City University of Seattle
Master Science
in
Project Management
Thesis Presentation

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Thesis Title

"Having no co-operation from the senior management may cause conflict in the project process"

By

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INTRODUCTION

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This research paper is related to the modern and stressful conditions of work environments and the posibility of conflict between the Project Manager and the Senior Management representatives, which might generate unpleasant situations and affect the project process.

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PROBLEM STATEMENT

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A major internal issue, which may lead to a project process malfunction, is the lack of co-operation from the senior management of the organization. A possible result of having no co-operation from the upper management is conflict.

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REVIEW OF LITERATURE

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REVIEW OF LITERATURE
PART 1
CONFLICT

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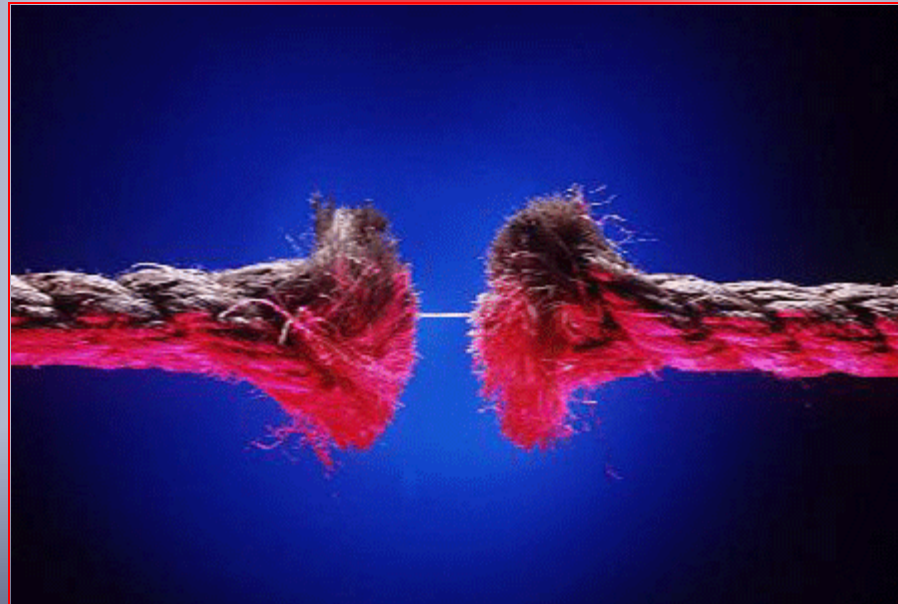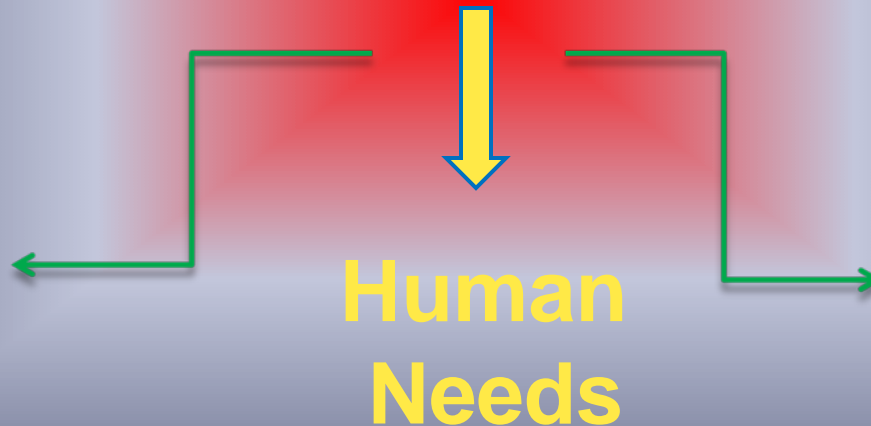
"Part 1"

Conflict – General Points

Conflict is more than an argument, a fist-fight, or a mild disagreement. In the 1950's, conflict became a focus of study. The study of conflict from the perspective of modern, process-oriented communication theory began to accelerate in the 1970's. A conflict is a natural disagreement which is a result of different attitudes between individuals. It has to do with the personality of the person involved in it, but also from the time which is conducted.

