



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

Project Management for Managers

Lec – 05

Stakeholders Management

Dr. M.K. Barua

Department of Management
Indian Institute of Technology Roorkee

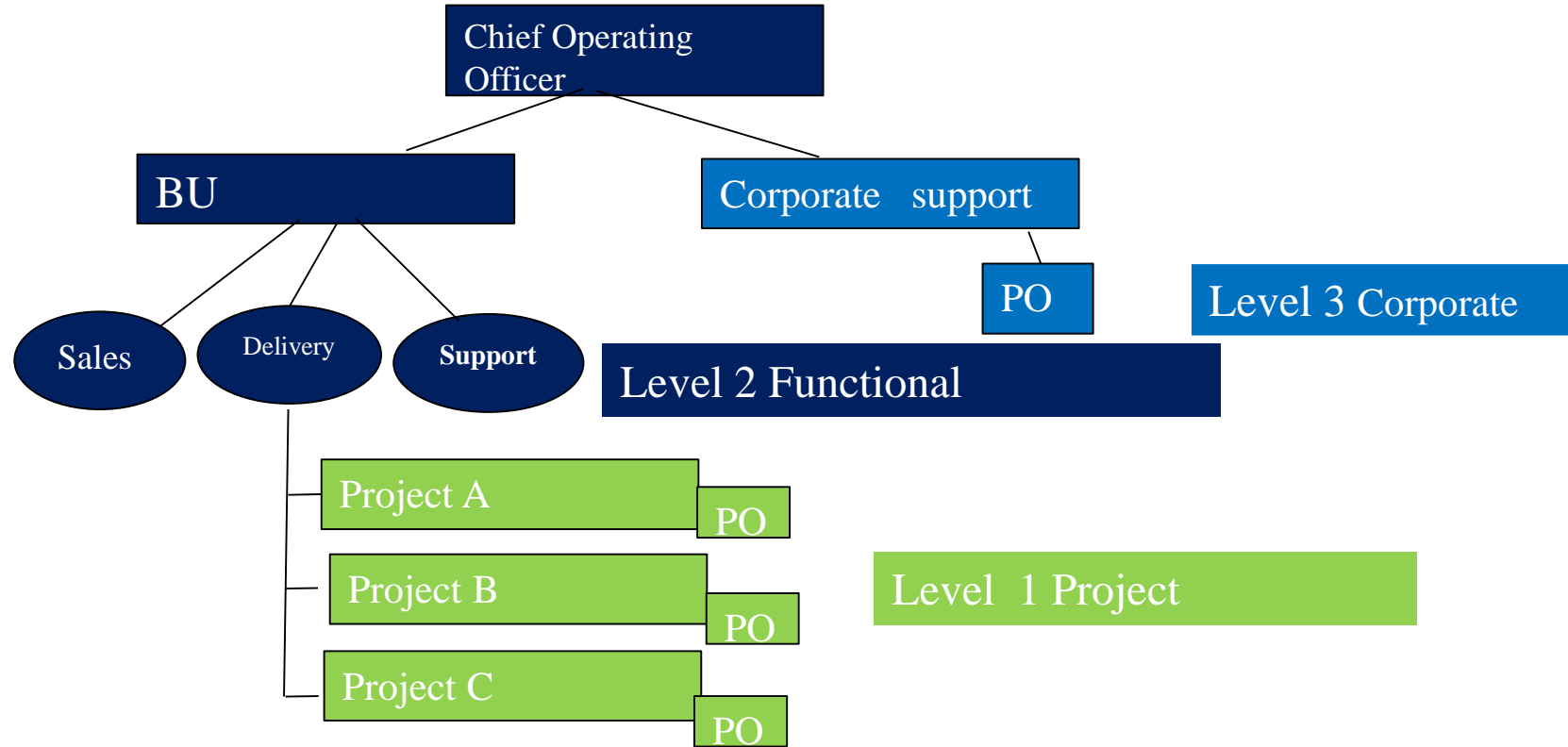


Differences between project managers and a PMO may include the following:

Project Manager	PMO
Responsible for delivering specific project objectives (within constraints),	PMO is an organizational structure with specific mandates that can include an enterprise-wide perspective . PMO manages major program to better achieve business objectives .
Controls the assigned project resources to best meet project objectives.	While the PMO optimizes the use of shared organizational resources across all projects.
Project manager manages the scope, schedule, cost, and quality of the products of the work packages.	While the PMO manages overall risk, overall opportunity, and the interdependencies among projects .
The project manager reports on project progress and other project specific information.	PMO provides consolidated reporting and an enterprise view of projects under its purview



Location of PMO





PMO

Weather station: (tracking and monitoring status)

- milestones achieved
- diff b/w plan and actual progress
- budget warning signal
- money paid
- status of major project risks
- update contingency plan
- report to top mgt.**

Control tower: (development of PM skills, find and resolve shortcomings, directly support to manager and team)

- establish **standards** for managing projects (uniform methodology-budget-risk mgt, etc)
- consult** how to follow standards
- enforces** the standards- awards-refusal.
- improve** standards



Resource pool:

To maintain and provide a cadre of trained and skilled professionals



Stakeholders Management



Who is a stakeholder????



