

WM9M1-15 Collaborative Project Working

22/23

Department

WMG

Level

Taught Postgraduate Level

Module leader

Nancy Olson

Credit value

15

Module duration

1 week

Assessment

Multiple

Study location

University of Warwick main campus, Coventry

Description

Introductory description

The module aims to examine best practice in Collaborative Working in a Project (and to some extent programme) context. The impact of effective Leadership, Teamworking, Communication and Stakeholder Engagement will all be explored. Participants will be encouraged to reflect on their own style of leadership and interaction in order to facilitate their personal and professional development.

Module aims

The module aims to examine best practice in Collaborative Working and Leadership. The impact of effective Leadership, Teamworking, Communication and Stakeholder Engagement will all be explored. Themes centering around individual differences and group dynamics will be addressed. Participants will be encouraged to reflect on their own style of leadership and interaction in order to facilitate their personal and professional development. Collaboration will be considered at the level of individual interactions, teams and groups, inter-departmental and inter-organisational co-operation.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Programme Introduction;
Module Introduction and Objectives (and Personal Leadership SWOT)
Personal Reflection (psychometric)
Creating a Collaborative Environment
Managing Individual Differences
Context: Organisational Structure & Culture
Context: International Culture and Global Collaboration
Teambuilding & Teamworking: Understanding Group Processes
Team Lifecycle; Team Roles (Belbin)
Perspectives on Leadership
Personal Leadership Style
Situational Leadership and SE Leadership Styles
Project Oriented Leadership
Leading Virtual Teams
Ethics & Governance
Stakeholder Engagement Strategies & Tools
Conflict Management & Negotiation Skills
Communication for Collaboration
Context, Stakeholders, Competences
Current & Future Systems Engineering Leadership
Module Applications (Personal Reflection & Action Plans)
Module Summary, Next Steps (inc PMA) & Review
Keynote Speakers

Learning outcomes

By the end of the module, students should be able to:

- Describe some of the key contemporary theories of leadership and management, and explain their relevance and application to the Systems Engineering context.
- Apply appropriate techniques to the management of subordinates and other stakeholders, based on individual characteristics of personality and motivation.
- Deploy appropriate techniques for negotiating effectively with project stakeholders and for resolving organisational and interpersonal conflicts.
- Describe and analyse the impact of organisational structure, culture and politics on the collaborative working environment.
- Develop communication plans for projects, programs and portfolios to win the support of stakeholders, and explain the role of emotional intelligence in achieving this.
- Articulate the requirements for effective leadership within their company – now and in the future – in order to achieve successful collaboration.
- Understand the challenges of leading and managing a virtual team and be familiar with some

of the tools and techniques which can be used to support virtual team working.

Indicative reading list

Huczynski & Buchanan (2013) Organizational Behaviour
Briner, Hastings & Geddes (1996) Project Leadership
Lock & Scott (2013) Gower Handbook of People in Project Management:
Beardwell & Claydon (2010) Human Resource Management
Katzenbach & Smith (2005) The Wisdom of Teams
Muller & Turner (2010) Project Oriented Leadership
HBR (2013) On Collaboration
MacNicol & Coleman (2015) Project Leadership
Buttrick, R (2013) The Project Workout:
McCarter & White (2010) Leadership in Chaordic Organizations:
Husted & Allen (2010) Corporate Social Strategy
Mayfield (2013) Practical People Engagement
ICW (2018) Insight into ISO 44001:
APM (2020) APM Book of Knowledge (7th Edition)
Arnold, Silvester, Patterson, Robertson (2004) Work Psychology,
Boddy & Buchanan (1999) Take the Lead: Interpersonal Skills for Project Managers
Friedman & Miles (2006) Stakeholders, Theory and Practice
Kliem & Ludin (1994), The People Side Of Project Management
Mayfield (2013) Practical People Engagement
Reiss, G (1996) Programme Management Demystified
Zander & Zander (2002) The Art of Possibility

Subject specific skills

Understanding the role of stakeholder collaboration in P3M, appreciation of individual differences, understanding the structure and governance of joint ventures and commercial partnerships, appreciation of the influence of corporate culture and structure, collaboration and leadership in virtual environments

Transferable skills

Collaboration, negotiation, conflict management, facilitation, groupwork, presentation skills, communications skills, critical thinking skills, leadership, self-reflection, cultural awareness, strategic thinking

Study

Study time

Type	Required
Lectures	20 sessions of 1 hour (13%)
Seminars	5 sessions of 1 hour (3%)
Practical classes	5 sessions of 1 hour (3%)
Online learning (scheduled sessions)	(0%)
Online learning (independent)	60 sessions of 1 hour (40%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

No private study requirements defined for this module.

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A

	Weighting	Study time	Eligible for self-certification
Assessed work as specified by department	100%	60 hours	No
In-class exercise	Hours 8 10%		
Assessed essays/coursework	Words 4,000 90%		

Assessment group R

	Weighting	Study time	Eligible for self-certification
Assessed work as specified by department	100%		No
100% Assignment			

Feedback on assessment

Immediate oral feedback will be provided after case studies / practical workshops, which will be focussed upon the learning targets of each session. Feedback will also be provided to any questions which arise from students with the lecture session.

Written feedback of approximately 150-250 words will be provided for the Post-Module Assignment within a four week period after the date of submission. This feedback will be focussed

upon the strengths and weaknesses of the work with regard to the module learning objectives and the post-module assignment marking guidelines. Suggestions for improvement will also be provided.

Availability

Courses

This module is Core optional for:

- Year 1 of TESS-H1X6 Postgraduate Taught Programme and Project Management