team dynamic	
7	12	10/5	Mon		<b>In-Class Exercise:</b> Tuckman Ladder Modeling	Propose path forward for the Storming & Norming stages in order to confirm movement to Performing	
	13	10/7	Wed		<b>Midterm Exam</b>		In-Person Honor Code
8	14	10/12	Mon	(P8) – Pgs. 68-70, 72-74, 75	<b>Leading Stakeholders:</b> Cross-functional Collaboration  <b>25% Leadership Case Study Progress Check</b>	Document the key crossfunctional stakeholders and leaders on your project. Design a Collaboration approach.	



	15	10/14	Wed		<b>Emotional Intelligence:</b> EQ Assessments: DISC, True Colors, 360 Survey	Review the following EQ Assessments: <a href="https://discprofile.com/what-is-disc/overview">https://discprofile.com/what-is-disc/overview</a>  <a href="https://truecolorsintl.com/assessments/">https://truecolorsintl.com/assessments/</a>  Take a 40-Question EQ Test here: <a href="http://globalleadershipfoundation.com/geit/eitest.html">globalleadershipfoundation.com/geit/eitest.html</a>	
9	16	10/19	Mon		<b>Collaboration Strategy:</b> Change Impact Analysis	Develop collaboration strategy for your project	
	17	10/21	Wed		<b>Project Leader's Role:</b> Escalation Process, Senior Management Buy-In  <b>50% Leadership Case Study Progress Check</b>	Document the Project Sponsor and key Senior Management Stakeholders and how you gain buy-in	
10	18	10/26	Mon	<i>Guest Speaker Bio:</i> <i>Name, Company &amp; Title</i>	<b>Project Leader's Role:</b> <i>Real-World Project Leader</i>		
	19	10/28	Wed		<b>People Development:</b> Mentoring Stakeholders	Incorporate a development model into your Leadership Case Study	
<b>Week</b>	<b>Class #</b>	<b>Date</b>	<b>Day</b>	<b>Lesson Prep – The Standard for Project Management (SPM) PMBOK 8<sup>th</sup> Ed. (P8) Agile Practice Guide (APG)</b>	<b>In-Class Lecture</b>	<b>Homework / In Class Exercise Due – Unless otherwise, all assignments are graded</b>	<b>Notes</b>
11	20	11/2	Mon		<b>People Development:</b> Empowering Project Teams  <b>75% Leadership Case Study Progress Check</b>		
	21	11/4	Wed		<b>Removing Barriers:</b> Addressing Barriers/Blockers, Team Performance Impact	Analyze the case study and identify where barriers may exist	
12	22	11/9	Mon		<b>Negotiation:</b> Project Decision-making, Team Performance Impact	Analyze the case study and identify where negotiation is needed to sustain performance	



	23	11/11	Wed	(P8) – Pgs. 152-155, 184	<b>Stakeholder Engagement:</b> Stakeholder Mapping	Ensure all stakeholders are mapped in power/influence grid	
13	24	11/16	Mon		<b>Stakeholder Engagement:</b> Communication Modes  <b>100% Leadership Case Study Capstone Project DUE</b>	Incorporate which comm mode to utilize per stakeholder grid	
	25	11/18	Wed	In-Class Presentations	<b>Group Report Out:</b> Leadership Capstone Readout based on case study	Presentation & Report	
14	26	11/23	Mon	In-Class Presentations	<b>Group Report Out:</b> Leadership Capstone Readout based on case study	Presentation & Report	
	27	11/25	Wed	No Class	Official institute recess & holiday – Thanksgiving		
15	28	<b>11/30</b>	<b>Mon</b>	In-Class Presentations	<b>Group Report Out:</b> Leadership Capstone Readout based on case study	Presentation & Report	
	29	12/2	Wed	In-Class Presentations	<b>Group Report Out:</b> Leadership Capstone Readout based on case study	Presentation & Report	
-	-	<b>12/7</b>	<b>Mon</b>		<b>Last Day of Class</b> Final Review In-class office hours	Course Survey	

## EVALUATION AND COURSE GRADES

Criterion	Points	Comment
Midterm exam	25%	The midterm exam focuses on the first half of the class material.
Final exam	30%	The final exam focuses on the second half of the class material and other general course material (see above). Generally, final exam dates and times are available at: <a href="http://www.registrar.gatech.edu/students/exams.php">http://www.registrar.gatech.edu/students/exams.php</a>
Homework	10%	Various homework, including keeping up with reading assignments.

In-Class Assignments	5%	Must be present in class to receive credit for these assignments.
Group Project	30%	<b>Capstone Project:</b> Based on project leadership case study, a coordinated team-building strategy, stakeholder collaboration model and team project performance should be documented in presentation / visual format (not essay). This can include various project artifacts such as project charter, team charter, stakeholder register, salience mapping, etc.
Total	100%	

Letter grade assignment:

<b>A</b>	<b>90.0% - 100.00%</b>		
<b>B</b>	<b>80.0% - 89.9%</b>	<b>C</b>	<b>70.0% - 79.9%</b>
	<b>69.9%</b>	<b>F</b>	<b>00.0% - 59.9%</b>
			<b>D</b>
			<b>60.0% -</b>

Posted Letter grades are FINAL unless I failed to record a grade correctly or made a math error. It is common that some students miss a higher grade by a few points no matter where the line is drawn.

**END OF DOCUMENT**