**Project Management for Managers**
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**Lecture – 31**
**Project Team Building, Conflict and Negotiation**

Good morning friends. I welcome you all in this session of project management for manager subject. The topic which we are discussing in today session is HR issues in project management. Whenever you handle a project as I said you will have a project team and in project team you will have different team members. And team members will have different qualifications and you will have different cultures you will have different traditions different habit is and so on, right. So, it is very difficult to manage a team in simpler words I can say it is very difficult to manage a project. Because you are not only a dealing with project team, but other stakeholders as well, and each stakeholder has got his or her own objectives own goals from that project.

So, let us look at a couple of issues related to conflicts team building and name and negotiation in project management. So, in previous class we have seen how to build a project. So, I will go through the slide. So, first of all for making project team you should identify what activities are to be performed in a project. What are the skills needed to perform a particular activity in a project. After that you just try to find out a person who can do those activities. So, identify necessary skills based on a requirements of the activity, if you do not get people from within the organization then you should try to get it from outside the organization right. So, if you are in process of building team from within the organization then talk to different functional managers, and try to get resource persons from those functional managers.

If you are successful then assemble the team otherwise renegotiate with top management, you can always approach top management, that I am not getting this particular person from this particular functional department right. So, if you get success then again assemble the team otherwise, build fallback positions. When I say build fallback position means you can have different options now. Now you should always look for partial assistant assistance from functional managers.

Now, this partial assistance can be in terms of let us say, during weekends you are getting that particular person or every day one hour in the evening you are getting that particular person and so on right.

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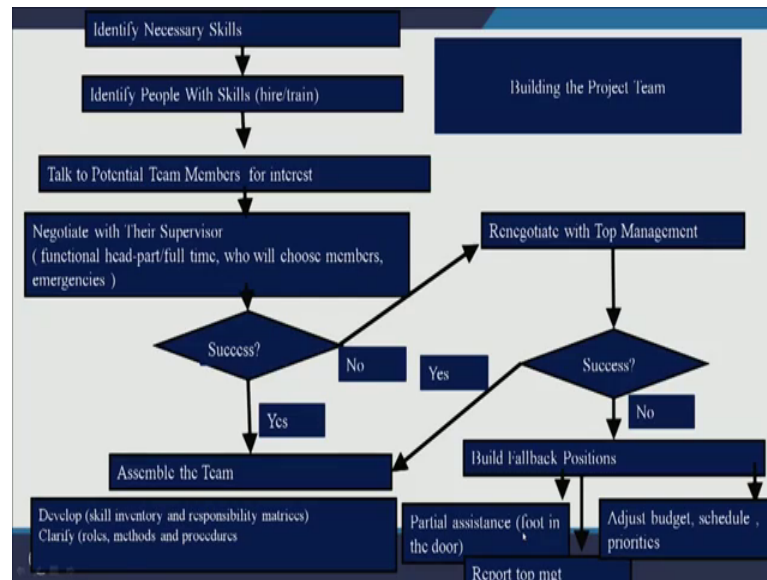


So, this is known as foot in the door approach where in you would be going for partial assistance first, and then you are asking for more and more time from that particular person for your project. Report to top management, if this is not possible foot in the doors approach is not possible, you can re approach top management and it is possible that top management may ask functional manages to spare a particular resource of on that department for your project. If that also is not possible then you have got only one option left. You need to adjust your budget you get a person from outside. Change schedule of the project, you can delay the couple of activities of the project because you do not have necessary resource available to fulfill that particular activity.

You will have to change priority sometimes, so rather than doing an activity first you can do it later on right. So, priorities can be changed to get the right person for a particular activity. Once you are done with assembly of assembling of the team then you need to develop that team and you need to come up with clarity of roles and responsibilities in the team member? So, this is how you build the project team.

