CityUniversity

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HAVING NO COOPERATION FROM THE SENIOR MANAGEMENT MAY CAUSE
CONFLICT IN THE PROJECT PROCESS.

By

Kotsokostas N.Antonios

A THESIS REPORT
Presented to the Project Management Program in the
School of Management of
City University of Seattle
In Partial Fulfillment of the Requirements
For the Degree of
MASTER OF SCIENCE OF PROJECT MANAGEMENT

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This Master Thesis was elaborated in the frame of the collaboration of the City University of Seattle and the Graduate Technological Education Institute (T.E.I.) of Piraeus to fully implement at TEI of Piraeus Campus the CU's MS in Project Management Program approved by the Hellenic Ministry of National Education and Religion Affairs as by decision E5/58291 published in the Hellenic Government Gazette (FEK) B/924/5 – July – 2005.

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<u>Dedication sheet</u>

    This Master Science Thesis is dedicated to my parents who helped me by all means to successfully complete my studies on the Master Science Program in Project Management.

<u>Acknowledgements sheet</u>

In the acknowledgement section of my Master Science Thesis I would like to thank from my heart my advisor Dr. Yannakopoulos Panagiotis and every other Professor of the Master Science Program in Project Management for their best support and assistance during my studies.

<u>Biography</u>

Kotsokostas N.Antonios, General

Kotsokostas N.Antonios was born in Athens, Hellas in 1982 and since then he lives in Athens. He was graduated from the Technological Educational Institute of Lamia and specifically from the Department of Electronics. He was specialized at the Power Industrial Electronics and his work experience is in companies of the private sector, such as the National Insurance Company and other companies.

<u>Abstract</u>

This research paper is related to the modern and stressful conditions of work environments and the possibility of conflict between the Project Manager and the Senior Management representatives, which might generate unpleasant situations and affect the project process. A major internal issue, which may lead to a project process malfunction, is the lack of co-operation from the senior management of the corporation. A possible result of having no co-operation from the upper management is conflict.

After having examined the literature review thoroughly, the results extracted showed that the lack of co-operation from the senior management will lead to conflict during the project process. The best way to avoid this situation is by exercising communicational tactics and by using every necessary tool of the project management properly in order to ensure the high quality standards of the project procedure, the interpersonal relationships inside the team and the reputation of the organization.

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Chapter 1
Introduction

The human life cycle is a great thing for one to observe. The observer will have the opportunity to follow every aspect of the individual's life and at the end to extract his or her own conclusions about the person. Unfortunately, no-one can live in a parallel way with the life of another person, so the observer has to listen to the story that the other person will narrate about his or her life.

The initiating point for the socialization of a person is given from the family environment. The A and Z for our society is the organized and controlled family. In the family, the children will have the opportunity to learn about respect, rules, self control and most of all the way to handle situations, which will require an immediate response. Nowadays families seem to forget that children are like plastic. One can give the shape that he or she wants and the child will follow the instructions. New parents, from the 70's and afterwards give their best effort to provide everything in the family in order that everybody is satisfied and full of materials, which will make life better and easier.

The risk in this attitude is that due to economy recession, parents have to work many hours and sometimes may be away from home for days, traveling for their work or being under great pressure in order to gain the desired goods for their families. The days that they think that they should get

down to their children pass by easily and most of them make the same mistake. They handle their children as they were their employees, giving orders and having great expectations. Years pass by and children develop a character which is not the proper one. The phenomenon is not emerged in every family, but only in the families which believe that their children must do better than the father and the mother in their lives.

As time passes by, children are getting older and they become teenagers and after a few years they are adults. They have academic experience and the behavior of the strong and severe person. They follow the way their parents showed them all these years and finally after they have studied in academic environments for several years they start working in big and serious multinational enterprises as executives or senior managers. The problem is now obvious.

The expectations and the swing to reach the top position of the world bring the problem. Senior managers, functional managers, executives and extremely well paid managers are now in the center of our research. Some people now either feel inclined to fulfill their parent's dreams or try to prove that they are better than anyone else. This attitude creates big issues inside a business and unfortunately to co-managers who try to bring into light big or small projects.

The behavior of these senior managers is not always a result from the family environment. Many discussions have been made in talk shows, science meetings and blog-spots and a lot

of people agree that this behavior is a result of a weak character. A person with weak character does not move on into a democratic dialogue, but uses his or her power to make things suitable for him or her. They forget that through dialogue, democracy and free points of view are expressed and they move on to monarchic attitudes because they lack in discussion points.

It would be unfair to believe that every senior manager, either in government or private organizations is acting in this way. The best thing to believe is that most of them in order to keep their jobs forget the human respect, create friendships in order to accommodate their personal interests and finally make alliances inside the organization which will help them accomplish their goals. They forget that every employee and most of all every manager, senior or minor, work for the same goal, which is the organization's sake.

Making a small review of everything which is written so far, we can understand that problems can be easily created inside a project, since we refer to projects, because of this attitude and the worst of all is that these problems have one great result, which is conflict. Conflict, is a high tone discussion which tends to resolve a situation between two people who have different points of view in one or more issues. Conflict can determine the future of project, but also can give results with great benefits for a business and a project.

Senior managers and executives in general have the habit of considering themselves as people who do not make mistakes. They try to express their internal need for acceptance and appreciation of their working environment by acting in an improper way toward their colleagues, either senior or minor managers. They tend to move inside the organization in a way that gives no right to anyone else to get closer to them. This attitude creates big and serious issues between the staff, since no-one can feel free to express his or her problem.

In projects, the manager who controls every phase is the project manager. Project managers, due to their field of studies know that in order to get the job done in time, money and performance limits they have to move in a diplomatic way all the time. Project managers also know that in order to fulfill the project, either big or small, they have to ensure some elements which will help them do their job. These elements are controlled by their supervisor, who is the senior manager.

Many times, during a project the project manager asks for some help. It is the most innocent thing for a manager to ask. The help can be given in the form of personnel, in the form of technical equipment or in any other form which is controlled by the organization and not from the customer. This help must be given from the upper management. In this point starts the big problem. It is unusual, but the help will be given from

the senior management. The senior manager will provide the

help, but many times in the wrong form. He or she will give to

the project manager a person to assist the project office, but

this person will not be the right one. This is only one thing

senior managers do. Another thing that this category of

managers does is to provide no help, saying that they are out

of personnel. Things get more complicated and we start to

think that the risk management process in the project planning

is now under great consideration.

   All the pre-mentioned situations are truly found inside a

corporation. The working conditions can be very hard,

especially when the employee is in the private market. Many

hours of work, extremely stressful working conditions and

deadlines, provide a big psychological pressure. The project

manager lives in an environment like that and is called to

move aside all these difficulties and get the job done.

Project managers are obligated to use all the possible

knowledge, he or she has to pass by all direct and indirect

obstacles that someone can possibly put in the way and at the

end to deliver the project to the customer, who has to be

delighted and most of all satisfied from the deliverable of

the project.

   In this research paper i will focus on the conflict,

which might appear in the project with senior management in

order to get the results of this situation inside a project.

It is true that conflict can destroy a project, but also it

can bring some great results. The thing is to understand the way to handle conflict properly, in order to get the best results out of it. If each manager is willing to give his or her best effort on the project for the good future of the business, then things will be less complicated and conflicts will be limited in internal organizational issues, which might not affect the customer.

Chapter 2
Problem Statement

When a problem is emerged, during the project process,
there is a possibility of having major negative feedbacks. A
strong and difficult problem, which might occur during the
project process, is the lack of co-operation from the senior
management. This situation is extremely dangerous for the
project, due to the risk of not completing the project on
time, cost and performance limits.

When dealing with a project, there are many factors which
may create problems to the procedures of the project. Internal
or external elements of the corporation may create this
situation for a project. A major internal issue, which may
lead to project process malfunction, is the lack of
cooperation from the senior management of the corporation. A
possible result of having no co-operation from the senior
management is conflict. Having conflicts with the senior
management will definitely create problems during the project
process.

Our need is to clear out this uncomfortable situation and
state that having no co-operation from the senior management
may cause conflict in the project process. The results of a
non co-operative climate between senior and project management
are many and these results can be very disappointing for the
entire project. A worthless corporation can be described from

a customer, a working man or woman may lose his or her job, a bad reputation can come up for the organization.

Conflict can be a result of non co-operative executives, who refuse to communicate effectively with the project manager. Conflict in project management is a major issue, because it is almost certain that psychological pressure will be created at the project office, the project procedures will suffer and finally the project delivery to the customer will be delayed. All these situations will create an unsatisfied customer who will probably asperse the firm's reputation.

On the other side of the ladder things can become better for everyone in the organization. Dialogue can be developed and many opinions can be put on the table. Senior and project managers can have the opportunity to discuss their problems in a civilized way and a great result can be produced. These two levels of management, inside any corporation, have the chance to operate things in a way which suits both their careers, but also their status in the eyes of the customer. The big issue in an organization is to make the project true and keep every employee in a happy and generative attitude.

Unfortunately a creative dialogue between the senior and the project manager is not included in the senior manager's plans, due to many reasons. The upper management creates a world where nobody else fits inside. This cast of managers believes, in their personal opinion, more than anything else and they tend to focus on their internal feelings to move

things around. It seems that they have no interest in the project's future and they believe that the project manager is the person who tries to take advantage of their power. This is the worst belief they might have, because the only thing that the project manager casts about is the future of his or her company, the sake of the project he or she has undertaken, the good mood of the project office and the project team and finally the interest of the organization, regardless the nature of it.

The attitude of the project manager is highly justified due to one and one reason only. The reason is that they will never be promoted to the senior management levels. They are specialized in a specific field of knowledge which is related to projects and not to the administration. Stating this opinion we can understand that the behavior of the most senior managers inside organizations is not acceptable. In this research paper we will declare the reasons of this non wanted attitude, but also the ways to protect the relationship between these two categories of management representatives, for the organization's and the project's sake.

The motivation for undertaking this endeavor is the respect for the project process. Every manager, either senior or project, must learn that the project is assigned in order to be executed within time, cost and performance orients. Nobody has the right to interfere with these orients. Senior managers should work in a way that assists the project manager

and the project process. They should understand that only with

co-operation the project will be delivered. I am also

motivated by my work experience, where supervisors and senior

managers acted having personal ambitions and not for the

corporation's future and reputation.

Finally, it is in my personal belief that every project

should be carefully protected from any factor, which might

cause any undesirable results. Every project must be

terminated with success in order to gain personal

satisfaction, but also for the reputation of the firm.

Chapter 3
Literature Review

In our modern and quickly developing society, a lot of projects are performed in order to catch up with technology and the call of human needs. Due to this project performance explosion, every individual, who works to get the project done, is under a lot of stress, but also under physical and mental pressure. These two factors usually lead to conflicts. Conflicts are created during the entire project process and the worst kind of them are the ones between senior managers and project managers. I will deal with this undesirable phenomenon in my Master Thesis and my first attempt is to understand conflict and its forms in this literature review.

After all these initial facts, I am now able to distinguish that there are a lot of facts which may cause conflict in an organization or in the project process. I will focus my attention on these facts in order to go deeper into my topic and give the reader a chance to understand conflict management between senior managers and project managers.

This literature review is written in order to provide a presentation of sources for the Master Thesis. The sections in my review are divided in general points on conflict management, the relations between managers, senior and project, and the organizational conflict management.

The kick-off part of this Thesis is related to some general points on conflict management. It is certain that the

reader will have the convenience to examine closely conflict, as a part of the daily routine inside an organization. He or she will have the ability to learn and understand when a conflict is about to begin and finally the way to handle it effectively and without causing problems to the project procedures.

Most people confront in a daily basis a lot of unexpected situations, which might create issues or even unwanted results in their life, such as a dismissal from work. The point in these situations, which might occur, is how these situations can be handled in order to restore the physical and psychological health of our existence. The biggest amount of people confronts these issues with a natural weapon, we all posses, and it is called dialogue.

A dialogue may turn up with many aspects. The most unwanted and inappropriate one is the face of conflict. Conflict is more than an argument, a fistfight, or a mild disagreement. In the 1950's, conflict became a focus of study. The study of conflict from the perspective of modern, process-oriented communication theory began to accelerate in the 1970's. A conflict is a natural disagreement, which is a result of different attitudes between individuals. It has to do with the personality of the person involved in it, but also from the time, which is conducted. Time, is a very precious element for my Thesis report over conflict, because if a

disagreement comes to the wrong chronicle period, it is certain that the results of it will not be the most welcomed.

As all things in our life consist of something, conflict has its own ingredients. The primary ingredient in a conflict is the human's needs. When someone's needs are ignored by somebody else then we have a very fertile ground for a conflict. The second key element of a conflict is the perception matter. Every human being accept reality in a different way than somebody else and when this acception becomes a way to discuss our different understanding then conflict might show up.

Power is another ingredient of conflict. It is likely that when people try to enforce their power over some others then conflict will arise. Moving on one can state, that the values of our existence are a key element of conflict. Conflicts may born when people do not respect other's values or when a person refuses to accept the fact that another person has something as a value that is not for our society. The final ingredient of a conflict is the emotions and the feelings. Individuals often ignore their feelings or other's feelings on a problem and then conflicts arise.

Conflicts can be described by the majority of us, as a negative datum of our modern life. This point of view is not the correct one. Conflicts are not always negative. If we try to manage our temper on a conflict, democratic conversation will follow and the results of this conversation will assist

us to take some healthy actions and decisions on the problem we have.

Wilmot and Hocker (1998) wrote down a brief description of non-conflict situations either between individuals and physical supervisors or between organizations. They declared that "conflict is not a breakdown in communication, but a process that is ongoing. The communication process is not like a car that can break or cease to function. Conflict entails communication about disagreements" (Wilmot and Hocker, 1998).

The authors also claimed that "conflict is not inherently good or bad. While people may tend to remember only the conflicts that were painful, conflict itself is a normal part of being human. Harmony is neither normal nor necessarily desirable as a permanent state of being. It is normal in relationships for differences to occur occasionally, just as it is normal in businesses for changes in goals and directions to occur. Conflict is normal" (Wilmot and Hocker, 1998) and "is not automatically resolved by communication and that managing conflicts productively is a skill" (Wilmot and Hocker, 1998).

Mannes (2008) declared a position with a research, expressing that there is a way to confront conflicts and personal differences inside organizations between the project and the senior management. The study was conducted at the Duke University and had to do with how "a model of organizational conflict examines the differences in conflicts, which are

defined as latent and perceived, veridical and unrecognized, and task and relationship, with a focus on improving team satisfaction and organizational performance" (2008, p.2). The results of the study revealed that only by accepting conflict, as a positive situation, managers will have the ability to overcome difficulties and disruptions inside the organization during the project process.

Huling (2008) wrote an article describing that if we want to gain powerful team collaboration in a project then every kind of conflict should be terminated. During the study the author exposed a group of new employees of the organization and put them into a conflict situation with the senior managers of the organization. He quickly realized that the only way to resolve their differences was to share the same goals and the same vision. Low management positions and high management positions must create a "common ground" (2008, p.6) in order to succeed, "integrity, flexibility and authentic leadership are among the shared values that bridge generation gap in the team" (2008, p.6).

Moore (2008) expressed their opinion about conflict and how this situation can be transformed into a communication tool in the United States. The authors report that the most important think one can do, if he or she wants to communicate through conflict, is to find out whether this conflict is a true or a false one (2008, p.24). The second most important thing is to resolve conflict on time. Any delay may cause

serious issues in the organization, but mostly in the project. The author implies that if managers want to communicate through conflict they should try to "get objectivity back" (2008, p.25) because if objectivity is absent from the individual who is supporting the issue of the conflict, then effective communication is hard to be accomplished.

