

**Faculty of Business and Law**

**Assignment Brief 2022/23**

**Leading and Managing Project Teams**

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# Introduction

Project management has become increasingly important in the current business environment. It is an essential tool for the successful delivery of projects, as it helps to ensure that the project is completed on time, within budget and according to the specified requirements. Project managers must be able to manage teams of people in order to ensure that projects are completed successfully and efficiently. Subsequently, the development and management of teams plays a key role in the successful delivery of projects. Prime Group is a leading company that provides project delivery services across multiple industries. Over the years, the company has experienced several project failures due to internal competition among functional line managers and a lack of commitment and collaboration from them. As Prime Group is set to adopt new ways of working to optimize team performance, the CEO has asked for a report that critically discusses and analyses the development and management of teams responsible for the successful delivery of future business activities.

This report will discuss the development and management of teams responsible for the successful delivery of future business activities for Prime Group, and will include a critical analysis of the contribution of leadership, stakeholder engagement, organizational structures, team roles, communication and conflict resolution to the behavior and performance of teams. This report will draw on several relevant academic literature sources to provide evidence for the discussion. Finally, the report will provide key recommendations for Prime Group’s future teams.

# Main Discussion Area

## Leadership

Leadership is an essential factor in the successful delivery of projects. An effective leader/ project manager must be able to provide a clear vision, set goals, and create an environment of trust and collaboration that encourages innovation and creativity. Leadership also involves motivating and inspiring team members to achieve their goals and objectives, and providing them with the necessary resources to do so. According to (Bass, 2008), leadership styles can vary depending on the situation, but effective leadership should focus on task accomplishment and the development of team members. Additionally, leadership should involve setting clear and attainable goals, providing resources, and encouraging team members to take ownership and responsibility for their tasks.

A leader’s role is to provide direction and guidance, create a team vision and set achievable objectives, motivate team members, and create a supportive and trusting environment for the team (Cox & Brockbank, 2005). Leadership is necessary to ensure the successful delivery of projects, as it is the leader’s responsibility to ensure that the team is focused on the project objectives and working together in an efficient manner (Bauer & Erdogan, 2009). It is also important for a leader to have good communication skills in order to effectively convey information to the team and create a clear understanding of the project objectives (Bauer & Erdogan, 2009).

According to research, transformational leadership, which involves setting a clear vision and inspiring and motivating team members to achieve it, has been found to be positively correlated with team performance (Bass & Riggio, 2006). On the other hand, autocratic leadership, which involves making all decisions without consulting team members, has been found to be negatively correlated with team performance (Squires, 2016). Effective leaders are able to create an environment in which team members are motivated to work together to achieve common goals. Leadership also helps to foster a sense of trust and cooperation among team members, which is essential for effective team development and performance. Leadership can also help to create an environment in which team members are encouraged to take initiative and take responsibility for their actions. Additionally, effective leaders are able to recognize the individual strengths and weaknesses of each team member and ensure that each team member is utilized to their fullest potential.

Leadership is an important factor in team development and management. (Bass, 1985), effective leadership is the key to successful team performance because it provides direction, motivation, and structure. Further, it is important for leaders to have a clear vision of the goals and objectives of the team, and to communicate that vision to the team members. Good leaders should also be able to effectively manage team dynamics, provide feedback, and encourage open and honest communication ( (Avolio, et al., 2009); (Gardner, 2008)).

A successful project leaders must possess a range of skills and abilities, such as technical knowledge, communication and problem-solving skills, to enable them to effectively lead their teams. They must also be able to motivate their teams and ensure that tasks are completed on time and to a satisfactory standard. Leaders must also be able to effectively manage conflicts that arise between team members, as well as between the team and the stakeholders. This can be achieved through effective communication and a spirit of collaboration.