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Now, there are several characteristics which a project team should have. Let us look at couple of important characteristics, because if you do not have right team you cannot deliver product project in time right. So, first of all the team member should have clear sense of mission, what is their mission what they want to achieve from that the particular team. So, everyone should have clear understanding of the objectives of the project. And it is the responsibility of the team leader or project leader to ensure that each one in the team knows what are the objectives of the project.

The second point is productive interdependency this is quite important. So, as I said in a team you have got team members from, let us say finance from marketing, from HR, from production, from R&D, let us say from maintenance and so on. So, each one of them have got their own languages when I say own languages means they use their own and terminologies. For example, a finance person will talk always in terms of return on investment NPV, IRR, sources of funding, interest rates and so on right. While the marketing fellow he will always talk about you know brand management he will talk about segmentation targeting positioning pricing advertising, isn't it? While on the other hand if there is a manufacturing guy in the team he will always talk about aggregate, production, planning, maintenance, scheduling, sequencing and so on.

So, if you look at a let us say, MSI guy he will talk in terms of let us say, data, data processing, parallel processing, RAM, ROM and all those things right. So, each one will

have different terminologies. And now they have to come to your common language to successfully complete the project. So, interdependencies are there in project team members and those interdependencies should lead to productive output right. Otherwise there is there is a possibility that they may fight with each other right. So, there has to be a common language right. So, productive interdependency, cohesiveness should be there of course.

Cohesiveness is nothing but degree of mutual attraction that team members hold for each other and their task. So, this cohesiveness comes little later in the project, it is not that on the very first day you will have cohesiveness among Stephen team members. In fact, it will take some time and if there is a project let us say it has got 10 members. So, there would be cohesiveness between different groups in you even in 10 members. So, there would be 2 persons going in a group then again 3 person going in a group, then remaining 5 persons in another group. So, in this way there would be cohesiveness right.

Trust should be there amongst each other as far as team members are concerned, and this is very important, because trust if it is there among team members they can successfully deliver project. And trust is something which you know does not come in short span of time right. They will have to test each other right they means they the team members will have to know each other, then only there would be trust amongst themselves. So, it is the it is the things comfortable with each individual member. Then only there would be trust. Now how to build trust in a project? It is the responsibility of project manager that he should ensure that there is a trust amongst team members. So, we can take the project manager can take some of the steps to build trust amongst team members.

So, let us say if there is a meeting going on of amongst of a team and the project manager may say to the team members that whatever we discussing in this meeting this will remain here itself we will not disclose to others or whatever views expressed by team members will not be expressed to outside, to outside right. So, this is how he can build trust. And as I said trust it does not come in one day right. It takes time it is long process. And whenever there is you see what happens in a team member either there would be trust are there would not be trust. So, it is a kind of binary situation. So, either you trust a person or you do not trust a person, you can not have a situation that I trust this person 70 percent and I trust this person thirty percent and so on right. So, it is most of the times it is 1 and 0 right.

So, trust occurs at different levels trust occurs at professional levels. So, if I have said something to my team member, and if he is delivering that if he is listening that it is quite a professional trust right the trust at integrity level of course, integrity is very much needed. So, these things you know the integrity level deals with the issues related to ethics corruption and so on right. So, integrity of team members should be there towards project and at emotional level right. So, trust occurs at 3 levels right enthusiasm of course, this is very much needed if team members are not enthusiastic they will not perform right. So, you should it is basically the energy of the team members and spirit of the team members.

