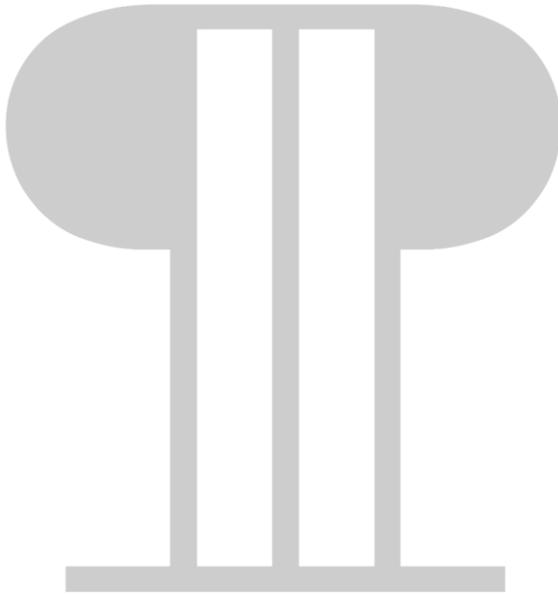


Annotated Bibliography

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1. Annotated ~~bibliography~~ **Bibliography**

The **D**esign or **S**tructuring of **P**roject **T**eams

1.1. :

1.1.1. Resource One

~~Resource:~~ Ford, R. C. and Randolph, W. A. (-1992). Cross-functional structures: A review and integration of matrix organization and project management. *Journal of Mmanagement*, 18(2), pp.267-294. <https://doi.org/10.1177/014920639201800204>

~~This The article provided focuses on providing readers~~ an understanding of how definitions and implementation strategies surrounding organisational ~~matrixes~~ and functional structures have evolved ~~in-over~~ the last three decades. ~~Ford and Randolph~~ ~~The compared research method utilised by the articles authors is through a literary analysis. The authors have taken a sample of articles and journals written since the from~~ 1980 ~~onwards,~~ ~~comparing each author's understanding by~~ assessing the advantages and disadvantages of ~~the~~ cross-functional structures ~~as well as and the~~ project ~~matrixes~~ listed in each source.

~~In reflection, the authors~~ ~~The authors~~ ~~correctly~~ stipulated that project management does not utilise a single functional structure, ~~but however rather~~ ~~utilises~~ an 'overlay' to ensure fluid movement across all aspects of a project. ~~However, w~~ ~~Whilest~~ the use of an 'overlay' does increase communication between functional managers and the overall project manager, ~~as stated by the authors,~~ it does not guarantee a high level

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Commented [CE6]: Please note that the preferred plural of 'matrix' is usually 'matrices', not 'matrixes'.

of information flow. ~~In addition~~ Further, the use of an 'overlay' ~~does present~~ leads to conflict in three areas ~~of conflict~~; schedules, priorities and resources ~~owing to the contrasting responsibilities of~~ —. The project manager and functional managers ~~will often hold contrasting responsibilities, leading to conflict in the three areas identified.~~

The key point found in this article is that to successfully utilise a project matrix or cross-functional structure, frequent and high-quality communication must be maintained.

The article accurately describes the cross-functional structure adopted by Toll for the NMS project. It examines the need for clear and frequent communication and ~~further~~ discusses the project manager's role in utilising the ~~discussed~~ cross-functional structure to influence resources and scheduling.

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Resource Two

~~Resource:~~ Rauniar, R. ~~and~~ & Rawski, G. (2012). Organizational structuring and project team structuring in integrated product development project. *International Journal of Production Economics*, 135(2), pp.939–952.

