

TEAM PROJECT - A LITERATURE REVIEW

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Abstract: *The team is an entity who must hold exceptional qualities (commitment, orientation, cohesion, autonomy) to achieve a goal and achieve results. In project management, team organization implies establishment of a multidisciplinary group which has a powerful motivation, effective communication system and a high capacity to cope with all the challenges that arise. In projects development, with the project manager, the project team has a leading role, without team, a project can't exist. The project team is the most important resource that the project manager has to manage. In this article was made a literature review of the concept of project team, in terms of its characteristics, of the formation and stages of development.*

Key words: *team, project, group, teamwork*

INTRODUCTION

According to different sources from specialized literature, project team is a group of persons formed to develop a lot of activities and achieve a common goal. [9,10]

In general a project team is a mix of skilled individuals from different areas, because one of project team characteristic is multidisciplinary, besides solving a specific problem, existing a precise scope, unicity, unique result, instrument of changing, limited duration, limited budget, managing by a single person or a high level of uncertainty. Project team is composed by individuals who own skills that are necessary for elaboration and implementation of a project. [5]. A team is composed by individualities, in this way, every member of the team need to be treated like a person with its own temperament, attitudes and character. [3]

Management of project and project team involves the use of different techniques and specific forms of leading. Usually a project manager, for an optimal project team leading, need to pay attention to aspects like: structure of the team, motivation of the team, leaders attitude, decisional process, communication, assigning tasks and responsibilities and solving conflicts. The entire project depends of the manner in which are approached and solved all aspects, by team formation and activity. [3]

MATERIALS AND METHODS

In this article the authors presents a literature review of team from project point of view. In order to do that, authors studied different publications from the specialized literature, sources which are mentioned on references.

The steps for realization of the article were: setting the purpose of the article, study of the specialized literature, analyse, interpret and discuss findings based on consulted sources and setting the conclusions.

RESEARCH RESULTS

One of project manager duties is to build, develop and manage the team. Every project manager wants to has a perfect team, an efficient team with exceptional qualities, task oriented, cohesion and autonomy.

When a team is builited it need to take in consideration aspects like dimension of the team, specialisation of members, motivation of members, communication system, problem solving system. Acording to Newton (2015) project team performance is determined by open and effective communication, trust development amongst members, constructive management of conflicts, encourage collaborative problem solving and decision making.

Even the formed team tends to be "perfect" form basic characteristics point of view (dimension, members skills, team purpose) it need still work to bring the team "together". It is important to get all of team members into the right role and to understand wich are their tasks and responsabilities and beside this to work together. [6]

In this way project leaders need to know that all work group, and project teams also, suffer during their collaboration some transformations, named by specialists stages of group development.

During time, team development was in attention of many specialists who were preoccupied by management of work groups or project team, more precise by members behaviour, building an effective team, developing a team, manage conflicts.

According to different authors, who were preoccupied by stages of group development, every project team pass through some development stages. So, some specialists developed models of group development, even the names of stages are different in most cases are similar as content. In the figure below it can be see the stages of team development according to some specialists, even these models seems to be "old" because of their "birth date" they are still valid. [4].

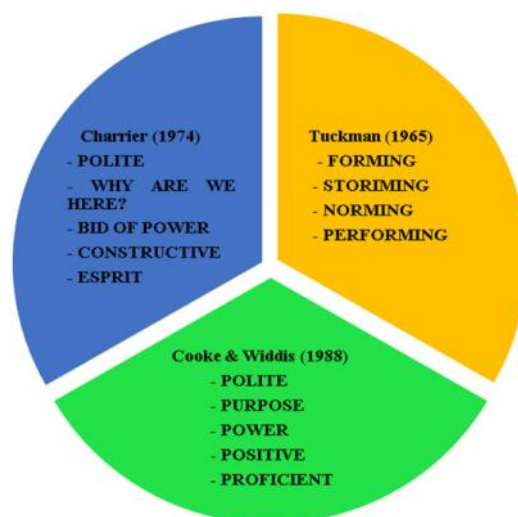


Figure 1. Stages of team development, by different authors

Source: adapted from Iov nu Simona, 2001

The most known model is Tuckman’s stages of team development. So, in 1965 Bruce Tuckman identified the following stages of team development: forming, storming, norming and performing, in 1970 he add another stage, adjourning.