A good leader should be able to encourage the heart, challenge the process, inspire a shared vision, and enable others to act. They should also be able to model the way, encourage the heart, and promote collaboration. Good leadership is essential for facilitating teamwork, building trust, and creating a sense of shared commitment (Reich, 2007). A leader should be able to provide direction, build trust and commitment, and motivate team members. Furthermore, leaders should be able to effectively manage conflicts, build relationships, and provide feedback

## Stakeholder Engagement

Stakeholder engagement is a critical component of project delivery (Cox & Brockbank, 2005). It involves identifying stakeholders and their interests, understanding their objectives and expectations, and engaging them in the planning, execution, and evaluation of the project. According to (Umeh, 2018), effective stakeholder engagement requires the project manager to have an in-depth knowledge of stakeholders, their roles and interests, and their influence on the project. The project manager must also ensure that stakeholders are effectively engaged throughout the project by providing timely and accurate information, and actively participating in discussions and decisions. This helps to ensure that the project is completed according to the specifications and that all stakeholders are satisfied with the end product. Effective stakeholder engagement also helps to ensure that any potential risks are identified early on and managed appropriately.

It is important for leaders to engage stakeholders in the team’s activities. Stakeholders are individuals or groups who can influence or be influenced by the activities of the team (Kerzner, 2013). Effective stakeholder engagement can lead to improved team performance, as it enables the team to build relationships, gather resources, and identify and manage potential risks ( (Bryson, 2004); (Kerzner, 2013)). Effective stakeholder engagement is essential for the successful completion of a project. This is because stakeholders often provide resources, such as financial support, as well as advice and feedback which can help the project team to identify and solve any potential problems. It is also essential for the project team to ensure that stakeholder expectations are managed, as any delays or issues could have a negative impact on the project.

Stakeholders, including clients, team members, and other stakeholders with a vested interest in the project, can have a significant impact on the project's outcome (Bryde & Leighton, 2009). It is important for leaders to establish and maintain strong relationships with stakeholders in order to ensure their support and cooperation throughout the project. This can be achieved through effective communication, transparency, and collaboration. Stakeholders include internal and external parties such as the project sponsor, management, team members, customers, suppliers and other parties involved in the project (Cox & Brockbank, 2005). In order to ensure that the project is successful, it is important to engage stakeholders early and often throughout the project (Cox & Brockbank, 2005). It is also important for the team to be aware of the stakeholders’ needs and expectations, and to have effective communication with stakeholders throughout the project (Cox & Brockbank, 2005).

## Organizational Structures

Organizational structures are an important factor in the successful delivery of projects. Organizational structures are important for team development and management. Organizational structures refer to the way the team is structured and how tasks and responsibilities are assigned (Leblanc, 2000). It is important for teams to have a clear structure in order to ensure that tasks are effectively and efficiently completed (Leblanc, 2000).

An effective organizational structure should be designed to align with the project’s objectives and goals, and the organization’s strategy. According to (Kreitner & Kinicki, 2017), an effective organizational structure should include clear roles, responsibilities, and reporting structures; a clear division of tasks and resources; and effective communication and coordination between team members. Additionally, the organizational structure should provide team members with the necessary resources and support to meet the project’s objectives. Traditional hierarchical structures, where decision-making is centralized at the top, may not be conducive to 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 greater sense of ownership and commitment among team members (Lawrence & Lorsch, 2017). Organizational structures are important for ensuring that the team is able to work together effectively to achieve the desired results. The structure should be designed in such a way that it facilitates collaboration, communication and decision making within the team. Additionally, the structure should be flexible enough to allow for changes in team membership and tasks as the project progresses.

A well-structured team will have clearly defined roles and responsibilities, which will allow the team to work together effectively and efficiently (Bauer & Erdogan, 2009). The team should also have a clear understanding of the project objectives, and the team leader should ensure that all members understand their roles and the objectives of the project (Bauer & Erdogan, 2009). The structure should also be flexible and allow for changes as needed (Bauer & Erdogan, 2009). An effective organizational structure should be flexible and adaptive, allowing for changes in the project or team dynamics. It should also provide clarity on who is responsible for what, as well as how tasks should be completed. Organizational structures should also provide guidance to project teams on how to manage conflicts and resolve any potential issues.

