

**A STUDY OF PROJECT TEAM BUILDING, CONFLICT AND  
NEGOTIATION ON MOBILE TELECOMMUNICATIONS  
COMPANIES' ACHIEVEMENTS IN MYANAMR**



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL  
STAMFORD INTERNATIONAL UNIVERSITY  
MASTER OF BUSINESS ADMINISTRATION  
ACADEMIC YEAR 2014**



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**Title:** A Study of Project Team Building, Conflict and Negotiation on Mobile Telecommunications Companies' Achievements in Myanmar

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**Academic year:** 2014

### Abstract

The objectives of this study were: (1) to analyze the characteristics of effective project teams of mobile telecommunications companies in Myanmar; (2) to study the methods for resolving conflicts; and (3) to analyze the principled negotiation of mobile telecommunications companies in Myanmar.

The sample consisted of 236 respondents from three main telecom companies; MPT, Telenor and Ooredoo. To complete this study, a quantitative survey was employed and asked two groups of questions, including questions about demographics and questions about how employees understand the project team building, apply the methods of conflicts and negotiation. The data collected was analyzed using SPSS version 18. The main tools used in this were; descriptive statistic and tested multiple regression.

Research findings were as follows: the results showed that effective team building, methods for resolving conflicts and principled negotiation were all positively correlated to the achievements of telecommunications companies in Myanmar. The outcome revealed that demographic factors results were also varied. Overall, this study showed that among characteristics of effective project tam, methods of resolving conflicts and principled negotiation of all three independent variables obtained strongly agree and has significant positive relationship with achievements of mobile telecommunications companies in Myanmar.

## ACKNOWLEDGMENT

I would like to express my deep gratitude to Professor Dr. Donn Pjongluck, my research supervisors, for their patient guidance, enthusiastic encouragement and useful critiques of this research work. I would also like to thank for his advice and assistance in keeping my progress on schedule. My grateful thanks to all members of the committees for their time spend to remain and refinement my presentation that provided me insight comments and suggestion.

I would also like to extend my thanks to the telecommunications companies for research information, motivation and inspiration.

Finally, I wish to thank my parents, my best friend Yamone and my classmates who always take care and suggest until I finished this research, for their support and encouragement throughout my study. I would like to particularly like to thanks all respondents for helping me by filling out the questionnaires that provided useful information.

Aye Thida Ko

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the study

Mobile telecommunications companies become very famous in Myanmar, nowadays. Government controlled all communications services in Myanmar. As per the end of 2012, the usage of mobile telecommunication in Myanmar is only 5.4 million of the whole population of Myanmar (60 million) which represents 9% of Myanmar population. The aim of Myanmar government is to increase the usage of mobile telecommunication in Myanmar up to 80% by 2016. In mid 2012, Myanmar had built 857 Base Transceiver Stations (BTS) for local GSM, WCDMA, CDMA-450 and CDMA-800 users. The amount of towers in Myanmar is 1500 in total, especially in capital city and two largest cities of Myanmar and 40% is built by Huawei and the rest is built by 60% (Telecommunications in Burma, 2014: online).

Myanmar with 60 million populations is still a developing country; since decades ago, Myanmar citizens started using mobile telecommunication with cell phones devices. At that time, the mobile telecommunication system was provided only by Myanmar Post and Telecom (MPT). There was many people could not use the mobile phones due to very expensive and difficult access to that system. Myanmar controlled its telecommunication sectors tightly and kept foreign competitors away from Myanmar market. When change is needed for the demand and technological improvement, the government decided for allowance of two licenses to open underdeveloped local telecommunications market. (Bi-Weekly Eleven Media Group, 2013: online)

Some of the biggest mobile operators across the world have joined to get an allowance for license in Myanmar. The government offered two new telecom licenses. The Tender Evaluation and Selection Committee selected Telenor Group of Norwegian and Ooredoo of Qatar as winners for the licenses and the committee allows those operators to expand wireless network in Myanmar for 15 years. (Irrawaddy News, 2014: online)

Due to the powerful competition among mobile telecommunications industry in Myanmar, as for the government controlled company and two fresh new multinational companies who are the first mover to Myanmar willing to achieve their goals over others competitors. To become an effective and successful organization, team building is really important, solving the conflicts among teams and negotiation skills are also basic needs of the organization.

## **1.2 Company Background**

There are three mobile telecommunication companies in Myanmar; Myanmar Post and Telecommunication (MPT), Telenor Group and Ooredoo.

### **1.2.1 Myanmar Post and Telecom (MPT)**

The state-owned telecom firm, MPT was very expensive and poor connection service for Myanmar citizens since decades ago. The first GSM mobile SIM cards were only available to top government employees with high price. In 2012, MPT provided mobile data for users and it could not support good internet connection. However, year by year the price of SIM cards reduce and the services are better. Due to two new international telecommunications companies, MPT organization make changes a lot. MPT signed a partnership agreement with Japanese operator KDDI in May 2014 planned to offer better communication, IT solutions and innovative technologies. (Myanmar Post and Telecommunication official, 2014: online)

### **1.2.2 Telenor Myanmar**

Telenor Group founded in 1855 which is an international provider of tele, data and media communication services. It has mobile operations in 11 markets in the Asia, Eastern Europe, Nordic region and Central Europe. And also, it is one of the major mobile operators in the world. In June 2013, Telenor Group received license as mobile service provider in Myanmar. Telenor aims to provide network coverage to 90 per cent of the population within five years in Myanmar. (Telenor Myanmar official, 2014: online)

### **1.2.3 Ooredoo Myanmar**

The leading international telecommunications company is Ooredoo which provide affordable and easy-to-use mobile telecommunications services developed for the needs of Myanmar consumers and businesses. Ooredoo Myanmar is new operation within the Ooredoo group. In June 2013, Ooredoo was selected as one of two successful applicants which awarded telecommunication license in Myanmar. The company offers wide range of mobile communications services beyond voice and data to improve the lives of Myanmar consumers and help businesses run more efficiently. (Ooredoo Myanmar official, 2014: online)

### **1.3 Statement of the Problem**

The mobile telecommunications companies in Myanmar involve high competition nowadays and the important thing for every company to focus on their market penetration as of entering new market so that the companies have different projects with many different project teams. Moreover, it is very important for mobile telecommunications industry, in order to have organizational development, are not only run the projects to achieve their goals but also understand the project team building, conflicts among the teams and negotiations are very significant.

