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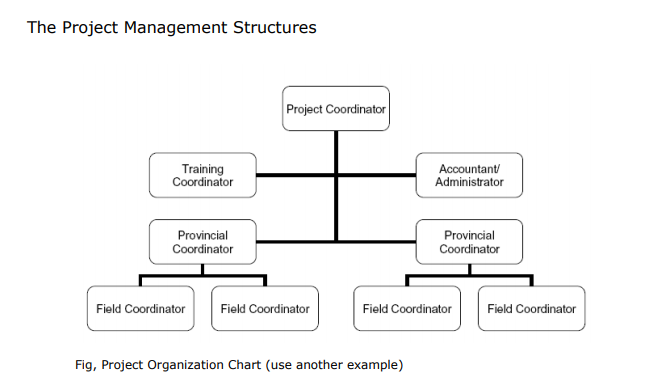
Q.1. Explain briefly the types of project organization

A project organization is a structure that facilitates the coordination and implementation of project activities. Its main reason is to create an environment that fosters interactions among the team members with a minimum amount of disruptions, overlaps and conflict. One of the important decisions of project management is the form of organizational structure that will be used for the project.

Each project has its unique characteristics and the design of an organizational structure should consider the organizational environment, the project characteristics in which it will operate, and the level of authority the project manager is given. A project structure can take on various forms with each form having its own advantages and disadvantages.

One of the main objectives of the structure is to reduce uncertainty and confusion that typically occurs at the project initiation phase. The structure defines the relationships among members of the project management and the relationships with the external environment. The structure defines the authority by means of a graphical illustration called an organization chart.

A properly designed project organization chart is essential to project success. An organization chart shows where each person is placed in the project structure. An organization chart is drawn in pyramid form where individuals located closer to the top of the pyramid have more authority and responsibility than members located toward the bottom. It is the relative locations of the individuals on the organization chart that specifies the working relationships, and the lines connecting the boxes designate formal supervision and lines of communication between the individuals.



Creating the project structure is only a part of organizing the project; it is the actual implementation and application that takes the most effort. The project organization chart establishes the formal relationships among project manager, the project team members, the development organization, the project, beneficiaries and other project stakeholders. This organization must facilitate an effective interaction and integration among all the major project participants and achieve open and effective communication among them.

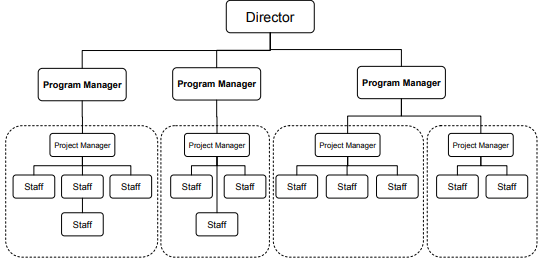
The project manager must create a project structure that will meet the various project needs at different phases of the project. The structure cannot be designed too rigid or too lose, since the project organization's purpose is to facilitate the interaction of people to achieve the project ultimate goals within the specified constraints of scope, schedule, budget and quality. The objective in designing a project structure is to provide a formal environment that the project manager can use to influence team members to do their best in completing their assignment and duties. The structure needs to be designed to help develop collaboration among individual team members; all in a cost-effective way with a minimum of duplication of effort and overlaps.

The organization chart has a limited functionality; it only shows the hierarchical relationship among the team members but does not shows how the project organization will work, it is for that reason that the design should consider factors that will facilitate the operation of the structure; these include communications, information flows, coordination and collaboration among its members.

**TYPES OF PROJECT ORGANIZATIONS STRUCTURES**

**Programmatic Based**

The programmatic focus refers to a traditional structure in which program sector managers have formal authority over most resources. It is only suitable for projects within one program sector. However, it is not suitable for projects that require a diverse mix of people with different expertise from various program sectors. In a programmatic based organization, a project team is staffed with people from the same area. All the resources needed for the project team come from the same unit. For instance, if the project is related to the health area, the project resources come from the health unit.

