



**LAUREA**  
AMMATTIKORKEAKOULU

*Uuden edellä*

# Team formation and management responsibilities of project manager

Matikka, Elina

2014 Laurea Otaniemi



Laurea University of Applied Sciences  
Otaniemi

Team formation and management responsibilities of  
project manager

Elina Matikka  
Business Management

Bachelor's Thesis  
December, 2014

Elina Matikka

**Team formation and management responsibilities of project manager**

Year	2014	Pages	52
------	------	-------	----

---

The aim of the this thesis is to define the responsibilities and duties of project manager. It is based on team formation and management levels, and springs from the goal of defining the traits of a good project manager. What are the things that have an effect on human behavior in work life, and how can a manager affect it. The major science fields used are organizational behavior and human resource management.

The thesis startpoint is from three aspects. The theory part is of team formation and management of organizational structure. The example projects chosen for this thesis were both event planning and implementation, in which the author worked as project manager. The theory is used to analyse the projects and their traits. The third and last point was a survey among business professionals that are closely tied with team work.

The survey points focus on project managers responsibilities and individual members behavior and factors that can affect both. They were implemented on four professionals that have many years of expertise from their field and are familiar with the author. The project management is a daily occurrence for them. In team formation and management the responsibility of project manager differs greatly.

The major results of the thesis were that the project manager is not all powerful leader, but a guiding personnel. The project manager needs to be a person who can relate and understand other people and see situations from their perspective. This person does not have to be charismatic or socially prepared, but a person who can see the situation clearly and act accordingly. The communication channels between workers and top brass is the management, and the management is responsible of their team members. The team itself can not be lead only with a good project manager, but needs motivated and involving team members as well.

Keywords project manager, project management, project, teamwork, organizational behavior, human resource management, organizational structure, management

Elina Matikka

### Projektipäällikön vastuu tiimin muodostumisessa ja hallinnassa

Vuosi 2014 Sivumäärä 52

---

Opinnäytetyön tavoite on määritellä projektipäällikön vastuualue ja tehtävät. Se pohjautuu työryhmän muodostumisen ja hallintavastuuseen, ja kumpuaa tavoitteesta määritellä hyvä projektipäällikkö. Opinnäytetyössä selvitetään, mitkä asiat vaikuttavat projektipäällikön kykyyn ohjata ihmisten käyttäytymiseen. Keskeisiä tieteen aloja ovat organisaatiokäyttäytyminen ja henkilöstöhallinto.

Opinnäytetyössä on kolme näkökantaa. Teoriaosuus on työryhmän muodostumisesta ja hallinnasta organisaationrakenteena. Kaksi projektia toimi lähtökohtana teorian esittelyyn, analysointiin ja vertailuun. Molemmissa projekteissa kirjoittaja toimi projektipäällikkönä. Kolmas ja viimeinen näkökanta on kysely ammattilaisille, jotka työskentelevät työryhmissä tai niiden kanssa.

Tutkimuksen pohjana toimii projektipäällikön vastuualueet ja yksittäisten jäsenten käyttäytyminen, ja niiden vaikutus työryhmään. Kyselyyn vastasi neljä ammattilaista, joilla on vuosien asiantuntemus alalta ja jotka ovat kytköksissä kirjoittajaan. Projektinhallinta on heille jokapäiväistä. Kuitenkin, työryhmän muodostuminen ja hallinta eroavat paljon toisistaan.

Tärkeimmät tulokset työssä olivat, että projektipäällikkö ei ole voimakas johtaja, vaan neuvova henkilö. Projektipäällikön on oltava henkilö, joka kykenee asettumaan toisen asemaan ja ymmärtää tilanteita toisten näkökulmasta. Tämän henkilön ei ole pakko olla karismaattinen tai sosiaalinen, vaan henkilö, joka näkee tilanteen selkeästi ja toimii sen mukaisesti. Työryhmän vetäjä toimii kanavana työläisten ja johdon välillä, ajaen työläisten asemaa. Työryhmä ei toimi ainoastaan hyvän projektipäällikön kanssa, vaan vaatii myös motivoituneita ja osallistuvia jäseniä.

Keywords: projektipäällikkö, projektinhallinta, projekti, työryhmä, organisaatiokäyttäytyminen, henkilöstöhallinto, organisaatorakenne, hallinto

## Table of contents

1	Introduction .....	8
	1.1 Objectives .....	9
	1.2 Main objectives .....	9
	1.3 Different angles and directions used to overview the theory .....	10
	1.4 Key concepts .....	10
	1.5 Delimitations .....	12
2	Introducing the two target organisations .....	12
	2.1 Company X internship .....	12
	2.2 Laurea UAS .....	13
3	The studied projects .....	15
	3.1 Project P1 introduction .....	15
	3.2 Project P2 introduction .....	16
	3.3 Team formation theory .....	17
	3.4 Team formation of project P1 and P2 .....	19
	3.5 Brief conclusion .....	21
4	Project managers duties and responsibilities .....	22
	4.1 Organizational structure theory .....	22
	4.2 Organizational structure with project comparison .....	23
5	Survey .....	25
	5.1 Survey starting point .....	25
	5.2 Survey base and respondents .....	26
	5.3 Validity and reliability of the survey .....	27
	5.4 Surveys theory and question explanations .....	28
	5.4.1 Surveys questions, theory and analysis .....	28
	5.4.2 Managers responsibility .....	28
	5.4.3 Written and verbal communication .....	29
	5.4.4 Personality changes in work life .....	30
	5.4.5 Stress in work life .....	31
	5.4.6 Importance of self-realization .....	31
	5.4.7 Teamwork and individual work .....	32
	5.4.8 Social pressure in work life .....	33
	5.4.9 Importance of job description .....	33
	5.4.10 Importance of skill improvement .....	34
	5.4.11 Importance of job satisfaction .....	35
	5.5 Results .....	36
6	Conclusion .....	37
	6.1 Theory, projects and survey comparison and conclusions .....	38

6.2 Success and failure.....	39
References .....	40
Figures .....	42
Tables .....	43
Appendixes .....	44

## 1 Introduction

“Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organization, for the purpose of applying such knowledge toward improving an organization’s effectiveness.” (Robbins & Judge 2009, 45) An organization consist of a group of people with assigned roles who work together towards a common goal. Organizational behavior concerns all employment-related situations, and emphasizes behavior related to concerns such as jobs, work, absenteeism, employment turnover, productivity, human performance, and management. (Robbins & Judge 2009)

The study includes major behavioral sciences; psychology, sociology and an anthronopology. Nonetheless, the contribution of economics, policy research and educational science is massive as well. The Industrial Revolution can be though as the beginning of organizational behavior, but there is still uncertainty within the subject, what is the true aim of the field. Today organization’s head for an era where majority does teamwork and empowerment is common, organization’s boundaries blur, and the reduction in hierarchy is visible. The key to success is flexibility, creativity and speed. (Lämsä & Päivike 2013)

Teamwork is implemented in todays organization’s at a daily basis. It can be seen at private companies, public employers, schools and universities. Without having the overall image of the subject it can’t be evaluated. Diversity in the organization effects individuals, teams and structure. The more diversified the individuals workload is, the more it changes the group and team structure, and therefore their output. This will have an effect on the overall structure of the organization, and gives the leaders place to use their staff effectively. It also gives the employee more power to perfect their working hours, subjects, responsibilities and arrangements. The company can be more prepared to answer to the needs of the employees if they give them reight over their own employment. (Lämsä & Päivike 2013)

In all work situations there is always a manager in charge, whether it is within the group or as a briefer and outside leader. A manager is the person who is responsible for accomplishing the organization’s goals, and who does so by managing the efforts of the workers. (Dessler 2009) Human resource management is closely tied with management and human behavior, and it classifies the management process into five basic functions: planning, organizing, staffing, leading and controlling. But in project work, the stages of team formation are more crucial. The organizational structure has six key elements that manager need to consider when forming an organization’s or teams structure. During the comparison of the opinions, project work and analyses the team formation and the six key elements are used as a walkthrough. (Robbins & Judge 2009)



Teams and groups are often mixed with each other, but remain different issues. Where team works together to generate positive collaboration through coordinated efforts, the group works together in order to share information and make decisions to help each member within that member's area of responsibility. (Robbins & Judge 2009) There are many groups but few teams, as the level of teamwork that can be thought to be proper and excellent is hard to attain not to mention to retain. In teamwork the manager's position is crucial during the first three phases of team formations, but lessens during the teams evolving, until the team works like an individual. (Wheelan 2013)

### 1.1 Objectives

The objectives of the thesis spring from the author's own interests. In the two and a half year studies and especially when studying and performing as a project manager, the author hoped to come to understand the needs of the team better. What is the duty of a project manager? A good manager doesn't only make business happen, but makes it so that the team works at its best interest, everyone come along with each other, learn new ways to succeed and stay motivated. And what are the things that have an effect on human behavior in work life, and how can the manager make a difference? This led the author to organizational behavior and human resources management.