## Team Roles

Team roles are also important for successful team development and management. Team roles refer to the tasks and responsibilities assigned to individual team members (Leblanc, 2000). It is important for team members to have clearly defined roles and responsibilities, as this can help to ensure that tasks are completed in an efficient and effective manner (Leblanc, 2000)

Team roles are an essential component of project delivery. According to (Belbin, 1981), team roles are the specific tasks and responsibilities assigned to each team member. Assigning team members to roles that align with their strengths and weaknesses can improve team performance (Belbin, 1981). Team roles should be clearly defined and communicated to team members. They should also be tailored to the individual’s skills and abilities, and be flexible enough to accommodate changes in the project’s objectives and goals. Additionally, team roles should be regularly reviewed and updated to ensure that team members are performing their roles effectively and achieving the project’s objectives. This helps to ensure that all team members understand their responsibilities and are able to work together effectively to achieve the desired results.

The team leader should assign roles to team members based on their strengths and abilities, and allocate tasks that are appropriate for each individual (Bauer & Erdogan, 2009). It is also important for team members to understand their roles and responsibilities, and to be aware of their impact on the team’s performance (Bauer & Erdogan, 2009). The team should also be aware of the roles and responsibilities of other team members, and should be able to work together as a team in order to achieve the project objectives (Bauer & Erdogan, 2009). Team roles should be clearly defined, with each team member taking on different responsibilities and having a clear understanding of what is expected of them. It is also important for team members to understand how their role fits into the project as a whole, as well as how their role interacts with the roles of other team members.

## Communication

Communication is an essential component of successful project delivery. According to (Pinto, 2010), effective communication involves the timely exchange of accurate and relevant information between team members and stakeholders. It should also involve actively listening to others and responding to their needs and concerns. Poor communication can lead to misunderstandings, conflicts, and ultimately project failure (Jablin, et al., 2004). On the other hand, clear and open communication can foster trust, collaboration, and productivity among team members (Tannen, 2001). Additionally, communication should involve the use of appropriate methods, such as face-to-face meetings, emails, phone calls, and video conferencing. Effective communication is also important for successful team development and management. According to (Leblanc, 2000), effective communication can help to ensure that team members remain focused on the tasks at hand, and that team members understand their roles and responsibilities. Good communication can also help to reduce misunderstandings and conflict, and to foster trust and cooperation among team members (Leblanc, 2000).

It is important that all team members are able to communicate clearly and effectively with one another. This helps to ensure that all team members are on the same page and are working together towards the same goals. Additionally, effective communication is essential for resolving conflicts and addressing any potential issues that may arise during the project. The team leader should ensure that all members of the team have a clear understanding of the project objectives, and should ensure that communication between team members is clear and effective (Bauer & Erdogan, 2009).

It is also important for team members to be aware of the communication channels and methods used by the team, and to use them effectively (Bauer & Erdogan, 2009). The team should also be aware of the potential risks and issues that may arise during the project, and should use effective communication to address any issues in a timely manner (Bauer & Erdogan, 2009). Communication should be clear and concise, with each team member understanding the messages that are being conveyed. Communication should also be timely, with any issues or problems that arise being discussed in a timely manner. It is also important for team members to be open and honest with each other when communicating, as this will foster a spirit of collaboration and trust.