Every company and organization has their mission, vision and goals. Achieving the company's goals is depending on how the project teams' performance strong enough. Myanmar just opened the door to welcome for foreign business and the research for the telecommunications companies in Myanmar had not done yet. The basic importance for developing a successful organization is building an organization with effective project teams which can perform efficiently by understanding the concepts of resolving conflicts. Besides, project teams with principled negotiation are also basic skill that helps to build a strong project teams. Therefore, this research mainly focuses on achievements of telecommunications companies in Myanmar related with project teams building, conflict and negotiation.

## **1.4 Objective of Study**

Due to the fundamental needs of building an effective and strong project team, this research focused on the theories of project team building, conflict resolving and negotiation skills in project teams of mobile telecommunications in Myanmar. The specific objectives are as follows:

-To study the characteristics of effective project teams of mobile telecommunications companies in Myanmar.

-To study the methods for resolving conflicts of mobile telecommunications companies in Myanmar.

-To study the principled negotiation of mobile telecommunications companies in Myanmar.

## **1.5 Research Question**

1) Is there relationship between the characteristic of effective project team and the achievements of company's goals in mobile telecommunications companies in Myanmar?

2) Is there relationship between the methods of resolving conflicts and the achievements of company's goals in mobile telecommunications companies in Myanmar?

3) Is there relationship between the negotiation skills of project teams and the achievements of company's goals in mobile telecommunications companies in Myanmar?

## **1.6 Limitations of Study**

This research specified to mobile telecommunications companies in Yangon, Mandalay and Naypyitaw, Myanmar accordance with the research objective and there are only three companies in Myanmar in specific cities. Another limitation of this study is time because researcher could not go to all the cities for collecting data. The

number of target respondents is 223 according to formula of Yamane's so distributed 240 sets of questionnaires and collected 236 respondents due to limitation of time.

## 1.7 Scope of Study

This study emphasized on all of three mobile telecommunications companies in Myanmar to study their project team building, conflicts in each teams and negotiation methods which use for resolving conflicts which are the basic knowledge of the building effective teams that positive influence for the achieving their companies' goals in Myanmar.

## 1.8 Significance of study

The mobile telecommunications companies in Myanmar; the number of users has increased tremendously currently. However, users want to get better connection services with most possible lower price. In this case, mobile telecommunications companies have to play with many project teams and failure to keep these can therefore be unsuccessful.

Moreover, the significance of telecommunications companies is development in organizational structure as the companies rely on each team's performance and the employees' understanding on the effectiveness of project teams building, the methods for resolving conflicts and negotiations skills. It is necessary to understand the company's its own performance with project teams' members.

Especially, as for the developing country, it is very essential to understand the telecommunications companies' project teams' performance because of the advantages for new entrance companies and to gain the successful long term business in Myanmar.

## 1.9 Definition of Terms

**Achievements** : something that has been accomplished, especially by hard working or ability; successful completion; the act of achieving; attainment or accomplishment.

**Conflict** : a state of opposition between ideas, interests, etc; disagreement; to come into opposition; clash.

**Negotiation** : mutual discussion to reach agreement; the process of negotiating.

**Penetration** : the action or process, gain access to market (an enemy organization or a competitor's market)

**Liberalize** : refer to relaxation of previous government restrictions, usually in such areas of social, political and economic policy.

**Bid** : Bidding is an offer (often competitive) of setting a price one is willing to pay for something or a demand that something be done.

**Wireless** : Wireless communication is the transfer of information between two or more points that are not connected by an electrical conductor.

**Range** : the area covered by or included in something.

**Sequential** : forming or following in a logical order or sequence.

**Ambiguity** : an attribute of any concept, idea, statement or claim whose meaning, intention or interpretation cannot be definitively resolved according to a rule or process consisting of a finite number of steps.

## **CHAPTER 2**

### **LITERATURE REVIEWS**

#### **2.1 Project Team Effectiveness**

According to Belbin (1996) the team which works provide flexible and useful in a way of working together. Literally, a team that works well sometimes called moving mountains. Team members were taken by the team in individually to put efforts for greater result. To meet new demands, it is able to grow, change and adapt in organization. When members change or the new task changes, the team is able to continue and even can reinvent it.

A group of people which defined by Robinson & Robinson (1994) and also (Thamhain, 1988), a team but not all the groups are qualified as teams. At times, a group formed only for organizational purposes or for attaining personal goals or for common affiliation. In sometimes, the creativity and decision making can stifled by committees. Nevertheless, occasionally, group of people come together high confidence, effective mission performance and a clear significant to the organization. A team is group of people who work on their own, interdependently, who commended to common goals, and who make high quality effects.

By accidently, effective project teams do not take place in an organization. According to Halvorsen (2013), a project team is a group which works together to perform the missions necessary to meet clients needs. For the first time, before a project team meets, before they start forming, storming, norming, or performing or perhaps even before they do not know each other that they will be working together, the project manager may begins arranging the foundation for effective teamwork. Individually and providing a team with what team members need to perform in very tension performance situation has to know and understand by the team leader who has responsibility for it.

The applying concept of Bandow (2001) who used communication technology to the teams also have similar focus of improving effectiveness is supported on forming and building of team relationship. A team made with contract which is a

face-to-face meeting to start the task (mission) or with project encouragement to mix as effective group.

Many experts argued that in a predictable manner developing groups is same with developing infants in certain ways in their first months of life defined by Cleland (1997). There are five stages which is one of the most popular models to identify which groups develop into effective teams as follows:

1. **Forming.** Understanding of project plan, members get notified within members during this early stage. The teams begin to set up basic rules to find out what behaviors are suitable by making efforts by respecting to both project and social relations. The completion of this stage will be once members start thinking that they are as part of group (Tuckman, 1965; Tuckman & Jensen, 1977).

2. **Storming.** This stage has higher level of conflicts, as the name stated. Most of the team members want a group individually, being in part of project group that can accept by members but they refuse to accept the structure of that project team. Before the team move to the next process, leader's arrangement was accepted as the conflict emerge which control the team and the decisions had made are resolved defined by Verma (1997).