Black and James (2008) conducted a study in which we can understand that the personality of the employee is a great characteristic which creates conflict at the work place. "Psychologists often describe personality as an enduring characteristic that results in a pattern of predictable behavior" (2008, p.18). In their study the authors report about the A 3-Way Personality Conflict Gets Complex, (2008, p.19) which shows us that we "don't assume you know all that is going on or that others see things as you do. In most conflict situations, no one is right or wrong. Clear and open communications are the foundation for resolving conflict, put your own opinions aside and begin to get a grasp of what is really going on" (2008, p. 20). They close up the article by expressing the "5 Tips for Diffusing Personality Conflicts" (2008, p.21) and by claiming that conflict inside organizations is a sure thing to happen due to the long working hours of the managers, but if we behave in a conflict situation with "respect and professionalism" (2008, p.21) then the results might be dynamic and effective for our working environment.

Collins (2008) conducted an academic study in which he presented that if a person wants to diminish conflict, he or she must make clear the social style of the persons involved in the conflict procedure. In his research it is shown that managers in general "spend up to 42% of their time resolving conflicts in the workplace" (2008, p.39). The author from his investigation on the issue discovered that the best way to deal with conflicts is the proper behavior. The employee must feel respected from the supervisor and therefore the project manager must feel respect from the senior manager. It is legitimate to compare the two situations because a project manager is an employee of the minor management rank and the senior manager is an employee of the higher management rank.

Wilson (2008) wrote an article which "focuses on the role of first responders in deflating stressful situations and resolving conflicts in the U.S" (2008, p.62). The writer states that if a crisis or a conflict during a project is not deflated immediately then further incidents will probably arise. She also suggests that the victims of a conflict must be treated in a respectful manner in order to regain their emotional status in normal levels. She closes down her article by expressing the opinion that if we behave in a non-professional manner then the entire organization or the entire project might enter a risk zone, which will probably lead to disaster.

Johnson (2008) have proceeded in a study in which the reader will find advices in accepting "healthy conflict in the workplace" (2008, p.3). The authors claim that it is an obligation of the senior managers to expose unhealthy conflicts during project procedures. By doing so, they empower the benefits of a healthy conflict. In the same article the authors present the opinion of Michael Feiner, Professor at the Columbia Business School, who states that executives and senior managers can make bad conflict less if they actually bend on the conflict issue and produce other possibilities besides avoiding and confronting it.

In the Legal Alert for Supervisors (2008), we find an article which suggests that in a conflict situation we must remain neutral. Inside the article the reader can understand that the best managerial approach in a conflict situation is to remain neutral, not choose your way for support and finally not to accuse anyone in public. They also claim that if we want to act in a professionally way we have to discuss the issue of the conflict with anyone involved separately. The article ends by expressing the opinion that violence is not allowed in any case and that if violence shows up there is a great possibility of creating a chaotic situation than finding a solution.

Office Solutions (2008) published an article about the six ways to resolve conflict inside the workplace. Since we refer at conflict management in this section of the thesis it

would be fair to write these approaches down. The primary objective is to make clear if there is a conflict or not. Secondly, we must understand what conflict is and try to see how we will resolve immediately. In the third place, we must be polite and with good tone towards our co-speaker. Fourthly, we must not characterize any attitudes of the persons involved in the conflict. The fifth way is to listen and never interfere to the point of the other person and finally we have to "get leverage on ourselves if conflict appears without resolution" (2008, p.8)

Polyakova (2008) wrote an article about the settlement of a conflict. The author supports that conflicts arise due to differentiated behaviors and competiveness between employees. It is stated that the organization can take as a benefit the situation of a conflict only if this situation is fully confronted. Polyakova believes that the leadership of an organization is responsible to communicate effectively in order to resolve conflicts. Managers either project or senior must "maintain a corporate culture, serving the interests of the enterprise" (2008, p.22).

Kerzner in his book states that "if this information is not communicated accurately, then it is entirely possible that upper-level managers, project managers and functional managers may all have a different interpretation of the ultimate objective, a situation that invites conflict" (2006, p.290). The author uses those words because he says that inside each

stakeholder there must be at least one main objective and that this objective must be announced to the project staff, but also to every manager of any level.

Kerzner also writes that the objectives of each project must have some specific characteristics. If these characteristics do not show up in the project then it is most likely that the project manager will have to deal with an upper-level manager who is going to create the environment for a conflict. The characteristics that Kerzner writes down have to do with the next situations. "Project objectives must be specific, not general" (2006, p.290).

This helps the stakeholders to handle the project with better knowledge. "Not overly complex" (2006, p.290). This is a very serious fact, because if the objective is extremely complicated in its meaning then the key players of the project might not have the opportunity to set clearly the goal of the project. The project's goals must be "measurable, tangible, and verifiable" (2006, p.290). This objective shows the reality on the project, which can be characterized as in an "appropriate level, challenging" (2006, p.290). This has to do with the motivation that the project personnel must have in order to work effectively, which has to be "realistic and attainable" (2006, p.290).

The objective must be realistic, if we want to perform a meaningful project. "Established within resource bounds" (2006, p.290) as a typical constraint of a project. Having no

resources limitations and the project is a certain failure. The correct path for the project is to be "consistent with resources available or anticipated" (2006, p.290). The objective must follow the pre-planned and available resources to be accurate, but also to be "consistent with organizational plans, policies and procedures" (2006, p.290). The objective of the project must follow regulations of the organization in order to respect the structure and the needs of it.

Flannes and Levin in their book report that "conflict surfaces for a variety of reasons" (2005, p.103). "Conflict is a natural aspect of any project" (2005, p.103). The project manager must know what his or her expectations are in order to solve a conflict and finally they state the forms of conflict, during the project processes.

Carter McNamara (2008), an MBA and Ph.D author, wrote an article by the title "Basics of Conflict Management", in which he tried to declare the basic elements of conflict. The author reports that "conflict is when two or more values, perspectives and opinions are contradictory in nature and haven't been aligned or agreed about yet, including within yourself when you're not living according to your values, when your values and perspectives are threatened, or, discomfort from fear of the unknown or from lack of fulfillment.

Conflict is inevitable and often good, for example, good teams always go through a "form, storm, norm and perform" period. Getting the most out of diversity means often-

contradictory values, perspectives and opinions. Conflict is often needed", because of many reasons. The first reason is that it "helps to raise and address problems". The second reason is that "energizes work to be on the most appropriate issues". The third is that "helps people "be real", for example, it motivates them to participate" and finally because it "helps people learn how to recognize and benefit from their differences". "Conflict is not the same as discomfort. The conflict isn't the problem - it is when conflict is poorly managed that is the problem. Conflict is a problem when it hampers productivity, lowers morale, causes more and continued conflicts" and finally when "causes inappropriate behaviors".

In the same article Carter McNamara writes down another basic outlook about the way individuals can manage their internal conflicts. He baptizes this situation with the name of "Core Process". He writes down that "it's often in the trying that we find solace, not in getting the best solution" and McNamara moves on to some consulting procedures. The first thing to be considered is the nomination of the conflict. "Name the conflict, or identify the issue, including what you want that you aren't getting". He strongly suggests that all individuals who are in the conflict procedure must take under great consideration some actions such as "writing" their "thoughts down to come to a conclusion" and talking "to someone, including asking them to help you summarize the conflict in 5 sentences or less".

The second thing people must do is to "get perspective by discussing the issue with your friend or by putting it down in writing". They have to ask their selves "how important is this issue", if "the issue seems worse because" they are "tired, angry at something else" and finally "what's your role in this issue".

The third thing a person must conduct in order to manage an internal conflict is to "pick at least one thing you can do about the conflict". One must "identify at least three courses of action", "for each course, write at least three" advantages "and" disadvantages, "select an action - if there is no clear course of action, pick the alternative that will not hurt, or be least hurtful, to yourself and others. "Briefly discuss that course of action with a friend" and "then do something".

In the fourth and final self-control procedure that the author calls "Do something" the individual involved in an internal conflict must "wait at least a day before you do anything about the conflict". This action gives you "a cooling off period". After that one must "take an action" and "have in mind, a date when you will act again if you see no clear improvement".

Holt and DeVore published this article in order to show that by using the "Managerial Grid" (2005, p.166), that "conflict involves" (2005, p.165) "balancing desire to meet production goals (x) versus concern for personal relationships (y)" (2005, p.168). The authors reveal the "five styles of

managing conflict" (2005, p.165) which "are: smoothing, withdrawing, compromising, problem-solving and forcing" (2005, p.165). They also provide all six results of the meta-analysis from 36 empirical studies.

Koza and Dant (2006) conducted a two-year study, which developed and tested a comprehensive model of conflict management. The importance of the study is to present the ability to communicate, resolve conflict disputes and finally culminate in positive financial and relational outcomes. Furthermore, the writers report about the choice of conflict resolution behaviors which influence the relational performance and the type of communication strategies which influence the financial performance over a project process.

Kaushal and Kwantes (2006) have researched the influence of culture on conflict management. Resolution behaviors have demonstrated that individualism and collectivism influence a manager's style of conflict resolution. They also claim that there is a strong parallel between the vertical and the horizontal dimension of individualism and collectivism and power distance between managers.

Yesilbas and Lombard (2004) wrote this research paper in order "to provide a collaborative design environment which allows inter-skill collaboration to be coordinated by defining a common repository for knowledge management in a collaborative design situation" (2004, p.335). The specific

research paper will focus on the particular situation of conflict management.

In the following unit of the Thesis, elements and key players of our subject are involved. The relations between managers are going to be described and the reader will comprehend that working conditions inside an organization are not the most suitable for managers. Managers must behave in a proper and well-performed manner in order to achieve their goals. This helps them become strong over time, but also creative in the settlement of non-complimentary situations.

Inside organizations, either public or private, there are a lot of administrative personnel and other employees who try, in a daily basis, to work effectively. The effort they make is strongly related with their personal ambitions, but in some cases for the organization's good and powerful future. There are also people, who work long hours and always try to find the most suitable way to handle situations. Among those employees stands the Project Manager.

Kerzner declares that "the Project Manager is responsible for coordinating and integrating activities across multiple, functional lines" (2006, p.10). Each project manager in order to achieve this goal "needs strong commutative and interpersonal skills" (2006, p.10).

The work of a project manager is not as easy as it seems. Although a stranger to the business field hears about a manager, he or she is not aware that this manager has little

power inside the organization he or she works. This little power make the project manager a very strong negotiator with the senior management in order to get the necessary elements which will make his or her job much easier.

Kerzner states that a project manager is "actually a general manager and gets to know the total operation of the company. In fact project managers get to know more about the total operations of a company than most executives" (2006, p.12). In this point we have to mention that a project manager in order to have a respect future inside an organization must have some technical skills accompanied by psychological, behavioral, interpersonal and communication skills which will help him or her to become more flexible on difficult situations.

Tony Jacowski published an article about the role of the project manager inside an organization. "A project manager is one, who looks into the application of knowledge, skills, tools, and techniques to describe, organize, oversee and control the various project processes" (Jacowski 2007). The author stands of the opinion that in order for one project manager to handle a project properly he or she has some obligations.

The first set of obligations of a project manager is to conduct the "Scope Management. This includes planning, defining and managing the scope of the project" (Jacowski 2007). The next thing that the project manager should have in

mind is the "Time and Cost Management. This covers developing

a schedule, allocating resources and managing funds for the

project" (Jacowski 2007). The following procedure is the

"Quality Management" (Jacowski 2007), which "involves taking

care of the quality of the process in question such that it

meets or even exceed various quality parameters set earlier"

(Jacowski 2007) and after that the "Human Resource Management"

(Jacowski 2007) meaning that when "a manager needs to take

care of his team, encourage and motivate them and make sure

the team moves in the right direction" (Jacowski 2007).

The second set of obligations of a project manager has to

do with the "Communication Management" (Jacowski 2007), where

"the manager needs to prepare a communication plan and make

sure that there is a healthy communication, both horizontally

and vertically" (Jacowski 2007), but also the "Risk

Management" (Jacowski 2007), where "various risks involved in

a project should be identified and a mitigation and

contingency plan needs to be developed to ensure that the

project is not derailed at any point" (Jacowski 2007). The

last objective of a project manager is the "Procurement

Management" (Jacowski 2007), where"various materials needed

during the project needs to be procured and managed with the

vendors and suppliers for successful completion of project"

(Jacowski 2007).

Jacques, Garger and Thomas (2008) conducted a research in

order to explore the way graduate project management students

lead compared with other Master in Business Administration students in the United States. Both student categories answered a questionnaire and the results revealed that the intention of both sides is to leader based on their concern over people. Project managers were closely held to people and employees from the senior administrative and showed "a balance between the concern for task and concern for people leadership style versus MBA students" (2008, p.7). The research showed that the graduate project managers attending lessons at Universities of the United States of America have better chances of becoming proper project managers and good candidates for project leaders. To close down their article the writers support that, "the selection and training of project managers based on behavioral tendencies can relate to project success" (2008, p.11).

Glenn (2007) wrote an article about the way to increase communication inside a project. The author, focuses on the "improvement and strengthen of communication among contracts, finance and project management departments of an organization" (2007, p.54). In this article it is stated that if an organization demands high performance projects, then the project manager, who is responsible for every principle of the project should work and collaborate effectively with the program manager of the project team. It is also declared that in order to have a successful project, the project manager must be in perfect collaboration with the project investor,

the program manager, the finance manager and every other

manager involved in the project. As a conclusion it is obvious

that the project manager has to be accurate and precise in his

or her relationships inside the organization in order to

progress the project with success.

Pratt (2008) reported her opinion through an article. In

her report she gives the tension that project management is a

"major information technology job" (2008, p.31). The author

says that the project manager is responsible for his or her

career and this attitude depends on the way he or she will

understand success. At the end of her article, Pratt states

that the project manager in order to become successful and

professional at the field of project management must always be

prepared for any kind of change during the project. This will

give him or her, the opportunity to make fast and accurate

moves, if any changes occur.

Pant and Baroudi (2008), made a study about the

educational level of a project manager. The authors report

that university education is necessary for a successful route

in project management. It is stated that human skills and the

skills of a project manager are maximized through academic

studies. "The paper will identify that it predominantly

emphasizes the required "hard (technical) skills" at the

expense of the "soft (human) skills" (2008, p.126). Summing up

their article the writers report that there has to be a

balance between the hard and the soft skills of project

managers. This must be achieved from the instructors of the
universities in order to "recognize the importance of
incorporating greater human skills aspects into their
educational programs" (2008, p.128).

Peisach and Kroecker (2008) wrote an article about the
difference between the project and the program manager. It is
very important in our field to fully understand the role of
each manager inside the project and generally speaking for the
organization. The basic difference of these two managers is
that the project manager is responsible for the proficient
"knowledge of the technical knowledge of the project" (2008,
p.38) and from the other side of the ladder the program
manager is responsible for a lot more than technical issues of
the project. It is important to say that the program manager
often refuses to "apply the technical details and strive to
see the projects from its perspective" (2008, p.39).

Brath (2008) in her article declares that without project
management any project will not be completed. The project
manager is responsible to supervise every level of the project
and to make certain that each level of the project will
connected in harmony in order to get the deliverable. The
project manager is also responsible for the materials, the
planning procedures and the administration of the people
working in the project. The author deposits an example of the
"mega project of Big Dig in Boston, Massachusetts. In this

project the poor project management led in re-planning, re-executing, re-viewing the entire project" (2008, p.29).

Gee (2007) in his article reports that the project manager must have the opportunity to "manage and influence the stakeholders in the project" (2007, p.46). The author says that the most difficult situation in the relationship between the project manager and the stakeholders is the way to explain any changes during the project procedures. The level of difficulty relies on the "power and interest" (2007, p.46) of the stakeholders on the project. Finally, he classifies the people involved in the project into four main categories which are the "high power/high interest, high power/low interest, low power/high interest and low power/low interest" (2007, p.46).

