# PMPP 201 Unit 11: Procurement Knowledge Area

## Overview

Welcome to Unit 11 of PMPP 201. In this Unit, we will consider the tools that allow a project manager to tend to the stakeholders of the project.

This unit will consider the Knowledge Area of **Stakeholders**.Comm

A project manager cannot perform project work by themselves. They must have a team. Plus, the project team reports to the organization; add to this list: the supply chain and Customers. All of these, really anyone that could have influence on the project, make up your list of stakeholders. It is every person that has a stake in your project.

Your role as project manager, is to determine who is a stakeholder, classify them according to their level of engagement, and relentlessly communicate with them, fitting their classification. All of this data gets entered onto a Stakeholder Register.

Every stakeholder is a human. Each person is different. Understanding how humans interact is a special skill for a project manager. A very common method, and fairly easy, too, is through DiSC Personality Assessments.

We target our assignments to prepare you for use in real-world project management. You will commonly perform work based on a given scenario or use samples/templates from the web. Plus, each week, you’ll be submitting a Weekly Recap Status Report that discusses lessons learned.

## Topics

This unit is divided into the following topics:

1. Identify Stakeholders
   * A project manager must know who their stakeholders are. Stakeholders can be found inside and outside of your organization
   * There are really four levels of stakeholders:
     + Project Manager
     + Your project team members
     + The ‘direct’ stakeholders that have influence into the project
     + The ‘indirect’ stakeholders that are affected by the project
2. Stakeholder Personality Typing
   * There are several options in the marketplace for personality typing. A common one , with great web content, is the DiSC system. DiSC typing is easy to assess and easy to communicate. Plus, it offers an excellent perspective on the interactions with the other DiSC types.
3. Stakeholder Analysis
   * Adding to the personality typing, a deeper analysis of your stakeholders will allow you to classify them to determine their power and influence in the project. In turn, you can determine the project tasks and appropriate engagement (communication content, channels, and frequency).
4. The Stakeholder Register
   * Fitting with much of the project planning activities (prior to beginning project work) you will denote and tabulate the stakeholder information in the form of a Stakeholder Register.
   * The register is a powerful tool that will be agreed upon by your stakeholders to limit conflict.

## Learning Outcomes

When you have completed this unit, you should be able to:

* Properly identity who your project stakeholders are.
* Assess for stakeholder personality typing, using the DiSC method.
* Classifying stakeholders according to power and influence.
  + There are other classification tools. The P/I method is the most common.
* Build a Stakeholder Register.

## Activity Checklist

Below is a checklist of learning activities you will benefit from in completing this unit. You may find it useful for planning your work.

It is important to complete ALL Personal Activity PRIOR to FAR Centre sessions.

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| 🗹 | **Activities** | **Expected Time Commitment** |
|  | **Personal Activity 11.0.1:** Watch Instructor Video (PowerPoint file included for reference). | 30 minutes |
|  | **Personal Activity 11.0.2:** Read All In One (AIO), chapter 13. | 60 minutes |
|  | **Personal Activity 11.0.3:** Watch AIO Video “Stakeholders” by Phillips. | 5 minutes |
|  | **Personal Activity 11.0.4:** Watch Web Video “Project Management in Under 5: What is Stakeholder Management?” by Online PM Courses. | 6 minutes |
|  | **Personal Activity 11.0.5:** Watch Web Video “Stakeholder Analysis” by OofLELFH341 | 11 minutes |
|  | **FAR Centre Activity 11.1.1:** Form groups of 3 to 5. Open the file, “Potential Stakeholders” and determine who is a stakeholder for the listed scenario. Be ready to justify your choices. | 20 minutes |
|  | **FAR Centre Activity 11.1.2**: Share your results with the class, about 3 to 5 minutes per group | 15 minutes |
|  | **FAR Centre Activity 11.2.1**: Watch web video: “DiSC Assessment Tool Overview” | 5 minutes |
|  | **FAR Centre Activity 11.2.2**: Open the web link “DiSC Assessment” and each student will complete the assessment, noting their types AND percentages. Then Open the file, “DiSC Wheel” and plot each student DiSC results (if 2 or 3 types are ties, or close to being tied, then average them, finding a center point). | 30 minutes |
|  | **FAR Centre Activity 11.2.3**: Using the file, “Conflict Team Map” discuss each student’s healthy and unhealthy behaviors, students are to provide examples of their behaviors. | 20 minutes |
|  | **FAR Centre Activity 11.2.4**: Each student is to write 200 words on this activity and include it in their Weekly Recap Status Report | 20 minutes |
|  | **FAR Centre Activity 11.3.1:** Return to your groups. From the first activity in this session, classify each stakeholder in a Power/Influence Grid. It is likely you will have to fabricate some data for this exercise. | 40 minutes |
|  | **FAR Centre Activity 11.3.2:** Share your results with the class and justify your content. About 3 to 5 minutes per group. | 20 minutes |
|  | **FAR Centre Activity 11.4.1:** Return to your groups and, again, using the first activity from this session, build a Stakeholder Register (you should review your notes from the Personal Activity 11.0.5, using these headers). | 30 minutes |
|  | **FAR Centre Activity 11.4.2:** Add an additional column for “Preferred Communication Channel”. This is the preferred method of communication that the stakeholder wants – as determined by the stakeholder. | 10 minutes |
|  | **FAR Centre Activity 11.4.3:** Share your results with the class and justify your content. | 20 minutes |
|  | **Assessment 11.1:** Consider the scenario from Week 5, “Scenario: You are a concert promoter in your area and you want to host a large concert for 5k people.”   * Using the file, “Sample Stakeholder Register”, create a Stakeholder Register for at least 15 stakeholders (fabricate data as necessary) * Be sure to complete both sections (Register and Analysis) | Tbd |
|  | **Assessment 11.2: Far Centre Participation:** Yourdiscussion and presentation participation will be considered by Facilitator and an evaluation will be submitted weekly to the Instructor. Plus, you will submit your Weekly Recap Status Report (using the template provided). | Tbd |

