

AGENDA

01 People Domain Centric

02 Identification Is the Key

03 Strategies To Adopt

04 Lesson Learnt
Management

05 Manage Technology

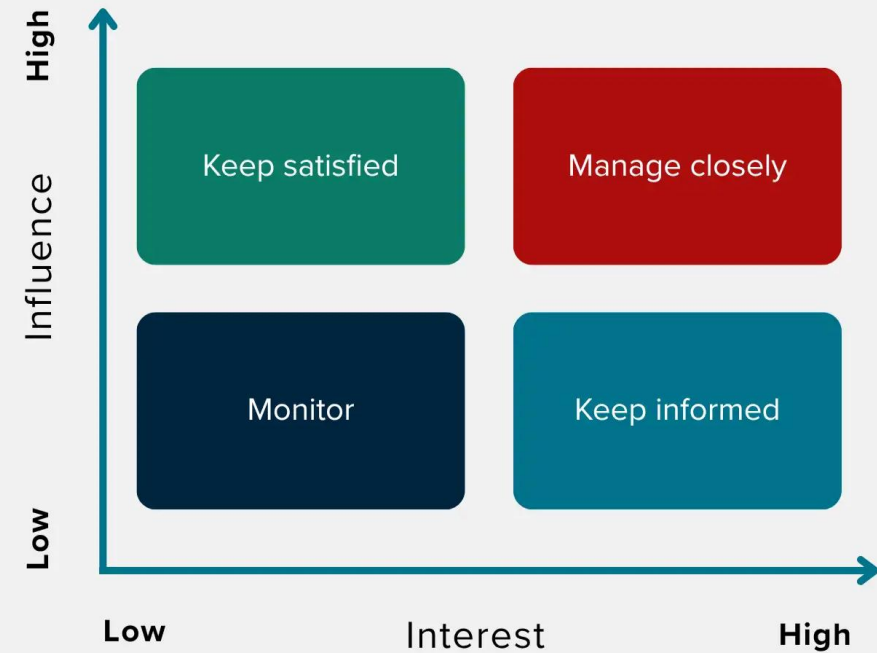
PEOPLE DOMAIN CENTRIC

- ▶ Competing Priorities Derail Project Objectives Leads To Untenable Triple Constraints
 - ▶ Prioritization of Value Delivery Over Individual Stakeholder Preferences
 - ▶ Understand The Team & It's Aspirations
 - ▶ Conflict Stage
 - ▶ Appropriate Interventions
 - ▶ New Technology Frontier Governance Challenges : Agentic AI and AI Agents

STAKEHOLDER POWER & INFLUENCE

COMPETING PRIORITIES

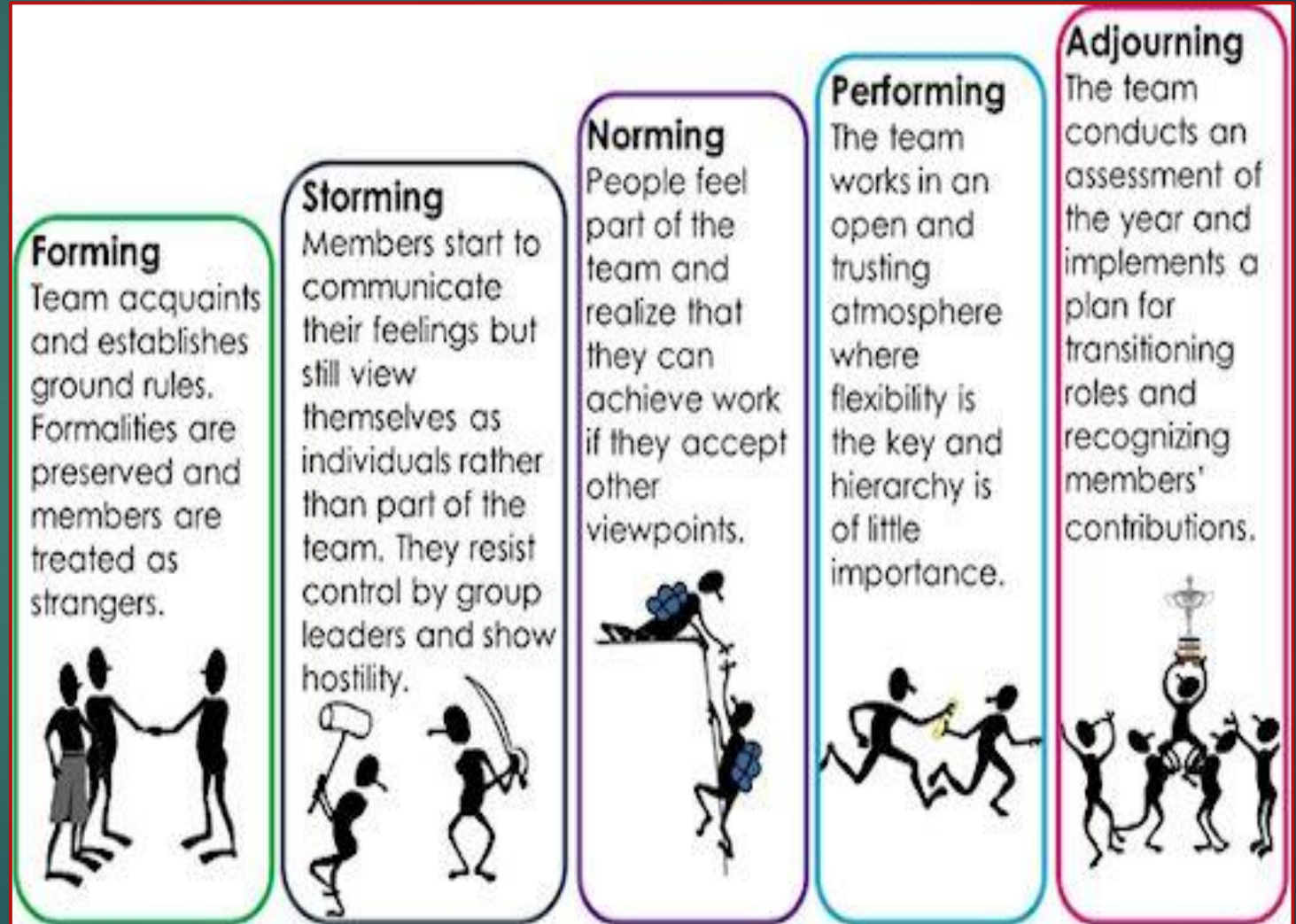
85% Of Failed Projects Are Due To Conflicts Pertaining To Mis-aligned Priorities Of Stakeholders



