BPP 1113
The Manager and The Team

LECTURE OBJECTIVE

- Project Manager's Role and Responsibilities to the project
- Selecting a Project Manager
- Project Management as Profession
- Project Team Management

PROJECT MANAGER'S ROLES AND RESPONSIBILITIES

PROJECT MANAGER'S (PM) ROLES

- PM's role vs Functional Manager
- Facilitative rather than authoritarian
- PM's role:
  - Facilitator
  - System Approach
  - Micromanagement
  - Communicator

PM IS A FACILITATOR

- Ensure that those who work on the project have the appropriate knowledge and resources
- Project is often beset with conflicts
- PM must manage these conflicts by negotiating resolution
- PM has to make sure that the required resources are available and tasks were properly concluded
- Facilitation is more effective as a managerial style

PM ADOPTS SYSTEMS APPROACH

- PM uses systems approach whereas traditional manager uses analytical approach
- Analytical approach centers on understanding the bits and pieces in a system
- Systems approach study the same thing with broader approach – how they fit together, how they interact and how they affect and affected by their environment
- System approach manager conducts the group so that it contributes to total system optimization

PM ADOPT SYSTEMS APPROACH (CONT'D)

- A project exists as subsystem of the larger system
- To be effective, PM must understand these influences and their impacts on the projects and its deliverables
- PM "manages" it

PM ADOPT SYSTEMS APPROACH (CONT'D)

✖ Some checklist:

  ✚ What tasks must be accomplished to produce the deliverable?

  ✚ What resources are required and how those resources may be obtained?

  ✚ What personnel are needed to carry out production and where they may be obtained?

  ✚ When the deliverable must be completed?

PM AS PROJECT COMMUNICATOR
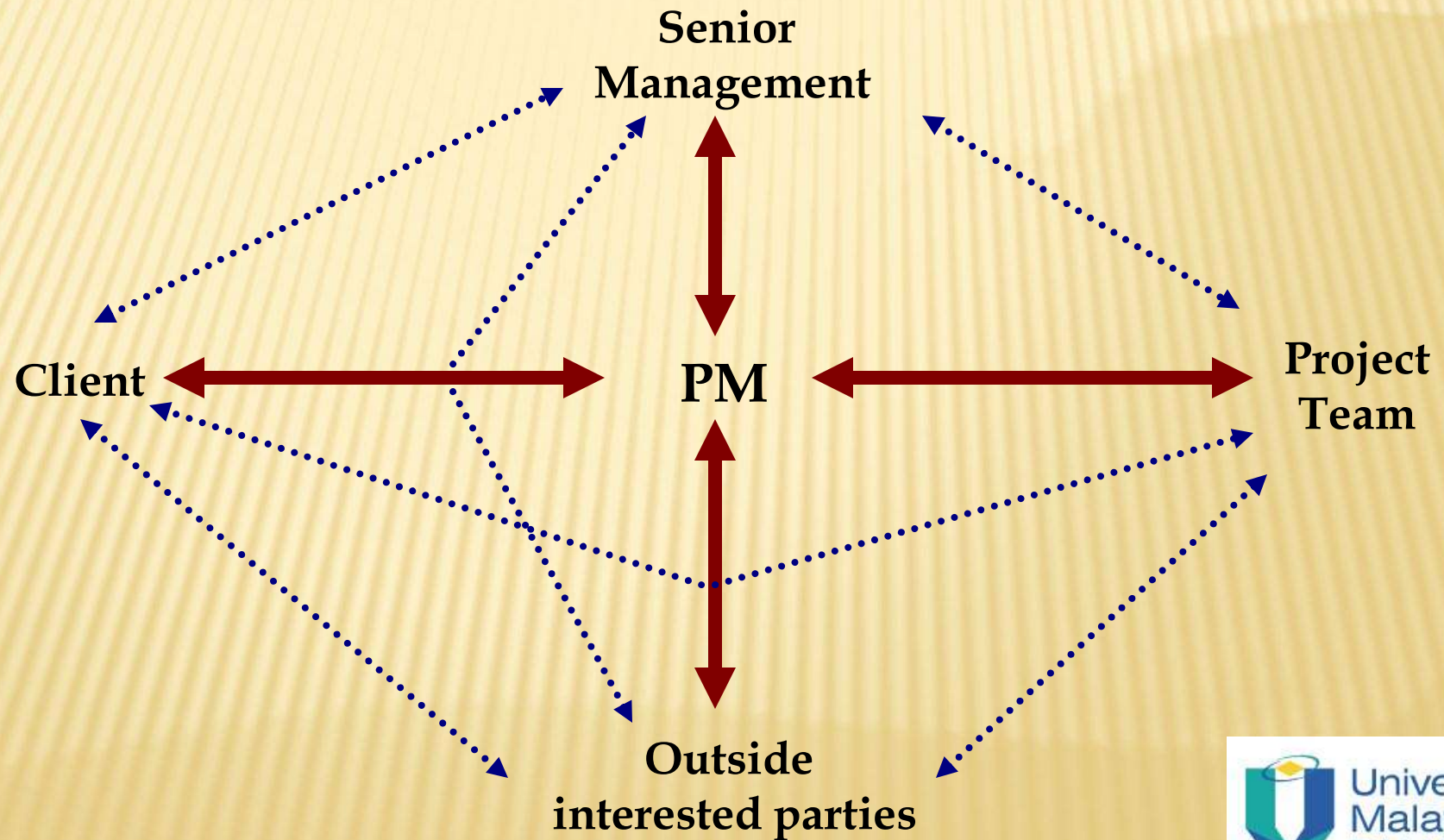
PM AS PROJECT COMMUNICATOR (CONT'D)