<https://doi.org/10.1016/j.ijpe.2011.11.009>

In this article, This article Rauniar and Rawski ~~examines~~ examined integrated product development (IPD) ~~management, which makes use of organisational structuring and~~

~~front-end project delivery, with a particular focus on cross-functional structures. The study was based on case data from the United States' automotive industry and a literature review.~~

~~utilising organisational structuring and the implementation of front-end project delivery. The authors have employed a research method of collating case for analysis as well as of related articles.~~

~~U data from the United States Automotive Industry conducting a comparative literary review~~
~~The authors~~

~~It is noted that there is a particular focus on cross functional structures as they discuss IPD. The author's referencereed to to cross-functional relationships in their discussion of howstates that poor management practices during the initial stages of a project can have a degrading effect on the overall management of the organisation. However, The authors also highlighted a contrasting point, stating that identifying a key strength of cross-functional structures identified within the article isto be the use of different project manager types; heavy-weight, light-weight and an autonomous team, which~~

~~The project manager types help to ensure that poor management practices are avoided. Whilest the limited scope of the study allowed provides for more in-depth analysis, there wasis minimal discussion and analysis undertaken onof other structures similarly suited for front-end project delivery.~~

~~The authors concluded Conclusions drawn from this article reveal that the that team structuring begins with the selection of the correct project manager type and the selection of the right team members. They also It can further be found that successful~~

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IPD and front-end management within an organisation ~~needs~~ requires clear decision-making and strategic alignment of ~~the~~ project outcomes.

~~Within the article, On the NMS project, TRL employs the heavyweight project manager type described in the article as heavyweight, is the type of manager employed by TRL on the NMS project.~~

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~~Within the article, the project manager type described as heavyweight, is the type of manager employed by TRL on the NMS project. This is due to because TRL's use of utilises a permanent project management team that specialises in complex, multi-company projects. Lastly, Another correlation can be found between this article and the TRL project management team in the sense is that the TRL project manager was selected first, followed by the selection of other team members.~~

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Collaboration in the ~~P~~project ~~E~~environment:

Resource One

~~Resource:~~ Arnison, L. ~~and~~ & Miller, P. (2002). Virtual teams: ~~a~~ A virtue for the conventional team. *Journal of Workplace Learning*, 14(4), ~~pp~~ 166-173.

<https://doi.org/10.1108/13665620210427294>

~~The article written by~~ Arnison and Miller ~~examined~~ studied the adoption of virtual team characteristics exhibited by face-to-face teams by examining a number of companies that utilise virtual teams and the virtual team characteristics within face-to-face teams. ~~The authors~~ ~~It further~~ ~~argued~~ s that the definitions of face-to-face and virtual teams have shifted. ~~The research method employed was to examine a number of companies that utilise virtual teams and virtual team characteristics within face to face teams.~~

A key point ~~is~~ raised by the authors ~~isn~~ is that the evolution of communications technology has led to a faster-paced business environment in which communication has become almost instantaneous. This expectation within the workplace has fostered an environment in which virtual teams have become a reality, rather than a possibility. This shift has affected interactions both within organisations and with external stakeholders. ~~This shift has occurred both within the same organisation and when engaging with external stakeholders.~~ A challenge raised by this shift ~~is~~ that a loss of identity ~~by~~ team members experience a loss of identity within a virtual team environment. ~~This requires,~~ which requires the team leader to initiate clear and constant communication ~~initiated by the team leader~~ to foster collaborative discussion. The authors conclude ~~A conclusion drawn from the article, is that whilst~~ although virtual teams ~~have now become the norm~~ are now commonplace, there is still place for face-to-face communication, ~~even with the adaptation of virtual team characteristics through technological advancements.~~

~~Due~~Owing to the nature of the NMS project, ~~there are similarities between the day-to-day~~ day conduct of the project management staff at TRL and ~~links can be found between~~ the practices described ~~in this article. within the article above and the day to day~~ conduct by project management staff at TRL. For example, the communication between TRL and the other Toll participants is most closely aligned with virtual team characteristics due to the physical distance and the use of technology to communicate, ~~for example: however, -~~ ~~t~~The communication between TRL and their client, ~~the~~ Department, is predominant~~ly~~ly conducted through face-to-face interaction.