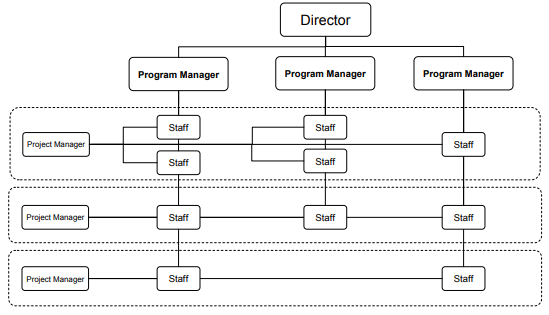


The most obvious advantage of programmatic based projects is that there are clear lines of authority, in large projects the project managers tend to also be the program unit manager. There is not needed to negotiate with other program units for resources, since all of the staff needed for the project will come from the same program area. Another advantage of this type of organization is that the team members are usually familiar with each other, since they all work in the same area. The team members also tend to bring applicable knowledge of the project.

A major disadvantage of the programmatic based organization is that the program area may not have all of the specialists needed to work on a project. A nutrition project with a water component, for instance, may have difficulty acquiring specialty resources such as civil engineers, since the only people available will work in their own program unit. Another disadvantage is that project team members may have other responsibilities in the program unit since they may not be needed fulltime on a project. They may be assigned to other projects, but it is more typical that they would have support responsibilities that could impact their ability to meet project deadlines.

**Matrix Based**

Matrix based project organizations allow program units to focus on their specific technical competencies and allow projects to be staffed with specialists from throughout the organization. For instance, nutrition specialists may report to one program unit, but would be allocated out to work on various projects. A health specialist might report to the health unit but be temporarily assigned to a project in another project that needs health expertise. It is common for people to report to one person in the programmatic unit, while working for one or two project managers from other projects in different programmatic units.



The main advantage of the matrix-based organization is the efficient allocation of all resources, especially scarce specialty skills that cannot be fully utilized by only one project. For instance, monitoring and evaluation specialists may not be utilized full-time on a project, but can be fully leveraged by working on multiple projects.

The matrix-based organization is also the most flexible when dealing with changing programmatic needs and priorities. Additional advantages to matrix management are: it allows team members to share information more readily across the unit boundaries, allows for specialization that can increase depth of knowledge and allow professional development and career progression to be managed. It is easier for a program unit manager to loan an employee to another manager without making the change permanent. It is therefore easier to accomplish work objectives in an environment when task loads are shifting rapidly between programmatic units.

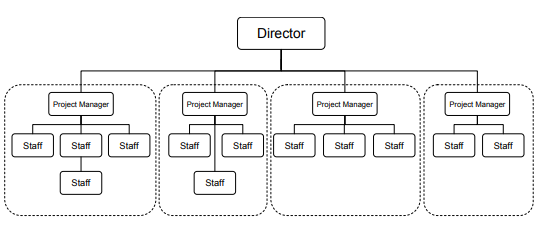
The main disadvantage is that the reporting relationships are complex. Some people might report to programmatic unit managers for whom little work is done, while actually working for one or more project managers. It becomes more important for staff members to develop strong time management skills to ensure that they fulfill the work expectations of multiple managers. This organization also requires communication and cooperation between multiple programmatic unit managers and project managers since that all be competing for time from the same resources.

Matrix management can put some difficulty on project managers because they must work closely with other managers and workers in order to complete the project. The programmatic managers may have different goals, objectives, and priorities than the project managers, and these would have to be addressed in order to get the job done. An approach to help solves this situation is a variation of the Matrix organization which includes a coordinating role that either supervises or provides support to the project managers. In some organizations this is known as the Project Management Office (PMO), dedicated to providing expertise, best practices, training, methodologies and guidance to project managers.