1.The tendency of the senior manager not to listen about current issues of the project.
2.The limited resources for the project.
3.Changes on the project plan.
4.The lack of negotiation tactics and strategies.
5.The lack of communicational abilities.
6.The attitude of the non team player from the senior manager.

"Part 1"

Conflict – Resolution

Working Time Spent on Conflict Resolution

As a fact, based on the international bibliography, we have to accept, that managers spend up to 42 % of their working time trying to resolve conflicts
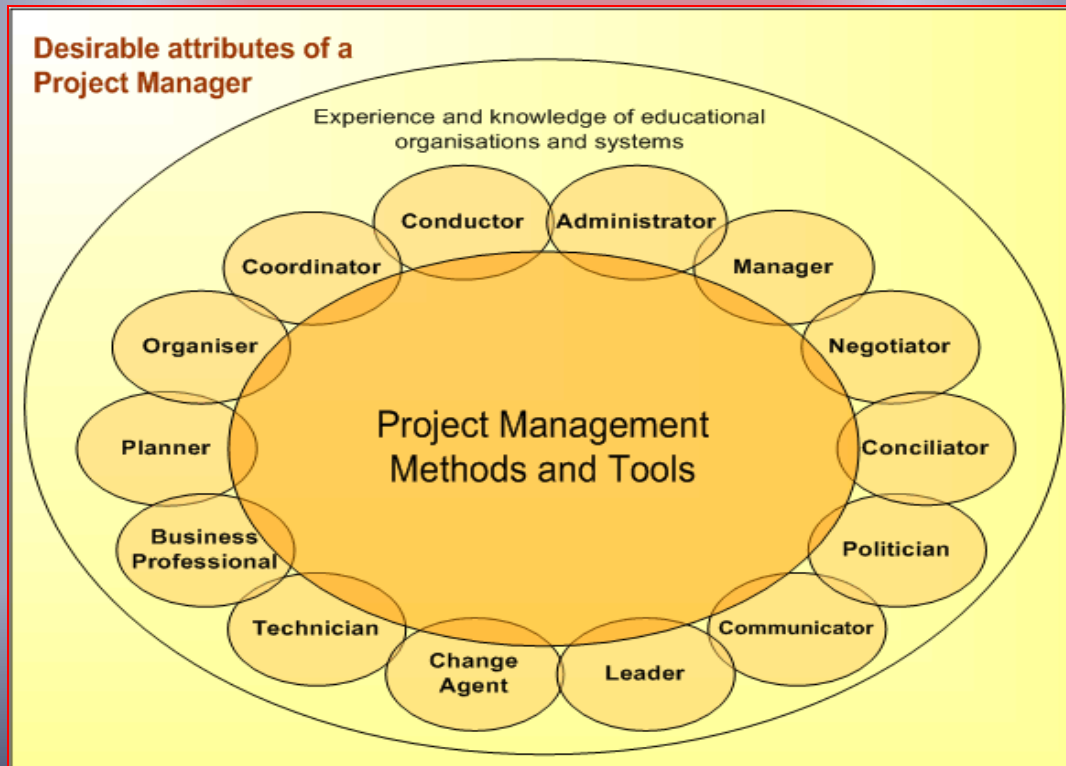
58%

42%

In order to resolve a workplace conflict between managers we have to follow certain rules.

1st. Make sure that the situation we live is a conflict.

2nd. Find the route of the conflict and immediately resolve it.

3rd. Be polite and with the proper and civilized voice tone.

4th. Be prepared not to judge persons, but argument points.

5th. Listen and not interfere when the other person expresses his or her opinion.

6th. Get leverage on ourselves, if conflict appears without resolution.