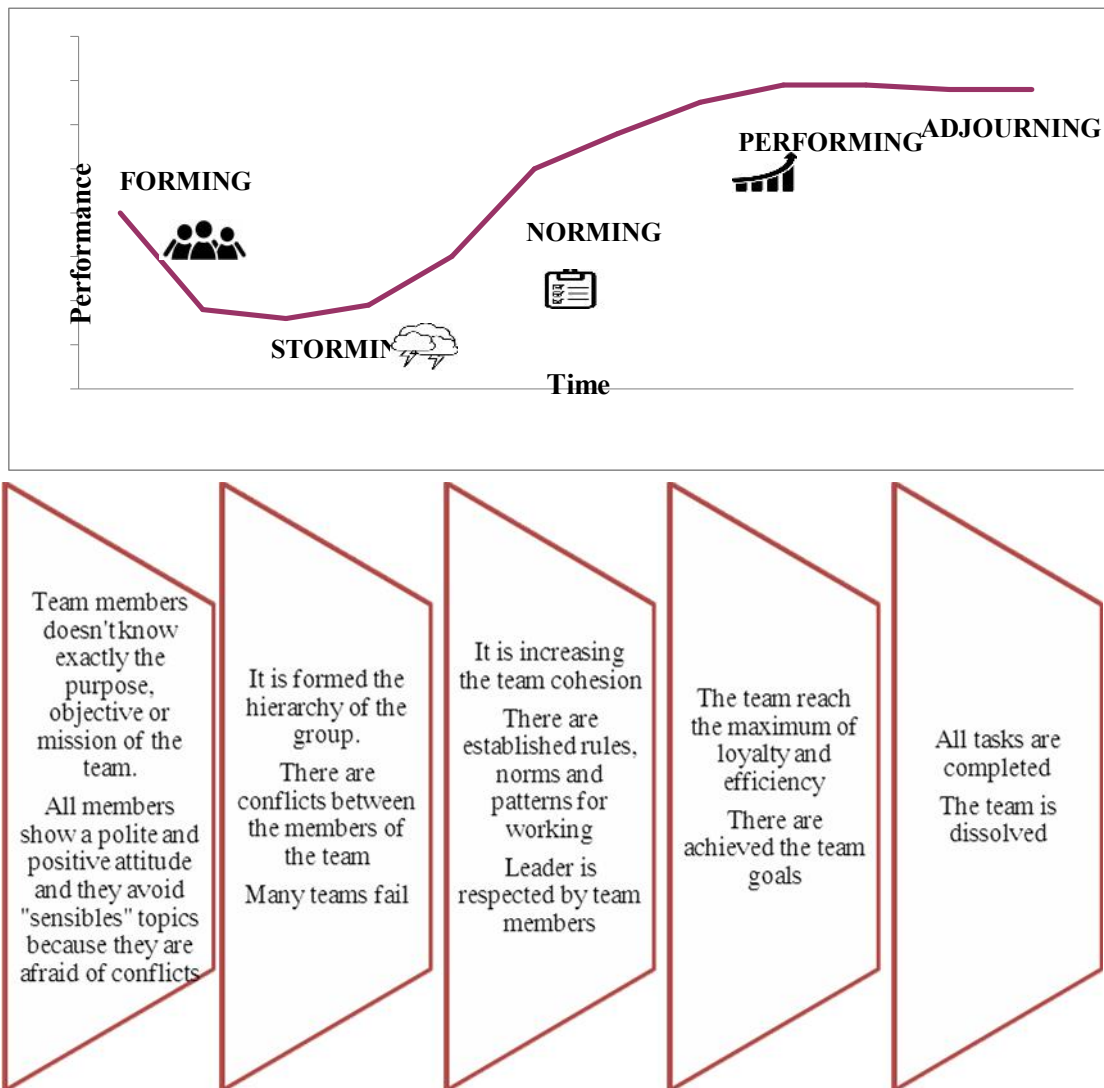


Figure 2. Tuckman's stages of team development

Source: adapted from Tuckman, B. & Jensen, M., 1977

In order to understand how works and progress a team, it is very important that any leader, manager of a project has to know what are the stages of team development. Knowing the stages of team development give to project manager the possibility to attain the project objectives, obtaining performance with his team, all these mean success.

It is well known that every member of a project team plays a role in the project with own tasks and responsibilities, but the role is always the proper role for team members? Does it fit with their skills? Are they reach high performances?

The British researcher Meredith Belbin with his team studied during 9 years managers behaviour and team activities. Their purpose was to find an explain for behaviour of people when they work together. So, in '70 they develop a team role model. The model is formed from 9 behaviours models, called roles. There is no bad or good role, each role is important for the success of the team [1,2].

Model designed by Belbin help to reveal the strengths and weaknesses of each member of the group and also helps to discover the perfect combination of team members.

	TEAM ROLE	STRENGTHS	ALLOWABLE WEAKNESSES	DON'T BE SURPRISED TO FIND THAT THEY
ACTION ORIENTED ROLES	SHAPER	- challenging, motivated, competitive, dynamic, determined	can be prone to provocation, and may sometimes offend people's feelings	could become aggressive in their attempts to make things
	IMPLEMENTER	- practical, reliable, efficient. - turns ideas into actions and organises work	can be a bit inflexible and slow to respond to new opportunities	might be slow to give up their plans for positive changes
	COMPLETER/ FINISHER	- dutiful, perfectionist, with high standards and attention to details	can be inclined to excessive worry and they refuse to delegate	could be accused of taking their perfectionism to extremes
