

# AN INTRODUCTION TO COMPARATIVE STUDY OF PROJECT MANAGEMENT AND GRIEVANCE HANDLING PROCEDURE

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## **ABSTRACT:**

*Project management in a multi-company, multinational, multidiscipline environment with relatively small capital is considered. The collision of that environment and the methods to cope with it are examined, the experiences of a selected number of methods being reported. An attempt is made at providing a pathway for the synthesis of creativity and engineering leading to a minimal time span for conclusion of a project. The cost of slippage is discussed; along with a company's lost opportunities, slippages are considered to be the most detrimental project failures. This paper deals with a situation where project management is performed in a multi-company, multinational, multidiscipline environment, with relatively small resources. The multinational aspect adds the most variety to the task regarding drug listing requirements. Despite the efforts made in, for example, the Benelux countries, and quite recently in the European Free Trade Association (EFTA) group of countries, there are more differences than similarities, and a date for implementation of the system proposed by the European Economic Community (EEC) has not yet been fixed and may not be expected in the near future.*

***Keywords: Project Management, Management Methods, Operational Management, Grievance Handling, Extraversion, Online Communities.***

## **1. INTRODUCTION**

Project management in a multi-company, multinational, multidiscipline environment with relatively small capital is considered. The collision of that environment and the methods to cope with it are examined, the experiences of a selected number of methods being reported. An attempt is made at providing a pathway for the synthesis of creativity and engineering leading to a minimal time span for conclusion of a project. The cost of slippage is discussed; along with a company's lost opportunities, slippages are considered to be the most detrimental project failures. This paper deals with a situation where project management is performed in a multi-company, multinational, multidiscipline environment, with relatively small resources. The multinational aspect adds the most variety to the task regarding drug listing requirements [1]. Despite the efforts made in, for example, the Benelux countries, and quite recently in the European Free Trade Association (EFTA) group of countries, there are more differences than similarities, and a date for implementation of the system proposed by the European Economic Community (EEC) has not yet been fixed and may not be expected in the near future. Nevertheless, these tendencies

to achieve a universal or regional consent must be acknowledged and supported, since they may help to simplify the present complex situation. There still remains a major difference to other industries: that is, the final testing of a project in its latest development steps is not in the hands of the industry. Rather, the clinical studies are in the hands of investigators, independent of the company. They may or may not follow the plans set up by the manufacturer's medical research group. Well-planned studies often are modified by clinicians, in a way that makes the results [2].

## **1.1 MANAGEMENT METHODS**

It is important, for a worldwide operation, not only to keep track of present regulations valid in the countries it works in, but also to follow trends and to anticipate future developments in that field. The regulations for clinical trials and for registration vary from country to country, and the trends are sometimes convergent, sometimes divergent. It is necessary to have one or more people in an organization specifically to do the work of monitoring trends and regulations.

Local workers are needed to supply information regarding the local scene and culture; it is inefficient for people from outside a country to do clinical work there, not knowing perfectly the language and culture. Looking at drug development as a process, it is necessary to optimize, in terms of economical use of resources and of time. Clearly, the methods offered by management science, business administration, industrial engineering and project management are applicable to the situation [3].

### **1.1.1 STRATEGIC BUSINESS PLANNING**

Strategic planning includes research portfolio management and assortment methods, long-range planning methods, forecasting methods for technological and commercial indicators, and project selection methods. These methods help to bridge the gap between R&D activities and financial marketing and general management.

### **1.1.2 OPERATIONAL MANAGEMENT**

For budgeting and cost control, accounting methods, performance measures, capacity measures and capacity forecasting methods are used. Further, methods for planning and performing daily work efficiently are used, along with workshop management methods and organizational manuals, job descriptions, etc. These methods help to achieve an economical use of resources and to provide the required capacity for projects, at the right time and at low cost [4].

