



Everyone's Smart University

Project (Spring 2021)

Student Name	 تغريد محمد الخوتاني	اسم الطالب
Students I.D	 2021200782	الرقم الجامعي

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PROJECT LEADERSHIP

Instructor's Name: **Dr. Sara Adel**

Effective Project Team management

Introduction:

Implementing projects in each firm is the key factor of achieving strategic and operational objectives that lead to overall achievement of the firm. Projects depend heavily in well-organized project members and building harmony between them. "There are many reasons why managing people in a project environment are different from managing them in a departmental setting"¹. Thus, the key achievement of projects is the process of building effective project team.

This research aims to explore how project team leads to project success by exploring methods of building project team.

Literature Review and Conceptual framework:

"Efficient project execution is a key business objective in many domains and particularly so for capital projects in the process industries, but existing project management research gives little direction about how project team factors influence three important capital project outcomes: cost, schedule, and operability"².

Based on literature experiments and observations for project team, many research discussed project team from different point of view and the main titles are; defining project team, team building process and relationship of project team.

Defining Project Team:

Effective team working has become a basic concern for most project managers. While many factors influence a team's performance, considerable attention has been given to the influence of team member diversity in terms of roles played in a team³. Belbin introduced nine team roles; shaper, implementer, complete-finisher, coordinator, team worker, resource investigator, plant and monitor-evaluator⁴. Belbin's theory states that these roles needed to be considered for building any effective team. As mentioned by Prichard and Stanton that Belbin identified nine team roles and he categorized those roles into three groups: action oriented, people oriented, and thought oriented; each team role is associated with typical behavioral and interpersonal strengths⁵.

Team Building Process:

Over the literature, there are steps and methods for team building. As project manager, plan and organize the team will lead to effective project implementation and success. As indicated by Tuckman that there are five steps should be considered in building team before moving to implementation⁶. These steps are forming, storming, and norming, performing and adjourning;

Forming Project manager forms the team and assigns tasks as well as team members get introduced for the first time as individuals.

Storming: It is related to the brain storming phase where the individuals learn about the project, the tasks at hand and the project management approach besides discussing the technical issues.

Norming: It is related to develop norms and rules within the team as well as work practices.

Performing: In this step, the team starts to perform their assigned tasks and operated effectively and efficiently.

Adjourning: Upon completion or termination of the project, the project team is either transferred to the next project or disbanded according to the organizational deeds⁶.

Relationship of Project Team:

Belbin's model was proposed after a nine-year study of team building and team effectiveness with management teams taking part in an executive management exercise¹. Therefore, the team role model is ideally operationalized through a self-perception record and through observers' assessments to give a rounded assessment of a person's team role. Understanding team relationship and building harmony with close monitoring of behaviors will lead to effective team and achievement of project. Team roles and responsibilities, team goals and objectives and team leadership are three important factors that are strongly associated with project success. These factors should be addressed and adjusted for developing effective teamwork that lead to augment the possibilities of project success.

Methodology:

This research is considered as “Literature Review Research” that aims to identify and understand building project team. It is designed to provide an overview of how to build effective project team.

Results and Discussion:

Literature has been reviewed on constituents of effective teamwork and indicators for project success to determine the relationship⁷. The objective of this research is to identify the good method of building effective project team. Therefore, Belbin model of team role is a good model to be used in building effective team as reviewed in the literature. Building project team depends existing knowledge about the factors affecting the project success. Based on review of literature, it was expected that there will be significant positive relation between effective teamwork and project success⁷. The main findings of literature review regarding building project team are⁸:

- Project team members consider the role of the project manager critical for project success.
- Many project team members are not satisfied with the project managers they have worked with. This result suggests that organizations should increase their efforts to carefully select and develop project managers.
- Project team members expect to receive clear objectives from project managers. Having clear objectives is very often cited as top priority in the literature on project success factors; this study confirms that team members believe this too.
- Team members want project managers with technical competencies. This result is particularly interesting since the current literature on the competencies of project managers seems to underestimate the importance of technical skills. Maybe the role of the project manager should be better explained to them.

In conclusion, Project team efficacy, cross-functional project teams, autonomous project team structure, and virtual office usage were the strongest predictors of project cost effectiveness². However, Team members play a role in project stakeholder management.

How team members are involved in projects varies depending on the organization's level of project management maturity.

References:

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