

# ENGR3450 – Project Management

Week 3

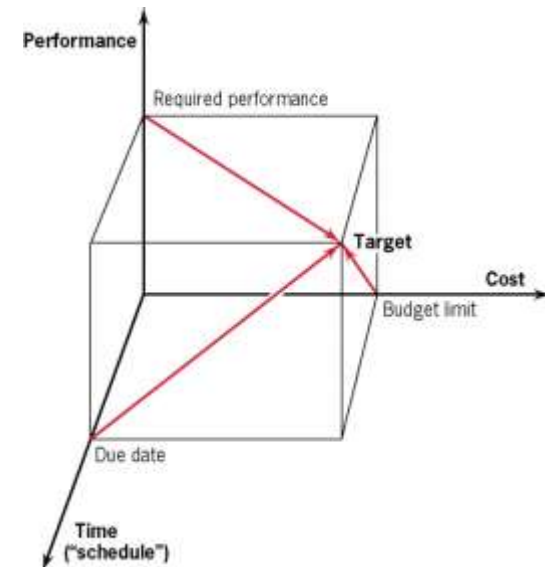
The Project Manager and the Role of PM

Organizational Structures

Managing Conflicts and Art Of Negotiation

Integration Management

2019, İzmir



# Agenda today

- The Project Manager
  - Responsibilities
  - Attributes and Abilities
    - Quiz A
- Managing Conflict and Art of Negotiation
  - Analyzing stakeholders
    - Quiz B
- Project Integration Management
  - Phases of Integration (PMBOK)
  - Projects in Organizational structures
    - Quiz C

- 
- Workshop



# The Project Manager

- The project manager is responsible that *proper knowledge* and *resources* are available where and when needed, and that the project is completed *on-time* and *within budget*.
- The rapid growth of project-oriented organizations leads to a “project manager” career path.



# Project Manager

- Communication abilities
- Executive support
- Multidisciplinary background
- Usually an engineer
- On the job from the first phase
  - Analysis and design



# Project Manager



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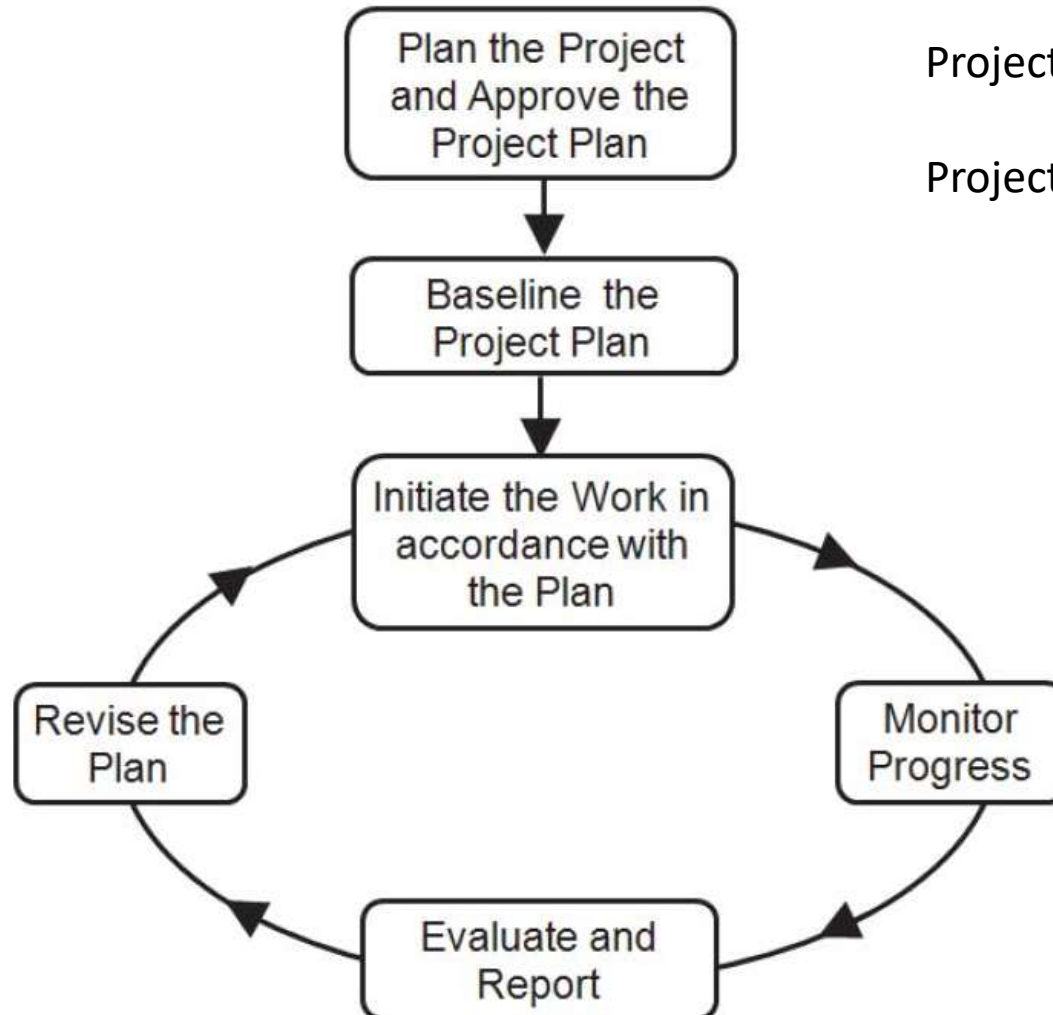
Firing- Hiring ability  
Expense Approval ability



**Figure 3-1** Project management organization showing typical responsibilities of a project manager.

Above all, the PM must never allow senior management to be surprised!

