

**Faculty of Business and Law**

**Assignment Brief 2022/23**

**Leading and Managing Project Teams**

**Student ID**

**Date of Submission**

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# Introduction

Project management is becoming increasingly important in today's business environment. It is a necessary tool for project success because it ensures that the project is completed on time, within budget, and as specified. Project managers must be able to manage teams of people in order to complete projects successfully and efficiently. As a result, team development and management are critical to the successful completion of projects. Prime Group is a market leader in project delivery services across multiple industries. Several projects have failed over the years due to internal competition among functional line managers and a lack of commitment and collaboration on their part. Because Prime Group intends to implement new ways to enhance team effectiveness, the CEO has recommended a report that critically discusses and analyzes team development and management as it relates to the effective achievement of future business operations.

This report will address the formation and management of teams responsible for successfully delivering Prime Group's future business activities, in addition to a critical analysis of team behavior and performance in terms of management, stakeholder engagement, organizational structures, team roles, communication, and conflict resolution. This report will draw on several relevant academic literature sources to provide evidence for the discussion. Finally, the report will include key recommendations for future Prime Group teams.

# Main Discussion Area

## Leadership

Leadership is critical to the successful completion of projects. An effective leader/project manager must provide a clear vision, set goals, and foster a trusting and collaborative environment that fosters innovation and creativity. Leadership also entails motivating and inspiring team members to achieve their goals and objectives and providing them with the required resources. According to (Bass, 2008), leadership styles can vary depending on the situation, but effective leadership should prioritize task completion and team member development. Furthermore, leadership should establish specific and attainable goals, provide resources, and inspire teammates to take ownership and accountability for their responsibilities.

A leader's role is to offer direction and guidance, to develop a team vision and goals, to motivate team members, and to foster a supportive and trusting environment for the team (Cox & Brockbank, 2005). Leaders has always been required to ensure success of the project because it is the leader's duty to keep the team focused on the objectives of the project and working efficiently together (Bauer & Erdogan, 2009). A leader's communication skills are also important to effectively convey information to the team and create a clear understanding of the project objectives (Bauer & Erdogan, 2009).

According to research, transformational leadership entails establishing a clear vision and inspiring and motivating team members to achieve it, which is positively correlated with team performance (Bass & Riggio, 2006). On the other hand, autocratic leadership is negatively correlated with team performance because it involves making all decisions without consulting team members (Squires, 2016). Effective leaders can foster an environment in which team members are motivated to collaborate to achieve common goals. Leadership also contributes to developing a sense of trust and cooperation among team members, which is necessary for effective team development and performance. Leadership can also contribute to developing an environment in which team members are encouraged to take the initiative and accept responsibility for their actions. Furthermore, effective leaders can identify each team member's strengths and weaknesses and ensure they are used to their full potential.

Leadership is an essential component of team development and management. Effective leadership is essential for successful team performance because it provides direction, motivation, and structure (Bass, 1985). Furthermore, leaders must have a clear vision of the team's goals and objectives and communicate that vision to team members. A good leader should also be able to manage team dynamics, provide feedback, and promote open and honest communication (Avolio et al., 2009; Gardner, 2008).

To effectively lead their teams, successful project leaders must have various skills and abilities, including technical knowledge, communication skills, and problem-solving abilities. They must also be capable of motivating their teams and ensuring that tasks are completed on time and to a high standard. Leaders must also effectively manage conflicts between team members and between the team and stakeholders. This can be accomplished through effective communication and a collaborative spirit.

A good leader should be able to motivate others to take action by trying to encourage the heart, intellectually stimulating the process, empowering a shared vision, and motivating others to take action. They should also be able to lead by example, encourage the heart, and encourage collaboration. Good leadership is required to facilitate teamwork, build trust, and foster a sense of shared commitment (Reich, 2007). A leader must provide direction, inspire team members, and build trust and commitment. Leaders must also be able to manage conflicts, build relationships, and provide feedback.

## Stakeholder Engagement

Stakeholder participation is essential to project delivery (Cox & Brockbank, 2005). It entails identifying stakeholders and their interests, comprehending their goals and expectations, and involving them in the project's planning, execution, and evaluation. According to (Umeh, 2018), effective stakeholder engagement necessitates that the project manager has a thorough understanding of stakeholders, their roles and interests, and their impact on the project. Additionally, the project manager must ensure that stakeholders are effectively engaged throughout the project by providing timely and accurate information and actively participating in discussions and decisions. This ensures that the project is completed according to specifications and that all stakeholders are satisfied with the final product. Effective stakeholder engagement also aids in the early identification and management of potential risks.

Leaders must involve stakeholders in the activities of their teams. Individuals or groups who can influence or are influenced by the team's activities are referred to as stakeholders (Kerzner, 2013). Effective stakeholder engagement can improve team performance by allowing the team to form relationships, gather resources, and identify and manage potential risks (Bryson, 2004; Kerzner, 2013). Effective stakeholder engagement is required for a project to be completed successfully. This is because stakeholders frequently provide resources, such as financial support, advice, and feedback, that can assist the project team in identifying and resolving any potential problems. It is also critical for the project team to manage stakeholder expectations, as any delays or problems could jeopardize the project's success.