Maxfield (2007) in his article shows the best ways to implement a successful project management in the field of information technology (IT) industry. In this article the author parallelizes the project manager with the Greek Mythology character which is called "Cassandra" (2007, p.37). Cassandra had the ability to think and create prophecies, but also the ability to make every word of her believable. The parallelism of Cassandra with the project manager is not a fortunate one, since every project manager is obligated not to assume and make prophecies, but to communicate, as effectively as possible, with the senior managers and always be aware that

any kind of "inaction" (2007, p.37) will lead to the project failure.

Shenhar (2008) in his article states that "Projects are the engines that drive innovation and change" (2008, p.14). Despite this position of the writer, it is shown through years that top managers and senior executives of big organizations did not realize that. Due to the writer this is the main reason that so many projects fall behind or just fail to bring into light their deliverables. The author reports that only when corporations learn how to manage projects and understand correctly the role of the project manager, then through "highly adaptive and flexible way" (2008, p.17) the nowadays organizations will gain the global trade financial power.

Geoghegan and Dulewicz (2008) wrote an article about a research they have made considering the possibility of project success, based in the leadership style of project managers inside an organization. The authors presented two questionnaires, which were formatted in order to extract statistical evidence on their point. The "leadership dimensions questionnaire (LDQ) and the project success questionnaire (PSQ), were used to gather data from 52 project managers and project sponsors from a financial services company in the United Kingdom" (2008, p.61). The results of the PSQ revealed that there are three main elements such as "usability, project delivery, and value of output to clients" (2008, p.64). Authors declare that the last factor of this

research is not related with the leadership or the management

inside an organization and therefore we stand on the

relationship between the two main elements and the project

leadership." Eight separate leadership dimensions were found

to be statistically significantly related to performance, so

the hypothesis was largely supported. Identifying such

relationships provides managers with guidance on possible

selection and project improvement models, whereby increased

capability in leadership dimensions can lead to increased

success in project management" (2008, p.67).

The Canadian Management Center (2007) conducted a

research about the way that project managers should manage

their bosses. Inside the research the Center separates senior

managers and leaders, in general, in four basic categories.

The first category is the "The Press-Leader" (Canadian

Management Center 2007). This type of leader is the one who

tolerates nothing and expects nothing more than absolute

success. In order to confront this type of leader inside an

organization the project manager must make clear if the senior

manager is "simply tough or ruthless" (Canadian Management

Center 2007). Having the separation cleared out the project

manager should avoid public dispute and try to make private

judgments, otherwise the project manager is going to loose

this fight.

The second type of leader is the "Laissez-Faire Leader"

(Canadian Management Center 2007). This type of senior manager

does not provide any kind of "project management guidance" (Canadian Management Center 2007). He or she expects to monitor situations and not to be dynamic and productive when a difficult situation might arise during the project process. The project manager can deal with this type of senior manager only if he or she is "self-motivated" (Canadian Management Center 2007). The project manager should present data and make clear what the expectations of the senior manager are.

The third type of senior manager is the "Participatory Leader" (Canadian Management Center 2007). This type of leader is the one with the most communicative abilities. He or she divides his or her acknowledgement to the personnel when something has gone well during the project and the project manager can handle this type is by being as much communicative as possible. Feedback to the senior manager should be his or her first priority and after that the opinion of the project manager will be heard exclusively from the leader.

The fourth and final type of leader inside an organization is the "Develop Leader" (Canadian Management Center 2007). This type of leader "empowers" (Canadian Management Center 2007) the personnel of the project and acts with an effective attitude among individuals. The project manager can work with this senior manager productively if he or she understands exactly his or her tension of competency and effectiveness on the project processes.

The research from the Canadian Management Center ends with some exhortations for the project manager in order to keep boss satisfied. The research states that we report these exhortations in order to protect the project and the reputation of the firm and not in order to have the senior management satisfied and well-sitted in their ivory towers. The primary advice is to "Strive for high quality results" (Canadian Management Center 2007), the second is to "Solve as many problems as possible without the help of your boss" (Canadian Management Center 2007), the next one is to "Keep your boss informed" (Canadian Management Center 2007), another one is to "Be your strongest critic" (Canadian Management Center 2007). Moving on there are some other tips for the project manager. One of these states that the project manager should "Get regular feedback from the boss" (Canadian Management Center 2007) and the most important is that the project manager should always "Differ with the boss only in private" (Canadian Management Center 2007).

All these issues which are mentioned inside the research paper of the Canadian Management Center must be seriously considered if we want to move productively and effectively inside the project. Having these in mind we can avoid conflicts with the upper-management and take control on situations without having to disagree with the managers who are in charge.

We leave behind the project managers and we move on to the Functional Managers, as representatives of the senior management. A functional manager has the "responsibility to define how the task will be done and where the task will be done" (Kerzner 2006, p.12), the "responsibility to provide sufficient resources to accomplish the objective within the project's constraints" (Kerzner 2006, p.12) and finally the "responsibility for the deliverable" (Kerzner 2006, p.12).

In this point I will write down some of the most common problems that a functional manager has. One can say that these problems can be the reason for the implementation of a conflict between the functional manager and the project manager. Stating that, does not mean that these problems are directly related to both managers, but they can create psychological pressure on the functional manager and after all create the ground for conflict.

The first problem that a functional manager has is the "unlimited work requests" (Kerzner 2006, p.12). The second problem has to do with the "predetermined deadlines" (Kerzner 2006, p.12). The third is related with the "limited number and availability of resources" (Kerzner 2006, p.12). The fourth stands for the "unscheduled changes in the project plan" (Kerzner 2006, p.13), the fifth is about the "unplanned turnover of personnel" (Kerzner 2006, p.13) and the final has to do with the "unplanned breakdown of resources" (Kerzner 2006, p.13).

As we can see the functional manager, despite the fact that he or she is in more noble position that the project manager, has a lot of issues to take care, but not for his or her fame and reputation, but for others. The functional manager has to provide all the necessary resources and try to find the way to overcome difficulties which might affect the project. His or her responsibility is huge and if something tends to sidetrack during the project process then it is a duty for this manager to find the way to bring it back, always speaking about resources of the project.

Burt, Dobler and Starling (2003) on their book make a statement about the role of conflict in cross-functional teams in an organization. The authors state that the normal time for a team member to fulfill his or her responsibilities is about forty hours per week. These forty hours are the extra work, which the functional managers give to the project team members. This time limited situation is responsible for major conflicts during project processes because team members cannot come up with the project's schedule. The specific situation has not ended yet and many project managers try to negotiate with the functional managers in order to save time for the project team members who work simultaneously as functional team members.

The next character of the Master Science Thesis is the Executive Manager inside an organization. Executives belong in the senior management positions and they are part of the

research we are conducting. Their role is highly important inside the organization and they have to deal with the project's most difficult elements.

Executives are involved with the "project planning and objective-setting" (Kerzner 2006, p.15), the "conflict resolution" (Kerzner 2006, p.15), the "priority-setting" (Kerzner 2006, p.15) and finally with the "project sponsor" (Kerzner 2006, p.15). Every situation and activity that the executives have to deal with is important for the project. One could say that these responsibilities are vital for the project not only for the implementation processes, but also for the procedures of collecting and accepting a project as an organization from a customer.

The key word for the non-collaborative managers is communication. Executives have the necessary power to "provide advice and guidance to the project manager, as well as to provide encouragement to the line managers to keep their promises" (Kerzner 2006, p.16). This power is sometimes effective to create misunderstandings and conflicts between the project manager and the senior management. It is an often phenomenon, not giving the adequate resources, to the project manager and therefore a more often phenomenon to have a project under great risk or possible failure.

The project manager is not willing to risk his or her job or even more to risk his or her project performance. The project manager is not also willing to sacrifice the

organization's reputation. Having these thoughts under consideration we can easily extract the opinion that the project manager will do what is necessary in order to get the resources he or she needs for the project. If the senior management does not assist the project manager, then conflict will probably arise and the project processes will be in great danger, since resources are distributed to other projects, which are more important to the senior managers and easier to be controlled by them.

Spencer (2008) wrote an article about the way to empower and develop our leadership skills. The first thing to do is to get academic education. This type of education must be consisted of "seminars through professional associations" (2008, p.10). It must also have serious university backgrounds in order to implement the learning procedures of a leader or a senior manager. Another thing that the future leader must do is to volunteer in order to open his or her mind in many social, political, financial and ethical events. Finally, the future leader must be advised from a senior manager or an older one in the raw in order to gain "experience and expertise" (2008, p.10).

Human Resources Focus magazine (2009) published an article which topic was about the effort an organization must show in order to help line managers to maximize profits and productivity in organizations at the United States of America. The opinion which lead the article is the same as many other

articles and it is called "training as well as good
preparation" (2009, p.14). Reaching to a conclusion, it is
declared that organizations must improve their human resource
departments in order to provide to the line managers knowledge
through seminars and conversations with the employees inside
the facilities of the organization.

Sujansky (2008) wrote an article about the way that
senior managers should communicate and behave to the minor
managers and other low-rank employees in general. The writer
implies that the senior manager and the leader must use the
correct vocabulary if he or she wants to communicate
effectively with the other managers, employees and the
stakeholders. The author believes that the proper language is
necessary for the minor employees to "feel encouraged,
respected and valued" (2008, p.15). Closing down her article
Sujansky states that the proper words which must be used from
the senior management are the ones that empower the employee's
demands either communicating in teams or in personal.

Bradt (2008) in his article gives attention to the
procedures that one minor employee have to do in order to
become a senior employee. The first thing that one must do is
to keep his or her mind in reachable levels for the other to
catch up. The second thing is to manage time effectively
because beside the time consumed to reach to the senior
positions and the earnings of them are extremely high. The
third thing one must do is reduce issues that make other

employees dissatisfied. The next matter to be considered is to write down your notes in order to implement relations. The semi final matter to be calculated is to behave properly and with extreme respect among colleagues and the final is to prepare small events and giving up details which might cost one's reputation.

Buell (2008) conducted a research about the mission, the values and the vision of an organization in the United States of America. The author reports that the genuine leader and senior manager must also be a "transparent leader" (2008, p.22) if he or she wants to lead an organization in the U.S. By doing so, the leader of the organization has the ability to keep every employee into track with the culture and the vision of the organization. Buell writes down the opinion of Paula R.Autry, President of Mount Carmel East Hospital, who says that the only way to become a true leader is by knowing firstly yourself and secondly by understanding your "values and motivations" (2008, p.24).

Andolsen (2008) in his written report in the Information Management Journal focuses in the senior management position in records management programs. The field is not closely related with project management, but it is not harmful to understand the role of a leader in other fields. This will assist us to make a more easy comparison with the role of the senior manager in project management. The writer says that the good leader in the management area is the one who has the

ability to examine and interpret the goals of the work by
applying specific policies. The proper senior manager must
follow the plan of the organization and provide every
necessary help to the most suitable employees. Finally, he or
she must empower every working team by setting limitations of
action, by forcing everyone to be respectful to the team mate
and finally by "boosting morale" (2008, p.46).

Iacocca (2008) in the specific article contributes to
project management theory with a very interesting position
about senior managers. The author states that in order to be a
successful senior manager in the United States of America
every senior manager must ask himself or herself if he or she
has the following characteristics inside his or her
personality. The author baptizes these characteristics as the
nine "C's of a successful leadership in the U.S" (2008, p.19).
During the study of the article the author calls these
characteristics as qualities and starts explaining that the
nine C's are "curiosity, creativity, communication, character,
courage, conviction, charisma, competency and common sense"
(2008, p.19).

Kouzes and Posner (2009) wrote an article in which they
describe that the best way, for a senior manager, to make
employees share the organization's vision is by "listening to
their hopes and taking care of their needs" (2009, p.20).
Inside the article we can examine a statistic research in
which it is shown that minor level employees ask from their

supervisors to be "honest" (2009, p.21) and behave to them as partners in a mutual purpose, which is the success of the project and the continuous upgrade of the firm's reputation.

Leitner (2008) printed her thoughts in the paper by presenting to the public the way that one leader can become a motivator for the minor employees. In order to motivate someone, the first thing that one must understand is the tension of this person in achieving more and greater things. Having the need to motivate their staff, the senior managers have to make clear whether they ask for something superior or not. Having that in the back of their head, organizational leaders are able to motivate in a healthy and reasonable manner each employee. Due to the author, the key to a successful motivation is the "understanding of motivation and its influence on the staff" (2008, p.17) by the supervisors.

Fracaro (2008) focuses on the practice of power and authority of the senior managers towards minor managers. Inside the article the author states that "managers who reasonably equate and competently communicate their power and authority are considered effective leaders who motivate people to become efficient and productive followers while maintaining trust and harmony in the workplace" (2008, p.11). The author also claims that in order to practice their power and their administrative tools, senior managers have to compare their authority and power with the authority and the power of the

"leadership process" (2008, p.13), which is respectfully
followed inside the organization.

Ron Rosenhead (2008) published an article about the
necessity of the project role of senior managers and the
proclivity to become more effective in projects. The senior
manager is the person who will give an "executive support to
the project manager and project" (Rosenhead 2008). The same
person, among other obligations, must,

 1. "Commit (ask, tell, inform, discuss) others, to undertake
the project" (Rosenhead, 2008),

2. "Brief the project manager about the project, its history
and any 'political issues' surrounding it" (Rosenhead, 2008),

3. "Agree the level of accountability and responsibility the
project manager will have" (Rosenhead, 2008),

4. "Sign off the business case and other project management
documents" (Rosenhead, 2008) and finally,

5. "Actively review the project with the project manager at
agreed dates" (Rosenhead, 2008).

In his study, Rosenhead, moves on with a Statistical
review based on 1000 project managers in which he tries to
find out "whether roles, responsibilities, and levels of
authority are always clear in projects", by the senior
managers. Well, the results can demonstrate the true image of
the interpersonal relations between project management and
senior management. "Strongly agree: 2.8% 32 people"
(Rosenhead, 2008), "Agree 34.3% 394 people" (Rosenhead, 2008),

"Disagree: 51.0% 586 people" (Rosenhead, 2008), "Strongly

disagree: 9.7% 111 people" (Rosenhead, 2008), "Don't know:

2.3% 23 people" (Rosenhead, 2008). The statistical science

provide to us one of the most helpful tools in the extraction

of conclusions and I personally believe that the results of

this research can demonstrate clearly the reasons why there

are conflicts between project managers and senior managers.

More than the half of the project managers asked believes that

the given roles, responsibilities and levels of authority are

not clear from the senior managers.

In the same article it is declared that "they got to a

senior management role through their expertise and training

and when they take on board a senior role sponsorship comes

along with it. It is not a criticism of senior managers more a

plea for them to take their sponsorship role seriously"

(Rosenhead, 2008). It is a common belief that senior managers

often do not empower their role inside the project and usually

this leads to ineffectiveness and misunderstandings during the

project processes.

Project managers often were victims of these situations

and for this reason they have reached out a new approach in

order to protect them-selves, but also the project. "They are

using risk management as a tool to explain that the project is

in danger. They are quite clear they are not hiding behind

delivery, but to deliver they need the active involvement of

senior managers" (Rosenhead, 2008). This entire situation

brings into light that the project manager has to be strong enough to deal with the senior manager. He or she has the will to resist to the senior management's stoicism and get the needed support from the administration. There are no hard feelings, only the need to get the job done on time, cost and performance limitations.

Sharon Alexander (2008) wrote a paper in which she provides some tips in order to network with senior managers in work. The primary advice that she provides is to "be bold" (Alexander 2008). By using this advice the project manager must take advantage of every possible chance he or she gets to show what he or she deserves to the senior manager. Reports, presentations, speeches are some substantially good ways to impress the senior management.

The following tip that is written inside the paper is to "develop the right attitude" (Alexander 2008). By using this consultancy the project manager must be a member of a strong community. Effectiveness, dynamic spirit and strength are the key elements that a senior manager looks for. The project manager who will be able to develop these characteristics and use them in a wise way will gain the senior management's attention and obviously less obstacles and conflicts during the project processes.