PEOPLE ORIENTED ROLES	COORDINATOR	- mature, confident, identifies talent - clarifies team objectives, establishes goals, schedules	can be associated with a manipulator and might offload their own share of the work	might over-delegate, leaving themselves little work to do
	TEAM WORKER	- socialable, co-operative, flexible - reconciles conflicts	can be undecided in extreme situations and tends to avoid confrontation	might be hesitant to make unpopular decisions
	RESOURCE INVESTIGATOR	- good communicator, negotiator, open	can be enthusiastic, and can lose interest to the end of the project	might be distracted to follow up on a lead
CEREBRAL ROLES	PLANT	- innovative, inventive, creative, original, with imagination, solves difficult problems	might ignore incidentals, and may be too preoccupied to communicate effectively	could be absent-minded or forgetful
	MONITOR/ EVALUATOR	- serious, strategic and discerning - sees all options and judges accurately	sometimes lacks the power and capacity to inspire others and can be excessively critical	could be slow to take resolution
	SPECIALIST	- give specialist knowledge and skills	tends to contribute on a restricted area of knowledge and can dwell on the technicalities.	overload everybody with information

Figure 3. Belbin's team roles

Source: adapted from www.belbin.com/about/belbin-team-roles/

It is not compulsory that each team should have 9 members, but it is necessary to be present all roles. For example, in small teams a member can own more than just a role.

CONCLUSIONS

The team is one of the most important resource of a project. Every team pass through several stages of development, in this line, specialists developed models of team development. The most popular are Tuckman's stages of team development. Each team member has a specific role in a project, in this way after nine years of study, Meredith Belbin developed an accessible and wide tool for supporting of team building.

A good knowledge of the project team's characteristics, the stages of its development, brings about the successful fulfillment of the established objectives due to the knowing and the accomplishment of the tasks by the team members, the timetable and the budget.

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