* 1. Discuss with the use of relevant examples from the case study the conflict between the Marketing and Engineering Departments. (15)

CLARK FAUCET COMPANY BACKGROUND By 1999, Clark Faucet Company had grown into the third largest supplier of faucets for both commercial and home use. Competition was fierce. Consumers would evaluate faucets on artistic design and quality. Each faucet had to be available in at least 25 different colours. Commercial buyers seemed more interested in the cost than the average consumer, who viewed the faucet as an object of art, irrespective of price. Clark Faucet Company did not spend a great deal of money advertising on the radio or on television. Some money was allocated for ads in professional journals. Most of Clark's advertising and marketing funds were allocated to the two semi-annual home and garden trade shows and the annual builder’s trade show. One large builder could purchase more than 5,000 components for the furnishing of one newly constructed hotel or one apartment complex. Missing an opportunity to display the new products at these trade shows could easily result in a 6 to 12 month window of lost revenue.

CULTURE

Clark Faucet had a non-cooperative culture. Marketing and engineering would never talk to one another. Engineering wanted the freedom to design new product, whereas marketing wanted final approval to make sure that what was designed could be sold. The conflict between marketing and engineering became so fierce that early attempts to implement project management failed. Nobody wanted to be the project manager.

Functional team members refused to attend team meetings and spent most of their time working on their own "pet" projects rather than the required work. Their line managers also showed little interest in supporting project management. Project management became so disliked that the procurement manager refused to assign any of his employees to project teams. Instead, he mandated that all project work come through him. He eventually built up a large brick wall around his employees. He claimed that this would protect them from the continuous conflicts between engineering and marketing.

THE EXECUTIVE DECISION

The executive council mandated that another attempt to implement good project management practices must occur quickly. Project management would be needed not only for new product development but also for specialty products and enhancements. The vice presidents for marketing and engineering reluctantly agreed to try and patch up their differences, but did not appear confident that any changes would take place. Strange as it may seem, nobody could identify the initial cause of the conflicts or how the trouble actually began. Senior management hired an external consultant to identify the problems, provide recommendations and alternatives, and act as a mediator. The consultant's process would have to begin with interviews.

ENGINEERING INTERVIEWS

The following comments were made during engineering interviews:

• "We are loaded down with work. If marketing would stay out of engineering, we could get our job done."

• "Marketing doesn't understand that there's more work for us to do other than just new product development."

• "Marketing personnel should spend their time at the country club and in bar rooms. This will allow us in engineering to finish our work uninterrupted!"

• "Marketing expects everyone in engineering to stop what they are doing in order to put out marketing fires. 1 believe that most of the time the problem is that marketing doesn't know what they want up front. This leads to change after change. Why can't we get a good definition at the beginning of each project?"

MARKETING INTERVIEWS

• "Our livelihood rests on income generated from trade shows. Since new product development is 4-6 months in duration, we have to beat up on engineering to make sure that our marketing schedules are met. Why can't engineering understand the importance of these trade shows?"

• "Because of the time required to develop new products [4-6 months], we sometimes have to rush into projects without having a good definition of what is required. When a customer at a trade show gives us an idea for a new product. We rush to get theproject underway for introduction at the next trade show. We then go back to the customer ant1 ask for more clarification and/or specifications. Sometimes we must work with the customer for months to get the information we need. I know that this is a problem for engineering, but it cannot be helped."

• The consultant wrestled with the comments but was still somewhat perplexed. "Why doesn't engineering understand marketing's problems?" pondered the consultant. In a follow-up interview with an engineering manager, the following comment was made: We are currently working on 375 different projects in engineering, and that includes those which marketing requested. Why can't marketing understand our problems?

* Requested changes
* Recommended corrective actions
* Recommended preventive actions
* Organizational process assets (updates)

Project management plan (updates)

* 1. Elaborate on the role of the Project Manager in resolving conflict. (15)
  2. <https://pdf.sciencedirectassets.com/277811/1-s2.0-S1877042815X00322/1-s2.0-S1877042815036083/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEAkaCXVzLWVhc3QtMSJHMEUCIGnbYyLngz0VKxu4OlhVB%2FkDhCfs5zh4PrC%2Bt7MhIRRHAiEAugEtsTk21Z0iSnjxzzz%2FYHSPmByLgftmaiEvDCBNyj4qvQMI4v%2F%2F%2F%2F%2F%2F%2F%2F%2F%2FARACGgwwNTkwMDM1NDY4NjUiDAECGb62lg70Ye5lOSqRA8SB52gdHkT69O9VKvSnIEPaY5aixlSwkXO0SuPitWWa3DdCKFKnLThbZMlrKk4PQcX9aXbyhqCg1CpqJx%2BQ87jGEmeFJFmLjXNTjv5Aws3pLZ%2Fwq9oJVp4eMHcQ6HielwvBbgbCZp72OYMD3YbFZDhSEAvLQ9j4xQOxq9ijRlskvqmpf16GGzOsTGOM5r%2FRQyxNOD6mzI0FLNM80KLwiHKis%2Bdyb6%2FmNISCqHBncsyr2%2BkP1clVcYnWC9oKZQ71qoDKh518P%2BpUFwBDW7Y6DmXZIFmDYT6dF6e2uM%2BiIWgROiF9e5xBNogT4LsjCeilO8j%2FVVs7LXCrmYxP%2FgmJ1IKww5BoBI3y%2Fn6ILgTnMpMX3%2Bvf2tN0mJ2bpeVIOTND45NFuFi09wtO7Mq8bKn71pjDNMmlgCBhIEE7%2Bm1ZlRGxnwwAgvCG9kK%2F%2B84UDRyVn08k1p2bmGxCUfJHwei5OlPeI8cVOXYaWAP8zi1UvY4ewiI%2BOgMasMNbxtL5KvLfIBu%2BHZfIOqvVUmS4oXeAK0gHMKfBm%2FMFOusBujHdv%2BOI4tTnfONwqoAm211GMr9UygBxsgWH%2B3m%2BA0BMUJxb51c7kqPvLUhI8YlIVK5wBXN6gTZkqNNQ7uN3KF%2FzDZJw2aGBy622xF58AtFdmHlG9eMhrfqKuhCkJ2%2Fb%2BMV%2FkI9qEO1bFRtH6MUwZiKKVq25uixv9vRf%2FzEMrv1qP2Y0Tc0ey%2Ff7A9LAo5jaSZmIGMOzeNpKCxplO2vLzksjPYbY9jkcqKD6bLHtew0UyOrXmnyU0XjKpe6rObFD3Om7nVDajssvGT2TYhoKfQxR%2BK2qkZKlZpqRFxv9Q36AOu7G6VUwNLjdGQ%3D%3D&X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Date=20200310T023014Z&X-Amz-SignedHeaders=host&X-Amz-Expires=300&X-Amz-Credential=ASIAQ3PHCVTYZLKODKEA%2F20200310%2Fus-east-1%2Fs3%2Faws4_request&X-Amz-Signature=a19852703e124c09f970e4c95e505779cd9e6fb92b3a946b3dee60e1743bbdde&hash=62e2c24b144cbc47cd32c881cbc98c687c2ed95fd116a74857173609686c4ae4&host=68042c943591013ac2b2430a89b270f6af2c76d8dfd086a07176afe7c76c2c61&pii=S1877042815036083&tid=spdf-19979feb-3384-4d95-90a7-fbc4fbf976bf&sid=910d87861662e64a7d69cd067f456d4995c3gxrqb&type=client>

The project manager accomplishes project success through Project team by motivating all those involved within time, budget, and quality and to the client´s satisfaction. According to Hoffer et al. (2002) the project manager uses the required skills in leadership, management, stakeholder´s relationship and conflict management style to achieve project objectives by motivating the team to ameliorate conflict during project life cycle. The project manager should concentrate on applicable constructive conflict management style. Lee (2008), posited that conflict is part of human reciprocal activity, which require different use of conflict management styles adopted by the Project manager to maintain harmony within the organization

Rahim and Bonoma (1979) outlined the most common five styles of dealing with conflict: confronting, dominating, compromising, accommodating and avoiding.