The last tip that it is declared inside the paper is that the project manager should "understand specific requirements" (Alexander 2008). By this phrase the author tries to make

clear the point that the project manager in order to network with the senior manager must understand what the expectations of the senior manager are. If he or she does so, then a strong possibility of having specific goals and vision on the project is borne. The senior manager will see that the project manager has the will to collaborate and participate in a strong and meaningful way and he or she will provide his or her full support during the project.

We expressed so far the characteristics of the project manager and the senior manager in general. We tried to turn on the lamp of knowledge for the reader about management inside organizations, but beside that to enlighten the relations between project and senior management. As a result of this research we deposit an interesting opinion about the possible issues, which assist conflicts to turn up during the project processes.

Shona Garner (2008) declared an article in which she wonders if we undervalue management skills. Inside the article another interesting statistical study is conducted. The facts of this research are extremely important in order to understand why management in general, tends to lose its art of motivating and inspiring individuals inside an organization or an industry. "Over 70% of people leave their jobs because of relationship issues, and most of those are with their immediate supervisor. Managers typically lose 25% of their day to unnecessary conflict, argument and misunderstanding. Two

thirds of staff feels undervalued at work. Managers are one of the greatest sources of stress at work" (Garner, 2008).

It is stated that the most important thing for a manager is his or her people. The individuals, who perform the necessary job, in order to get the deliverable in the acceptable time, cost and performance limits. Beside the people's importance we can read inside that the 80-20 has a different meaning between senior managers and project managers. "Senior managers, MD and CEO level, spend 80% of the time on "looking out"(Garner, 2008) of the project "is not only sensible, it is critical" (Garner, 2008), but "project managers should focus 80% of their time on looking in, on customer satisfaction, on delivery, and on engaging and motivating their staff so they are solution focused, productive and, dare I say it, happy" (Garner, 2008).

The conclusion of the article is that if we have our personnel "engaged then staff are more productive, more willing, more open to change, more creative, more focused, more reliable and more flexible" (Garner, 2008). By trying to do so, individuals will assist in reducing the demands for better human resources or strictly resources from the project manager to the senior manager and conflicts will run lower and lower. This will create organizational health and prosperity between managers and project will have the opportunity to become successful and without stress from the employees involved. Both the project management and the senior

management will be satisfied and project processes will be protected from any unexpected factors which might cause vexatious situations, such as delays or budget overruns.

Laslo and Goldberg published an article about "organizational conflict in a multi-project matrix environment" (2007, p.1). An inherent propensity for conflict among managers is described. The authors write that conflicts can occur only due to divergent interests between project and functional managers. They also state that some conflicts arise not for serious reasons and that for some projects a higher organizational performance can be achieved when an agreement in resource policy is achieved.

Kordoutis wrote an article about "interpersonal conflict" (2004, p.398) between individuals in an organization. In the article he claims that conflict is an integral part of all interpersonal relationships. He also provides seven instructions in order to avoid conflict in interpersonal or business level.

Mohr and Puck have written an article about "the effects of inter-sender role conflicts experienced by managers of International Joint Ventures . . . on their individual job satisfaction and job stress" (2007, p.25). The findings of their research show that all managers, either project or functional, experience "a high level role of conflict" (2007, p.25) and also low satisfaction of their job due to stress and conflicts between them.

Heller (1998) in his book reports about conflict management and how to deal with problems during the project process. The project manager should avoid direct conflicts with the team members and his supervisors in front of the team. Also he gives guidelines about positive and negative actions in a conflict with the upper management or in general.

Verzuh (2005) gives information about the two kinds of risk that conflict creates in the project process. The first risk is about the wrong decision, which might be taken, and the second is about the damaged relations between managers or between managers and team members. In his conclusion he states the skills that the project manager must have in order to avoid conflicts.

Smith (2007) declares that conflict is a situation in which an action of one person in administration or a team, prevents, obstructs or interferes with the project process and the activities of another person. He also describes the five conflict strategies as withdrawal, forcing, smoothing, compromise and confrontation.

The last unit of the Thesis is tied up with the organizational conflict management. In this unit conflict impersonates and we are able to examine the reason that leads managers, either project or seniors, to this critical situation. The extracted results will show that conflict also has a good aspect, beside the bad one. Characteristics and modes will be examined and finally possible ways of avoiding

conflicts between managers, who refused or cannot, collaborate, will be closely whipped up.

This Thesis stands for the second point of view, without dissociating the interest of management for the organization. It is often stated that inside a living organization there are factors, which may cause conflicts. These conflicts are taking place between project and senior managers, but it is necessary to accept the fact that both types of managers belong to the employees of the organization, therefore they are part of a big aggregation, which works not only for their fame and reputation, but mostly for the organization's sake.

The need to analyze the possibility of a conflict release inside a working environment give boost to search and find out the ways to manage conflict between employees of every stage. There are five policies, which can be performed in order to manage conflict effectively.

The opener policy is to "Analyze the conflict" (Brannon, 2008). By analyzing conflict inside an organization between project and senior managers we tend to clarify "the nature and the type of conflict" (Brannon, 2008). We can perform this procedure by asking questions. The answers to our questions will come up either from our-selves, due to our work experience or by our colleagues, who understand an uncomfortable situation and they have already extracted conclusions.

The minor premise policy is to "determine the management strategy" (Brannon, 2008). After the conflict is coherent the individuals who are involved in it, must search for the suitable strategy to de-escalate it. We can provide five strategies to manage conflict. The first one is "collaboration" (Brannon, 2008). By expressing the feeling of collaboration beside managing conflict, we can also "build commitment and reduce bad feelings" (Brannon, 2008) between the managers, in order to move on safely and without a possible failure of our project. The result from this strategy is the "win-win" (Brannon, 2008). The next one is "compromise" (Brannon, 2008). By performing this strategy we can "achieve temporary solutions" (Brannon, 2008), and finally we can "avoid destructive power struggles" (Brannon, 2008). The result from this strategy is "win some and lose some" (Brannon, 2008).

The following strategy is the "competition" (Brannon 2008). In this strategy we move on to negotiations and the result is "win or lose" (Brannon, 2008). The sequential strategy is the "accommodation" (Brannon, 2008). In this situation of conflict management we rely on the interest of others in the matter being discussed. The possible offspring is the "lose or win" (Brannon, 2008). The final available strategy is the "avoidance" (Brannon, 2008). Managers use this strategy when they believe that the issue of the conflict is of less importance than something else and the possible end

the "lose or lose" (Brannon, 2008). After having determined the strategies of managing conflict we can move on with the rest of the steps in managing conflict.

The third step in managing conflict is the "pre-negotiation" (Brannon, 2008). In a pre-negotiation phase the project manager should initiate the conversation in such a way, that it is interesting for the senior manager. If he or she finds out that during the procedure a possible outcome is not coming, then a facilitator must join their conversation. After the pre-negotiation, the next thing that follows is the "assessment" (Brannon, 2008). Both sides must have clear demands over their conversation and every stakeholder should get involved by expressing his or her opinion truly and without fear. After assessment the project manager should "ground rules and agenda" (Brannon, 2008). By doing so, both sides must agree on the objective of the conflict and therefore on the negotiable issue, in order to avoid a conflict extension. The next procedure is to make the "organization" (Brannon, 2008) part in the conflict resolution and after all the "joint fact-finding" (Brannon, 2008). Both sides should cite the known information about the "social and technical issues" (Brannon, 2008) which is related to the conflict.

The last but not least step in managing conflict is the "negotiation" (Brannon, 2008). In a negotiation process the project manager must follow certain rules of engagement with

the senior manager's opinion. The project manager must express his or her "interests" (Brannon, 2008) on the problem; suggest "options" (Brannon, 2008), "evaluate" (Brannon, 2008) alternatives, proceed to a "written agreement" (Brannon, 2008) and finally state his or her "commitment" (Brannon, 2008) to the project and the project team.

The ultimate step of this conflict management between project managers and senior managers is the "post-negotiation" (Brannon, 2008). In this step the senior manager and the senior manager are going to try to actualize the resolutions of their discussion. In most cases having no co-operation from the senior management is a result of lack of negotiation skills, but also a result from not separating the people from the real problem.

Senior managers often are led by their ambitions and personal outlooks. This attitude drives them to become easier conquered by emotions that do not apply gently inside a team working environment, such as an organization. They rely on their different thinking and perceptions and conflicts stay in their mind as a bad memory. They do not put themselves to other's shoes and this way of thinking make them seem uninterested in possible issues during a project.

Senior managers center their thoughts in interests and not positions of the project manager and this helps the ground for a conflict. Most of them close down their minds in something new or a different approach on a problem and they

try hard to pass their interpretation of the issue as the most suitable one. We have to accept that senior managers are full of responsibilities inside the organization, but this is not an excuse for judging and rejecting opinions, for searching for the single and best answer to the problem, putting limits on scope or vision of the project and terminally considering only their own interests.

A simple rule, which is easy to be followed, is to understand situations as other project managers do. This is not an easy thing to happen, but they must take an effort in order to realize the anxiety and the stress of a project manager during the project processes. They also have to "develop objective criteria" (Brannon 2008) because then they will find more easily some alternatives and they will avoid tensions and pre-mature conflict situations which might cause conflicts. They have to start acting in a fair, efficient and scientific mode and then it is almost certain that their attitude will grow better and better. This will induct to better working environments, to better projects and ultimately to better people.

Liddle (2008) conducted a research about conflict inside an organization. The author reports that conflict is a result of many situations and it can become part of the human nature between individuals and teams. Conflict is a result of an increasingly complex and ever changing work environment; shifting attitudes to management plus changing expectations of

employees and employers, workplace conflict is now an inevitable and inescapable reality for every organization regardless of size, shape or structure.

It is reported that organizations do not teach their employees how to deal with conflicts, but also organizations do not know how to react in conflicts. "Lack of trust, lack of respect, lack of support or a poor balance between work and home life, breakdown in communication, poorly defined team roles, unwieldy structures, lack of planning, lack of clarity and uncertainty borne out of change" (Liddle 2008) are the basic elements which lead to conflicts inside an organization. The basic structure that the reader must understand is that a workplace conflict is a dangerous fact inside a firm, when the firm let the conflict without a resolution.

Managers inside corporations often face conflicts with minor or senior managers. The most appropriate example of these conflicts is the conflict between project and senior managers. Beyond this example, managers in general when dealing with conflicts, they seem poor to resolve them. This can be a result of non-resolving policies to conflicts. Liddle believes that when a conflict arises in an organization, then the mediation procedure must take place. The reasons driving an organization to conflict resolution through mediation are firstly that the "organization is visibly building on its commitment to create an organization where people are able to work with dignity and respect, secondly because the

organization will be meeting and exceeding the requirements of the Dispute Resolution Regulations 2004 and finally because the organization will develop a culture and a reputation as a place where workplace conflicts are managed positively and resolved constructively" (Liddle 2008).

Liddle (2008) in his scientific paper presents that when a conflict situation comes up in an organization between the project manager and a senior manager there are some basic factors, which report this situation. At the beginning we notice that both sides are entering the conflict zone and the possibility of a non-cooperative future is about to start. Then each side will take a stand and the blame game will begin. An outsider observer can understand that actions speak louder than words and both managerial sides attack. After that the explosion is now a fact. The only victim of this situation is the project process and further more the entire organization that picks up the broken pieces that both sides have created.

Liddle (2008) at his closing statement of his research gives the rule to avoid such organizational conflicts. He calls it FRESHA by the acronyms of Fair, Respectful, Empowering, Safe, Healthy, and Appropriate. He claims that FRESHA is the immediate result of a productive mediation of a conflict resolution. By the word mediation one can describe the placing of a third person between the two managers, who tries to turn the unfortunate collaboration of the managers

back to normal. Mediators often use the Total Conflict Management (TCM) which provides full training support on managers of every level, in order to become able to resolve or avoid their workplace conflicts with success and without putting the project processes into a risk zone.

Higgins, Duxbury and Lyons (2001) in a study that they have made state that a non-cooperative senior manager with the minor employee, as a project manager is strictly a result of their education and their internal behavior. The authors believe that am employee will be more productive and more dedicated to the vision of the senior manager and the vision of the organization, when the senior manager gives the employee the support to work freely and without stress. In the research that they have made it is shown that if the senior manager acts by the book then the employee will step aside from the common organizational goal and projects will be in danger.

In the same research, a statistical study was made and the results give us a lot of useful information. "Less than half of the sample work for a supportive manager. The data collected using the supportive manager measure indicates that: Just under half the employees in this study (47% of respondents) work for managers who frequently engage in the nine supportive management behaviors, the 37% work for "mixed managers" who are not consistent with respect to the extent to which they engage in supportive behaviors (i.e. exhibit some

behaviors but not others) and finally 16% work for managers who rarely undertake any of the supportive actions included in the supportive manager measure" (Higgins, Duxbury and Lyons, 2001).

Another interesting point of this study shows that one in seven, works for a non-supportive manager, who is responsible for a possible conflict and affection to the project processes."The data collected using the non-supportive manager measure indicate that: The 13% of the respondents work for a non-supportive manager who uses the six behaviors that employees have identified as typifying a non-supportive manager on a daily basis, just under one in three of the employees in this study (29% of respondents) works for a manager who is not consistent in the extent to which they engage in the six management behaviors that employees find to be non-supportive (exhibit some behaviors and not others) and at last that just over half (57%) work for managers who rarely display what employees consider non-supportive behaviors.

The need to see in a more critical way these statistical papers, give us the boost to reach to the point of understanding that if these employees, who are part of an organization or of a project office, feel in such a way about their supervisors, then we are very close in understanding the reason why conflicts show up between the minor and the senior managers during a project or at any phase of the project. Statistical elements are the greater help, for a researcher to

have, in order to be positive and close to the reality about
the comments that he or she will report.

Tolar and Jameson (2006) conducted a paper in which
"opportunities to integrate conflict management models that
have been heretofore viewed as parallel or even incompatible"
(Tolar, Jameson, 2006) were discussed. "Two such elements that
have not been explicitly considered within the context of each
other are the construct of conflict styles (e.g., Rahim, 1985,
1986; Thomas and Kilmann, 1974, 1977) and the theory and
practice of transformative mediation (Bush and Folger, 1994,
2005)", (Tolar, Jameson, 2006). Due to the written information
inside the paper, the reader can easily understand that the
point of it is to announce the connection between the old
fashion conflict elements and the new way of thinking among
"autonomy and connection" (Tolar, Jameson, 2006) of the
managers initiating a conflict or an aggressive dialogue.

Verzuh (2005) expresses in his book that inside
organizations the possibility of non-collaborative managers.
In order to control any project in a meaningful and productive
way, project managers and senior managers do not communicate
effectively. They separate their positions and try to
investigate what is right or what is wrong from their point of
view, without proceeding into a dialogue procedure. Project
managers are in a less powerful position than senior managers
and they are obligated to meet some standards inside the
organization. These standards are relative to active

communication strategies with the stakeholders of the project, but also to the senior managers.

Verzuh (2005) says that project managers are capable, due to their skills, to communicate actively with everyone involved in the project in order to gain trust and support. This phenomenon is not always a part of reality in an organization. Project managers seem to forget that the best way to "communicate difficulties to customers and managers, is simply to present them with facts" (Verzuh 2005, p.281). Project managers often disregard that the best way to resolve a problem is to report it on time. This delay of reporting the problem is a great factor which causes conflicts between seniors and project managers and it is shown due to the uncertainty of the project manager. The work of a project manager is risky and due to the fear of dismissal they hide the real situation.

Lewis (2005) states that a non-collaborative relationship between project managers and senior managers is a result of a non-skilled in resolving conflicts project manager. During brain storming meetings, in order to come up with the strategies of implementing the project, "various ideas are critiqued, and it is at this point that conflict sometimes turns nasty" (Lewis 2005, p.129). A non-skilled in resolving conflicts project manager will not be able to understand the interpersonal battle and probably will pass by the incident. A

problem is born and the result will produce nothing more than problems and unwanted issues for the project.

