

# **ICT712**

# **Information Technology Project Management**



**Lecture 10 – Chapter 11**  
**Managing Project Team and**  
**Outsourcing by Larson (2024)**

**Dr Fadi Kotob**

# Learning Objectives

- 
- 1 Identify key characteristics of a high-performance project team.
  - 2 Understand the impact situational factors have on project team development.
  - 3 Identify strategies for developing a high-performance project team.
  - 4 Understand the challenges of managing virtual project teams.

# Highly Performing Team

## Synergy

- $1 + 1 + 1 = 10$  (positive synergy)
- $1 + 1 + 1 = 2$  (negative synergy) Adding Resources

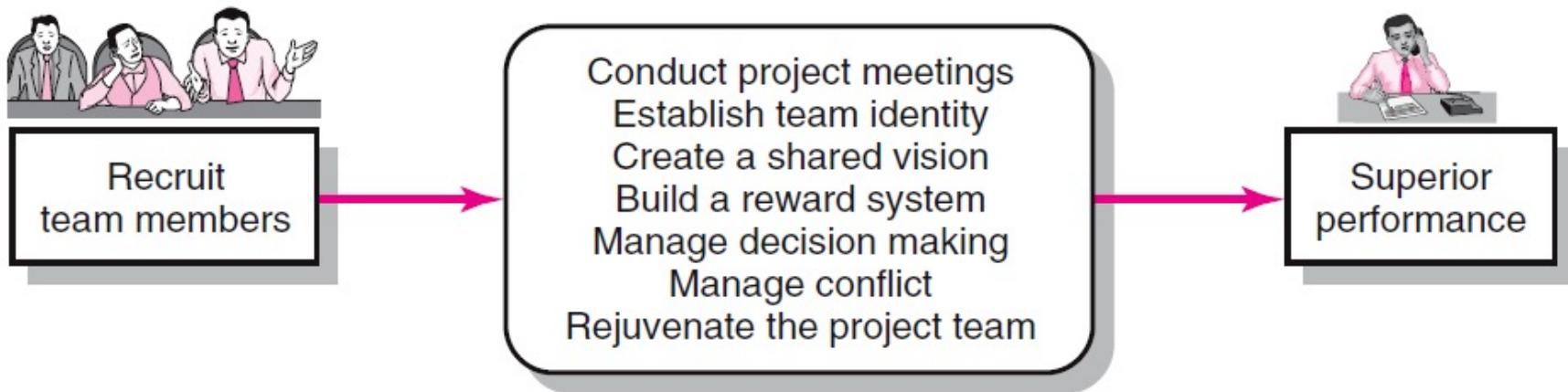
## Characteristics of High-performing Teams

- Share a sense of common purpose
- Make effective use of individual talents and expertise
- Have balanced and shared roles
- Maintain a problem solving focus
- Accept differences of opinion and expression
- Encourage risk taking and creativity
- Sets high personal performance standards
- Identify with the team

# Conditions Favouring Development of High Performance Project Teams

- Ten or fewer team members
- Voluntary team membership
- Continuous service on the team
- Full-time assignment to the team
- An organisation culture of cooperation and trust
- Members report only to the project manager
- All relevant functional areas are represented on the team
- The project has a compelling objective
- Members are in speaking distance of each other

# Creating a High-Performance Project Team



# Building High-Performance Project Teams

- Recruiting Project Members

- Factors affecting recruiting

- Importance of the project
    - Management structure used to complete the project

- How to recruit?