### **1.1.3 OPERATIONAL MANAGEMENT**

There are many methods available; success depends on one's ability to properly use and not over-use them. Organizational manuals and job descriptions are of great help. They are established and updated periodically every 2-3 years, by the people doing the respective jobs and by their job neighbors, with the help of the respective supervisors. The time allocated to that task is kept very short so that it does not become unnecessarily sophisticated. The most important benefits to be drawn from that are as follows. Each person thinks through the tasks she/he is involved with, becomes aware of the possibilities for improvements, and clarifies what has to be done, how and why. Each cooperation with job neighbors is re-discussed. The roles are clarified for the next 1-3 years, and more efficient project work can occur because only the 'what' remains to be discussed and not the 'who' and 'how'. In that context, the project manager and his company internal and external partners have to develop the new material. He has to win their interest, gain their cooperation and satisfy their sometimes conflicting goals [5].

The project manager is the key person, who acts as an integrator: he brings each partner in the development enterprise to action, when his part is needed, he applies management methods to achieve an economical drug development; and he identifies the conflicts and brings them to solution or to a compromise. In order to fulfill this task, we need both creativity and engineering, each at the appropriate time. Creativity does not end with the synthesis of the compound; it goes on through all development stages. In particular, it needs a major creative effort in clinical phases II and III, where the proper use of the new drug in therapy is established. As ever, imagination, observation and knowledge of biology and medicine are the ingredients for success. There is also, in industry, a tendency to increase the bureaucracy, and the individual researcher is inclined to adopt a mentality that is directed towards compliance with duties rather than towards imaginative search for new leads and directions'. There is also a point, however, where new ideas have to take a lesser role, and well-tried engineering methods is allowed to bring a project forward to its next goal. It is up to members and managers of project teams to watch continuously what is needed for the project at a given point in time. Here, one can look also on the consequences of more or less efficient drug development: time is crucial, cost of slippage is disastrous. A firm has a small number of new products, perhaps one every 1-3 years, or even less. New products are supposed to generate the basis for the future business and wealth. A successful product with large sales volume obviously changes the position of a company dramatically [6].

## 2. BACKGROUND OF STUDY

Issues of grievances are normally associated with dissatisfaction among employees which related to working procedure, working facilities confusions on provisions stated in company's policy and the violation of provisions in terms and conditions of employment stated in collective agreement. In resolving grievances, aggrieved employees will file their dissatisfaction through grievance procedure and their immediate managers or supervisors are responsible to take action within period given. This procedure is important to deny the construction of employees' dispute. Settling grievances as near as its origin is important in order to deny the construction of employees' disputes. Therefore, immediate supervisors are responsible to settle the grievance as they are the nearest personnel that represent managerial team. The argument on the vital role played by supervisors in managing employees' grievances paralleled that of past studies. Study made by Rollin son, has identified that complaints are quite common and only extends to taking-up a matter informally with a supervisor. As maintained by author, there are a number of decisions making points in the grievance handling process that potentially involve the supervisor [7].

Author identified that correlation coefficients showed strong relationship between attitude toward the grievance procedure and attitude of the supervisors. Scientist denotes that a high number of grievances in a unit or subunit can be indicative of many factors, including both effective and ineffective supervisory performance. Scientist mentioned that in a specific work group, many grievances are in response to specific behaviors by the supervisors. Hence, this present research has targeted supervisors as unit of analysis. According to researchers supervisors' behavior and personal attitudes may affect their styles in handling grievance through grievance procedure. Thus, this study tends to evaluate the effect of personality on the selection of appropriate grievance handling styles among immediate supervisors. Grievance is a matter raised by employee to express dissatisfaction with management behavior and is an attempt to bring out changes. Grievance involves an individual's claiming that he or she has suffered or been

wronged, often because of the actions or decisions made by the manager acting on behalf of the organization. A substantiated grievance is a signal that a manager's behavior was in error or manager has breach worker's right. Often in organizations, the grievance arises because of lack of clarity in the explicit company's rules. Some authors pointed out that too many grievances may indicate a problem but so may too few. According to them, a very low grievance rate may suggest a fear of filing a grievance, a belief that the grievance procedure is not effective or a belief that representation is not adequate [8, 9].