Flannes and Levin (2005) write about the "Thomas-Kilmann Model of Conflict Resolution" (2005, p.93-101). The, also called T.K.I. "is a self-assessment tool based on work in conflict resolution inside organizations" (2005, p.93). This tool depends on five models of handling conflicts between employees. The initiative model is called the "competing model" (2005, p.94). This mode has two unwanted characteristics. The first one is the high assertiveness and the second one is the low cooperativeness. In this situation the sides involved in the conflict must select their options and move on only with these. There is no turning back and each side has only one thing in mind which is, winning. We use this mode when quick action, making unpopular decisions, and discussing issues of critical importance when you know for certain that your position is correct.

The second mode of this tool is called the "collaborating" (2005, p.96). This model is characterized by high assertiveness and high cooperativeness. Employees enter the phase of a win-win situation and conflict can be terminated and resolved easily due to the will of each side to move on and not stick to the problem. The best use of this mode is when we deal with integrating solutions, learning, merging perspectives, gaining commitment, and improving relationships. The next mode of the TKI mode is the

"compromising" (2005, p.97). In this model we can see that there is a moderated assertiveness and a moderated cooperativeness. Each side involved in the conflict tries to reach the middle ground for a solution, which fits everyone. It is used when we are facing issues of moderate importance, developing temporary solutions, or when we are under time constraints.

The following mode of the Thomas-Kilmann model is called "avoiding" (2005, p.95). It is characterized by low assertiveness and low cooperativeness. The goal is to delay and the appropriate use for this mode is to earn some time and reduce tensions during the project processes. The final mode of this tool of conflict resolution is called "accommodating" (2005, p. 95). This mode is characterized by low assertiveness and high cooperativeness. It is useful for showing reasonableness, developing performance, creating good will, and dealing with issues of low importance.

Killen and Murphy (2008) proceeded to a research on the MBTI Model on conflict resolution inside organizations. The Myers-Briggs Type Indicator (MBTI) has to do with the reactions of the people during a conflict situation. "Conflict caused by tension, is accentuated when coupled with a difference in the decision-making process (Thinking-Feeling). Understanding the interplay of the last two preferences, one can see their way through conflict more effectively" (Killen, Murphy 2008). In their research, the authors dichotomize

conflict, between two situations, the "thinking-feeling",
which is called the T-F Dichotomy and the "judging-
perceiving", which is called the J-P Dichotomy.

In the Thinking part of this dichotomy, we mostly focus
on the reasons which lead to the conflict, on our alternatives
and policies to resolve conflict, on the critical thinking
about the conflict and finally on the keeping a decent
behavior on the situation and on our conflict partner. In the
Feeling part of the dichotomy employees concentrate in the
parts involved in the conflict, the importance of the issue
that created this situation, in tolerating the different
points of view and finally in making certain that a
compromised solution will be given.

At the other side of the ladder, in the J-P Dichotomy,
managers we feel closer to the judgment attitude focus on
trying to find the best resolution tactic, on the history and
the next years inside the corporation, the result of this
situation and finally on their happiness when conflict is
terminated. In the perceiving attitude managers focus mostly
on finding allays during conflict, on the exact time of the
conflict and not in the past and the future of the
organization, on the opinion of each one involved and at last
on experiencing satisfaction when the conflict is being
addressed to a person.

Having separated the attitudes of the managers in a
conflict situation, we are now able to express the opinion

that there is an interaction between the four characters we stated earlier. This interaction leads us to observe that there are four conflict pair types of managers. The first one is the Thinking-Judgment (TJ's) pair, which is "decisive, planned, and organized; at times critical and blunt" (Killen, Murphy 2008), the second one is the Thinking-Perceiving (TP's) pair, which is "objective; searches for what is right; at times stubborn" (Killen, Murphy 2008), the third type of conflict pair is the Feeling-Judgment (FJ's), which is "warm; seeks harmony; at times wants to smother with kindness" (Killen, Murphy 2008) and the last one is the Feeling-Perceiving (FP's) pair, which is "sensitive; attuned to people's needs; at times worry for everyone" (Killen, Murphy 2008).

Chen, Liu and Tjonsvold (2005) proposed a research inside 105 organizations in China, in which 378 senior managers participated in order to extract reasonable and scientific results about conflict. "This study proposes that how top management teams manage conflict can greatly contribute to their effective leadership of organizational innovation" (Chen, Liu and Tjonsvold 2005, p.277). After having conducted the research, the results revealed that conflict between top management teams, where project managers are included in China, can support the productivity of the team. Conflict, if treated properly, can help every level of management to get

over any difficulty and become more effective during the project processes.

O' Rourke (2007) states that conflict in organizations is attached to the senior management. Senior management causes conflict through the limited resources it provides, its values, its priorities, the poorly delivered responsibilities, the changes in the project process and finally the human thirst for success. The author also provides the way to sense conflict.

Fisher and Ury (1991) conducted a very useful research on behalf of Harvard University. The subject of the research was leaning towards negotiations and agreement without giving in. As the reader moves on inside the book he or she can easily understand that negotiation is a close related word with conflict in an organization. A conflict without negotiation or mediation will definitely bring a strong separation of position inside the organization. The authors believe that "arguing over positions produces unwise agreements" (1991, p.4). This is extremely dangerous, if I am excused for the word, because the organization is a place in which future and human activity is produced. There is no room for unwise choices, because when we find ourselves trying to step aside from the problem and we try to manipulate a conflict with unacceptable procedures then conflict still remains and the problem inside the organizations gets bigger and bigger. The authors at their research also note that "arguing over

positions is inefficient" (1991, p.5) and finally they state

that if we need to find a suitable solution for a conflict

inside an organization then we have to be "Principled" (1991,

p.13), "separate the people from the problem" (1991, p.13),

"focus on interests, not positions" (1991, p.13), "invent

options for mutual gain" (1991, p.13) and finally managers

have to "insist on using objective criteria" (1991, p.13).

Senge (2006) in his book makes a remarkable comment about

the Hellenic contribution to the procedures of conflict

management. The author states that the Greek word "dialogos

means a free flowing of meaning through a group, allowing the

group to discover insights, not attainable individually"

(2006, p.10). By this reference the author provides the

difference between dialogue and discussion. Managers in an

organization have to make dialogues over their issues during

the project in order to learn and build the project team

effectively. A discussion will make no difference on the

issue, because a discussion has no learning value. Senge also

writes that "the discipline of dialogue also involves learning

how to recognize the patterns of interaction in teams that

undermine learning" (2006, p.10). This is highly important for

the modern organizations who try very hard to become learning

organizations. They want to become learning organizations in

order to minimize project failures.

The reader had the chance to comprehend the supreme

elements of project management. The project manager, the

senior manager and the conflict process are some major factors in project management which must be seriously taken under great consideration before entering in the project process. The clear view of these elements drives us to the possibility of project failure, if there is no harmony between them. A project process might be affected severely through the non-collaborative behavior of the project manager and the senior manager.

The Project Management Network (2006) conducted a research about projects. The data we receive from this study come from 600 organizations from all over the world. The main result states that the 86 per cent of the managers asked about their opinion on project failure declines that the phenomenon is related to lack of planning. The same percentage state that, the amount of project failure through this lack comes to 25 per cent. Most of the project managers reported that there are specific activities responsible for the situation of project failure. The first one is the "unclear scope requirements or change of scope requirements" (2006, p.8), the second is the "poor project management processes" (2006, p.8) and finally the "lack of executive sponsorship or management buy-in" (2006, p.8).

Davidson and Holt (2008) wrote a paper concerning the failure of business performance management (BPM). It is interesting that the project process is affected in a negative aspect due to shortness of strategy, weak project management

and change management, inability to understand vital project
aspects and finally due to unawareness of every stakeholder of
the project.

Perkins (2006) wrote a paper about knowledge and how it
is attached as a core problem of project failure. The author
believes that people involved in projects do not have the
necessary educational background to commit projects or follow
certain project management policies and this is the reason why
projects fail. The author also adds that every project manager
should attend an educational program in order to became
professional, than a practical one.

Van Ingen (2007) wrote a study about leadership in
projects, normal, medium or mega. The author clearly states
that the primary responsibility of the project manager is to
communicate effectively with the leadership and the senior
management in general. He believes that most of the projects
fail to reach their deliverables, because communication is out
of order. The project manager asks and tries for better
communication and the senior manager finds little interest in
the situation. It is also declared that the senior management
which hires the personnel of an organization must learn how to
listen effectively to what the employees have to say because
this attitude born self-esteem and mutual trust among the
project team.

Wheatley (2007) wrote an article about maturity and
project management. The author is fond of the opinion that the

stakeholders of a project must show directly that they are capable to handle a situation such as a project and express their maturity in every aspect of the project. Maturity in a project, helps to communicate in a more decent way, makes way to less project failures, but mostly makes way for better and better resources for the project. Finally, Wheatley provides the reader with a survey which was conducted in 2004 by Pricewaterhouse Coopers LLP, in which most of the managers believe on the "correlation between the so-called maturity and business performance" (2007, p.52).

Spolsky (2007), in his paper suggests that the primary reason of project failure is the wrong project team members. Responsible for the project team member distribution in an organization is the senior management through the functional manager, but also the project manager who lacks of diplomatic strategies and due to this lack he or she cannot change or release some member of their duties. In order to save the project from permanent failure the author implies that the project manager should develop a schedule, which separates the project process into week parts. Then he or she should make a duty list for each team member and divide each task of the project process equally. Then the project process will possibly return to its balance.

Lawrence and Scanlan (2007) conducted a research paper about proceeding into the project process in the dark and without strategy. This research paper is the result of a ten

year research between European and American associates and it is focused in aerospace and defense projects. The authors believe that projects which concern engineering and mostly defense and aeronautical issues tend to fail more easily than other mega projects, because of their complexity and the expectations of many individuals who are not capable of following engineers in their goals. These people attach their personal ambitions on the project based on political or financial factors. The authors reveal that project team members are highly educated and highly motivated and they do their job with professionalism. They believe that the failure in mega projects is a result of non-useful project management tools, which are used today. They state that such mega projects cannot follow techniques, which were followed half a century ago. They believe that the project management tools must line up with the modern and multicultural projects in order to avoid project failures, which cost billions to governments and tax payers.

Yetman (2007) in her paper gives the best way to come closer to successful project management. The author in order to pass by risk and dangers of project failure suggests that organizations have to follow every strategy about risk management, every history project which is similar to the one which is performed at present but most of all to implement an "advisory service as essential component in project planning" (2007, p.10). The author also states that project teams in

order to save the project from failure have to be obligated to follow certain rules and techniques. The direct result of this attitude is the minimization of the risk of failure during the project performance.

Scott (2007) wrote an article about projects and silence in organizations. The paper is based on a survey in which 1000 executives and project managers participated. The result of the survey reveals that the 85 per cent of the projects performed in the United States are doomed to fail, due to silence. The author adds that if an organization wants to reduce the possibility of failing a project, then the senior management and the project manager have to start talking about the major issues of the project and reject the word silence from their vocabulary.

Morris (2008) in his recent research ended up with a scientific paper in which the reader can underline things that we have already stated before. This enforces our position that non-collaborative project and senior managers can cause conflict in the project process and therefore move the project to an unwanted end. The author states that in a percentage of 60 and 82 percent of the project performed globally fail to deliver the wanted result. Most organizations these days fight to find the way to overcome this obstacle, because money is spend without result and finally employees lose their positions. The senior managers of the organization do not understand that the answer to their problem is easy and it is

called effective project management. By expressing the phrase

effective project management, due to the paper, one can

comprehend three other phrases, which are change management,

limitations at the scope of the project and finally the best

communication strategies available.

After taking under consideration the entire amount of

information that the sources provide, I conclude that conflict

in general is a fact, which exists in every project process.

Being specific, I can detect that in the project process the

most unwanted factor which may appear is conflict between

senior and minor management.

All authors describe this situation as a phenomenon which

may cause problems to the project processes, but also as a

phenomenon that if we manage in a decent way, great results

will be extracted. Conflict is a part of the project that we

have to handle in a careful way, if we want to take advantage

of it and not let it destroy our project by handling it by an

uncritical way.

Chapter 4
Methodologies and Procedures Used in the Study

Research Design

The most appropriate mean to initiate this chapter of my Master Science Thesis is to give the definition of the word research. The reader will soon understand that the word research is written many times inside this Thesis. The motivation for this repeated procedure comes from the definition of the word. "Research, is a systematic process of collecting, analyzing and interpreting information (data) in order to increase our understanding of the phenomenon which we are interested or concerned" (Leedy, Ormrod, 2005).

The reader of my study will understand better the meaning above if he or she tries to make clear the characteristics of an academic research. The first characteristic, for the reader to understand, is that without an issue there is no research procedure. The following characteristic is only by having a specific and accurate goal and then a research can be conducted. The third characteristic is that if one wants to make a research he or she must fulfill a plan and the next one is that by researching we can divide the examined issue into smaller issues. The following characteristic shows us that any kind of research is consisted of hypothesis and assumptions (Leedy, Ormrod, 2005) and finally that after having finished the research procedure, we have the power to jump into conclusions and interpretations of the collected data.

The research design of my Methodology is divided in three main parts. Sources, the interpretation of discussions with the senior and minor employees of private and state organizations and legal cases considering the improper behavior from senior employees towards minor employees are the central research design of my Thesis. The research on the legal accusations is based in statistical records from the National Statistics Service of many countries and in any records which are available to the public.

I have made an assiduous research on my topic in many directions. In the field of sources: articles, electronic databases, libraries, conference notes, organizational ethics codes (where legally feasible to attain, due to security and safety policy) were used, just to receive the wanted results. Due to my first attempt to collect data for my topic, I realized that a lot of things have been written and that gathering, written in paper or electronically, information would not be hard.

I planned to discuss my topic with senior and project managers of some private businesses and state organizations in order to extract useful results. Employees hopefully agreed to answer to my questions and after that I was able to make my comments about the behavior of senior managers over the work of project managers and to share results about their collaboration on the field of the project process. I have to report that executing this procedure was not an easy case

since many Directors of these organizations refused to allow

to their employees to participate to my research. Finally,

after many meetings and negotiation tactics I gave them to

understand that the participation of their employees had

educational interests and nothing more.

The final attempt to collect as much information as

needed for my Master Thesis was to gather legal accusations

about unacceptable behavior of executives to project managers

during the project processes. This part was not easy, since

this information was protected by law on the district

attorney's office. Taking permission to examine cases relevant

to my topic was difficult and for this reason I remained to

the first two parts of my research. I state that because this

kind of cases may still be in court, without a final decision,

and then the records cannot be given to public. Also, due to

the Hellenic Judicial system, no file can be distributed

unless both parts of the trial give their permission. This was

extremely difficult to achieve, because most of the people

involved did not gave their permission.

Expectations

This paper will provide all necessary information in

order for the reader to understand the difficulties in

communication between senior and project managers. These

communication problems lead to direct and indirect conflicts

between the two categories of managers and this situation will

definitely create problems in the project process. Carrying

on, this paper will provide knowledge to every new employee in the position of an executive and by using the knowledge, properly; he or she will have the ability to avoid conflicts and frictions with the project managers. The reader will also see guidelines for proper communication and conflict management and finally, directions, which will show the correct path to an adaptable managerial behavior.

Finally, the reader will understand that management is a science which must be taught in every business faculty. Management has no place for people who lack of knowledge. I do not underestimate any human being, but due to bibliography most conflicts and most project failures are results of managers who have no learning skills and much less academic knowledge than the proper one in order to confront unwanted situations inside their organization.

