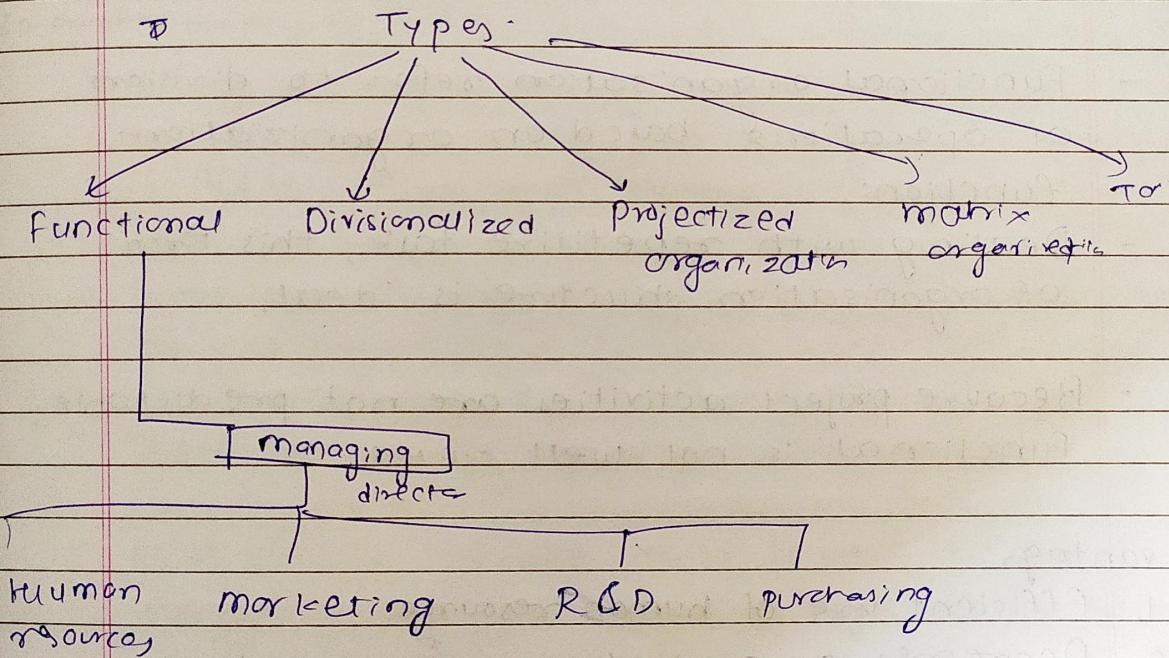
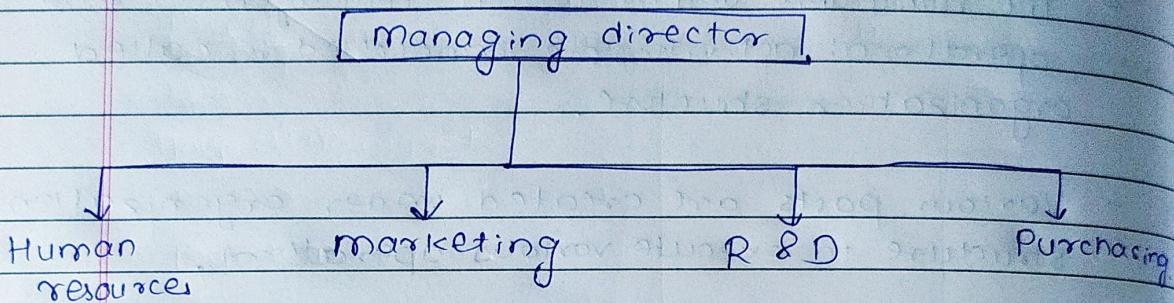


* Organization Structure:-

- The framework within which management and operational activities are conducted is called organization structure.
- Various posts are created under organization structure to execute various operations.



Functional :-



- Functional organisation refers to division of operations based on organization's functions.
- Dealing with repetitive task, this form of organisation structure is ideal.
- Because project activities are not predictable, functional is not well suited.