**Project Based**

In this type of organization project managers have a high level of authority to manage and control the project resources. The project manager in this structure has total authority over the project and can acquire resources needed to accomplish project objectives from within or outside the parent organization, subject only to the scope, quality, and budget constraints identified in the project.

In the project-based structure, personnel are specifically assigned to the project and report directly to the project manager. The project manager is responsible for the performance appraisal and career progression of all project team members while on the project. This leads to increased project loyalty. Complete line authority over project efforts affords the project manager strong project controls and centralized lines of communication. This leads to rapid reaction time and improved responsiveness. Moreover, project personnel are retained on an exclusive rather than shared or part-time basis. Project teams develop a strong sense of project identification and ownership, with deep loyalty efforts to the project and a good understanding of the nature of project’s activities, mission, or goals.



Pure project-based organizations are more common among large and complicated projects. These large projects can absorb the cost of maintaining an organization whose structure has some duplication of effort and the less than cost-efficient use of resources. In fact, one major disadvantage of the project-based organization is the costly and inefficient use of personnel. Project team members are generally dedicated to one project at a time, even though they may rarely be needed on a full-time basis over the life cycle of the project. Project managers may tend to retain their key personnel long after the work is completed, preventing their contribution to other projects and their professional development.

In this type of organization, limited opportunities exist for knowledge sharing between projects, and that is a frequent complaint among team members concerning the lack of career continuity and opportunities for professional growth. In some cases, project personnel may experience a great deal of uncertainty, as organization’s or donor’s priorities shift or the close of the project seems imminent.

One disadvantage is duplication of resources, since scarce resources must be duplicated on different projects. There can also be concerns about how to reallocate people and resources when projects are completed. In a programmatic focus organization, the people still have jobs within the program unit. In a project-based organization it is not always clear where everyone is reassigned when the project is completed. Another disadvantage is that resources may not be needed as a full time for the entire length of the project, increasing the need to manage short term contracts with consultants and other subject matter experts.

A variety of this pure project approach is temporarily project-based organizations. This organization consists of a project team pulled together temporarily from their program unit and led by a project manager that does not report to a programmatic unit. The project manager has the full authority and supervision of the project team. Another design is based on a mixed structure that includes a matrix, programmatic focus and project based; this mix reflects the need for more flexibility in a development organization to accommodate different requirements. For example, a health program may have a couple of projects short term and long term all reporting to the program manager. An education project may be organized on a matrix using resources part-time from other units, and a large water project organized as a fully project-based were all staff report to the project manager. It is not unusual to find this type of mixed designs on development organizations.

**Q.2.** What are the phases available in project portfolio process?

The project portfolio process is a method which can maximized the output potential of all projects undertaken by your organization at a given time, subject to limit resources constraints. Before beginning your project portfolio management efforts, establish an environment of understanding and cooperation among key decision makers in your organization. The project portfolio process may include terminating current projects that may be successful and timely in favor of projects that have a larger economic or strategic impact on your operations. It is important that managers understand this concept to avoid any feelings of resentment when this happens. Foster a team-based attitude toward project selection instead of identifying small groups of employees with specific projects. This will avoid feelings of rejection arising in project teams that are re-assigned or split between new projects. The project portfolio process is briefly explained as follows:

**Step 1: Executive Commitment**

There should be a serious commitment from the senior executives of the company to install a systematic, formal and rigorous portfolio management process. The senior management must believe that companies that use PPM outperformed those who don’t.  For more information about the value of project portfolio management, see my earlier article [**"What is the Value of Project Portfolio Management?"**](http://www.thinktankconsulting.ca/what-is-the-value-of-project-portfolio-management)

**Step 2: Mature Project Management In-place**

Successful implementation of project portfolio management would be severely challenged for organizations lacking   the ability to scope, estimate and manage its projects. Therefore, the introduction of project portfolio management should start with a company getting a good grasp on project scoping and estimating, followed by project monitoring and control.

**Step 3: Establish Your Throughput Capacity**

Once the scoping, estimation and other project management processes have been implemented, the efforts of the organization should focus on the determination of throughput capacity of the project pipeline.

