

Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT
PM 506: Leading Domestic and Global Teams

3 Credits
Effective: Spring 2019

Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

Many projects today are managed on a global scale. This scale is very different than the much smaller, and less dynamic, domestic scale. With the expanded global marketplace, a project manager's ability to lead geographically distributed teams has become a critical skill. Successful project managers understand the dynamics of teams - domestic and global - and can deploy necessary strategies, tactics, and situational leadership techniques to build an effective project team. This course focuses on how to build and sustain alignment among team members by focusing on improved coordination, communication, and collaboration among team members regardless of geographical location.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the Reading List link in your online course as well as from the library homepage (“Find Your Reading List” button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

COURSE OUTCOMES

In this course, learners:

- Comprehend the differences between management and leadership;
- Demonstrate ability and rationale to use both right and left brain skills;
- Understand and assess varying team types and how to apply them to various situation;
- Become cognizant of globalization forces and understand how to apply global attributes for successful global project execution;
- Identify barriers and challenges to successful global execution and establish appropriate mitigation strategies;
- Discern how best to apply leadership and management tactics in a multi-cultural environment;
- Demonstrate capable skills and competencies necessary to lead teams;
- Apply course learnings to personal career development.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Project management versus project leadership
- Doing work through teams

- Effective coordination, communication, collaboration
- Why go global? Exploring global forces
- Leading global project teams: Overcoming barriers and challenges
- Applied global teaming concepts, tools, and techniques
- Manage personal career direction as a project manager
- Understanding the critical skills for effective team leaders
- Managing personal career direction as a project manager

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle’s decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Instructor Determined Assignments (including Participation)	10%
Team Development Paper	20%
Project Management Scenario Presentation	25%
Self-Awareness and Development Paper	20%
Final Assessment	25%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Instructor Determined Activities (including participation)

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

<i>Components</i>	<i>% of Grade</i>
Quality of Responses	50%
Quantity of Responses	30%
Timeliness	20%
TOTAL	100%

Team Development Paper

Your organization is striving to be a high performance organization. Summarize a team development model and from a project manager's perspective, apply tools, tactics, exercises, and approaches to developing high performance teams on both a local and global level. This paper should be approximately 3-4 pages and or 6-8 PPT slides with extensive notes and/or voice over, using APA format, with two or more professional references beyond course resources.

<i>Components</i>	<i>% of Grade</i>
Team Development Model	30%
Applied High Performance Teaming	40%
Technical Requirements	20%
Citations	10%
TOTAL	100%

Project Management Scenario Presentation

Your organization has solely been domestic. However, due to competitive pressures, your senior management has employed acquisition strategies over the past three years and you now find yourself in a US-based organization with locations in Asia, Europe, and South America. You have been identified as the project manager to develop new business and operational processes for your (now) worldwide product development efforts. Take what you have learned over in the program and conduct a risk analysis (what will potentially prevent you from being successful) that you will present to senior leaders next week. This presentation should be approximately 7-9 slides with extensive notes and/or voice over, using APA format, with two or more professional references beyond course resources.

<i>Components</i>	<i>% of Grade</i>
Issues, Challenges, and Barriers to Globalization	20%
Applied Global Lessons Learned	30%
Risk Analysis: Mitigation plans, strategy, and tactics	30%
Technical Requirements	10%
Citations	10%
TOTAL	100%

Self-Awareness and Development Paper

Conduct a self-assessment of your knowledge, skills, and abilities from the perspective of being a project manager responsible for leading global teams. This paper should be approximately 3-4 pages and or 6-8 PPT slides with extensive notes and/or voice over, using APA format, with two or more professional references beyond course resources.

<i>Components</i>	<i>% of Grade</i>
Self-awareness	40%
Application to Project Management	40%
Writing, Spelling, Structure, and APA	20%
TOTAL	100%

Final Assessment

For this assignment, you will research and develop a presentation on the best practices that would be associated with each of the outcomes in this course. Be sure to utilize scholarly and/or professional resources to justify the effectiveness of the selected best practices. This presentation should be approximately 10-15 slides with extensive notes and/or voice over, using APA format, with four or more professional references beyond course resources.

<i>Components</i>	<i>% of Grade</i>
Application of Best Practices for Project Management to Outcomes	80%
Writing, Spelling, Structure, and APA	20%
TOTAL	100%

COURSE POLICIES

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor prior to the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to the team project.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

SUPPORT SERVICES

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help you find the resources and information you need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.edu to request a user name and password.