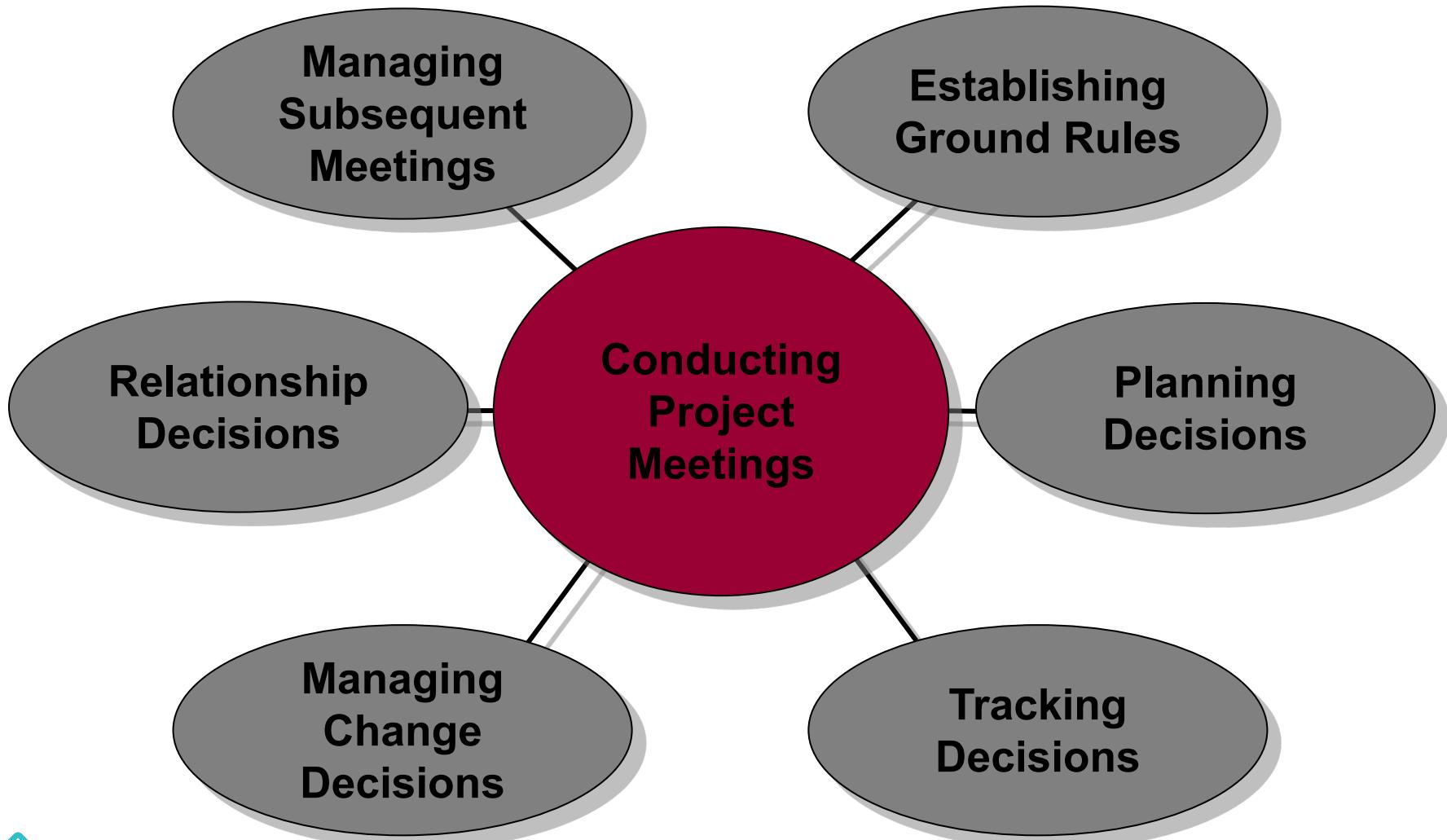
- Ask for volunteers

- Who to recruit?

- Problem-solving ability
    - Availability
    - Technological expertise
    - Credibility
    - Political connections
    - Ambition, initiative, and energy