One of the easiest ways to assess pipeline capacity is to measure it in dollars or some other currency. For example, the company executives may decide that the total budget allocated to projects in the next calendar year will be $100 million. The budget for each successful project is then estimated and, depending on the allocation method used the projects will be added to specific buckets until all of the buckets are full.

**Step 4: Develop Your Project Scoring Model**

The essence of the scoring model approach is to come up with several variables that the executives consider important when assessing the value of their future projects. This is usually done during the project portfolio workshop where the instructor would first explain the theory behind the scoring approach, provide several examples of the scoring models developed by other companies and then ask the executives present to engage in a brainstorming exercise. See Figure 1 for a sample project scoring model developed for a European industrial products company.

**Step 5: Establish the Desired Portfolio Balance**

Portfolio balance is important for several reasons. While assessing the value of the projects proposed, it is very easy to lose the sight of the “big picture” and suddenly end up in a situation where the company is stuck with a very large number of small, relatively meaningless initiatives and no significant breakthrough endeavors.

Furthermore, it is also possible that specific area of the business – especially the departments that are perceived to be the “money makers” – receive disproportionate number of new projects. Several experienced executives also mentioned their desire not to keep all of their eggs in one basket when attempting to balance their portfolios.

Another problem that may arise is overabundance of, say, low-risk, low reward projects and lack of high-risk, high-reward initiatives.

For a detailed discussion of the portfolio balance, please check out my article [**"Jamal's Musings - What is Portfolio Balance?"**](http://www.thinktankconsulting.ca/what-is-project-portfolio-balance)

**Step 6: Determine the Strategic Alignment**

The definition of portfolio’s strategic alignment is fairly simple and straightforward: all of your projects must in one form, or another assist the implementation of your company’s strategy. A very simple statement that at times is very difficult to explain. In order to do that, let us examine several examples of the project alignment and non-alignment.

Imagine that someone walks into the office of your company’s CEO and asks him to produce a list of the current projects at the company. Pretend also that your CEO is actually capable of producing such list (not a very typical state of affairs at many companies). Afterwards the visitor starts to point in an absolutely random fashion at the projects on the list and asks the same two questions over and over:

**Why are you doing this project?**

and

**How is this initiative related to your company strategy?**

First, let us examine a simplistic example. Let us pretend that one of the projects on the list was “Open a Sales Office in Brussels”. If the CEO explains this project by pointing to the company strategy of expanding its presence in Europe, then this project is aligned with overall company strategy.

If, on the other hand the company strategy states that it will be aggressively expanding its presence in the Asian markets and does not mention European region at all, there is a good chance that this project is not aligned with the overall strategy.

**Step 7: Score Your Projects**

At the end of the day the Executive Portfolio Committee must use the scoring model developed in Step 4 to rank all of their project proposals and determine the cut-off point based on the resource (either $ or human) constraint.

For example, a European industrial products company, whose scoring model we saw in Figure 1, conducted the following prioritization exercise with their project proposals.

In that particular year the company project management office has calculated that they would have approximately 750 man-months in resources. Note that in this particular example the organization preferred to measure their resource pool in terms of human reserves available rather than in term of dollars.

Q.3. Explain the term risk management

Management of the risks is concerned with direction of the purposeful activities towards the achievement of individual or organizational goals.

Risk management may be defined as the identification, analysis and economic control of those risks which can threaten an asset or earning capacity of an enterprise.

Risk management risks identified in the risk assessment process require management and selects and implements the plans or actions that are required to ensure that these risks are controlled.

Q.4. How are projects cushioned from risk?

As project managers, we know that risk mitigation is a ‘thing’. We talk about mitigating risk. We have a column on our risk logs for mitigation strategies. But what does it actually mean? [How do you do risk mitigation](https://www.strategyex.co.uk/explore-our-courses/project-management-training/risk-management-course)?

