

COURSE SYLLABUS

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| Course No. | : | POM 199.4 |
| Title | : | <i>Managing Project Teams</i> |
| School | : | <i>John Gokongwei School of Management</i> |
| Department/Program | : | <i>Department of Quantitative Methods and Information Technology Minor in Project Management</i> |
| School Year/Semester | : | <i>2012-2013, Second Semester</i> |
| Instructor/s | : | <i>RAUL P. RODRIGUEZ</i> |

A. Course Description

Learning how to build and sustain an environment in which people, teams, and projects flourish is the focus of this course. To deliver project results successfully, people management competencies, more than technical and process know-how, are crucial. This course aims to build in the student these competencies, as needed along the various stages of the project life cycle, and seen as vital in making them truly successful project managers. Moreover, project managers must be able to do more than manage, organize, and control. They must be able to lead the project team and its stakeholders through change. The student will have the opportunity in this course to assess his/her level of managerial skills and his/her leadership profile, participate in case discussions, and gain insights and skills from exercises as he/she is taken through the topics of building teams, team communications, problem solving and decision making, negotiating, change and conflict management, and leading projects in the context of corporate culture.

B. Course Objectives

Upon completion of this course, the students should be able to:

- Understand the underlying concepts of what a team is, why change plays an important role in team existence, and how teamwork is applied to manage change;
- Know how to manage and lead in the different stages of team formation and how to establish team synergy;
- Learn about their own unique capabilities, preferences, and strengths;
- Learn what are the considerations in organizing work according to the strengths of team members;
- Appreciate the impact of positive emotions on productivity, creativity, communication, and teamwork
- Learn effective ways to manage communication and conflict to maintain team effectiveness;
- Adopt negotiation techniques
- Learn effective problem solving and decision making approaches
- Understand conditions that lead to high levels of employee engagement, motivation, and productivity;

C. Course Outline

Topics

- Day 1
- Course Overview
 - Administrative Matters
 - Review of relevant PM concepts
 - * PM Organizations
 - * PM Project Life Cycle
- Day 2
- A Management Competencies Framework (Quinn et al.)
- 8 Managerial roles
 - Director
 - Mentor
 - Producer
 - Facilitator
 - Monitor
 - Broker
 - Coordinator
 - Innovator
- Day 3
- Managing Teams: Overview
- Self-Assessment: Attitude Towards Teams
 - Teams in the Workplace
 - Stages of Group Development
 - Case or Exercise; Skills Practice
- Day 4
- Know Yourself, Know Others: Understanding and Valuing Differences
- Self-Assessment: Attitudes Towards Diversity
 - MBTI Administration
 - Emotional Intelligence: Self-Assessment
 - Personality Theories
 - Important Personality Dimensions
 - Attitudes
 - Case and/or Exercise; Skills Practice
- Day 5
- Communicating Effectively
- Self-Assessment: Your Personal Communication Style
 - Functions of Communication and the Communication Process

- Communication Channels
- Communication Networks
- Understanding and Overcoming Communication Barriers
- Mastering Active Listening
- Using and Reading Non-verbal Communication
- Electronic Communication
- Case and/or Exercise; Skills Practice

Day 7

Running Effective Meetings

- The Interaction Method
- Role Play

Day 8

Problem Solving and Decision Making

- Self-Assessment: Attitudes Toward Problem Solving
- The Problem Solving Process
- The PDCA Cycle
- Influences on Problem Solving

Day 9

Negotiating Effectively

- Negotiating and Bargaining
- Negotiating Styles
- Know Your BATNA
- Negotiation Role Play

Day 10

Managing Conflict

- Self-Assessment: Attitudes Toward Managing Conflict
- Conflict Premises
- Causes of Conflict
- Approaches to Conflict Resolution
- Case and/or Exercise; Skills Practice

Day 11

Managing Change

- Self-Assessment: Attitudes Toward Managing Change
- Planned versus Reactive Change
- The Change Process
- Targets of Change
- Overcoming Resistance to Change
- Managing Difficult Transitions
- Organization Development
- Case and/or Exercise; Skills Practice

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| Day 12 | Managing Time and Stress Management |
| Day 13 | The Project Manager as Coach - Coaching as a Leadership Philosophy - The Coaching Steps - Coaching Skills Practice Exercise |
| Day 14 | Managing Global Teams (Resource Speaker) |
| Day 15 | Project Presentations |

D. Resources

Aldag, R. J. and Kuzuhara, L. W. (2005). *Mastering Management Skills*. Thomson-South Western.

Clifford F. Gray and Erik W. Larson (2006). *Project Management The Managerial Process*, McGraw-Hill, New York.

Kerzner, H. (2006). *Project Management A Systems Approach to Planning, Scheduling, and Controlling*. Ninth Edition. John Wiley & Sons, Inc., New Jersey.

Kotter, J. P. and Cohen, D.S. (2002). *The heart of change*. Boston: Harvard Business School Press.

Quinn, R.E., Faerman, S. R., Thompson, M. P., and McGrath, M. R. (2003). *Becoming a master manager: A competency framework*. New York: John Wiley & Sons, Inc.

E. Course Requirements

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| Reaction Papers | – 20% |
| Case Discussions | – 20% |
| Mid-Term Exam | – 20% |
| Project | – 30% |
| Class Participation | – 10% |