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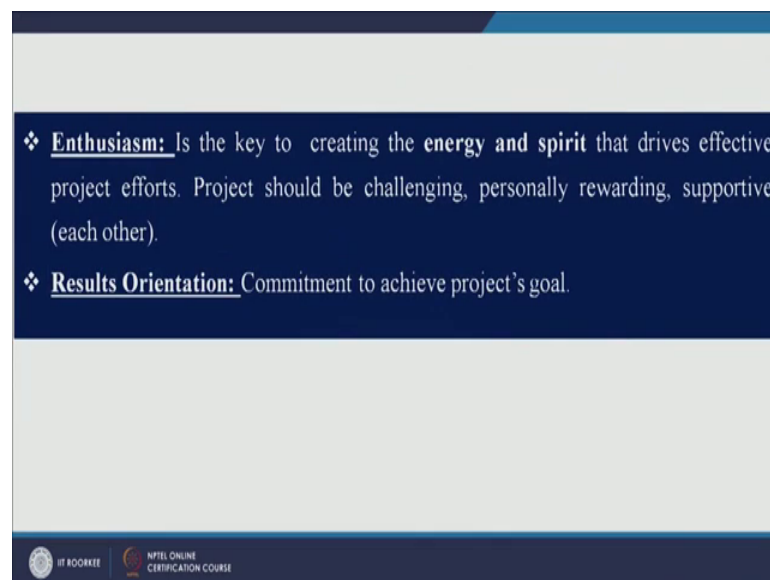


That will drive project towards it is success. And project should be of course, challenging personally rewarding and supportive also right. So, very much needed enthusiasm for successful completion of the project and of course, another characteristics is results orientation. So, the team member should be result oriented, as I said first of all the team members should know what are the objectives of the project. Then only they will achieve those objectives right. So, commitment is needed. Now there are several reasons why teams fail or why projects fail. Again you can classify them into internal and external reasons right.

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So, the first thing is poorly developed or unclear goals. What happens whenever you form a project team? Initially you do not have clear objectives of the project. With you means, being a project leader you know what are the objectives, but your team members really do not know what are the objectives. And in the beginning whenever you being a team leader ask something to your team members, they will have multiple interpretation of that instruction which you have given them, because there is no understanding amongst team members, they have joined very recently to your team, they do not know each other. And because of this whenever you give some instruction it will have multiple interpretation. And those interpretation every member will have it is own interpretation, he will interpret in it in his in his benefit right. So, it is good to have faith in each other, It is good to have trust in each other, and when you have all these things then you can successfully deliver a project.

Initially when you start a project you will have more conflicts, because members are not aware about project objectives members really do not know what are their roles, what are the responsibilities, what is reporting structure, what is span of control and so on right. So, poorly developed or unclear goals is one of the reasons for failure of team's right. So, poorly define project team roles and roles and interdependence lack of project team motivation. If team is not motivated enough then they will not work right. And poor communication this is very important. It is the responsibility of project leader to communicate objectives policies instructions to all the team members. And he should