Khanaki and Hassanzadeh (2010) and Kuhn and Poole (2000) looked at confronting conflict management style in project management as a situation that allow conflict to be resolved between two parties that result in a win-win situation. This style involves clear and straight communication and it makes available utmost declaration. Thammavijitdej (2000) posited that confrontation has proven to be the most efficacious of all the conflict management styles since it encourages openness and a cut clear information synthesis from one party to another.

Conflict is the result of a difference of perception, opinion or beliefs among people (PMI, 2010). Usually, conflict occurs when there are incompatible goals, thoughts or emotions among individuals, resulting in opposition and disagreements. Wall and Callister (1995) define conflicts as “…. A process in which one party perceives that its interests are being opposed or negatively affected by another party”. Ahmed (2007) states that conflict is “perceived difference between two or more parties resulting in mutual opposition”. Conflict involving the project team, as well as groups that are outside of the project, can be detrimental to project performance (Yu-Chin Liu et al., 2011). Project managers often experience interface conflicts that stem from incompatible requirements from different project stakeholders. Each group will generally present differences in attitude towards a project, and these differences will generate interface conflicts (Awakul and Ogunlana, 2002)

Projects bound to face issues and conflicts and the obvious reasons include the individuals working in a team belong from diverse backgrounds and work together to acco. The project manager accomplishes project success through Project team by motivating all those involved within time, budget, and quality and to the client´s satisfaction. According to Hoffer et al. (2002) the project manager uses the required skills in leadership, management, stakeholder´s relationship and conflict management style to achieve project objectives by motivating the team to ameliorate conflict during project life cycle. The project manager should concentrate on applicable constructive conflict management style. Lee (2008), posited that conflict is part of human reciprocal activity, which require different use of conflict management styles adopted by the Project manager to maintain harmony within the organization

<https://proventuresindia.com/blog/conflict-management-and-its-resources-engagement/>

There are five general techniques for resolving conflict. Each technique has its place and use:

<https://www.liquidplanner.com/blog/11-ways-mange-project-conflict/>

<http://projectmanagementhacks.com/conflict-management-techniques-pmbok/>

<http://projectmanagementhacks.com/conflict-management-techniques-pmbok/> NBNBNBNB

<https://www.go2ppo.com/articles/for-the-pm/how-to-manage-internal-conflicts-in-project-management/>

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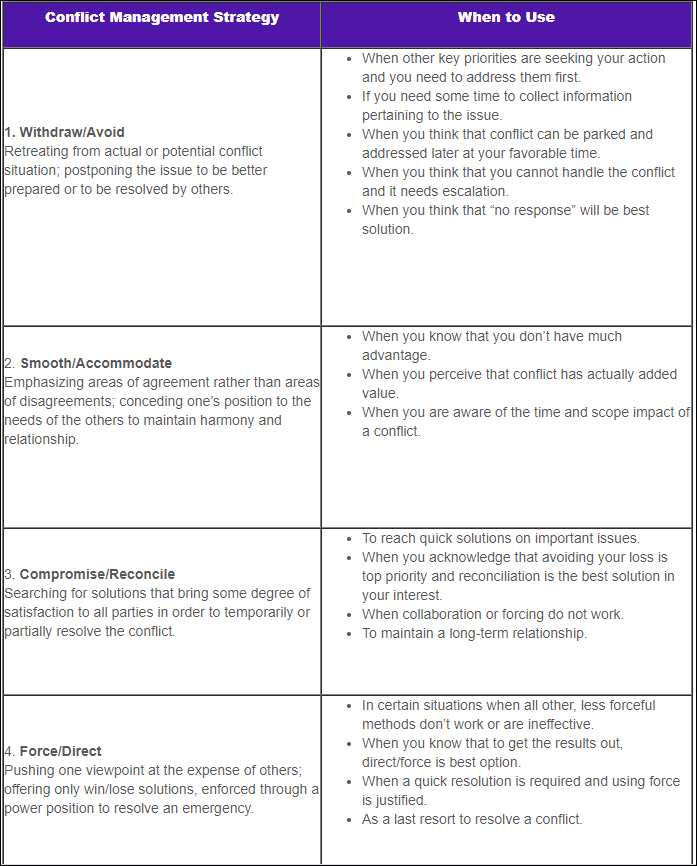
<https://www.projectmanagement.com/articles/323432/Resolving-Conflict-in-Project-Management> NBNBNBNB

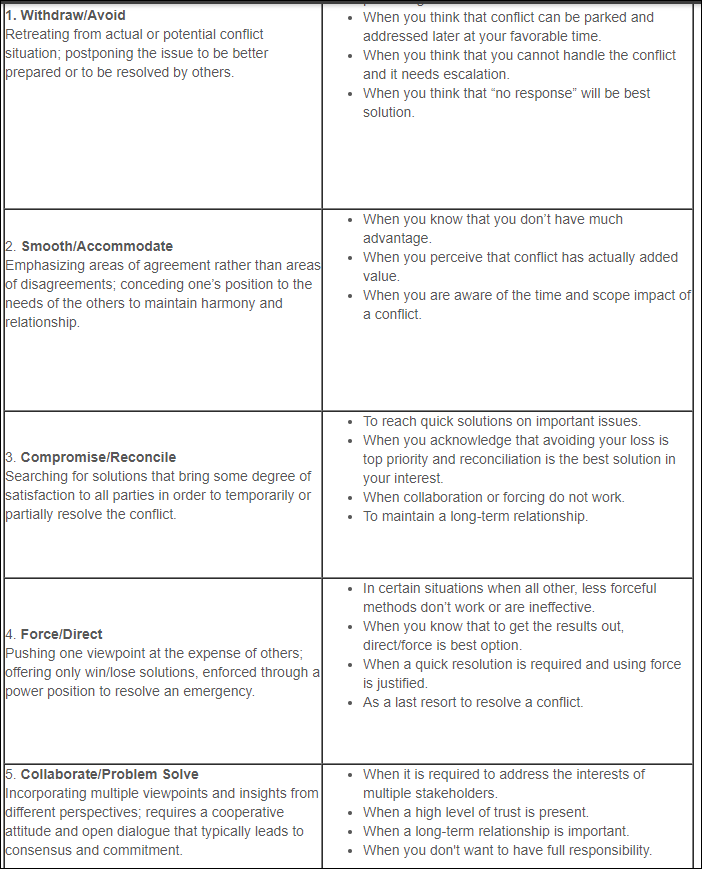
<https://www.projectmanagement.com/blog-post/20049/Managing-conflict-as-a-project-manager>

<http://projectmanagementhacks.com/conflict-management-techniques-pmbok/>

<https://www.sodapdf.com/blog/conflict-resolution-techniques-project-managers/> nbnbnb

**Each of the above five methods are further explained below :**





4)**Force/direct**. Pushing 1’s viewpoint at expense of other people; presenting just win-lose solutions, normally enforced via power position to solve an emergency. Such approach is frequently is resulting in a win-lose situation. It means the utilization of position power to solve the conflict.

