

Course Title		
MLI61C612	Communication and Project Management	3 cr
Learning Outcomes and Content		
<p>Outcome: Learning outcomes for this course, upon successful completion, include the ability to: 1) recognize that communication is vital in team formation, especially in international contexts, 2) understand the principles of effective teamwork and leadership (includes team accountability, emotional intelligence, empathy and conflict resolution), 3) identify the characteristics and structure of projects, 4) identify and communicate project scope and report as needed to keep on track in all project stages, and 5) understand the need to communicate the status of a project to stakeholders and end users to gain their support and engagement during the project lifecycle.</p> <p>Content: The nature of work in business is changing as organizations become more fluid, flexible, multi-cultural and project-based. Project managers and project team members need effective internal and external communication skills, including skill and experience in aspects of intercultural communication, in all phases and aspects of a project, from clarifying project scope to keeping team members, stakeholders, project sponsors and end users informed of project status and when and to whom to communicate changes during the project life cycle. This course highlights the differences between project work and on-going operations, why effective communication, functional teams, and trust are critical to project success and how to determine communication channels based on the type of information transmitted and the needs and preferences of the receivers.</p> <p>Cefr: Starting level C1</p>		

Instructor Name and Profile
<p>Patrick Simek spent more than 15 years in business and consulting before transitioning into education in 2015 when he started teaching economics and law to baccalaureate students at a vocational school in Fribourg, Switzerland. He also served as a principal of the school. Currently he is a lecturer in management at the Zurich University of Applied Sciences, in project & change management at the Swiss Institute for Business Studies and an a lecturer in finance at Jiangxi Normal University in China.</p> <p>Patrick began his career with the management consultancy A.T. Kearney in 1996, where he was involved in projects in the airline, telecom and railway industry. Between 1999 and 2004 he researched the restructuring and privatisation process of German railway operator Deutsche Bahn AG in Berlin. During this period, he worked in various managerial positions at Deutsche Bahn, as well as a facilitator for the strategy consulting company Metaplan in Hamburg.</p> <p>Patrick subsequently graduated with a PhD in economics from the University of Cambridge on the "Privatisation and Corporate Governance of Deutsche Bahn AG". In 2005, he joined global freight forwarder Panalpina as a corporate project manager at their head office in Basel, Switzerland to work on the integration of the IT landscape and its greater alignment</p>

with core business processes. He then moved on to Swiss Post International as Head of Global Transport Logistics, responsible for the management and development of the company's global transport network. Finally, Patrick managed IT projects at European clients for a small Swiss software company.

Email Address

patrick.simek@yahoo.ca – only use this address please!

Office Hours

Monday – Thursday: Right after class (I stay online)

Friday: by appointment

Or any other time by appointment

Required Reading

Kogon, Kory; Blakemore, Suzette; Wood, James (2015). Project Management for the Unofficial Project Manager. Dallas. Ben Bella Books, Inc.

Course Schedule		
Session # and Date	Topic/s	Assignment/s
Session 1: 24.1.2022	<p>Theme: Introduction and purpose of course</p> <p>Course overview (10)</p> <ul style="list-style-type: none"> • Course structure and work style • Learning targets for the 7 days • Breaks • Grading • Reading and out of class work expectations • <p>Lecture: 3 most important skills project leaders need – Communication, Empathy, Conflict Resolution (10)</p> <p>Lecture: Communication and Project Management defined (20)</p> <p>Activity and Debrief: What kind of communicator are you? (20)</p> <p>Lecture: Roles and characteristics of successful project teams (10)</p> <p>Small Group Work: Project Team Formation</p> <ul style="list-style-type: none"> • Read project choice handout • Add own suggestions for projects • Form teams based on interests, skills, strengths and experience (20) <p>Explanation: For class tomorrow (10)</p> <ul style="list-style-type: none"> • Team Task 1: Team Charter, Project Scope Statement and list of stakeholders. • Required Readings <p>Begin Team Kickoff Meeting: (This meeting may need to continue after class.)</p> <ul style="list-style-type: none"> • Team member introductions • Discuss how you will work together • Research and discuss cultural/gender/ political/ age differences and similarities that may affect the team's work • Discuss and prepare your Team Charter • Identify Stakeholders <p>Discuss the kinds of information and research your team will need to do for your project.</p>	<p>NOTE 1: Required readings, on-line assessments and videos are needed for classroom tasks in the next session. Make sure you are familiar with the content of all required materials before the next class.</p> <p>NOTE 2: Have your textbook close to you during class every day.</p> <p>----</p> <p>Out of Class Work for Session 2</p> <p>Team Kick-off Meeting: complete meeting, agree deliverables, make notes of what kind of research and information you will need to do.</p> <p>Hint: Start working on Graded Team Task 1 (due 25.1.2022)</p> <p>Required Reading: Text: Project Management for the Unofficial Project Manager.</p> <ul style="list-style-type: none"> • Chapter 1, The New World of “Unofficial” Project Management, pp 5-16 • Chapter 2, People + Process = Success pp 17-37. • Chapter 3, Initiating the Project, pp 39-76 <p>MyCourses: Alaimo, K. (2016). The New York Times, July 30, 2016 http://nyti.ms/2a7v7HS. How to deal with a foreign colleague who can't say no?</p>