### 1.2 Main objectives

The main objective of the thesis is to determine the project manager's duties and responsibilities in various situations. Team forming and changes in companies are common, and the structure can change drastically over time. In different situations the manager is responsible of the team's success. The manager is responsible of the team goals, but also of the team members work. The team manager needs to lead the team and advise them on their tasks. In team forming and management the responsibilities of the manager changes. What makes a good manager in each situation, and what kind of facts can have a major effect on the team's output?

As team formation and management are quite different from each other it is important to understand each of them well. In team formation the team does not have structure or roles, and the division of duties and schedules are mostly done by the team's manager. On the other hand, team management is a field where the people know each other, come along and have worked together for some time. It is however, still the project manager's responsibility to ensure that the goals are met. The control and duties are performed in a different manner. What belongs to the project manager's field of responsibilities in these situations, and what are the actions of a good manager?

### 1.3 Different angles and directions used to overview the theory

The author has been studying for two and a half years in a project based method at Laurea University of Applied Sciences on Business management line. In project based studies its the students task to plan and implement their own studies with varied projects in co-operation with the teaching staff who are referred to as business mentors. The students come up with different ideas for projects or are approached by mentors who have been contacted by companies. The project goals can differ from marketing research to event planning and implementation.

The thesis itself focuses on two different angles from two direction. The first is Laureas own innovative way of studying and authors own experience from two different projects. As the purpose is to compare and explain how different situations and people have different outcomes and effects, I have chosen two different projects, which both have a common goal. The second way is from opinions of professionals that have managed teams. This is accomplished by a survey on the theory of organizational behavior and human resources management from Laurea mentors and from company X.

The two projects the author has chosen have grand differences on all segments of project work. The first project, to which the author will refer as P1, had minor workforce, short time period on the implementation, the project needed minimal amount of resources and was plan- based. The project work was to make a marketing plan through social media for a new application for company A. The second project, to which the author will refer as P2, on the other hand was massive on its scale with the amount of people and lasted for more than six months in total. The whole project consisted of five different events implemented at school for different target groups, with varied program and aims. It took patience and much more work to get everything ready before work was even possible. In both projects the author worked as a project manager.

### 1.4 Key concepts

Project manager is an individual responsible to higher-ups. Their responsibilities are to keep the project work updated, on time and accurate. They are to ensure the project is completed in the set time limit, with agreed costs and quality. Whether they work with the team or above the team is usually up to them and the team members. (Young 2006)

Management is often confused with Leadership. A manager's responsibility is to work for the leader, making sure the vision and strategy set by them is implemented. They are in charge of coordinating and organizing the organization's different levels, and handling problems that occur in all scales. In a team the manager has responsibility over the team goals and the success of the team. (Robbins & Judge 2009, 419) This leader position is thought to be a stressful and overwhelming. The team leader is perceived as someone of strong characteristic and capable of directing the team towards the goals. They state things that make a difference and keep people from sidetracking. Managers also keep up the team spirit, give new ideas, install new ways of thinking, and are thought to be charismatic. This is a belief and an image that people have had about leaders for hundred of years. (Wheelan 2013, 91-92)

The three sciences psychology, sociology and anthropology are basic perspectives used when using organizational behavior. The three are their own fields of science and are extensive on their own as well, but when linked with organizational behavior they are not so noticeable. Psychology puts an emphasis on people's behavior and studies it on individual level. Two major points are work psychology and personality. As psychology is about observing, learning, individuals decision making, morals stress and emotions, it is linked to all human activities. Work psychology is quite massive field that moves on from individuals decision in working environment. It studies how people make changes and decision based on work related issues or situations. (Lämsä & päivike 2013)

Sociology studies the social network and connections in different amount of people. The field focuses on people in relation to other people, their position, descriptions or norms. It studies how different groups and organizations work with each other, how power effects those around it, or what kind of changes have an effect on attitude towards others. In a key role are formal and informal group activities, as these procedures have an effect on each other. Conflict and technology have some part in sociology, even though they are not in a major position with organizational behavior. (Lämsä & päivike 2013)

Anthropology is about referencing and the changing attitudes and values of organizations and cultural views. It takes contact into human community and cultural differences through customs, rituals and other anthropological references. Anthropology is a science studying humans and history, and how they affect each other. This major science has been very significant since the 80's as globalization is one enormous side of it. Anthropology is used in orientation processes, as one of its principles is of fieldwork and studying the effectiveness inside a community. (Lämsä & päivike 2013)

Project is a temporary venture in order to achieve some specific objectives in a defined time. A project can consist of different amount of people, last varied periods of time, and can consist of people working from varied positions, standings, and whereabouts. What is common with all projects is, that they are unique combinations unlikely to be implemented ever again in exactly same manner. All projects have an aim to manage change in organizations. A project manager is relevant in every project, as someone needs to be in charge of resources and in control. (Young 2006, 13)

Organizational structure is a way of formally dividing, grouping and coordinating the job tasks. The structure consist of six questions and answers that help the manager to determine the structure processing. It consists of six answers, which are work specialization, departmentalization, chain of command, span of control, centralization and decentralization, and formalization. The questions help to determine, which structure part is in question. The six elements helps a manager to control the organization's structure.

### 1.5 Delimitations

As project work is vast and the two theory fields consist of other matters as well, the two projects were chosen. Focusing on two project that differ from each other and the surveys results the project forming and management can be compared. The project work is delimited on project forming and project management on these two project and as an overall field on organizational structure. To get varied opinion the questionnaire was performed on three different groups of the same profession.

The delimitation for theory part is organizational behavior, and using some basic concepts from human resource management for the composition and framing. This decision was done after the realization that even though organization behavior has key design on organizational structure it is more about defining how job tasks are formally divided, grouped and coordinated. They are important for the manager in order to design the organisation's structure, but in order to get more extensive perspective the thesis will use the stages of team formation as well.

## 2 Introducing the two target organisations

### 2.1 Company X internship

Company X is creative and results-generating event marketing company, which organizes events and provides planning, implementing and consulting on the most modern means of

making use of social media, digital solutions and new technologies. The company was established 2004 and over the years, experience and expertise has helped to offer the right event marketing solution for every situation. Company X is a Marketing Communication Agencies Association member. They have network covering the entire spectrum of marketing communications.

The company has good network of channels in social media and goes through a lot of effort each week to keep the information flow updated. For the students in internship, it is common to study new methods of controlling social media. This includes analyzing the usage in different ways, comparing companies of the same field and reading and surveying new ways to control social media. In Northern American companies, the use of control tools and applications in their communication channels, finances, marketing and personnel is more common than in European companies. Applications, such as Hootsuite are not common even in Finland. The company uses the students to study these methods in order to determine if these applications have their worth.

The author in company X worked for four months as an event assistant. As the company has only four permanent workers the tasks of an assistant varied greatly. Therefore, most of the time company X holds two assistants at a time. The two assistants are in charge of the communication lines, e-mail and social media. The author worked on keeping people on the schedule, translator works, analyses of social media applications, channels and technology, planning campaigns, checking event plans, doing tasks assigned by the managing director, and other tasks of an office. The work consists of projects for other companies and the whole staff works as a team to get all tasks done.

The work assignments were all related to event management and social media. The company, with small amount of workers, know each other very well, work as a team and combine their knowledge in important matters. It was common that the director would come to the assistants to discuss an e-mail about to be sent to an important customer or asking for changes in analyses tasks. All the permanent workers had their expertise area but would usually talk outloud in the office if weren't sure of their writing or way of doing their task. In these situations everyone would listen if they had time at the moment and give some opinions. This is one good merit of teamwork. In teams, varied opinions are compiled and mistakes made by one person are avoided.

## 2.2 Laurea UAS

Laurea UAS is proud of the fact, that they prepare students to meet the requirements of the work life. As most students go abroad they broaden their vision of business and work life. The

students study on a innovative, project based manner, and gain practical knowledge of all the basic functions of business. The studies include different fields and are centered to development, provision, finances and marketing of customer-centered services. In addition, as the practical skills are emphasized the students get the change to study business environment and theoretical knowledge on each project and course.

The program was abolished on 2014, leaving the class of 2013 as the last students. The studies consist mostly of projects, which the students or teachers or companies plan and students implement. Sometimes the students come up with different ideas of projects, sometimes the school is approached by a company with a task, and sometimes the teachers keep courses. Some courses are hold in project like way, in which the theory is provided by lessons and the students have to implement it to given targets. In projects, the mentor always supervises the project, and is updated by the students periodically. Also, projects has to be approved by a mentor before startup.

In project works the students form their own teams, plan who is responsible of what and decide a project manager, who is responsible of the others and keeping the schedule. In all projects a project plan and learning plans are written before the implementation part. Every member writes their personal learning plan and in the end of the project they write a self evaluation file, looking back to the learning plan. The learning plan helps the people to achieve certain goals during the project. A mentor is always supervising that all steps are done properly.