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Resource Two

~~Resource: De~~ Clercq, D., Thongpapanl, N. T. ~~&and~~ Dimov, D. (-2011). A ~~Closer-closer~~ Look-look at ~~Crosscross-Functional-functional~~ Collaboration-collaboration and ~~Product-product~~ Innovativenessinnovativeness: Contingency ~~Effects-effects~~ of ~~Structural-structural~~ and ~~Relational-relational~~ Contextcontext. *Journal of Product Innovation Management*, -28(5), pp-680-697. <https://doi.org/10.1111/j.1540-5885.2011.00830.x>

~~In this article, De Clercq, Thongpapanl and Dimov~~

~~The authors examined~~looks at how ~~the~~ intra-organisational context can influence ~~the~~ relationships between cross-functional collaboration and product innovation. The ~~authors' research method undertaken by the authors was to~~ conducted a case study of

232 firms ~~to,~~ ~~gain~~ing an understanding of the advantages and disadvantages of differing practices within the workplace.

~~A key reflection found within this article is that w~~The authors found that while~~st~~
cross-functional structures encourage collaboration with~~in~~ a workplace or between
departments and /companies; ~~it~~they ~~does~~ not ~~necessarily~~ guarantee that such~~e~~
behaviour will occur. The ~~authors~~y ~~identified~~y that collaboration is separated into
two parts: ~~;~~; structural ~~context~~ and relational context. ~~S~~The article reflects that the
~~structural~~ context is important in creating the environment on which a collective
collaborative foundation is built. Conversely, it is the relationships between ~~the~~
functional departments that focus on turning collaboration into product innovation. (A
secondary point raised ~~by the authors~~was the idea of trust and goal congruence in
ensuring collaboration.)

~~In contrast,~~ ~~t~~The authors also identify~~noted that~~ a limitation ~~of~~f their study was that
it did, ~~as it does~~ not examine the day-to-day challenges associated with the
implementation of relational and structural contexts. ~~With~~In their arguments, the
authors ~~have placed a strong~~focused on the positive outcomes of collaboration, but,
~~however~~ they ~~do~~did not explore any consequences that ~~it~~collaboration may
~~hold~~have.

The authors raised d points regarding the importance of trust and goal congruence
between project team members and highlighted the importance of ensuring that all
functional and project managers have the same view of the project's end state. ~~T~~The

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concept of ensuring that each department or company shares the same overall goals and expectations relates directly to a number of communication incidents raised ~~within by~~ the NMS project. ~~Upon reflection the article highlights the importance of ensuring all functional and project managers have the same view of the project end state.~~

Creating a Productive Project Environment:

Resource One

~~Resource-~~ Westover, J. H., Westover, A. R. ~~and &~~ Westover, L. A.; (2010). Enhancing long-term worker productivity and performance: The connection of key work domains to job satisfaction and organizational commitment. *International Journal of Productivity and Performance Management*, 59(4), pp.372-387.
<https://doi.org/10.1108/17410401011038919>

~~The article-~~ Utilising a factor analysis and a regression analysis, Westover, Westover ~~and Westover~~ exploreds key work domains that may ~~impact affect~~ worker satisfaction within an organisation and ~~their the~~ subsequent commitment to that organisation. ~~The research method utilised by the authors was the application of a factor analysis and a regression analysis.~~

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~~The authors noted that m~~Motivation ~~with~~in the workplace and creating a pleasurable environment is considered crucial in constructing a productive project environment ~~today, within today's current society. It is stated within the article~~ They also stated that job satisfaction and organisational commitment are closely linked. ~~To~~ ~~h~~ accomplishing this, team leaders and managers ~~with~~in the project management sector must seek to understand key drivers and motivators within their team. A limitation ~~to this study found in the research~~ was the ~~use of~~observation of only one organisation ~~to gather its findings~~. ~~The~~ arguments presented would be strengthened by the use of a larger sample size ~~multiple research findings~~.

