

Executing Process Group Artifacts

10.2 Manage Communications

10.2.3 Communication Methods (Tools and Techniques)

PMGT 690, ERAU, Prof. Sherman

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10.2.3 Communication Methods (Tools and Techniques): This artifact was selected from PMGT 611. This homework assignment was a case study that provided specific scenarios relating to resolving conflicts within an organization. The project manager (me) has to provide insight and develop the team that is tasked through different departments. This homework assignment relates to different communication methods and strategies to resolve conflict within an organization. This fulfills the techniques used in the Manage Communication process.

1. Evaluate the criteria FEL uses to assign manager to project teams. What efficiencies do these criteria create? What are the resulting problems?

The managers that were selected are clearly competent and skilled at what they do. They seem to be all somewhat professional and have the ability to complete the project in the 9 months that they are given. FEL assigns manager to project teams based on their expertise and their availability to work on a particular project given their other commitments. What FEL is not taking into consideration are internal relations between the managers. Whoever is available, that is how they task managers to various projects. As a result, two managers do not want to work together and one other does not seem motivated to even try.

2. Why is it even more important that project team members work well together on international projects such as Project Abu Dhabi?

On the surface, a project with this type of scope is somewhat competitive. Recently FEL has made a concerted effort to market its products internationally. Also, FEL wants to be viewed as a prominent Canadian company and not associated with the US. This project is high stakes. It

must go forward unhitched, on time and under budget for FEL to be able to claim its identity in the international circle.

3. Discuss the dilemma that Jobe now faces?

Bruder can be motivated. The main issue is between Perry and Rankin. If they have to fire Rankin at the 2 month mark, will the replacement operation's managers be able to proceed forward with the project? I would seek alternatives, possibly motivating and or suggest team building activities. Get out of the office, go somewhere and attempt to resolve issues in a different atmosphere.

4. What should Jobe recommend to Gatenby?

Have a replacement operational manager ready to go. If this dysfunctional conflict cannot be resolved and if the relationship between these two cannot move forward, have a back up in place. Training will take time, however the project could still meet milestones.