Clients, teammates, and other project participants can all have a significant impact on the project's outcome (Bryde & Leighton, 2009). Leaders must build and maintain strong relationships with stakeholders to ensure their support and cooperation throughout the project. Effective communication, transparency, and collaboration can help achieve this. Internal and external stakeholders include the project sponsor, management, team members, customers, suppliers, and other parties involved (Cox & Brockbank, 2005). It is critical to engage stakeholders early and frequently throughout the project to ensure its success (Cox & Brockbank, 2005). It is also essential for the team to be aware of the decision - makers' needs and desires, as well as to maintain effective communication with them throughout the project (Cox & Brockbank, 2005).

## Organizational Structures

Organizational structures are critical to the successful completion of projects. Team development and management rely on organizational structures. The organizational structure of a team refers to how it is organized and how tasks and responsibilities are assigned (Leblanc, 2000). Teams must have a clear structure to ensure that tasks are completed effectively and efficiently (Leblanc, 2000).

An effective organizational structure should be created following the project's objectives and goals and the organization's strategy. An effective organizational structure, according to (Kreitner & Kinicki, 2017), should include clear roles, responsibilities, and reporting structures; a clear division of tasks and resources; and effective communication and coordination among team members. Furthermore, the organizational structure should provide team members with the resources and support they need to meet the project's objectives. Traditional hierarchical structures in which centralized decision-making at the top may not promote effective teamwork and innovation (Rodrigues, 2011).

On the other hand, flat or matrix structures where decision-making is decentralized and team members have more autonomy may foster a stronger sense of ownership and commitment among team members (Lawrence & Lorsch, 2017). Organizational structures are critical for ensuring that the team can effectively collaborate to achieve the desired results. The structure should be designed in such a way that it promotes team collaboration, communication, and decision-making. Furthermore, the structure should be adaptable enough to accommodate team composition and task changes as the project progresses.

A well-structured team will have clearly defined roles and responsibilities, which will allow the team to collaborate effectively and efficiently (Bauer & Erdogan, 2009). The team should also have a clear understanding of the project objectives, and the team leader must make sure that all members are aware of their roles and objectives (Bauer & Erdogan, 2009). In addition, the structure should be adaptable and allow for changes as needed (Bauer & Erdogan, 2009). An effective organizational structure is adaptable and flexible, allowing for a project or team dynamics changes. It should also specify who is responsible for what and how tasks should be completed. Organizational structures should also provide project teams with guidance on managing conflicts and resolving potential issues.

## Team Roles

Team roles are also essential for effective team development and management. The tasks and responsibilities assigned to individual team members are called team roles (Leblanc, 2000). Team members must have clearly defined roles and responsibilities so that tasks can be completed efficiently and effectively (Leblanc, 2000)

Team roles are an essential part of project delivery. According to (Belbin, 1981), team roles are the specific tasks and responsibilities assigned to each team member. Assigning roles to team members based on their strengths and weaknesses can improve team performance (Belbin, 1981). Team members' roles should be clearly defined and communicated to them. They should also be tailored to the individual's skills and abilities and adaptable to changes in the project's objectives and goals. Furthermore, team roles should be reviewed and updated on a regular basis to ensure that team members are effectively performing their roles and achieving the stated goals. This ensures that all team members comprehend their roles and can work together effectively to achieve the desired results.

Team members should be assigned roles based on their strengths and abilities, and tasks should be assigned that are appropriate for each individual (Bauer & Erdogan, 2009). It is also critical that team members understand their roles and responsibilities, as well as the impact they have on the team's performance (Bauer & Erdogan, 2009). The team should also be aware of the duties and obligations of other team members and be able to work together to achieve the project's objectives (Bauer & Erdogan, 2009). The roles of each team member should be clearly defined, with each member taking on different responsibilities and understanding what is expected of them. Team members must also understand how their role integrates with the overall project and the way it interacts with the responsibilities of other members of the team.

## Communication

Communication is a critical component of completing a project successfully. According to (Pinto, 2010), effective communication entails the timely exchange of accurate and relevant information between team members and stakeholders. It should also include actively listening to and responding to the needs and concerns of others. Misunderstandings, conflicts and project failure can all result from poor communication (Jablin et al., 2004). On the other hand, transparent and open communication can foster trust, collaboration, and productivity among team members (Tannen, 2001). Furthermore, proper communication methods, such as facial expression meetings, emails, phone calls, and teleconferencing, should be used. Effective communication is also required for effective team development and management. According to (Leblanc, 2000), effective communication can help team members focus on the tasks at hand and understand their roles and responsibilities. Good communication can also help to reduce misconceptions and conflict, as well as foster trust and cooperation among team members (Leblanc, 2000).

