

University: Comenius University Bratislava	
Faculty: Faculty of Management	
Course ID:	Course Title: Project Leadership
Educational Activities: 2 hours/2 hours, lecture/practical seminars, combined method	
Number of credits: 3	
Recommended semester: Summer Semester	
Study level: Master	
Prerequisites: Basic knowledge of project management is recommended. Previous completion of an introductory project management course is an advantage, but not a formal requirement.	
Couse requirements: Mandatory participation in seminars, active engagement in experiential activities, preparation of individual reflection assignments, and completion of a team project (project teams of 3–4 students).	
Learning outcomes: By the end of this course, students will be able to: • explain the difference between project management, project leadership, and project administration; • create and justify core project artefacts; • analyse project situations from the perspective of benefits, risks, tolerances, stakeholders, and decision-making authority; • use selected human skills in project contexts, especially active listening, feedback, facilitation, conflict resolution, stakeholder communication, and team reflection; • present project decisions to a project board or senior stakeholders in a clear, evidence-based, and professionally responsible way; • reflect on their own leadership behaviour, communication patterns, strengths, stress responses, and contribution to team performance.	
Class syllabus: This course introduces students to project leadership as the integration of project management discipline, leadership behaviour, and human skills. It uses PRINCE2 as a practical thinking framework for project governance, decision-making, roles, responsibilities, risk, change, and benefits management. The course does not focus on producing documentation for its own sake. Instead, students learn to use project management artefacts as tools for better thinking, clearer communication, accountability, and responsible leadership. Special attention is given to stakeholder needs, team dynamics, leadership under pressure, communication, conflict, and the behavioural consequences of project decisions.	

Course Modules

1: Project Leadership: From Managing Tasks to Delivering Value

- What is project leadership?
- Difference between project management, leadership, and administration
- Projects as vehicles of organizational change

Seminar: Project failure mini-case

2: Leadership Under Pressure: Stress, Regulation, and Decision Quality

- Stress responses in project environments
- How stress affects listening, prioritization, and decision-making
- Self-regulation and co-regulation in project teams

Seminar: Recognising stress responses in project scenarios.

3: Team Dynamics, Strengths, and Collaboration

- Team formation, trust, norms, and psychological safety
- Strengths, diversity, and role preferences
- Leadership responsibility for team conditions

Seminar: Team charter activities.

4: PRINCE2 as a Thinking Framework

- PRINCE2 principles, practices, processes, and roles
- Tailoring PRINCE2 to project context
- Mechanical use of methodology versus decision logic

Seminar: Analysis of a simple project.

5: Starting Up a Project: Purpose, Mandate, and Justification

- Problem framing and project rationale
- Benefits, disbenefits, assumptions, constraints
- Strategic alignment and project selection

Seminar: Transform a vague project idea into a justified project brief.

6: Motivation, Engagement, and Responsibility

- Motivation in temporary project teams
- Autonomy, competence, relatedness, and purpose
- Accountability without micromanagement

Seminar: Diagnose motivation problems.

7: Stakeholder Understanding and Active Listening

- Stakeholders, users, sponsors, suppliers, and affected groups
- Stakeholder interests, expectations, influence, and resistance
- Active listening as a project leadership skill

Seminar: Stakeholder interview role play.

8: Project Organization and Decision Authority

- PRINCE2 management levels
- Corporate / programme / customer level
- RACI and accountability boundaries

Seminar: Design a project organization structure.

9: Communication Management and Project Transparency

- Communication as a governance mechanism
- Communication overload versus communication gaps
- Communicating uncertainty and bad news

Seminar: Prepare a project update for different audiences.

10: Feedback, Difficult Conversations, and Conflict

- Feedback versus criticism, judgement, and emotional discharge
- Conflict as information about needs, roles, priorities, or power
- Escalation and de-escalation in project teams

Seminar: Role plays.

11: Risk, Uncertainty, and Human Biases

- Risk versus issue
- Risk ownership and response strategies
- Human biases in risk assessment

Seminar: Build a risk register.

12: Change Control and Scope Discipline

- Change requests and issue management
- Impact analysis
- Saying “no” or “not now” professionally

Seminar: Change-control simulations.

13: Closing a Project and Learning from Experience

- Project closure versus stopping work
- Acceptance criteria and handover
- Lessons learned versus lessons recorded

Seminar: Project closure simulation.

14–15: Final Project Presentations and Evaluation

- Team presentation of project leadership case
- Presentation to a simulated project board
- Feedback and individual reflection on learning transfer

Seminar: Final team presentations and structured debrief.

Assessment Structure:

- Seminar Activities and Individual Reflection Assignments – 20%
- Mid-Term Test – 20%
- Final Team Project – 30%
- Final Written Exam – 30%

Key Deliverables:

- Team cooperation agreement
- Weekly project analysis and partial documentation
- Written self-reflections
- Final project board presentation

Teaching Methodology:

- Interactive lectures with case-based discussions
- Experiential seminars with role plays and simulations
- Team-based project work
- Structured reflection and feedback

Recommended literature:

1. PeopleCert. (2023). PRINCE2® 7 Managing Successful Projects. PeopleCert.
2. Nieto-Rodriguez, A. (2021). Harvard Business Review: Project Management Handbook. Harvard Business Review Press.
3. Goleman, D. (1998). Working with Emotional Intelligence. Bantam Books.
4. Fisher, R., Ury, W., & Patton, B. (2012). Getting to Yes: Negotiating An Agreement Without Giving In. Cornerstone.
5. Caietti, N (2019). Transform Your Project Leadership: For Professionals Leading Projects or Company. Treelake Publishing.
6. Palmer, W., Crawford, J. (2013). Leadership Embodiment: How the Way We Sit and Stand Can Change the Way We Think and Speak. CreateSpace Independent Publishing Platform.
7. Ferraro, J. (2018). The Strategic Project Leader: Mastering Service-Based Project Leadership. CRC Press.

Recommended Tools & Resources:

- PRINCE2 templates and sample artefacts
- PMI resources on project management standards and professional development
- Stakeholder mapping templates
- Risk register templates
- RACI matrix templates
- Communication plan templates
- Reflection worksheets

Course Language: English					
Notes: The course is designed for management students who need to understand not only how projects are structured, but also how people behave inside projects. Emphasis is placed on practical judgement, responsible decision-making, communication, collaboration, and the leadership consequences of project choices.					
Class Grading:					
A	B	C	D	E	FX
Teachers: Mgr. Miriam Filipová, PhD.					
Last change: May 2026					
Approved:					