3. **Norming.** According to Tuckman (1965), the third stage which close to the relationships develop and the group expressed the solidarity. By appreciation of each member's strengths and respect to their leader which make this stage complete when the group start to resolve differences among them. When new missions come up, the team may fall back into behavior from storming stage, so there is often preliminary part overlap between storming and norming.

4. **Performing.** Cleland (1997) defines a team is that operating system at this point of performing which was fully accepted. It is important that the group's working together for accomplishment the goals of project and group energy moved from knowing each other.

5. **Adjourning.** Performing is last process of developing for conventional working team, but for the project teams is completion phase. Own disbandment

prepared by the team members during this stage. Eventually, most of the teams will reach this stage and at that time, high performance is no longer top priority. For instant, only for a fixed timeline that project teams exist and even though permanent teams may be disbanded through restructuring organization (Tuckman & Jensen, 1977).

Thus, generally, teams are seen as an open system that use resources, communicate among themselves and as a result they get effective outcomes. Teams need to have common goals, understand responsibilities, use direct communication and develop trust. Besides, if a team can deal with change, conflict and perform team maintenance be able to effect on the result of being effectiveness of project team.

### **2.1.1 Mission**

A mission means to gain shared understanding and sense of purpose and it is not an end itself which defined by Haschak (1998). When enhanced people's performance and quality of life achieved which is the meaning of a sense of mission. A mission is a commitment which has highest values and also company's mission statement highlights equally in all important areas.

The clear sense of mission supports each project teams to reach their goals. According to Bart (1997) project teams even work harder when they find a sense of meaning in their work that what the goal of this team is. At the same way, giving motivation for team members that they need to have a clear sense of team's mission.

### **2.1.2 Trust**

According to Hartman (2002), there are innumerable ways that project team start to trust each other within members. It is very essential for project team leaders to create attitude in members are not agonize that their opinions will reveal or confidences deceived. There is not any way to jump for starting to trust among members, it takes time which mean need to wait for developing trust. Moreover, there is trust or not only as it do not have that being slightly trustworthy. There are many situations that trust can occur which are important within team members to trust each others to develop a high performing team.

### **2.1.3 Enthusiasm**

There are many definitions for enthusiasm. In this area enthusiasm is incredibly contagious. Hard working and enthusiasm are bound mutually. Berkun (2005), if without having enthusiasm and hard working leads to boredom. Also, enthusiasm without hard work leads to unrealized potential. The enthusiasm team members look just for the best in themselves and others.

Project team with positive mind, enthusiasm professionals are excellence in delivering quality knowledge based services which exceed the expectations of clients or partners defined by Keller (2006). Eventually, without asking any commends, this enthusiasm normally come out from person and know that instance becomes so encouraging and motivating enough for other team members to work.

Again, according to Daniels (2000) enthusiasm is positive method and high energy going toward project for entrusting to its goals. Therefore, project managers and team leaders are best to endorse a sense of enthusiasm while they are creating an atmosphere for their own that is challenging, sustain and personally incentive. Moreover, enthusiasm is the main key for creating energy and strength that have project efforts effectively (Pinto & Slevin, 1988).

## **2.2 Conflicts' resolving methods**

During the process of the project, disagreements, differences and conflicts which are naturally transpire inside of the project team. The quality of each works and result for discovering conflicts are which project team members disagree over priorities. The goals of the project team and the improvement of their performance were supported by some conflicts defined by Maier (1970).

As stated in Thomas (1992), conflict which is about to discourage the main concern of teams or a process that starts someone discouraged. In this definition, there are two important elements. First, conflict is a process which is not a state as that suggested. It surrounds an active and energetic aspect which is very important. Second, the conflict is sensitivity in general. In other words, it does not eventually substance whether or not one group is wrong to another.

There are innumerable methods for conflicts resolving within team members who are at project managers and leaders' removal. Project managers and team leaders need to consider many issues which defined by Verma (1997), before making a decision about which methods of following and learning to build up flexibility while dealing with conflict to arbitrate against when to stay neutral.

Followings are the three main methods of resolving conflicts among teams of mobile telecommunications industry in Myanmar which are conflict arbitration, conflict controlling and conflict eliminating.

### **2.2.1 Conflict Arbitration**

Project managers and team leaders are willing to impose judgment on the warning to group which is the way of choosing to arbitrate a conflict. The project managers and team leaders turn into decisions after listening to both members. In the decision, it is best way to minimize the personalities and focus what judges do for judgment defined by Cohen & Bailey (1997).

As stated in Thamhain & Wilemon (1975), the winning of project is the goal but not to decide who wins in the conflict. By doing this, seeking a solution is important to allow each member to save face; otherwise the decision may affect temporary relief.

### **2.2.2 Conflict Controlling**

Not all the conflicts can resolve quickly according to Cohen & Bailey (1997), to be calm down and get a better response to conflict, leaders need to wait couple of days in some cases. Because of this waiting time, the interaction between two or more members is another way to use for controlling the conflict. It is selective method that project managers and team leaders use how the arbitration approach when they negotiate.

There is effective strategy for reducing the extreme conflict by smoothing over differences or interruption by humor. The team leaders might delay the interaction and hope for clam heads overcome the next day, if the feelings are rising up among members. Again, if the conflict keep rising up, team leaders need to rearrange the

project assignments if possible, so that members do not have to work together defined by Senge (1990).

### **2.2.3 Conflict Elimination**

Not all the conflicts are manageable. Covin and Slevin (1989) covered that the traits or behaviors of two team members who are not simply well-suited sometimes. Due to the repetition of taking place within a project, the project teams need to desperately evaluate the general and unfamiliar of conflicts to reduce. By transferring a member to other team or making other changes is good for project team that is necessary to solve in some issues. If there is someone who feels guilty for its own, the project manager and team leader remove from the project or using the regular method of punishment. However, if there are two or more people have guilty for the conflict, the best way is to run the project as soon as possible with unbiased way.

It is no longer acceptable sometimes when conflict going up to the point that there is only one villain who should be removed from the project team. But, this happen often when eliminate both members and the others members on the team also have a knowledge of behavior which is unacceptable (Thahain & Wilemon, 1975). Therefore, project managers need to understand the different preferences for handling the conflict. Sometimes, conflicts show the progress of project team.