Here are 6 of the most common ways to mitigate risk: all approaches that will transfer to your project in most cases.

**Clarify the Requirements**

What is it that you want to achieve with this project? Knowing that, and having true, deep clarity about that, is a huge mitigating factor for risk. It eliminates all the ‘we didn’t know what we were doing,’ and ‘you never said’ type risks that relate to scope.

Make full use of feasibility studies, workshops and user groups to test out the ideas before making a full commitment. [Agile techniques](https://www.strategyex.co.uk/explore-our-courses/agile-project-management-training) can ensure end users and clients are engaged at every step of the way, feeding into the outcomes and making sure that what is delivered is really what is wanted.

**How to Do It**: Hold workshops. Interview stakeholders. Produce a comprehensive scope document and project brief, even if it takes much longer than you wanted to spend on this exercise. It will pay off in a big way if you get it right.

**Get the Right Team**

People introduce all kinds of risk to a project, largely due to their availability and skills. People with inadequate skills make your project take longer because they are slower. People who aren’t available when you need them also impact your project timescales.

If possible, ringfence the resources that you need into the team. This mitigates a lot of the people-related risks. The highest priority projects should attract and retain the best resources in the company (and interpret ‘best’ to mean whatever is most appropriate for your project: person with the most Java skills or whatever).

**How to Do It:** Use resource allocation techniques to identify the resources you require for the project and then to secure them. Make sure that you know when your resources are available for project work and book their time accordingly. Plan around them if you have to because it’s better to know now that they aren’t around than to have to push your project delivery back by 2 weeks because you weren’t aware.

**Spread the Risk**

Don’t try and dump all the risk on one person or group. Yes, risk transference is a recognized and useful risk management strategy, but it has to be used with caution. Mitigating your own risk by dumping it on someone else isn’t always the best approach.

For example, you can transfer risk to another party but that might incur a great deal of cost (through increased supplier prices or insurance) which in many cases isn’t the most appropriate use of company funds.

**How to Do It:** Quantify the risk. If you can’t quantify it, how can you put a financial measure on it to enable transference? Think about cost of transfer and likelihood of occurrence. Look for ways to manage risks jointly with contractors or other stakeholders to spread out the actions and also the impact should the risk occur.

**Communicate and Listen**

There is another way that people add risk to a project: through their actions when they are overlooked as stakeholders. I was speaking the other day to a management consultant in Canada who told me about a bridge that was built and then torn down due to lack of communication between local and national government bodies.

Communicate widely, consult widely and listen to the responses you get. These can help you identify residual risks and strategies to engage more effectively with the stakeholders concerned.

**How to Do It:** Plan your communications and take third parties into account too. Consumer, environmental or other external groups can have a huge impact on your project (positive and negative) so involve them early and consistently.

**Assess Feasibility**

Make use of feasibility studies and prototypes to test out ideas and solutions before you move to a full build. This is a simple way of de-risking a project because you can use this early stage as a test bed for checking your concepts, methodology and solution.

**How to Do It:**Break your project down into phases and include time at the beginning for a feasibility or investigation stage. This is a short period of time where you can fully scope out the initial underpinning or enabling work and test out your solution in a limited way prior to a full rollout. The learning can be incredibly helpful for shaping the rest of the project, and it can prove (or disprove) the business case without having to commit the full investment.

**Test Everything**

Experienced project managers will tell you that when project timescales are under pressure, testing is often the task that gets cut.

Don’t let that happen. Testing is an important part of making sure that your project risk is lower and manageable. Testing helps flush out problems that might bring the project to a standstill later. Test everything: training materials, implementation plans, and obviously software and the deliverables. Test frequently and allow longer than you expect.

**How to Do It:** It’s probably not a popular view but I would estimate the time needed for testing and then double it. That’s the time I would put in my plan for the task. In my experience testing is vastly underestimated, often because people forget that testing is cyclical and requires time to fix the bugs before you can test it again. Estimate carefully and have dedicated schedule contingency for testing.