### **3. GRIEVANCE HANDLING STYLES**

Styles in handling employee's conflicts may give an impact in industrial relation culture. A unitary organization is more centralize. As a result, avoidance and dominating styles may be utilized in resolving grievances. On the other hand, a bilateral organization which is more decentralizing may employ compromising, integrating or obliging styles when confronting with employee's grievances study has constructed independent scales to measure five styles in handling conflict namely integrating, obliging, compromising, dominating and avoiding [10].

#### **3.1 INTEGRATING STYLE**

Integrating styles involves high concern for self as well as the other party involved in conflict. It is concerned with collaboration between parties (for example openness, exchange of information and examination of differences) to reach an acceptable solution to both parties. Thomas and Kilmann 1974 labeled this style as collaborating mode. Collaborating mode refers to the ability of manager to work with his or her employee to find a solution that fully satisfies the concerns of both. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insight, with the goal of resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem [11].

#### **3.2 OBLIGING STYLE**

Obliging styles involves low concern for self. An obliging person attempts to emphasize commonalities to satisfy the concern of the other party. Researchers named this style as accommodating mode. Individual performing accommodating style neglects his or her own concerns to satisfy the concerns of the other person. In accommodating style, managers might take the form of selfless generosity or charity, obeying another person's needs and prefer to yield another's point of view [12].

#### **3.3 COMPROMISING STYLE**

In compromising, this style involves moderate concern for self as well as the other party involved in conflict. It is associated with give-and-take or sharing whereby both parties give up something to make a mutually acceptable decision. Compromising style also refers to splitting the difference, exchanging concessions or seeking a quick middle-ground position [13].

#### **3.4 DOMINATING STYLE**

Dominating style involves high concern for self and low concern for the other party involved in the conflict. It has been identified with a win-lose orientation or with forcing behavior to win position. Researchers portrayed dominating style as power-oriented mode or competing style. A dominating manager always stands up with his or her rights, defending a position that his or her opinion is correct and simply trying to win [14].

### **3.5 AVOIDING STYLE**

Avoiding style is associated with low concern for self as well as for the other party involved in conflict. It has been associated with withdrawal, passing-the-buck, sidestepping or “see no evil, hear no evil, speak no evil” situations. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation [15].

### **3.6 PERSONALITY**

Personality can be defined as the sum total of ways in which an individual reacts and interacts with others. To author personality represents those characteristics of the person that account for consistent patterns of feeling, thinking and behaving. Personality may represent a person’s value judgment. A person may have a good personality or bad personality according to his or her belief, culture and surrounding environment. In handling grievances, supervisors may use different styles of resolution according to their perception and understanding on grievance issues referred to them. They too may resolve grievances in a bad and good way, due to their personality. According to researcher personality is one of the factors that influence managerial styles. As stated by author Robbins, individual consideration on certain issue is based on their personality which rooted by heredity (for example gender, muscle reflexes and energy level), environment (for example culture that form individual personality) and situation. In general individual traits are manifest in his behavior. Authors and Co-authors showed that manager’s traits play a vital role in the process of making decision. Individual’s traits become fundamental in describing his personality which affects the consistency of patterns in the way individuals behave, feel and think. This research has utilized Big-Five model. Researcher stated that many researchers have supported the Big-Five model as five basic dimensions encompass human personality. Researcher also agrees that Five-factor model is the best dimension to describe personality. Five-factor model refers to five basic factors in human personality namely extraversion, neuroticism, openness, agreeableness and conscientiousness. A study by Researcher supported the reliability of Big-Five in measuring individual’s personality. They indicated that these five dimensions have represented personality at the broadest level of abstraction. Each dimension summarized a large number of distinct and more specific defining personality characteristics. In telephone data analysis (TDA), five dimensions of personality that being measured are extraversion, agreeableness, conscientiousness, emotional stability and imagination [16, 17].