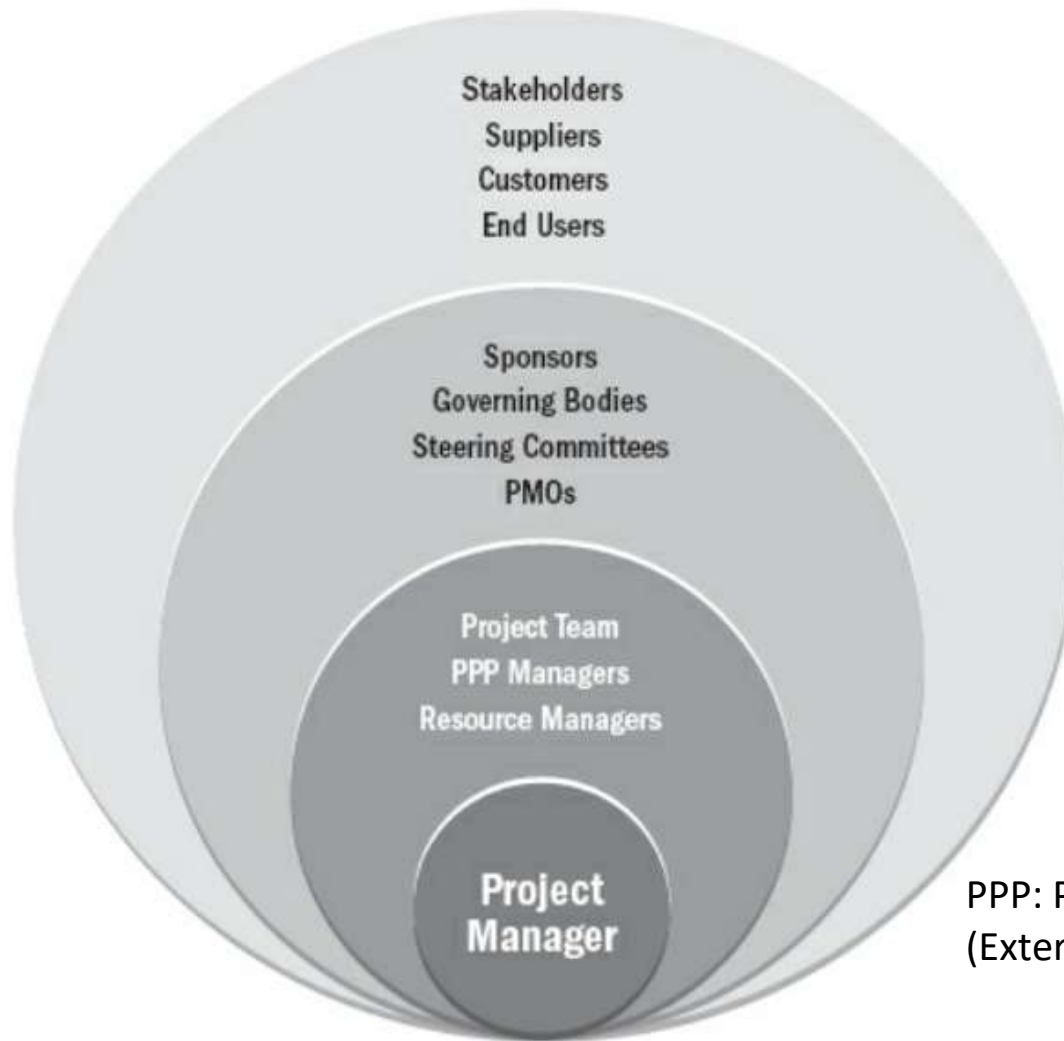
# Responsibilities of PM



Project Charter

Project Management Plan

# Responsibilities of PM



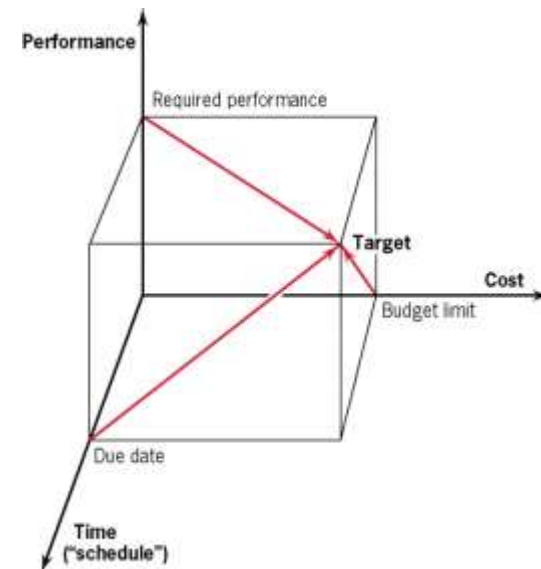
PPP: Public Private Partnership  
(External stakeholder managers)

# Responsibilities of PM

- Acquiring Adequate Resources
- Acquiring Motivated Personnel
- Dealing with obstacles
- Making project goal tradeoffs
- Maintaining a positive balanced outlook
- Breadth of communication
- Negotiation

“What I need is a list of specific unknown problems that we will encounter.”\*

Anonymous manager





# Attributes of Effective PM

- A strong technical background
- A hard-nosed manager
- A mature individual
- Someone who is currently available
- Someone on good terms with senior executives
- A person who can keep the project team happy
- One who has worked in several different departments
- A person who can walk on (or part) the waters



# Should be Leader more than Manager

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation, and inspiration



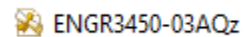
# Attributes of Effective PM

**Table 3-2** Three Aspects of Leadership and Fifteen Leadership Competencies. (Dulewicz et al., 2003)

<i><b>Area of Competence</b></i>	<i><b>Competency</b></i>
Intellectual (IQ)	1. Critical analysis and judgment
	2. Vision and imagination
	3. Strategic perspective
Managerial (MQ)	4. Engaging communication
	5. Managing resources
	6. Empowering
	7. Developing
	8. Achieving
Emotional (EQ)	9. Self-awareness
	10. Emotional resilience
	11. Motivation
	12. Sensitivity
	13. Influence
	14. Intuitiveness
	15. Conscientiousness



# quiz A about Ch 3 of Meredith and PMBOK



You will get three quizzes of 5 pts. – Highest grade will be accepted.



# Conflicts – Art of Negotiation

## Project Management in Practice

*Quickly Building a Kindergarten through Negotiation*



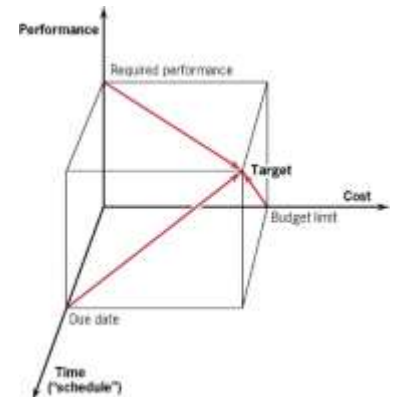
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If you are back of

- Time
- Budget
- Resources

If financiers and constructors are of different

- Culture
- Region
- Educational background



# Negotiation – Aligning goals of stakeholders



“Power – Interest grid” of stakeholders

Level of Commitment	Stakeholder Groups				
	Cardiologists	Test Technicians	Administration	Patients/Families	Radiologists
Strongly Support	X ↓ O	O ↑ X			O ↑ X
Support			X O	X O	
Neutral					
Opposed					
Strongly Opposed					

X = current level of commitment  
O = desired level of commitment

Commitment Assessment Matrix

## Negotiation – Aligning engagement of stakeholders

- Obtaining and confirming stakeholders' commitment to the project's success at the appropriate stages in the project.
- Communicating with stakeholders to manage their expectations.
- Proactively addressing stakeholder concerns before they become major issues.
- Resolving issues in a timely fashion once they have been identified.