REVIEW OF LITERATURE
PART 2
PROJECT MANAGER

Desirable attributes of a Project Manager

Experience and knowledge of educational organisations and systems

Project Management Methods and Tools

Conductor · Administrator · Manager · Negotiator · Conciliator · Politician · Communicator · Leader · Change Agent · Technician · Business Professional · Planner · Organiser · Coordinator

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"Part 2"
Project Manager – General Points

The Project Manager is obligated to

Conduct the Communication Management

Conduct the Risk & Procurement Management

Conduct the Scope Management

Conduct Time and Cost Management

Conduct the Quality Management

We have to accept that in order to perform this amount of work inside an organization, the Project Manager has to have an Academic background and strong team members.

Conduct the Human Resource Management

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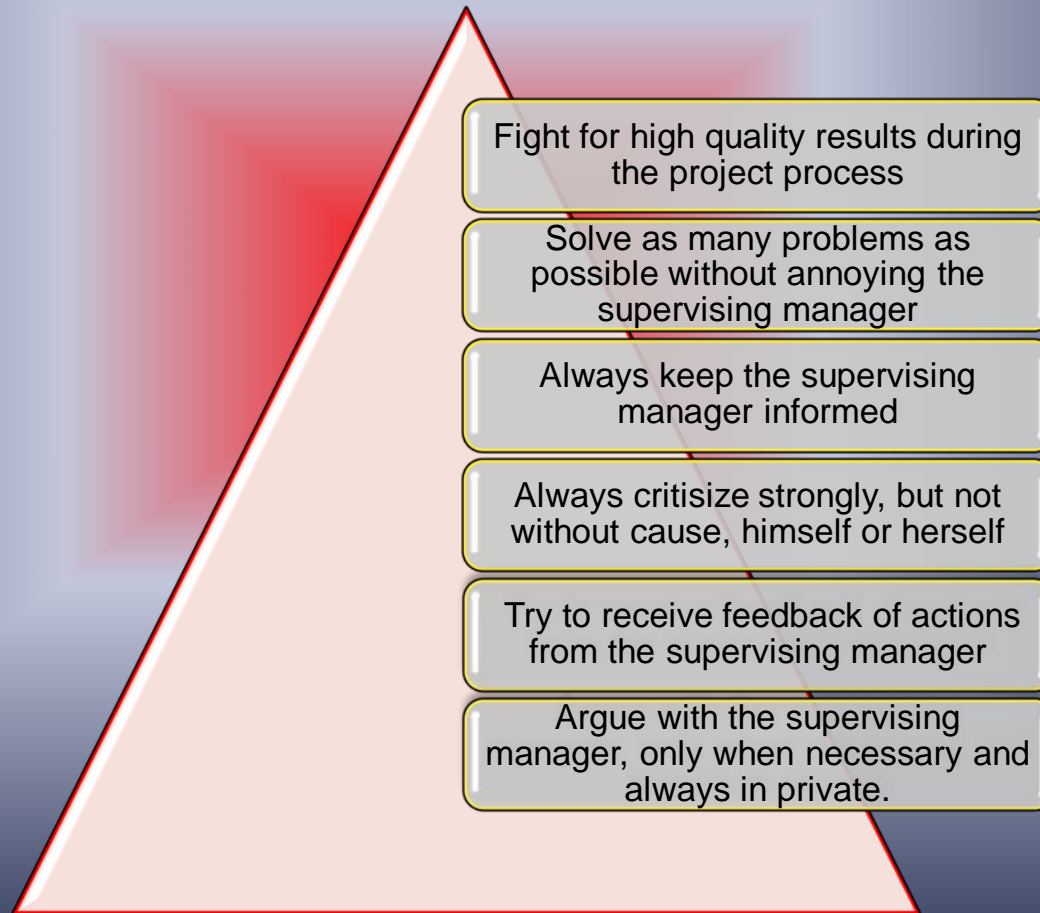
"Part 2"
Project Manager – Duties

- To <u>apply the knowledge</u>, skills, tools, and techniques to describe, organize, oversee and control the various project processes.