## **4. EXTRAVERSION**

Extraversion implies an energetic approach toward the social and material world and includes traits such as sociability, activity, assertiveness and positive emotionality. This dimension captures one’s comfort level with relationships. Low score in extraversion will portray an individual as quiet, task-oriented and feel too timid to engage in a problem-solving conversation with. This study assumes in selecting styles in handling grievance, extravert managers will show their cooperation in grievance negotiation session, actively construct alternatives for grievance resolution and talkative in terms of conveying information. Extravert managers are more concerned to others [18].

### **4.1 AGREEABLENESS**

Agreeableness refers to the behavioral tendency to agree with others. Managers with high degree of agreeableness tend to have traits such as altruism, tender-mindedness, trust and modesty. In contrast, managers with low degree in

this dimension have a propensity to defer with others. Agreeableness appears to involve the more humane aspects of humanity and this dimension assesses the quality of one's interpersonal orientation. Persons with high in agreeableness would recognize the importance of finding resolution satisfactory to all persons involved and would be more likely to endorse constructive resolution tactics. Therefore managers with agreeableness personality were expected to be more concerned for others in selecting style in handling grievances [19].

#### **4.2 CONSCIENTIOUSNESS**

Conscientiousness describes individuals who tied with task-and-goal-directed behavior. Conscientious managers tend to show behaviors such as thinking before acting, delaying gratification, following norms and rules and planning and organizing and prioritizing tasks.

A highly conscientious individual is responsible and persistent and prepared for mutual problem solving.

Conscientious managers believe in good and sound facts and information in order to reach satisfactorily grievance management result. Once grievance resolution was reached, conscientious managers will plan, organize, direct and control the implementation. They will make sure that employees follow the actions that have been planned and submitting the feedback for controlling purpose. This study assumes in performing styles in handling grievances, conscientious managers may equally concern for themselves as well as their subordinates [20].

#### **4.3 EMOTIONAL STABILITY VERSUS NEUROTICISM**

Neuroticism is a dimension that contrasts with emotional stability. Neuroticism related with negative emotionality, such as feeling anxious, nervous, and sad and tense. Neuroticism taps a person's ability to withstand stress. People with neuroticism personality were prone to psychological distress, unrealistic idea and maladaptive coping responses. In selecting styles in resolving grievance, managers must be relax and not in stress situation. This will help them to come up with realistic idea and good grievance resolution alternatives. Therefore, in handling grievances, managers must be emotionally stable [21].

#### **4.4 OPENNESS TO EXPERIENCE (INTELLECT)**

Openness describes the breadth, depth, originality and complexity of an individual's mental and experiential life. This final dimension of personality addresses a person's range of interest and fascination with novelty, appreciation of experience for its own sake and toleration for and exploration of the unfamiliar. According to Antonioni researcher, low openness may be related to the avoidance, rigidity and resistance to new ideas. Tolerance with employees in grievance management drives managers to cooperate and hear employees' point of views in grievance negotiation. This action helps the grievance process to be managed in harmonious environment. On the other hand, low openness personality among heads of department may direct to the utilization of avoidance and dominating grievance handling styles [22].

#### **4.5 CUSTOMER RELATIONSHIP MANAGEMENT (CRM)**

Customers in the current era are much more empowered today and selling to them requires a far more strategic approach which Customer Relationship Management (CRM) hopes to fulfill. Organizations are not only attempting to interpret the needs of the customers based on their buying behavior, but are also predicting their future needs. CRM enables firms to customize offerings for customers and when offerings are customized, the perceived value gets enhanced. The perceived value is equated with perceived quality by customers, leading to enhancement of

customer satisfaction. This emphasizes the need for integration along the value chain and aligning and integrating organizational processes back through the supply chain to enable better value delivery to the end customer. CRM can be viewed as an application of one-to-one marketing and relationship marketing, responding to an individual customer on the basis of what the customer says and what else is known about that customer [23].