# Project Team Meetings



# Establishing a Team Identity

Effective Use  
of Meetings

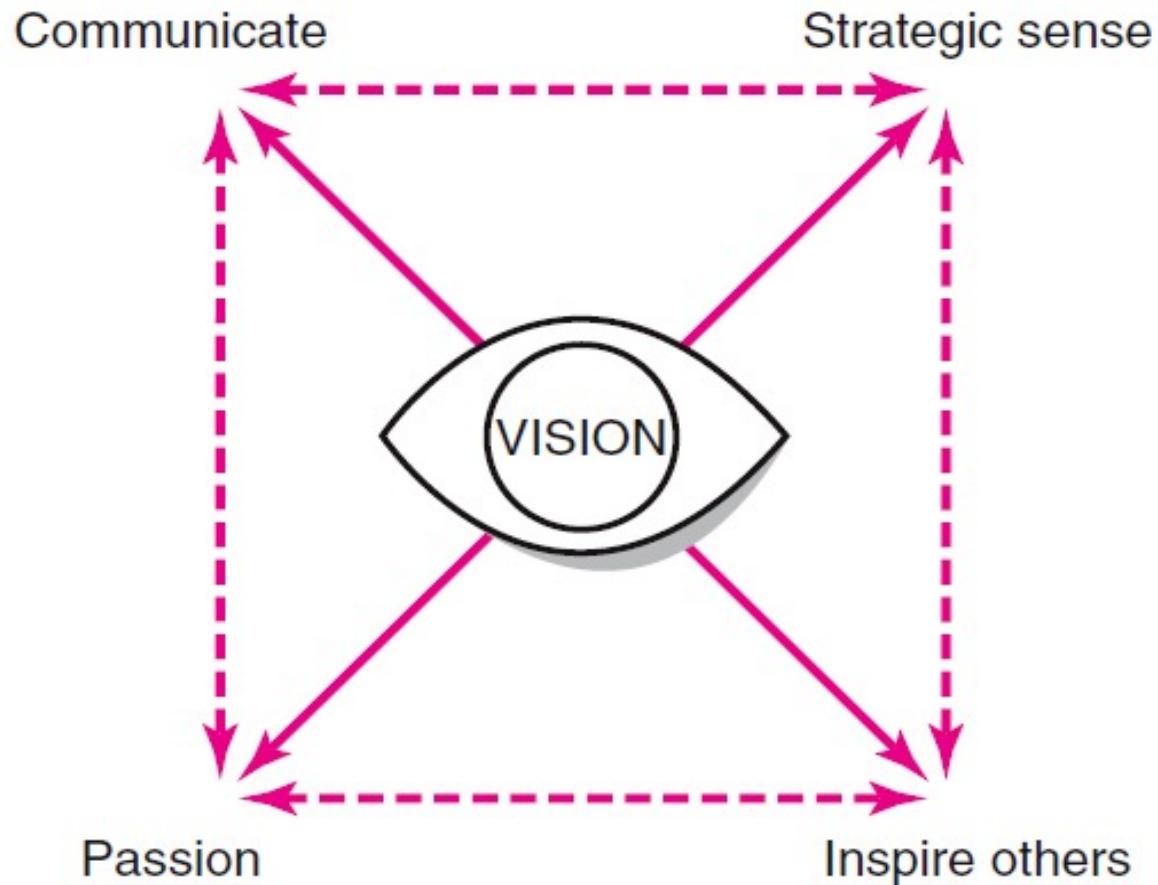
Co-location of  
team members

Creation of project  
team name

Team rituals



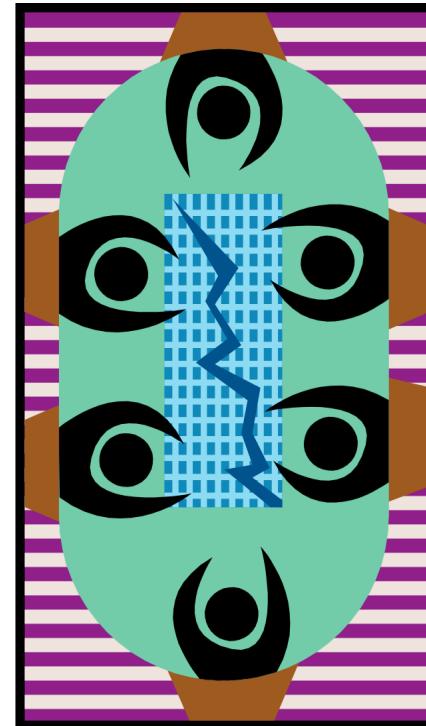
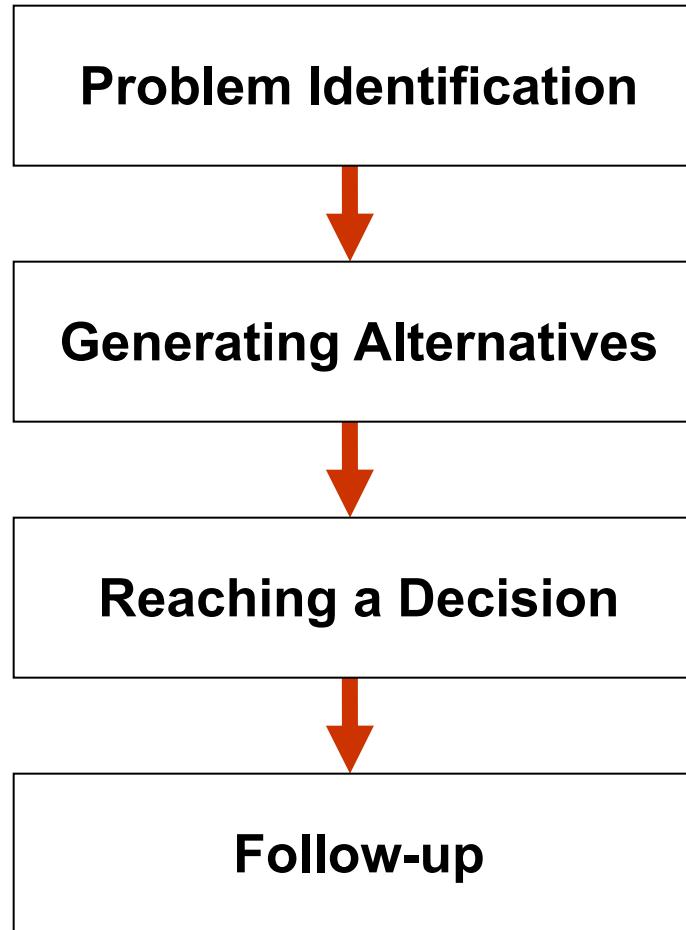
# Requirements for an Effective Shared Vision



# Managing Project Reward Systems

- Group Rewards
  - Who gets what as an individual reward?
  - How to make the reward have lasting significance?
  - How to recognise individual performance?
    - Letters of commendation
    - Public recognition for outstanding work
    - Desirable job assignments
    - Increased personal flexibility

# Orchestrating the Decision-Making Process



# Managing Conflict within the Project Team

- Encouraging Functional Conflict
  - Encourage dissent by asking tough questions.
  - Bring in people with different points of view.
  - Designate someone to be a devil's advocate.
  - Ask the team to consider an unthinkable alternative
- Managing Dysfunctional Conflict
  - Mediate the conflict.
  - Arbitrate the conflict.
  - Control the conflict.
  - Accept the conflict.
  - Eliminate the conflict.

# Rejuvenating the Project Team

- Informal Techniques
  - Institute new rituals.
  - Take an off-site break as a team from the project.
  - View an inspiration message or movie.
  - Have the project sponsor give a pep talk.
- Formal Techniques
  - Hold a team building session facilitated by an outsider to clarify ownership issues affecting performance.
  - Engage in an outside activity that provides an intense common experience to promote social development of the team.