also listen to the feedback which is coming to him from bottom right. So, so it is basically top to bottom, and bottom up approach right. So, this if communication is happening in these 2 ways then, project would not fail, our project team would not fail.
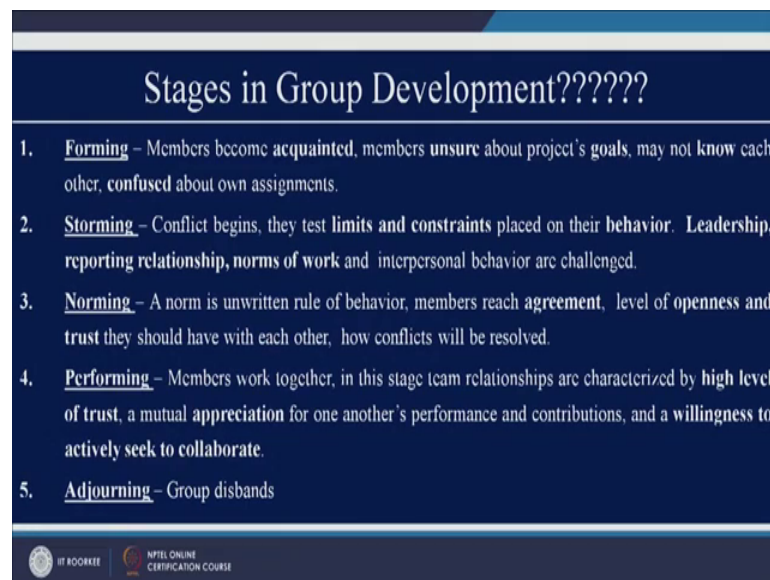
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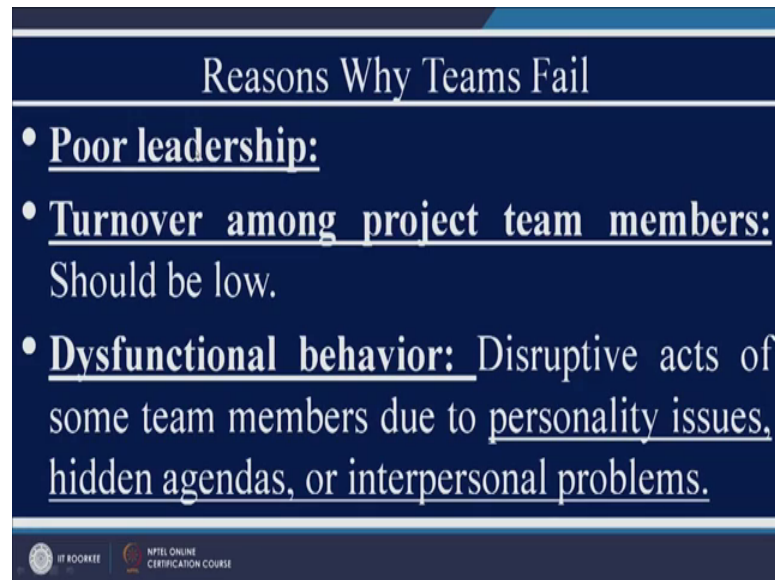


Poor leadership of course, this is another reason. If leader him himself does not know what is to be done then what followers will do right. So, leadership has to be strong. Probably the leaders, the leader should come up with decisions based on consciences right. He should not be an autocratic leader. So, consensus is the best method of leadership. But again it depends on situation right. Because in project you will have time constraints you have got budget constraint and you have got pressure from different stakeholders. So, many times you will have to go for autocratic style of leadership. I am not saying that you should always go for autocratic style of leadership, but largely it depends on what kind of situation you are working in right, but consensus would be the best policy right.

So, turn over turnover among project team members is one of the reasons for team failures, this functional behavior. Descriptive acts of some team members due to personality issues of course, as I said in a team you will have different personality. So, there would always be personality clash, every member thinks that this project leader is does not deserve to be a leader right. Or he does not deserve to be team manager or project manager right. So, and this thing you would have seen in your projects as well

right. Most of your team members would have said that this project team leader is he does not deserve to be a team leader right and due to some of the other reasons right. So, many times you will have hidden agendas of team members or interpersonal problems amongst team members. So, these are some of the reasons for team failures.

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Now, let us move on to this slide stages in group development. As I said there should be trust among amongst team members. There should be faith amongst each other and these 2 things do not come in one day right. It takes time. So, similarly group development also takes time. So, it goes through different stages. So, the first stage is forming. So, initially what happens the members become acquainted with atmosphere with the organization, and initially they do not know what are the goals of the project. They know, but they do not know exactly goals. So, they are insured unsure about project goals and they are confused about the assignments on which they are working in absence of clear cut instructions right. So, this is a stage which is known as forming right. So, the team is in forming or groups are in informing stage.

After sometime there would be storming people will complaint with each other that, this is not happening, that is not happening, I do not have this resource, why you have taken my resource and so on. So, that would be storm in the team because slowly and slowly they are in a position of understanding their roles and responsibilities right. So, this is a case where leadership, reporting relationship is in the process right. It is not clear norms

of works are also not clear. So, everyone in the team will try to challenge what others are doing, or what he is doing. He will say this is not my job, this is his job and so on right. So, after forming the next step is storming right there would be storm in the team right.