# Negotiation – Conflicts by category and stakeholders

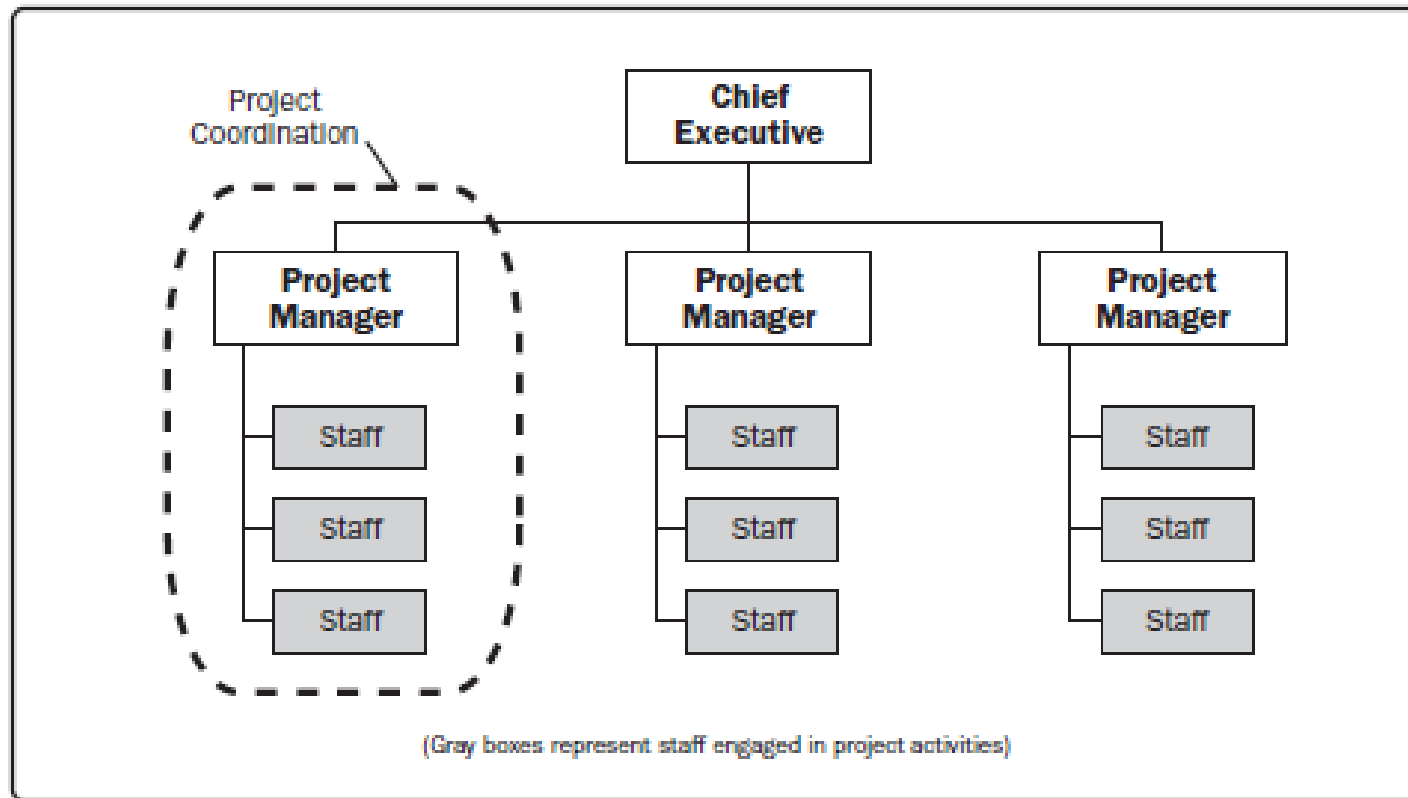
<i>Stakeholder</i>	<i>Categories of Conflict</i>		
	<i>Goals</i>	<i>Authority</i>	<i>Interpersonal</i>
Project team	Schedules Priorities	Technical	Personality
Client	Schedules Priorities	Technical	
Functional and senior management	Schedules Priorities Labor Cost	Technical Administrative	Personality