- PM must be a person who can handle responsibility
- Project context or project environment often known as conflict-interest area
- Problem arise when some of the parties propagate communication that may mislead other parties, or directly conflict with other messages in the system
- Scope Creep

VIRTUAL PROJECT MANAGER

- Virtual projects means project that geographically dispersed
- Communication is vital and need to be conducted effectively
- Long-distance communication beset with special problems
- Communication between PM and project team must be frequent, open and two way

VIRTUAL PROJECT MANAGER (CONT'D)

- PM's job is to keep senior management up to date on the state of the project

- "Never let the boss be surprised"

- PM also responsible to the client

- PM and team members often develop a mutual commitment to the project and to its successful conclusion

PM RESPONSIBILITIES

- Planning project activities, tasks and end results, including doing the work breakdown, scheduling, budgeting, coordinating tasks and allocating resources
- Selecting and organizing the team
- Interfacing with stakeholders
- Negotiating with the integrating functional managers, contractors, consultants, users and top management
- Providing contact with users
- Effectively using project team and user personnel

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PM RESPONSIBILITIES (CONT'D)

- Monitoring project status
- Identifying technical and functional problems
- Solving problems directly or knowing where to find help
- Dealing with crises and resolving conflicts
- Recommending termination or redirection of efforts when objectives cannot be achieved

PM RESPONSIBILITIES (CONT'D)

The PM is responsible for acquiring the human and material resources needed by the project. The PM is also responsible for exercising leadership, fire fighting and dealing with obstacles that impede the project's progress. Finally, the PM is responsible for making the trade-offs between budget, schedule and specifications that are needed to ensure project success. To be successful at meeting these responsibilities, the PM must be skilled at negotiation, conflict resolution and persuasion.

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THE PM'S RESPONSIBILITIES TO THE PROJECT

- **Acquisition of resources and personnel**
  - Acquiring the necessary quality and quantity of resources and personnel is
  - PM's need to ensure that the project has the appropriate level of resources
  - The situation might be a bit complicated when it involved human resources need
  - Temporary assignment from the functional department of the organization

THE PM'S RESPONSIBILITIES TO THE PROJECT (CONT'D)

- Fighting Fires and Obstacles
  - Key responsibility of the PM is to deal with obstacles
  - Fires often linked to the need for resources
  - Pre – project : Budget cuts and general cuts
  - Project progress : technical problem, supplier problem and client problem (scope creep)

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THE PM'S RESPONSIBILITIES TO THE PROJECT (CONT'D)

× Leadership and Making Trade-Offs
  + PM is also responsible for making the trade-offs necessary
  + Trade-offs means compromise between project cost, schedule and performance
  + Performance (specifications and client satisfaction) is usually the most important
  + If the parent firm has inadequate profits, specifications may be sacrificed for cost savings
  + Organizational policy may influence trade-offs

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SELECTING PROJECT MANAGER

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SELECTING A PROJECT MANAGER

As any senior manager knows, hard workers are easy to find. What is rare is an individual who is driven to finish the job