After sometime things would start settling down, it is called norming right. So, after sometime people would reach to certain you know agreements there they would be open with each other's right. They will start you know believing each other and they will move towards trusting each other's right. So, this is known as norming right. So, once this stage is cleared the next stage comes as performing since things are now settled roles and responsibilities are clear, instructions are clear, faith is starting building amongst project team members. And then there they would perform and they will try to achieve objectives of the projects right.

So, once they start performing they achieve their objectives and objectives of the more importantly the be the objectives of the goal. Once objectives are achieved the final stage is adjourning right. So, you will be dispending the team. All the members will go to their respective functional departments are, if you hired an expert a resource person from outside he will also go to his parent organization right. So, these are different stages forming, storming, norming, performing and adjourning right. So, these things generally happen in a group development process right.

Now, a days there are several virtual project teams. Project team members do not sit at one physical location. You will have team members working at several locations. Not only within a country, but across countries. So, there are more and more project, virtual project teams working these days. So, how virtual teams can be improved? How performance of virtual teams can be improved? So, there are couple of points which you should look at. First of all use face to face communication whenever possible right. Either through Skype or through video conferencing or through any other medium right. So, try to have face to face communication, rather than having just audio communication right. It is good to have visual communication right.

Do not let team members disappears let us say if there is a conference going on a amongst team members. So, all the team member should be there, you should not allow 1 or 2 team members to disappear right. Weather is due to technical reason or some other reasons right. Establish code of conduct of course, there has to be code of conduct

whenever you work in a team try to have you know the things related to project only right. There should not be any personal comments right. There should not be they should not use hash language against their team members right. So, these are several code of conduct which they should follow right.

Keep everyone in communication loop, if there are 5 members in a team then all team members should be informed and updated about the decisions which have been taken right. If due to some reason if one member was not there let us say in previous meeting then he should be updated about the decisions of the meeting right. Create a process for addressing conflict and this is very important point conflict conflicts will be there whenever you have a project team because, because of several reasons right. So, we will see conflicts in detail right.
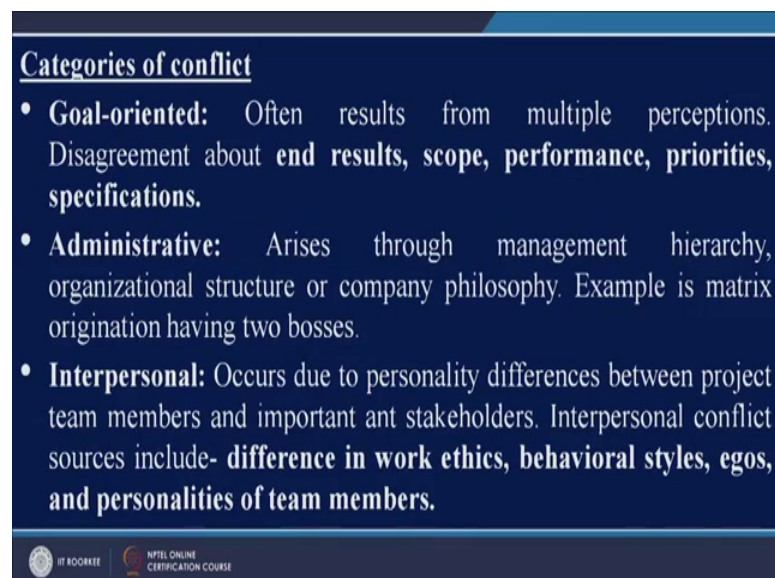
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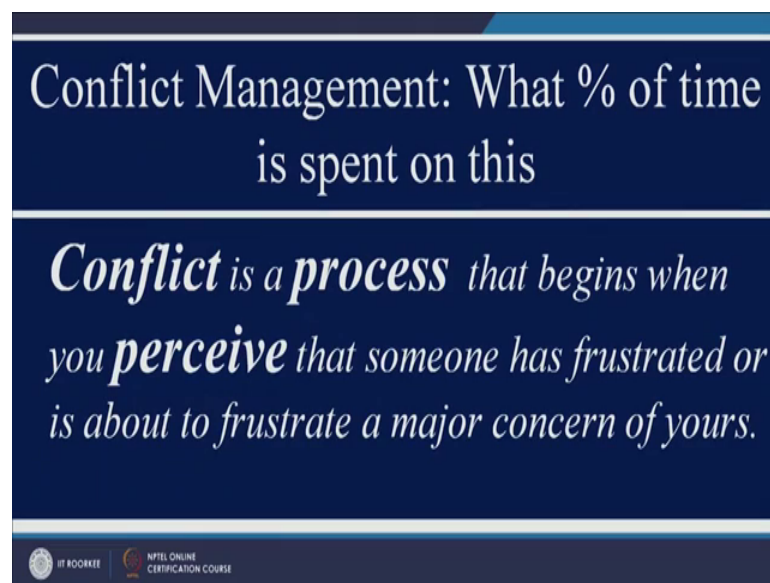


