



IIT ROORKEE



NPTEL ONLINE  
CERTIFICATION COURSE

# Project Management for Managers

Lec – 04

Project Management Office

**Dr. M.K. Barua**

Department of Management  
Indian Institute of Technology Roorkee



**Organizational culture** is the **collective behavior** of **humans** that are part of an organization.

It is also the pattern of such collective behaviors and assumptions that are **taught to new organizational members** as a way of perceiving, and even thinking and feeling.

Organizational culture affects the **way people and groups interact** with each other, with clients, and with stakeholders.



# Organizational culture?????

## How do cultures form??????



A man kills another man and marries woman  
Women kills a man and marries other man  
Woman marries a man and second man is brother  
All live happily together  
Men don't talk to each other – not introduced



The *unwritten rules* of behavior, or norms that are used to *shape and guide behavior* (Speed of work) is shared by *some subset of organization* (Marketing Vs Finance) members and is *taught to all new members* of the company.



## How do cultures form?

- Technology: high–low
- Environment: global-regional
- Geographical location: ???
- Reward systems:
- Rules and procedures:
- Key organizational members (Govt org. vs CEO of IT firm):
- Organization values, visions, working language, systems, symbols, beliefs, and habits.



# Project and Program Managers- Difference???



# Project and Program Managers

- Project managers work with **project sponsors, project teams, and other people** involved in projects to meet project goals.
- Program: “A **group of related projects** managed in a coordinated way to obtain **benefits and control** not available from managing them individually.”
- Program managers oversee programs and often act as **bosses for project managers**.

Ex. A new car model program (engine, transmission, interior decoration)



# Portfolios and Portfolio Management

A portfolio is a **collection of projects** or programs and other work that are **grouped together** to facilitate **effective management** of that work to meet strategic business objectives.

The projects or programs in the portfolio may not necessarily be **interdependent or directly** related.





# Subprojects

Projects are frequently divided into **more manageable components** or **subprojects**. Subprojects are often contracted to **an external enterprise** or to another functional unit in the performing organization.

Examples include:

- Subprojects based on the project process, such as a single phase in the project **life cycle**.
- Subprojects according to human resource skill **requirements**, such as **plumbers or electricians** needed on a construction project.
- Subprojects involving **specialized technology**, such as the automated testing of computer programs on a software development project ( WLL, VLSI, etc..)
- On very **large projects**, the subprojects can consist of a series of even smaller subprojects (Ganga project- KM project) .



# Let us talk about PMO ??????



**Project Management Office:** A project management office (PMO) is an organizational unit to centralize and coordinate the management of projects.

“program management office”

“project office” or

“program office”



- Oversees the management of projects, programs, or both.
- Coordinated planning, prioritization and execution of projects and subprojects.
- Resource leveling and variance reporting?????
- Central repository of lesson learned.
- New PM improvements are first identified, tested refined and passed.
- Training, software, standardized policies, and procedures.



- **Shared and coordinated** resources across all projects are administered by the PMO.
- Identification and development of project management methodology, best practices, and standards.
- Clearinghouse and management for project **policies, procedures, templates**, and other shared documentation.
- **Centralized repository** and management for both **shared and unique risks for all projects.**
- Central office for operation and **management of project tools**, such as enterprise-wide project management software.



- Central coordination of communication management across projects.
- A mentoring platform for project managers.
- Central monitoring of all PMO project timelines and budgets, usually at the enterprise level.
- Coordination of **overall project** quality standards between the project manager and any internal or external quality personnel or standards organization.



# Is PMO required????



## Critics of PMO:

All eggs in one basket - one location of professionals.

Another layer of oversight and bureaucracy in organization





# Differences between project managers and a PMO ???????