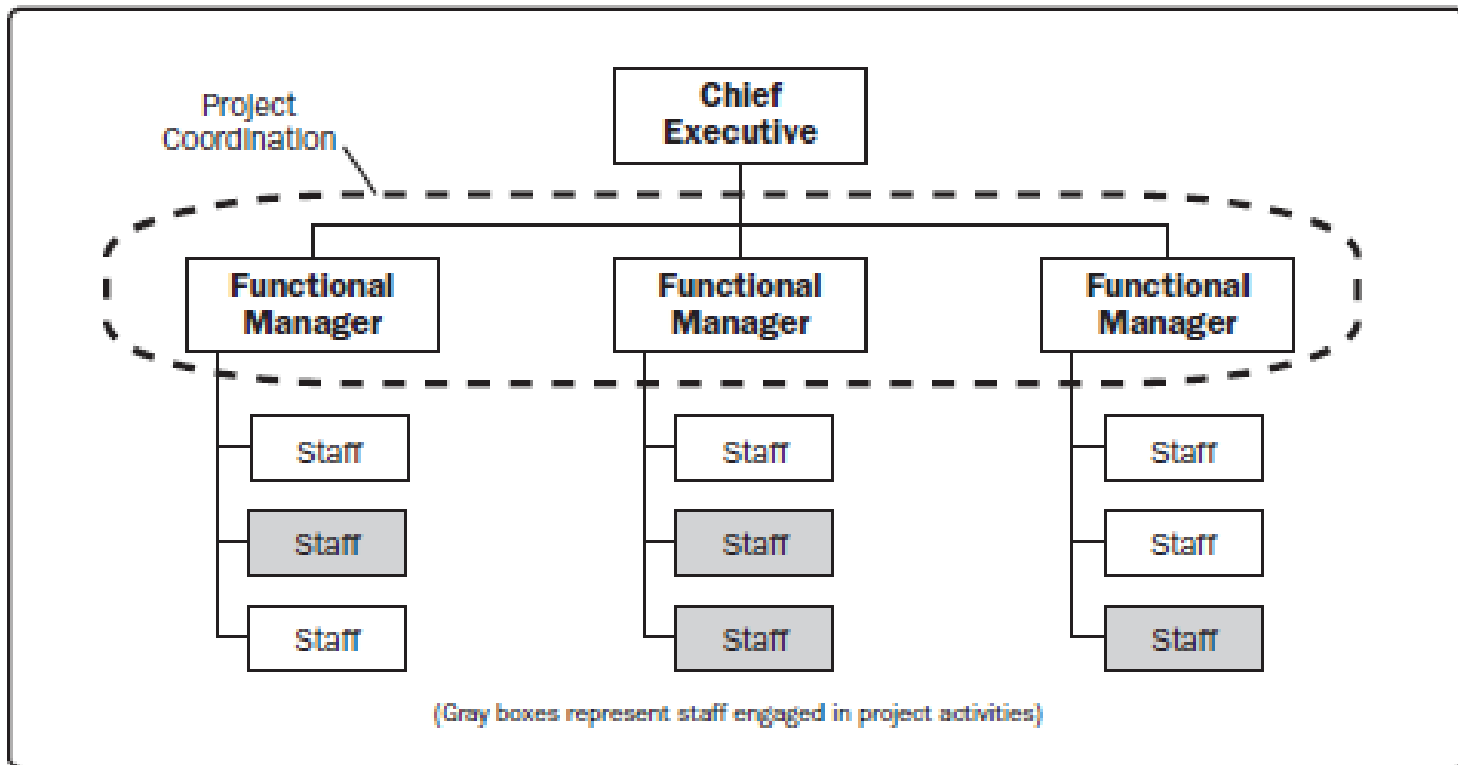
# Type of Organizational Structures

1. Projectized Structures
2. Functionalized Structures
3. Matrix Structures

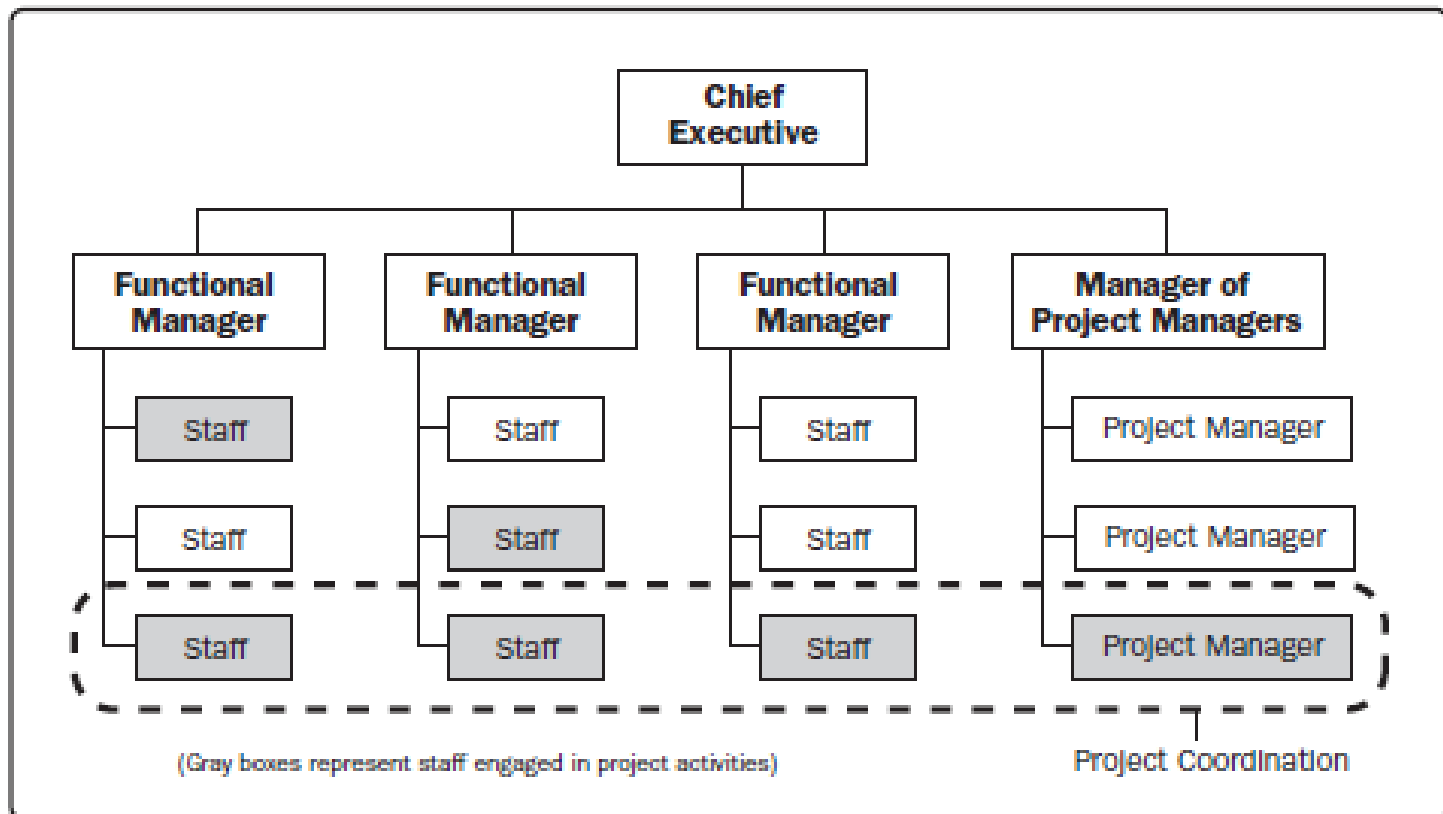
# Projectized Structures



# Functional Structures

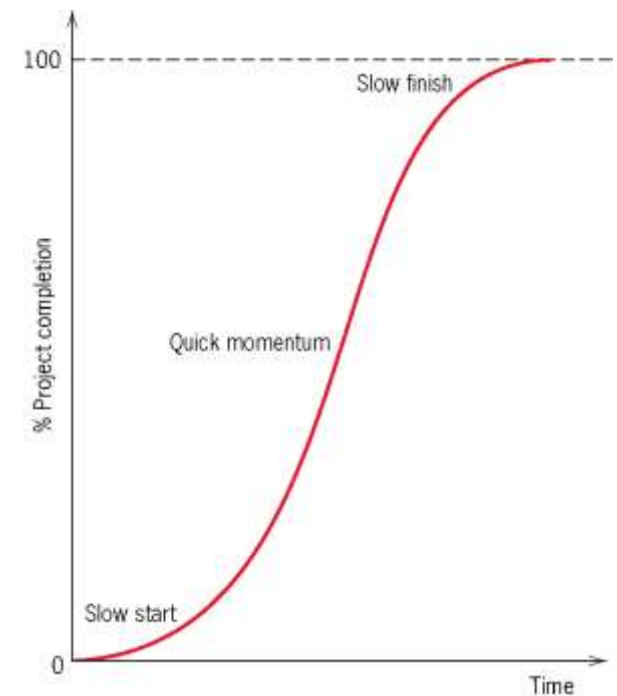


# Matrix Structures



# Conflicts are different at each phase of Project Integration Management

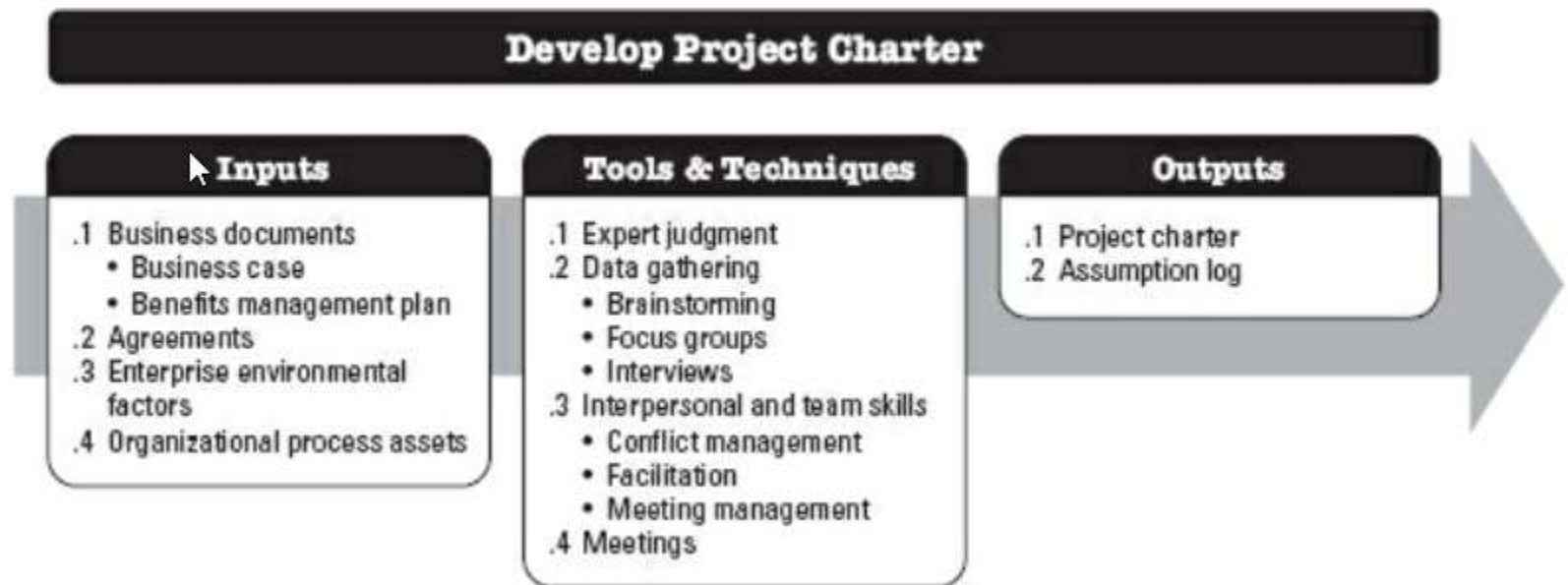
1. Develop Project Charter
2. Develop Project Management Plan
3. Direct and Manage Project Work
4. Manage Project Knowledge
5. Monitor and Control Project Work
6. Perform Integrated Change Control
7. Close Project or Phase



1. Develop Project Charter
2. Develop Project Management Plan
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# Project Charter

Develop Project Charter is the process of developing a document that formally authorizes the existence of a project and provides the project manager with the **authority** to apply organizational resources to project activities.