Conflict management, just look at this point. Very important point, conflict management. Most of the times managers spend their time in managing conflicts. Either within team or across stakeholders. So, this is very important topic conflict management. And there are multiple reasons of having conflicts in a team or in a project. So, conflict is a process that begins when you perceive that someone has frustrated or is about to frustrate a major concern for a major concern of yours. So, conflict is not a stage it is a process. And it happens when you when you perceive that there is a conflict between 2 team member right. So, so conflict first of all you need to understand that there is a conflict right. And

then try to sort it out. So, you have got different categories are types of conflict and I have not seen any organization where there is no conflict. Conflicts will always be there; however, you should try to minimize conflicts, but you will have most of the times conflicts in a project right.

So, let us look at couple of categories of conflict. So, you have got goal oriented conflict. So, goal oriented conflict means, the result from multiple perceptions, there would be disagreement amongst stakeholders of the project about and results about scope of the project, about performance priorities and specifications.

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So, whenever you come you up you prepare a project for a client, there is a possibility that client may ask for increasing scope of the project or he may say that whatever project you have delivered to me it is not performing well. So, these are the conflicts which are which come under this category, goal oriented conflicts right. Conflicts may arise due to administrative reasons. Now this could be due to let us say unclear roles and responsibilities, there is it may be due to hierarchy of the structure in the organization. As we were discussing when we were discussing about types of organization we discussed project type organization and functional type organization right. And matrix type organization, which is which is a combination of project type and functional type right.

So, if you look at matrix type of organization you will have to watch us right. So, this is this will create administrative conflict right. Are the reason for conflicts arising out of

such situations would be termed as conflict created by administration right. Then you can always have interpersonal reasons for conflicts right. So, different difference in work ethics of different stakeholders, behavioral styles egos most important, there would be every team member will have his or her own ego, and that will create conflicts. And there are some other issues like personality issues you can have issues related to attitudes, altitude, knowledge and their background and so on right. So, these are different categories of conflict.

Now, when we have different categories of conflict. So, before going for next topic let me summaries what we have done today. Let us move on to next topic, let us look at different views of conflict management right. So, traditionally there are different views traditional view and you know the modern view and so on right.