Q.5. Why is it important to plan for risk in execution of any project?

Effective risk management strategies allow you to identify your project’s strengths, weaknesses, opportunities and threats. By planning for unexpected events, you can be ready to respond if they arise. To ensure your project’s success, define how you will handle potential risks so you can identify, mitigate or avoid problems when you need to do. Successful project managers recognize that risk management is important, because achieving a project’s goals depends on planning, preparation, results and evaluation that contribute to achieving strategic goals.

**Planning for Success**

Risk management plans contribute to project success by establishing a list of internal and external risks. This plan typically includes the identified risks, probability of occurrence, potential impact and proposed actions. Low risk events usually have little or no impact on cost, schedule or performance. Moderate risk causes some increase in cost, disruption of schedule or degradation of performance. High risk events are likely to cause a significant increase in the budget, disruption of the schedule or performance problems.

**Communicating with Stakeholders**

To ensure that projects run smoothly, effective project managers communicate their plan to the project sponsors, stakeholders and team members. This sets expectations to people who provide funding and are affected by the outcomes. It ensures that the project runs smoothly so one step proceeds to the next without disruption. By identifying, avoiding and dealing with potential risks in advance, you ensure that your employees can respond effectively when challenges emerge and require intervention.

**Maximizes Results and Meet Deadlines**

By defining risk management processes for your company, you make success more likely by minimizing and eliminating negative risks so projects can be finished on time. This enables you to meet your budget and fulfill targeted objectives. When you don’t have risk management strategies in place, your projects get exposed to problems and become vulnerable. Effective risk management strategies allow your company to maximize profits and minimize expenses on activities that don’t produce a return on investment. Through detailed analysis, effective leaders prioritize ongoing work based on the results produced, despite the odds.

**Be Proactive Not Reactive**

Having a risk management plan in place allow you to be proactive and take steps to mitigate possible harms before they arise, instead of constantly firefighting. The project team can take the risk that have been identified and convert them to actionable steps that will reduce likelihood. Those steps then become contingency plans that hopefully can be aside. Should a risk event occur, the contingency plan can be whipped out quickly, reducing the downtime on a project.

**Evaluates the Entire Project**

To evaluate your project’s success so you can use the best practices on your next project, assess the impact of your activities on mitigating exposure to problems and exploiting opportunities that capitalize on your company’s strengths. For example, if you develop and deliver a training program that creates awareness about internet security, including phishing, viruses and identity theft, measure the number of help desk calls received about these problems. If they go down, you can reasonably assume your risk management initiatives have contributed to success. If not, revise your training program.

Q.6**.** What can be a source of conflicts in a team and how can the same be solved?

Sources of Conflict: Early reviews in the field of conflict resolution identified a large number of schemes for describing sources or types of conflict (Fink, 1968; Mack & Snyder, 1958). One of the early theorists on conflict, Daniel Katz (1965), created a typology that distinguishes three main sources of conflict: economic, value, and power.

1. Economic conflict involves competing motives to attain scarce resources. Each 2 party wants to get the most that it can, and the behavior and emotions of each party are directed toward maximizing its gain. Union and management conflict often have as one of its sources the incompatible goals of how to slice up the “economic pie”.
2. Value conflict involves incompatibility in ways of life, ideologies – the preferences, principles and practices that people believe in. International conflict (e.g., the Cold War) often has a strong value component, wherein each side asserts the rightness and superiority of its way of life and its political-economic system.
3. Power conflict occurs when each party wishes to maintain or maximize the amount of influence that it exerts in the relationship and the social setting. It is impossible for one party to be stronger without the other being weaker, at least in terms of direct influence over each other. Thus, a power struggle ensues which usually ends in a victory and defeat, or in a “stand-off” with a continuing state of tension. Power conflicts can occur between individuals, between groups or between nations, whenever one or both parties choose to take a power approach to the relationship. Power also enters into all conflict since the parties are attempting to control each other.