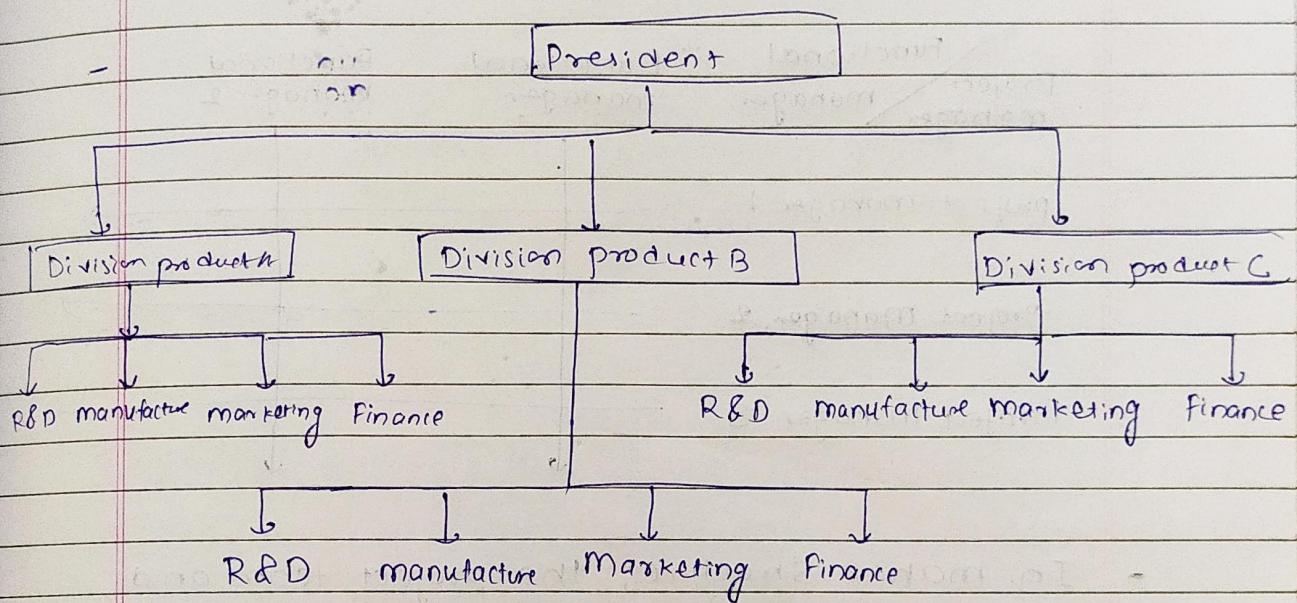
Advantages:

1. Efficient use of human resource.
2. Decreases amount of work needs to be done twice.
3. Encourages departmental control.

Disadvantages:

1. Lack of collaboration across departments.
2. Conflict of interest.

Divisional :-



- Some business are too big, making it difficult to put together a fully working organisation.
- These business generates divisions or subunits.
- Each division operates as if it were its own company, however there is high collaboration within each division.
- Best suited for large companies.