## **2.3 Negotiation**

As Wall (1985) stated that negotiation is the favored technique for conflict resolving. Negotiation is a process which two or more teams looking for their own control. By acting as a team when cooperate with each other, it called effective negotiation. The same time, negotiating is enveloping through all the characteristics of project team and management works. It is essential for project teams' to understand the negotiation process and skills.

The theory of principled negotiation which is Fisher and Ury (1991) developed very powerful approach in current negotiation theory. To get an agreement and win-win situation, the methods of negotiation as suggested that separating people from the problem, not to focus on the members' positions when conflict occur and creating options for common gain in a project teams.

### **2.3.1 Separating people from the problem**

One of the most important ideas of negotiation is to remember that negotiators are firstly people. The meaning is project managers and team leaders split members from problems and dealing only with team individually. People problems which observed are similar to include problems of the sensitivity, emotion and communication (Fisher and Ury, 1991).

There is saying that an admirable starting point of negotiation is not only discuss on own position, but to understand the other members' situation during negotiation process. Snyder (2009) defined early in the process which is in most of negotiations' general effect which is build by supporting to the other side. There is an important point of negotiations defined by Gates (2011) that due to seeking blame in project team has came across to start a finger-pointing time difficultly.

The meaning of listen actively in negotiation means the underlying motivations to other group that trying so hard to understand the situations. There may be over cost and extra money for delaying to launch the final product due to the conflicts among team members, so the project manger or team leader is fairly make a decision to leave the project stated in Fisher and Ury (1991).

According to Maier (1970), negotiators are better to let the other person blow off steam by keeping not focusing on personalities but on the issues. The important problem is not uncommon for members to become upset, frustrated and angry. However, discussion can quickly escalates into big argument when a member angry and attack the others for emotional chain reaction.

### **2.3.2 Focusing not positions, but on interests**

As Fisher & Ury (1991) noted that interests define the problem and the different between positions and interests which focus on the type of the positions are very important. According to Shell (2006), the other way of focusing on interests, the team mangers and leaders adopt that acknowledges fair on both sides to find satisfy solutions.

It is important when focus only on interests which practice the habit of communication and firstly it look for understand to be understood. This includes the empathetic listening that allows a member to completely understand another

member's reference. Again, it is important to know the member's feelings and also listen carefully for their conversation (Covey, 1990).

Saner (2000) asserts that people have a knowledge which needs to be understood. The main point is when people believe that when they repeat some points for arguments, they already understood the points. Instead of this, by understanding and responding to other person by emphasizing agenda and conclude with the facts and feelings for checking the accuracy of communications.

### **2.3.3 Inventing Options for Common Gain**

Sometimes, project managers and team leaders put barrier for themselves to make it difficult for the solutions of win-win situation when negotiating. A mistake is common that made by some leaders by searching only for the best answer. In some of negotiations, if the result is come out as win-win outcomes, they need to broaden seek and not limiting just focusing it (Lax & Sebenius, 2006).

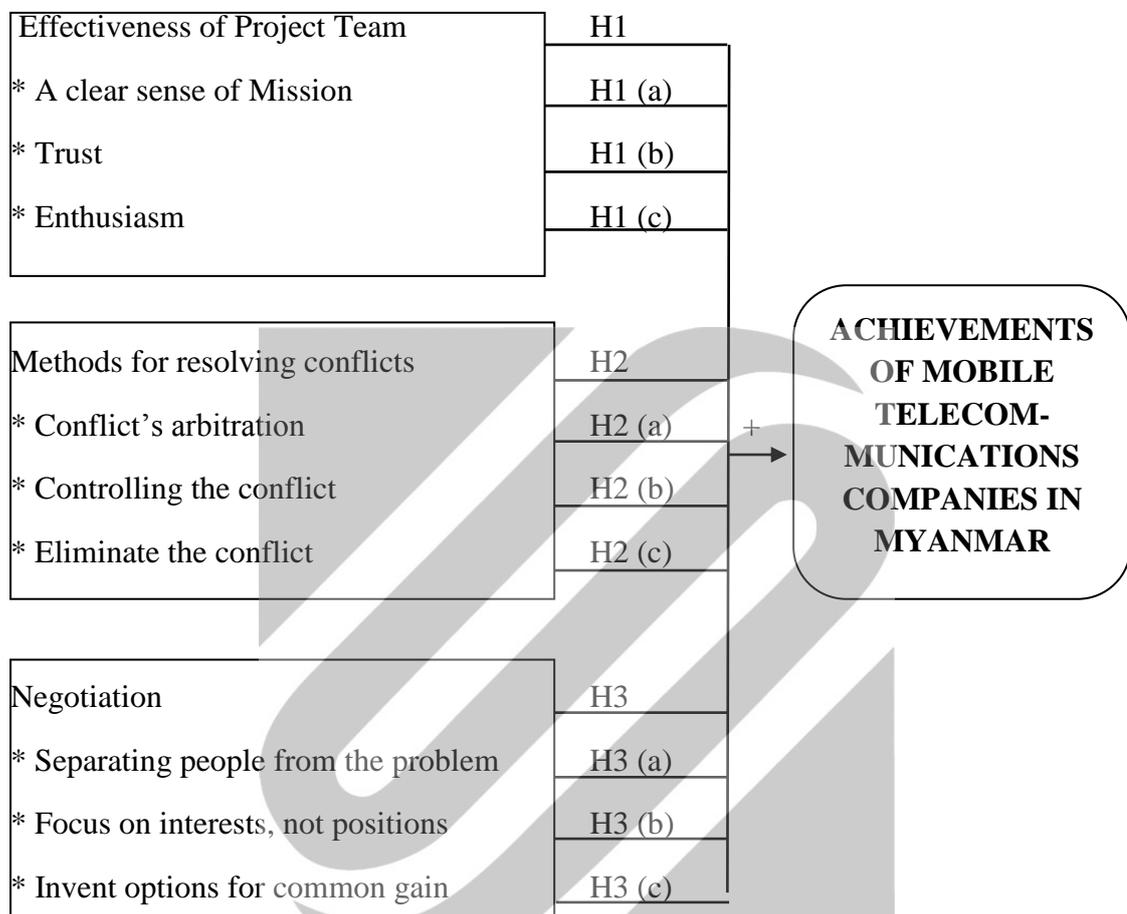
To get an improvement of positive outcomes, there are many important guidelines which use to strengthen the relationship between members. Some options are briefly useful for win-win positive situation and include brainstorming and sharing interests defined by Lewicki, Barry & Saunders (2007). This is not easy when stressful negotiations inhibit creativity and free exchange. People feed off the ideas of others to generate the new ideas. The ideas are that were generated to focus on those with the greatest responsibilities when all the possible options are exhausted.