All team members must communicate clearly and effectively with one another. This ensures that everyone on the team is on the same page and is working towards the same objectives. Furthermore, effective communication is required for conflict resolution and addressing potential issues that may arise during the project. The team leader must ensure that all team members comprehend the project targets and that team communication is clear and compelling (Bauer & Erdogan, 2009).

It is also critical for team members to understand and effectively use the team's communication channels and methods (Bauer & Erdogan, 2009). The team should also be aware of any potential risks or issues that may arise during the project, and they should use effective communication to address any issues as soon as possible (Bauer & Erdogan, 2009). Communication should be clear and concise, with each team member grasping the messages. Communication should also be timely, with any issues or problems being addressed as soon as possible. It is also critical for team members to communicate openly and honestly with one another, as this fosters a spirit of collaboration and trust.

## Conflict Resolution

Conflict resolution is critical to the successful completion of projects. According to (Thomas, 1992), conflict resolution entails identifying and addressing the causes of conflict and using various techniques to resolve the conflict. Any conflicts between team members must be resolved quickly and effectively. Conflict resolution contributes to the team's ability to collaborate effectively and efficiently. Furthermore, conflict resolution can aid in preventing conflict escalation and potential misunderstandings among team members. Effective conflict resolution should include open and honest communication, active listening, and problem-solving techniques to reach a mutually beneficial agreement. Furthermore, conflict resolution should include mediation and negotiation to reach an agreement. Conflict resolution is an essential component of team development and management. Disagreements in opinions, values, and goals can lead to team conflict (Leblanc, 2000). Team leaders must be able to effectively manage and resolve conflicts in order to improve team performance (Leblanc, 2000).

Conflict is an inevitable part of any team and can be beneficial if handled correctly (De Dreu & Weingart, 2008). Conflict can escalate and hurt team performance if unchecked (Robbins & Coulter, 2014). Leaders must manage and resolve conflicts constructively (Kolb, 2016). Conflict is an inevitable part of working in teams, so it is critical for the team leader to have the skills and knowledge to manage conflicts (Cox & Brockbank, 2005) effectively. It is also essential for the group leader to be capable of recognizing potential conflicts and effectively manage conflicts when they do occur (Cox & Brockbank, 2005). The team should also be aware of potential sources of conflict and be able to resolve any conflicts that arise through effective communication (Cox & Brockbank, 2005). All team members should be involved in conflict resolution, which should be based on mutual understanding and respect. Team members must also be able to recognize when conflicts are becoming unmanageable and take appropriate action.

# Recommendations

Based on the preceding discussion, the following recommendations are made for future Prime Group teams:

1. Establish clear and effective leadership: Leaders must be carefully chosen and be able to motivate and inspire followers. Leaders must also know the team's goals and objectives to tailor their leadership style.

2. Effectively engage stakeholders: The project manager must thoroughly understand the stakeholders' roles and interests, as well as their consequences for the project. Throughout the project, the project manager must make sure that stakeholders are effectively engaged.

3. Create an effective organizational structure: The structure should complement the project's objectives and goals and the organization's strategy. It should have defined roles, responsibilities, reporting structures, a clear division of tasks and resources, and effective communication and coordination among team members. Furthermore, the organizational structure should provide team members with the resources and support they need to meet the project's objectives.

4. Define team roles: Team members' roles should be clearly defined and communicated to them, and tailored to the individual's skills and abilities. Team roles should also be reviewed and updated regularly to ensure that team members perform their duties effectively and meet the project's objectives.

5. Foster effective communication: Effective communication requires the timely exchange of accurate and relevant information among team members and stakeholders. It should also include actively listening to and responding to the needs and concerns of others. Furthermore, appropriate communication methods, such as facial expression conferences, emails, phone conversations, and video conferencing, should be used.

6. Use effective conflict resolution: Conflict resolution should include identifying and addressing the root causes of the conflict and employing various conflict resolution techniques. Reaching a mutually beneficial agreement should include open and honest communication, active listening, and the use of problem-solving techniques. Furthermore, conflict resolution should include mediation and negotiation to reach an agreement.

# Conclusion

Finally, developing and managing teams responsible for successfully delivering future business activities is critical to Prime Group's success. Effective leadership, participation and empowerment, institutional arrangements, roles and responsibilities, interaction, and resolving conflict are all required for effective project management. The recommendations in this report can assist Prime Group in developing and managing its future teams to ensure successful project completion. By implementing these recommendations, Prime Group can improve project delivery and expand its client base. Leadership, stakeholder engagement, organizational structures, team roles, communication, and conflict resolution are all critical aspects of team development and management. Prime Group should make sure that these factors are considered when developing and managing teams for future projects. Prime Group will be able to ensure project success and lay a solid foundation for future success by doing so. The recommendations above are made for Prime Group's future teams to ensure the successful delivery of future business activities.

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