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Within TRL, it has been found that motivation is high during peak production times ~~motivation is high, with all~~ employees striving ~~to do~~ perform well and provide the best outcomes to their clients. ~~TRL~~he culture is driven by the Lead Operations Manager and the NMS Project Manager to ensure that each employee feels as if that they are contributing to the success of the organisation. ~~The~~This article therefore ~~article above provides explanations as to why~~ helped to explain the importance of motivation ~~is important within TRL to~~ in ensur inge a productive project environment ~~withis guaranteed in TRL~~.

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Resource Two

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~~Resource:~~ Earle, H. A.; (2003). Building a workplace of choice: Using the work environment to attract and retain top talent. ~~Journal of Facilities Management~~, 2(3), pp.244-257. <https://doi.org/10.1108/14725960410808230>

~~This article~~ This article provides insight on the ~~differing~~ characteristics of the generations that currently ~~make up~~ compose today's workforce and their expectations of work environments. Additionally, ~~the article~~ Earle examines ~~examined~~ the role ~~the of the~~ physical workplace ~~plays~~ in recruitment and retention.

~~The author~~ It can be found that the need for talent procurement and retention within today's workplace began with the initial shift to ~~the a~~ knowledge-based economy.

~~Within their article,~~ The author ~~also has~~ identified that younger generations currently entering the workforce hold higher expectations of potential employers and job roles, placing a greater emphasis on job satisfaction ~~than~~ earlier generations ~~may have held~~.

~~The author correctly stipulates that~~ Further, a person's view on a situation is

determined by their physical surroundings and the culture ~~in which that~~ they are placed ~~within.~~

~~The article above~~This article helped to highlight ~~how references how~~ TRL, as an organisation, faces constant reviews of workplace culture and practices. The emphasis is on ensuring that ~~the~~TRL's culture fosters innovative thinking ~~and,~~ provides~~ing~~ the best solutions to its clients.

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Selecting ~~P~~project ~~T~~team ~~M~~members/~~P~~project ~~T~~team ~~M~~member ~~C~~ompetencies:

Resource One

~~Resource:-~~ Alencar, L. H. ~~&and~~ Almeida, A. T. D. (2010). A model for selecting project team members using multicriteria group decision making. *-Pesquisa Operacional,* 30(1), pp.221-236. <https://doi.org/10.1590/s0101-74382010000100011>

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This article ~~_~~discuss~~es~~ the use of ~~a~~ multiple criteria in selecting the right team members for a project. The ~~research method implemented by the~~ authors ~~displays a~~ focused on various decision-making tools, ~~and~~ the advantages and disadvantages of each tool, ~~as well as~~and a comparative analysis of ~~the~~ key ~~literary works~~literature.

~~Whilst key~~ Although the authors made conclusions ~~are made~~ regarding the most appropriate type of tool, further research could focus on the application of the proposed tools to a real-life situation. The article also does not discuss characteristics to look for when selecting team members—which would depend on the type of employee needed and vary from project to project. ~~further research could focus on the application of those tools within a real life situation.~~

~~T~~ Moreover, the author does not discuss characteristics to look for when selecting team members; however this concept would be dependent on the type of employee needed and would vary from project to project. To note, the authors concluded reflects that the most reliable selection tool would be ~~to use~~ a group panel composed of people, all which holding differing roles within a project, utilising, and a multiple - criteria ~~in order~~ to ensure ~~that~~ the most suitable candidate is selected. While this tool is potentially useful, the article fails to consider the need for an overseeing member with autonomous authority to act as a mediator to minimise conflict.

~~However whilst the author is correct; in order to minimise conflict an overseeing member with autonomous authority would need to act as a mediator here.~~

The models ~~analysed~~ analysed in this article within the above article can be used to conduct a review of the project manager and team member selection methods employed by TRL ~~in selecting the project manager and team members~~ for the NMS project.

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Resource Two

Resource: Parker, G. M. (2011). *Team players and teamwork: New strategies for developing successful collaboration*. John Wiley & Sons.