1. Develop Project Charter
2. Develop Project Management Plan
3. Direct and Manage Project Work
4. Manage Project Knowledge
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# Project Management Plan

Develop Project Management Plan is the process of defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan.



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7. Close Project or Phase

# Project Management Plan

If too much;  
prefer  
Agile methods

Project Management Plan	Project Documents	
1. Scope management plan	1. Activity attributes	19. Quality control measurements
2. Requirements management plan	2. Activity list	20. Quality metrics
3. Schedule management plan	3. Assumption log	21. Quality report
4. Cost management plan	4. Basis of estimates	22. Requirements documentation
5. Quality management plan	5. Change log	23. Requirements traceability matrix
6. Resource management plan	6. Cost estimates	24. Resource breakdown structure
7. Communications management plan	7. Cost forecasts	25. Resource calendars
8. Risk management plan	8. Duration estimates	26. Resource requirements
9. Procurement management plan	9. Issue log	27. Risk register
10. Stakeholder engagement plan	10. Lessons learned register	28. Risk report
11. Change management plan	11. Milestone list	29. Schedule data
12. Configuration management plan	12. Physical resource assignments	30. Schedule forecasts
13. Scope baseline	13. Project calendars	31. Stakeholder register
14. Schedule baseline	14. Project communications	32. Team charter
15. Cost baseline	15. Project schedule	33. Test and evaluation documents
16. Performance measurement baseline	16. Project schedule network diagram	
17. Project life cycle description	17. Project scope statement	
18. Development approach	18. Project team assignments	

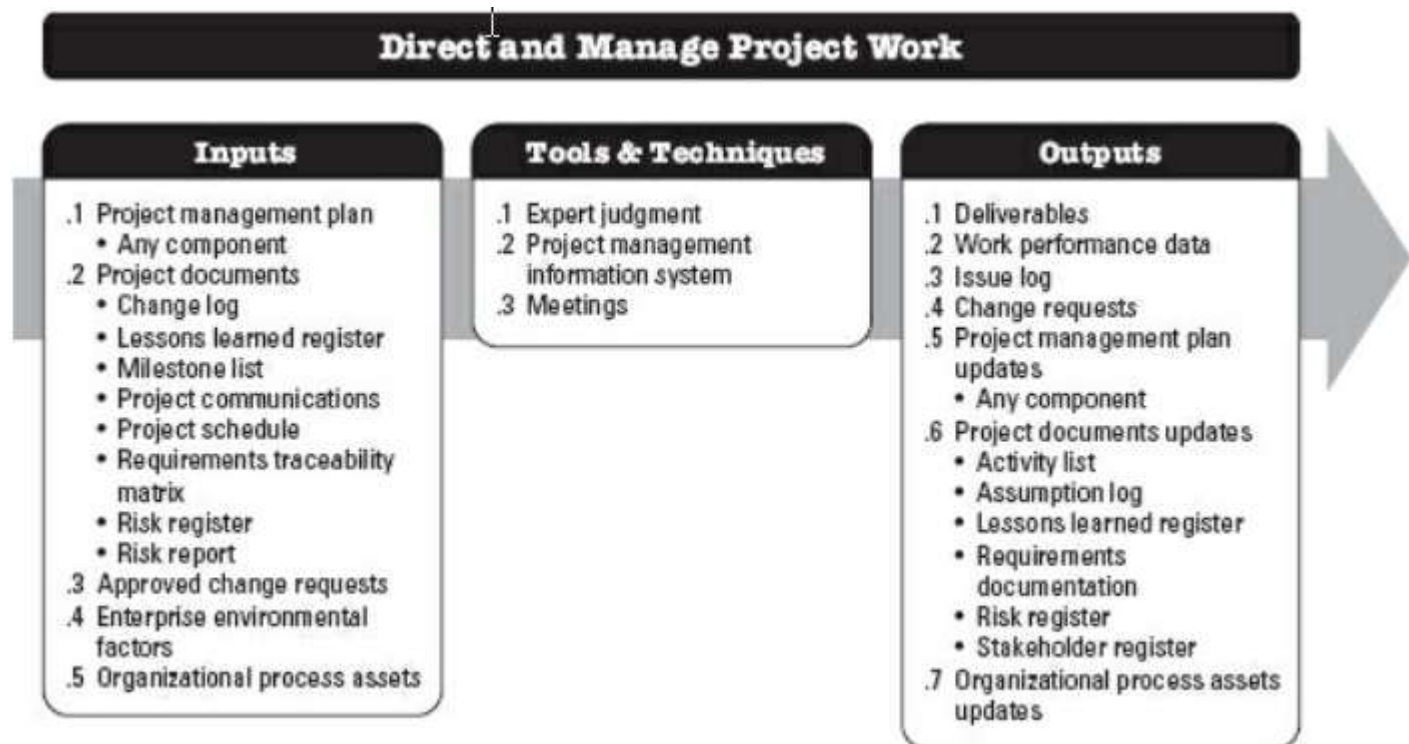




1. Develop Project Charter
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# Monitor and Control Project Work

Direct and Manage Project Work is the process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives.

