

**PROJECT TEAM – BASIC ELEMENT FOR PROJECT
MANAGEMENT IMPLEMENTATION**

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Abstract

Often it was found that, when people face uncertainty, no matter the field, they turn to others for advice on how to respond, on the same time, demonstrating a tendency to imitate the behavior others, especially of their superiors. This is why, a certain behavior of the project manager indicate how other people have to work on the project. By his behavior, the project manager can influence others to act and determine others to respond to a variety of issues related to the project. To be effective, project managers must also work with the project team and discuss all the existing or potential problems.

JEL classification: M21

Key words: leadership, team, project, project management.

1. Introduction

According to Armenia Androniceanu and others, a project involves following main elements: start and completion dates; a necessary budget; quality specifications; activities; objective realities to be identified, delimited, defined and developed; the project team; the purpose that is a sustainable change; the project life cycle (Androniceanu, A., et al., 2006).

A project team can be defined as a group of individuals assembled together to perform certain activities that contribute toward achieving a

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common task or goal. A project team may be consisting of skilled workers from the same or different function areas to work on an important project.

The project manager works with his project members to prepare a calendar for organizing the project team, to track work progress and to coordinate the activities of the members. The project team responds direct to the project manager and this demonstrates that the project team needs close supervision.

2. The research's objectives

This research is the fourth part of a long cycle aimed to determine the knowledge and application of the leadership concept in the Romanian organizations under conditions imposed by the external environment which is characterized by frequent changes and variations with both positive and negative effects on organizations, and also to determine the response of the organizations to these changes (Văcar, A., Dumitrașcu, D.D., 2012).

We consider important for this research to determine the degree of involvement of leadership in enhancing team performance, as a basis for implementation of project management from the perspective of managers in Romanian organizations.

To achieve this objective there was performed a research at a national level with the aid of a market research company with national coverage, using the Internet as a research collection tool. The identification data of the subjects, namely the independent variables of the research are: the position of the subject within the company, the professional training of the subject, the subject's age and sex, the work field of the organization and its turnover, all of these are necessary in the observation of the knowledge mode and implementation of the concepts under analysis.

3. The results of the research

Knowing how project teams are set up of internal or external sources, in the opinion of the researched managers in most cases the team that will implement the project consists of internal members of the organization (57%), then by combining the two sources, both internal and external members of the organization (33%) and only in 10% of cases the team is constituted by the external members of the organization (figure 1).

In terms of human resources involved in the project, how is most commonly comprised the project team?

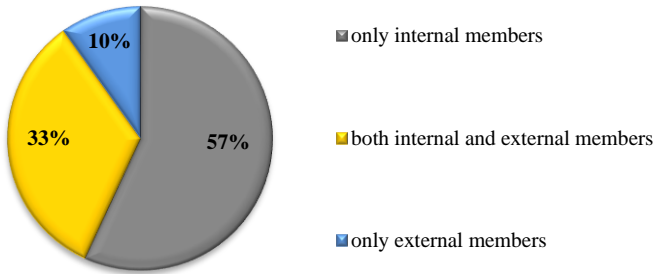


Figure 1. The structure of project teams in terms of managers

For a better understanding of the tasks submitted in organizations in the process of passing information from the sender to the receiver, the most common way of communication is oral communication between individuals, in 44% of cases with the advantages of better understanding of the assigned tasks, providing additional clarification if necessary, but also the disadvantage of overloading and blocking manager from other activities he needs to carry out. Depending on frequency, the following way of communication in organizations is the oral communication from individual to group and vice versa, is the meetings, in 33% of cases. This form of passing information is efficient too, because in this way tasks are outlined and explained to all the meeting participants and any misunderstandings are analyzed, but this method does not have to be the only way of communication in the organization. Written communication is used to a lesser extent (23%) but we consider it necessary to be combined with other forms of communication for a better understanding and transmission of information which is necessary to achieve organizational goals (Figure 2).

What is the most common form of communication in your organization?



Figure 2. Methods of passing information in organizations in managers' perspective

Regarding the relationship with employees, interviewed managers believe they have a good relationship, most giving grades over 5. The largest share has grade 8 (31%) followed by grade 7 indicating a relative satisfaction (20%), and grade 9 (19%) and grade 5 (11%) (figure 3).

How satisfied or dissatisfied you are in terms of the relationship you have with your employees?

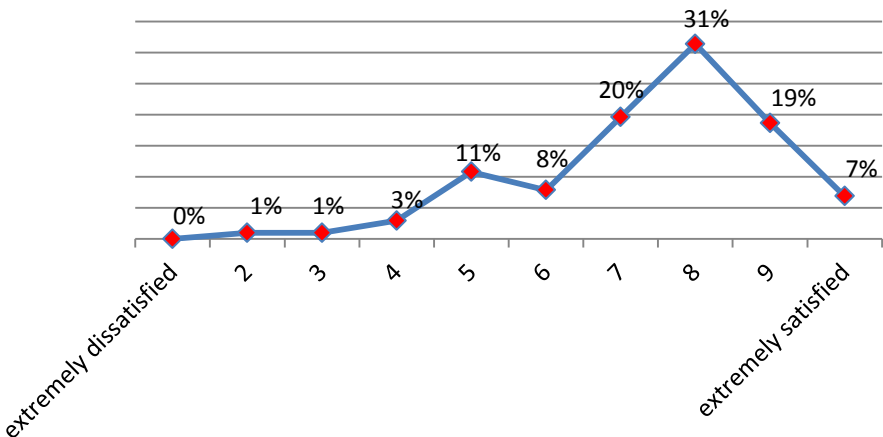


Figure 3. The level of managers' satisfaction in terms of the relationship with employees

Most managers (61%) believe that the performance of the project team in a great extend depends on the satisfaction of its members and 31% of those surveyed consider it depends to a large extend (Figure 4).