Timeline

The study was completed in an 11-month period starting in the beginning of July 2008 and ending in the beginning of June 2009. Meaning:

Subject Area	Date
Preliminary Research	July 1 – September 1
Submit Thesis Proposal	September 5
In Depth Research	September 8 – November 8
Conduct interviews	December 8
Draft Thesis	June 16
Finalize	June 23
Submit for Signature	June 27

Chapter 5
Results

The specific chapter of my Thesis is related to the
results of the study, which I have conducted until now. In
this subject area the reader must receive the outlined
outcomes for each of the procedures I have fulfilled in my
study. It is obvious that my subject must be easily
comprehended now and that anyone who tries to understand my
topic will not find it difficult. Closing down this primary
unit of this chapter it is urging to state that I will write
down only the objective results of the study. My intension is
to make as clear as possible my topic and every discussion,
conclusion or recommendation will be submitted in the
following chapter.

In the preliminary stages of my study I had clearly
stated that the nature of this study is to provide the
necessary knowledge about conflicts between the senior and the
project manager in the workplace of organizations. The
workplace can be divided into state or private organizations,
but also into National Services or even more in International
Services. I move on to this separation of the workplace in
order to reveal the depth of the study. The reader can
underline that the study depends on conflict and this is
obvious, because if it did not, then every project would be a
successful one and each level of management in the
organizations would collaborate effectively.

My intension is, not to judge any situations, or extract any personal opinions. My intension is to write down, objectively, the necessary knowledge about conflicts between the senior and the project manager in the workplace. After a big research on the topic I have noticed and taken aside the results of this psychological behavior between the two levels of management. The results show exactly what both sides have to do in order to collaborate productively and effectively. Both levels of management have to realize that the best way to keep the reputation of their firm in high positions is by examining the results written below. It is obvious that this is not an obligation for anyone, but only a friendly advice towards professionals who respect their work.

In this point it is urgent to state the phases of the conflict. I enter in this procedure because the reader has to understand that conflict is not a phenomenon that comes up unexpectedly. Conflict has signs and it is for everybody's sake to know when these signs appear in order to protect ourselves and most of all our project process.

The first sign of the conflict is the anticipation feeling. When this feeling is spread up in the air of the conversation, then we are aware that conflict is coming. The next sign has to do with the feeling of the unexpressed word. A key player of the conflict is ready to say something that is not to be said. The result is conflict. The following phase of the conflict is related to discussion. After anticipating and

having expressed unexpected words discussion comes along and the issue of the conflict is now under consideration. The next phase brings the open dispute. The two managers or any other person involved in the conflict take sides and expresses his or her points, by arguing. The last phase is conflict itself. Individuals involved express openly their positions and each one fights for the perfect and the winning result.

The first thing we have to write down about conflict is the cause of it. Inside corporations conflicts are a daily routine among employees and this must be taken as a fact. I refer to employees and not to managers because managers, either senior or project are employees of another person who is called the President or the General Director of an organization.

The primary cause of a conflict between the two categories of managers is the misunderstanding. Both kinds of managers are often found not to have understood what the problem is and the direct result is conflict. The misunderstanding cause, due to the bibliography is often a result of a non-academic behavior. There are hundreds of practical project managers and senior managers, especially in family businesses, who lack of academic background. In this point I have to notice that most misunderstandings are results of the lack of the ability to listen what the other person has to say. I have to state that the best way to communicate with another person in the project management science is by

listening. This makes them more sensitive into hearings and strategies during the project procedures and finally the result is a conflict situation.

The secondary cause of a conflict between the senior and the project manager is the difference between their personalities. This is a phenomenon, which cannot be handled with any tactic and strategy. The personality of an individual is a "born with it" situation and as years passes by, a lot of factors help to make it better or worst. The family environment, the growing environment, the human relationship and the learning procedures of a person directly affect his or her personality. Managers often reject other managers when they do not seem alike and by judging hard conflicts arise. The bibliography states a point that beside the current personality of a person, a manager, has to be able to adjust in situations during the project procedures.

The third cause of a conflict is the fight for resources. The project manager always tries for the best human or non-human resources for the project. The project manager does that in order to insure that the project will be a successful one. The point is that the given resources are under the command of the senior manager. Often the senior manager avoids to provide the best resources to the project manager, because he or she believes that the project is not worthy for the organization or because he or she dislikes the project manager or because he or she has no available resources to provide. Senior

managers do not understand that the best tactic about the resources is the co-operation and not the competition. This situation leads to direct conflict with the project manager due to the fear of a dismissal, if the project fails.

The fourth cause of a conflict inside an organization is the authority matter. Both levels of management tend to support their authority over the project. The certain thing is that the authority of the project is relied on the project manager. This situation is not accepted from the senior manager due to the belief that responsibilities and authorities are the part of his or her jurisdiction, also because the upper management often overuses authority. The following stage is the interference in the project procedures and the result is always a conflict.

The fifth cause of a conflict between the senior manager and the project manager is the lack of co-operation. In this cause the senior manager does not share the necessary information with the project team. This cause, due to the bibliography, is the most dangerous one inside an organization. Project management is built on team work and team work is the ingredient of success. Most senior managers have a non-collaborative attitude because they stand for their excellence inside the organization, but also because they want to collect all the glory from successful projects. They are not team players and the project manager finds no-one to work

with or to solve his or her problems when these appear during
the project processes.

The sixth cause of a conflict is found in the different
approaches of methods and style that the two levels of
management use. The methods are the tools for each one of them
to work with and the style is the way of using these tools.
Some tools are common and then the problem arises. Both
managers use the same tools, but in different ways. Approaches
to implement a common way of using these tools have already
done in several conferences, but the background of each
manager leads them to a separate usage. This of course drives
to a conflict.

The semi final cause of conflict inside an organization
is referred to the low levels of performance. The senior
manager always watches the performance levels of every
employee and among them the project manager shows up. The
senior manager is responsible for the resources and the
project manager is responsible for the project. When the
senior manager provides no resources, then the project manager
has no-one to work with. The project falls behind and then we
have the accusations of low performance.

The final cause is the different value or goal on the
project process. The project manager struggles to get the
project done under time, cost and performance restraints and
by all means available from the senior manager, in order to
keep his or her job, but the senior manager waits to collect

the glory from the upper management and a mistake from the
project manager in order to interfere and save the situation.
Healthy organizations have common value and goal on the
project, in order to avoid conflicts.

The eight causes of conflict inside an organization have
their origin into human personality and into human psychology.
Managers, either project or senior, often over-react in
situations which are stressful to them. The certain result is
conflict. Conflict has two faces. At this point i have to make
clear that conflict can be constructive or destructive during
project processes. The way managers will handle conflict, will
also determine if they will take advantage of it or if they
will allow conflict to fail the project. Effective
communication is the answer and both sides have to follow the
good example.

Conflicts are constructive in the project process, when
certain strategies of communication are followed. Levels of
management have to understand that by having a conflict,
issues of importance arise and this is the best way to clarify
an issue of major importance for the project. Managers
understand that cohesiveness is being built from a conflict
and people get to know each other in a more elegant way. A
conflict is also described as a constructive one because it
causes reassessments and therefore stakeholders of the project
are able to examine the procedures and the actions of the
project more carefully. To sum up, a conflict situation is

constructive in the project process because it increases the
individual involvement with the project.

To the other side of the corner, conflicts are also
destructive for the project procedure. Conflict if not managed
properly from the people involved in it, will definitely
divert a serious amount of energy from important issues and
tasks. This will cause a fall behind in the project and this
is the main reason that many projects fail to deliver the
product on time, cost and performance limitations. The next
behavior which characterizes a conflict as a destructive one
is when differences in values are getting deeper. Sharing no
common values and goals will lead to a destructive conflict,
which will not assist the project processes. A destructive
conflict also reduces the co-operation between the senior and
the project manager and this is another major reason for
project failure. Finally, when the two levels of management do
not co-operate effectively and there is a conflict on the
doorstep of our project, the morale of the stakeholders is
being destroyed and that gives boost to self-concepts of the
individuals involved in the project.

After having declared the positions over conflict it is
now time to write down the way that both managers co-operate,
but also the style of their co-operation. This is a major
point in the Thesis, because due to the results of this
research the reader will have the ability to make clear his or
her view on the topic. The co-operation styles are much

different and lead to different aspects and different reactions.

The first policy of the project manager, which also exists for the senior manager, is to avoid conflict. This behavior is a result of a person who has low co-operation skills and is not willing to express his or her ideas in order to resolve any issue on time. This attitude characterizes the person's behavior as a non co-operative one and it is dangerous for the project process and for the future projects.

The next strategy that both managers handle in order to co-operate is by competing each other. In this situation both managers have little or none willingness to co-operate and each one states his or her own wishes from the other. They do not listen to the other's person needs and this is the certain way to conflict.

The following strategy of co-operation between the two managers is to handle the situation in a more diplomatic manner. In this situation we acknowledge some co-operation between the project and the senior manager. One of the two compromises and has the internal power and the willingness to lose something in order to gain something. After all the major negotiation policy is that when you start your negotiation you have to be prepared to lose. Only then the negotiation and the compromise will be successful.

The last communication and co-operation strategy between the project manager and the senior manager is related to their

collaboration. Both sides are willing to co-operate
effectively after having the first side willing to express its
needs and the other side willing to accept the implementation
of these needs. In this situation co-operation is extremely
powerful and both management levels work more productively and
more effectively.

The way and the level of co-operation between the project
manager and the senior manager are handled dynamically from
their personalities and from the working environment.
Stressful factors and other workplace forces which pressure
the existence of these two managers are responsible for the
level of co-operation and for the results which are created
when this co-operation does not exist.

The following unit of the results extracted in the Thesis
is dedicated to the project manager and the senior manager.
The report on these two figures of a project inside an
organization will help us comprehend their major similarities
and their strong differences. I will start my result
presentation by expressing a short description of the job of
the project manager. The first description of the role of the
project manager has to do with the vision of his or her inside
the organization. The project manager has to find out and
communicate effectively with the customer's expectations. By
doing so the project manager builds a responsible relationship
with the customer and this will lead to a good co-operation
during the project process. The second description of the role

of the project manager has to do with his or her role in the project. He or she has the responsibility of delivering the project in time, cost and performance limitations and also the responsibility to implement the best project team from the available resources he or she will be given. He or she is also responsible in finding the proper answers to every possible question or issue which may appear during the project process. The final and most excellent description of the work of the project manager is the ability he or she has to co-operate productively with many people and therefore with many personalities inside the project. Every member of the project team has to work effectively with his or her colleagues and the project manager has to find the way to motivate everyone to work as hard as he or she can in order to satisfy the customer's needs.

The project manager is obligated to fulfill some other tasks in order to have a successful project and a proper working environment. He or she is responsible in organizing time and resources, which are available for the project delivery and follow rules of quality for the project, administrate and prioritize major points of the project in order to receive proper results, manage projects, make evaluations on the project and re-insuring that every issue of the project will be resolved on time, respect the customer and the financial resources of him or her, communicate productively with every stakeholder of the project, make sure

that the project team works and meets every time frame of the strategic plan of the project, find the way to work with the marketing department in order to see how will the project be useful to the market and finally to determine the delivery product and its position to the market.

On his or her internal characteristics the project manager has specific skills, either behavioral or technical. In the behavioral skills we see that the project manager has negotiation skills and leadership skills. He or she has limits between the customer and the organization, he or she has flexibility and initiative character. To the other end, the project manager has also technical skills. He or she is equipped with the knowledge of project management, the basic knowledge of business administration and finally he or she is equipped with great planning and organizing skills.

The senior manager is inherited with many other characteristics. He or she is equipped with deep administrative skills which allow him or her to implement difficult and precise organizational structures. The senior manager is responsible for the distribution of the resources on the project, but also for the fair distribution of responsibilities and faults among his or her personnel. The senior manager is often equipped with non co-operative behavior due to personal beliefs or due to personal ambitions from the project. There is a certain amount of executives who lack of major knowledge background and this lead them to

unfortunate options. These options characterize the project and most of all, the project manager who is incapable of reacting. The project manager cannot interfere to the administration's demands and after trying to put the pieces together conflict comes up and the results are huge for the project. Research and scientific papers have proved that most projects fail, not from bad planning or misjudgments from the project manager, but from serious and severe interference from the upper management. This is the major reason which drives the project manager to enter into a conflict situation in order to save his or her job, but mostly to save the project.

The lack of cooperativeness between the project manager and the senior manager is a certain phenomenon in the modern business environments. Senior managers tend to accept the fact that the project manager is responsible for the project and having the need to control the processes of the project move on to risky procedures. These procedures are the unfair distribution of resources, the secret contracting with the customer, the change of the project scope, the change of project strategy at the middle of the project, the unwise selection of human resources for the project, the lack of trust, the financial and ethical separation of the staff, the belief that they should not be removed from their ivory tower and offer their assistance when a problem occurs, the demand of completing the project in time, cost and performance orients which are unreachable and finally the procedure of not

communicating effectively by sharing all the necessary
information for the project.

The reader of this Thesis has a clear view of what is
going on inside modern workplace environments. The
characteristics of the project manager and the characteristics
of the senior manager are totally different. This difference
lead to conflicts which will affect the project processes. The
managerial and administrative characteristics have nothing to
do with the project. The internal characteristics of the
senior manager are the one which drive the situation to the
edge. The senior manager works under the pressure of his or
her personal ambitions and quality of his or her future work,
but the project manager knows that the level of project
management is the highest level of administration that he or
she will get. Their difference is now obvious. The senior
manager things of his or her carrier and acts with a non co-
operative behavior and the project manager things of the
project success, the reputation of the organization and last
but not least his or her job maintenance, since there will be
no promotion.

The results of my research indicate that due to these
behavioral points conflict is a companion for every project
manager. Every project manager is responsible to accept the
fact that the senior manager cares only for his or her
personal success and nothing can be done in order that he or
she can become more co-operative with the project manager.

Discussions and conflicts will always take place in the
project process, which will be affected, unless the project
manager becomes an expert in negotiation and conflict
resolution tactics.

The most cheerful result which I came up with, is that
updated organizations, either governmental or private, in a
way force their senior managers and executives to follow
courses of behavior and academic courses of proper business
administration. The supervising administratives move towards
this way, because there is no profit, but only loss, if they
dismiss these senior managers and they believe that proper
education will transform them to more tangible and co-
operative managers, who will start worrying a little bit more
about the organization's reputation and good future.

                             Chapter 6
                Discussion, conclusions, recommendations

        Reaching to the end of my research it is obvious that I

have to declare my topic available for discussion, available

for the reader to extract conclusions and finally available

for me to proceed to recommendations. Every necessary

literature of review, for the reader in order that he or she

will be able to evaluate my research is underlined at the

previous chapters. Throughout these chapters information are

provided and the reader is now capable of extracting his or

her own results.

        The issues which must be discussed in this chapter are

related to the way that the project manager and the senior

manager co-operate, the style of their co-operation and

finally the work characteristics and psychological

characteristics of the project manager and the senior manager.

We make that clear from the beginning because the reader must

be able to proceed to conclusions from the discussion of these

topics and after that to understand my recommendations on my

topic.

        Blowing the whistle in this chapter, I have to write down

about the disability of the project manager and the senior to

understand what the real problem on the project process is. In

most cases, due to international bibliography, this non co-

operative behavior is a result of a non academic background. I

report that because in most enterprises the project manager is

an engineer with a multi-year experience in the field of project management and from the other side most senior managers are certified managers from regular management faculties, who had the luck to be promoted over the years.

The disability to understand what the problem is has its source in the disability of listening what the other person is trying to express as an opinion. It is well known that the ability to listen, especially in project management, is a divine ability which must be adopted by anyone who is participating in this kind of management. The certified project manager is aware of that, but the senior manager is not. In most cases even the project manager is not aware of that. By not listening to what the other person has to say, we move to a non-collaborative environment which is the best place for a conflict to initiate.

