

# WM9M1-15 Collaborative Project Working

**24/25**

**Department**

WMG

**Level**

Taught Postgraduate Level

**Module leader**

Ifonima Essien

**Credit value**

15

**Module duration**

1 week

**Assessment**

100% coursework

**Study location**

University of Warwick main campus, Coventry

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## 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 in the context of Projects, Programmes & Portfolios (P3M). The impact of effective Leadership, Teamworking, Communication and Stakeholder Engagement will all be explored. Themes focusing on 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, inter-organisational and inter-cultural 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.

Introduction: The Concept of Collaboration

Individual Factors in Collaboration: Personality, Motivation, EQ, Trust

Components of Collaboration: Trust (Activity)

Communication for Collaboration

Teams (inc Virtual Teams)

Components of Collaboration: Co-ordination (Activity)

Keynote Speaker: International Standards in Collaborative Leadership

Collaborative Strategies

Components of Collaboration: Co-operation (Activity)

Inter-Cultural Negotiation

Components of Collaboration: Influence (Activity)

Keynote Speaker: A Systems Thinking Approach to Developing Collaborative Environments

Stakeholder Engagement Strategies & Tools

Collaborative Leadership

Reflection, Action Planning & Module Summary

## Learning outcomes

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

- Critically evaluate and apply appropriate techniques to the management and engagement of stakeholders, drawing on individual characteristics of personality, motivation and emotional intelligence.
- Critically apply appropriate strategies, tools and techniques for enhancing collaboration and dealing with conflict at the interpersonal, intra and inter-organisational level.
- Demonstrate knowledge of key contemporary approaches to project leadership and management - including agile - and understand their relevance to fostering collaboration in P3M.
- Critically analyse the challenges of leading and managing in a collaborative context and demonstrate familiarity with a range of tools and techniques which can be used to support collaborative working.

## Indicative reading list

Indicative Reading list:

APM (2020) APM Book of Knowledge (7th Edition)

Arnold, Silvester, Patterson, Robertson (2004) Work Psychology

Beardwell & Claydon (2010) Human Resource Management

Boddy & Buchanan (1999) Take the Lead: Interpersonal Skills for Project Managers

Briner, Hastings & Geddes (1996) Project Leadership

Buttrick (2013) The Project Workout

Friedman & Miles (2006) Stakeholders, Theory and Practice  
Gardner & Matviak (2022) Smarter Collaboration: A New Approach to Breaking Down Barriers and Transforming Work  
Hansen (2009) Collaboration: How Leaders Avoid the Traps, Build Common Ground, and Reap Big Results  
Hawkins & Connor (2023) The Next Generation in Leadership  
HBR (2013) On Collaboration  
Huczynski & Buchanan (2013) Organizational Behaviour  
Husted & Allen (2010) Corporate Social Strategy  
ICW (2018) Insight into ISO 44001  
Kahn (1990) Psychological Conditions of Personal Engagement and Disengagement at Work  
Katzenbach & Smith (2005) The Wisdom of Teams  
Kliem & Ludin (1994), The People Side of Project Management  
Lock & Scott (2013) Gower Handbook of People in Project Management  
MacLeod & Clarke (2009) Engaging for Success  
MacNicol & Coleman (2015) Project Leadership  
Mayfield (2013) Practical People Engagement  
Muller & Turner (2010) Project Oriented Leadership  
PMI (2021) PMBOK (7th Edition)  
Reiss (1996) Programme Management Demystified  
Tamm (2020) Radical Collaboration: Five Essential Skills to Overcome Defensiveness and Build Successful Relationships  
Zander & Zander (2002) The Art of Possibility

[View reading list on Talis Aspire](#)

## **Subject specific skills**

Understanding the role of stakeholder engagement in P3M; appreciation of individual differences in facilitating collaboration; understanding the structure and governance of joint ventures and commercial partnerships; appreciation of the influence of national culture; corporate culture and structure; collaborative communication; developing teamworking and leadership (including virtual environments).

## **Transferable skills**

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

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## **Study**

## **Study time**

<b>Type</b>	<b>Required</b>
Lectures	20 sessions of 1 hour (40%)
Seminars	5 sessions of 1 hour (10%)
Practical classes	5 sessions of 1 hour (10%)
Online learning (scheduled sessions)	(0%)
Online learning (independent)	20 sessions of 1 hour (40%)
Total	50 hours

## Private study description

Study of relevant literature and multi-media materials prior and subsequent to the face-to-face taught sessions - some of this will be directed learning and for some the students will be encouraged to direct their own research.

## Costs

No further costs have been identified for this module.

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## Assessment

You do not need to pass all assessment components to pass the module.

### Assessment group A2

	<b>Weighting</b>	<b>Study time</b>	<b>Eligible for self-certification</b>
Written Report	70%	42 hours	Yes (extension)
Assessed academic essay Words 2,800 +/- 10% Weighting 70%			
Individual Reflection	30%	18 hours	Yes (extension)
Individual written submission providing personal reflection on several separate in-module activities. 1,200 wordcount.			

## Feedback on assessment

Immediate oral feedback will be provided after in module activities, which will be focused upon the learning targets of each session. Feedback will also be provided to any questions which arise from students within the lecture sessions.

Feedback on the Individual Reflection and Written Report will be focused on the strengths and weaknesses of the respective submissions with regard to the module learning objectives and the post-module assignment marking guidelines. Suggestions for improvement will also be provided.

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## **Availability**

There is currently no information about the courses for which this module is core or optional.