~~This book~~This book ~~focused~~s on the correct selection of team members for the specific outcome required, ~~based on~~. ~~The research method utilised by the author a literary analysis and was by~~interviews ~~withing~~g a number of senior business managers ~~and creating an analysis of other literary work.~~

A key aspect raised by the author was to identify how the modern team member has adapted to a new environment ~~with~~in the twenty-first century. ~~A~~The author ~~conclud~~ed ~~sion that can be drawn is that~~ communication and cultural understanding of other team members is perhaps one of the most crucial aspects ~~to~~of fostering collaboration within the project environment. ~~In addition~~Additionally, partnership within the project management environment can include cross-~~—~~—cultural understanding, a greater dependence on communications technology, trust in one's team and a strong team leader. A ~~limitation of this study was shortfall within theits author's arguments found that there was a~~ focus on the personnel aspect of collaboration in the project environment, with little discussion ~~regarding~~on external environmental factors.

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<http://as.wiley.com/WileyCDA/WileyTitle/productCd-0787998117.html>
Note that any edition other than the first must be indicated after the title. E.g. 2nd ed.

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Within TRL, collaboration and communication within the TRL workplace is highly important. ~~The article~~ This book is particularly useful for its identification of ~~has identified~~ key team member and team leader attributes that are utilised to create collaboration ~~and~~, ultimately resulting ~~ing~~ in successful project outputs.

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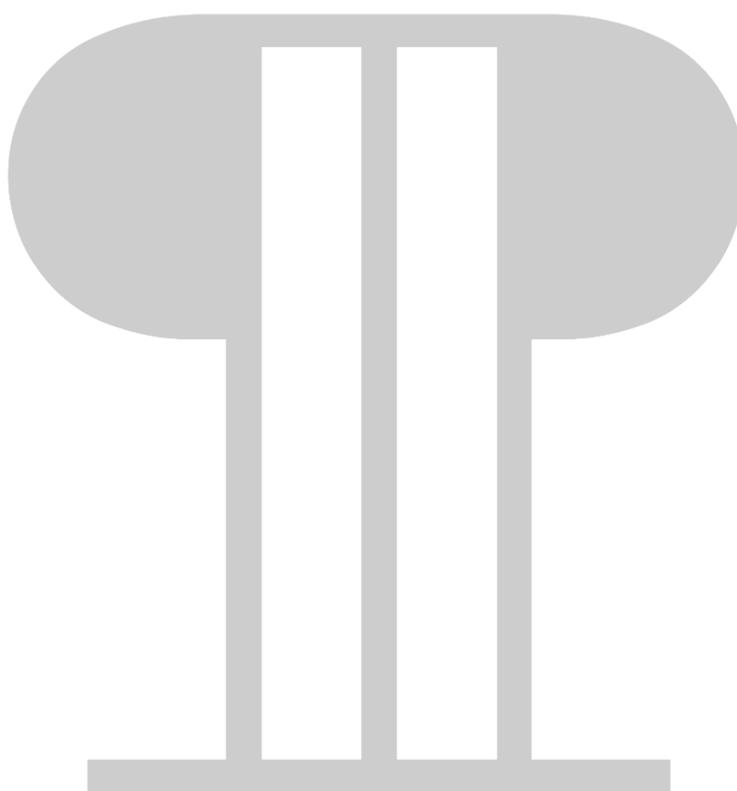
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Conclusion

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This annotated bibliography ~~provides a review of academic resources~~ reviewed the key literature and draws key conclusions relating to leading and managing project teams. More specifically, it describes ~~ds and supports the use of~~ collaborative cross-functional teams, providing evidence to support their use within TRL to manage the NMS project—the case study for this analysis. ~~A key finding from t~~ This analysis review is identified the importance of communication between functional teams and the overall project manager. ~~This finding, which is further~~ linked ~~with to~~ the need for trust, collaboration and top-down leadership. ~~Further, it has been found that it found that~~ the application of these management attributes relates directly to reviews of the project manager's conduct within the NMS project.