The students are prepared to know-how manner of skills of utilizing information, making plans and implementing. In all Laurea projects there is a clear divination of tasks and responsibilities made by the students to ensure that everything will be implemented by schedule. Thus students get to use theoretical knowledge to practice working life during studies. Tasks and positions are divided at the planning point of the project. As projects varie from each other by their goal, so do the tasks, but there are some that stay the same.

In a project there is always project manager even if there are only two members. As leadership and management is often confused with each other, a managers task is to work for the leaders. They make sure the vision and strategy set by them is implemented. In laurea projects this is slightly different as the goals and strategy is planned by the students, but when the planning is done the mentor is supervising throughout the project. The mentors are the supervising teachers responsible of each project and students, so in these cases they are the acting leaders.

A project manager is in charge of coordinating and organizing the team, and handling problems that occur. They inform the team members of changes and the tasks, report to the mentor of the progress of the project. The other team members might get divided for example, to marketing, finances, event organizer or communication. These tasks differ by project. The two projects chosen for the thesis have different staff but in both the author was project manager.

### 3 The studied projects

The two projects chosen for the thesis are completely different from each other by their design, but share a common goal. First project, P1, was a marketing company A's application via bloggers by organizing an event. In other words a campaign organized for social media support. The project work was to make a plan for the event that was estimated to take place at the end of the summer 2014. The second project, P2, was a six months lasting project that included over two hundred students from various Laurea programs, and external support from local companies and public businesses. The aim was to organize varied events for different target groups in spring 2013.

#### 3.1 Project P1 introduction

P1 was a project done in a rush over two months during the late spring and beginning of summer. Unlike P2 the project work was done directly to a company, and it was not implemented at school grounds. The project aim was marketing the company's application as much as we can via bloggers. The focus point was the need to find out good bloggers to market the application and point was to get more people knowledgeable about the application. If bloggers were to use the applications, the idea was to implement a bloggers party for them. The project lasted until end of June 2014 and was planned with the two members and a representative of the company A.

The idea of having a party for bloggers started from the small budget at hand. The usage of social media was the only option, but in what way remained open. Internet marketing via applications like Kissmetrics or Google Adwords is expensive on the long run and both need a website in order to work. We had almost nothing to begin with and some limitations as well. The company A was still very new and the application they were offering, could only be used on iPhones. We came to the conclusion that we would have to approach people to try and implement the application and then distribute it to a larger audience through social media channels.

Few ideas at the beginning were competition with prizes or a trip-prize with the condition of using the application along the way. As we were in a lack of time and no marketing had been done, these were pushed aside and we thought about using the bloggers as a way of marketing. Bloggers have if not thousands, at least hundred of readers. If we were to organize a party for the bloggers and give them the application and enjoyable time, they would be sure if not write about it on their blog, at least use the application. This was the basis of our project plan.

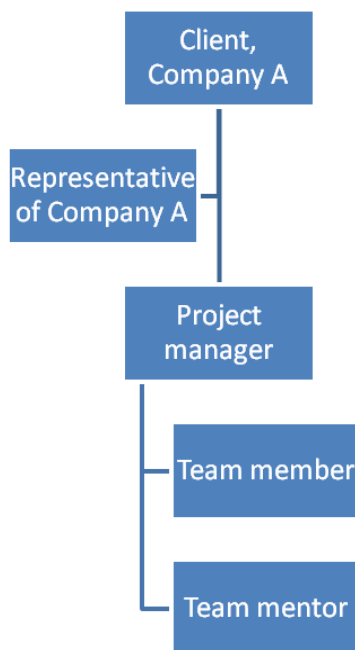


Figure 1 - Structure of project P1

### 3.2 Project P2 introduction

P2 was performed during the spring 2013, held in x amount of events for different target groups, where the project work was done in event teams. The projects was divided into communication and marketing team, and organization team. A third party was recording team, but their duties were on after event marketing side, and had nothing to do with event planning or implementation. Each event had two project managers, one in charge of organization team, and other of the communication and marketing team. Event teams consisted of social services and healthcare students. The event teams were in charge of planning the specific checkpoints and tours for quests. The aim for the project managers was to make the events, plan them thoroughly and keep everyone informed, scheduled, and have the marketing reach the target audience.



Communications and Marketing team was in charge of the project and teams between internal and external communications. In communications, people were always aware of all on-going issues. In marketing, people took care of that all the event team's had the materials, as well as that the target groups were aware of and knew how to reach them. The communication channels that were used are e-mail, facebook, youtube, Laurea University of AE Site, and local newspaper.

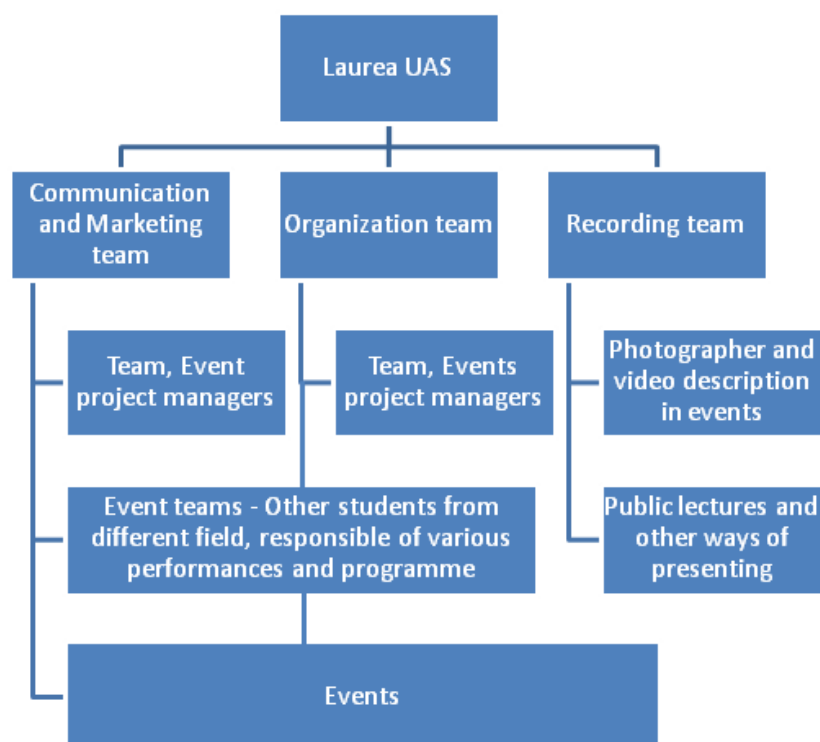


Figure 2 - Structure of project P2

### 3.3 Team formation theory

The theory of a team starting to form itself consist of five phases: forming, storming, norming, performing and adjourning. In forming people work at their best, put up an effort and are cautious. It is the phase where people are still not familiar with each other, and depend on the leader. In the first phase a good manager can take the lead on meetings, leading the conversation into introductions and introduce the project or task at hand. Manager can also state obvious facts about the meetings, for example comment how awkward the situation is. This kind of familiar and straightforward comment will make team members feel more at

easy and welcome. A good team leader is required to guide the team forward and keep up a good atmosphere. (Wheelan 2013)

Storming is the second phase and has the most effect on the team's form. In this phase the people try their boundaries, challenge the rules, team goals and opinions. As people have different ways of working and learning, as well as communicating with people, it is hard to come along at a short notice. If the rules and team goal are not specified in the first phase, the team will fall apart on second phase. In second phase the members will start feeling at home and express themselves more informally and directly. This leads not only to a clash of customs but ethics, values and norms. ( Wheelan 2013)

A managers task in the second phase is to remember and remind the members that disagreement is not a bad situation. It will lead the team to examine and thoroughly study the goals and responsibilities, and no rash decisions will be made. When people gain more confidence they will tell their opinions of facts initially discussed, as they now feel more confident. In the first phase these insecure members might have stayed quit, and a presumed agreement was made. However, even if a situation like this might annoy those that thought a decision was already made, this phase makes the team stronger and guides them into working together. In early state of project's plans can still be redone, though through, refined or combined. ( Wheelan 2013, 27-37)

The third phase is norming. This is a phase where the team members already know each other slightly better, and know how to work together. The members can socialize and respect each other, including project manager and everyone's own duties. If the team is new and needs to do several tasks and events they are not used to, it is easy to fall back into the storming phase. The author's opinion is that this is where you notice if the manager is a good one or just a normal manager. The point or time, when it is time for the group to become a team that doesn't only work together, but works together for a common goal, is noticeable only to an excellent manager.