How much do you consider that team performance is directly dependent on the satisfaction of its component members?

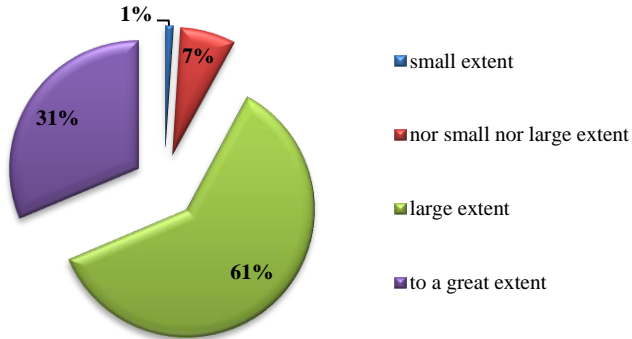


Figure 4. The relationship between team performance and satisfaction of the component members in managers' perspective

Analyzing the qualities required for a leader in shaping the team he leads, qualities analyzed by John Maxwell, managers considered the most important ones, and in order of hierarchy made by them are the following: communication (71%), competence (71%), responsibility (68%), initiative (57%), positive attitude (56%), problem solving (55%), vision (51%), self-confidence (49%), passion (47%), discernment (45%), self-discipline (44%), concentration (42%), desire for knowledge (41%), devotion (40%), courage (35%), charisma (33%) and generosity (16%) (Figure 5).

How important are the following qualities in your vision, for a person in order to be an effective leader in shaping the team?

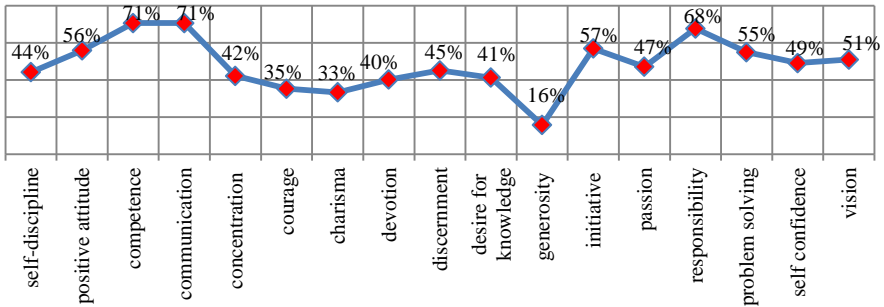


Figure 5. The hierarchy of the qualities required from a leader in the process of shaping the team, depending on the importance of each, from the perspective of the managers

The analysis and ranking of the personality features necessary for a leader to coordinate and manage a team, made by the interviewed managers according to the importance of each feature, is the following: intelligence (65%), integrity (61%) self-confidence (59%), stability (54%), flexibility (50%), optimism (48%), charisma (28%), dominance (22%) and sensitivity (14%) (Figure 6).

How important is, in your opinion, the following personality features necessary for a leader to coordinate and manage a team?

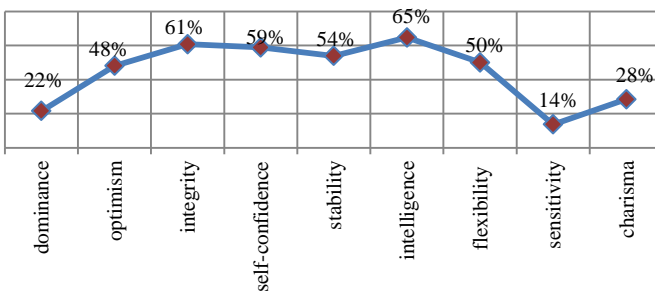


Figure 6. The importance of the required personality features of a leader, from the perspective of managers

Analyzing the techniques used by leaders for supporting and fostering the creativity of team members, the most important, from the point of view of managers, are to create an organizational climate conducive to development (50%), ensuring recognition and an encouraging reward (48%), ensuring adequate and high quality resources (48%) and assurance of leisure time for the team (31%) (Figure 7).