<p>Session 2: 25.1.2022</p>	<p>Theme: Team leadership, project management and initiating projects</p> <p>Discuss: Team Kick-off Meetings, Cultural and other issues your team may encounter and how you will deal with them</p> <p>Situational Case: “Project manager kick-off speech” (discuss in pairs, review in plenary)</p> <p>Discussion: Cultural and other issues your team may encounter and how to will deal with them</p> <p>Discuss: Homework Readings.</p> <ul style="list-style-type: none"> • What did you learn about communication, team leadership and project management? <p>Lecture: Foundational behaviors of successful teams: respect, managing expectations, accountability, and listening</p> <p>Discussion: Emotional Intelligence</p> <p>Lecture and Activity: Listening versus hearing</p> <p>Lecture: Initiating the Project</p> <p>Situational Case: “A unified data bank for the company” (discuss in pairs, review in plenary)</p> <p>Situational Case: “Computer desks” (discuss in pairs, review in plenary)</p> <p>Team Work: Project Initiation</p> <ul style="list-style-type: none"> • Discuss your understanding of the purpose and scope of your project. • Brainstorm who the stakeholders are • Use the D.A.N.C.E. tool to identify key stakeholders (text page 47) <p>Explanation: Deliverables for Session 3 (5)</p> <ul style="list-style-type: none"> • Team Task 1: (provide detail) • On-line Emotional Intelligence Quiz. Bring results to Session 3 • Homework reading 	<p>Out of Class Work for Session 3</p> <p>Complete Project Scope Discussion if need be</p> <p>Required Readings: Text: Chapter 4, “Planning the Project: Milestone or Mirage?” pp 77-124.</p> <p>Posted on MyCourses Required: Sample Project Communications Management Plan Template</p> <p>Watch: Project Communication Plan: Key to Effective Communication in Projects. https://www.youtube.com/watch?v=KHEh8_r4Lcl</p> <p>Deliverable: Graded Team Task 1: Team Charter, Project Scope Statement and list of stakeholders. Post to MyCourses by 22:00, 25. January 2022 Limit your submission to 2 pages of text (typed with 11 or 12 font-size) plus 1 additional page of exhibits (graphs, calculations, tables, diagrams, photographs, etc.).</p> <p>Task: Take the on-line Emotional Intelligence Assessment. Save your results on your laptop or print them for Session 3. https://www.mindtools.com/pages/article/ei-quiz.htm</p> <p>Optional Article: 2013 Project Management Institute Inc. Pulse of the Profession In-Depth Report: The High Cost of Low Performance: The Essential Role of Communications, May 2013. PMI.org/Pulse.</p> <p>“Communication: The Message is Clear.” https://www.pmi.org/-/media/pmi/documents/public/pdf/white-papers/communications.pdf</p> <p>Optional Article: Bradberry, Travis and Greaves, Jean (2009) Emotional Intelligence 2.0. San Diego. TalentSmart Inc. pp 23-28, 31-34, 37-40, & 43-49.</p> <p>Click here for link to this book on Google Books!</p>
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<p>Session 3: 26.1.2022</p>	<p>Theme: Initiating and Planning the Project</p> <p>Class Discussion: Project Scope Statement and Emotional Intelligence Quiz results</p> <p>Lecture: Project Initiation and Planning</p> <ul style="list-style-type: none"> • Risk Management • Communication Plan • Project Schedule • Work Breakdown Structure (WBS) <p>Situational Case (risk analysis) “cheap office furniture” (discuss in pairs, review in plenary)</p> <p>Team Work: Project Planning work</p> <ul style="list-style-type: none"> • Decide team assignments for project planning documents: • Prepare Risk matrix, use TAME the risks tool and make a Risk Management Plan • Prepare a Work Breakdown Schedule • Prepare a Communication Management Plan <p>Lecture: Introduce other documents used in project</p> <ul style="list-style-type: none"> • Needed human resources • Duration • PERT chart • Milestones • Critical path • Budget <p>Class Discussion:</p> <ul style="list-style-type: none"> • Share experiences about initiating and planning your project • Observations about emotional intelligence <p>Lecture: Key points of executing projects</p> <ul style="list-style-type: none"> • Keeping the team engaged • Accountability and performance conversations. <p>Situational Case (empathy and accountability) “An overstrained team member” (discuss in pairs, review in plenary)</p>	<p>Out of Class Work for Session 4</p> <p>Team Discussion: Plan a performance conversation to be conducted in Session 4.</p> <ul style="list-style-type: none"> • Discuss issues that might require a performance conversation with a team member. • Choose an issue • Prepare a Conversation Planner form (p 149 in text) <p>Task: Take on-line Empathy Quiz. https://greatergood.berkeley.edu/quizzes/take_quiz/empathy</p> <p>Deliverable: Graded Team Task 2: Stakeholder Analysis, Mapping and Engagement Strategy – Case “FIFA World Cup in Qatar 2022”</p> <p>Read the case “FIFA World Cup 2022”. Using the stakeholder analysis and mapping tool, consider who the stakeholders and key stakeholders in this case are.</p> <p>You may conduct your own research to obtain further information about this case.</p> <p>Make a recommendation how you would approach the management of the stakeholders and keeping them engaged if you were the overall project manager at the outset of this project.</p> <p><u>Post to MyCourses by 22:00, 27. January 2022</u></p> <p>Limit your submission to 2 pages of text (typed with 11 or 12 font-size) plus 1 additional page of exhibits (graphs, calculations, tables, diagrams, photographs, etc.).</p> <p>Required Reading:</p> <p>Text: Chapter 5, “Executing and Controlling the Project: Keep Your Sanity or Lose Your Mind?” pp 125-159.</p> <p>Skim for overall understanding: Jordan, Andy. (2014) The Kanban board: a PM’s new best friend? Project Management Institute.com.</p> <p>https://www.projectmanagement.com/articles/285256/The-Kanban-Board--A-PM-s-New-Best-Friend-</p> <p>Skim for key points: Holt, Svetlana; Marques, Joan; Hu, Jianli; and Wood, Adam. (2017) Cultivating empathy: new perspectives on educating business leaders.” The Journal of Values-Based Leadership. Vol 10 (1) Winter/Spring 2017, pp 1-18.</p> <p>https://scholar.valpo.edu/cgi/viewcontent.cgi?article=1173&context=jvbl</p>
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<p>Session 4: 27.1.2022</p>	<p>Theme: Executing the project and team-work skills</p> <p>Discussion:</p> <ul style="list-style-type: none"> • Key points of the homework readings about executing and controlling projects and the need for empathy among business leaders <p>Lecture: Trust, empathy and accountability in project leadership and participation (20)</p> <p>Pair Activity: Prepare to conduct a Performance Conversation</p> <ul style="list-style-type: none"> • Partner A as leader • Partner B as leader <p>Debrief: Performance Management Conversations</p> <p>Lecture: Types of visuals to communicate project status</p> <ul style="list-style-type: none"> • Milestones • Kanban boards • Critical path charts • Gantt Charts <p>Explanation: Graded Team Task 3</p> <p>Lecture: Communicating project status to different audiences</p> <ul style="list-style-type: none"> • Needs of different audiences: stakeholders, sponsors, team members, end users and media • Use of milestones, critical path, Kanban boards and Gantt charts in communicating project status <p>Team Work: Work on your project and prepare for a Team Accountability Session: to be conducted in Session 5 (40)</p> <ul style="list-style-type: none"> • Report to your team on your part of the project, is it on schedule, within budget, any problems • Brainstorm solutions to any problems 	<p>Out of Class Work for Session 5</p> <p>Required Reading: Text: Chapter 6, Monitoring and Controlling the Project, pp 161-186.</p> <p>Deliverable: Graded Team Task 3: Prepare a status report for your part of the project for your Team Accountability Session to be held in Session 5. Outline or use a visual to tell or show what is going according to plan and what is not. Present your recommendations about what steps need to be taken to keep the project on schedule and within budget or ask team for help.</p> <p><u>Post to MyCourses by 22:00, 28. January 2022</u></p> <p>Limit your submission to 1 page of text (typed with 11 or 12 font-size) plus 1 additional page of exhibits (graphs, calculations, tables, diagrams, photographs, etc.).</p>
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<p>Session 5: 28.1.2022</p>	<p>Theme: Monitoring and Controlling the Project</p> <p>Q&A: Project Presentation and Exam in Session 7</p> <p>Discussion: Monitoring and controlling projects</p> <ul style="list-style-type: none"> • Scope creep • Stakeholder problems • Horror stories <p>Conduct: Team Accountability Session:</p> <p>Debrief: Accountability Sessions</p> <p>Lecture: Conflict Resolution</p> <p>Team Work: Prepare a checklist for those issues, which you need to clarify early on in the project to avoid conflict in the team</p>	<p>Out of Class Work for Session 6</p> <p>Required Reading: Text: Chapter 7, Closing the Project, pp 187-203.</p> <p>Consider preparing for the exam on day 7.</p>
<p>Session 6: 31.1.2022</p>	<p><u>Today's class will end earlier since we need more time tomorrow for the team presentations to avoid any rush.</u></p> <p>Theme: Closing the Project</p> <p>Team Sharing: Each team's approach to Team Task 2, stakeholder management</p> <p>Lecture: Steps to closing a project</p> <ul style="list-style-type: none"> • Project Close checklist • Evaluate project • Lessons learned for future projects • Signoffs • Disbanding the team • Archiving records • Final status report to stakeholders • Closing celebration • Acknowledge team members <p>Situational Cases: Selected situational cases to review the overall course material and provide a forum for discussion and reflection</p> <p>Q&A: Project Presentation and Exam in Session 7</p> <p>Team work:</p> <ul style="list-style-type: none"> • Prepare project presentation including Lessons Learned for Session 7 	<p>Out of Class Work for Session 7</p> <p>Deliverable: Graded Team Task 4: Project presentation including Lessons Learned for future projects to be presented in Class 7 – be ready to give the presentation together with your team members in front of your fellow students!</p> <p>You will have 10-15 minutes for your presentation! Note that this time passes by very quickly and I will cut you off if you take too much time!</p>