# Managing Virtual Project Teams

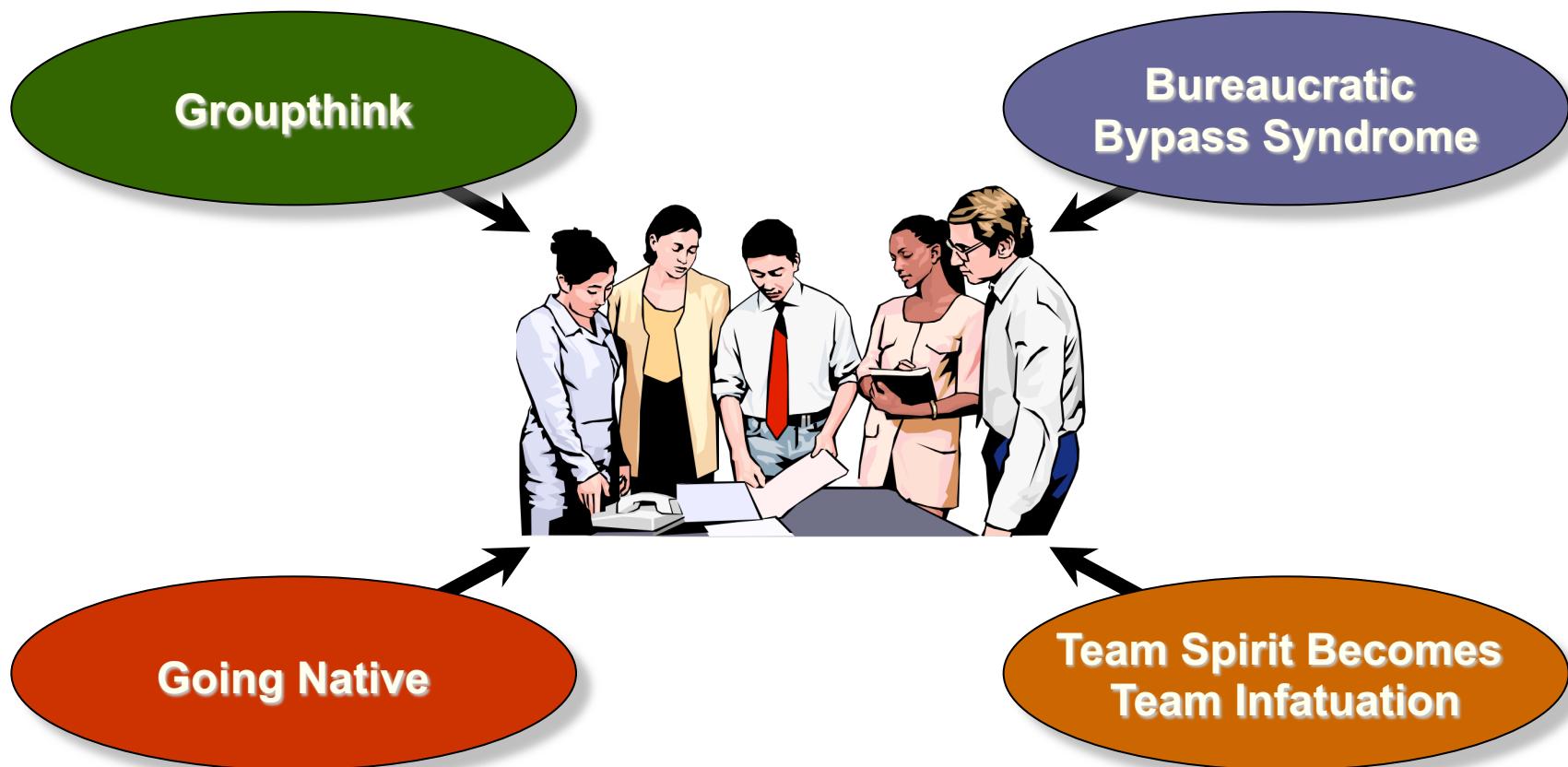
United States (East Coast)	Australia	Scotland	Comments
12 midnight	2 PM	5 AM	
1 AM	3 PM	6 AM	
2 AM	4 PM	7 AM	
3 AM	5 PM	8 AM	
4 AM	6 PM	9 AM	Australia handoff for off-shift review
5 AM	7 PM	10 AM	
6 AM	8 PM	11 AM	3-way conferencing window (primary)
7 AM	9 PM	12 noon	3-way conferencing window (primary)
8 AM	10 PM	1 PM	3-way conferencing window (primary)
9 AM	11 PM	2 PM	
10 AM	12 midnight	3 PM	
11AM	1 AM	4 PM	
12 noon	2 AM	5 PM	Scotland handoff for off-shift review
1 PM	3 AM	6 PM	
2 PM	4 AM	7 PM	
3 PM	5 AM	8 PM	
4 PM	6 AM	9 PM	3-way conferencing window (secondary)
5 PM	7 AM	10 PM	3-way conferencing window (secondary)
6 PM	8 AM	11 PM	U.S. handoff for off-shift review
7 PM	9 AM	12 midnight	
8 PM	10 AM	1 AM	
9 PM	11 AM	2 AM	
10 PM	12 noon	3 AM	
11 PM	1 PM	4 AM	
12 midnight	2PM	5 AM	

Prime time

Secondary time

Downtime

# Project Team Pitfalls



# ANY QUESTIONS?

# **Chapter 12**

## **Outsourcing: Managing Interorganisational Relations by Larson (2024)**

# Learning Objectives

- 1 Outsourcing: Managing Interorganisational Relations
- 2 Understand the advantages and disadvantages of outsourcing project work.
- 3 Identify best practices for outsourcing project work.
- 4 Discuss the activities that set the stage for successful partnering.