How important is your opinion the main techniques used by leaders for supporting and fostering the creativity of team members, which are used in your organization:

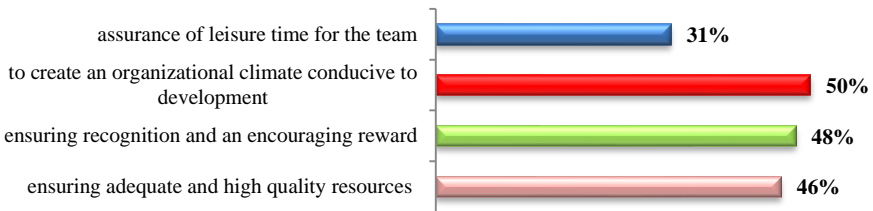


Figure 7. The techniques used by the leaders to support and foster the creativity of team members regarding the managers

The most common ways of training team members used by managers in organizations where they work are: education and training by the manager, the most commonly used technique (56%), followed by learning from feedback and previous experience (45%), then group discussions (44%), and learning from courses (41%) (Figure 8).

Taking into account the process of education and training of the team within your organization, what are the most common ways of training team members?

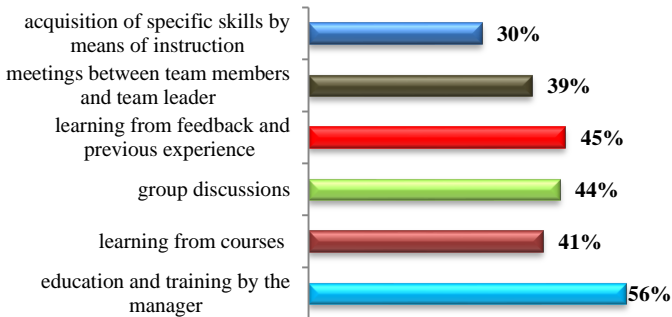


Figure 8. Training methods used by managers for team members

Although the ability to communicate is considered by 71% of managers as the most important quality of an effective leader, according to the results shown in Figure 5 (leadership qualities), in practice, in the opinion of the interviewed managers, it is the main problem that generate malfunctions in the management of the project team. From the list of proposed issues, managers frequently face all of them, in the following proportions: lack of communication or poor communication within the team (75% of the managers consider it as the main problem encountered), then issues regarding relationships and interactions of team members (42% of the managers identified this issue in the organization), then issues related to the assuming and the exercise of authority (40%) and the last is the lack of practice of delegation or empowerment (35%) (Figure 9).

Choose from the following list those options that you consider generating problems in the management of the project team and are found most frequently in your organization.

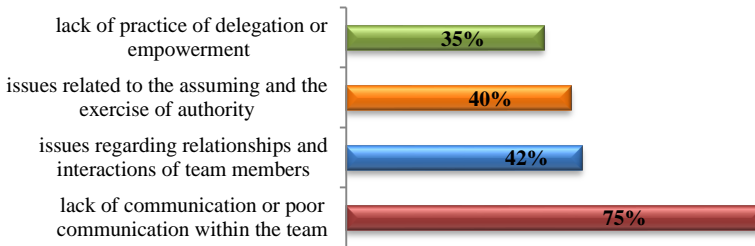


Figure 9. Issues that project managers are facing within the teams

As a concluding question, which connects the points previously discussed and also argues and strengthening the present research, that most managers (94%) considered necessary to involve leadership, in terms of characteristics, qualities and benefits of that are generated by its application, in project management (Figure 10).

Do you consider that the involvement of leadership in project management in terms of its characteristics is necessary or not?

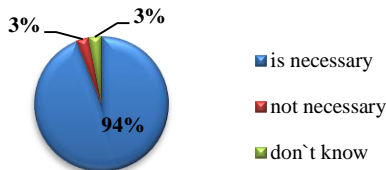


Figure 10. The necessity for involving leadership in project management

4. Conclusions

In conclusion, we can say that according to the view of the researched managers, most of them believe that performance of the projects largely depends on the satisfaction of the project team members. In terms of relationship with employees, interviewed managers believe they have a good relationship with them, the majority of them giving a 8 grade on a scale from 1 to 10. The most common way of communication in the analyzed organizations is the oral communication between individuals, in 44% of cases, with the advantages of better understanding assigned tasks and provide additional

information, if necessary. Because, according to the results of the analysis, oral communication from individual to individual is the main way of transmitting information and tasks, the most common training method used by managers for team members in the organizations they work is education and training by manager.

In most cases, the team that will implement the project consists of internal members of the organization (57%), which is considered a good aspect because members already know each other and the welding and adaptation period for the team is shorter, they all understand better the specific objectives that fall within the general objectives of the organization.

Analyzing the qualities required for leader to influence the team he leads, the interviewed managers considered as the three most important qualities: communication, competence and responsibility. The hierarchy of personality features that are necessary for a leader to coordinate and manage a team, depending on the importance of each feature separately, ranks the top three: intelligence, integrity and self-confidence.

Analyzing the techniques used by leaders for supporting and encouraging the creativity of team members, the most important according to the managers interviewed, is creating an organizational climate which is conducive to the development, technique that can be found in over half the cases.

Although communication ability is considered by 71% of managers as the most important quality of an effective leader, in practice, according to the managers surveyed (75%), lack of communication or poor communication within the team is the main problem that generates dysfunctions in the management of the project team.

And in conclusion, most managers, in the overwhelming percentage of 94%, deemed as necessary the leadership involvement in project management, in terms of characteristics, qualities and benefits that are generated by applying it.

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