**Forcing**(using power or dominance). It involves imposing one viewpoint at the expense of another and is characterized by a win-lose outcome in which one party overwhelms the other.

It is used when there is no common ground on which to bargain or negotiate, and when both parties are uncooperative and strong-willed. Project managers may use it when time is of the essence, an issue is vital to the well-being of the project, and they feel they are right based on the information available. Under such circumstances project managers take the risk and simply dictate the action to move things forward.

This approach is appropriate when quick decisions are required or when unpopular issues such as budget cuts, fast-tracking or staff cutbacks are essential in a project.

##### Forcing usually takes less time than compromise and negotiation but it leaves hard feelings because people dislike having others’ views imposed on them. Conflict resolved by force may develop again and haunt the enforcers at a later date. Although forcing definitely resolves the conflict quickly, it should be used only as a late resort. **Exercise power**

Yes, power is a way to solve conflict! However, this approach is best used sparingly or in situations where there are very high risks or dangers, such as staff safety. It begins with simply issuing a command to solve the conflict—and rests on the authority and confidence you wield in your position. If you’re curious to learn more about how power has been applied throughout history and today, read “[The 48 Laws of Power”](http://www.amazon.com/The-Laws-Power-Robert-Greene/dp/0140280197) by Robert Greene

### Force/Direct Conflict Management

From time to time, project managers have to take a stand and apply their power. For example, a project manager in a construction environment may force staff to complete safety training and wear company assigned safety equipment. In that context, safety procedures protect the individual and the team.

As the PMBOK definition above suggests, applying force to resolve conflicts comes at a cost. Specifically, the project manager is likely to harm relationships with the project team by using this method. Abuse or overuse of this technique tends to cause more conflict in the long term.

Use the force/direct conflict management technique only when absolutely required.

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###### ***Withdrawal***

While some experts argue that this is not exactly a conflict resolution technique, others consider it a legitimate and useful one in several situations. Withdrawal technique simply tells you to ignore the problem and behave as if there is no conflict present.

It can be used when the conflict is too trivial, the project is almost at the finish line and can be handled afterwards also. Another use is when the argument becomes heated and dealing with the conflict when things become calm can lead to a better solution. Although, useful in a few cases, this technique is generally avoided.

Conflicts are an inevitable part of managing any project. It’s best to avoid or defuse situations that may lead to an internal conflict among the stakeholders, but is not practically possible in most cases. Conflict management skills are what separate an average project manager from an excellent project manager.

Which of the above mentioned techniques do you prefer while managing your projects?

1)**Withdraw/avoid**. Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.

### Withdraw/Avoid Conflict Management

Definition: “Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.”

If you are a prone to outbursts of anger, withdraw/avoid can be an excellent technique. By withdrawing, you have the opportunity to come up with better ideas to address the conflict. Temporarily avoiding the conflict also means you have the chance to think through the other person’s situation.

While withdrawing and avoiding is valuable in the short term, it can be over used. If you retreat from a conflict situation and fail to follow up, the conflict is likely to become worse over time. Withdrawing and avoiding also works well as a self-management technique.

**Withdrawing** (retreat ,avoidance or denial) includes pulling out , retreating or giving up. Additionally it is referring to turndown a deal with a conflict. Withdrawing includes avoiding a conflict as much as possible. This style is suitable if “cooling off” period is required to attain better understanding of the conflict situation and in addition if the other party which is involved in the conflicts is both uncooperative and unassertive.

##### Withdrawal is a passive, stopgap way of handling conflict and generally fails to solve the problem. Therefore, this style should not be used if the conflicts deals with an issue that is of immediate concern or is important to the successful completion of the project. **Withdraw/avoid**

*“The supreme art of war is to subdue the enemy without fighting.”* – Sun Tzu, [*The Art of War*](http://en.wikipedia.org/wiki/The_Art_of_War)

The [PMBOK Guide’s conflict management guidance](http://projectmanagementhacks.com/conflict-management-techniques-pmbok/) includes “withdraw/avoid conflict management.” In my view, avoidance tends not to solve the problem very often. However, this approach is suggested for situations when you’ll have a better result by withdrawing in order to be better prepared. It’s also a great tactic for those prone to angry outbursts. Withdrawing or avoiding gives you time to calm down and think clearly about the problem.

###### ***Smoothing***

Quite opposite to the confronting style of conflict resolution, the smoothing or accommodating technique involves completely giving in to the other party’s needs in order to appease them. This can be used in situations where you are working together with someone in their core domain and you are not an expert in it.

For example, if a software developer is collaborating with a hardware engineer on manufacturing something, the former may oblige to the latter’s decisions. Although, too much appeasing would lead to a decreased confidence and you might be dominated regularly. Striking a balance is the key here.

2)**Smooth/accommodate**. Highlighting area of agreement instead of area of difference; acknowledging 1’s position to the needs of other people to maintain harmony and relationships. It is an approach which is appeasing. Smoothing is suitable in keeping harmony and avoiding outwardly situation which is conflictive. It is working if issues are more dominant than aspirations of the parties involved and personal positions. Since smoothing tends to keep peace only in the short terms, it fails to provide a permanent tends to keep peace only in the short term, it fails to provide a permanent long-term solution to the underlying conflicts. Generally, conflict reappears again in another form.

Both smoothing and withdrawing styles incline towards ignoring or delaying tactics, which do not resolves conflict but will temporarily slow down the situation. Project managers must remember that if the conflict is not handled and the resolved in a timely manner it will likely leads to more severe and intense conflict in the future.

### Smooth/Accommodate Conflict Management

PMBOK Definition: “Emphasizing areas of agreement rather than areas of difference; conceding one’s position to the needs of others to maintain harmony and relationships.”

This approach recognizes the importance of professional relationships to project success. On long term projects, anything over a few weeks, persevering and strengthening the project team becomes very important. After all, project team members are constantly emphasizing differences, making progress on the project becomes very difficult.

Areas of agreement to emphasize will vary depending on the context. You can look at shared commitment to the project and how disagreement impacts others on the team. You may also want to reference areas of agreement that surfaced during other stages of the project.

Successfully using smoothing and accommodating requires understanding of the parties in conflict. For example, are the parties truly upset about a work package being one day late? Or is there a deeper source of conflict? As a project manager, nobody expects you to have the capabilities of a therapist (though that level of empathy is certainly helpful).

**Tip:** For further background and techniques in applying the Smooth/Accommodate approach, read “[Getting to Yes](http://www.williamury.com/books/getting-to-yes/): Negotiating Agreement Without Giving In” by William Ury and Roger Fisher.

3)**Compromise/reconcile**. Looking for solutions which offer some degree of satisfaction to everyone in order to partially or temporarily solve the conflict. Such approach is sometimes resulting in lose-lose situation. **Compromising** is primarily “bargaining” – receiving something in exchange for something else. It involves considering various issues, bargaining, using tradeoff negotiations and searching for solutions that bring some degree of satisfaction to both parties involved in the conflict. In this mode, neither party wins but both get some degree of satisfaction out of the situation.