## Resources

Purchased Resources (textbooks, DVD):

* All In One (AIO), (Phillips), Chapter 13
  + AIO Video, “Stakeholders” (from CD that comes with the textbook)

Provided Resources (files/weblinks):

* File: Week 10 Instructor Video Recording [Link]
* File: Week 10 PowerPoint [Link]
* Web Video: “[Project Management in Under 5 – What is Stakeholder Management?”](https://www.youtube.com/watch?v=-tNHplQ_-hw) by Online PM Courses
* Web Video: “[Stakeholder Analysis](https://www.youtube.com/watch?v=BkUCcJwwvAQ)” by UofLELFH341
* File: “Potential Stakeholders”
* Web Video: “[DiSC Assessment Tool Overview](https://www.youtube.com/watch?v=Cs-4tCtVMKU)” by Clarity Business Strategies, Inc
* Web Link: “[DiSC Assessment](https://www.123test.com/disc-personality-test/)”
* File: “DiSC Wheel”
* File: “Conflict Team Map”
* File: “Sample Stakeholder Register”

The most recent PMPP Textbook List, including ISBN’s, for all PMPP courses can be found in Moodle.

## Notes on ALL Learning Activities

Note that the learning activities in this course are ungraded, unless specified. All learning activities are designed to help you succeed in their assessments in this course, so you are strongly encouraged to complete them.

## Personal Activity:

The following activities are to be completed **before** your FAR Centre weekly session. Be sure to complete them to be fully prepared. Your familiarity with the topics and concepts will greatly help you participate with confidence during FAR Centre Activities.

#### Personal Activity11.0.1: Watch Instructor Recorded Video

The weekly video is a preview of the topics to be studied for this unit. They are usually 15 to 30 minutes and have a supplemental PowerPoint file. You may find this gives you an edge in retaining the content you are ‘about to read’.

* Watch the video here: [link to file added when available]
* Find the supplemental PowerPoint file here: [link to file added when available]

#### Personal Activity 11.0.2: Read All In One (AIO), Chapter 13

This chapter of the AIO discusses stakeholder management in detail. You will need to know who they are, their ‘stake’ in the project, and be able to determine and classify them – which leads to engaged stakeholders through strong communication.

#### Personal Activity 11.0.3: Watch AIO Video: “Stakeholders”

This video introduces us managing stakeholder engagement. Stakeholders are people and bring the dynamics of human interaction to every project.

#### Personal Activity 11.0.4: Watch Web Video: “Project Management in Under 5 – What is Stakeholder Management?”

The basic idea of stakeholder management (or stakeholder engagement, if you prefer) is not too difficult. But it can be!

Fitting with other project management actions, you’ll learn the components of a Stakeholder Register.