As many effective ways of building the project teams in this literature commonly used in mobile telecommunications industry in Myanmar. The popular methods of resolving conflicts and negotiation skills were trained to project team members. The achievements of mobile telecommunications in Myanmar mean the success of project teams' performance in the specific area (Nyi Lynn Seck, 2010).

## **2.4 Conceptual Framework**

The conceptual framework for this study provides a more detailed insight on the variables that have effects for the achievements of telecommunications companies

in Myanmar based on characteristics of effective project team, methods of resolving conflicts and principled negotiation skills.



**Figure 2.1** Conceptual Framework

## 2.5 Hypotheses

H1 : The characteristic of effective project team has a significant positive relationship with the achievements of mobile telecommunications companies in Myanmar.

H1 (a) : A clear sense of Mission has significant positive relationship with the achievements of mobile telecommunications companies in Myanmar.

H1 (b) : Trust has significant positive relationship with the achievements of mobile telecommunications companies in Myanmar.

- H1 (c) : Enthusiasm has significant positive relationship with the achievements of mobile telecommunications companies in Myanmar.
- H2 : The methods of resolving conflicts among team members have significant positive relationship with the achievements of mobile telecommunications companies in Myanmar.
- H2 (a) : Arbitrate the conflict has significant positive relationship with the achievements of mobile telecommunications companies in Myanmar.
- H2 (b) : Control the conflict has significant positive relationship with the achievements of mobile telecommunications companies in Myanmar.
- H2 (c) : Eliminate the conflict has significant positive relationship with the achievements of mobile telecommunications companies in Myanmar.
- H3 : The principled negotiation has a significant positive relationship with achievements of mobile telecommunications companies in Myanmar.
- H3 (a) : Separate the people from the problem has a significant positive relationship with achievements of mobile telecommunications companies in Myanmar.
- H3 (b) : Focus on interests, not positions has a significant positive relationship with achievements of mobile telecommunications companies in Myanmar.
- H3 (c) : Invent options for mutual gain has a significant positive relationship with achievements of mobile telecommunications companies in Myanmar.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Method**

The Research methodology is a way to systematically solve the research problem. This study conducted to better understanding of how project team building, conflict and negotiation on mobile telecommunication in Myanmar achieve successful business.

This study is designed to use 'Quantitative Research Method', by distributing questionnaires to sampling respondents because the quantitative research method helps this study to be more reliable and objective looks at relationships between variables and establish cause and effect in highly controlled circumstances (Diriwachter and Valsiner, 2006).

#### **3.2 Population and Sample size**

To determine sample size was a key concern for the researcher to collect relevant data from the relevant respondents. This research has the particular research area of telecommunication companies in Myanmar, and there are only three telecommunications companies in Myanmar. One company is government controlled and the two of fresh new companies just entered into market in 2013, therefore the approach required small sample of the respondents.

##### **3.2.1 Population**

Population for this research covers employees from all three telecommunications companies who working in Yangon, Mandalay and Naypyitaw in Myanmar. The population of telecommunications companies' employees up-to-date to July 2014 is 500 (Source: Myanmar Telecom, Ministry of Communications, Posts and Telegraphs).

##### **3.2.2 Sample Size**

Sample size is a group of representative of population with convenient sampling. In this study, researcher used probability method with simple of convenient sampling. To calculate the numbers of sample size, the researcher used the formula of Yamane's (EDIS, 2009). When the researcher knows the size of the population who is

working in the area of telecom in Myanmar, the sample size was determined based on the formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{500}{1 + 500(0.05)^2}$$

$$n = 223$$

When, n = required sample size

N = population size

e = Margin of error at 5% (standard value of 0.05)

Above equation provided a formula to calculate sample sizes with 95% confidence level. According to the result of 223, hence the researcher decides to distribute 240 sets of questionnaires in order to prevent any errors that may occur.

### **3.3 Research Instrument**

This study entitled “A study of project team building, conflict and negotiation of mobile telecommunications companies’ achievements in Myanmar” uses quantitative research methods. In here, the researcher used the very important liekert scale i.e. 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree.

#### **3.3.1 Questionnaire**

There are 240 questionnaires for survey instruments which related to the dependent variable of achievements of mobile telecommunications companies in Myanmar and independent variables of effectiveness of project teams, methods of resolving conflicts among team members and negotiation skills to ask employees about their experience in the field of project teams building, conflict and negotiation. Questionnaires were distributed through email, online surveys and printing out samples.

#### **3.3.2 General Information**

The first part of questionnaire included closed-end, single answer questions to obtain general demographic information including gender, age and work place. Second questions requested whether they have ever worked in a project teams.

### **3.4 Data Collection**

Data collection for the study of “A study of project team building, conflict and negotiation of mobile telecommunications companies’ achievements in Myanmar” used a survey method by primary data collection.

For this study, the primary data was collected by using questionnaires. The surveys conducted through email, online surveys and printing out samples for telecom companies’ employees in Yangon, Mandalay, and Naypyitaw that will more reliable and objective and can use statistics to generalize a finding.

### **3.5 Data Analysis**

The researcher used the Statistical Software computer program Data Analysis Program to verify. After collecting filled up data questionnaires, coding the approach and statistical software was used to analyze the data. Data Analysis Program was used to conduct the reliability of the research. Finally, the researcher analyzed as descriptive statistics by using the same version of Data Analysis Program.

## CHAPTER 4

### RESEARCH FINDINGS

This chapter represents the result of analysis and interpretation of data revealed from the study which are participated by 236 respondents. This table 4.1 shows the reliability test result using Cronbach's Alpha for each independent variable.

