

Team Performance and stakeholder management

Master's degree in: Project Management

Subject: Equipment performance and measurements

Credits: 6 ECTS

Program: Master in Project Management

Modality: On-campus Full-Time

Semester: First

Type: Mandatory

Language of instruction: English

Academic year: 2025/2026

Index

1. Presentation	3
2. Program's learning outcomes.....	3
2.1. Knowledge	3
2.2. Skills	4
2.3. Competences	4
3. Subject's learning outcomes.....	4
4. Contents	5
5. Methodology	6
6. Grading system.....	7
7. Bibliography.....	8

1. Presentation

The course on Team Performance and Stakeholder Management is fundamental for developing teamwork skills and effectively managing stakeholders in a project or process. First, teamwork is essential in any work environment as it allows for the combination of diverse skills and perspectives to achieve common goals. This course provides the necessary tools to understand team dynamics, foster effective communication, resolve conflicts, and maximize productivity.

On the other hand, stakeholder management focuses on identifying, analyzing, and managing relationships with project stakeholders. This is crucial, as the decisions and actions of an organization can impact various stakeholders, such as customers, employees, shareholders, local communities, and others. The course offers knowledge on how to identify relevant stakeholders, understand their interests, expectations, and needs, and develop strategies to manage these relationships effectively.

Additionally, the course promotes an understanding of the importance of clear and effective communication with stakeholders, as well as the development of negotiation and conflict resolution skills to ensure harmonious and mutually beneficial relationships. It also addresses topics related to ethics and corporate social responsibility, as stakeholder management involves considering the impact of business decisions on society and the environment.

This course is relevant at both an individual and organizational level, as it strengthens teamwork skills, interpersonal relationship management, and understanding the influence of stakeholders on business activities. These knowledge areas and skills are essential for success in any work environment and for the development of sustainable and socially responsible organizations.

2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

2.1. Knowledge

- | | |
|-------|--|
| RAT 1 | The graduate will be able to describe the projects needed to implement an strategic plan in a company, by means of real cases study. |
| RAT 2 | The graduate will be able to identify the implementation of a quality system in a business project through simulation-based learning. |
| RAT 4 | The graduate will be able to describe the assignment of responsibilities to the members of the departments that integrate a business project, by carrying out written and/or oral tests. |

- RAT 5 The graduate will be able to identify correctly the hiring strategies suitable to the needs of each type of project and business environment, through cooperative learning and/or research.
- RAT 6 The graduate will know how to organize the team appropriately for the correct accomplishment of the different phases of each type of project and business environment.

2.2. Skills

- RAT 7 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT 8 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 9 The graduate will know how to apply the most suitable management methodology according to the project objectives, in simulation situations.
- RAT 13 The graduate will be able to modify the communication strategy taking into account the different communication policies that a project may require at any particular moment.

2.3. Competences

- RAT 18 The graduate will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT 19 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT 20 The graduate will be able to apply the gender perspective in the professional tasks.

3. Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

- RAM 1 The graduate will be able to identify project boundaries and the needs of team performance by studying management techniques and regulations within each business sector.
- RAM 4 The graduate will be able to assertively justify decisions by considering various aspects (technical, economic, environmental, and value-driven projects) through group debates led by the professor.
- RAM 5 The graduate will be able to propose precise communication strategies to manage stakeholder expectations using interpersonal tools, techniques, and skills.
- RAM 6 The graduate will be able to effectively use the contribution framework and the dimension of competency-based management in the effective performance of a project manager by applying management techniques within the business sector through practical exercises.
- RAM 7 The graduate will be able to effectively restructure a project team to ensure project success and the satisfaction of each team member who has worked under the project manager's leadership through business case resolutions and complementary reading materials.
- RAM 8 The graduate will be able to thoroughly review the impact, significance, and responsibility of decisions on the development of an individual or group project.

4. Contents

- **Topic 1:** Introduction to the Soft Skills of a Project Manager
 - The influence of your interpersonal skills in the work environment
 - The importance of effective communication skills
 - Developing values and skills
- **Topic 2:** Leadership, Influence, and Team Management
 - Motivating the team, assisting in negotiation, and conflict resolution
 - Reinforcing the image and position of leadership
 - Techniques and tools for group management
 - Alignment with project objectives and improvement of individual and team performance
- **Topic 3:** Communication of the Project Manager. Project Communication Plan
 - Necessary processes for project communications
 - Planning the communications that will be part of the project
 - Flowchart in the planning of purchases
 - Management and control of communications
- **Topic 4:** Resilience and Adaptability of the Project Manager

Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

6. Grading system

Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of “Not presented.”

Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

7. Bibliography

- Lydia Bourne: Making Projects Work: Effective Stakeholder and Communication Management.
- Abstract: Developing a Model for Effective Stakeholder Engagement Management, Marie-Lousie Sinclair, Curtin University of Technology
- Effective Communication Management: A Key to Stakeholder Relationship Management in Project-Based Organizations, Kirti Rajhans