The conclusion extracted from the situation described above drives the project manager and the senior manager into a certain conflict procedure. The academic background assists the individual's personality to be more polite, but also more capable of listening the opinion of the other person without judging and criticizing it from the first place. If both, the project manager and the senior manager were more academically attached to the project management procedures, they would both be able to start a conversation about their issue, without minimizing the importance of it or without minimizing the personality of the person expressing this opinion. They would

be able to communicate more effectively and this would lead to a better understanding point.

The second cause, which I have to discuss, is related to the differentiated personalities of the project manager and the senior manager. Every living person on earth has his or her own personality and it is very difficult to change it. Due to psychiatric researches and evaluations about the human personality, most psychiatrists declare that the personality of a person is a result of many factors, such as the family environment, the environmental situation of the growing place, the higher studies and the belief of life during the growing procedure. The common element in each case is the growing age. No research states that the personality of a person can be changed after the growing age and this drives us to the belief that it is difficult also to change the personality of a grown project manager or a grown senior manager.

Moving on with this cause I have to report that despite their different personalities, the project manager and the senior manager have to adjust their personalities into the project processes in order to co-operate more efficiently. They have to see and respect the demands of the project and most of all to understand that any project is a living thing, which is able of changing due to certain circumstances. The senior manager has to be able to leave aside any personal believes and not judge every situation in a hard manner. Being more polite and consensus to the project manager's opinion the

senior manager will create a better communication environment in the project process.

The direct conclusion which is extracted from the discussion above is that due to differentiated personalities a conflict may begin. The senior manager should be able to handle difficult and severe project situations in a democratic manner, but also he or she is responsible to be able to listen through dialogue to what the project manager has to report about the project's sake. The project manager is confronting an everyday fight with time, cost and performance in order to deliver the project and he or she does that because it is his or her job and not due to personal ambitions. If the personalities of the project manager and the senior manager are not capable of adjusting in the project processes, then conflict is the next thing to deal with.

The third cause which we must have as a topic in our discussion, due to the fact that the senior management is not co-operating with the project manager, is related to the anxiety of the project manager for project resources. The project manager always tries for the best human or non-human resources for his or her project in order to make sure that the project will be a successful one. The basic element of this situation is that these resources are given from the senior management under the request of the project manager. The point in this situation is that the senior management and its representatives may not provide every necessary or

requested resource to the project manager. This is a result of avoiding to providing the resources due to unwillingness, due to the characterization of a non- worthy project or due to personal feelings towards the project manager.

The senior managers often stand at this position and proceed with this attitude because they do not realize that the best way to overcome difficulties is by co-operating effectively and productively. In general the senior managers often believe that by sitting at their ivory tower makes them the ultimate lords of the organization, but they forget that if they do not assist by any available mean the project manager, then they put the project process in great danger. I do not characterize the danger as the absolute one, because the project manager is aware of the strategy, which he or she must follow in order to overcome obstacles from the senior managers.

The conclusion of this discussion topic is that if the senior manager does not provide every necessary and available resource to the project manager, by expressing weak arguments about this choice then conflict will definitely arise. The senior manager shows with this attitude that he or she is not willing to co-operate and this is worst than not giving the available resources in order to assist at the completion of the project. The senior management has to understand that the project manager is working for the company and the project, but also, that senior managers are not in danger from a

possible promotion of a project manager to the senior management.

The fourth topic which must be discussed in this section of the Thesis is the authority issue in the project. It is obvious with the literature that we have read until now that the senior management and the project management actively support their authority on the project during the several processes of it. From the aspect of the senior management, this situation is unacceptable since authorities and responsibilities are their jurisdiction. The upper management supports its power in a strong way, without letting go, due to egoism and personal beliefs.

From the other side of the coin the project management division believes that the best authority practices must be performed by the project manager who is in charge of the project. This is the most valuable and interesting opinion since authority must be given to the person who has every detail of the project inside his or her mind. The project manager has every aspect of the project taken care of and he or she is aware of every small detail of it. This situation, among every other managerial policy he or she performs, provides him or her with the necessary power to possess the authority on the project process.

The conclusion of the topic discussed above is definitely a major conflict. Regardless the communicational skills of the project manager in order to save the situation and create a

proper working environment on the project the senior manager has no willingness to overcome his or her beliefs about authority on the project process and this drives the situation to an expected event such as conflict. Both managers have to find the golden cut between their managerial or communicational tactics in order to perform in a full percentage of their abilities and without conflicts and serious fights, which arise through egoism.

The next topic which must be discussed has its routes to the lack of co-operation between the senior and the project manager. It would be unwise not to specify about which co-operation I am talking about, so in order to be accurate I am referring to the habit of the senior managers not to share helpful information with the project team and the project manager. Due to the international bibliography this is one of the most risky and dangerous situations inside the organization. Most senior managers believe that if they share all information with the project team then a percentage of their glory, if the project is a successful one, will be distributed to other persons who participated and this is unacceptable for them. They do not want to be part of the team play, but they remain at their ivory towers waiting for a mistake to happen, in order to punish the employees.

In the contrary the project manager is a co-operative person, because he or she is aware that no project can be completed without collaboration and team work. The project

manager needs someone with the expertise and the abilities of the senior manager to help him or her during a difficult situation in the project, but finds no-one. This non-collaborative personality of the senior management drives the project manager to work alone in order to find the appropriate solution for his or her problems, always accompanied by his or her project team, but with no senior support. It is not difficult to characterize the project manager as a rescuer, due to the difficulties of any project.

The direct conclusion of this non collaborative behavior is conflict. As I mentioned before there are many communicational tactics that the project manager can use in order to get away from the traps of the upper management, but when situations are hidden due to personal satisfaction and ego then things might get rough between the relationships of the two managers. Both managers should co-operate effectively and productively and conflicts would be minimized dramatically during the project process.

The following topic which must be discussed in my Thesis is closely related to the difference between the methods and style of the senior and project management. In this point we have to mention that by the word method I refer to the techniques and tools that the senior or the project management use in order to get the job done, but the style, is the policy which is followed by the senior manager or the project manager in order to use these tools and techniques. The senior manager

uses special and common tools and techniques with the project manager, but in different ways. The senior manager applies these tools in order to control and supervise the employees and their activities during the project process.

The project manager makes use of these tools and techniques in order to complete his or her task, in delivering the project, within time, cost and performance restraints. He or she does not care to control the activities of the employees, because he or she has the full knowledge of the activities of the project team members. He or she uses the managerial techniques just to be able to collaborate effectively with the stakeholders of the project, but also in order to have a dynamic control on the resources, either financial or human.

When these different approaches of the managerial tools and techniques meet each other the direct conclusion is conflict. The two managers live in different worlds with different approaches and this makes them behave in a non collaborative manner. The conflict will arise between them when the two managers finally meet each other in order to agree about the strategy they are about to follow for the undertaken project. Different goals and separated opinions drive them to what is called disagreement of characters and the following phenomenon is conflict during the project phases.

Reaching to the end the next issue to be discussed is the low levels of project performance. The senior management always cares to control and evaluate the performance of the employees inside an organization. This tendency in inspecting the performance of the working people does not leave aside the project manager who is another employee. The point is that senior managers do not understand that they are also employees, just in higher positions. Their role is to motivate and not execute the employee with their demands. When we are at the project planning phase the project manager asks for resources, either from the line manager, or the functional manager. When these resources are not provided to the project manager then the project manager has to initiate his or her communication strategy in order to get something more.

The senior management is aware of these communication skills of the project manager and often do not fall into the trap. The result is that the senior management does not provide every available resource and the project manager struggles to deliver the project within time, cost and performance limits. During this struggle the senior manager always asks for an evaluation of the project performance and when he or she gets the performance report and the numbers do not satisfy him or her then accusations of low performance arise. This is a common phenomenon inside organizations and the project manager can do nothing about it.

The fear of an instant removal from the project or the fear of an instant dismissal from the organizational motivates the project manager to ask for more resources, when he or she has taken the entire power of the resources he or she has until then. The senior manager will refuse politely and then the fears of removal and dismissal motivate and control the project manager who begins the conflict. The conflict is inevitable because the project manager is a professional who wants the project to be delivered in order to be accurate to the project contract, but also in order to assist to the maintenance of the good reputation of the organization. His or her ambitions are not personal, but common for everyone involved in the project, but the senior management. This is the reason, which drives him or her to the conflict situation.

The final topic which I have to mention as a discussion topic is the different value of the project process, but also the different goals which the senior and the project management have in the project process. The value and the goal of the project process for the senior management are related with personal ambitions and personal expectations. The senior managers do not care about the project delivery, but for their reputation after the project is delivered to the customer. They believe that due to their supervision over resources and over the project management office, the customer and the organization owner will give them extra financial and ethical credits.

From a different angle the project manager's value and goal on the project process are closely related to the project's delivery on time, cost and performance restraints. The project manager believes that the best way to be acknowledged from the organization is by delivering the project to the customer, always by the contract's criteria. The project manager does not believe in glory and fame, because he or she will never be a senior manager. The only thing that values for the project manager is the belief that he or she will be assigned in mega projects as program manager and that he or she will have the opportunity to show his or her personal value through work.

The differentiated values and goals of the two organizational characters often are the best criterion in order to start a conflict during the project process. The non collaborative and non co-operative senior manager has his or her own believes and these beliefs motivate him or her to act in a non professional way. I believe that the language I use about senior management is not a harsh one, because due to the literature the 80% of the failed projects are a result of non collaborative or non co-operative senior managers.

The following section on my research is related to the recommendation on the issue I examine. Logically the recommendations flow from the conclusions that are extracted at the previous section and each conclusion drives us to the same point, which is that having no co-operation from the

senior management is a strong reason to begin a conflict
during the project process.

The primary recommendation in solving this serious
problem is to pay more attention to certain and scientific
questionnaires, which provide useful information about the
project manager, the senior manager and the project team
members. These questionnaires are referred as SAQ and BDQ. I
will separate the use of each one and I will serve the way to
use them as often as possible.

The Situational Assessment Questionnaire (SAQ) is used to
determine the magnitude of the needs of each project. The
completion of this questionnaire is necessary during the
process of project selection and evaluation. I state that
because by having cleared out the needs of the project the
project team members, the project manager and the senior
management representative will have a clear view of the
project processes and the project's necessities. Having every
detail scheduled the relationship between the project manager
and the senior manager is safe and after the publication of
the SAQ into the organization the senior manager has no excuse
to reduce the project resources or deny providing them to the
project manager.

The SAQ determines specifically certain types of
necessities for the project. It specifies the nature of the
managed people inside the project, the nature of the project
to be performed, the authorities of the project manager and

the senior manager, but also the relations between the project manager and the project team members, the senior manager's relations with the project manager and the project team members and finally the intra-staff and inter-staff relations. Every relation is straightening up and each need is clearly written down in order to proceed with the project, after the selection and the evaluation of it from the organization.

The Behavioral Description Questionnaire (BDQ) is used in order to evaluate the results and dimensions which were identified at the SAQ. This evaluation is being conducted by filling down the Manager / Supervisor Behavioral Description Questionnaire or else BDQ. By using the BDQ the project manager has an intelligent instrument which reveals to him or her, but also to his or her project team the nature of the senior manager but also his or her psychological situation and the nature of his or her character. By having all these facts the project manager can easily determine the strategy which he or she will follow in order to negotiate or ask for other resources. This will assist him or her to be careful on his or her moves towards the senior management, but also it will allow him or her to reduce the chances of conflict.

The BDQ can be examined and thoroughly answered only by participating in both forms which are consisted on it. The first form of the BDQ is filled by the project manager and the senior managers of the organization in which the questionnaire has been turned over and the second form is being filled out

by the project team members and the respective subordinates of the senior management. By performing this strategy the organization has the behavioral profile of each person working on the project and therefore the supervisors of the project manager and the senior manager knows exactly their tendencies and their behavioral tactics. Therefore the superiors of the project and senior manager do not fill out the third form of the BDQ.

I recommend a closer look to the Situational Assessment Questionnaire and the Behavioral Description Questionnaire in order organizations to be aware of the habits and psychological profiles of the project manager, the project team members, the senior managers and their subordinates. Having this information under consideration the superiors of the organization will be able to assign specific individuals who will fir to the senior management's supervision and therefore no conflicts will arise during the project process, which might affect the project in a harsh way. Of course it would not be clever to assume that this common perspective on the project will happen all the time, since some people might be occupied in a different project. I recommend that every organization should examine carefully the SAQ and the BDQ in order to realize the potential and the character of the project management and the senior management through a certified psychiatry and after having extracted a full profile of the people that are about to be assigned in the project,

then to move on giving these employees the green light to co-operate.

After having performed this tactic, it is for sure, that in each organization every employee will perform in a professional way and conflict will be minimized and not eliminated. We need constructive conflicts in order to come up with democratic feelings and suggestions which may lead the project team to a solution of a problem.

The second recommendation which I provide over my topic is related to the interpersonal relations between the project manager and the senior manager. It is a fact that people have different personalities and attitudes. Considering this opinion, one can easily understand that inside an organization, managers tend to have differences and non similar behavioral policies. The solution to this problem can be solved with many ways.

Both types of managers should accept the fact that they have to work together in order to deliver the project on time, cost and performance restraints. Having understood this aspect of collaboration the next step is to find the way to get closer as personalities. This can become true only by mutual agreements on key points of the project. The two types of managers are not obligated to invest on a friendship, but they are obligated to work effectively for the reputation of the firm and for the common well of the customer. The project manager and the senior manager should make a long conversation

on their goals through the project and implement a parallel route towards success. This behavioral approach will clear out their personal or behavioral differences and the result will definitely be better than a conflict during the project process.

On the same issue I recommend that an organizational mediator, specialized in Sociology or Psychology, should be part of their conversation in order to create their profile due to the answers given at the SAQs and BDQs. The conversations between the two individuals should not take long and the specialized mediator should assign them to prepare short essays in a short chronicle period, considering their view over the project they are about to participate in. This policy will force in a good way the two managers to work together under limited time orients and under great pressure in order to deliver the essays. At the end and before the project even begins the two characters will have a clear opinion on each other and after the project begins each one of them will be able to collaborate and retain the interpersonal relationship without entering into a conflict.

This communicational strategy is recommended in order the two managers to learn more about them and collaborate more productively. They will have the chance to get to know each other and create a relationship either professionally or friendly. If this works then the project will have two strong allays, a project manager who has no internal problems and a

senior manager who is able and willing to help in order to deliver a successful project. From the other hand if this communicational strategy does not bring the wanted result then the mediator has the authority to remove the non collaborative individual from the project, after having informed the supervising management of both managers. The selection of the new manager, either project or senior will not last long and due to the short period of this tactic to be implemented, the project will not face any delay in its starting point.

The third recommendation which I provide on this major issue is the minimization of the psychological pressure towards the project manager. The project manager and the project team are obligated, by the contract of the project with the customer, to follow strict and precise procedures in order to deliver within time, cost and performance limits. This attitude of the contract create a lot of pressure and stress at the people working on the project and no further stress should be put on them by the senior managers. I have mentioned at my literature review that the goal of the project manager is to deliver the project successfully, but the goals of the senior manager are personal success and personal ambitions.

This different approach creates an environment of pressure from the senior manager towards the project manager, because the first one wants everything to be perfect without assisting and the second is running like a Marathon runner to

get the job done with every possible resource. This attitude leads to extended stress factors which pressures the project manager and bring him or her to the limit points of his or her physical and mental situation. In order to avoid this undesirable situation the senior manager is recommended to follow some classes of human resources management at the highest educational level in order to understand the proper way to handle individuals.

These classes should be organized by the firm in the form of educational seminars for the senior managers, by the title of "Supervisor's Behavior towards Minor Employees", from the Vice President or the President of the organization. The senior managers will never deny attending these educational seminars, due to their personal ambitions of getting promoted to executive positions they would do anything. They would find the idea extremely well planned and a nice opportunity to look willing to learn at their bosses.