#### 4.1 Reliability Results

**Table 4.1** Reliability test Results

Cronbach's Alpha	No. of Items	Items
.778	2	Effective project team
.798	2	Understanding the mission
.813	2	Trust among members
.791	2	Team members' enthusiasm
.782	2	Methods of resolving conflicts
.902	2	Settling the conflicts
.781	2	Controlling the conflicts
.838	2	Eliminating conflicts
.800	2	Negotiation skills
.829	2	Method separating people
.800	2	Negotiation skills
.829	2	Method separating people

The reliability expresses the number of Cronbach's alpha is greater than 0.6 which means this research is reliable with each of questionnaires in the percentage over 70% according to the result shows in table 4.1. The findings imply that there is

high level of internal consistency among the items in each construct and as such each construct is reliable.

## 4.2 The Presentation of analysis results

The researcher reveals data in form of table by arranging data in to 3 parts as follows:

Part 1 Analysis of demographic data of mobile telecommunication companies in Myanmar categorized by gender and age.

Part 2 Analysis of general information of telecommunication companies in Myanmar.

Part 3 Analysis of characteristic of project teams; conflicts and negotiation have positive effect on successful achievements of mobile telecommunication companies.

## 4.3 Data Analysis Results

**Part 1** Analysis of demographic data of mobile telecommunication companies in Myanmar categorized by gender and age.

**Table 4.2** Represent frequency and percentage of respondents classified by gender.

Gender	Frequency	Percentage
Male	135	57.2
Female	101	42.8
Total	236	100.0

Results of this table states that 57.2 percent of respondents are male and 42.8 percent are female. Thus the majority of the respondents are male.

**Table 4.3** Represent frequency and percentage of respondents classified by age.

Age	Frequency	Percentage
20-24	68	28.8
25-29	86	36.4
30-34	56	23.7
35-39	23	9.7
40 above	3	1.3
<b>Total</b>	<b>236</b>	<b>100.0</b>

Result of this table state that 36.4 percent of respondents are in the age between 25-29 years old which is the majority over among all respondents. While the age between 20-24 is counted as 28.8 percent, followed by 23.7 percent of age between 30- 34, 9.7 percent of age between 35-39 and 1.3 percent of age between 40 and above.

**Table 4.4** Represent frequency and percentage of respondents classified by workplace.

Workplace	Frequency	Percentage
MPT	68	28.8
Telenor	86	36.4

**Table 4.4** Represent frequency and percentage of respondents classified by workplace. (Cont.)

Workplace	Frequency	Percentage
Ooredoo	56	23.7
Total	236	100.0

Result of this table states that most of the respondents are from Telenor Company with 45.8 percent, followed by 40.7 percent from Ooredoo and 13.6 percent from MPT.

**Table 4.5** Represent mean and standard deviation of respondents classified by characteristics of effective project team.

Variable	Items	Mean	Std.Deviation	Mean Value interpretation
Effectiveness of project Team's characteristics	Being effective project teams' has more opportunities.	3.41	.55731	Agree
	Effective project teams can achieve goals easily.	4.22	.56968	Strongly Agree

**Table 4.5** Represent mean and standard deviation of respondents classified by characteristics of effective project team. (Cont.)

Variable	Items	Mean	Std.Deviation	Mean Value interpretation
	All members should know mission.	3.41	.57899	Agree
	Understand the mission will successful.	4.14	.59091	Agree
	'Trust' is necessary for effective team.	3.43	.71929	Agree
	Trust among team members.	4.14	.63004	Agree
	Members should have enthusiasm.	3.44	.65212	Agree
	Enthusiasm of teams are important.	4.14	.65639	Agree

Result of this table states that the mean value of the effective project teams can achieve their goals easily than other project teams is 4.22; which mean strongly agree followed by the mean value of 4.14 agree, 3.43 agree and 3.41 agree.

**Table 4.6** Represent mean and standard deviation of respondents classified by methods for resolving conflicts.

Variable	Items	Mean	Std.Deviation	Mean Value interpretation
Methods for resolving conflicts.	Conflicts can occur in any project team.	3.41	.58162	Agree
	Project teams leaders and members use methods of resolving conflicts.	4.12	.62411	Agree
	Leaders has responsible for conflicts.	3.56	.96630	Agree
	Leaders settle the conflicts among team.	3.99	.83097	Agree

**Table 4.6** Represent mean and standard deviation of respondents classified by methods for resolving conflicts. (Cont.)

Variable	Items	Mean	Std.Deviation	Mean Value interpretation
	Team leaders know how to control effective team.	3.46	.69156	Agree
	Controlling the conflicts.	4.26	.66160	Strongly Agree
	Leaders may eliminate conflicts.	3.44	.71378	Agree
	Eliminating the conflicts.	4.01	.63493	Agree

Result of this table state that the mean value of “Control the Conflict” is important method for project team is 4.26 strongly agree; followed by the mean value of 4.12, 4.01, 3.99, 3.56, 3.46,3.44 and 3.41 means agree.

**Table 4.7** Represent mean and standard deviation of respondents classified by principled negotiation.

Variable	Items	Mean	Std.Deviation	Mean Value interpretation
Principled negotiations.	Understand project negotiation.	3.41	.66100	Agree
	Separating people from the problems.	4.12	.68248	Agree
	Leaders has responsible for separating people from problems.	3.46	.76686	Agree
	Focusing on team members' interests.	4.21	.75596	Strongly Agree
	Team leaders know how to use focusing on interest.	3.49	.86657	Agree

**Table 4.7** Represent mean and standard deviation of respondents classified by principled negotiation. (Cont.)

Variable	Items	Mean	Std.Deviation	Mean Value interpretation
	Team leaders understand the common gain.	4.22	.73488	Strongly Agree
	Understand the techniques of negotiation.	3.44	.84932	Agree
	Negotiation is essential methods.	3.90	.74416	Agree

Result of this table states that the mean value of focusing on team members interests is important than focusing on he or she positions and if project team leader understands to discover options for common gain can negotiate among project team members are 4.22 and 4.21 which mean of strongly agree; followed by 4.12, 3.90, 3.49, 3.46, 3.44 and 3.41 are agree.