Annotated Bibliography



Annotated Bibliography

The Design or Structuring of Project Teams**Resource One**

Ford, R. C. & Randolph, W. A. (1992). Cross-functional structures: A review and integration of matrix organization and project management. *Journal of Management*, 18(2), 267–294. <https://doi.org/10.1177/014920639201800204>

This article provided an understanding of how definitions and implementation strategies surrounding organisational matrices and functional structures have evolved over the last three decades. Ford and Randolph compared a sample of articles and journals from 1980 onwards, assessing the advantages and disadvantages of the cross-functional structures and project matrices listed in each source.

The authors stipulated that project management does not utilise a single functional structure, but rather an ‘overlay’ to ensure fluid movement across all aspects of a project. However, while the use of an overlay does increase communication between functional managers and the overall project manager, it does not guarantee a high level of information flow. Further, the use of an overlay leads to conflict in three areas—schedules, priorities and resources—owing to the contrasting responsibilities of the project manager and functional managers.

The key point found in this article is that to successfully utilise a project matrix or cross-functional structure, frequent and high-quality communication must be maintained. The article accurately describes the cross-functional structure adopted by Toll for the NMS project. It examines the need for clear and frequent communication and discusses the project manager’s role in utilising the cross-functional structure to influence resources and scheduling.

Resource Two

Rauniar, R. & Rawski, G. (2012). Organizational structuring and project team structuring in integrated product development project. *International Journal of Production Economics*, 135(2), 939–952. <https://doi.org/10.1016/j.ijpe.2011.11.009>

In this article, Rauniar and Rawski examined integrated product development (IPD), which makes use of organisational structuring and front-end project delivery, with a particular focus on cross-functional structures. The study was based on case data from the United States' automotive industry and a literature review.

The authors referred to cross-functional relationships in their discussion of how poor management practices during the initial stages of a project can have a degrading effect on the overall management of the organisation. They also highlighted a contrasting point, identifying a key strength of cross-functional structures to be the use of different project manager types—heavyweight, lightweight and an autonomous team—which help to ensure that poor management practices are avoided. While the limited scope of the study allowed for in-depth analysis, there was minimal discussion and analysis of other structures similarly suited for front-end project delivery.

The authors concluded that team structuring begins with the selection of the correct project manager type and the right team members. They also found that successful IPD and front-end management within an organisation requires clear decision-making and strategic alignment of project outcomes.

On the NMS project, TRL employs the heavyweight project manager type described in the article. This is because TRL utilises a permanent project management team that specialises in complex, multi-company projects. Another correlation between this

article and the TRL project management team is that the TRL project manager was selected first, followed by the selection of other team members.

Collaboration in the Project Environment

Resource One

Arnison, L. & Miller, P. (2002). Virtual teams: A virtue for the conventional team. *Journal of Workplace Learning, 14*(4), 166–173. <https://doi.org/10.1108/13665620210427294>

Arnison and Miller studied the adoption of virtual team characteristics exhibited by face-to-face teams by examining a number of companies that utilise virtual teams and the virtual team characteristics within face-to-face teams. The authors argued that the definitions of face-to-face and virtual teams have shifted.

A key point raised by the authors is that the evolution of communications technology has led to a faster-paced business environment in which communication has become almost instantaneous. This expectation within the workplace has fostered an environment in which virtual teams have become a reality, rather than a possibility. This shift has affected interactions both within organisations and with external stakeholders. A challenge raised by this shift is that team members experience a loss of identity within a virtual team environment, which requires the team leader to initiate clear and constant communication to foster collaborative discussion. The authors conclude that although virtual teams are now commonplace, there is still place for face-to-face communication, even with the adaptation of virtual team characteristics through technological advancements.

Owing to the nature of the NMS project, there are similarities between the day-to-day conduct of the project management staff at TRL and the practices described in this

article. For example, the communication between TRL and the other Toll participants is most closely aligned with virtual team characteristics due to the physical distance and the use of technology to communicate, for example; however, the communication between TRL and their client, the Department, is predominantly conducted through face-to-face interaction.

