COURSE SYLLABUS

FPM 234: Applied Leadership in Projects & Programs Course

This course helps mid-level program and project managers enhance their leadership and interpersonal skills to guide high-performing teams. Participants learn to build trust, motivate others, manage conflict, and apply ethical decision making to improve team effectiveness and mission results.

> Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://www.graduateschool.edu/courses/fpm-234-applied-leadership-in-projects-programs-course



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Course Outline

Module 1: Leading Project Teams

- Establish vision, norms, and psychological safety.
- Reinforce accountability and ownership of outcomes.
- Tune leadership style to team needs.

Module 2: Building Networks & Professional Relationships

- Map influence and stakeholder power dynamics.
- Use persuasion and principled negotiation to gain commitments.
- Maintain relationships across organizational boundaries.

Module 3: Managing Conflict

- Identify root causes and choose an appropriate response style.
- Facilitate difficult conversations that preserve trust.
- Turn disputes into opportunities for learning and improvement.

Module 4: Making Decisions

- Balance speed and rigor using structured decision frameworks.
- Apply ethical and risk lenses to ambiguous choices.
- Communicate decisions and rationale clearly.

Module 5: Coaching for Success

- Use simple coaching models to grow capability.
- Deliver actionable feedback and measure progress.
- Create stretch opportunities aligned to individual and team goals.

Module 6: Creativity & Innovation

- Encourage experimentation and low-risk pilots.
- Convert ideas into implementable improvements.
- Build mechanisms to sustain innovation.