The moment when the team members will start to take on their responsibilities and act on their own to reach them, is when the manager needs to step back. It might be hard to give up the reigns, but it is easier for the manager to express own opinions and be a part of the team in a whole different level. A managers task is to keep the team somewhat focused, keep everyone involved, and guide the team into making decisions together. In situations where arguments or differences of opinion arise, members will most likely turn towards the manager, but it is crucial not to fall back to storming. This can be avoided by advancing to take time and rethinking the goals together. (Wheelan 2013, 38-43)

The fourth phase, performing is the phase where the team works together towards a common goal and achieves it by working with intense productivity. This is the phase when a group of people can finally be called a team. At this phase workers know and respect each other well, come along and have no friction among them. It is easy for changes to be done within the team structure, and the project manager can focus on developing individual skills of the team members. In order for the team to perform well the members need to be knowledgeable of team building basics and keep a vigilant eye on how process is made. It is not easy to reach this level of team work, neither is it easy to keep it up. (Wheelan 2013, 44-67)

In fourth phase the manager is not in a high position. The manager can try to guide the team but decision and discussions are all made together and with time. This is one of the reasons why phase four is hard to maintain, even though it is much more productive and comfortable work environment. The members must be vary not to understate others ideas and opinions, but also realize not to get offended by similar comments as everyone's goal is the wellbeing of the company. Few things to remember in phase four but as well in all phases are, to keep track of the original goals of the company or project, the problem or change must be defined clearly, and most importantly be honest. (Wheelan 2013 44-67)

The last phase of team formation theory is adjourning, in which phase the team is heading towards disbanding. The phase is often forgotten or belittled by managers and leaders. But as most team's are only temporary and structure changes are often, people might find disbanding difficult. However, the team members experience and expertise wont disappear even if the members change. At this point it is important to remember what was achieved as a team and be proud together.

#### 3.4 Team formation of project P1 and P2

The starting point in project P1 was from a fellow students request to plan an event for marketing a company's new app. The time was limited and many small meetings for meeting the client and brainstorming were required, and it was decided to have few members. Two experienced students were chosen to do all project tasks and in this the author was project manager. The appointment was more in name only, as both individuals worked hard to get all tasks done by deadlines, the fact that someone needs to be responsible remains.

The forming of each project was happened with same procedures but took different time length. P1 was a quick and swift moving into storming and then to norming, but as both team members were familiar with each other long before the project, it took the most of the impact away. P2 was completely different, when new students came along even during the last event, it was storming and norming all along. In a project that lasts for six months and so

many individuals are involved, good communication channels and clear division of responsibilities is crucial.

In the first months the leaders, project managers and event heads were chosen for each project even if they were still from four to six months away. In the two projects described, these phases happened but at different scales. The storming never ended with P2 as the number of people involved was so enormous, when on the other hand, P1 experienced all phases at fast speed.

In P2 more than two months were used to refine schedules, responsibilities and communication channels. Project managers met with the mentors to make code of conduct and other guidance files for people of different responsibilities and times. The whole project continued for six months, but all the paper work, planning and scheduling was done in the first two or so months. For this there was a lot of material from previous projects and books on project management and scheduling.

In terms of team formation the two projects vastly differ from each other. The P1 project, quick paced and small in members, formed and proceeded fast, whereas P2 never got out of forming and storming stage as there were many events organized and the people changed with each event. This affected the projects in a way that when P1 was free rally of ideas and quick decisions, P2 needed months of preparations before implementation and the project managers were constantly needed in order to keep people updated and on schedule. From the two projects, the P2 was definitely more straining and time-consuming.

As both projects focused on a event as their way of implementation some stages were the same. Planning, marketing, contacting people, looking for sponsors and venues. In both projects decision were made quite early on. P2 project is based on hosting several events, so the need of venue was important. As most of the events had broad audience the amount of people was immense. Therefore it was decided that the school with many classes and big hallway would be used. For P1 the venue standard was not so important, what was needed was a place for 50 or so people to relax for few hours. Questions were asked from friends, if anyone knew a nice place, and the venue was decided. The rent of the place was on tab of commercial through the bloggers.

In the actual implementation phase things changed between the two projects. In P1 project our task was indeed to make the plan but the implementation of the event fell for our client. This was their wish and the actual event was not our concern. In P2 the schedules and whole group meetings were done a couple of days before the actual events, going through the schedule for everything, so everyone would get the common goals and ideas. This took sever-

al hours, as all groups could not be summoned at the same times. In the actual events, the project managers went around asking the students and confirming that everything was working as planned. Many runs and item search were still done on the few days around the actual event.

Two facts that affect a project and what make it differ are communication and project advancing. The communication used in P1 was simple through facebook messages and texts, where in P2 project e-mails prior the meetings and events were often sent to the whole staff of the project as a reminder. The constant flow of e-mails and phone calls was directed to project managers of certain events as they were responsible of the event planning and implementation. The project advancing in P1 was quick and the whole project took only two months in total. In P2 the project advancing started early on with specific planning and afterwards implementation, even though some things needed to be changed on the last minutes.

The decision making process in both projects was only partly on the project manager. In P1 the decision making fell for the two members and was more of a conversation than ordering a worker around. In P2 the project manager was in charge of all the different people and components in the events, and as in each project, there were two project managers, these two had different areas of responsibility. The division however, didn't make the procedure any easier, and often the project managers had to turn towards the teams and mentor to discuss some issues with other in order to find the best solution for the problem.

### 3.5 Brief conclusion

The two projects are quite different from each other and even if they ultimately had the same goal, the size difference made them enormously different from each other. The P1 and P2 projects differ mostly when thought of the mental pressure on the project managers. In P1 the project goal is the same as in P2 but the amount of people to keep informed and updated lessens the stress. It is a fact that in P1 project the two workers had to write much more in the planning process as they only had two members, but as everything was clear and the ideas were common, the task was easier. In P2 the planning period took longer and even though the project managers of all the events worked together to make the plans, the whole size of the project made the actual project hard to comprehend.

In the two projects the P1 worked more like a team with its two members and one company A representative, when P2 was similar to a company. The P2 project work included too many people to be left in control by just two project managers for each event. In one event more than 50 students could be involved and all of them had to be informed on time, checked that they were doing their duties and then again informed on changes if needed. If P2 were a

company, it would not last for long. these events were carried out and succeeded because the last minutes before the event was hectic preparing and compromising, but afterwards the atmosphere would be a bit baffled, surprised, glad and enormously exhausted. As in each event the project managers changed slightly, the outcome for the managers didn't matter at that point, but this would not work on the long run.

#### 4 Project managers duties and responsibilities

A manager is someone responsible of the team goals and results. They keep the team up-dates, on schedule and lead them to their tasks. Some myths and beliefs of project managers are systematic thinkers and have leaderlike behavior. They are talkative, charismatic and control things easily. Some of these beliefs have a seed of truth, because its more common that companies hire a confident and charismatic person over someone who quietly observes and draws conclusions. Today most of companies have understood that instead of a person who focuses on a key management issue, the better choice is a person focused on human-centered management. (Jalava & Virtanen 10-45)

##### 4.1 Organizational structure theory

Organizational structure is a way of formally dividing, grouping and coordinating the job tasks. the structure consist of six questions and answers that help determine the structure processing. It consists of six answers, which are work specialization, departmentalization, chain of command, span of control, centralization and decentralization, and formalization. The questions help to determine, which structure part is in question. The manager has the control over these six elements in a sense, and can structure the organization. (Robbins & Judge 2009, 550-559)

First of the elements is work specialization. It simple defines a person who specializes for certain cause. This means a person who spends huge amount of time on some facts and learns everything of one subject in question. In the 20<sup>th</sup> century specialization was working and helped companies to increase their production, but now the same strategy wont work in same sense. Information can be accessed and knowledge can be exchanged through communication channels. The same type of expertise exists but some companies don't set it as a goal and don't see it as an endless increase of production. If a person specializes too far, they wont be able to see things around them any more. (Robbins & Judge 2009, 553-555)

The second element is departmentalization, which is a way of connecting jobs in an organization. The phase comes after work specialization, where duties and responsibilities are divided using job analysis and job description. The element helps the management personnels to

divide the positions into groups and departments. A structure can be divided by functions, product, geography, or by customer. The third element is chain of command and consist of authority line. To who does the person answer to, and who has the command over which department. It helps to find the person responsible of certain duties but also helps the worker to make questions if needed. (Robbins & Judge 2009, 555-557)

The fourth element is span of control and it measures the amount of workers a manager can direct. If the goal is to have close control and interaction, with employees five or six workers per manager is able to completely focus on each at a time. The setback is that it is expensive, it narrows the workers field of work and complicates the authority structure of a company. If the amount of employees is too high for the manager, it is the companys loss in lack of control and reduces the efficiency. Focusing on company's goals the amount per manager can be determined. (Robbins & Judge 2009, 557-558)

The fifth element is centralization and decentralization, which are the opposites of each other. In centralization the top brass makes the decisions over all matters of the company, whereas in decentralization the decisions are pushed on to the managers. The reasoning comes from the thought that managers are closer to the actual events in the company, and have a better understanding over such matters. The sixth and last element is formalization. It is about the standardizing of jobs within an organization. This element can change even within one company as some jobs are quite specific of their content where others need more space and involvement in other matters as well. (Robbins & Judge 2009, 558-559)

#### 4.2 Organizational structure with project comparison

The five elements of organizational structure help the manager to control and observe the teams performance. In any type of structure the project manager is responsible of the teams. By using the elements a manager can grasp the situation better, and do the job accordingly. The elements are best used before or at the beginning of each project, as they help to organize the structure of the team and explains the needed abilities needed of each member in order to reach the goals.