##### Temporarily, both parties may feel hurt because they had to give up something that was important to them, but compromising usually provides acceptable solutions. A definitive resolution to the conflict is achieved when a compromise is reached and accepted as a just solution by both parties involved in the conflict. The only problem with compromising in a project situation is that, sometimes, important aspects of the project might be compromised in order to achieve personal objectives. **Compromise**

Compromise is one of the most popular ways to solve conflicts on projects. Each party gets their interests satisfied to a degree if the compromise is successful.

### Compromise/Reconcile Conflict Management

Definition: “Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict.”

The compromise technique recognizes that some conflicts cannot be fully solved. For example, you may have an ambitious developer who is interested in learning the Salesforce interface deeply and asks to go on a week-long training session. Based on your analysis of the schedule, that type of training would cause significant problems for the schedule. A compromise solution in that case would be to arrange a different training arrangement such as a briefing with an expert from Salesforce and a $100 budget to buy books about the technology. In this situation, the developer obtains partial satisfaction and the project manager largely maintains the project schedule.

The compromise and reconcile technique does have some drawbacks. To successfully use this method, the project manager needs to understand the needs of the person or stakeholder. The project manager also has to be willing to make changes to their project. For compromise to be successful, each party needs to benefit and sacrifice party of their objectives.

Project managers can also compromise across time. For example, you may respond to a stakeholder’s request for additional functionality by deferring their request to phase two of a multi-phase project. In any case, this type of change is best documented through a change request. Otherwise, it is easy to lose track of the change.

###### ***Compromising***

The next best thing to the confronting technique is the compromising technique in case a mutual agreement is desired. In this method, the conflicting parties arrive at a common solution, but after giving up something that each of them wanted as part of the solution.

Hence, it is sometimes called “lose-lose” or “give and take” technique also. This technique is ideal for cases when time is insufficient but a mutually agreed solution is necessary to maintain the relationship between the conflicting parties.

5)**Collaborate/problem solve**. Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus and commitment. This approach can result in a win-win situation.

### Collaborate/Problem Solve Conflict Management

Definition: “Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus and commitment.”

The collaboration and problem solving approach to conflict is the most productive technique in my view. This technique has two major benefits; the conflict itself is solved and the project team is strengthened as a by-product of working to solve the problem. This technique is most likely to be successful in situations where the project team already has a high level of trust.

**Tip:** Creativity makes a difference in coming up with new solutions. For further reading on this topic, read my article [How To Improve Project Team Creativity](http://pmtips.net/improve-project-team-creativity/) on creativity and problem solving.

Among conflict management techniques, collaboration has one major disadvantage. Of all the techniques covered in this article, creative problem solving takes the most time and energy. If interpersonal skills are not your strength, you may find this technique very challenging.

**Collaborating**is a technique which is effective in managing conflict if project situation is too critical to be compromised. It includes integrating multiple viewpoints and ideas from others with perspectives which is different. It offers a good opportunity to learn  from  others. Active collaboration by both parties in contributing to the resolution makes it easier to get their consensus and commitment. Collaboration is not very effective when more than a few players are involved and their viewpoints are mutually exclusive.

**Confronting or problem solving(negotiating)** implies a direct confrontation where disagreement is addressed directly. Conflict is treated as a problem in this process and both parties are interested in finding a mutually acceptable solution.

This approach requires a give-and-take attitude between the parties, meaning that both parties are somewhat assertive and somewhat cooperative. It involves pinpointing the issue and resolving it objectively by defining the problem, gathering necessary information, generating and analyzing alternatives and selecting the best alternative under the circumstances. Confrontation requires open dialogue between participants, who must be mature, understanding, and competent – both technically and managerially.

In most cases, confronting or problem solving may take longer than other techniques, but they provide final solutions by ultimately resolving the underlying problems. In most cases, confronting or problem solving may take longer than other techniques, but they provide final solutions by ultimately resolving the underlying problems.

Summarizes these six interpersonal conflict resolution techniques. However, a survey of management literature suggests some additional techniques for resolving conflict.

##### **4. Call in the sponsor**

Professionals know when to ask for help. And successful project management professionals are no different. If you truly feel the conflict is beyond your capability to solve, ask your project sponsor for help. Before any meeting, brief your sponsor on the situation and come prepared with at least two solutions of your own.

##### **5. Appease**

Much like power, appeasement can be misused as a conflict management technique. Appeasement is most effective in situations when conceding a point is inexpensive for you but beneficial to the other person or team. As you progress through a project, reflect on how often you use appeasement to solve a conflict. Overuse of this technique can harm your reputation (and cause more work for you and your project team).

##### **6. Solve the underlying problem, not the symptom**

Not all conflicts are what they appear. When you’re presented with a conflict, take the time to thoroughly understand what is causing it. For example, instead of repeatedly solving conflicts over late delivery, you can look for a systematic cause (e.g., lack of training, poor communication, unclear expectations or goals).

##### **7. Delegate**

As the project manager, you have a great deal of work and responsibility to manage. By delegating conflict resolution to a trusted lieutenant, you give that person a chance to grow. Of course, [delegation](https://www.liquidplanner.com/blog/9-tips-become-effective-delegator/) does not eliminate your responsibility, so choose wisely.

##### **8. Acknowledge the person first**

Some conflicts occur because a person’s ideas and feelings are not being acknowledged as important. By taking the time to [acknowledge](https://www.liquidplanner.com/blog/5-ways-appreciate-team-members-acknowledgment-matters/) your team member’s problem, you could prevent any ensuing conflict from occurring.

Try not to cut off people before they’re able to express their feelings. Slow down!

##### **9. Call a meeting**

With the right preparation and ground rules, [meetings](https://www.liquidplanner.com/blog/10-tips-for-effective-meetings/) are an effective way to solve project conflict. You can ask each party to present their side or make a short presentation. The formal structure of a meeting helps people structure their thoughts. By getting everyone in the same room you have a better chance of coming to a resolution sooner than later.

##### **10. Listen**

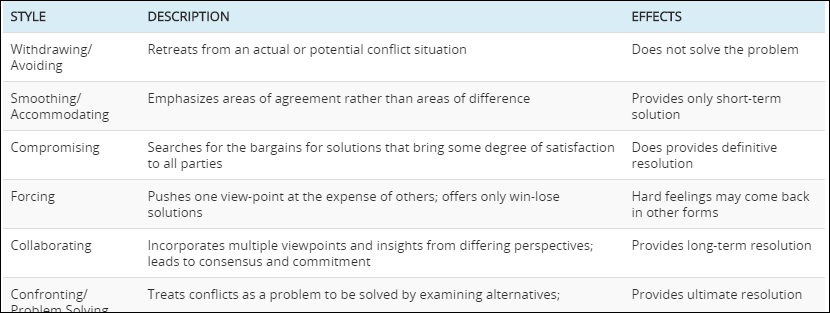
Did you know that [John D. Rockefeller](http://en.wikipedia.org/wiki/John_D._Rockefeller), one of the most successful businessmen in American history, had a reputation for listening in meetings? One of Rockefeller’s maxims was: “Success comes from keeping the eyes open and the mouth closed.” You might already know about the importance of [active listening](http://en.wikipedia.org/wiki/Active_listening) skills, but we can all use a reminder to do better.

