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PROJECT TEAM ROLES AND FEATURES IN SUCCESSFUL ERASMUS+ PROJECT MANAGEMENT

The program of international cooperation of the EU Erasmus+ in the field of education, professional training, youth, and sports involves honest inter-institutional cooperation with equal partners of EU member states and other countries of the world for the sake of positive changes and understanding of different countries all over the world. Erasmus+ projects are a collaboration of partner organizations, where all recipients-executives of the project are equal partners and bear full responsibility for the quality of execution and results.

It is widely known that cooperation of project teams is based on integrity, trust, equal access to opportunities; accessibility, and inclusiveness; use, impact, and sustainability of results, coordination and horizontal cooperation of relevant divisions of partner organizations, involvement of employees, students, employers, and other stakeholders; synergy with others projects and programs.

A *project* is defined as a process [2], requiring progressive development, which consumes material, human, and financial resources, composed of interrelated activities, aiming to create a single output, temporary, and complex, and requires a rich array of knowledge, skills, and abilities.

The *project team* is usually defined as a group of people with different backgrounds, skills, abilities, and knowledge, who complement, work together, and cooperate, possessing the same goals, supporting each other, and communicating within the team [2].

The tasks of the project team members lie in adopting a working style aimed at solving the tasks, openly discussing opinions before making decisions, cooperating with non-project staff, and remaining united in any situation.

A project team consists of members with different personalities, knowledge, qualifications, and qualities, and the role of project manager, must have technical leadership in understanding the different technologies existing within the project [1], possess the interpersonal skills necessary to develop loyalty, commitment, respect, effort and trust within the team [3] and know how to manage the conflicts and expectations of the different stakeholders of the project [1], is to evaluate the project before choosing the staff and to build a team that benefits from the qualities of each of its members. The core of the project team should contain only 2 to 4 people to better coordinate all team members.

The very nature of the project team's work underpins a collective task much more complex than that assumed by other types of work teams [6]. Each member usually has a series of unique skills related to a particular field of expertise, the connection of the knowledge of all members being required.

The project teams have a predetermined lifespan and usually dissolve at the end of the mandate, so within this type of team, members often have a lower level of familiarity and proximity [5]. Each member is an expert in his / her particular sphere of influence and exercises his / her authority over the decisions relating to his / her expertise.

The project team performance is defined as the degree to which the team's products and services meet the standards and expectations of the constituents who receive them [4]. A successful team is described as a group of individuals working together towards a common goal and producing high-quality, effective results, meeting characteristics as follows:

- clear objective (every successful team has a clearly defined common objective);
- effective communication (the team members are comfortable sharing their opinions and feelings without fear of being judged);
- mutual trust (the members of a successful team have total confidence in each other);
- the sense of belonging (it is strengthened by involving members in making important decisions, selecting strategies for implementing the project and defining objectives);
- expressed recognition (the work of the successful team is recognized and appreciated by the managers and by the team members themselves);
- maximum productivity (the high-performance team is committed to producing meaningful results in accordance with high-quality standards);
- optimal flexibility (the efficient team can adapt to changing conditions and demands) and common values (an efficient team shares common values).

Successful project implementation on the institutional level depends on the ensured horizontal cooperation and coordination, through the involvement of relevant scientific and pedagogical workers in the working group (content and methodology development), quality assurance department employees (internal evaluation of the results content), financial and economic department representatives (project's financial documentation), other departments responsible for international cooperation, coordination and administrative support.

The successful project team has been an important research topic over the past decade and it is possible due to:

- recruiting people with experience in project management;
- encouraging learning for those less experienced in project management from those with more experience;
- providing information to team members in order for them to be familiar with the situation and the   likely objectives, resources, and risks;

- assigning responsibilities and giving each member the possibility to define their own working methods to achieve their goals;

- solving problems as they occur;

- identifying ways to popularize individual merits;

- fostering teamwork to lead to the creation of a common vision,'

- emotional non-involvement in decision-making;

- clear definition of the risks to be avoided.

The project's positive achievements are possible only through integrity, concern, activity, and responsibility of each team member, management support, understanding, and the impact of the project results on the institution/organization's development to foster positive changes in the community and society.

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