Resource Two

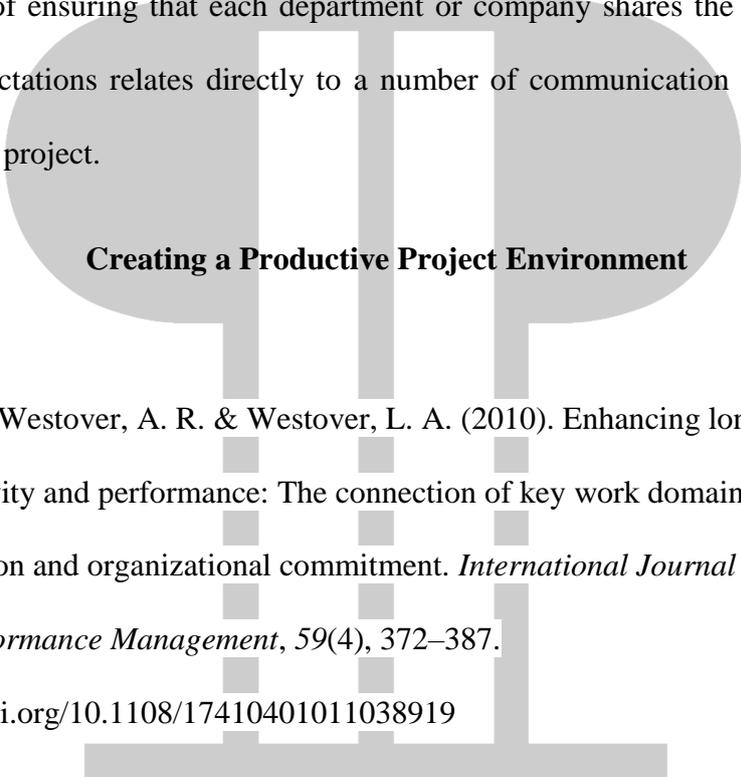
de Clercq, D., Thongpapanl, N. T. & Dimov, D. (2011). A closer look at cross-functional collaboration and product innovativeness: Contingency effects of structural and relational context. *Journal of Product Innovation Management*, 28(5), 680–697.
<https://doi.org/10.1111/j.1540-5885.2011.00830.x>

In this article, De Clercq, Thongpapanl and Dimov examined how intra-organisational context can influence the relationship between cross-functional collaboration and product innovation. The authors conducted a case study of 232 firms to gain an understanding of the advantages and disadvantages of differing practices within the workplace.

The authors found that while cross-functional structures encourage collaboration within a workplace or between departments and companies, they do not guarantee that such behaviour will occur. They identified that collaboration is separated into two parts: structural and relational context. Structural context is important in creating the environment on which a collaborative foundation is built. Conversely, it is the relationships between functional departments that focus on turning collaboration into product innovation. (A secondary point raised was the idea of trust and goal congruence in ensuring collaboration.)

The authors also noted that a limitation of their study was that it did not examine the day-to-day challenges associated with the implementation of relational and structural contexts. The authors focused on the positive outcomes of collaboration, but they did not explore any consequences that collaboration may have.

The authors raised points regarding the importance of trust and goal congruence between project team members and highlighted the importance of ensuring that all functional and project managers have the same view of the project's end state. The concept of ensuring that each department or company shares the same overall goals and expectations relates directly to a number of communication incidents raised by the NMS project.



Creating a Productive Project Environment

Resource One

Westover, J. H., Westover, A. R. & Westover, L. A. (2010). Enhancing long-term worker productivity and performance: The connection of key work domains to job satisfaction and organizational commitment. *International Journal of Productivity and Performance Management*, 59(4), 372–387.
<https://doi.org/10.1108/17410401011038919>

Utilising a factor analysis and a regression analysis, Westover, Westover and Westover explored key work domains that may affect worker satisfaction within an organisation and their subsequent commitment to that organisation.