- To <u>be accurate and precise</u> in his or her relationships inside the organization in order to progress the project with success.

- To <u>supervize</u> every level of the project and make certain that each level of the project will be connected in harmony in order to get the deliverable.

- To <u>classify the people</u> involved in the project into four main categories which are the "high power/high interest, high power/low interest, low power/high interest and low power/low interest".

"Part 2"
Project Manager – Relations With the Supervisors

The certified project manager (C.P.M.), due to the international bibliography must follow certain actions in order to keep the senior manager and any supervisor satisfied.

Fight for high quality results during the project process

Solve as many problems as possible without annoying the supervising manager

Always keep the supervising manager informed

Always critisize strongly, but not without cause, himself or herself

Try to receive feedback of actions from the supervising manager

Argue with the supervising manager, only when necessary and always in private.

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"Part 2"
Project Manager – The Non Wanted Attitude

REVIEW OF LITERATURE
PART 3
SENIOR MANAGER

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"Part 3"
Senior Manager – General Points

The Senior Manager is obligated to

Maximize profit and productivity for the organization

Communicate effectively with the low rank personnel

Keep every employee into track with the culture and the vision of the organization

Follow the plan of the organization

Provide every necessary help to the most suitable employees

Boost the morale of the manpower

In order to proceed to these actions the senior manager must be aware of the employee's issues and try to set limitations of action, by forcing everyone to be respectful to the team mate.

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"Part 3"
Senior Manager – Duties

Due to Iacocca, a successful American Chief Executive Officer (CEO), the proper senior manager should be armed with specific characteristics of personality and work field experience. He calles these characteristics the **9 C's** and we are able through these to present the duties of the senior manager.

The 1st. 3 C's

- Curiosity
- Creativity
- Communication
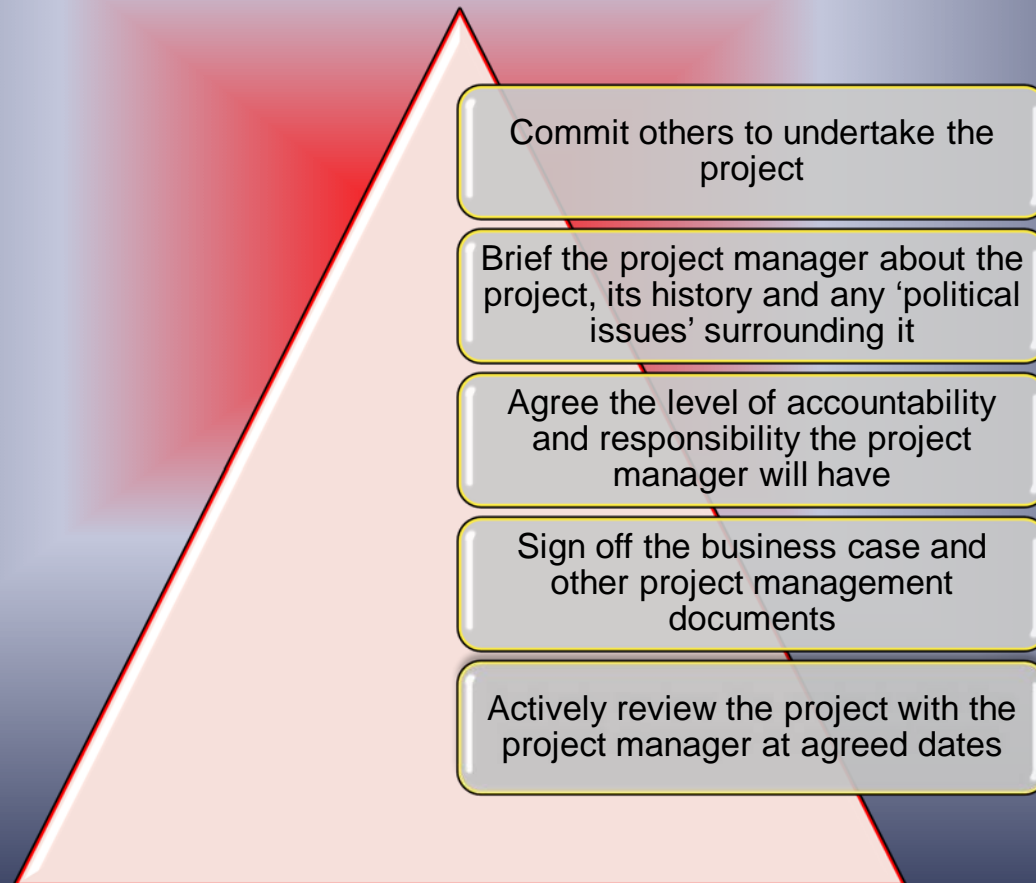
The 2nd. 3 C's