Session 7: 01.2.2022	Theme: Wrap-up and Exam Individual Graded Multiple Choice Exam. (60 mins) <ul style="list-style-type: none"> • Online in MyCourses Break: (20mins) Team Project Presentations (max. 5 points for individual presentation competence) (120mins) <ul style="list-style-type: none"> • 10-15 minutes each • Comments 	Out of class work – NOTHING!
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Grading	
Course Requirements	Weighting (%) or maximum points
Team Task 1: Team Charter, Project Scope Statement and list of stakeholders. Post to MyCourses by 22:00, 14. January	10 points
Team Task 2: Stakeholder Mapping, Analysis and Engagement Strategy – Case “FIFA World Cup in Qatar”. Post to MyCourses by 22:00, 18. January	25 points
Team Task 3: Status Report for Accountability Session. Post to MyCourses by 22:00, 19. January	15 points
Team Task 4: Team Project Presentations To be held in class in session 7, 21. January	15 points
Individual Presentation Grade for competence of presentation in final team project presentation	5 points
Individual Graded Multiple Choice Exam. Completed online in MyCourses in class, (21.1.2022)	30 points
Total	100
Conversion scale	Final grade (official scale)
90 - 100	5
80 - 89	4
70 - 79	3
60 - 69	2
50 - 59	1
0 - 49	0