#### 4.4 Hypotheses Testing

**Table 4.8** Regression analysis between effective project teams, understanding of clear sense of project teams' mission, trust among project teams' members, enthusiasm and achievements of mobile telecommunication in Myanmar

Variables	r value	p value	VIF
Effective Project Teams	.423	.000	1.000
Project team mission	.441	.000	1.000
Trust among members	.482	.000	1.000
Enthusiasm	.413	.000	1.000

According to the result table 4.6 based on statistically significant with 95% confidence, the regression was statistically significant P-value = 0.001. This table studies the relationship between independent variables of effective project teams, understanding clear sense of project team mission, trust among teams' members, enthusiasm and dependent variable is achievements of mobile telecommunication in Myanmar. The diagnostic test revealed an  $R^2=0.423$ ,  $R^2=0.441$ ,  $R^2=0.482$  and  $R^2=0.413$  indicating that the regression is reasonably fitted and interprets that 42.3%, 44.1%, 48.2% and 41.3% of variance in this achievements can be predicted as per results above according to data analysis.

**Table 4.9** Regression analysis between methods for resolving conflicts, settling the conflicts between team leaders, controlling the conflicts, eliminating the conflict and achievements of mobile telecommunications.

Variables	r value	p value	VIF
Resolving conflicts methods	.412	.000	1.000
Settling the conflicts	.692	.000	1.000
Controlling conflicts	.408	.000	1.000
Eliminating conflicts	.530	.000	1.000

According to the result table 4.7, based on statistically significant with 95% confidence, the regression was statistically significant P-value = 0.001. This table studies the relationship between independent variable of methods for resolving conflicts, settling the conflicts, controlling the conflicts, eliminating the conflicts and dependent variable is achievements of mobile telecommunication in Myanmar. The diagnostic test revealed an  $R^2=0.482$ ,  $R^2=0.692$ ,  $R^2=0.408$  and  $R^2=0.530$  indicating that the regression is reasonably fitted and interprets that 48.2 %, 69.2%, 40.8% and 53.0% of variance in achievements can be predicted.

**Table 4.10** Regression analysis between understand project negotiation that separate people from problem, focus on team members interests, understand techniques and achievements of mobile telecommunication in Myanmar

Variables	r value	p value	VIF
Project negotiation	.446	.000	1.000
Separating people	.499	.000	1.000
Focus on members' interests	.531	.000	1.000
Negotiation techniques	.555	.000	1.000

According to the result table 4.7, based on statistically significant with 95% confidence, the regression was statistically significant P-value = 0.001. This table studies the relationship between independent variable of understanding project negotiation, technique which separates the people from the problem, focusing on team members' interests, understanding the techniques for negotiation and dependent variable is achievements of mobile telecommunication in Myanmar. The diagnostic test revealed an  $R^2=0.446$ ,  $R^2=0.499$ ,  $R^2=0.531$  and  $R^2=0.555$  indicating that the regression is reasonably fitted and interprets that 44.6 % of variance in achievements can be predicted.

In conclusion, variance inflation factors (VIF) is 1.00 which result came out when variables are correlated. According to the result tables, hypothesis was tested by using SPSS 18 to get reliable result; each variable are related to the dependent variable with outcomes numbers.

## CHAPTER 5

### CONCLUSION, DISCUSSIONS & RECOMMENDATION

#### 5.1 Conclusions

The purpose of this study is to analyze the positive relationship of project team building, conflict and negotiation on mobile telecommunications companies' achievements in Myanmar. The conceptual framework of this study is to analyze the relationship of project team building, conflict and negotiation on mobile telecommunications companies' achievements in Myanmar.

The study was undertaken in telecom companies Yangon, Mandalay and Naypyitaw, Myanmar. All the total respondents of 236 are from MPT, Telenor and Ooredoo who were aged above 20 years old. The study used a convenience sampling group data which was statistically delineated through frequency and percentage. The hypotheses related to project team building, conflict and negotiation on mobile telecommunications companies in Myanmar was analyzed through multiple regressions.

According to hypotheses testing, the regression was applied to examine the predictive relationship between independent variables consist the achievements of telecommunications companies in Myanmar at 95% confidence level. The study showed that among characteristics of the effective project team, the effective project team can achieve their goals than other project teams obtained the highest mean 4.22 which mean strongly agree and the independent variable "characteristics of effective project team" has positive relationship with achievements of mobile telecommunications companies in Myanmar.

For the result of independent variable methods of resolving conflicts has significant positive relationship with the achievements of mobile telecommunications companies in Myanmar. Whereas the study indicated that "Control the Conflict" is important method for project team obtained the 4.26 which means strongly agree.

According to the result of independent variables of principled negotiation, if project team leader understands the options for common gain can negotiate among project team members obtained 4.22 which mean strongly agree and has significant positive relationship with the achievements of mobile telecommunications companies in Myanmar.

As mentioned in background of the study, there are only three telecommunications companies in Myanmar who has strong knowledge of characteristic of effective project team, methods of resolving conflicts and principled negotiation skills. Besides, as per the literature review the effectiveness of project team building, conflicts resolving and negotiation skills are fundamental factors of an organization. Therefore, this research is made very positive contribution to the telecommunications companies' employees in Myanmar.

## **5.2 Summary of the findings**

According to the results of multiple regressions project team building, conflicts and negotiation on mobile telecommunications companies in Myanmar, it indicated that methods of resolving conflicts are very essential towards achieving goals of mobile telecommunications companies in Myanmar.

According to the result, in the first part, the sampling group is respondents from three mobile telecom companies: MPT, Telenor and Ooredoo in Yangon, Mandalay and Naypyitaw, Myanmar. The respondents were majorly age group of 25-29, followed by the age group of 20-24. Most of the respondents were from Telenor company with majority of the sample population were male.

According to the study, it showed that among characteristics of effective project team, methods of resolving conflicts and principled negotiation of all three independent variables obtained strongly agree and has significant positive relationship with achievements of mobile telecommunications companies in Myanmar.

### **5.3 Discussion of Major findings**

From this research project “A study of project team building, conflict and negotiation on mobile telecommunications companies’ achievements in Myanmar” investigates the relationship between performance of project teams and achievements of their companies. The research established that effective project team building was found to have positive relationship with the achievements of mobile telecommunications companies in Myanmar.

The research finding related to relationship with methods of resolving conflicts and the success of the project teams of mobile telecommunications companies has positive significant relationship. As per the literature review the more the project teams understand the methods of resolving conflicts, the more the project teams gain success; therefore the relationship between methods of resolving conflicts has positive significant relationship with the achievements of mobile telecommunications companies in Myanmar.

The result of finding the relationship between principled negotiation and the success of project team building has positive significant relationship. The more the project team leader knows how to handle the conflicts and use the negotiation skills among team members are essential for effective project team as per literature.

