

COURSE REGISTRATION

PROJECT MANAGEMENT MASTER´S Degree

Management Skills

Management Skills and communications management

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Course Name	Code	Cycle	Number	Credits
	MPM-06	1	1	5
Management Skills and communications management				

General Course Description

Some experts try to differentiate between leadership in general and project leadership. When dealing with people, the reality is that project management is not a separate entity from management in general. Project management is not a different type of management, it is a more efficient way to achieve results, from the point of view of work organization. From the point of view of managing interpersonal relationships, it is necessary to develop the same qualities that any manager should have. A project leader is a person who leads the project team through the project life cycle and achieves objectives on time, budget, and quality. It assumes the representation of its followers, to defend their rights, establish their responsibilities and optimize their performance to achieve the desired results. This course offers the opportunity to carry out a series of exercises and dynamics to understand the importance of the role of the leader and of the members of human teams.

Overview

A strategic aspect to achieve a successful project is that the Project Manager has the skills to direct, motivate and develop the members of his / her team.

To do this, you will need to be not only a good leader, but a manager of your team. Therefore, the project manager is required to develop a series of soft skills, and also become an excellent communicator.

Projects go beyond material components, forms, calculations, schedules, and plans. It is the individuals who work as a team that make the project a successful reality. And hence the importance of knowing how to lead, motivate and reward them appropriately, as well as promoting assertive communication processes.

Define the communication strategy considering the needs of the project and the stakeholders.

Manage and monitor the effectiveness of communications.

Project Communications Management				
Initiation	Planning	Execution	Control	Closure

	Plan Communication Management	Manage Communication s	Monitor Communications	
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Good Project Managers have excellent skills and excel at exchanging information with stakeholders on all levels: ways: oral, written, formal, informal, through gestures, expressions, images, etc.

In Units 1 and 2, the subject of Communications is dealt with, both at the level of personal competence and at the Project level. This component of the Project Management system potentially affects all the others, and its good management goes to be highly dependent on the achievement of positive results.

For this part of the course, the purpose is for the student to learn the following concepts:

Communications Management
Plan communications
Communication models
Communication methods
Communication channels
Communication dimensions
Manage communications
Monitor communications

In Units 3, 4, and 5, the subject of management skills is discussed, which are recommended for a true project leader to develop and put into practice.

Although the role of a Project Manager may be considered as that of a "coordinator" sometimes, he / she must "direct" and ensure the structuring of efforts, compliance with the plans initially established and guarantee the timely solution of problems. It cannot be denied that your work is much more likely to be successful if you are also the "leader" of the project and your team.

The proposal of the Master's degree Program in Project Management of the University for International Cooperation shares the new perspectives that have been evolving in this area.

Nowadays, a Project Manager must be more than an administrator. Without a doubt, your knowledge of tools and techniques for project management is essential, but not enough.

It is also necessary to build and develop skills such as personal leadership, influence leadership, assertive communication, conflict management, motivation, and development of others.

Do we have these skills fully developed when we enter the work market? Not always. And even in later years, its development may be limited due to the experiences, cultures and context processes in which we have developed.

The good news is that, through a continuous process of objective self-knowledge, introspection and analysis of strengths and areas or opportunities, and through the creation of growth plans (which include reading-study, self-observation and observation of behaviors, practice of new habits, participation in experiences, among others) we can initiate the development of the management skills mentioned above.

This last approach considers that the leader can be born (how good!) But can also be made (even better!), is what gives meaning to our course.

If we could not strengthen and improve our management skills, the contents of our sessions and the activities to be carried out would not make any sense; we would turn the page and resign ourselves to the fact that some will be successful Project Managers and others will simply not. But we believe more in the second hypothesis and promote experiences of self-reflection, discussion, collaboration and analysis that will be helpful in the growth process of each one of us. This, by the way does not end with this course or with subsequent follow-up processes. At the same time, it transcends and impacts our professional realities far beyond this academic experience that we will share together.

This course has been designed by the teaching staff of the University for International Cooperation based on updated and pertinent bibliography to the study topics and, through the production of its own didactic material to support learning strategies.

The Skills Management Course provides tools for professional project management, under a vision of comprehensive human training. It addresses -from different elements- good practices for people management, promoting the understanding and application of concepts and techniques that must be known, planned and administered by any professional who wishes to lead work teams under principles and integral models of human capital management.

Through readings, analysis of specific topics, self-assessments and group discussion, material is provided to understand how these skills can be developed - from self-management - to lead superior performance work teams.

The application of evaluation instruments will allow you to get to know yourself and the people who are in your environment, as well as to take advantage of your own skills and those of others to stimulate growth

The creation of a Professional Development Plan (PDP) is the key end product of the course experience. It is expected that, based on a process of self-knowledge, each student can visualize and project specific actions for an improvement in the performance of his / her managerial skills.

General Objective

Apply basic management skills to achieve the goals of your company and maintain good human relations with employees.