The point of this recommendation is not to make every senior manager seem non- educated, but it shows in a way a smart tactic to make senior managers attend some serious administration classes in order to learn how to reduce their pressure to the project manager and his or her team during the project process. The results will be genius, because we will have managed to reduce the pressure towards the project manager, to make the senior manager a better team player and

finally to reduce the possibility of a conflict, which might affect the project, during the project process.

The fourth recommendation which I suggest on this phenomenon which is happening in every organization is the knowledge of power of the organization and the minimization of any super natural criteria for the project from the senior management. The organization and its components must understand its level of power and try to stay on the correct path of project selecting, without having the tendency to take over major projects which cannot be performed by its personnel. The extravagant criteria which the senior management puts to the project management division, must be taken under great consideration, because no employee is a super hero or a magician, who can in a way fix and prepare everything without the proper resources.

The senior managers of every organization must implement a detailed report in which a full evaluation of the power of the organization will be included. The meaning of power can be translated, either financially, politically or in any other way which assists the performance of a project. Financially, the organization must realize its power in order to be aware of its economic potentials over the project's selection. The organization must realize through its senior management departments that it cannot undertake expensive projects without having the necessary power to back them up, either in

employees or risk situations which are not described at the project's contract.

Politically, the organization must realize its power within public services and political conditions on the area in which it performs projects, either small or major. The senior managers must define the role of state agents towards its mission and understand that without their strong assistance a lot of drawbacks may appear. I refer to delays in permissions, which might affect the time table of the project office or major penalties if the project does not meet the state expectations. I do not imply that the senior managers should buy in a way the state agents, but they are obligated to keep a perfect relationship with them in order to negotiate more effectively, if a problem occurs during the project process.

Having clear options about the financial and political powers of the organizations, the senior management will not be able to press the project manager and his or her crew with extraordinary demands. By not pressing psychologically or mentally the project manager and the project team members the chances of initiating a conflict during the project process will be minimized dramatically. The project manager will be free to perform the obligated, towards the project, duties and therefore professionalism and feelings of independence will arise.

I come up to the point that by having straighten out the power of the organization, the senior management department

and its representatives will now be able to evaluate and control more easily the project process. This attitude will help them understand that the project manager is their partner, in a way, and not their internal enemy. Extraordinary criteria will not be asked again and every stakeholder of the project will definitely realize the potentials of the organization during the project selection. The project manager, by this recommendation is going to perform his or her activities around the sphere of reality. He or she will not have to fight extreme timetables or extravagant financial limitations from the customer and by doing so the project will face its time, cost and performance orients.

Staying in this recommendation the senior manager will not enter to a conflict situation with the project team and the project manager, due to the reality which he or she will leave. The reality is that the financial and political situations will lead the senior managers to the correct administrative decisions towards the project manager and their demands will be excused and followed by the project office. Conflicts will be reduced and the project will escape the possibility of failure. This recommendation is easy to be achieved, but a lot of effort must be put from both types of managers in order to get over their ego and their beliefs of management superiority against each other.

The fifth recommendation which must be seriously taken under great consideration is the foundation of an

International Employment Conditions in Projects Committee or else the I.E.C.P.C. We are aware that the Project Management Institute or the well known P.M.I. counts 265.000 memberships of project managers. Considering that the magnitude of P.M.I. extends in the 83 per cent of the numbered and legally accepted countries worldwide, it will not be difficult to establish this committee.

Projects happen all over the world and the purpose of these projects are either profit, technological evolution, political stability, global peace, but most of all the cover of human needs. This committee can be divided in two sections. The first section can control, evaluate and if needed, proceed to penalties towards project managers who do not respect the ethical code or the needs of the customer. The second section can control, evaluate and if needed, proceed to penalties towards senior managers who, by strong arguments, are found guilty of not being collaborative with the project management division of their firm. The accusation would be of course in a non legal form, but the committee will have the power to instantly disbar the senior manager for a chronicle period, considering that he or she does not want to participate to the completion of the project.

The I.E.C.P.C. will be consisted of attorneys specialized in the international employment legislation in an educational level of Master's or Doctoral degree, certified project managers of the same educational level, certified senior

managers of the same educational level, sociologists, psychologists, psychiatrists, engineers of every specialty, economists and finally a specialized government representative, at the level of general director, of the ministry of employment of each country, which is a member of the I.E.C.P.C. The committee will have divisions in every country and the headquarters will be placed at the United States of America, due to the size of the country and its heavy load of projectized organizations.

The use of the committee can be very simple. Each certified project and senior manager will become a member of it as soon as he or she initiates his or her career at the organization. Due to the non-profit character of the committee, both types of managers will automatically become members with rights and obligations. Inside every projectized organization there will be a stand-point in which a form of improper behavior will be held. Any improper behavior can be written down and every week each form will be send, with expenses of the projectized organization, to the division of the country. At the end of the month every improper behavior will be examined thoroughly and warnings will be charged to the manager with the improper behavior. Each manager will have a three warning limit. After that the next examination will be held by the headquarters' officials and the major penalty will take place.

The I.E.C.P.C., as I have already mentioned, has no legal power. In this point it is fair to report that the I.E.C.P.C. will be in constant collaboration with the National Institute for Dispute Resolution (N.I.D.R.) and the National Association for Mediation in Education (N.A.M.E.). Any kind of penalty can be achieved from the examination board of the committee and after this procedure if the project manager wants to move legislatively against the senior manager he or she can file his or her law suit or be advised from the Public International Law and move on with the case at the International Court of Justice or just follow the legal activity which suits him or her best at the Courts of Justice of the Nation he or she is in.

The reason which leads me to suggest such a measure is not to produce fear and anxiety to the employees of the organizations, either project or senior managers, but to make both sides to understand that loyalty and respect towards the customer's needs are highly important. No one has the right to destroy any kind of project. It is not a harsh expression to use, if we consider that a project might affect the mankind or the technological progress. The senior managers must realize that they have to collaborate with the project manager during the project process and that conflicts are not the answer to their personal ambitions. They have to realize that by collaborating with the project manager, they assist their future as executives, since successful projects will be

performed at their organization. This is the correct attitude due to my personal opinion.

The sixth and final recommendation which I suggest on the issue of non collaborative senior managers with project managers during the project process and the conflict which may arise is related with the internal administration of the organization's divisions.

During project process the organization and most of all, the project manager, needs a lot of resources in order to keep the project safe, but also in order to keep the high standards of the firm's reputation. When these resources are becoming less and less as a result of the unwillingness of the senior manager to contribute more and better resources to the project, then issues and conflicts arise. In cases like this the directors of each department, which is involved in the project must arrange a meeting with the project manager and make their recommendations towards the occurred problem.

Each director will extract a strategy concerning his or her department and after having discussed this strategy with the project manager he or she will provide it to the senior manager. It is certain that if other projects are being performed at the same time, the director's strategy will include the available resources for the project which have the resources problem. If every director involved to the project finds the suitable solution for the maximization of the

resources, then the senior manager will have no way to refuse these resources to the project manager.

This recommendation has a strong administrative character which will help the project manager to avoid any kind of conflict with the senior manager during the project process. Every supervisor will have the chance to collaborate and work effectively with every other supervisor and the senior manager will have the necessary and available resources at his or her hands in order to distribute them to the project manager who might have a problem during the project process. The directors will communicate effectively, under the guidance of the general director of the organization, but also they will introduce their departments to other of the same organization. Collaboration and dynamic partnership will be achieved and this administrative policy will create the communicational bridges among the departments of the firm.

As we can see there is no problem without a solution. The point is that each one of us must realize that as project managers we all have the obligation to find the most suitable and dynamic solution to our issues during the project process. We have to understand that the senior manager often does not realize the importance of some extra resources or other project demands and due to this situation conflicts initiate and projects fail, if not handled properly. We all have to make our knowledge a working tool inside our firms and after we do so, things will go better. Miracles cannot happen, but

we all have the ability to look at the stars above us and try
to reach them with strong work and effective use of our logic
and experience.

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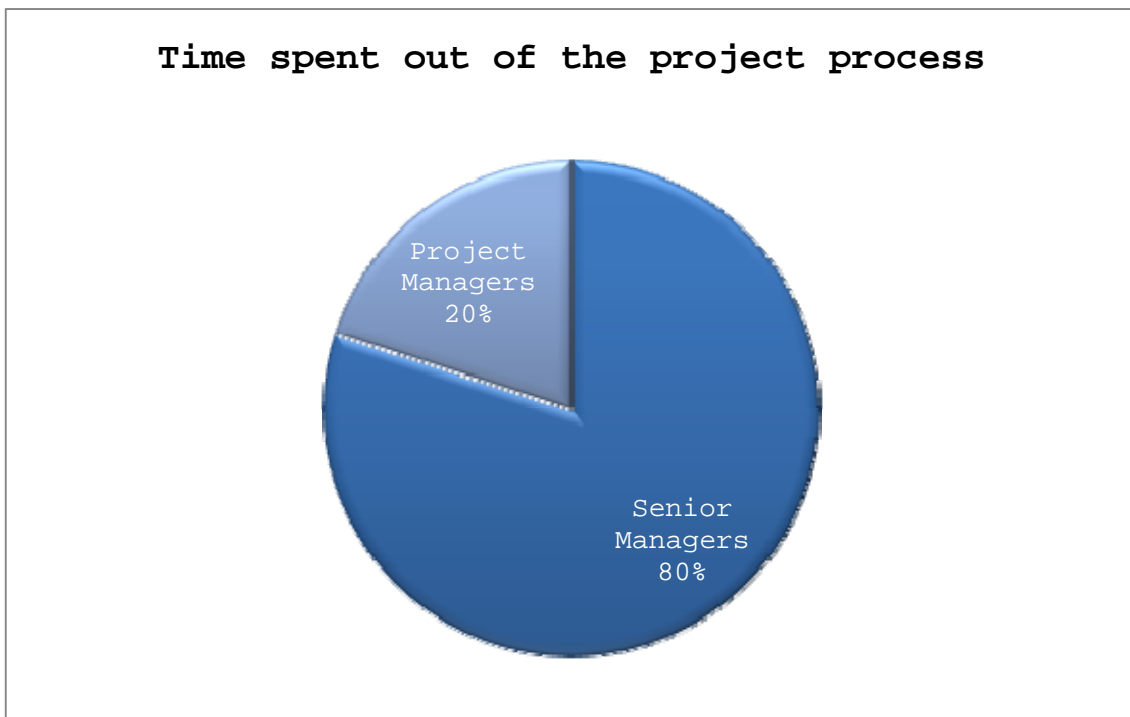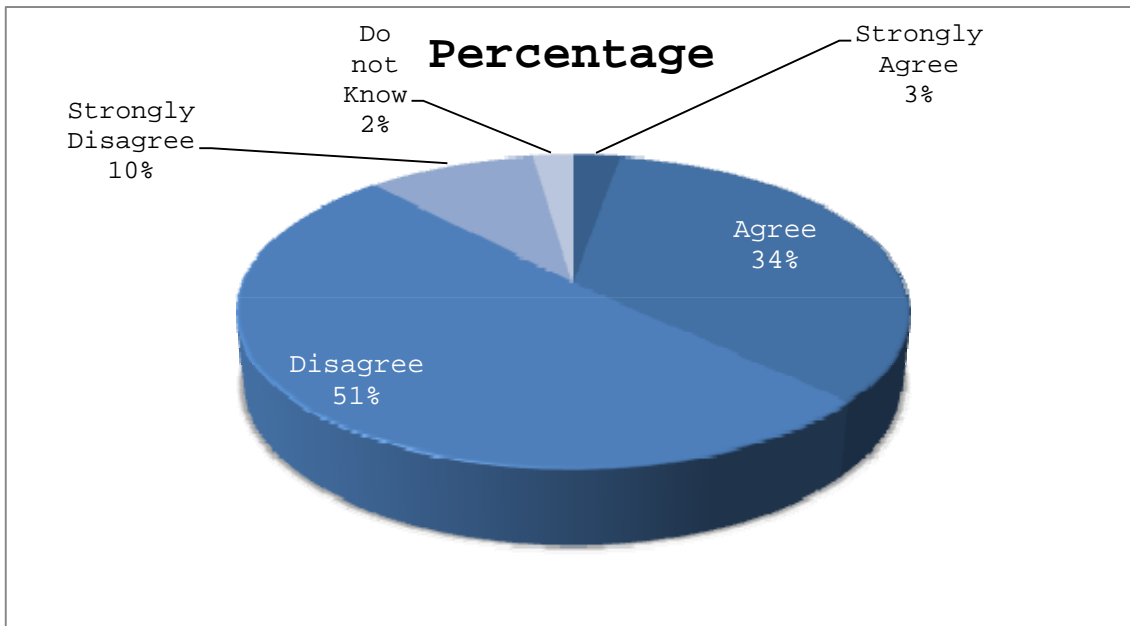
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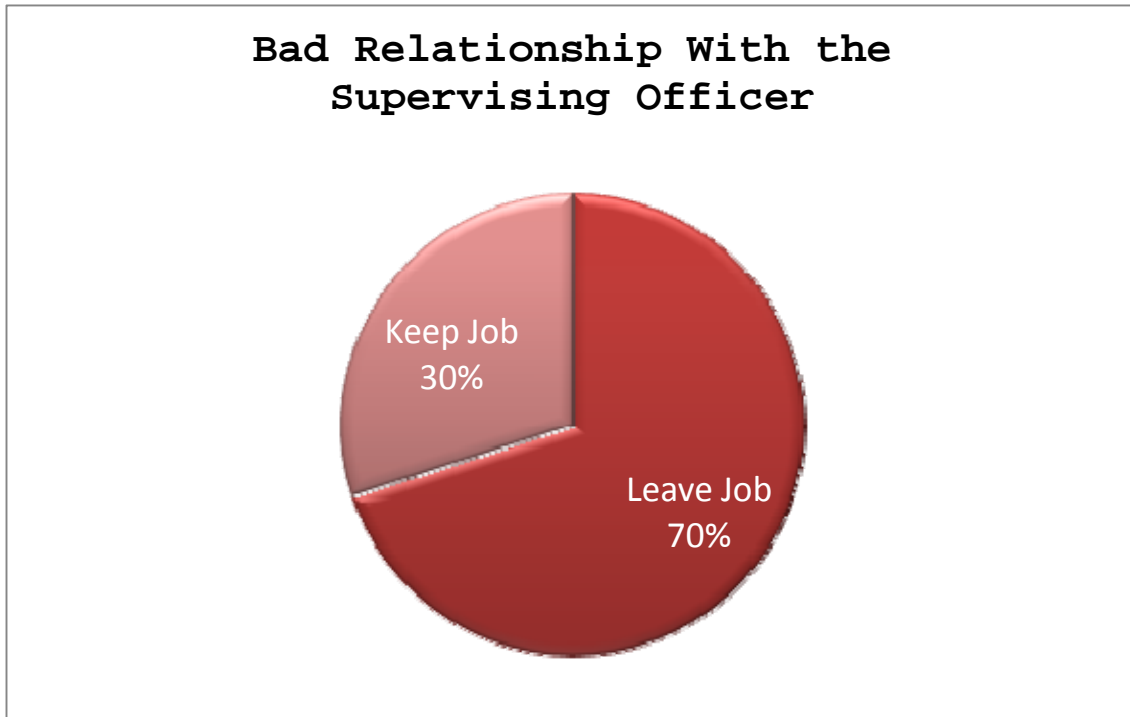
APPENDIX A – STATISTIC DATA

i. Senior Manager – The Real Attitude based on Statistical
Research

Percentage

Do not Know 2%

Strongly Agree 3%

Strongly Disagree 10%

Agree 34%

Disagree 51%

Time spent out of the project process

Project Managers 20%

Senior Managers 80%

Rosenhead, R., (2008). Senior Managers need to play their

role(s) more effectively. Retrieved from

http://articlebase.com.

Bad Relationship With the Supervising Officer

Keep Job
30%

Leave Job
70%

Garner, S., (2008). Are we undervaluing management skills?

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