The first element is about specialization and in the two projects it can be seen from different perspectives. As project P1 was scheduled for late spring of 2014 the author and other participants had much experience from similar projects and therefore the project planning succeeded smoothly and no important factors were forgotten. P1 was the first major project for the authot, and even tho there was a lot of material from previous years, the project planning took time and effort. P1 worked as a study base for other similar projects as some people learn best by mistake and under pressure.

The second element, departmentalization, is a major factor. In laurea UAS projects, the duties are clearly divided and responsibilities are given to personnel as the team decides. The team discusses what are each members responsibilities and might emphasise it by titles, such as marketing head. In this case everyone will know that when handling marketing, the right person to turn to is the one with the title. In P2 the titles were certainly needed, as many people were involved. They were more important for the event teams and project members that were not often in contact with each other. When in need of information, the title helped to find the right person. In P1 the titles were needed little as all members were familiar with each other.

The third element is chain of command and it tells the authority line. In Laurea UAS projects the authority line is always from mentor to project manager and forward to team members. If the customer is a company from outside the school the customer stands above mentor, and is contacted on major decisions and reports. Mentor is more present and gives advices if needed. The command inside the team depends of the team members and project manager. If the team members are relatively familiar with each other the project manager might just be a title, whereas the team works together on all factors. In both projects the authority line worked upwards and well. In P1 the mentor was more distant as the students were knowledgeable and the mento had no corrections or other comments to make, when on P2 the mentor was often present and giving a lot of advaices.

The fourth elements is span of control and is important for the manager. It measures the amount of workers the manager can control and advaice. In P1 the member number being low, the controlling and interaction was simple, straightforward and easy. There were no complications what so ever. In P2 the situation was different, and span of control way too lax. Not all students kept up with the project, and the project managers didn't always keep up with the changes. If a member failed on coming to a meeting the reason was not always clear and people needed to be tracked in order to keep on track.

The fift element centralization and secentralization is about decision making personnel. It describes the level of authority which makes the decisions. In P1 the team made decisions as a whole and facts could change fast. As nothing was set to stone there were many possible plans made and the aim was varied at different weeks of the project. All members gave ideas on fast phase and the representative was present among these meetings. In P2 all the planning was done months before implementation and the project managers knew their objectives. Whereas the decision was on the lowest member on P1, in P2 the major decision were already made beforehand.



The last and sixth element, formalization, is about standardizing a position. This changes by structure, project or team, and is defined by project manager and other factors. As the definition depends of project, in P1 the formalization was not a major factor. The projects small size and time period of implementation was too short in order for the formalization to happen. In P2 the position standards were more important as certain facts and people needed to be available all the time. The responsibilities on these jobs might have changed slightly, but the basic functions did not change during the whole project.

## 5 Survey

The survey was performed in three different levels, in working life, university teaching life and on student life. From company X two professionals answered and from university two business mentors answered. Student life sight is from authors responses and opinions. The surveys focus point is on personal opinions of facts that can have an effect on the work and questions of managers responsibilities. As the thesis, the survey is tightly linked with team work and project work related questions and is used with people who use these concepts everyday.

For the survey the author has used organizational behavior and human resource management as a theory part, because she wanted to use different opinion from people of the same field. In all work situations there is always a manager in charge, whether it is within the team or as a briefier and outside leader. A manager is the person who is responsible for accomplishing the organization's goals, and who does so by managing the efforts of the workers. The answerers are in position where they have responsibility over people and their own area of expertise. They all have team work and project work situations at a everyday basis.

### 5.1 Survey starting point

The survey is used as a way to gather information from different sources and to analyse the varied point of views. The author chose survey form of research method as surveys not only save time, but work as good delimitation. Surveys are easily transferred into databases and distributed to many people, in order to get a varied opinion. There are, however, some dull sides to questionnaires and survey. As surveys are not handled face-to-face like interviews or questionings, the respondent might misunderstand a question, there is no knowing if the answerers have experience or knowledge of the field, and response options might be unclear. In order to avoid these sides to show, the survey was implemented on people of the field, while present with the author and with explanation of structure beforehand. (Hirsjärvi & Remes & Sajavaara 2010, 195)

The survey theory focuses on organizational behavior and human resource management, and the questions are assumptive. They are statements put together based on authors own experience and on the facts. Answerers have marked down whether they agree completely, agree mostly, agree partly, partly disagree or disagree. The answers are analysed, and composed together to make a statement about the topic. As in total there are four people who answered the reliability and validity must be questioned. The author was present in survey situations in order to decrease random or incidental answers, so the answers are as accurate as possible. The answerers are from different backgrounds and have different positions, but as they belong to the same field and handle the same theory from day to day, they have the same theoretical standings. (Hirsjärvi & Remes & Sajavaara 2010, 231-233)

For the survey two mentors of Laurea, and two workers of company X were chosen to answer. In the questions there are both informal and scientific knowledge which are used to find a conclusion. The survey is based on investigative, evaluative and position taking parsing solutions. (Hirsjärvi & Remes & Sajavaara 2010, 39)

## 5.2 Survey base and respondents

The survey has the following question with five different answer categories. The answers of four professionals are included to the end of the thesis as attachments. The attachments are named by numbers in random order, by names like "a survey - 1 respondents".

Manager has the most responsibility of team goals  
 written communication is more important than verbal  
 my personality doesn't change at work  
 Stress helps me to work  
 Self-realization is important  
 teamwork is better than individual work  
 social pressure affects me  
 job description is important  
 improving skills is important  
 job satisfaction is important

At the beginning of the survey a short description of the aim of the thesis was introduced. Other questions were of the background and profession of the participants. The four professionals that answered the survey have all worked in business and project based work life. Three of the four were women. They all had education connected with leading, producing or management.

### 5.3 Validity and reliability of the survey

Validity and reliability refers to terms that are used when evaluating someone or somethings worth and truthfulness. Validity is a test, interview or other way of measuring directly if the given information matches the score or function. The term is often used when ensuring the standard of a function. Reliability refers directly to the consistency of a test. It is used in employer screenings and other testings. Reliabilitys aim is to use several outcomes nad compare them with each other in order to see if they are reliable. (Dessler 2009, 148-149)

Validity is divided into three different subcategories by the pupose. First one is the test validity, which means lliterally measuring the accuracy of a function designed for a need. It literally answers the questions, when the other two are used to demonstrate the test's validity. The second is the sriterion validity, which uses predictors compared to criterion. In other words it draws direct conclusions from the early given information and the results. the third and last is content validity, which is a test with content valid to the job or position in question. it is often used directly in interviews or recruitment processes. (Dessler 2009, 148-151)

In reliability there are several ways of testing consistency and reliability of a test. The two most common ways are retest estimate and equivalent-form estimate. Retest estimate is when administer the same test two times with some time between, and later on compare the results with each other. The equivalent-form estimate also consists of two tests both with the same subject and similar content, but organized differently. Last one is internal comparison estimate, which uses an estimate from overall outcome of the test as a way to compare an individuals success. The tests are internal and often repeatative, and therefore companies tests usually hold the same content. (Dessler 2009, 148-149)

The validity and reliability of the survey was implemented with delimitation and high boundary conserning professions. As the surveys main topics focus on teamwork, management and individual traits, the chosen candidates to answer the survey were all people who had worked in these conditions several years. Second point was that the writer of the thesis had first hand experience of the surrounding circumstances. The mentors and co-workers from internship are all familiar people, and the author knows them not only by their habit of working, but also other influensial matters. These are for example personality and normal behavioral patterns.

The sampling of the professionals as well as few other fatcs have an effect on the reliability. The time each answerer had in usage was long, and in most situations the author was present. The change of having the maker of the survey present assisted the professionals in answering, as questions and remarks could be made verbally. This is major factor for validity.

#### 5.4 Surveys theory and question explanations

The theory used for the survey is human resource management and organizational behavior. All the questions are relevant on the facts the author wanted to focus on: the tasks of the manager, and facts that affect your own contribution or behavior in work related issues. Facts that can affect a team's output can come from outside and inside of the team, and to the inside developments a manager can have an effect. The team consists of individuals, and everyone has different characters and traits. The author deemed it important to know individual opinions and concerns that can have an effect on a person's work productivity as well as perceptions on managers responsibility.

A manager's position is determined by the company through job analysis and job description. However, many of the things that ensemble the manager's work cannot be written down. Management is crucial in different types of companies and it can be implemented in several ways. The company must identify the job duties and find out what type of person is needed for it. A person's personality and behavior is important when choosing a management personnel, but it will also have an effect on other workers. The responsibility, behavior and actions will show the staff what is expected of the management personnel. If the management personnel is overworked and stressed, no worker will approach them in smaller issues. In the same sense the personnel might treat the workers as subjects or in a ruling sense, which on a long run is not beneficial for team work.

##### 5.4.1 Surveys questions, theory and analysis

In order to get a better understanding how and why certain questions were chosen, the author decided to write a description of each question and the answers. The parts will explain the theory and the aim of the questions. The question answers are gone through in overall view during the parts, but the total surveys can be found included at the end of the thesis.