Being an attentive listener is similar to acknowledgment. By gathering more information through listening, you’ll be better equipped to solve conflicts.

##### **11. Use a mediator**

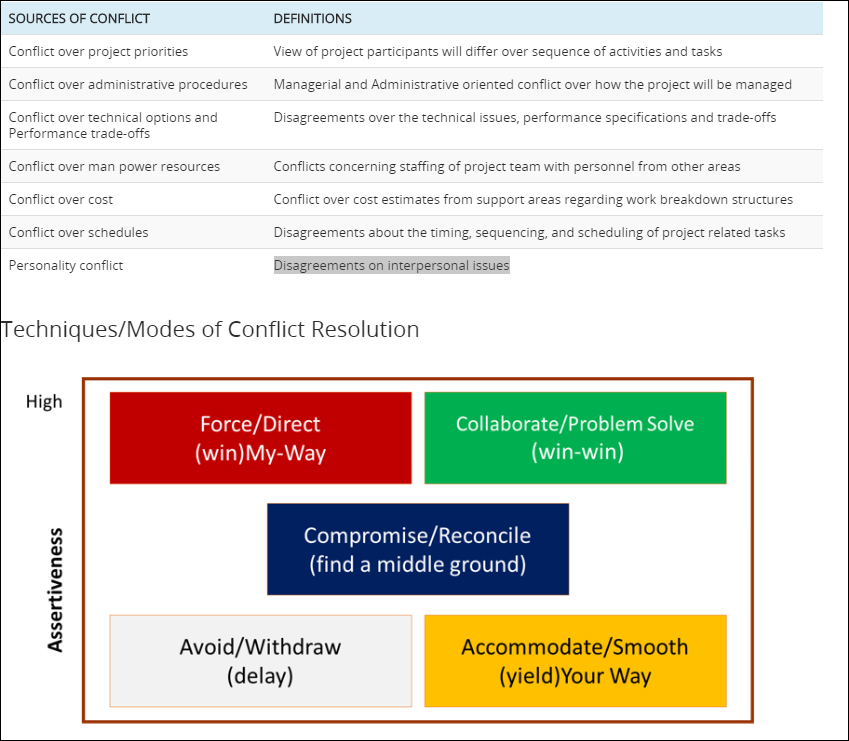
Some conflicts are simply overwhelming. If your conflict involves a large contract that is not fulfilled, you might have to call in outside help. That could take the form of a lawyer or a mediator. Once again, keep in mind that you want to manage your resources wisely. If a lawyer can solve your conflict with an hour or two of work, that may be the smartest way to go.

Conflict in the workplace is an ever-present fact. By implementing effective conflict management practices, you can turn your challenges and disagreements into positive resolutions for everyone.



| **STYLE** | **DESCRIPTION** | **EFFECTS** |
| --- | --- | --- |
| Withdrawing/ Avoiding | Retreats from an actual or potential conflict situation | Does not solve the problem |
| Smoothing/ Accommodating | Emphasizes areas of agreement rather than areas of difference | Provides only short-term solution |
| Compromising | Searches for the bargains for solutions that bring some degree of satisfaction to all parties | Does provides definitive resolution |
| Forcing | Pushes one view-point at the expense of others; offers only win-lose solutions | Hard feelings may come back in other forms |
| Collaborating | Incorporates multiple viewpoints and insights from differing perspectives; leads to consensus and commitment | Provides long-term resolution |
| Confronting/ Problem Solving | Treats conflicts as a problem to be solved by examining alternatives; | Provides ultimate resolution |

Conflict Management is the practice of recognizing and dealing with disputes in a rational, balanced and effective way. Conflict management implemented within a business environment usually involves effective communication, problem resolving abilities and good negotiating skills to restore the focus to the company’s overall goals.



The following are few examples of the sources of conflict in project situations

Conflict over project priorities

View of project participants will differ over sequence of activities and tasks

Conflict over administrative procedures

Managerial and Administrative oriented conflict over how the project will be managed

Conflict over technical options and  
Performance trade-offs

Disagreements over the technical issues, performance specifications and trade-offs

Conflict over man power resources

Conflicts concerning staffing of project team with personnel from other areas

Conflict over cost

Conflict over cost estimates from support areas regarding work breakdown structures

Conflict over schedules

Disagreements about the timing, sequencing, and scheduling of project related tasks

Personality conflict

Disagreements on interpersonal issues

The discussion  
has also focused on the **project** **manager's** **role** in **resolving** **conflicts** as a means of integrating  
the **project** and his or her function as a leader and motivator of the **project** team

Taken together, the analysis  
gives some additional insight into the **role** of expertise for **conflict** management and might … This  
option, however, if exercised excessively could hinder efficient **project** decision-making

over administrative issues may involve disagreements over the **project** **manager's** authority and  
**responsibilities**, reporting relationships … **Managing** **projects** involves **managing** change … **manager**  
is **resolving** **conflict** “accurately" or “very accu- rately” as related to his **project** situations

1. CLARK FAUCET COMPANY BACKGROUND By 1999, Clark Faucet Company had grown into the third largest supplier of faucets for both commercial and home use. Competition was fierce. Consumers would evaluate faucets on artistic design and quality. Each faucet had to be available in at least 25 different colours. Commercial buyers seemed more interested in the cost than the average consumer, who viewed the faucet as an object of art, irrespective of price. Clark Faucet Company did not spend a great deal of money advertising on the radio or on television. Some money was allocated for ads in professional journals. Most of Clark's advertising and marketing funds were allocated to the two semi-annual home and garden trade shows and the annual builder’s trade show. One large builder could purchase more than 5,000 components for the furnishing of one newly constructed hotel or one apartment complex. Missing an opportunity to display the new products at these trade shows could easily result in a 6 to 12 month window of lost revenue.

CULTURE

Clark Faucet had a non-cooperative culture. Marketing and engineering would never talk to one another. Engineering wanted the freedom to design new product, whereas marketing wanted final approval to make sure that what was designed could be sold. The conflict between marketing and engineering became so fierce that early attempts to implement project management failed. Nobody wanted to be the project manager.

Functional team members refused to attend team meetings and spent most of their time working on their own "pet" projects rather than the required work. Their line managers also showed little interest in supporting project management. Project management became so disliked that the procurement manager refused to assign any of his employees to project teams. Instead, he mandated that all project work come through him. He eventually built up a large brick wall around his employees. He claimed that this would protect them from the continuous conflicts between engineering and marketing.

THE EXECUTIVE DECISION

The executive council mandated that another attempt to implement good project management practices must occur quickly. Project management would be needed not only for new product development but also for specialty products and enhancements. The vice presidents for marketing and engineering reluctantly agreed to try and patch up their differences, but did not appear confident that any changes would take place. Strange as it may seem, nobody could identify the initial cause of the conflicts or how the trouble actually began. Senior management hired an external consultant to identify the problems, provide recommendations and alternatives, and act as a mediator. The consultant's process would have to begin with interviews.

ENGINEERING INTERVIEWS

The following comments were made during engineering interviews:

• "We are loaded down with work. If marketing would stay out of engineering, we could get our job done."

• "Marketing doesn't understand that there's more work for us to do other than just new product development."