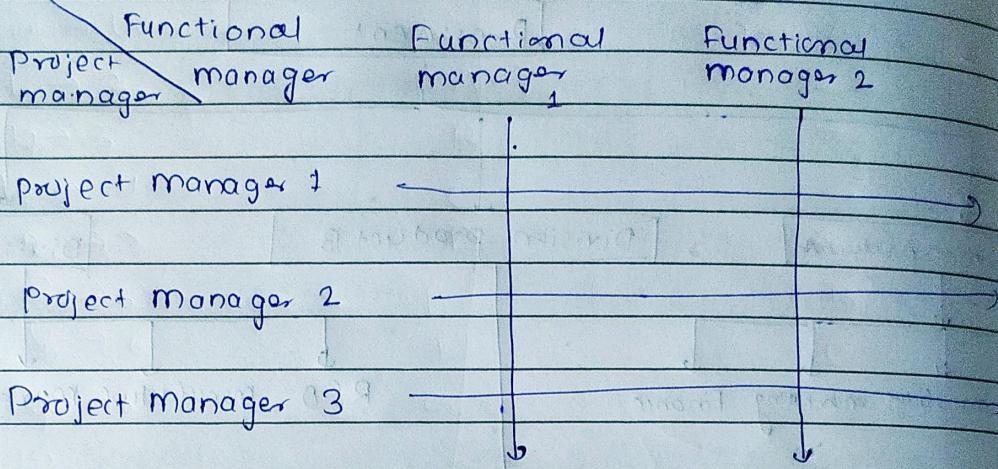
Advantages:-

1. facilitates expansion and growth.
2. Proper basis for assessing performance.

Disadvantages:-

1. Conflict may arise between diff divisions.
2. Duplication of activities in different divisions.

Matrix:-



- In matrix structure, the project team and various functional departments have authority to collaborate on project in matrix organization.
- To speed up process, the project manager adds functional manager who acts as between him and various functional units.
- This is best suited for a mature company.

Advantage:-

1. Diff. department working together.
2. Authority and responsibility is shared.
3. Conflicts are minimum.
4. better balance among time, cost and performance.

Disadvantages:-

1. Difficulty in monitoring and control.
2. Dual reporting.

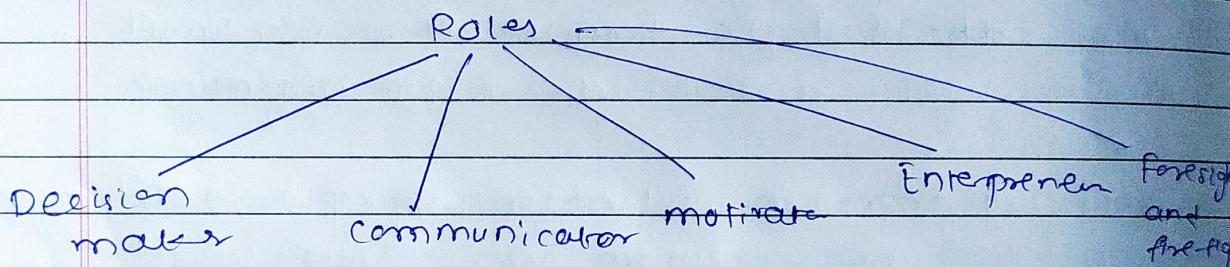
* Project Leader:-

- Effective project management relies on healthy foundation of leadership.
- Adding project leader to project management team is highly productive. and

Roles of project leader:-

1. Decision maker:-

- Project leader is in charge of allocating resources, managing costs and schedules in project completion



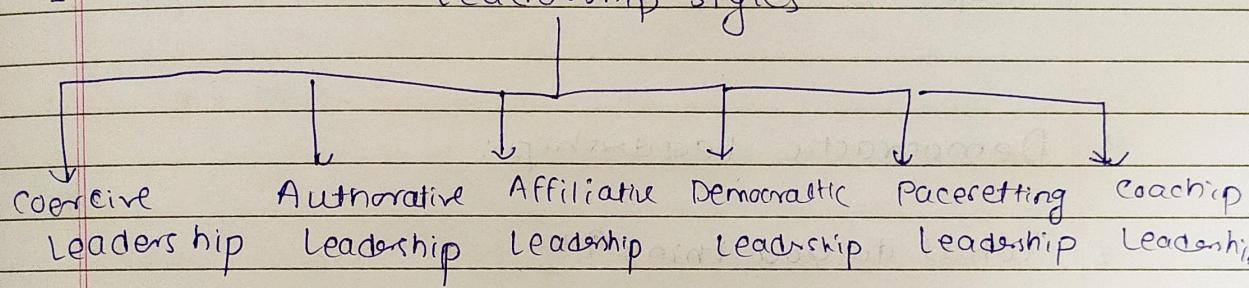
Responsibilities:

1. Work with departmental heads, managers and other stakeholders to develop team goals.
2. Develop team schedules.
3. Communicate list of goals to team members.
4. Offer emotional support to team members.
5. Incentives to keep team motivated.
6. Quickly and effectively resolve team conflicts.
7. Create workspace that encourage creativity.
8. Provide update on goal progress to manager.
9. Reward team members.
10. Frequent feedback from team members.