SELECTING A PROJECT MANAGER (CONT'D)

- Credibility
- Sensitivity
- Leadership, Style and Ethics

SELECTING A PROJECT MANAGER (CONT'D)

- ✖ Credibility
  - ✚ Is the most critical
  - ✚ Means PM is believable
  - ✚ Technical credibility – able to explain the current state of the project, progress and problems to senior management, interpret the wishes of management and the client to the project team
  - ✚ Administrative credibility – reports, appraisal, audits and evaluations must be timely and accurate, able to make difficult trade offs, mature judgment and considerable courage

SELECTING A PROJECT MANAGER (CONT'D)

- **Sensitivity**
  - PM must be sensitive to any interpersonal conflict between team members and other parties at interest to the project
  - Also need technical sensors

SELECTING A PROJECT MANAGER (CONT'D)

- **Leadership, Style and Ethics**
  - Avoid suboptimization
  - Energized, enthusiastic, well organized and well informed
  - PM's role should be facilitative rather than authoritarian
  - Effective style management of PM is that it must be participative
  - Must have strong sense of ethics

PROJECT MANAGEMENT AS PROFESSION

PROJECT MANAGEMENT AS PROFESSION

- Project Management is a demanding job
- PM – to cope with the difficulties of planning and uncertainties that affects budgets and schedules
- PMI was founded 1969
- 1990 PMI had 7500 members
- 1995 - 17,000 members
- Mid 2000 – 64, 000 members
- 2004 – more than 100,000 members worldwide

PROJECT MANAGEMENT AS PROFESSION (CONT'D)

- PMBOK has been compiled into a book published indicates standards for project management and to foster professionalism in the field
- PMI also published two periodicals; Project Management Journal and PM Network Magazine
- Career path for PM usually starts with work on small project and then on some larger projects

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PROJECT MANAGEMENT TEAM

- In the Chevron Corporation, a project team was commissioned to manage the design, funding and construction of a large plant to manufacture a product that was in great demand and offered significant margins. After many months of work, the project team finally completed the project – ahead of schedule and under budget. The plant was opened to much fanfare, and the project team celebrated its achievement.

THE QUESTION: WAS THE CHEVRON PROJECT A SUCCESS?

PROJECT TEAM ROLES

- Core Team Members
- Subject Matter Experts (SME)

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CORE TEAM MEMBERS

- Small group of people
- Who are on project from start to finish
- Work with PM in making decisions and carry out many project activities
- One who is more concerned with completing the project (on time, with good quality, and on budget if possible) than with either personal glory or with only doing work in his or her own discipline

SUBJECT MATTER EXPERTS

- Also known as extended team members
- They are brought in for meeting and for performing specific activities when necessary
- A project could have almost any number of SMEs depending on its size and complexity
- SMEs may be on a project for a long time and thus almost indistinguishable form the core team members

MANAGING PROJECT TEAMS

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ACQUIRING THE PROJECT TEAM

- The process of obtaining human resources needed to complete the project
- It is helpful to have the core team together for planning and even earlier for chartering the project
- It also may involved subject matter expert (SMEs)
- This stage involves:
  + Pre assignment
  + Negotiation
  + On boarding

PRE ASSIGNMENT OF PROJECT TEAM MEMBERS

- Assigning core team members and SMEs as early as possible has positive and negative impacts

- It is advise to keep communication open with both that person and her boss so they understand when the person is needed

ON-BOARDING PROJECT TEAM MEMBERS

- The ideal time to on board team members (maybe few SMEs) is when the charter is being written

- Review of project charter or minutes from the last couple of project meeting to the new members

- This will lead to one on one discussion with new member

NEGOTIATION FOR PROJECT TEAM MEMBERS

- PM need to negotiate with functional manager and/or worker directly to secure his services for a project
- PM must fight to get the "BEST" resources
- PM may seeks sponsors assistance if he feels that the team is imbalance
- Sometimes, it is necessary to recruit project team members from outside of the parent organization

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CONCLUSION

* To really understand the roles and responsibilities of a project manager in a project is vital in ensuring project success

* Proper selection on Project Manager need to be conducted to manage a project

* Project Management offers great opportunities

* Managing project team = Managing your project

The minute you think of giving up, think of the reason why you held on so long