- Character
- Courage
- Conviction

The 3rd. 3 C's

- Charisma
- Competency
- Common Sense

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"Part 3"
Senior Manager – Proper Attitude during Project Process

The senior manager due to Rosenhead (2008) behave in an differentiated way, compared to the project manager's attitude.
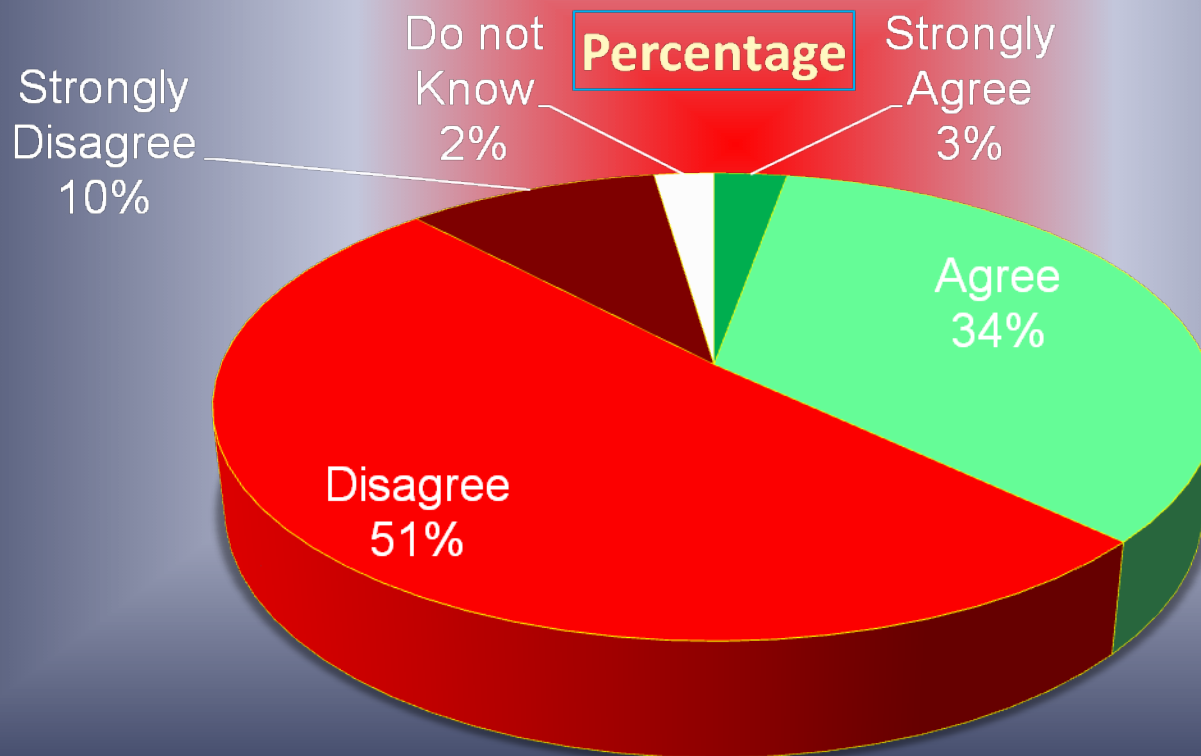
Commit others to undertake the project

Brief the project manager about the project, its history and any 'political issues' surrounding it

Agree the level of accountability and responsibility the project manager will have

Sign off the business case and other project management documents

Actively review the project with the project manager at agreed dates

But...

