Ch2: Project Manager's Roles

Project Manager: Works closely with stakeholders and developers to ensure that all 4 criteria (see ch1) are met

Duties:

- Understand the mission and **vision** of the organization
- See how the project **matches** with the organization's mission
- Plot the project to ensure the organization's **interests** are met

The job is **not technical**; it's about getting people to perform work that must be done to meet goals so the first thing needed is people skills

Note: Sometimes the manager is himself a developer and is expected to perform work while managing, the problem is that management/work conflicts, which are common, will have him give higher priority to his own work and management will be neglected

Authority: PMs have a lot of responsibilities but no authority however they can't delegate responsibilities without it so though it is limited they do enjoy some authority. They are the **enablers** of employees. This lack can also be mended with good **leadership** skills to get others to perform at the required level

Main Criteria for Project Managers:

- Credibility
- Creativity as problem solvers
- Tolerance of ambiguity (Cases where something is interpreted in multiple ways by different people)
- Flexibility in management style
- Effectiveness in communicating

Ch3: Planning the Project

Planning is hindered by:

- Prevailing Paradigms: When someone has an initial misconception and goes with it without checking
- Nature of humans to not plan when they find the activity painful (annoying and pointless)

Control: Comparing where you are to where you are supposed to be (different than the power and domination meaning of control). This can only be done if you have a proper plan with a schedule set

Note: Planning should not be put aside for lack of time. If you have forever to finish a project then planning is not necessary. On the other hand, if you have a very tight deadline to work with then planning is very necessary.

Planning Requires:

- Strategy: Overall method employed to do the job (game plan)
- Tactic: Answering Who? What? When? And Where
- Logistics: Ensuring the right supplies and tools are available

Ch4: Developing a Mission, Vision, Goals, and Objectives

Defining the Problem: This determines how we solve it. See the field from above and focus on the final solution, not the one straight ahead

Ex: If your car stopped in the morning, focus on getting to work on time (bus), not fixing your car

Goals are not problems, problems are the obstacles that make it difficult to reach a goal. They are that **gap** between you and your target

To define the problem properly, look for that gap. The right questions are Where are you now? And Where do you want to be?

Visions on the other hand are what we perceive that place to be where the goal is met and our **mission** is to do work that conforms to it

The mission details the answers to **"What are we doing?"** and **"For who?"** whereas **"How?"** is solved separately with **project strategy**

Objectives are more specific steps that are part of the main mission with each defining a desired end result

Objectives must be SMART:

- Specific
- Measurable
- Attainable
- Realistic
- Time limited