

Effective Project Management by Integrating Self-managed Work Teams

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Abstract

Purpose of the article Purpose of the article is to assess the efficiency of integrating self-managed work teams in project management. The paper analyses the advantages and disadvantages of self-managed work teams and offers recommendations on integrating self-managed work teams in project management in order to achieve project effectiveness.

Methodology/methods An extensive literature review has identified extant theories, frameworks, and methodologies adopted by researchers to gain greater understanding of self-managed work teams. The study explores self-managed work teams based on a case studies at Latvian companies. Qualitative case studies are executed by analysing 18 interviews within four self-managing teams in a consulting companies located in Latvia. The lessons are drawn from literature review, observations and interviews with key informants.

Scientific aim The effective implementation of self-managed work team is strategic solutions to manage sustainable project performance and successful implementation of a project. There is a considerable knowledge base established for self-managed work teams. However, there is limited understanding of the benefits of self-managed work teams on effective project management.

Findings The paper provides overview of lessons learned based on literature review and case studies of four Latvian companies. The results found that self-managed work teams had a positive effect on project management performance and the project success. Success factors for the implementation of a self-managing team that resulted from this research are a clear task portfolio division, good relationships with-in the team and better job satisfaction.

Conclusions The recommendations are targeted at three stakeholder groups – the management/board, HR department, and members of self-managing teams. Future research opportunities include sector specific self-managed work teams.

Keywords: Effectiveness, Project management, Self-managed work teams, Leadership, Project success.

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