* Leadership styles for Project managers:-

- Project Leadership is about creating the culture and environment within project that contributes to its success and performance.
- It is about decision making, judgement calls and motivating the team.

Leadership styles



1. Coercive Leadership:-

- Command and control style.
- used in crisis situation
- "Do what I tell you!"

2. Authoritative leadership:-

- inspire spirit and vibrant enthusiasm.
- used when team needs new vision.
- deliver better results,
- "Come with me."

3. Affiliate leadership:-

- common style.
- manager create emotional bonds with teammauls
- works best in time of stress.
- "People come first".

4. Democratic leadership:-

- "What do you think?"
- most effective when leader need to team to buy into or have ownership of decision.
- e.g. Ratan Tata
- ^{his} encourages group leadership to be creating good communication

5. Pacesetting leadership:-

- "Do as I do, now".
- ^{leads} expects and models excellence and self-direction.

- Pacesetting style works best when team is already motivated, and skilled and leader needs quick results.

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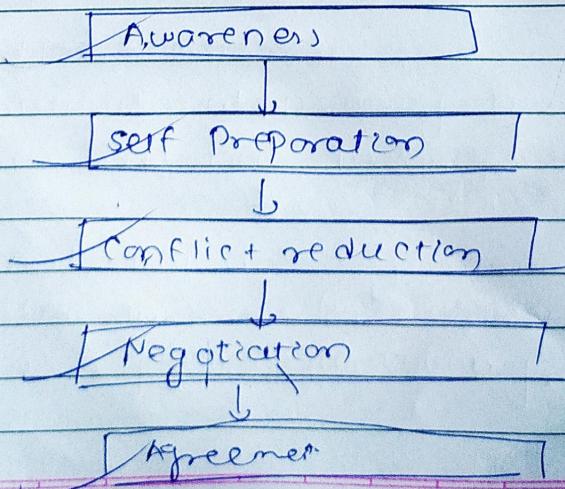
G. Coaching Leadership:

- encourages team members to develop their own capacity and capability as project contributors.
- "Try this"

Conflict Resolution:-

- The process of managing a problem and reaching a solution is known as conflict resolution.
- Conflict management is communication strategy that involves transforming negative emotional states in conflict to positive emotional levels.
- In conflict, a win-win strategy for both sides is required and is called interest-based negotiation.
- The conflict resolution involves calming down the associated emotional energy and coming to an understanding of one another's difference.

Conflict Resolution model:-



1. Awareness:-

- first step of conflict resolution model.
- It involves becoming aware of negative emotional states that arise during any conflict.
- It arises from the recognition of apparent differences in both parties.
i.e. A claim in which one party tries to convince another party to meet his or her requirements.

2. Self-Preparation:-

- The second-stage of conflict resolution process is gaining access to resourceful state, decision making on an outcome and mapping out methods to get it done.
- This stage can take long period.

3. Conflict-reduction:-

- The third-stage involves lowering emotional energy and clarifying the differences.
- This enables parties to resolve their difference and stop having bad attitude and feelings toward one another.
- It may not allow to resolve all of the issues, but allow the parties to move on with better understanding of differences and mutual respect.

4. Negotiation :-

- Negotiation is a communication process in which party tries to convince the other to give them what they need.
- Understand and clarifying interests is most important part in any negotiation.

* Diversity management:-

- It is organization's efforts that promotes good inclusion of individuals from various background into organization's structure. This will increase variety of workforce in the organization.
- Due to technological advancement, companies may now recruit and manage staff all over the world and in multiple time zones which will increase diversity in organization's structure.
- Two types:-
 1. Intranational Diversity management
 2. Cross national diversity management
- Intranational diversity management:-
 - It refers to workforce made up of citizens of working in single country.