# Introduction to Project Partnering

- Partnering

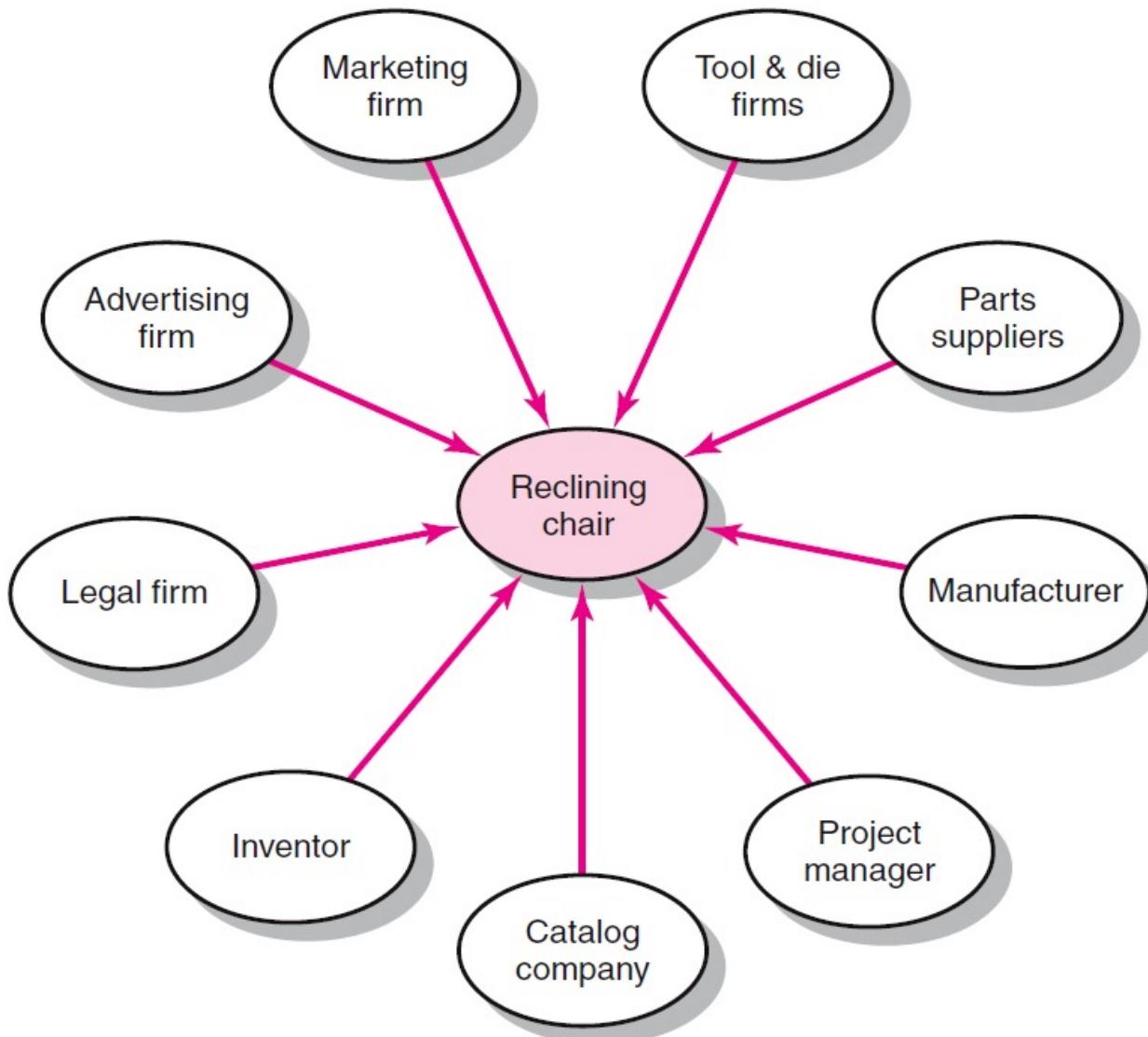
- A process of transforming contractual arrangements into a cohesive, collaborative team that deals with issues and problems encountered to meet a customer's needs.