ECTS STUDENT WORKLOAD
This course is a 3 ECTS unit course, following the ECTS (European Credit Transfer System) guidelines of Aalto University School of Business. The number of hours the average student is expected to work in the course is 80 (including in-class and out-of-class work).

Types of Hours	Number of Hours
Contact hours (on- and off-campus):	21
Out-of-class hours:	59
Work with course materials, e.g. required reading	24
Exam preparation	5
Individual research & writing	5
Team projects (meetings, research, preparation, etc.)	25
Other	N / A
Total of all student workload hours	80

ACADEMIC POLICY STATEMENTS

CODES OF CONDUCT

Academic excellence and high achievement levels are only possible in an environment where the highest standards of academic honesty and integrity are maintained. Students are expected to abide by the Aalto University Code of Academic Integrity, other relevant codes and regulations, as well as the canons of ethical conduct within the disciplines of business and management education.

In addition, the BScBA Program has strict exam regulations in force which must be followed in all test-taking situations.

TEXTBOOK POLICY

All required textbooks and other course materials are the responsibility of the student. It is the expectation of faculty that all students will have access to the textbooks and other reading material. If a student is not able to purchase his/her own copy of the textbook or other required reading materials, it is nonetheless the student's responsibility to find a way to complete the reading for the course.

CLASS PARTICIPATION

A hallmark of the Mikkeli program is student engagement in the classroom, which for this course is an online learning space. Students are expected to participate actively in the course and follow lectures and other presentations, whether synchronous ("live") or asynchronous (recorded). Assignment deadlines will be enforced as for regular courses. As always, faculty will evaluate your achievement of the learning outcomes of the course through assessment methods approved by the program director. A passive approach to the course will negatively affect your grade. In practical terms, this means that the instructor for the course will take attendance in the synchronous sessions. **Any student**

who is absent for 20% or more of the synchronous sessions may be dropped from the course. The decision to drop a student from a course will be made by the instructor, who will inform Mari Syväoja, Manager of Academic Operations: mari.syvaoja@aalto.fi.

2021-2022