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"Part 3"
Senior Manager – The Real Attitude based on Statistical Research

Rosenhead (2008) conducted a research with a sample of 1000 certified project managers in order to realize whether roles, responsibilities, levels of authority and attitudes are always clear in projects, by the senior managers.
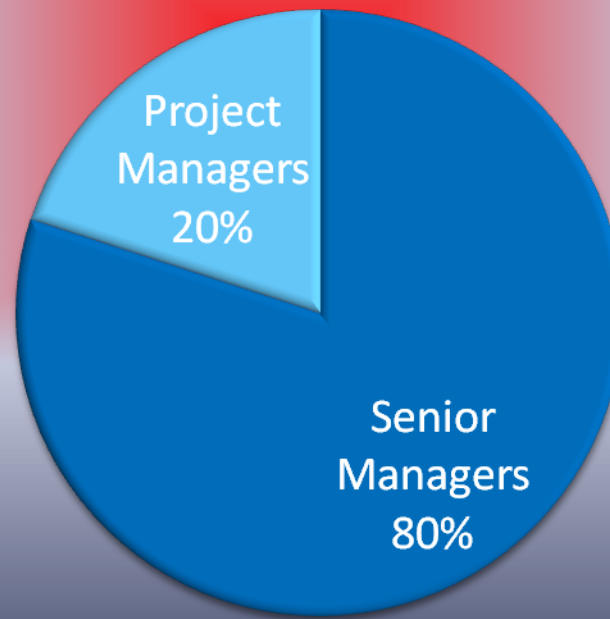
Do not Know 2%

Percentage

Strongly Agree 3%

Strongly Disagree 10%

Agree 34%

Disagree 51%

So...

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"Part 3"
Senior Manager – The Real Attitude based on Statistical Research

In the specific statistical research we can explore the time spent out of the project from the senior managers.

Time spent out of the project process

Project Managers 20%

Senior Managers 80%

And For This Reason...

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"Part 3"
Senior Manager – The Real Attitude based on Statistical Research

Garner (2008) conducted another excellent statistical research on the reasons which drive project managers and employees in general to leave their job.

Bad Relationship With the Supervising Officer

Keep Job
30%

Leave Job
70%
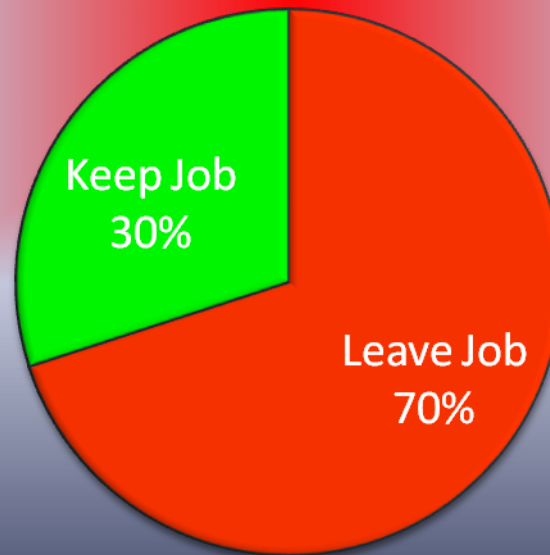
"Part 3"
Senior Manager – The Non – Wanted Attitude

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REVIEW OF LITERATURE
PART 4
CONFLICT MANAGEMENT

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✓ *"Analyze conflict"*.

✓ *"Determine the management strategy"*.

✓ *"Compete in the proper way"*.

✓ *"Pre – negotiate"*.

✓ *"Negotiate"*. The CPM must <u>suggest "options"</u> , <u>"evaluate"</u> alternatives, <u>proceed to a "written agreement"</u> and finally <u>state his or her "commitment"</u> to the project and the project team.