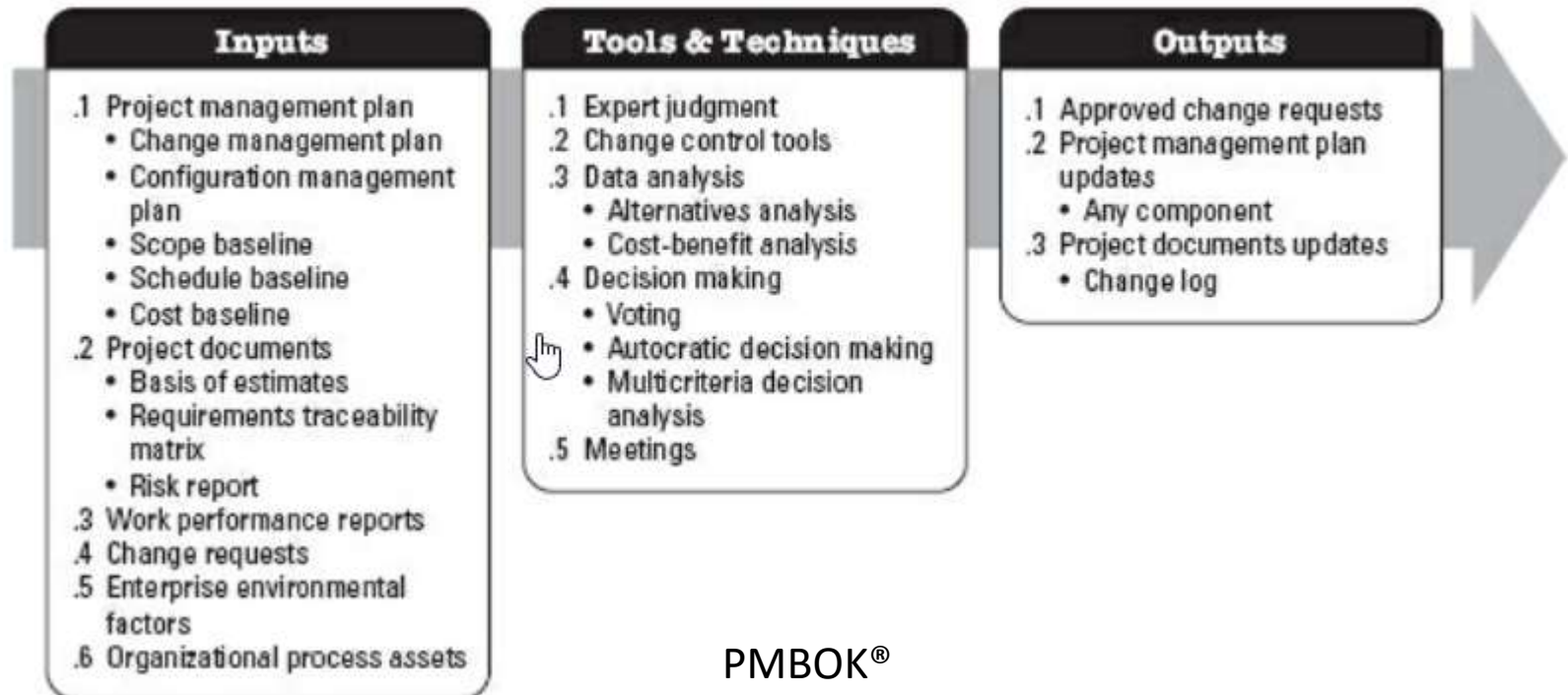


1. Develop Project Charter
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5. Monitor and Control Project Work
6. Perform Integrated Change Control
7. Close Project or Phase

# Perform Integrated Change Control

Perform Integrated Change Control is the process of reviewing all change requests; approving changes and managing changes to deliverables, project documents, and the project management plan; and communicating the decisions.

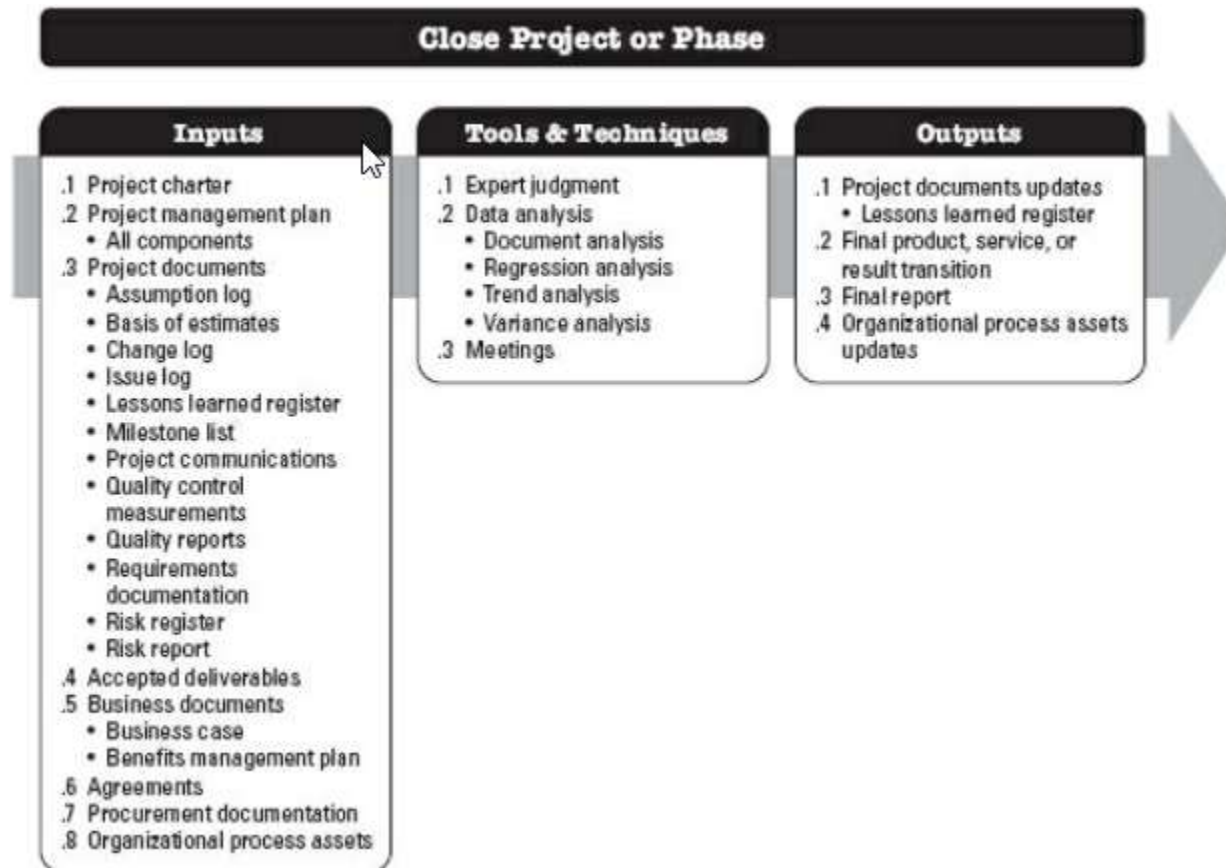
## Perform Integrated Change Control




1. Develop Project Charter
2. Develop Project Management Plan
3. Direct and Manage Project Work
4. Manage Project Knowledge
5. Monitor and Control Project Work
6. Perform Integrated Change Control
7. Close Project or Phase

# Close Project or Phase

Close Project or Phase is the process of finalizing all activities for the project, phase, or contract. The key benefits of this process are the project or phase information is archived, the planned work is completed, and organizational team resources are released to pursue new endeavors.



# quiz B about Ch 4 of Meredith and PMBOK

 ENGR3450-03BQz

You will get three quizzes of 5 pts. – Highest grade will be accepted.



