

Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT
PM 540: Communications and Stakeholder Management for
Project Success

3 Credits
Effective: Winter 2017

Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

This course introduces communication strategies and proven techniques especially valuable in addressing stakeholder management. Students will also learn how to plan communication and identify all organizational stakeholders, analyze, and assess stakeholder objectives, and then develop a stakeholder management plan that satisfies the needs while managing competing objectives across the organization. The aim is to improve communication planning, stakeholder management, and evaluate the sources of organizational politics and power struggles, and the resulting impact on a program or project. The skills developed will help increase clarity, relevance, and precision in communication to better interact among a diverse workforce and set of stakeholders. Importantly, students learn how communication can facilitate decision-making processes; manage negotiations between competing stakeholder objectives, and keep alignment between project outcomes and business goals.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the Reading List link in your online course as well as from the library homepage (“Find Your Reading List” button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Lifelong learning

COURSE OUTCOMES

In this course, learners:

- Analyze the formal and informal communication channels and types of information that flow between individuals, teams, project management, corporate management, sponsors and customers.
- Evaluate the complexity of communication as the number of participants increase.
- Assess communication theory and a practical application of its use.
- Apply reasoning to the dimensions and constructs of complex communication.

- Distinguish and understand the implications of organizational and geographical cultures relative to project work.
- Manage negotiations between competing stakeholder objectives.
- Demonstrate an understanding of organizational culture and acculturation strategies.
- Ability to assess stakeholders and develop a relationship plan to enable project success.
- Display proficiency in oral and written communication.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Communication strategy and plan
- Communication theory
- Developing a stakeholder-engagement plan
- Exploring virtual communications
- Managing stakeholder expectations
- Understanding stakeholder engagement, the types of stakeholders, and their roles, influence, and power
- Written and oral communication

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle’s decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Stakeholder Analysis and Management Plan	30%
Communications Management Plan	30%
Cultural Assessment in Project Management	20%
Instructor Determined Activities (including participation)	20%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Stakeholder Analysis and Management Plan

Analyzing stakeholders is crucial to the success of a business or project. Students will identify and analyze stakeholders and their interest areas mapped into a matrix. In addition, stakeholders need to be analyzed as part of a power/interest grid to understand how to navigate power and politics through relationships. The paper should be 3-5 pages and APA-formatted.

Students can either use a previous project approved by the instructor or a case study determined by the

instructor.

<i>Components</i>	<i>% of Grade</i>
APA Style (citations/references)	10%
Style and Mechanics	15%
Stakeholder Analysis and Management (stakeholder management)	75%
TOTAL	100%

Communications Management Plan

Based on the Stakeholder Analysis and Management Plan, students will create a formal communication plan. A project communications management plan describes in detail the types of communications that will take place in the project, and specifies forms to use for certain types of key project information that must be transferred among team members and to key stakeholders that have a vested interest in the project or an influence on the project. As the project manager, students will need to develop the policies and procedures for all means of communication across the project, taking into account the requirements for communicating with the sponsor, stakeholders, vendors, and project team. Produce a formal Communication Plan in accordance to Project Management Book of Knowledge (PMBOK) that includes a matrix to set a framework in place that allows team members and stakeholders to understand when, how, and what communications will occur. Package this document into a presentable format that could be issued to all team members, stakeholders and the sponsor once approved. Suggested package should contain 5-7 pages in APA format.

Information in the Communication Plan should include but not be limited to the following:

1. Matrix
 - a. Information to be communicated, including language, format, content, and level of details;
 - b. Time frame and frequency for the distribution of required information;
 - c. Person responsible for communicating the information;
 - d. Person or groups who will receive the information;
 - e. Methods or technologies used to convey the information, such as memos, e-mail, and/or press releases;
 - f. Resources allocated for communication activities
2. Escalation process identifying time frames and the management chain (names) for escalation of issues that cannot be resolved at a lower staff level;
3. Method for updating and refining the communications management plan as the project progresses and develops;
4. Communication constraints, usually derived from specific legislation or regulation, technology, and organizational policies, etc.
 - a. Policy for confidential or restricted information.
 - b. How do you define these and how should the team members handle such situations?
 - c. Policy for communication outside the project team, stakeholders, and sponsor group.

The highest scores on this assignment will be for a practical project communications management plan containing information specific to the project's requirements and deliverable(s), which name specific people and roles and address the practical communication requirements that exist for this project, demonstrating that you can produce a professional document. Assignments should not contain generic material imported from somewhere else as this will not be appropriate for this situation and will lose

points.

<i>Components</i>	<i>% of Grade</i>
Communication Requirements (communication channels)	75%
Style and Mechanics	15%
APA Style (citations/references)	10%
TOTAL	100%

Cultural Assessment in Project Management

Examine the cultural factors one must consider in stakeholder and communications management in project management. The student's approach should include the discussion on cultural communication barriers, dimensions of culture, generational culture, and acculturation and its relationship to project management. How does the project manager ensure project success and the correct outcomes given these cultural considerations? This essay should be 5 or more pages, in APA format, with 2 or more references in addition to the course materials provided for the class.

<i>Components</i>	<i>% of Grade</i>
Cultural Assessment in Project Management	75%
Style and Mechanics	15%
APA Style (citations/references)	10%
TOTAL	100%

Instructor Determined Activities (including participation)

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

<i>Components</i>	<i>% of Grade</i>
Quality of Responses	50%
Quantity of Responses	30%
Timeliness	20%
TOTAL	100%

COURSE POLICIES

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue

arises coordinate with the instructor prior to the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to the team project.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its

environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

SUPPORT SERVICES

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements.

Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help you find the resources and information you need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.ed to request a user name and password.