- Assumes that the traditional adversarial relationship between the owner and contractor is ineffective and self-defeating.
    - Assumes that both parties share common goals and mutually benefit from the successful completion of projects.

- Factors favouring partnering:

- Existence of common goals
    - High costs of the adversarial approach
    - Shared benefits of the collaborative approach

# Reclining Chair Project



# Outsourcing Project Work

- Advantages
  - Cost reduction
  - Faster project completion
  - High level of expertise
  - Flexibility
- Disadvantages
  - Coordination breakdowns
  - Loss of control
  - Interpersonal conflict
  - Security issues

# Best Practices in Outsourcing Project Work

- Well-defined requirements and procedures.
- Extensive training and team-building activities.
- Well-established conflict management processes in place.
- Frequent review and status updates.
- Co-location when needed.
- Fair and incentive-laden contracts.
- Long-term outsourcing relationships.

# **Strategies for Communicating with Outsource**

**STRATEGY 1:** Recognise cultural differences

**STRATEGY 2:** Choose the right words

**STRATEGY 3:** Confirm your requirements

**STRATEGY 4:** Set deadlines

# **Preproject Activities—Setting the Stage for Successful Partnering**

- Selecting a Partner(s)
  - Voluntary, experienced, willing, with committed top management.
- Team Building: The Project Managers
  - Build a collaborative relationship among the project managers.
- Team Building: The Stakeholders
  - Expand the partnership commitment to include other key managers and specialists.

# Project Implementation—Sustaining Collaborative Relationships

- Establish a “we” as opposed to “us and them” attitude toward the project.
  - Co-location: employees from different organisations work together at the same location.
- Establish mechanisms that will ensure the relationship withstands problems and setbacks.
  - Problem resolution
  - Continuous improvement
  - Joint evaluation
  - Persistent leadership

# Project Completion—Celebrating Success

- Conduct a joint review of accomplishments and disappointments.
- Hold a celebration for all project participants.
- Recognise special contributions.



# Sample Partnering Evaluation

**Evaluation of partnering process:** attitudes, teamwork, process.  
 (Collected separately from owner and contractor participants, compared, and aggregated.)

1. Communications between the owner/contractor personnel are

1	2	3	4	5
Difficult, guarded				Easy, open, up front

2. Top management support of partnering process is

1	2	3	4	5
Not evident or inconsistent				Obvious and consistent

3. Problems, issues, or concerns are

1	2	3	4	5
Ignored				Attacked promptly

4. Cooperation between owner and contractor personnel is

1	2	3	4	5
Cool, detached, unresponsive, removed				Genuine, unreserved, complete

5. Responses to problems, issues, or concerns frequently become

1	2	3	4	5
Personal issues				Treated as project problems

# Why Project Partnering Efforts Fail

- Causes of Partnering Failures
  - Senior management fails to address problems or does not empower team members to solve problems.
  - Cultural differences are not adequately dealt with such that a common team culture develops.
  - No formal evaluation process is in place to identify problems and opportunities at the operating level or to assess the current state of the partnering relationship.
  - A lack of incentive for continuous improvement by contractors participating in the partnering relationship.

# Advantages of Long-term Partnerships

- Reduced administrative costs
- More efficient utilisation of resources
- Improved communication
- Improved innovation
- Improved performance



# Activity

- Let's participate in the 'Ugli Orange' Case negotiation exercise.

Activity

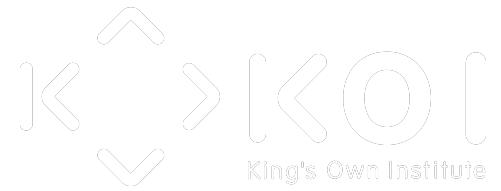
# Group Assessment and Presentation

- Any questions?
- Presentation guidance

# ANY QUESTIONS?

# Your Tasks For This Week

- Review the lecture slides, tutorial materials and notes taken
- Read chapters 11 and 12
- Finalise and submit the group report and presentation.



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**THANK YOU KINDLY FOR YOUR TIME AND  
EFFORT**



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