##### 5.4.2 Managers responsibility

When asking does the manager hold the most responsibility of team goals, definition of manager is obligatory. Leadership and management is often confused with each other. A manager works for the leaders, making sure the vision and strategy set by them is implemented. They are in charge of coordinating and organizing the organizations levels, and handling problems that occur. So in other words they are mostly in charge of the team goals, but it is the leaders task to be certain to give accurate instructions for the manager. (Robbins & Judge 2009, 419)

Performance management helps in identification of work responsibilities as well. It is a process which managers use in order for companies to ensure that employees work towards the company's goals. The basis consists that the manager trains, practices and defines the work tasks of an individual, and in the end is rewarded for their achievements. The process does not only help the employees to define their duties, but also help the company achieve more potential workers and refine the responsibilities of the particular work position. Performance management is a repetitive process which uses identifying, measuring and developing performance as its tool. (Dessler 2009, 212-214)

The answers were neutral or agreeing here. All participants thought that a manager has some responsibility over the team and its actions. It is questionable what falls to the responsibility area of the manager, and are they responsible of the overall outcome of the project, but managers are to work with the team in order to reach a goal pointed by leaders. In all projects or companies it is necessary to pinpoint the tasks and responsibilities of an individual right from the beginning. This helps to ensure that certain things are done and the team will not forget any crucial parts.

#### 5.4.3 Written and verbal communication

Function of communication in an organization is to control, motivate, express emotions and give information. In formal companies and work life written information is important as communication channels are huge, they vary and information has to be able to be found. There are also some procedures and regulations when contacting certain parties. The communication channels can be divided into two: formal channel and informal channel. This is decided by the sender to refine the message to the receiver. Formal channels are formed by the organization and transmit that are work related, when on the other hand informal channels are social or personal, and often form out of spontaneous act or as an individual choice. (Robbins & Judge 2009, 382)

Verbal communication has many strong points when considering with amount of information and impact. Formal channels and written communication is more official and should be used in big organizations, where the data amount is large. In need of the information, it can be easily found and confirmed. Verbal communication has a different impact. When talking directly to people, a person can relate, feel the others emotions and answer accordingly. The words "I'm sorry", usually have more of an effect than actions made by a company. Verbal communication is more personal and gives you a sense of importance. It also often prevents misunderstandings from forming. When having a verbal conversation the communication flow works both ways, questions can be made and ambiguity can be overcome.

The answers were totally on disagreeing side. Written communication is important, but not more important than verbal. Written information is important when using formal channels, contracts or agreements, but in everyday situations verbal agreements are often made to speed up procedures. This is common in business environment, through telephone calls and meetings, where the content of information and overall situations change quickly.

#### 5.4.4 Personality changes in work life

The definition of personality is, that the sum total of ways in which an individual reacts to and interacts with others. This definition spouts from a psychological system, because when talking about personality it doesn't mean attitude or a smiling face, but the dynamic concept describing the growth and development of a person. It concludes the whole of a person's psychological system rather than just looking at parts. When people usually talk what type of person is in questions, they talk of personality traits. These are definitions such as lazy, shy, ambitious, loyal or timid. Researchers have found that the biggest behavioral fact affecting at work life is consciousness. This is also defined with the big five personality models, which states that those people with people with this trait are more focused on their job and make more effort in order to reach their goals. (Robbins & Judge 2009, 138)

Certain types of people are perceived to have the right traits for different positions. For example a leader is thought to be charismatic, but fact is that people look at the world differently and this changes how they are at work. To a person who thinks of their family as the most important and of work as a tool can work in a job that doesn't satisfy them wholly, when on the other hand a person might find deep meaning in a job that gives them mental support. The situation the person is in changes the way they see the world, what they want to do in it and what they want to achieve from their work as well. When the workers have these different point of views they will act differently. To a person who the work does not seem pleasing or interesting, he or she will not give it all they have got or feel the need to get along with coworkers. It is not that the personality changes in the work place, but the situation changes the persons way of working.

The respondents felt that they don't notice a difference in their personality. The answers were half neutral and half mostly agreeing. Either it is that all the participants are already so accustomed to their jobs that don't notice any change, or they are the same at work and home. The traits of working enthusiastically and worrying over ones image is very common for new workers. Another possibility is that they themselves don't notice their change of personality. They might be so used to their jobs and the work atmosphere, that they don't realize any changes.

#### 5.4.5 Stress in work life

Stress is not necessarily a bad thing, this depends on the situation and the cause. In certain situations stress can help to motivate, boost or positively challenge a person. Typically, stress is associated with demands and resources. Demands for workers come from above and are responsibilities, pressure and obligations for the person. Resources are the circumstances that are within individual's control, facts that help resolve the demands. The fact if stress affects a person on a positive or negative way is up to the person. The leaders and managers can encourage a worker to use the stress as an advantage, but leaders do not encourage workers to feel stressed. (Robbins & Judge 2009, 671)

Problems that usually arise from job stress are alcohol or drug related, but this doesn't exclude external factors. Stress can lead to burnout and other serious consequences, such as raising the possibility of dreadful diseases like Alzheimer's or depression. This often turns against the employer as well, when the lowered work quality turns into medical bills. The employer can help reduce the stress level by some simple tactics and changes. It is easily done by providing nice and comfortable work places with excellent equipment. The employer can also have an effect on the atmosphere at work by providing activities outside of office, throwing of campaigns that bring the workers closer to each other, or by having get-togethers for the workers. (Dessler 2009, 362-367)

The opinion of the professionals was divided, with three agree mostly and one partly disagree. However, as the stress and the interpretation of the concept often varies from person to person, it is hard to come up with an opinion. Even if the outcome of the survey was that mostly they agreed, this is only the opinion from four people. In business life stress is sought out to be a challenge, not a disadvantage. The people who work in business live in an ever changing world, where adaptation and changes happen often. These people have chosen this way of life themselves, so it is predictable that they see stress as an advantage point.

#### 5.4.6 Importance of self-realization

Self-realization is an active way of implementing new ideas and thoughts that sprung from the person themselves. Creating and trying is the way people have found the most effective way of doing tasks throughout the centuries. Some of the biggest inventions have been made by accident. In some jobs, for example teacher, the position is somewhat lenient and allows the person to try new things and attempt to find more efficient ways. People who work long on one job, start to think how something could be done better and improved. This desire can

come from laziness or from the desire to make things easier for certain group. Some companies give rewards to personnel who come up with good suggestions.

When working in teams or as superior it is easy to bring someone's self-esteem down. When a person has no self-esteem, they will not bring their ideas out to the open and tell them out loud. It is up to the company and management personnel to ensure that people with ideas come forth. As said this can be encouraged with rewards and prizes, but it also can be easily affected by work environment. In some jobs it is a requirement to come up with several new ideas every week, and these companies offer new learning possibilities and extra activities to keep their workers fresh and idea ready.

From the participants two agreed completely and two mostly agreed. In this case, it is good to notice that all the professionals come from a field of study where constant changes are made. Business environment is an ever-changing and evolving field, where new ideas can either mean the destruction of a company or the infinite success. In most jobs some level of self-realization is important so the employer will know what the thoughts of the workers are. They will notice first if something in the structure, procedure line or customer service is not working.

#### 5.4.7 Teamwork and individual work

In teamwork people work together sharing a common goal, when working individually towards a goal you don't have to worry about others' opinion or time scheduling. In individual work, the tasks are done quicker and they follow the same design all the way through, but consist of one opinion. When working in teams, people share ideas and perform above their own level. It is hard to get the tasks organized, consistent and it takes longer, but usually is much more precise and more comprehensive of the subject. (Robbins & Judge 2009, 318-356)

A team that works well is like an individual, because they have a common goal and they like to work with each other. A team will rarely get stuck with the task at hand, when an individual can experience hardships or lack of inspiration. On the other hand it is a sad fact, that teams don't often qualify as well as described or assumed. In teamwork encouraging and low level of initiative is a strong point for open communication, and members will have easier time expressing their opinions. This is hard when everyone has their positions in a group, when one specific person is responsible. These situations often lead to the uncomfortable situation, when a personnel blames their boss of bad instructions. (Wheelan 2013, 68-90)

From the respondents two were neutrals and two agreed mostly. In their positions all interviewed people need to make decision by themselves but also be able to work in teams. As



all of them are responsible over their own field and of other people as well, it is expected their opinion would lean on teamwork. In a company dealing with event marketing business and especially at school, the staff or students would never be able to work on their own if they were not guided at the beginning, but in the end given free reigns over their duties. Company staff or students can't of course decide major outcome on their own, and they are obliged to report and keep the leader, manager or mentor informed. In the end if not given some responsibility and a change to work as a part of a team they will not learn anything, and will never be able to perform in workteams.