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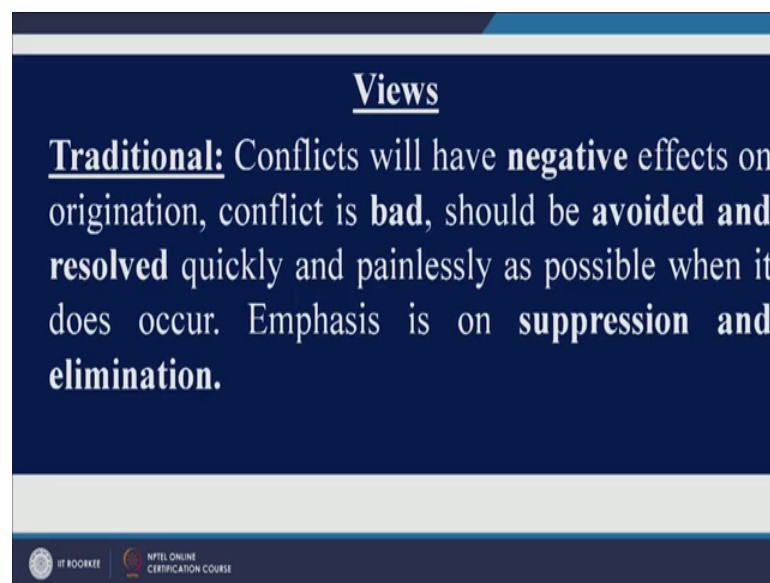


So, traditional view of conflict focuses on that conflicts negatively affect your organization and conflicts are bad for the organization. So, this particular view are the people who support this particular view thing that conflicts are bad for the organization and that should be avoided. And they were they do not want conflicts to happen at the first place, but even if they happens even if they happen then they are bad right.

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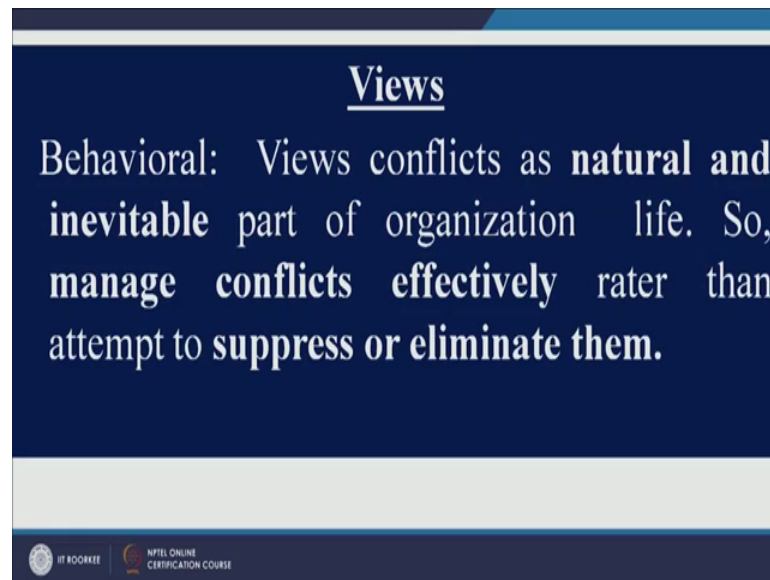


So, they should be avoided, they should be suppressed and eliminated, this is traditional view. The behavioral view of conflict is that, conflicts are quite natural and inevitable or part of organization life. So, you cannot have a situation where you will not have any conflicts they are quite natural. So, you will always have conflicts and you will have to manage it right. So, there is no way out you cannot wish away conflicts because they are natural.

So, manage conflicts effectively rather than suppressing them right. A better or I would say a modern view of conflict the third one is interactionist. Now this is the view which encourages conflicts to develop in the organization, it prevents organizations to become too stagnant and apathetic. So, conflicts actually introduce as an element of tension that produce innovation creativity and higher productivity.

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Now this view is totally different. So, according to this view let there be conflict. So, when whenever you will have conflicts you will have clarity of roles and responsibilities. You will have more and more creative ideas coming from team members. And in this way the productivity of the team will increase right. So, let me summaries what we have done. So, far we have seen today what is team building, what are different types of confect conflicts we have seen what are different stages of group development. So, we have got let us say the first one is, yeah we have got forming storming, norming, performing and adjourning right. So, you should look at all these things and try to minimize conflicts in your project. So, with this let me stop here.

Thank you very much.