All individuals or groups who have an active stake in project and can influence either **positively** or **negatively** its development



Team members must identify them (**How?**). Their **need and expectations**. Manage and influence expectations to complete the project.

- Internal/External



-Internal

Top mgt

Accountant

Other functional managers

Project team members

-External

Client

Competitors (lessons to be learned, status of project)

Suppliers

Environmental , political, consumer, and other intervener groups (like???)



- Owners/funders
- Suppliers /contractors
- Team members and their families
- Govt/Media outlets
- Temporary/permanent lobbying organizations
- Society at large

Stakeholders Management

Identify Stakeholders

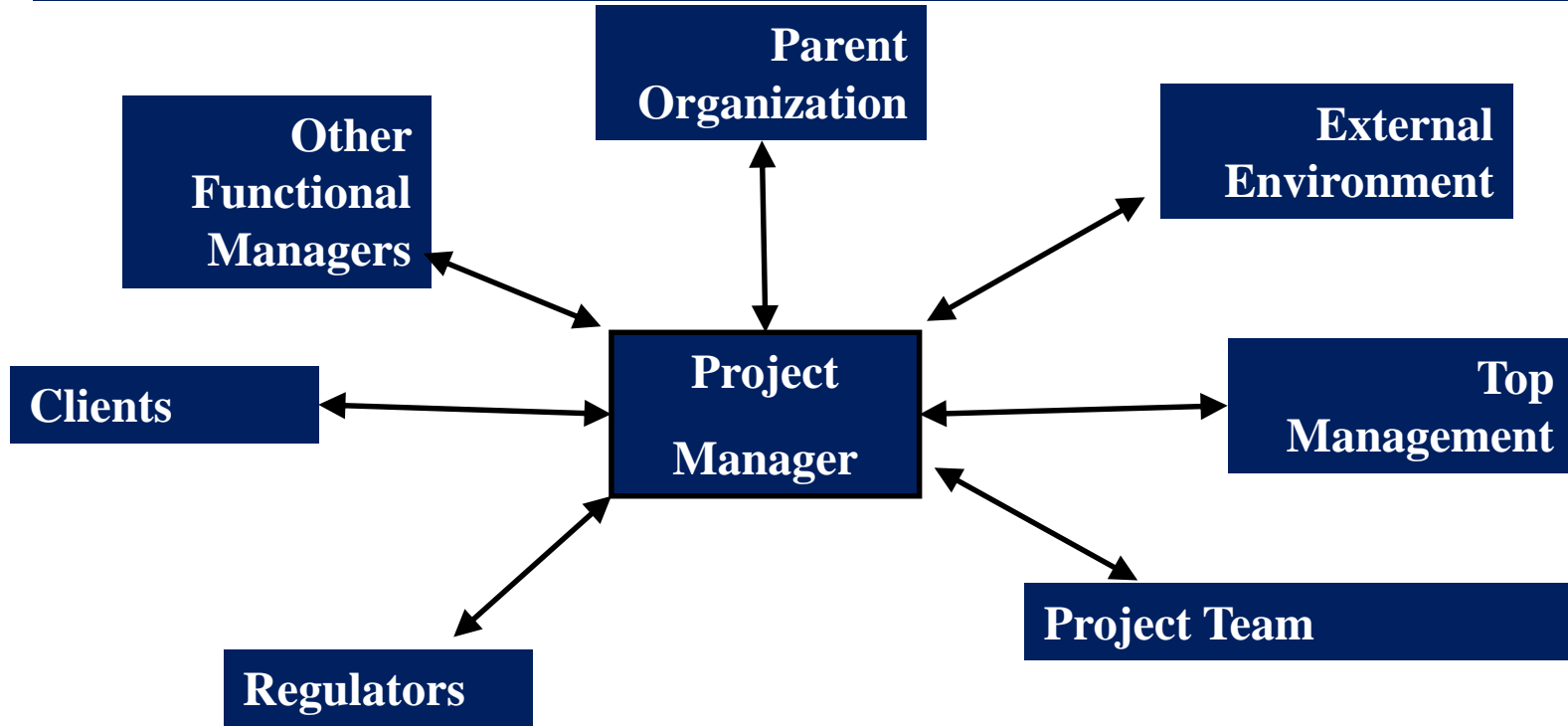
Plan Stakeholders Management

Manage Stakeholders Engagement

Control Stakeholders Engagement



Project Stakeholder Relationships



Managing stakeholders

Simplified stakeholder management process: planning, organizing, directing, motivating, and controlling the resources necessary to deal with various internal and external groups.