• "Marketing personnel should spend their time at the country club and in bar rooms. This will allow us in engineering to finish our work uninterrupted!"

• "Marketing expects everyone in engineering to stop what they are doing in order to put out marketing fires. 1 believe that most of the time the problem is that marketing doesn't know what they want up front. This leads to change after change. Why can't we get a good definition at the beginning of each project?"

MARKETING INTERVIEWS

• "Our livelihood rests on income generated from trade shows. Since new product development is 4-6 months in duration, we have to beat up on engineering to make sure that our marketing schedules are met. Why can't engineering understand the importance of these trade shows?"

• "Because of the time required to develop new products [4-6 months], we sometimes have to rush into projects without having a good definition of what is required. When a customer at a trade show gives us an idea for a new product. We rush to get theproject underway for introduction at the next trade show. We then go back to the customer ant1 ask for more clarification and/or specifications. Sometimes we must work with the customer for months to get the information we need. I know that this is a problem for engineering, but it cannot be helped."

• The consultant wrestled with the comments but was still somewhat perplexed. "Why doesn't engineering understand marketing's problems?" pondered the consultant. In a follow-up interview with an engineering manager, the following comment was made: We are currently working on 375 different projects in engineering, and that includes those which marketing requested. Why can't marketing understand our problems?

QUESTION TWO [20]

* 1. Discuss the challenges that could occur in the Work Breakdown Structure (WBS) decomposition process. (10)

**2.12 Work Break Down Structure Decomposition Problems**

There is usual misunderstanding that decomposition of Work Break Down Structure is a simple task which is going to be perform performed. In the Work Break Down Structure development, top 3 management levels or levels are normally rollup levels. Preparation of templates at such levels becomes a usual practice. Nevertheless, at levels four to six of the Work Break Down Structure, templates might not be suitable. There is reason for this.

Breaking work down to very detailed and small work packages might need

creation of thousands or even hundreds of charge numbers and cost accounts. It can increase the

reporting, management, and control costs of such small packages to a point where costs go over the benefits. Even though a typical work package might be two hundred to three hundred hours and roughly 2 weeks period, take into consideration the effect on a big project, that might have more than 1 million labour hours that are directly linked to it.

Breaking work down to work packages that are small may offer the exact cost control when, line manager may decide costs at this detail level. Line managers should be provided the right to inform PM’S that costs may not be decided at the detail level which is requested.

The WBS is the starting point for arranging methods like the Precedence Diagramming Method and the Arrow Diagramming Method . At Work Breakdown Structure low levels , the dependence of two or more activities may become so difficult that networks that are meaningful may not be created.

1 solution to the problems mentioned above is to build “hammock” activities, that

Hold with some activities where identification of accurate cost may not or cannot

be exactly decided . Several projects point out an activity of “hammock” named

project office(or management support), that involves general procurement, management reserve, , data items , and possibly project management. The benefit of such kind

of activity of hammock is that the charge numbers are below project manager’s direct control.

There is a usual misunderstanding that work package typical dimensions

are roughly eighty hours and smaller than 2 weeks to a month. Even though it might

be true on projects that are small, it could require millions of work packages

on a big jobs and it might be impractical, despite the fact that line managers can manage

work packages of such size.

From a view point of cost control, analysis of cost down to level 5 is important

. Nevertheless, it could be eminent that cost needed in preparing data of cost

analysis to every level which is lower can grow exponentially, mostly when the

client needs data to be displayed in a denined format which is not part of

the organization’s standard operating procedures.

The 5thlevel of work packages are usually just for in-house control . Several

companies are billing clients individually for every level of cost that reports under

3rd level.

The Work Breakdown Structure may be divided into sub objectives with high quality divisions of determined attempt as

we go lower into the WBS. By defining sub objectives, we add greater

understanding and, it is hoped, clarity of action for those individuals who will be

required to complete the objectives. Whenever work is structured, understood,

easily identifiable, and within the capabilities of the individuals, there will almost

always exist a high degree of confidence that

the objective can be reached.

The level at which the project is managed is generally called the work package

level. Actually, the work package can exist at any level below level one.

. The WBS must be accompanied by a description of the scope of effort

required, or else only those individuals who issue the WBS will have a complete

understanding of what work has to be accomplished. It is common practice to

reproduce the customer’s statement of work as the description for the WBS.

. It is often the best policy for the project manager, regardless of his technical

expertise, to allow all of the line managers to assess the risks in the SOW. After

all, the line managers are usually the recognized experts in the organization.

Project managers normally manage at the top three levels of the WBS and prefer

to provide status reports to management at these levels also. Some companies

are trying to standardize reporting to management by requiring the top three

levels of the WBS to be the same for every project, the only differences being in

levels 4–6. For companies with a great deal of similarity among projects, this

approach has merit. For most companies, however, the differences between

projects make it almost impossible to standardize the top levels of the WBS.

## Pitfalls

Lastly, let's look at five common pitfalls to creating a WBS. If you can keep these few possible issues in mind when you are creating your WBS, you and your team will be much more successful at creating a useful and accurate Work Breakdown Structure:

### 1. Level of Work Package Detail

When you try to decide how detailed and specific to make one’s work package, one should be careful not getting too detailed. It will be leading to project manager having to micromanage project and in the due course slowing down progress of the project. In other words, work packages that has details that are too large or broad are becoming unsustainable for the PM to manage as a whole.

**Getting too detailed**

As one is trying to decompose the scope, getting too detailed is bringing efficiencies. This can just result **in unnecessary consumption of resources and wasted time.** One needs to decide correct amount of detail to add.

There is a way of deciding the degree of decomposition. By asking these questions:

* Is the work package small enough to assign to a resource?
* Are the work packages small enough to determine cost, time and schedule?
* Are you and the team satisfied with the level of detail for the work packages?
* **Work Breakdown Structure Problems And How To Overcome Them**
* The Work Breakdown Structure (WBS) is a key tool for project managers. It’s the first time that you really map out in detail what you are going to be doing. It lists all the task involved in the project and gives you a very visual understanding of the scale of the work ahead. It’s also an easy tool to use and not beyond team members starting out in projects for the first time. Everyone can get on board with creating and using it.
* However, it’s also surprisingly easy to spend a morning plotting out your WBS and still find that you’ve got nothing usable at the end of it. Here are 5 WBS creation problems and what you can do to make sure they don’t stop you [producing a practical and useful WBS](https://www.strategyex.co.uk/explore-our-courses/project-management-training/scheduling-and-cost-control-course)
* 1. Not Knowing When To Stop
* When you’re in the flow, adding a few more sticky notes here and there seems like a good idea. Everyone’s bought into the concept of the project and they’re getting excited about adding the detail. But too much detail and you’ll find yourself typing up 52 sticky notes that all say ‘run project team meeting’, one for every week of the year.
* It’s important to stop working on your WBS when it gets to a suitable level. The activities described on it should feel as if they would last about a week, maybe longer if your project is running over a year or more. You don’t need to take your WBS down to a level where the activities represented only last a few hours unless your project is extremely short.
* Conversely, you don’t want to stop before you get to that level. Documenting a WBS at too high a level will mean you lack the information required to put together your project schedule. It becomes a pretty diagram for your project sponsor, but not the useful work tool that it should be.
* How to overcome it: The WBS is complete when the activities described on it are detailed enough to let you schedule, budget and delegate the work. Stop when you get to that level. Any more detail is a waste of time. Any less detail and you won’t be able to do the next step in the project planning process which is taking the information from here and building out your schedule.
* Cannot get you the correct details:
* Any person who utilized this technique in life will surely agree with this 1 point. Surely it is hard trying to find the most and the best level of accurate for details when coming to Work Breakdown Structure. For the reason that one must to fit only 1 on a page, it is going to be very difficult finding out precisely what the tasks are and what should be creation of tasks added to the Work Breakdown Structure.
* This may lead to the creation of useless and vague tasks under which you will have a list of non-similar tasks.