It must be noted that most conflicts are not of a pure type but involve a mixture of sources. For example, union-management conflict typically involves economic competition, but may also take the form of a power struggle and often involves different ideologies or political values. The more sources that are involved, the more intense and intractable the conflict usually is.

Another important source of conflict is ineffective communication. Miscommunication and misunderstanding can create conflict even where there are no basic incompatibilities. In addition, parties may have different perceptions as to what are the facts in a situation, and until they share information and clarify their perceptions, resolution is impossible. Self-centeredness, selective perception, emotional bias, prejudices, etc., are all forces that lead us to perceive situations very differently from the other party. Lack of skill in communicating what we really mean in a clear and respectful fashion often results in confusion, hurt and anger, all of which simply feed the conflict process. Whether the conflict has objective sources or is due only to perceptual or communication problems, it is experienced as very real by the parties involved.

**Methods of Conflict Resolution:**

Regardless of the level of conflict, there are differing approaches to deal with the incompatibilities that exist. Conflict can result in destructive outcomes or creative ones depending on the approach that is taken. If we can manage conflict creatively, we can often find new solutions that are mutually satisfactory to both parties. Sometimes this will involve a distribution of resources or power that is more equitable than before, or in creating a larger pool of resources or forms of influence than before. Creative outcomes are more probable when the parties are interdependent, i.e., each having some degree of independence and autonomy from which to influence the other, rather than one party being primarily dependent on the other. Given interdependence, three general strategies have been identified that the parties may take toward dealing with their conflict; win-lose, lose-lose, and win-win (Blake, Shepard & Mouton, 1964).

**The win-lose approach** is all too common. People learn the behaviors of destructive conflict 5 early in life – competition, dominance, aggression and defense permeate many of our social relationships from the family to the school playground. The “fixed pie” assumption is made, often incorrectly, that what one party gains, the other loses. The strategy is thus to force the other side to capitulate. Sometimes, this is done through socially acceptable mechanisms such as majority vote, the authority of the leader, or the determination of a judge. Sometimes, it involves secret strategies, threat, innuendo – whatever works is acceptable, i.e., the ends justify the means. There is often a strong we-they distinction accompanied by the classic symptoms of intergroup conflict. The valued outcome is to have a victor who is superior, and a vanquished who withdraws in shame, but who prepares very carefully for the next round. In the long run, everyone loses.

**The lose-lose strategy** is exemplified by smoothing over conflict or by reaching the simplest of compromises. In neither case is the creative potential of productive conflict resolution realized or explored. Disagreement is seen as inevitable, so therefore why not split the difference or smooth over difficulties in as painless a way as possible? Sometimes, this is indeed the reality of the situation, and the costs are less than in the win-lose approach, at least for the loser. Each party gets some of what it wants and resigns itself to partial satisfaction. Neither side is aware that by confronting the conflict fully and cooperatively they might have created a more satisfying solution. Or the parties may realistically use this approach to divide limited resources or to forestall a win-lose escalation and outcome.

**The win-win approach** is a conscious and systematic attempt to maximize the goals of both parties through collaborative problem solving. The conflict is seen as a problem to be solved rather than a war to be won. The important distinction is we (both parties) versus the problem, rather than we (one party) versus they (the other party). This method focuses on the needs and constraints of both parties rather than emphasizing strategies designed to conquer. Full problem definition and analysis and development of alternatives precedes consensus decisions on mutually agreeable solutions. The parties work toward common and superordinate goals, i.e., ones that can only be attained by both parties pulling together. There is an emphasis on the quality of the long-term relationships between the parties, rather than short term accommodations. Communication is open and direct rather than secretive and calculating. Threat and coercion are proscribed. The assumption is made that integrative agreements are possible given the full range of resources existing in the relationship. Attitudes and behaviors are directed toward an increase of trust and acceptance rather than an escalation of suspicion and hostility. The win-win approach requires a very high degree of patience and skill in human relations and problem solving.