# Projects In Functional Organizations

Where is  
the PM (the Superman)

He may be  
authorized to  
get any one  
for the team  
but what about  
The managerial  
Conflicts

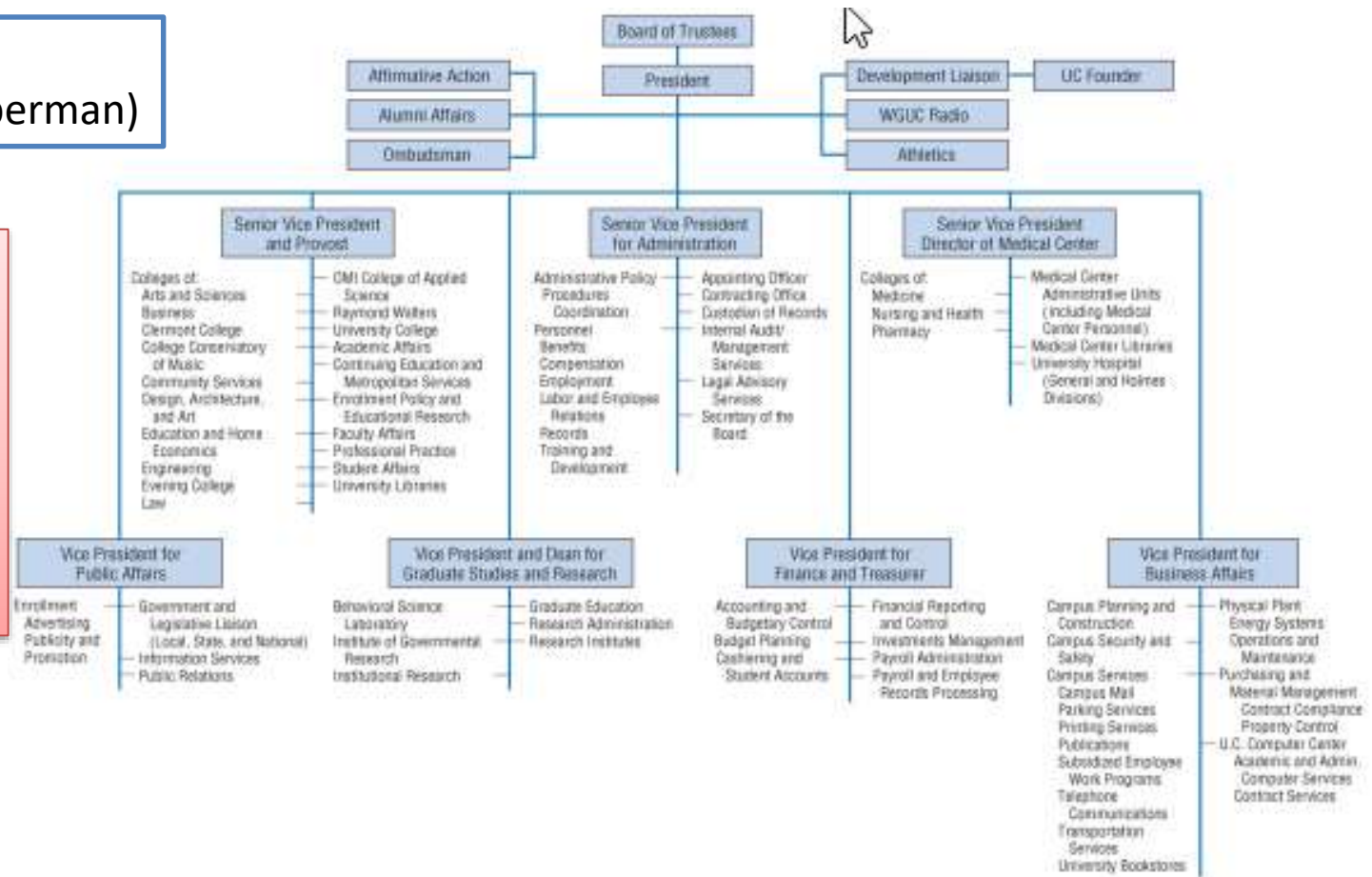


Figure 5-1 University of Cincinnati organization chart.

# Projects In Matrix Organizations

Managerial Conflicts may happen again creating stress over employee (Less if executive support for PMs high And general stress In company is low)

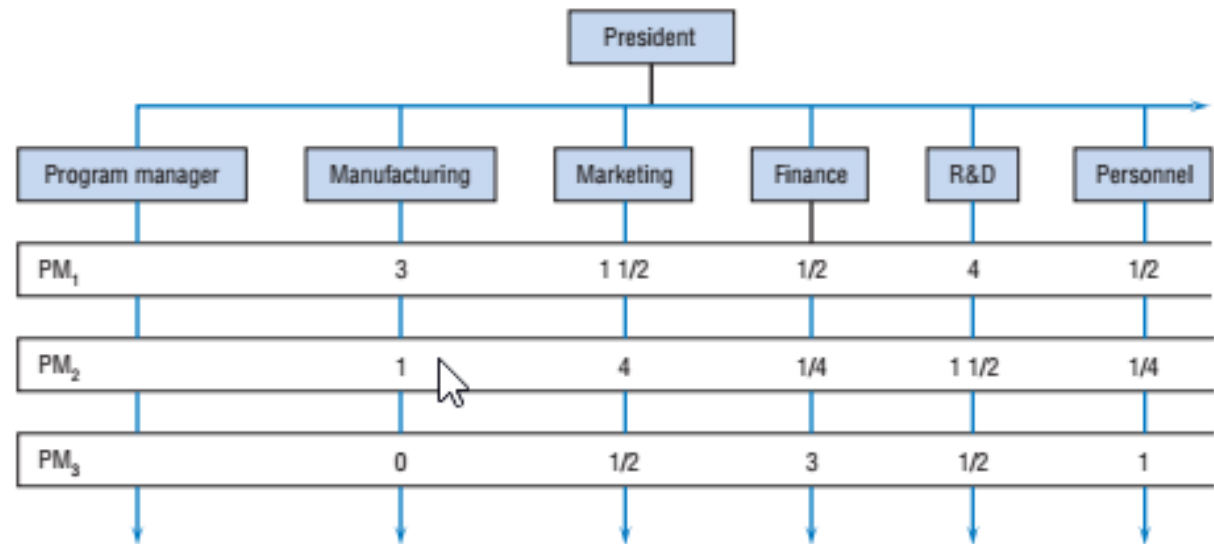


Figure 5-3 The matrix organization.

# Projectized Organizations or PMO

PM hires or transfers its own Employee on demand.

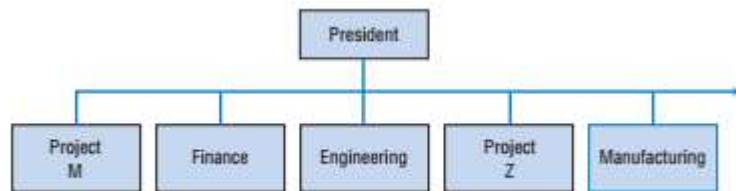


Figure 5-4 A functional/projectized composite organization.