#### 5.4.8 Social pressure in work life

Social pressure is something that can effect a person in several different ways. Connected to work life it can be seen as lack of communication, withdrawn feedback or other responses. If the society sees smoking as a bad custom, it might effect the smoking persons breaks or image as a person. Others might think of him or her as a person who doesn't care of health and other matters. It can be an assumption made by a co-worker that as you are working in marketing, you are talkative. This kind of assumptions and stereotypes can affect how people will behave.

Social pressure comes from peer pressure. Peer pressure happens often in organizations with departments and teams, when values and attitudes collide. It affects the person's behavior and can affect the flow of information in most cases. A manager that has been branded strict or demanding by workers will be hard to approach even if the statement is false. Rumors and gossip is one way of finding a common interest between workers. but it usually involves someone and degrades them. It is easy to categorize people by country, profession or interests, but it does not serve a common good.

The participants answered by two neutral and two mostly agreeing. The statement of social pressure affecting your work life is linked to the type of work. As two of the answerers are teachers by profession, they have the privilege of making decisions and planning on their own. In this the work is not affected by social pressure directly. At most it can affect how the person comes along with other workers, students and staff, and it will have an impact on work environment. The other two answerers work in team and are more open to the effects of social pressure.

#### 5.4.9 Importance of job description

The most familiar use of job description is recruitment, but job description also helps you to refine your work on a different level. A job description is lead on from job analysis, which is

the specification of duties and skills a person will need for the job. Job analysis also gives way into what type of person should be hired into the position. The analysis uses several ways of gathering information, such as interviews, questionnaires, observation and participant diary. These methods are used in order to get a varied responses what the job is, what skills are required in it and what type of person would be most fit for the position. Using the results, the employer can write a specific job description. (Dessler 2009, 102-109)

The job description gives an employee forward information about their duties. It will always include a summary of the job, scope and impact of job and required knowledge and experience. Other information such as the job title, location and length of the job are also included into the description. The job description presents the responsibilities and duties for the job in a list or text. These will not only help the employer to find people who are certain of their abilities, but also delimits people of low confidence. All jobs have a standard of performance, and sometimes it is already in the description. (Dessler 2009, 103-108)

From the professionals three agreed mostly and one was neutral. When it is important for the employee to know the jobs duties and responsibilities, it is more important for the employer. The employer needs the list of duties in order to evaluate and degree the workers output. A job description is an outcome of job analysis, that helps th company to specific the jobs. in order to determine the companys strategy and structure, the performance of workers must be defined correctly. This is not only to find the person's responsibilities, but to settle heararcy levels as well. It is very common that people might find others offensive when they step into employees field of duties and responsibilities. This however, is usually done by accident, but can easile be evaded with good structure and specifications of duties. (Dessler 2009, 102-120)

#### 5.4.10 Importance of skill improvement

Learning is defined as a relatively permanent change in behavior that occurs as a result of experience. As most of our learning is done when under thirty years old and as a student, our early years partly define us as a worker and person. However when riding along globalization and changing business life, the updating, improving and re-training is part of life. Technology and constant changes in work environments change the way a worker sees themselves and their surroundings. It is up to the person to choose wether to embrace the change or fall out of the worklife. (Robbins & Judge 2009, 88)

In all employments the structure of the organization, the way of handling information flow and manners in which duties are performed change over time. The improvement during the last decades has been huge and people with education backround from ten years ago are al-

ready outdated. Organizations keep their workers updated on crucial matters and organize training trips, lectures and skill refinement classes. The learning itself always has to spring from the person in question. Even if the employee offers the way to improve ones abilities and skills, it is up to the person to learn.

From the professionals three completely agreed on this matter and one mostly agreed. It is a motivation based procedure to learn new things and therefore important to the person, that they are interested of their own job. Today the technology has the most changes on the work duties and handling responsibilities. When dealing with changing procedures, the staff needs to be interested in developing the process further towards improvement. To learn new is to observe their job from a new perspective and it gives not only new ideas, but keeps the work fresh and interesting. In a manner of sense learning is motivating.

#### 5.4.11 Importance of job satisfaction

Job satisfaction is a measurement of feelings an employee feels towards their job and employer. It is linked to attitudes in organizational behavior. Organizational behavior handles job attitudes as they are a way to evaluate a workers, objectives or events state. Job satisfaction is one of the these, as it measures the positive feeling of one's job. Some other ways of measurement of attitude are job involvement, organizational commitment organizational support or employee engagement. Organizational behavior gives high importance to job satisfaction and positive attitude at worklife, as it effects the output and atmosphere of a company. (Robbins & Judge 2009, 106-116)

There are many things that affect the job satisfaction. Most common is that a person likes his or her job. This increases the job satisfaction of a person, but other things such as supervisor, work environment, employer's assessment, advancement opportunities or pay have an impact as well. It is fairly difficult to estimate a person's job satisfaction and there are only two widely used approaches. One is global rating, which is basically an overall questionnaire conducted by the company, when the second, summary score made of a number of job facets, is slightly more precise. It focuses more on the different factors that effect on job satisfaction. The cause of job satisfaction is a different matter. (Robbins & Judge 2009, 116-119)

Google is often given as an example as a good place to work, and this is because they put so much effort into job satisfaction. Offering chef cooked meals on workplaces and giving large holidays is one way of ensuring the workers like their job and come along well with the company. Other things are for example a fact that has been noticed between people who live in poverty and people who have comfortable level of life. The people living in poverty feel less

satisfied with their payment than those in comfortable level. The people of comfortable level don't have that high difference when compared, but their own differences of earning more or less than the other does not have an effect on job satisfaction. Other things like personality and self evaluation has an effect as well. (Robbind & Judge 2009, 106-120)

From the results three agreed completely and one mostly. As job satisfaction has considerable effect on employees and workplace it is considered to be increasingly important. In the last decades companies have started to offer more services for their own employees. A simple example of this is childrens afternoon club or masseur and other health care services. The lack of job satisfaction will become more expensive for the company on the long run. It will affect the customer services and job performance, it will show as an absenteeism and workplace deviance. These will become an expensive payoff for the company. A model gain by the exit-voice-loyal-neglect framework is one way of measuring the effect of job dissatisfaction. (Robbins & Judge 2009, 121-126)

## 5.5 Results

The overall results are that a person is responsible of their own job and duties. The person working for a company knows their responsibilities and duties, and should understand their standing inside the company. The job description gives a base on how to work and the employer will hire try to hire the right person for the position. However, when this is done, the person in the position should understand not only why they were chosen but the positions placing in the company. If the person cannot focus on their area of expertise and is offended by others, then they don't perform like a professional. Of course this is not as simple as it makes it sound, no person can argue without another, but in this case the management personnel is available.

An employers task starts before the hiring process and doesn't end as long as the company stands. The structure and positioning of people's duties is something that has an effect on the output of an employee. Without the right responsibilities, self-realization opportunities or manager the structure will not hold. A managerial task should be given to someone who understands people and is good at seeing not only the goals but the different parts of a project and a team. It is good to have a manager who can lead, but the team will never move forward if the workers don't seize their own responsibilities.

A company is highly responsible for its workers. After the recruitment process and forming of teams, the goals and positions of workers must be defined more specifically. A worker who can give their expertise to another person, who can comment and refine it is what companies search for. A combination of teams inside a company is the seen as the most effective way of

working. A manager of internal affairs of a company can't do their duty correctly, if they don't receive all the data from manager responsible of communications. In the survey the only question the answerers disagreed on was about verbal and written communication. One can't determine the importance of one over another. They both are needed in a company and are often slightly combined with each other.

The results sorted out from the survey are quite connected to each other. An employee, employer and manager all have duties they must consider before and after taking on the task. All of them have responsibilities over others and themselves and need to work together in order to make a success happen. The employee is in a position when they need to seize their responsibilities and get along with people. A teamplayer is someone who can relate and sees others as a way to learn something new. The employer is responsible for its workers, and if it keeps the work circumstances high, the quality of work will be high. In this way they both get benefits from each other. The management personnel is someone who must understand the circumstances, goals and be a teamplayer. A manager's duty in the beginning is to lead the team towards the goals, introducing new ways of planning and implementation and be there for the team. An excellent manager, however, is someone who can step behind and work side to side with the other team members when the time comes. Management is always responsible of informing the employer of needed information and support.

## 6 Conclusion

The conclusion on the thesis on management issues is that a manager is responsible to both directions, the employer and employee. The information flow between the two hierarchy levels and understanding of each other. A manager is not all powerful, and cannot have an effect on the team's output the whole way. The manager's duty towards the team is to be there in the beginning and guide the team members towards a portioned specialization. All the team members should have an area of expertise and work together to solve the problems of each area.

A good manager is not necessarily charismatic or charming. What is needed from a good manager is understanding of their surroundings, responsibilities and team members. In understanding their team members the manager can decide who can work individually or under stress. This helps when assignments or other tasks are distributed. It also helps the team to get along and the manager in spotting the potential for improvement. A good manager knows when is the right time to step aside from leading the team and working with the team.

As the objective of the thesis was to find what are the responsibilities of a project manager during team forming and management, it can be seen that the aim of the thesis was found.