Conflict is an inevitable fact of human existence. If we work to understand and manage it effectively, we can improve both the satisfaction and productivity of our social relationships.

Q.7. Give some ideas citing relevant examples for successful and better project teams

The success of any project is highly influenced by the project team tasked with delivering it. Even the best planned projects may fail to meet their objectives if the project team does not perform to the best of their ability. The effective development and integration of the project team is essential in the successes of a project, as it is the project team who will be responsible for delivery of the scope throughout the [project life cycle](https://2020projectmanagement.com/resources/communication-management/what-is-the-project-life-cycle). The following five steps will lead to a winning project team.  
  
**STEP ONE – Establish the Team**  
  
The first step is to establish the project management team. The best project teams include stakeholders at all levels, from executives to those individuals at the front line. These individuals have the inside knowledge that will be critical to the success of technical experts from external organizations.  
  
The most important element about team composition is having a team that is effective working together. Collaboration and communication skills are two of the most critical personal skills demanded of all members. The ability and willingness to recognize and value the different roles and contributions of team members is essential. Every team needs problem solving, influence, process and compliance behaviors and values if it is to be successful. People possessing those different requirements for group success have very different behaviors and conflict can be a product of their interactions. Team development at the very start of the project should include training in communication skills, and the recognition and valuing of the different behaviors, values and personal skills needed for team success.  
  
**STEP TWO – Facilitate Effective Communication**  
  
Accurate, useful, timely and credible communication is crucial to maintaining a cohesive team environment and achieving project success. All project information should be communicated consistently throughout each stage of the process, so all team members are equally informed. Open sharing of information should be encouraged, and a no surprises attitude must be adopted to create a trusting work environment. A variety of communication mediums should also be used. Team members will respond differently to written (email, text, memo etc.), verbal (telephone, radio, face to face etc.) methods of communication.  
  
Busy schedules and multiple projects can become obstacles to effective communication.   Recurrent face to face meetings must be scheduled to encourage ongoing discussions and ensure that deliverables are completed within project time frames.  
  
**STEP THREE – Encourage Collaboration**  
  
Groups that plan together are typically more successful, therefore project leaders must realize the importance of collaborative planning and goal setting. This collaborative goal setting allows team members to achieve individual successes, while contributing to the overall project goals.  
  
Collaboration is the vehicle which:

* Generates the most creative solutions
* Gets the greatest membership support
* Produces the greatest amount of personal growth

By matching each team member’s incentive to the overall goals, the entire team is motivated further to achieve success. It is also the project manager’s responsibility to manage the team’s development to ensure a cohesive integrated team is founded.  
  
**STEP FOUR – Accept and Manage Problems**  
  
It should be noted that bringing a group of people together does not necessarily constitute a team, especially not an effective working team. One of the biggest mistakes made by project managers is not recognizing this as a fact and then expecting their project team to hit the ground running from day one.  
  
Project leaders are challenged to facilitate relationships among people of very different backgrounds. However, they all share the common goal of the project. Conflict within projects can manifest itself in many different ways but a good project manager will intercept and take action when conflict occurs.  Despite the variables that might contribute to project challenges, by communicating team goals and expectations openly and effectively, these barriers can be overcome.  
  
**STEP FIVE – Recognition and Reward**  
  
A recognition and reward scheme will help reinforce the importance of the key project deliverables and focus the team on the important aspects of the project. Completion of a project and the steps along the way can be very rewarding for team members. Outwardly celebrating these successes can be very motivating for the team. When project milestones are reached, they should be communicated to the project team members and stakeholders. Rewards can come in various forms. They should be established and communicated at the start of the project, as they may impact on other areas to the project, such as cost and time.  
  
The project management team needs to clearly understand the requirements and deliverables of the project as well as being aware of the organization’s overall strategy, objectives and drivers. It is also essential for the project management team to understand the organizations professional and ethical requirements and subscribe to them and ensure that the project complies with them.

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