GOOD

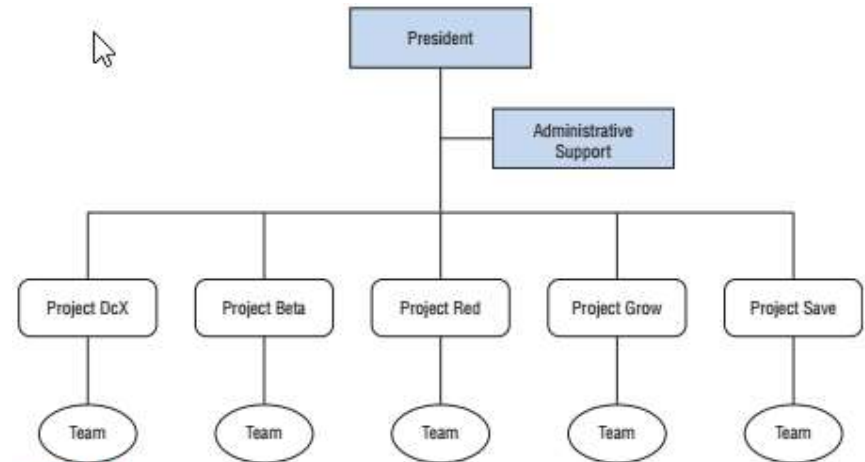
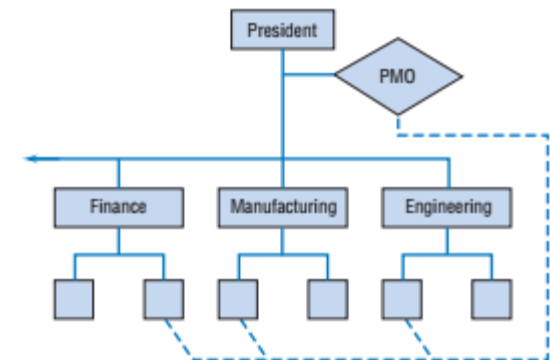
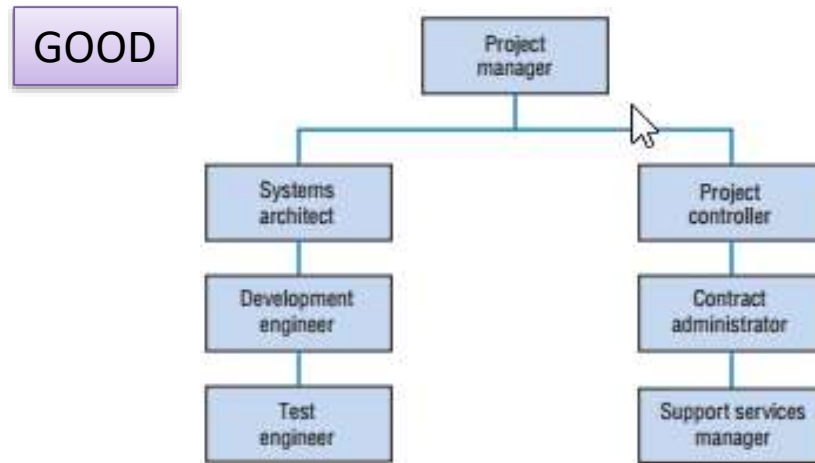


Figure 5-2 The projectized organization.

NOT GOOD



# Projectized Organizations or PMO




**Figure 5-6** Typical organization for software projects.

Conclusion: Ability of PM to hire and fire makes Conflicts less



# quiz C about Ch 5 of Meredith and PMBOK

 ENGR3450-03CQz

You will get three quizzes of 5 pts. – Highest grade will be accepted.



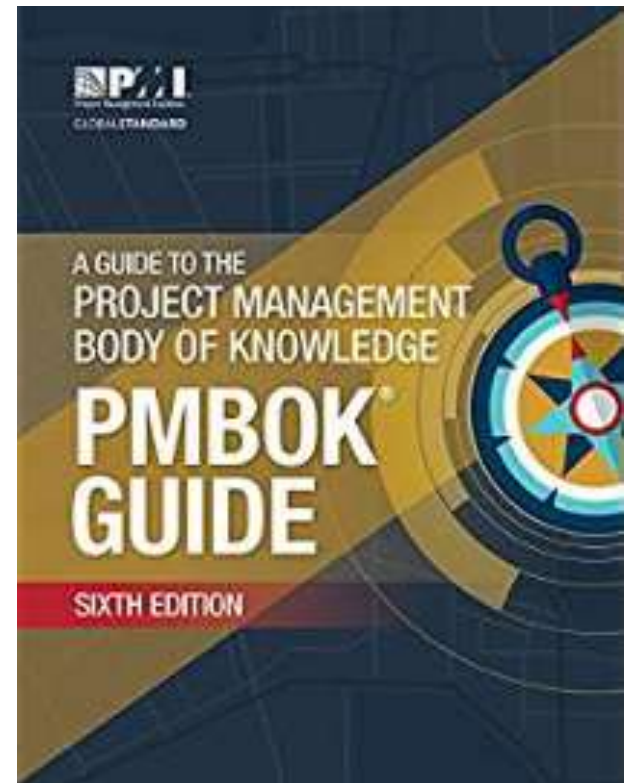
# Workshop – 5 pts.

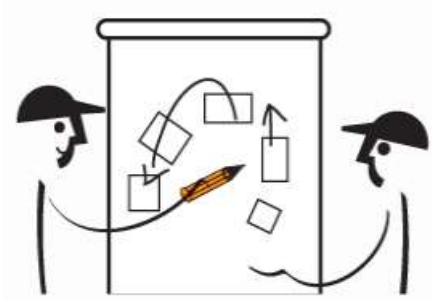
Will be published on [lectures.yasar.edu](https://lectures.yasar.edu)

Will be done by MS-Project



# Course resources

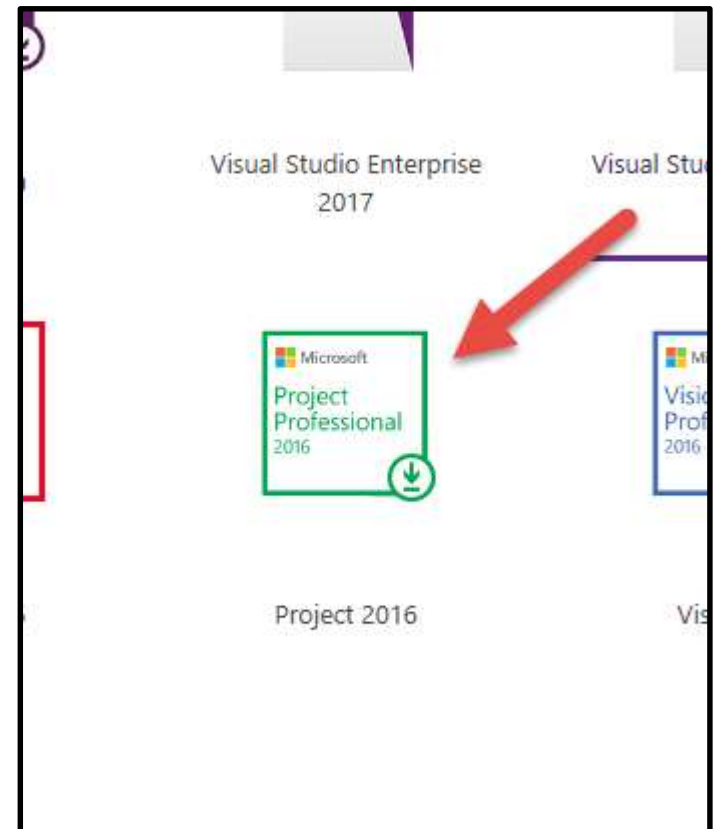




## Load MS Project

<https://e5.onthehub.com/WebStore/ProductsByMajorVersionList.aspx?ws=44b496ae-799b-e011-969d-0030487d8897&vsro=8>

- Go to the address at top
- Select the software
- Select English version
- Add to basket
- Login by your e-mail of @yasar.edu and load.
- If you cannot, connect to Admin C H ??.



# Teams for your projects

Should be Ready this week – If not I will assign the groups

- Teams of 3 to 5
  - 3 or 5 is better
  - (you will have free software for each computer)
- Team should be of the same section.
- But from Different Departments





# Questions

- Questions

[hp@quiztechnology.com](mailto:hp@quiztechnology.com)

NEXT WEEK: The Project Planning  
Integration Management – Risk Management