The authors noted that motivation in the workplace and creating a pleasurable environment is considered crucial in constructing a productive project environment today. They also stated that job satisfaction and organisational commitment are

closely linked. To accomplish this, team leaders and managers in the project management sector must seek to understand key drivers and motivators within their team. A limitation to this study was the observation of only one organisation; the arguments presented would be strengthened by the use of a larger sample size.

Within TRL, it has been found that motivation is high during peak production times, with employees striving to perform well and provide the best outcomes to their clients. TRL culture is driven by the Lead Operations Manager and the NMS Project Manager to ensure that each employee feels that they are contributing to the success of the organisation. This article therefore helped to explain the importance of motivation in ensuring a productive project environment within TRL.

Resource Two

Earle, H. A. (2003). Building a workplace of choice: Using the work environment to attract and retain top talent. *Journal of Facilities Management*, 2(3), 244–257.
<https://doi.org/10.1108/14725960410808230>

This article provided insight on the characteristics of the generations that currently compose today's workforce and their expectations of work environments. Additionally, Earle examined the role of the physical workplace in recruitment and retention.

The author found that the need for talent procurement and retention within today's workplace began with the initial shift to a knowledge-based economy. The author also identified that younger generations currently entering the workforce hold higher expectations of potential employers and job roles, placing a greater emphasis on job

satisfaction than earlier generations. Further, a person's view on a situation is determined by their physical surroundings and the culture in which they are placed.

This article helped to highlight how TRL, as an organisation, faces constant reviews of workplace culture and practices. The emphasis is on ensuring that TRL's culture fosters innovative thinking and provides the best solutions to its clients.

Selecting Project Team Members/Project Team Member Competencies

Resource One

Alencar, L. H. & Almeida, A. T. D. (2010). A model for selecting project team members using multicriteria group decision making. *Pesquisa Operacional*, 30(1), 221–236.
<https://doi.org/10.1590/s0101-74382010000100011>

This article discussed the use of multiple criteria in selecting the right team members for a project. The authors focused on various decision-making tools, the advantages and disadvantages of each tool, and a comparative analysis of the key literature.

Although the authors made conclusions regarding the most appropriate type of tool, further research could focus on the application of the proposed tools to a real-life situation. The article also does not discuss characteristics to look for when selecting team members—which would depend on the type of employee needed and vary from project to project.

The authors concluded that the most reliable selection tool would be a group panel composed of people holding differing roles within a project, utilising multiple criteria to ensure the most suitable candidate is selected. While this tool is potentially useful, the article fails to consider the need for an overseeing member with autonomous authority to act as a mediator to minimise conflict.

The models analysed in this article can be used to conduct a review of the project manager and team member selection methods employed by TRL for the NMS project.

Resource Two

Parker, G. M. (2011). *Team players and teamwork: New strategies for developing successful collaboration*. John Wiley & Sons.

This book focused on the correct selection of team members for the specific outcome required, based on a literary analysis and interviews with a number of senior business managers.

A key aspect raised by the author was to identify how the modern team member has adapted to a new environment in the twenty-first century. The author concluded that communication and cultural understanding of other team members is perhaps one of the most crucial aspects of fostering collaboration within the project environment. Additionally, partnership within the project management environment can include cross-cultural understanding, a greater dependence on communications technology, trust in one's team and a strong team leader. A limitation of this study was its focus on the personnel aspect of collaboration in the project environment, with little discussion on external environmental factors.

Collaboration and communication in the TRL workplace is highly important. This book is particularly useful for its identification of key team member and team leader attributes that are utilised to create collaboration and ultimately result in successful project outputs.

Conclusion

This annotated bibliography reviewed the key literature relating to leading and managing project teams. More specifically, it described collaborative cross-functional teams, providing evidence to support their use within TRL to manage the NMS project—the case study for this analysis. This review identified the importance of communication between functional teams and the overall project manager, which is linked to the need for trust, collaboration and top-down leadership. Further, it found that the application of these management attributes relates directly to reviews of the project manager’s conduct within the NMS project.

