

COURSE SPECIFICATION DOCUMENT

Academic School / Department:	School of Liberal Arts
Programme:	MSc Project Management for Sustainability
FHEQ Level:	7
Course Title:	Communication and Conflict Management
Course Code:	PMG 7007
Total Hours:	100
Timetabled Hours:	26
Guided Learning Hours:	4
Independent Learning Hours:	70
Semester:	Fall, Summer
Credits:	10 UK CATS credits 5 ECTS credits 2 US credits

Course Description:

The Communication and Conflict Management module is designed to equip MSc Project Management students with the essential knowledge, skills, and strategies required for effective communication and conflict resolution within the context of sustainable project management. Effective communication and conflict management are critical components of successful project execution, as they impact project team dynamics, stakeholder relationships, and project outcomes.

Prerequisites:

PMG 7001 Introduction to Project Management

Aims and Objectives:

The aim of this module is to enable students to develop a deep understanding of communication theories, practices, and conflict resolution techniques relevant to sustainably project management. Students will gain the ability to apply these concepts to real-world project scenarios, fostering effective communication and minimizing the negative impact of conflicts on project progress.

Programme Outcomes:

A1, C1, C2, C4, C5, D1, D4.

A1. Have a systematic and deep understanding of relevant knowledge about the management of projects, their external context, and the detailed relationship between these and their function in organisations.

C1. Develop the leadership/management skills and techniques to participate at any level of a national or international project.

C2 Have an excellent command of subject-specific IT and professional skills relevant to project management.

C4 Communicate effectively with others to identify solutions to complex problems.

C5 Employ leadership by challenging assumptions and negotiating alternatives to unsustainable current practices, especially within the project management field.

D1 Engage as team members in group work that will require intellectual, reflective, and analytical application.

D4 Identify the opportunities to support and develop a progressive and resilient team culture that encourages members to put learning into practice.

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by Registry and found at:

<https://www.richmond.ac.uk/programme-and-course-specifications/>

Learning Outcomes:

By the end of this course, successful students should be able to:

1. Critically assess and apply theories and models of communication within the context of project management.
2. Analyse the key elements of effective communication plans and strategies in sustainable project management.
3. Evaluate and apply various conflict resolution and management techniques in project settings.
4. Demonstrate the ability to communicate effectively with project stakeholders, team members, and external parties including other species in a wider ecology.
5. Identify and assess the sources of conflict in project management and develop strategies to mitigate them.
6. Analyse the impact of culture, diversity, and ethical considerations on communication and conflict management in projects.

Indicative Content:

1. Communication Theories and Models:

- Overview of communication theories
 - Communication models and their applicability in project management
 - Communication channels and tools in project communication
2. Effective Communication in Project Management:
 - Developing a communication plan
 - Stakeholder communication and engagement
 - Communication barriers and how to overcome them
 3. Conflict Identification and Resolution:
 - Sources and types of conflict in project management
 - Conflict resolution strategies and techniques
 - Mediation and negotiation skills for project managers
 4. Communication and Conflict in Cross-Cultural Environments:
 - Cultural influences on communication and conflict
 - Managing diversity in project teams
 - Ethical considerations in cross-cultural project communication
 5. Communication and Conflict in wider contexts
 - Environmental influences on cross species conflict
 - Managing environmental diversity in projects
 - Ethical considerations in cross-environmental project communication

Assessment:

This course conforms to the University Assessment Norms approved at Academic Board and located at: <https://www.richmond.ac.uk/university-policies/>

Teaching Methodology:

Course sessions are a combination of interactive lectures, in-class exercises and presentations. Interactive lectures cover diversity concepts and diversity-related theories. Students are expected to prepare in advance and contribute to the class discussion related to each lecture's topic. In-class exercises and presentations are opportunities for students to reflect upon and discuss diversity concepts and how they relate to leadership. This is supported by a proactive use of Blackboard VLE to support guided, independent and online learning.

Indicative Text(s):

Berkland M. and Buxbaum, A., 2023 *Intercultural Communication for the Global Business Professional*. Routledge.

Tuleja, E., 2022. *Intercultural Communication for Global Business: How Leaders Communicate for Success*. 2nd ed. Routledge.

Fisher, R., Ury, W., & Patton, B. (2011). *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books.

Magee, J.C. and Galinsky, A.D. (2008). Social hierarchy: the self-reinforcing nature of power and status. *Academy of Management Annals*, 2, pp. 351-398.

Nishii, L.H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56, pp. 1754–1774.

Paunova, M. (2017). Who gets to lead the multinational team? An updated status characteristics perspective. *Human Relations*, 70, pp. 883-907.

Journals

- Academy of Management Review*
- International Journal of Management Reviews*
- Journal of Applied Psychology*
- Journal of Organizational Behavior*
- The Leadership Quarterly*

Web Sites

- https://www.catalyst.org/research/?fwp_research_types=report
- <https://hbr.org/topic/subject/diversity-and-inclusion>

See syllabus for complete reading list

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
First edition	Dec 2023	
Total Hours Updated	April 2024	