Team Dynamics

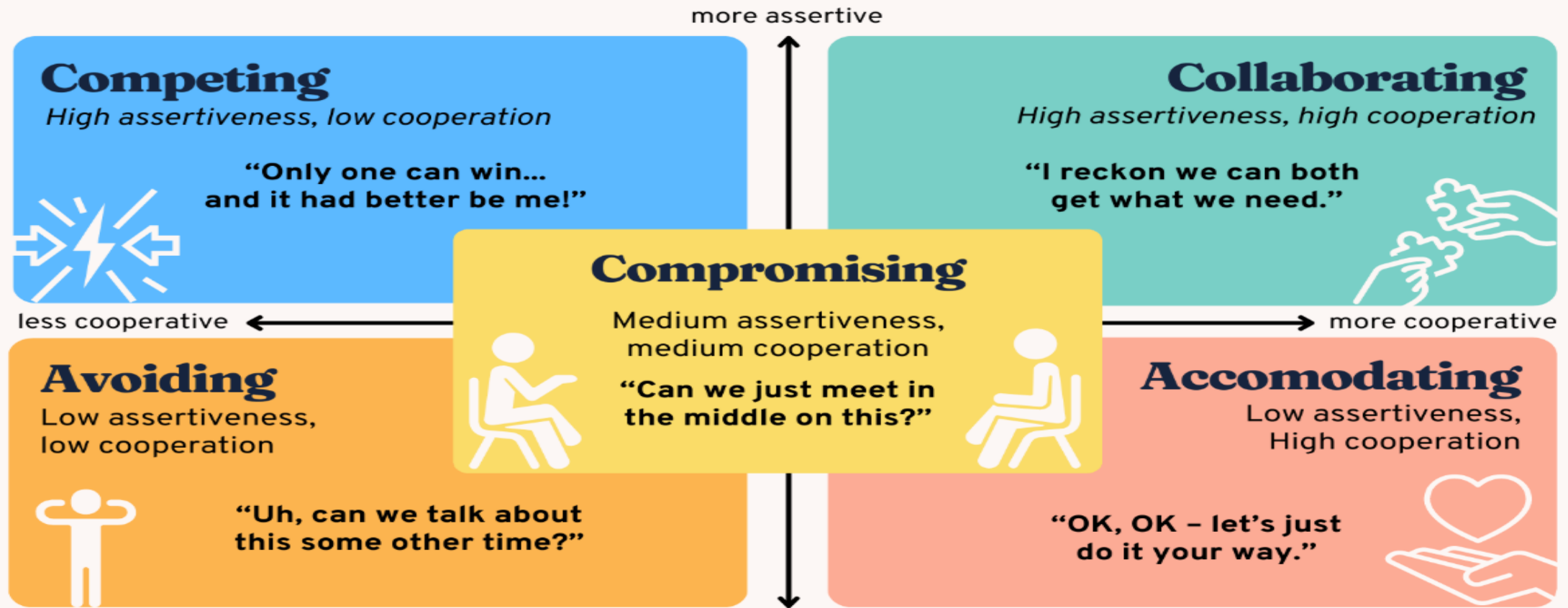
TUCKMAN LADDER

Understanding the team dynamics especially the stage they are in formation directs the management styles in making a team into a functional successful Unit



CONFLICT MANAGEMENT STRATEGIES

Thomas-Kilmann Conflict Model



CASE STUDY: Q&A

PMBOK 8th EDITION BASED

CS1: Alpha Corp is executing a critical enterprise resource planning (ERP) system upgrade using a predictive (waterfall) methodology. During activity sequencing, the lead database architect and senior software engineer engage in a heated dispute regarding critical path dependencies for the data migration module. Both possess strong technical arguments, and schedule float is near zero.