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Project managers must determine the precise amount of detail to be included in the WBS. Too little and the project lacks definition. Too much and the project becomes too bureaucratic.

There’s no set way to determine the amount of information in the WBS. The project manager and the team must use judgement based on experience. However, a WBS is definitely a key to a successful project. Stay informed by taking the [CPD online course](http://www.blueprintcpd.com.au/cpd-modules) with [Blueprint CPD](http://www.blueprintcpd.com.au/).

In the next blog, we detail scope verification and change control.

* It cannot get you the correct details: ...

### 2. Deliverables Not Activities or Tasks

The WBS should contain a list of broken down deliverables. In other words, what the customer/stakeholder will get when the project is complete. It is NOT a list of specific activities and tasks used to accomplish the deliverables. How the work is completed (tasks and activities) can vary and change throughout the project, but deliverables cannot without a change request, so you do not want to list activities and tasks in the WBS.

### 3. WBS Is Not a Plan or Schedule

The WBS cannot be used as a replacement for the project plan or schedule. A WBS is not required to be created in any type of order or sequence. It is simply a visual breakdown of deliverables.

### 4. WBS Updates Require Change Control

The WBS is a formal project document, and any changes to it require the use of the project change control process. Any changes to the WBS change the deliverables and, therefore, the scope of the project. This is an important point to help control scope creep.

### 5. WBS Is Not an Organisational Hierarchy

The WBS and Organisational Hierarchy chart are never the same thing. Although often similar in appearance, these two documents are very different. The Organisational Hierarchy shows things like chain of command and lines of communication, but the WBS is restricted simply to a project and shows only the deliverables and scope of that project.

**1. Neglecting to create a WBS Dictionary**

Creating a WBS [dictionary](https://www.brighthubpm.com/methods-strategies/2413-view-download-and-print-this-free-project-management-glossary/) is not always necessary, especially if the acronyms and category content in the WBS are obvious. This is a common misconception. A WBS dictionary helps keep track of all of the summary and detailed activities, including a short description of what is – and what is not – included in a WBS element. Neglecting to create a WBS dictionary can cause “ownership" dilemmas that can ultimately threaten project success.

**2. Expecting More than 100% from your WBS**

An important WBS design principle is the 100% rule, which states that the WBS includes 100% (or everything) of what is in the project scope. However, we often hear people say that they have given a project or a task 110%. That's fine for an individual, but a project is doomed to failure if the WBS includes more than 100% of what is in the project scope. A quality, 100% WBS is a good measure against “scope creep," and we are all aware of the [problems scope creep can cause](https://www.brighthubpm.com/change-management/29708-how-to-implement-scope-and-change-control-in-your-project/).

**3. Why bother with Formal Change Control?**

Companies use change management to control both internally generated and customer-driven changes in the scope of projects. Any update to a WBS, other than an elaboration of details that already exist, should require formal change control. To ignore this step invites changes in scope that can spell doom for the project.

**4. Method Orientation**

The WBS should be outcome oriented and not prescriptive of methods. Methodology can change without any change to the planned outcomes. Planned outcomes or deliverables (which should be fairly rigid) should not be closely blended with actions and methods *(which can be flexible)*.

**5. To Do List Mentality**

The [To Do list approach](https://www.brighthubpm.com/project-planning/2940-tips-for-building-a-work-breakdown-structure/) to WBS construction stems from a manager’s belief that the WBS is actually a step-by-step procedure for doing everything. This approach can lead to the concept that managers walk around with a detailed checklist they use to check off each item as it is completed. Ultimately this leads to micro-management, which is not generally attractive to team members.

**6. Adding Requirements in Lieu of Tasks**

When you place a deliverable on your WBS, you can break down the deliverable into the activities required to create it. What doesn’t work is breaking down the deliverable into the requirements that describe it. Deliverables and tasks do belong in the WBS, but requirements do not.

**7. Skipping the Buy-In Process**

Your project team possesses all the expertise, experience, and creative thinking that will be needed to get down to the specifics of each deliverable, so naturally the WBS should be drafted with input from all team members. If the project manager creates the WBS with limited input from other project team members, they people may in turn offer little to no support for the WBS. It may be time-consuming, but in the long run it pays to engage all of the core project leaders in WBS development.

**8. Too Many Tasks**

Team members are generally more productive if they are held accountable for reaching measurable achievements rather than completing a laundry list of tasks. When the WBS is broken down to tasks that take just a couple of hours to complete, workers spend so much time reporting on these small tasks, and managers spend so much time keeping track of them, everyone may lose sight of the desired end result. As a general rule, WBS tasks should have durations between 1 week and 8 weeks long.

2. Dealing With Group Dynamics

The WBS is a team activity. That means using strong facilitation skills to keep the discussion on track and everyone participating. It doesn’t take much for a quieter member of the team to feel as if they aren’t able to contribute and the knowledge that they could have brought to the discussion is therefore lost.

How to overcome it: If you feel as if you cannot facilitate the group and take part representing the function of project management, then consider bringing someone else in to keep the meeting participants on a path that doesn’t involve too much uncomfortable conflict.

3. Discussing The Sequence

The WBS is a graphical representation of the activities required on a project. It informs the project schedule but it is *not* the project schedule. Your WBS does not include lines that link task dependencies in time or even dates scribbled on the sticky notes themselves.

The process of putting the WBS together can derail when the conversation turns to discussing what is going to happen when. At this point all you are doing is noting down activities.

How to overcome it: Be strict with your facilitation! Stop all discussions about timings as they arise and deal with the scheduling later.

4. Talking About Deliverables

The WBS is not a list of deliverables. Much of what you do will generate a deliverable, but the actual deliverables themselves are not the focus of this document. The process of coming up with the WBS is all about the work that needs to be done (hence the name Work Breakdown Structure…).

Each item on the WBS should be a definite action. It’s a task that you can give to someone to do. It should be detailed enough for them to be able work out how long it is going to take them and what resources they need to do it, but that happens *after* you’ve completed the WBS. If you can’t delegate activities from your WBS, then you haven’t created a very good WBS.

How to overcome it: Watch what you write down. Each activity on the WBS should be described by a noun and a verb. Don’t write ‘user manuals’ when you mean ‘write user manuals’.

5. Not Grouping Activities

The typical WBS creation process goes like this:

1. Write down as many tasks you can on sticky notes
2. Stick the notes on a wall
3. Move them around to create the WBS.

It will really help you to add another step here before you create the final WBS: group the activities. It doesn’t take long to put clusters of common tasks together. You can group them by department affected, stakeholder, location, phase or anything else that makes sense when you look at all the activities.

