

Employees Behaviour–A Dimension for the Success of Project Management

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Abstract—Project is generally a term used for collection of activities which are related to each other to achieve a specific goal. Managing a project is a task which requires lots of calculations and efforts to make it rich to its objective. Project management is all about how a particular project is executed and how that project will provide benefit to the organization and at the same time it is also important to meet the requirements of the client for whom the project is executed. In the execution of the of project management the important of all is the organizational culture and its environment. Every Industry follows different practices and behavioural aspect in their organizations to manage the project. Generally behavioural aspect for project management states the approach of an organization towards their project and their capability of handling the same. This paper will discuss the behavioural aspects of an organization toward the project.

1. INTRODUCTION

Every Industry follows different practices to manage a project and in today's modern times new strategies are developed By R.C Mishra and Tarun Soota by book Modern Project Management stated that developing and implementing a project requires several resources to be identified.

The five basic project resources are:

Manpower, Machinery, Material, Methods and Information But people's behaviour is considered to be the most important part of the project management that how people respond or behaviour while handling the project. Also, it is important how team behaves, how they react and how they manage the culture of the organization from both their client perspective and there organizations perspective.

Generally, the project management revolves around the tools and techniques involved to achieve the target or desired result. But behavioural aspects of the project manager and his team also play a vital role in the success of the project.

In today's world where project management team is scattered globally, connecting to them and keeping them together in all phases of the project is a task which requires great connectivity, timely approach, and spontaneous actions.

Behaviour related project management differs completely from the traditional approach of the project management. Project management is incomplete without the tools related to it but in addition it focuses on the people related to the project management.

People involved in the project may sometimes become the reason of the project delay; reasons could be many may be lack of understanding of the organization culture, lack of coordination among the team members, lack of cooperation by the client and many more

Methods covers a large part of the project management , different methods are used by different industries to execute their project , sometimes there project management is cost related, sometimes it is manpower related and sometimes it is material related . Methods are totally depended on the requirement by the client of a particular industry. But Project management techniques also depend on the culture prevailing in the industry, based on that project management structures and teams are defined.

2. PEOPLES AND ITS IMPACT IN PROJECT MANAGEMENT

1. Understanding the team

Team behind a project is considered to be the backbone of any project. It is the team which drives the project according to the requirements stated by the organization and the client. Team member decides the tools, implements and achieve the result.

Team should have a complete understanding of the project as well as among themselves. there should be no matter of dispute among each other, each team member should be given individual activity where there performance can be seen by the higher management as well as there is a clarity of work. Also, its should be very clear who need to report to whom so that it doesn't develop any kind of the communication gap among the team.

Have regular update meetings and share information, focus on what matters most. As per the book by Clifford F Gray named project management and managerial process stated that one approach to organizing projects is to simply manage them within the existing functional hierarchy of the organization .By doing so you will get a dedicated team and projects will move faster towards completion. Project will be less complex and all resources will be properly utilized.



Pic Courtesy: Does People Behavior Impact Projects? How? And What Do We Do About It? Written by Ambadapudi Sridhara Murthy & Shreenath Sreenivas.

2. Understanding the organization culture

Project management to be successful requires the complete understanding of the organization and the culture prevailing in it. Every organization follows different procedure and different tools to complete a project. Understanding the organization requirement is a very important for all the people involved in the project as then only they will be in a position to meet the project deadlines. Culture determines the requirement by the industry for nay project and the requirements from the people of the organization.

3. Understanding the customer requirement

Every organization just focuses on their customer. They want to fulfill all the requirements customer want. As they are the end user of the project and completion certificate will only be possible for any project if the customer is completely satisfied with what he has got. For customer satisfaction it is important to understand the behavioural approach of the customer toward the project. Keeping their approach in mind they project team will be able to achieve the desired result which further will going to affect the profitability of the organization. By understanding the approach of the customer, project team will be in a situation to create the win-win situation for both of them.

3. RESEARCH METHODOLOGY

The paper use descriptive research with the analyses of certain companies and their project management skills and behavioural aspect in a project. Generally it focuses on the people driven project management this can lead to the hypothesis:

H0: Peoples behaviour does not influence the project in an organization

H1: Peoples behaviour does influence the project in organization goals which can further lead to the hypothesis

To test the above stated hypothesis study has been made in many industries and gone through various literature review has been done to study the analysis.

It was found that the behavioural approach affects the project management at a same rate as any other tools and technique.



People’s Placement in the Circle of Project Management

Pic Courtesy: Does People Behavior Impact Projects? How? And What Do We Do About It? Written by Ambadapudi Sridhara Murthy & Shreenath Sreenivas

To analyze the behavioural approach for the industry we reviewed the articles from the effective people skills for the project manager: a requirement for project success and career advancement, which stated that any organization should focus on 7 interpersonal skills within the organization to have positive impact on the people of the industry.

- Employ four distinct interpersonal communication techniques (that facilitate the transfer of information) when communicating one-on-one and in groups.

- Conceptualize and apply four distinct leadership roles, each one applied based upon the current needs of the project or the stakeholder.
- Use a framework for identifying personal style and individual differences (so that tailored approaches can be crafted for communication, motivation, and conflict resolution applications with all stakeholders).
- Craft tailored multi-factored motivation strategies (for individuals and teams).
- Productively manage BOTH conflict and agreement on project teams.
- Mediate and manage one's own levels of personal and professional distress.
- Demonstrate competency in six, active career management skills.

An overview of behavioral issues in project management by *Dennis P. Slevin, Jeffrey K. Pinto* stated 12 factors model which are very important to study the behavioural issues in a project management

These are:

1. Personal Characteristics of the Project Manager
2. Motivation of the Project Manager
3. Leadership and the Project Manager
4. Communications and the Project Manager
5. Staffing and the Project Manager
6. Cross-Functional Cooperation and the Project Manager
7. Project Teams and the Project Manager
8. Virtual Teams and the Project Manager
9. Human Resource Policies and the Project Manager
10. Conflict and Negotiations and the Project Manager
11. Power and Politics and the Project Manager
12. Project Organization and the Project Manager

The above stated 12 factors state the importance of behavioural approach in a organization to meet the requirements of the project. Co-operation, motivation, coordination, team work are the crucial part in a project. In Behavioral Economics and Project Management by *Mr. Sorabh Bajaj* in PMI stated that the three pillars in project management are tools, processes and people and in most of the cases the cause of failure of a project is "people".

4. CONCLUSION:

It can be concluded that in any organization irrespective of the industry type, for any project to reach to its determined stage

it's not only the tools which plays a crucial role but it's the people and their approach towards the project impacts the project. Correct understanding of the industry and client, motivation among the team, co ordination among the team member, proper communication etc is considered steps in a behaviour centric project management. Positive behavioural approach leads an organization towards toward profitability and success of the project.

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