5. Project Management

5.1 How will the project be managed and/or administered within your organization?

1. Initiation: Undertaking a feasibility study – Identifying the primary problem your project will solve and whether your project will deliver a solution to that problem Identifying scope – Deﬁning the depth and breadth of the project Identifying variables – Deﬁning the product or service to provide Identifying project stakeholders – Figuring out whom the project aﬀects and what their needs may be Developing a business case – Using the above criteria to compare the potential costs and beneﬁts for the project to determine if it moves forward

2. Planning: Creating a project plan – Identifying the project timeline, including the phases of the project, the tasks to be performed, and possible constraints Creating workﬂow documents or process maps – Visualizing the project timeline by diagramming key milestones Estimating budget and creating a ﬁnancial plan – Using cost estimates to determine how much to spend on the project to get the maximum return on investment Gathering resources – Building your functional team from internal and external talent pools while making sure everyone has the necessary tools (software, hardware, etc.) to complete their tasks Anticipating risks and potential quality roadblocks – Identifying issues that may cause your project to stall while planning to mitigate those risks and maintain the project’s quality and timeline.

3. Execution: Creating tasks and organizing workﬂows – Assigning granular aspects of the projects to the appropriate team members, making sure team members are not overworked Brieﬁng team members on tasks – Explaining tasks to team members, providing necessary guidance on how they should be completed, and organizing process related training if necessary Communicating with team members, clients, and upper management – Providing updates to project stakeholders at all levels Monitoring quality of work – Ensuring that team members are meeting their time and quality goals for tasks Managing budget – Monitoring spending and keeping the project on track in terms of assets and resources.

2

4. Closure: Analyzing project performance – Determining whether the project’s goals were met (tasks completed, on time and on budget) and the initial problem solved using a prepared checklist [link to checklist template] Analyzing team performance – Evaluating how team members performed, including whether they met their goals along with timeliness and quality of work Documenting project closure – Making sure that all aspects of the project are completed with no loose ends remaining and providing reports to key stakeholders Conducting post-implementation reviews – Conducting a ﬁnal analysis of the project, taking into account lessons learned for similar projects in the future Accounting for used and unused budget – Allocating remaining resources for future projects By remaining on task even though the project’s work is completed, you will be prepared to take everything you’ve learned and implement it for your next project.

5.2 Who is the project manager and what are her/his qualiﬁcations for the role?

Project manager is a person who has the overall responsibility for the successful initiation, planning, design, execution, monitoring, controlling and closure of a project. Construction, petrochemical, architecture, information technology and many diﬀerent industries that produce products and services use this job title. Eﬀective project management entails having the following attributes that are essential in becoming an eﬀective project manager:

1. Eﬀective communication skills: One of the qualities of a good manager is being a good communicator so that he can connect with people at all levels. The project manager must clearly explain the project goals as well as each member’s tasks, responsibilities, expectations and feedback.

2. Strong leadership skills: Eﬀective project management means having strong leadership qualities such as being able to motivate his team and drive them to maximum performance so that they can achieve their goals.

3. Good decision maker: An eﬀective project manager needs to have decision-making skills because there will always be decisions that need to be acted on.

4. Technical expertise: Since project management software and other related programs are essential in accomplishing the project goals, an eﬀective project manager needs to have sound technical knowledge to understand the issues that are related to the technical aspect. Knowledge of theory as well as the technical side can greatly help the manager in taking strategic initiatives when needed.

5. Inspires a shared vision: An eﬀective project manager can articulate the vision to his team members very well. A visionary person can lead his people to the right direction as well as easily adapt to the changes that come in the way. They are good at empowering people to experience the vision on their own.

6. Team-building skills: It is necessary that a team works in unison otherwise the project will undergo various relationship challenges that might hinder its success. Project managers need to know how to give each of them the importance they need by focusing on their positive traits. He has to be fair and just in the way he treats them.

7. Cool under pressure: As the project goes on, certain incidents could take a toll on the project’s momentum and test the project manager’s patience. It is essential that a project manager keeps his calm at all times and be consistently grounded so as not to lose himself and adversely aﬀect his relationship with the team.

8. Good negotiation skills: One of the qualities needed for eﬀective project management is the ability to negotiate. In times that conﬂict arise due to diﬀerences in opinion, project managers need sheer negotiating skills to settle the issue and maintain harmony in the team.

9. Empathetic: Understanding and caring for people as well as being grateful for their help are a few of the things that an empathetic leader shows to his members. It includes understanding the needs of the project and its stakeholders.

10. Competence: A good manager knows what he is doing, can initiate new projects as well as face the challenges that come with them.