Specific Objectives

- Analyze problems and make effective decisions at work.
- Develop your staff as an effective coach.
- Determine your leadership style, how to use it, improve it and, if necessary, change it.
- Define the positive attitude and stimulate the staff in a practical way towards work.
- Build work teams and work as a team with your staff.
- Plan time and reduce waste.
- Foster effective communication with your staff, using techniques for receiving and giving feedback.
- Use effective negotiation techniques with subordinates, colleagues and managers.
- Resolve conflicts with employees, colleagues and managers.

General Competence

After completing this course, students will be able to understand and apply knowledge, skills, attitudes, and basic habits of an effective project leader, to enable building and maintaining good relationships with team members, project sponsors, counterparts, and other stakeholders.

Specific Competencies

- To solve problems and make effective decisions at work.
- To train, develop and advise your team by working as an effective coach.
 - Applying elements of an accompaniment process for the development of skills and competencies in your project team.
- To identify your leadership style how to use it, improve it and, if necessary, adjust it.
 - Understanding the importance and need for leadership style results, people and processes oriented, thus creating an ideal environment for developing and strengthening the team.
 - Identify your preferred delegation style and recognize the existence of other styles and the need to adapt to them, based on the needs of the project team to increase its performance
- To positively influence your team to bring out the best in them.
 - Applying the skill of active listening to improve interpersonal and work relationships.
 - Understanding the different motivation theories to be able to inspire your team and create an effective recognition and reward program for them.
- To build effective teams so they can work in collaborative manner.
- To learn how to negotiate effectively with team members and other important stakeholders within the organization.
- To identify the best way to communicate to achieve project success.
- To understand the nature of the conflict and apply principles and strategies to resolve it.
- To be able to successfully resolve conflicts with peers, team members, management, and other important stakeholders.
- To develop the appropriate skillset and be able to identify the Information Management Systems available for each project.
 - Implementing the appropriate formats to Report Project Performance and manage change requests
 - Creating a communication management plan to apply the knowledge of the concepts learned in a practical way.

Content

- During the first week, we will begin our journey by digging into the topic of the Communications Management Knowledge Area of the project from an organizational communications management perspective.
- In the second week, we will continue learning more about the topic of Communications but in this instance, the focus is on Communication as a skill, which is one of the most essential skills a project manager must possess.
- In the third week, the focus will be on the leadership skill, which is also a very important skill that every project manager needs to further develop.

- During the fourth week, we will explore the topics of negotiation skills, conflict resolution, motivation, and management change.
- In the fifth and final week of the course, our focus will be on teamwork, including delegating, feedback and developing others.

Mind Map



Methodology

This course promotes the assimilation of new theoretical concepts through analytical reading and application of concepts. Students must make use of all the technological-pedagogical tools of the university's virtual platform (virtual campus).

The course will be guided by the facilitator over a period of five weeks during which the student will use the virtual campus to:

- Obtain systematized bibliography aimed at strengthening each of the learning objectives.
- Analyze in the light of the experience of the facilitator-tutor and the classmates in guided discussions, possibilities of application of the concepts acquired.
- Apply the concepts in the development of individual and group investigations.
- Conduct collaborative work of analysis and systematization of the decisions that were The facilitator-tutor should give feedback to the students.

The facilitator-tutor must give frequently feedback through the virtual platform and the student must invest between 15 to 20 hours of work per week.

Additionally, to achieve the proposed objectives, the teaching-learning process will be developed through the combination of other recognized psycho-pedagogical methods, both in formal and non-formal education, such as:

- Application of critical and systematic analysis of the information recommended and investigated on management information systems in a real project
- Debates and virtual forums on the subject of the course
- Investigation work
- Virtual group analysis of the results of each of the research works (virtual).

Guidelines

This course consists of 5 Units (One week each), where the learning path is routed with quality reading content, inquiries, contributions, clarifications, thematic forums, group assignments, and self-assessments.

Please notice that the virtual platform will give you the opportunity to establish easy interaction with the facilitator, the academic assistant and other participants.

You have three main forums, besides the thematic forums:

- **News forum:** In this forum, the instructor or the academic assistant will provide important information for the course, such as special events, notices from the instructor, or exam information. Students do not write in this forum.
- **Social forum:** Students may post freely here, sharing their experiences, thoughts, current interests, expectations, and any personal information they may want to discuss. The instructor will also post topics for discussion.
- **Inquiries forum:** Here you will be able to express questions or concerns regarding the course. All questions from students, regarding educational, administrative, or operational matters should be directed through the Inquiries Forum.

In addition to the forums, where all participants can access what is written, “Moodle messages” are also available in case you want to ask privately.

Course Units

Each Unit has three sections:

- **Unit Guidelines:** These will guide you through the weekly topics: Main topic, mind map, learning objectives, content, and lesson summary.
- **Learning Path:** This section provides “step by step” instructions on how to successfully complete the weekly units and will guide students through the fundamental points needed to understand each learning objective. It will also display the reading materials, videos, activities, additional resources, etc.
- **Activities:** Here you will find weekly activities for you to develop as assignments and to assess your understanding of topics studied over the week.