The purpose of grouping the activities before you move them into their final WBS location is to see the themes. This will save you time structuring the WBS because the large groups and sub-groups will become apparent. If you don’t spend time on this step you may find yourself moving large amount sticky notes around when you find the one task that doesn’t fit in anything else and you decide to rethink the whole structure for the fifth time.

How to overcome it: Group your sticky notes before moving them into their final locations and see what clusters emerge. Name your groups: this will help when you come to put your schedule together later and also for the structure of the WBS.

The WBS is a powerful and useful tool that done well will save you and your team a lot of time during the initial stages of a project. Avoid these 5 problems and take advantage of the time-saving and structure that a good WBS brings to a project!

<https://www.strategyex.co.uk/blog/pmoperspectives/work-breakdown-structure-problems-and-how-to-overcome-them/>

<https://tensix.com/2020/01/5-wbs-problems-and-how-to-fix-them/> NBNBNBNNBNB

**Are there any downsides?**

The task of developing a WBS is not an easy one to undertake. It can be a painstaking process. And it can take quite a bit of time. A large WBS, containing potentially thousands of activities, can actually take many hours for you and your team to create. Of course, the larger the scope of the project, the larger the WBS will be. Plus, more people must provide input and then approve the portion they are responsible to perform. Finally, the WBS requires continual refinement, as the project changes, so does the WBS.

## What are the downsides and challenges of WBS?

Despite the numerous benefits, you need to be aware of some of the downsides and challenges you can encounter while working through your decomposition such as:

**Managing group dynamics**

The WBS is a team activity that requires **strong facilitation skills** to keep the team on track and encourage participation. If a team member does not feel comfortable sharing their ideas, you could lose some important information.

**Treating WBS like a schedule**

The WBS provides the detailed information required to meet the project’s goals and objectives. It is not a plan or schedule but a visual representation of the project that can be shared with stakeholders.

The WBS is a key component of the project management structure. The decomposition is key in supporting the creation of the WBS and has a **direct influence on the overall structure of your project**. Taking the time to create a WBS helps to reduce the likelihood of missed work while bringing the project to completion.

<https://www.easyproject.com/about-us/project-management-made-easy-blog-tips-resources/709-project-decomposition-why-should-you-do-it>

<https://www.projectmanagement.com/discussion-topic/125452/WBS-challenges>

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**Disadvantages of Work Breakdown Structure:**

Despite having so many benefits of a work breakdown structure, there are a few cons that come with the work breakdown structure. Keep reading this section to find out what are the possibilities and how you can find a solution for them.

1. Having a step by step approach is a pain!

The thing with work breakdown structure is that it has to do list approach which could be quite a pain since it stems from the belief of your manger that the WBS is done step by step.

Having such an approach can lead to the idea that managers will walk around in the checklist and they may be used to check off all items as it has been completed. Ultimately this could lead to [micromanagement](https://en.wikipedia.org/wiki/Micromanagement) which may not be attractive to some team members.

2. The problem of requirements:

When you keep a certain deliverable on the WBS, you could end up breaking down into the activities which are required for its creation. What really doesn’t work is that it will break down that deliverable into the requirements that help in describing it. Deliverables and some tasks, up to a certain extent belong to WBS but requirements certainly don’t.

3. No Buying in processes used:

The project team will be using all its experience and expertise that could be used to get down the specifics of such deliverables in a natural manner that the WBS could be drafted with some input from all the members of its team.

If the manager of the project creates the WBS with very little input from other members of the team project, the people may turn a very little offer to no support at all from the WBS. Yes, it will be a little time consuming but in the long run, it will pay to engage the leaders.

4. Having plenty of tasks to do at one go:

Having team members, you get to become more productive and hold them accountable for reaching such achievements instead of just finishing a list of tasks.

When you use the method of work breakdown structure, you will be breaking down all tasks within a few hours so that you can compete. But the problem is that the workers end up spending a lot of time on the small tasks and the managers have to keep a track of all of them which is quite a mess and ends up giving very poor results.

Due to a general rule, the WBS tasks must have durations between a week and around eight weeks.

5. The orientation:

The structure of work breakdown could become the outcome of oriented but not prescriptive methods. The methodology may change without any changes of the planned outcomes. Deliverables or maybe planned outcomes must never be closely blended with the other methods and actions.

6. Having more than 100% of WBS:

A very important design principle of WBS is applying 100% rule which will state what it includes and its project scope at the same time. but there are times when we actually hear people say they have around  110% of themselves during a certain project.

Even though that is perfectly alright for the individual, a project could be doomed to failure in case the WBS may be included more than 100% of the scope. It is also a good measure against scope creep and we have a good idea of the problems that such a creep can cause.

8. Becomes outdated quite fast:

Even the WBS method can dictate the project and schedule the whole thing, it does become outdated after a point. This is probably because the schedule of the project will change the execution of such projects but the WBS shall always be the same. When you update the WBS, you will not have any project manager who can help.

9. An overall summation:

The development of the work breakdown structure is surely not easy. The process is quite painstaking. It could take you some time. Having a big work breakdown structure could take several hours for development. For others, it may need effort. There will also be a knowledge transfer and exercises of brainpower. The larger there is a scope of your project, the bigger the WBS will be. More people must also provide the input and then check the portion they are expected to do.

Finally, it also expects you to have refinement. The initial iteration is hardly right and when the project changes, the WBS does too. Therefore if you are going to choose this as an approach at your workplace, choose it wisely.

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<https://www.brighthubpm.com/project-planning/2979-work-breakdown-structure-pitfalls-to-avoid/>

**However, some believe WBS has disadvantages.**

* Requires active management of interfaces
* Increased work burdens on management and management functions like planning, organising, monitoring, and review
* Potential demarcation problems

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**Disadvantages of Work Breakdown Structure:**

* Having a step by step approach is a pain! ...
* The problem of requirements: ...
* No Buying in processes used: ...
* Having plenty of tasks to do at one go: ...
* The orientation: ...
* Having more than 100% of **WBS**: ...
* Becomes outdated quite fast:

<https://content.wisestep.com/work-breakdown-structure-advantages-disadvantages/>

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9. An overall summation:

The development of the work breakdown structure is surely not easy. The process is quite painstaking. It could take you some time. Having a big work breakdown structure could take several hours for development. For others, it may need effort. There will also be a knowledge transfer and exercises of brainpower.

The larger there is a scope of your project, the bigger the WBS will be. More people must also provide the input and then check the portion they are expected to do.

Finally, it also expects you to have refinement. The initial iteration is hardly right and when the project changes, the WBS does too. Therefore if you are going to choose this as an approach at your workplace, choose it wisely.

During the project workshop that followed, the idea was expanded upon and some basic requirements were stated by IHTN. Each sub-project team had to report back its recommendations within one week. Each sub-project manager had to develop a sub-project plan using the Work Breakdown Structure (WBS) method with estimates for the duration and cost of each activity. Each sub-project plan also had to include a resource histogram to establish the resource requirement for each sub-project. The project manager, Roy, would then consolidate all the sub-project plans into one project plan, which would then be presented to IHTN and the ISM executives.

2.2 Discuss each of the different types of audits that can be used for projects. (10)

QUESTION THREE [30]

3.1 Explain the process outputs associated with the quality planning phase of a project. (10)

3.2 Develop a risk management plan for a project of your choice. (Provide a brief description of the project) (20)

QUESTION FOUR [20]

Critically evaluate the different aspects of project planning across the phases of the project life cycle.