Managing stakeholders

1. Assess the environment (market research)
2. Identifying the goal of principal actors (low cost software- cost data base, follow up business- mind device, look for hidden agendas)

Manager- low cost MIS

System architect- technical excellence

Programming contractor-Max profit



New product success at electronics firm

VP (Research)-State- of- the art technology

VP (Mfg.)- World class practices

VP (Mkt)- No. of new feature

Estate development project

Owner- Timely delivery

Local Govt- More taxes

Environmental group-Minimum impact

Nearby residents- Relocation



Managing stakeholders

3. Assess your own capabilities: tech, political (parties-consultants?), financial, etc.
4. Develop solution: for needs of stakeholders by creating action plans.
5. Test and refine the solution.

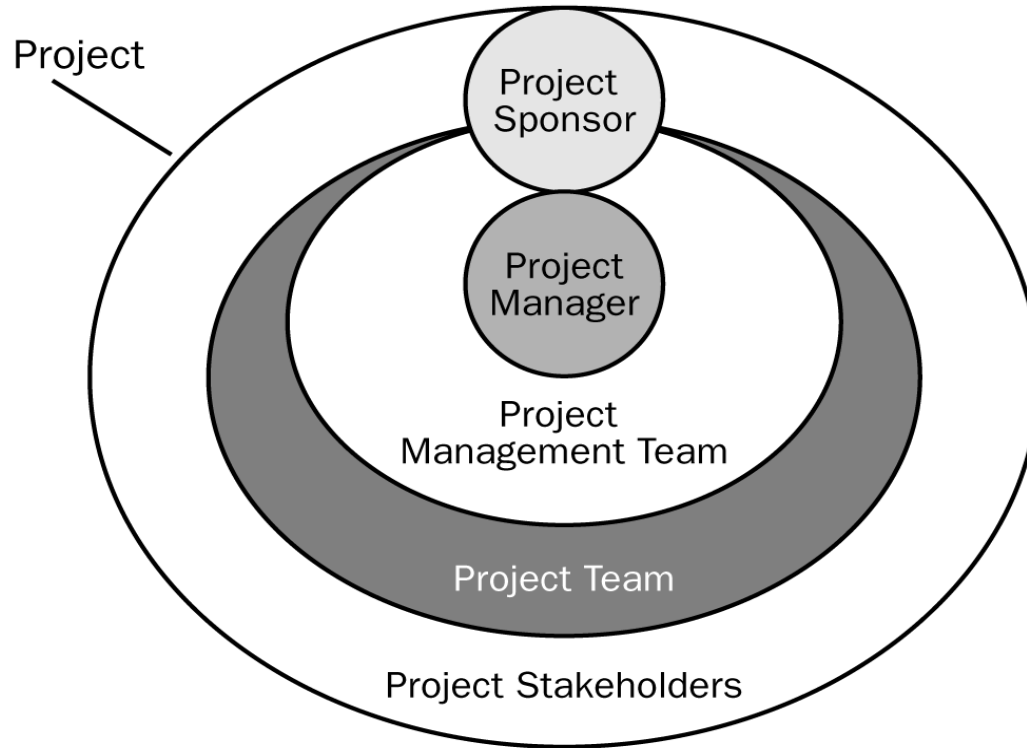


Project Stakeholder Management Cycle



Project Stakeholder Management Cycle (By D.I Cleland)





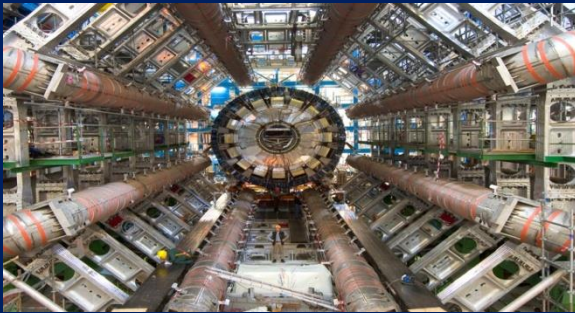
Types of projects

1. Personal : exam, vacation, book writing, getting dressed, wedding, etc.
2. Local: school function, cleanliness drives
3. Organizational : NPD, new highway, dam, etc.
4. National: Poverty, satellite, annual budget, census.etc.
5. Industrial and non industrial
6. Type of partnership



Types of projects

7. European Organization for Nuclear Research ([French](#): Organisation européenne pour la recherche nucléaire), known as CERN .



8. High and low tech

Types of Projects

- a)Based on duration:** Long term 10 +, medium ?, short less than ?.
- b)Based on investment:** High 200m and above, medium 30-200m, low between 5-30m, cottage 5m. (Limits may vary according to States,Departments,Products)

MSMEs in India

Classification	Manufacturing enterprises*	Service enterprises**
Micro	Rs 25 lac	Rs 10 lac
Small	Rs 5 crore	Rs 2 crore
Medium	Rs 10 crore	Rs 5 crore

* Plant and machinery ** Equipment



Types of Projects

c)Based on ownership: Govt, public sector, corporate, cooperative???, proprietorship, partnership (PPP).