Which conflict management strategy should the project manager adopt to achieve a long-term, consensus-driven resolution in this scenario?

- A. Forcing /Directing
- B. Collaborating / Problem Solving
- C. Smoothing/Accommodating
- D. Withdraw /Avoidance

Answer: B. Collaborating / Problem Solving

involves incorporating multiple viewpoints and insights to achieve consensus and a win-win solution. It is ideal when both parties have critical expertise and time permits for deep exploration.

2.Case Context: Later in the execution phase of Alpha Corp's ERP upgrade, a key project sponsor insists on inserting an unapproved reporting feature directly into the active build cycle, bypassing the formal change control board (CCB) and causing friction with development leads.

How should the project manager handle this stakeholder-driven scope conflict?

- A. Directly force the sponsor to withdraw the request by strictly enforcing project rules without discussion
- B. Smooth over the disagreement by accommodating the request into the current baseline to keep the sponsor happy
- C. Collaborate with the sponsor and team to evaluate value and guide them through submitting a formal change request to the CCB
- D. Withdraw from communication with the sponsor until the current phase is fully closed.

Answer: C. Correct! This balances value focus and accountable governance by engaging the sponsor constructively while adhering to formal predictive change control mechanisms.

3. Case Context: Two functional managers at Alpha Corp argue over the allocation of a shared, highly specialized QA tester needed concurrently for testing the billing subsystem and inventory module under intense schedule pressure. The project manager implements a compromise, splitting the tester's availability 50/50 between both departments.

Question: what is a primary structural drawback of relying on this compromise/reconcile strategy?

- A. It creates a permanent win-win paradigm that eliminates future resource competition.
- B. It can result in a lose-lose situation where neither manager is fully satisfied and the underlying scarcity remains.
- C. It relies strictly on executive authority, leading to immediate resistance and turnover.
- D. It violates the core sequencing and dependency rules of predictive project management.

Answer: B. Correct! Reconciling or compromising involves mutual concessions that often leave both sides partially dissatisfied without solving the root resource constraint

Case Study 2:

At Sigma Infrastructure, the project management office (PMO) integrates an AI-driven governance dashboard that continuously tracks compliance metrics, budget variances, and stakeholder feedback across the smart-grid initiative.

What is the primary value of implementing automated AI compliance monitoring?

- A. . Eliminating the need for human oversight and project steering committees entirely.
- B. Providing real-time, objective data-driven insights that enhance decision-making velocity and early anomaly detection.
- C. Replacing the formal change control board (CCB) with automated approvals for all scope changes.
- D. Guaranteeing a complete removal of project risks by pre-emptively rewriting project baselines.

Answer: **B. Correct!** AI-driven monitoring enhances governance by offering transparent, real-time metrics and early anomaly detection, enabling proactive project interventions while maintaining human oversight.

Sigma Infrastructure faces a severe resource constraint where specialized electrical engineers are split across multiple parallel sub-stations. The project manager uses an AI resource optimization algorithm that analyses historical velocity, skill matrices, and burnout thresholds to rebalance workloads.

How does this AI application align with resource management principles?

- A. . It optimizes resource utilization and supports data-driven allocation while respecting human fatigue and capability limits.
- B. It forces a rigid 50/50 compromise between competing functional managers regardless of skill specialization.
- C. It completely automates team performance appraisals and disciplinary actions.
- D. It eliminates the necessity for interpersonal conflict resolution and stakeholder negotiations.

Answer: A. Correct! AI assists in optimizing resource utilization by processing complex multi-variable parameters (skills, capacity, and fatigue thresholds), supporting informed decisions while acknowledging human limits

Q3. During a project review at Sigma Infrastructure, a senior executive questions whether relying on AI recommendations for schedule compression and risk prioritization undermines project accountability. How should the project manager address this governance concern?

- A. Acknowledge that accountability transfers entirely to the AI software vendor once deployed.
- B. Discontinue all AI tool usage to avoid any perceived ambiguity in project decision-making.
- C. Clarify that AI serves as a decision-support tool, and ultimate accountability for project outcomes and ethical governance remains with the project manager and governance bodies.
- D. Delegate all final gate-review signoffs to the AI algorithm to speed up phase transitions.

Answer: C. Correct! PMBOK principles dictate that technology augments human capability, but accountability, ethical stewardship, and final decision authority remain strictly with human project leaders.