It is very important that students keep up with the pace of the course (i.e., complete the reading content/activities on a weekly basis). Please keep in mind that there are specific due dates for deliverables, participations in thematic forums, etc., as indicated in the chart of activities and deliverables sent by the professor at the beginning of the course.

Late submission of deliverables will not be accepted. Late submission of a deliverable or other assignment will be penalized with a zero grade.

An activity for conforming teams is available in the activities section of the first week. All students must be integrated into the available work groups right from the start of the course, so they can get organized for working in the course’s group assignment. An “Interaction forum for group assignment” is also available in the activities section of the first week, so that students will have a space for interactions regarding the development of work on the group assignment.

Regarding plagiarism:

It is essential to clarify that copying textual parts of books or documents (including the web) in course work, forums, presentations, and others, without citing it properly, is considered misappropriation of ideas (plagiarism).

To avoid this situation, students should make use of citations and references. These are a valid and necessary academic and investigative resource to support your own opinion with the qualified opinion of another author. To cite, the APA standard (of mandatory use throughout the Master’s Program) must be used.

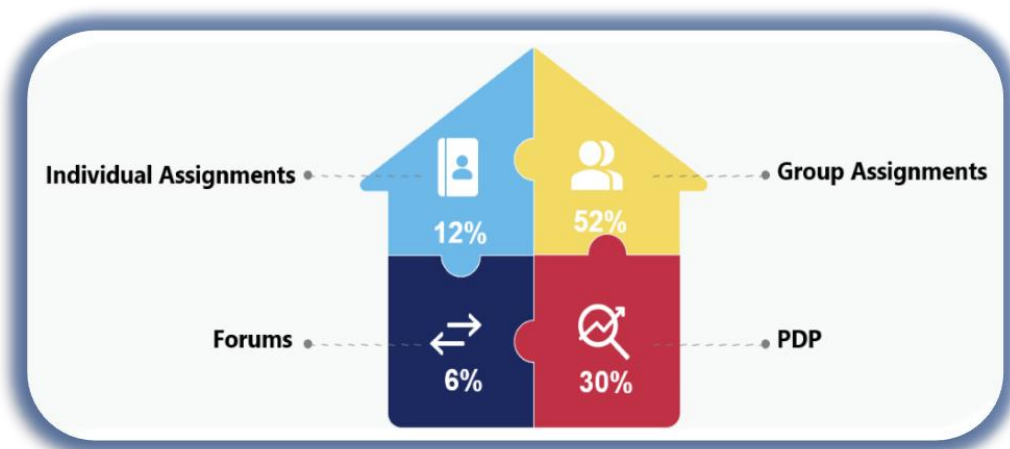
Individual works are clearly marked as such. Evidence of copying and pasting, or of quotations without indicating their true author, or of similar individual works by two or more colleagues, will be considered plagiarism and will cancel the entire work of all those involved, who will have a zero grade. Plagiarism is considered by the University for International Cooperation as a very serious offense and can lead to not only the suspension of the work presented, but even the suspension of the course or the entire program. See "Student Rules and Regulations"

(<https://uci.ac.cr/wp-content/uploads/2016/08/Stud-Rules-Reg-CR-170316.pdf>)

In this link you can download the official GSPM's Project Charter template: [Link](#). This template is to be used in any projects, assignments, etc. for which a Project Charter is needed.

Evaluation

Following chart summarizes the grading activities for this course:



Schedule of activities

Week	#	Deliverable	Grade/Type
Pre-Work		SDI & PDP Presentation	NA Individual
		SDI Test	NA Individual
		Template #1 Strategic Professional Profile and SDI Inventory Analysis	3% Individual
1	1.1	Forum 1: Forum 1: What Makes an Excellent Communicator?	3% Individual
	1.2	Communications Management Plan– Part 1	8% Group
	1.3	Coordinate/schedule first coaching session to review the SDI results and template# 1, with coach	2% Individual
	1.4	First webinar of the course	N/A Group
2	2.1	Communications Management Plan– Part 2 (Final)	8% Group
	2.2		

		Test Emotional Intelligence Self-Assessment	4% Individual
	2.3	Work on the Professional Development Plan (PDP) begins	N/A Individual
3	3.1	The Trophy Project	13% Group
	3.2	Forum: Ethics and Leadership	3% Individual
	3.3	Coordinate/schedule second coaching session for the coach to review the advance of the PDP and provide guidance	2% Individual
	3.4	Second webinar of the course	N/A Group
4	4.1	Theories of Motivation	12% Group
	4.2	Personality Type	4%
5	5.1	Teamworking with different generation groups	11% Group
	5.3	Essay: My experience with feedback in a performance review	4% Individual
	5.4	Professional Development Plan (PDP)	23% Individual (This assignment will be graded by each coach.)
	5.5	Third webinar of the course	N/A Group

Professional Development Plan – Follow up session

Three weeks after the end date of the Skill Management and PDP courses, there will be a third and final coaching session. This is the follow up session.

- o The purpose of this last coaching session is for the student to share with his/her coach the progress made so far, challenges faced, etc.
- o Each student needs to fill out and upload the template #3 on week 8 of the PDP course, at least 3 days prior to the coaching session.

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