### **5.4 Recommendations for further study**

The researcher has provided recommendation on the study of project team building, conflict and negotiation on mobile telecommunications companies’ achievements in Myanmar as detailed:

#### **Mobile telecommunications Companies**

From the results of this research, it became apparent that characteristics of effective project team, methods of resolving conflicts and principled negotiation have positive significant relationship with the achievements of mobile telecommunications companies in Myanmar. The mobile telecommunications companies in Myanmar

have strong knowledge of each project teams' performance; therefore the mobile telecommunications companies in Myanmar's projects are successful.

However, according to this result, all the project teams' members should know their teams' clear sense of mission which is way easier to achieve goals. Moreover, project team leaders should understand not only methods for resolving conflicts, but also methods for principled negotiation skills at the same time. The mobile telecommunications companies in Myanmar should also need to understand the characteristics of effective project teams and share the knowledge among team members for better understanding of their performance.

This research contribute to all three mobile telecommunications companies for better understanding of the project's performance and their knowledge and skills which help the company successful.

#### **Further Research**

The researcher has provided the following as suggestions for further study:

For future study, the research can also be taken for only one mobile telecommunications company and also for exact cities where the companies locate. There may be different factors that can be of significance for each project team effectiveness and performance depending on the geographical entity.

Further research can also be conducted to detailed investigation regarding the methods for resolving conflicts in each company and each project teams since it has strong performance for project teams.

Furthermore, the further research can also be different project teams' comparison of mobile telecommunications companies in Myanmar and another company from one of the Asian country to find out the different knowledge, methods and skills for the result of their successfulness.

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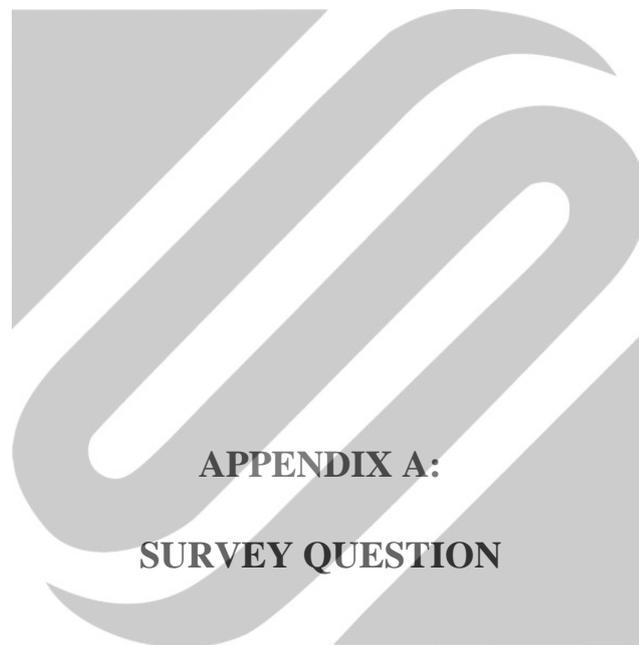
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**APPENDIX A:**  
**SURVEY QUESTION**

**PART I: Demographic Information**

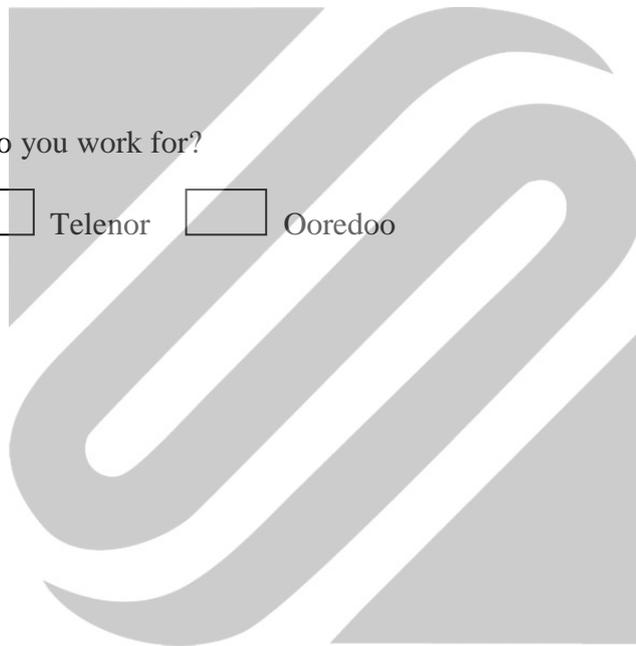
Gender       Male       Female

Age       20-24       25-29       30-34       35-39       40 +

**PART II: General Information regarding Telecom Companies**

Which company do you work for?

MPT       Telenor       Ooredoo



PART III: Evaluation of effectiveness of project teams, methods for resolving conflicts and negotiation

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1. Being an effective project teams will have more opportunities.					
2. The effective project teams can achieve their goals easily than other project teams.					
3. All the team members should know the mission of the team.					
4. If you understand the clear sense of your project team's mission, your team will be successful.					
5. Trusting within team members is necessary for building an effective team.					
6. "Trust" among project teams' members are important for the success					

of project team building.					
7. Every team members should have enthusiasm about their projects.					
8. “Enthusiasm” of project teams’ members are important for the success of project team building.					
9. Conflicts can occur in any project teams.					
10. Project teams’ leaders and members should use some proper methods to resolve the conflicts.					
11. Project team leader has responsible for conflicts.					
12. Your project team leader settles the conflicts between team members so that it can create better relationship among team members.					
13. Project team leader knows how to control the conflicts.					

14. "Control the Conflict" is important method for project team.					
15. Sometimes, project team leader may eliminate the conflict.					
16. Project team can be success by using method of eliminating the conflict.					
17. By understanding project negotiation can help project team to be success.					
18. If conflict occur in your project team, by separating the people from the problem will be helpful technique.					
19. Your team leader separates the people from the problem when conflicts happened.					
20. Focusing on team members interests is important than focusing on he or she positions.					

21. Conflicts can solve easily if project team leader uses the method of focus on interests, not positions.					
22. If project team leader understands to discover options for common gain can negotiate among project team members.					
23. Project team leader have to understand the techniques of negotiation.					
24. Negotiation is essential method for project team.					

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