✓ *"Post – Negotiate"*.

"Part 4"
Conflict Resolution Between the Project and the Senior Manager

In order to avoid conflicts between the project manager and the senior manager inside an organization we have to follow the research result of Liddle (2008). The author baptized the research result as F.R.E.S.H.A. which is the acronym of the words…

F.R.E.S.H.A.

Fair

Empowering

Safe

Appropriate

Respectful

Healthy
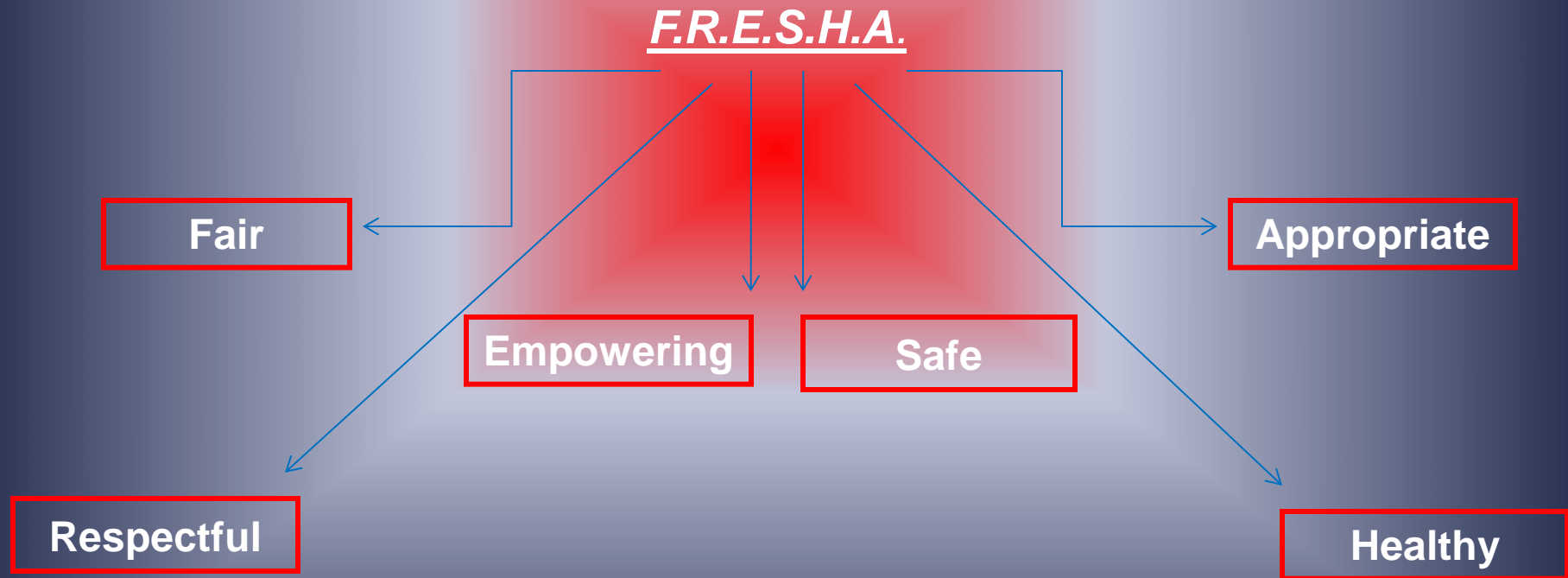
General Points to Keep in Mind

Scott's (2007) survey among 1000 senior managers extracted the fact that the 85 % of the performed projects in the United States of America are doomed to fail, due to silence which exists between the project manager and the senior manager.

Morris (2008) statistical research showed that the percentage of 60 % to 82 % of the projects performed globally will fail due to the non collaborative behavior of the senior manager which will lead to conflict during the project process.

METHODOLOGY AND PROCEDURES USED IN THE STUDY

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Research Design

The research design of my Methodology is divided in three main parts. The sources, the study of questionnaires about the senior and minor employees of private and state organizations and finally the legal accusations considering the improper behavior from senior employees towards minor employees.