#### Personal Activity 11.0.5: Watch Web Video: “Stakeholder Analysis”

A major feature of the Stakeholder Register is the classification of each. The most common method is the power/influence grid.

The classification used, whatever method(s) you select, will help you in decision making, and to determine the volume and channels of communication.

## Topic 1: Identify Stakeholders

A stakeholder is anyone that has any influence in your project. Plus, you can add an ‘indirect’ level of stakeholders… those that the project would influence.

It is important to relentlessly communicate with stakeholders, but this needs to be fitting based on their power and influence.

#### FAR Centre Activity 11.1.1: Pinpoint Stakeholders

After forming teams of 3 to 5, your team will open the file, “Potential Stakeholders” and determine who is a stakeholder for the listed scenario. Be ready to justify your choices.

#### FAR Centre Activity 10.1.2: Share your Results

Your team will share your results with the class. All should be in agreement at the end of this activity.

## Topic 2: DiSC Personality Typing

Personality typing may be the single most powerful tool when it comes to managing stakeholder engagement. Understanding the types and being able to accurately ‘guess’ the type of your stakeholders will be one of your greatest tools.

Sharing types as a stakeholder team may also prove to have high value. Plus, ensuring your project team is populated by a full mix of types can prove to bring great dividend, too.

#### FAR Centre Activity 11.2.1: Web Video: “DiSC Assessment Tool Overview”

This video will bring to light the big-picture of the DiSC assessment system. You will be doing the assessment for yourself, and sharing it with the whole class, so take notes – again, you need to master this knowledge as a project manager.

#### FAR Centre Activity 11.2.2: Assess Yourself and Plot the Results

Open the web link “DiSC Assessment” and each student will complete the assessment, noting their types AND percentages. Then Open the file, “DiSC Wheel” and plot each student DiSC results (if 2 or 3 types are ties, or close to being tied, then average them, finding a center point). Discuss the results, who’s different and who’s similar.

#### FAR Centre Activity 11.2.3: Share your Results

Using the file, “Conflict Team Map” discuss each student’s healthy and unhealthy behaviors, students are to provide examples of their behaviors.

#### FAR Centre Activity 11.2.4: Personal Reflection

Each student is to write 200 words on this activity and include it in their Weekly Recap Status Report.

## Topic 3: Stakeholder Analysis

It is not adequate to simply list your stakeholders. All stakeholders are not created ‘equal’. As a project manager, you’ll need to do some analysis and to classify them accordingly.

#### FAR Centre Activity 11.3.1: Stakeholder Classification

Returning to your groups, and again considering the scenario from the first activity this week, classify each stakeholder in a Power/Influence Grid. You will have to fabricate some data on this, but the intent is to see you use the grid.

#### FAR Centre Activity 11.3.2: Share your Results

Your team will share your results with the class, and justify your content.

## Topic 4: The Stakeholder Register

The Stakeholder Register is the written documentation for your list of stakeholders and your analysis/classification.

Charter Statements may include the one or two key stakeholders, but the Stakeholder Register contains all of them.

#### FAR Centre Activity 11.4.1: Build a Stakeholder Register

Return to your groups. Consider headers from your prior videos watched this week and the first activity this week, and build a Stakeholder Register in Excel.

#### FAR Centre Activity 11.4.2: Adding Detail to Your Stakeholder Register

Within your new registers, add a column for “Preferred Communication Channel”. Data, that you may have to fabricate, will be specific to each stakeholder. This is the stakeholder’s (their choice) preferred method of project communication.

The final version of this document, along with the entire project planning package, will be approved by the stakeholders. This permits the stakeholder communication plans to be approved by the stakeholders themselves.

#### FAR Centre Activity 11.4.3: Share your Results

Your team will share your results with the class, and justify your content.

## Unit 11 Summary

In this unit, you have had the opportunity to learn about…

1. The fact that project work is a team activity means there are stakeholders that want to offer input/make decisions for the project.
   1. A project manager will have to manage stakeholder engagement to ensure this happens.
2. Stakeholders are almost everywhere. You have to identify them and classify them according to their stake in the project.
3. Stakeholders are human and the project manager must be skilled in human relations.
   1. Understanding personality typing is a great method towards better stakeholder engagement.
4. The plans for managing stakeholder engagement are written in the Stakeholder Register.

## Assessments

### *Assessment 11.1: Written Assignment*

Consider the scenario from Week 5, “Scenario: You are a concert promoter in your area and you want to host a large concert for 5k people.”

