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CERTIFICATION COURSE

Project Management for Managers

Lec – 31

Project Team Building, Conflict and Negotiation

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Effective Project Teams Should Have

- ❖ **Clear Sense of Mission:** Understanding of objectives.
- ❖ **Productive Interdependency:** degree of joint activity among team members required to complete project. (MIS, Engg, A/c, mkt, admin- give importance to interrelatedness of each others' efforts)
- ❖ **Cohesiveness:** Degree of mutual attraction that team members hold for each other and their task.
- ❖ **Trust:** Team's **comfort level** with each individual member. How to build trust – PM – “what happens here stay here” (divulging of views and confidence betrayed). It takes time. It is 1 or 0, trust worthy or not (nothing like slightly trustworthy). Trust occurs at professional level, integrity level, and emotional level.



- ❖ **Enthusiasm:** Is the key to creating the **energy and spirit** that drives effective project efforts. Project should be challenging, personally rewarding, supportive (each other).
- ❖ **Results Orientation:** Commitment to achieve project's goal.



Reasons Why Teams Fail

- Poorly developed or unclear goals: (a) Multiple interpretations, (b) member interprets in most advantageous way, (c) increase conflict.
- Poorly defined project team roles & interdependencies:
- Lack of project team motivation:
- Poor communication:



Reasons Why Teams Fail

- Poor leadership:
- Turnover among project team members:
Should be low.
- Dysfunctional behavior: Disruptive acts of some team members due to personality issues, hidden agendas, or interpersonal problems.



Stages in Group Development???????



Stages in Group Development??????

1. **Forming** – Members become **acquainted**, members **unsure** about project's **goals**, may not **know** each other, **confused** about own assignments.
2. **Storming** – Conflict begins, they test **limits and constraints** placed on their **behavior**. **Leadership, reporting relationship, norms of work** and interpersonal behavior are challenged.
3. **Norming** – A norm is unwritten rule of behavior, members reach **agreement**, level of **openness and trust** they should have with each other, how conflicts will be resolved.
4. **Performing** – Members work together, in this stage team relationships are characterized by **high level of trust**, a mutual **appreciation** for one another's performance and contributions, and a **willingness to actively seek to collaborate**.
5. **Adjourning** – Group disbands



Virtual Project Teams

use electronic media to link members of a geographically dispersed project team

How Can Virtual Teams Be Improved?

- ✓ Use face-to-face communication when possible
- ✓ Don't let team members disappear
- ✓ Establish a code of conduct
- ✓ Keep everyone in the communication loop
- ✓ Create a process for addressing conflict



Conflict Management: What % of time is spent on this

*Conflict is a **process** that begins when you **perceive** that someone has frustrated or is about to frustrate a major concern of yours.*



Categories or types of conflict : ??????



Categories of conflict

- **Goal-oriented:** Often results from multiple perceptions. Disagreement about **end results, scope, performance, priorities, specifications.**
- **Administrative:** Arises through management hierarchy, organizational structure or company philosophy. Example is matrix origination having two bosses.
- **Interpersonal:** Occurs due to personality differences between project team members and important ant stakeholders. Interpersonal conflict sources include- **difference in work ethics, behavioral styles, egos, and personalities of team members.**



Views

Traditional: Conflicts will have **negative** effects on origination, conflict is **bad**, should be **avoided and resolved** quickly and painlessly as possible when it does occur. Emphasis is on **suppression and elimination**.



Views

Behavioral: Views conflicts as natural and inevitable part of organization life. So, manage conflicts effectively rather than attempt to suppress or eliminate them.



Views

Interactionist: View encourages conflict to develop., it prevents originations to become too stagnant and apathetic. Conflict actually introduces an element of tension that produces innovation, creativity, and higher productivity.