Expectations

This paper will provide all necessary information in order for the reader to understand the difficulties in communication between senior and project managers. These communication problems lead to direct and indirect conflicts between the two categories of managers and this situation will definitely create problems in the project procedures. The reader will also see guidelines for proper communication and conflict management.

Timeline

The study was completed in an 12-month period starting in the beginning of July 2008 and ending at the beginning of June 2009.
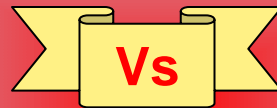
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RESULTS

Project Manager Vs Senior Manager

Project Manager

Senior Manager

- Works under the pressure of the project process and success.
- Does not make a priority the future of his or her future work.
- Is aware that he or she has no Administrative future as a manager.

Vs

- Works under the pressure of personal ambitions.
- Makes a priority his or her future work.
- Is aware that he or she has Administrative future as a manager.

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But...

DISCUSSION, CONCLUSIONS, RECOMMENDATIONS

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"Part 1" – Discussion Subjects

1. The disability to understand the real problem.
2. The differentiated personalities.
3. The anxiety for project resources.
4. The authority issue in the project.
5. The lack of co-operation.
6. The difference between the methods and style.
7. The low levels of project performance.
8. The different value of the project process.

"Part 2" – *Conclusions on Discussion Subjects*

The conclusion extracted from every discussion point which was mentioned before, is the presence of conflict between the Project and the Senior Manager, which will affect due to the statistical data the project process and the entire project.

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"Part 3" – Recommendations

First Recommendation

Pay more attention to scientific questionnaires, such as the **SAQ** and the **BDQ**. The Situational Assessment Questionnaire (SAQ) is used to determine the magnitude of the needs of each project. The Behavioral Description Questionnaire (BDQ) is used in order to evaluate the results and dimensions which were identified at the SAQ.

Second Recommendation

A conversation between the project manager and the senior manager of the organization after having filled out the SAQ and BDQ. The Psychologist of the organization will be present, to evaluate the answers of the questionnaires and control the conversation.

"Part 3" – Recommendations

The minimization of the psychological pressure towards the project manager. In order to avoid this undesirable situation the senior manager is recommended to follow some classes of human resources management. These classes should be organized by the firm in the form of educational seminars for the senior managers, by the title of "Supervising Behavior towards Minor Employees", from the Vice President or the President of the organization.

Fourth Recommendation

The knowledge of power of the organization and the minimization of any super natural criteria for the project from the senior management. The organization must understand its level of power and try to stay on the correct path of project selection, without having the tendency to take over major projects which cannot be performed by its personnel.

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"Part 3" – Recommendations

Fifth Recommendation

The foundation of the International Employment Conditions in Projects Committee or else the I.E.C.P.C. We are aware that the Project Management Institute or the well known P.M.I. counts 265.000 memberships of project managers. Considering that the magnitude of P.M.I. extends in the 83 per cent of the numbered and legally accepted countries worldwide, it will not be difficult to establish this committee. The committee will have divisions in every country and the headquarters will be placed at the United States of America, due to the size of the country and its heavy load of projectized organizations.

I.E.C.P.C.

Members ← → **Reason**

Members
- Attorneys
- Project Managers
- Senior Managers
- Sociologists
- Psychologists
- Psychiatrists
- Engineers
- Economists
- State Officials

The use of the committee can be very simple. Each certified project and senior manager will become a member of it as soon as he or she initiates his or her career at the organization. Due to the non-profit character of the committee, both types of managers will automatically become members with rights and obligations. the I.E.C.P.C. will be in constant collaboration with the National Institute for Dispute Resolution (N.I.D.R.) and the National Association for Mediation in Education (N.A.M.E.).

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Reason

To make both sides understand that loyalty and respect towards the customer's needs are highly important for the project process and success.

"The End"

I wish the best for your future carreer in Project Management

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