* Using the file, “Sample Stakeholder Register”, create a Stakeholder Register for at least 15 stakeholders
* Be sure to complete both sections (Register and Analysis)

You will upload this into Moodle for grading.

### *Written Assignment Grading Criteria:*

The grading of the Written Assignment will be based on the PMPP Standard Rubric:

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| **Syntax and Spelling:** | |  |  |
|  | Emerging (0 to 6 points) | Developing (7 to 8 points) | Mastering (9 to 10 Points) |
|  | Student appears to not have checked for spelling and grammatical errors. Sentence structure is difficult to follow. Basic composition rules may not be followed. APA formatting has errors. | There are limited minor errors in spelling or grammar. The content may not flow smoothly and may be disjointed in thought and application. APA formatting is adequate. | There is either no errors or just a minor error in spelling or grammar. The content flows well and are a solid example of proper composition elements of style. APA formatting is exemplary. |
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| **Thorough Answers to Assignment:** | |  |  |
|  | Emerging (0 to 21 points) | Developing (22 to 30 points) | Mastering (31 to 35 Points) |
|  | Student may have simply just answered the assignment demonstrating limited knowledge of the content, lacked depth, and offered limited (or no) sources. Major points of the assignment are not developed. | Student answered the minimum of the assignment and offered undeveloped use of sources. They may need to cultivate some portion(s) of the assignment more in order to head toward mastery. | Student has clearly mastered the assignment content and properly used sources to thoroughly prove their thesis Content is clear and concise, without being too wordy; finishing with a great conclusion. |

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| **Personalization/Examples:** | |  |  |
|  | Emerging (0 to 21 points) | Developing (22 to 25 points) | Mastering (26 to 30 Points) |
|  | Student offers shallow or no personal examples to support their thesis. | Student shows personalization, but may be offering 'someone else's story' or one that doesn’t fit the assignment. Application of the content may not be thoroughly explained (to fit their thesis). | Student offers are least one strong example from personal experience, and fits well with their thesis and conclusion. Impact on faith may be included in the answer. |
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| **Professional Presentation:** | |  |  |
|  | Emerging (0 to 9 points) | Developing (10 to 12 points) | Mastering (13 to 15 Points) |
|  | Paper is offered in an acceptable presentation but lacks consistent formatting. Paragraphs are too large. Word choice may not be appropriate for the ‘business style’ required for this course. Overall appearance detracts from the content. | Paper is better than an ‘acceptable’ presentation. Paragraph size is appropriate (limited to 4 sentences each) and word choice is fitting. Overall appearance is on the brink of greatness. | Paper is very professional looking. Paragraphs are well formulated. Excellent word choice and appearance add to the overall content. Total appearance is exceptional. |

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| **Sources:** | |  |  |
|  | Emerging (0 to 5 points) | Developing (6 to 8 points) | Mastering (9 to 10 Points) |
|  | Student use of citation(s) does not comply with the assignment minimums; and sources are (just) from textbooks. | Student uses minimum quantity of required citations, but a majority are from the textbook(s). | Sources are rarely from textbooks and often from creative sources. |

### *Assessment 11.2: FAR Centre* *Participation*

You are expected to complete your reading assignments prior to class. Then during class, opening (with honesty and respect) join in on class discussions, small group discussions, and presentations.

Plus, you will submit a Weekly Recap Status Report (uploaded onto Moodle), using the template provided. You can score up to 100 points for this.

### *FAR Centre Participation Grading Criteria:*

Using the TWU general guide to grading found in the syllabus, the Facilitator will provide a score (and any applicable feedback) to the Instructor, namely, an evaluation of each student’s participation in the weekly sessions. Since these cannot be made up, attendance is mandatory.

For the Facilitator feedback, scoring is based on the below rubric.

* Attendance: 0 points for an absence, 10 for being late, and 25 for full attendance
* Attentiveness, up to 25 points
* Quality of class & small group discussions, up to 25 points
* Quality of presentations, up to 25 points
  + In the event of group presentations, the group will share the same score

Plus, you will submit a Weekly Recap Status Report (uploaded onto Moodle). You can score up to 100 points for this.

## Checking your Learning

Before you move on to the next unit, you may want to check to make sure that you are able to:

* Have confidence in properly identifying project stakeholders
* Navigate personality typing methods to better manage stakeholder engagement
* Classify stakeholders according to their power and influence
* Craft a written Stakeholder Register, including each’s preferred communication channel