During these phases the responsibilities of a project manager are slightly different from the hierarchy level. In the team forming level the manager has more responsibilities as the team is more open to changes and structure movements. On the management side the team is already functioning and needs only some encouragement and directioning. At this point it is more up to all team members how the team works than the project manager. That is without forgetting, that a manager needs to be able to see when someone is able to improve themselves and encourage them into it.

#### 6.1 Theory, projects and survey comparison and conclusions

The theory and answers from survey were both close to each other and no major surprises were discovered. On the otherhand, the projects were more open and the faults and success could be seen more closely. The theory about team forming and of organizational structure are both linked closely to the projects and everyday business life. To all of the answerers these matters form in everyday worklife. The theory explains why certain choices and plans should be made before hand and it prepares people towards the challenges, but even so it does not hold all the answers.

From the projects it can be concluded that in P1 the team formation was quick and worked well as the team was small and all team members knew each other before hand. The work was more project like and didn't feel like work at the time. The setbacks were the limited members, as two or three more could have resulted in much more efficient results. In P2 the success was that all events were carried out with the planned content, but it caused the project managers major case of stress and overwork to keep everything together. P2 project suffered from the lack of fourth element of organizational structure: span of control. The size of group of people that the project managers had in control were simply too huge.

The survey as said, didn't cause any major surprises. All of the professionals are well aware of the theory in organizational behavior and human resource management. They had though the facts through in a daily basis before even answering the survey. This not only increased the accuracy of answers made by the respondents, but gives more knowledgeable response to the questions. All of them work with project work at a daily basis, two of them within one and two as supervisors and advisors. This also gives connections with management and team forming theories as the professionals point of view is divided evenly with the theory.

## 6.2 Success and failure

The key point is what is success. A success can be measured from different point of views and this defined what is considered to be success. From the authors point of view the objective was to measure the tasks of a manager, how a team member affects a team and the overall duties and responsibilities a manager has. The reason was to find out what makes a good manager. As it was deducted that a good manager is someone that works on two directions, taking people into consideration and for the team, it can be concluded the thesis objective was successfully found. The overall thesis subject and aim were met and collected together.

A failure on the thesis could be considered the shallow amount of answerers on the survey. The amount was limited to begin with as all of them needed to be from this field and connected to the author, not many could be chosen. However, multiple other ways could have been considered in order to gather more data in order to get more varied responses.

## References

Dessler G. 2009. Fundamentals of human resource management; content, competencies, and applications. New Jersey: Pearson Education Ltd.

Hirsjärvi S./Remes P./Sajavaara P. 2010. Tutki ja kirjoita. 15th-16th Edition. Hämeenlinna: Kariston kirjapaino

Jalava U./Virtanen P. 2000. Innovatiiviseen projektinjohtamiseen. Tampere: Kustannusosakeyhtiö Tammi

Lämsä A./Päivike T. 2013. Organisaatiokäyttämisen perusteet. Porvoo: Bookwell Oy

Robbins S.P./Judge T.A. 2009. Pearson International Edition, Organizational Behavior. 13<sup>th</sup> Edition. New Jersey: Pearson Education International

Wheelan S. A. 2013. Creating effective teams, a guide for members and leaders. 4<sup>th</sup> Edition. United States of America: SAGE Publications, Inc.

Viitala R. 2013. Henkilöstöjohtaminen, strateginen kilpailutekijä. 4th Edition. Helsinki: Edita Publishing OY

Young T.L. 2008. Successful project management. 2<sup>nd</sup> Edition. great Britain, Cornwall: MPG Books Ltd.



## Illustrations

Caption 1: Captions are written by clicking the “Insert Caption”-button found in the References tab ..... **Error! Bookmark not defined.**

## Figures

Figure 3 - Structure of project P1

Figure 2 - Structure of project P2

Tables

Appendixes

Appendix 1

---

**A Survey for a thesis on management and project work**

The author of the thesis would like your opinion for this subject. The thesis deals with management and teamwork. Author has used organizational behavior and human resource management as a theory part, but would also like to use different opinion from people of the same field. Therefore it would be wonderful for you to answer below.

Background information:

1. gender?

male / female

2. Education and background?

AMK restonomi / palvelujen tuottaminen ja johtaminen

---

3. Profession/position at the moment?

Project coordinator / social media

---

4. Professional activity/experience in this particular position in years?

3 years

---

Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organization, for the purpose of applying such knowledge toward improving an organization's effectiveness. An organization consist of a group of people with assigned roles who work together towards a common goal. In all work situations there is always a manager in charge, whether it is within the group or as a briefer and outside leader. A manager is the person who is responsible for accomplishing the organization's goals, and who does so by managing the efforts of the workers.

Questions:

cross the right answer.

Questions	Agree completely	Agree mostly	Neutral position	Partly disagree	Disagree
manager has the most responsibility of team goals		x			
written communication is more important than verbal				x	
my personality doesn't change at work			x		
stress helps me to work		x			
self-realization is important	x				
teamwork is better than individual work		x			
social pressure effects me		x			
job description is important		x			
improving skills is important	x				
job satisfaction is important		x			

**Thank you for answering!**

---

Appendix 2

---

**A Survey for a thesis on management and project work**

The author of the thesis would like your opinion for this subject. The thesis deals with management and teamwork. Author has used organizational behavior and human resource management as a theory part, but would also like to use different opinion from people of the same field. Therefore it would be wonderful for you to answer below.

Background information:

1. gender?

male / female

2. Education and background?

Managing director, producer OMBA

---

3. Profession/position at the moment?

Managing director, producer

---

4. Professional activity/experience in this particular position in years?

10 years

---

Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organization, for the purpose of applying such knowledge toward improving an organization's effectiveness. An organization consist of a group of people with assigned roles who work together towards a common goal. In all work situations there is always a manager in charge, whether it is within the group or as a briefer and outside leader. A manager is the person who is responsible for accomplishing the organization's goals, and who does so by managing the efforts of the workers.

Questions:

cross the right answer.

Questions	Agree completely	Agree mostly	Neutral position	Partly disagree	Disagree
manager has the most responsibility of team goals	x				
written communication is more important than verbal					x
my personality doesn't change at work		x			
stress helps me to work		x			
self-realization is important	x				
teamwork is better than individual work			x		
social pressure effects me			x		
job description is important		x			
improving skills is important	x				
job satisfaction is important	x				

**Thank you for answering!**

---

Appendix 3

---

**A Survey for a thesis on management and project work**

---

The author of the thesis would like your opinion for this subject. The thesis deals with management and teamwork. Author has used organizational behavior and human resource management as a theory part, but would also like to use different opinion from people of the same field. Therefore it would be wonderful for you to answer below.

Background information:

1. gender?

male / **female**

2. Education and background?

Master of Business Administration

---

3. Profession/position at the moment?

Teacher /lecturer

---

4. Professional activity/experience in this particular position in years?

over 10 years as a teacher (5,5 years as a lecturer in Laurea)

---

Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organization, for the purpose of applying such knowledge toward improving an organization's effectiveness. An organization consist of a group of people with assigned roles who work together towards a common goal. In all work situations there is always a manager in charge, whether it is within the group or as a briefer and outside leader. A manager is the person who is responsible for accomplishing the organization's goals, and who does so by managing the efforts of the workers.

Questions:



cross the right answer.

Questions	Agree completely	Agree mostly	Neutral position	Partly disagree	Disagree
manager has the most responsibility of team goals		x			
written com- munication is more im- portant than verbal				x	
my personality doesn't change at work		x			
stress helps me to work				x	
self-realization is important	x				
teamwork is better than individual work		x			
social pressure effects me			x		
job description is important		x			
improving skills is important	x				
job satisfaction is important	x				

**Thank you for answering!**

---

Appendix 4

---

**A Survey for a thesis on management and project work**

The author of the thesis would like your opinion for this subject. The thesis deals with management and teamwork. Author has used organizational behavior and human resource management as a theory part, but would also like to use different opinion from people of the same field. Therefore it would be wonderful for you to answer below.

Background information:

1. gender?

male / female

2. Education and background?

Master's degree in chemistry and business administration

---

3. Profession/position at the moment?

senior lecturer

---

4. Professional activity/experience in this particular position in years?

16 years

---

Organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organization, for the purpose of applying such knowledge toward improving an organization's effectiveness. An organization consist of a group of people with assigned roles who work together towards a common goal. In all work situations there is always a manager in charge, whether it is within the group or as a briefer and outside leader. A manager is the person who is responsible for accomplishing the organization's goals, and who does so by managing the efforts of the workers.

Questions:  
cross the right answer.

Questions	Agree completely	Agree mostly	Neutral position	Partly disagree	Disagree
manager has the most responsibility of team goals			x		
written communication is more important than verbal				x	
my personality doesn't change at work			x		
stress helps me to work		x			
self-realization is important		x			
teamwork is better than individual work			x		
social pressure effects me		x			
job description is important			x		
improving skills is important		x			
job satisfaction	x				

is important					
--------------	--	--	--	--	--

**Thank you for answering!**

---