#### **4.6 ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT (ECRM)**

Electronic Customer Relationship Management (ECRM) comprises activities to manage customer relationships by using the Internet, web browsers or other electronic touch points. A higher degree of interactivity possessed by these channels further allows companies to engage in dialogue, organize consumer redressal, solicit feedback, respond to controversies and establish and sustain long-term customer relationships. Existing companies are being challenged to rethink the most basic business relationship—the one between the organization and its customers. The three components of the ECRM framework are Operational CRM, Analytical CRM and Collaborative CRM. Operational CRM aims at combining sales, support and marketing databases into a single repository that tracks and manages interactions with customers, thereby focusing on improving the efficiency of customer interactions. Analytical CRM comprises the analysis of customer data for strategic or tactical purposes to enhance both customer and firm value. Analytical CRM aids decision making using various tools ranging from simple spreadsheet analysis to sophisticated data mining. CRM facilitates interactions between customers and companies and between members of the company around customer information to improve communication and coordination, to raise customer switching costs and to increase customer intimacy and retention [24].

#### **4.7 ONLINE COMMUNITIES**

An online community is a group of people with some shared interest who connect and interact with each other over time. Relationship of some sort is implied. The dawn of the information age found groups communicating electronically rather than face to face. A computer mediated community uses social software to regulate the activities of the participants. These are places where people gather to share knowledge, build recognition and tap opportunities. Initially sensed to be resource pools for value addition, where people ventured to fulfill their need for self actualization, participation in online communities and forums started as a medium for exchange of ideas and information, and now organizations have started using these communities for marketing through consumer evangelism and support. A web based communication model utilizes the features of the network for Business to consumerbusiness to consumer (B2C) as well as peer to peer communication. On the Internet, electronic tribes structured around consumer interests have been growing rapidly. To be effective in this new environment, managers must consider the strategic implications of the existence of different types of both virtual community and community participation. The interest in online communities from a marketing perspective is driven by the belief that the complex network of personal relationships and increasing identification with the group as a community provide a foundation for a very attractive business model. An online community is a potential source of loyalty, commitment, and increased retention of participants. Many business online communities are created for good Customer Relationship Management (CRM) and Customer Experience Management (CEM). Online business communities maintained for effective Customer Relationship Management can help to reduce price sensitivity, enable price premiums, and create opportunities for up and cross selling [25, 26].

#### **4.8 CUSTOMER EXPERIENCE MANAGEMENT (CEM)**

The limitations of CRM's internal orientation and technology-obsession led to the rise of Customer Experience Management. CEM focuses on designing and delivering loyalty-building experiences. CEM is not just about using technology, but about mapping the actual consumer experience and the variation in the consumer thought process which results due to any new methods or processes adopted by the organizations. A customer's perception of an organization is built as a result of the interaction across multiple-channels, not through one channel, and that a positive customer experience can result in increased share of business [27].

#### **4.9 CUSTOMER LIFE TIME VALUE**

Customer Lifetime Value is the present value of the future cash flows attributed to the customer Relationship. It depends on a customer's activity level, duration, the firm's retention spending, and other related costs and benefits attachable to that specific customer or customer segment. In order to maximize the Customer Life Time Value the firm must work with desirable customers to begin or they should know how to customize the customer's experience to create highest value. It showed that the relations with the choice of integrity and such other aspects [28].

#### **4.10 CONSUMER PRICE SENSITIVITY**

Price sensitivity depends on the ability of the consumer to compare alternatives, evaluate deals and addresses whether the total costs justify the time and effort to find better prices. Price sensitivity encompasses how consumers react to price levels and price changes. Price sensitive consumers seek low prices and are less likely to buy when prices rise. Price insensitive consumers are willing to pay higher prices for the same goods than are price sensitive consumers, and are more willing to buy if prices go up [29].

### **5. CONCLUSION**

The cost of slippage is discussed; along with a company's lost opportunities, slippages are considered to be the most detrimental project failures. This paper deals with a situation where project management is performed in a multi-company, multinational, multidiscipline environment, with relatively small resources. The multinational aspect adds the most variety to the task regarding drug listing requirements. Despite the efforts made in, for example, the Benelux countries, and quite recently in the European Free Trade Association (EFTA) group of countries, there are more differences than similarities, and a date for implementation of the system proposed by the European Economic Community (EEC) has not yet been fixed and may not be expected in the near future.

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