## Conflict Resolution

Conflict resolution is an important factor in the successful delivery of projects. According to (Thomas, 1992), conflict resolution involves identifying and addressing the causes of conflict, and using a range of techniques to resolve the conflict. It is essential that any conflicts that may arise between team members are resolved quickly and effectively. Conflict resolution helps to ensure that the team is able to work together effectively and efficiently. Additionally, conflict resolution can help to prevent the escalation of conflicts and potential misunderstandings between team members. Effective conflict resolution should involve open and honest communication, active listening, and the use of problem-solving techniques to reach a mutually beneficial agreement. Additionally, conflict resolution should involve the use of mediation and negotiation to reach a consensus. Conflict resolution is also an important part of team development and management. Conflict can arise in teams due to differences in opinions, values, and goals (Leblanc, 2000). It is important for team leaders to be able to effectively manage and resolve conflicts, as this can help to improve team performance (Leblanc, 2000).

Conflict is a natural part of any team and can even be beneficial if managed effectively (De Dreu & Weingart, 2008). However, if left unchecked, conflict can escalate and negatively impact team performance (Robbins & Coulter, 2014). It is important for leaders to have the skills to manage and resolve conflicts in a constructive manner (Kolb, 2016). Conflict is a natural part of working in teams, and with that in mind, it is important for the team leader to have the skills and knowledge to effectively manage conflicts (Cox & Brockbank, 2005). It is also important for the team leader to have the ability to identify potential conflicts before they arise, and to be able to effectively manage conflicts when they do arise (Cox & Brockbank, 2005). The team should also be aware of the potential sources of conflict, and should be able to use effective communication to resolve any conflicts that arise (Cox & Brockbank, 2005). Conflict resolution should involve all team members and should be based on mutual understanding and respect. It is also important for team members to be able to recognize when conflicts are becoming unmanageable and to take appropriate action.

# Recommendations

Based on the above discussion, the following recommendations are provided for Prime Group’s future teams:

1. Establish clear and effective leadership: Leaders should be chosen carefully and have the ability to motivate and inspire followers. Leaders should also be aware of the team’s goals and objectives, and be able to tailor their leadership style accordingly.

2. Engage stakeholders effectively: The project manager must have an in-depth knowledge of stakeholders, their roles and interests, and their influence on the project. The project manager should also ensure that stakeholders are effectively engaged throughout the project.

3. Develop an effective organizational structure: The organizational structure should be designed to align with the project’s objectives and goals, and the organization’s strategy. It should include clear roles, responsibilities, and reporting structures; a clear division of tasks and resources; and effective communication and coordination between team members. Additionally, the organizational structure should provide team members with the necessary resources and support to meet the project’s objectives.

4. Define team roles: Team roles should be clearly defined and communicated to team members, and should be tailored to the individual’s skills and abilities. Team roles should also be regularly reviewed and updated to ensure that team members are performing their roles effectively and achieving the project’s objectives.

5. Develop effective communication: Effective communication should involve the timely exchange of accurate and relevant information between team members and stakeholders. It should also involve actively listening to others and responding to their needs and concerns. Additionally, communication should involve the use of appropriate methods, such as face-to-face meetings, emails, phone calls, and video conferencing.

6. Use effective conflict resolution: Conflict resolution should involve identifying and addressing the causes of conflict, and using a range of techniques to resolve the conflict. It should involve open and honest communication, active listening, and the use of problem-solving techniques to reach a mutually beneficial agreement. Additionally, conflict resolution should involve the use of mediation and negotiation to reach a consensus.

# Conclusion

In conclusion, the development and management of teams responsible for the successful delivery of future business activities is essential to the success of Prime Group. The successful delivery of projects requires effective leadership, stakeholder engagement, organizational structures, team roles, communication, and conflict resolution. The recommendations provided in this report can help Prime Group to develop and manage its future teams to ensure successful project delivery. By implementing these recommendations, Prime Group can improve its project delivery and increase its client base. Leadership, stakeholder engagement, organizational structures, team roles, communication and conflict resolution all play a critical role in the successful development and management of teams. Prime Group should ensure that these factors are taken into consideration when developing and managing teams for future projects. By doing so, Prime Group will be able to ensure the successful delivery of projects and create a strong foundation for future success. The above recommendations are proposed for Prime Group’s future teams in order to ensure the successful delivery of future business activities.

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