EE3242 - Project Management

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Lecture 2

Role of the Project Manager
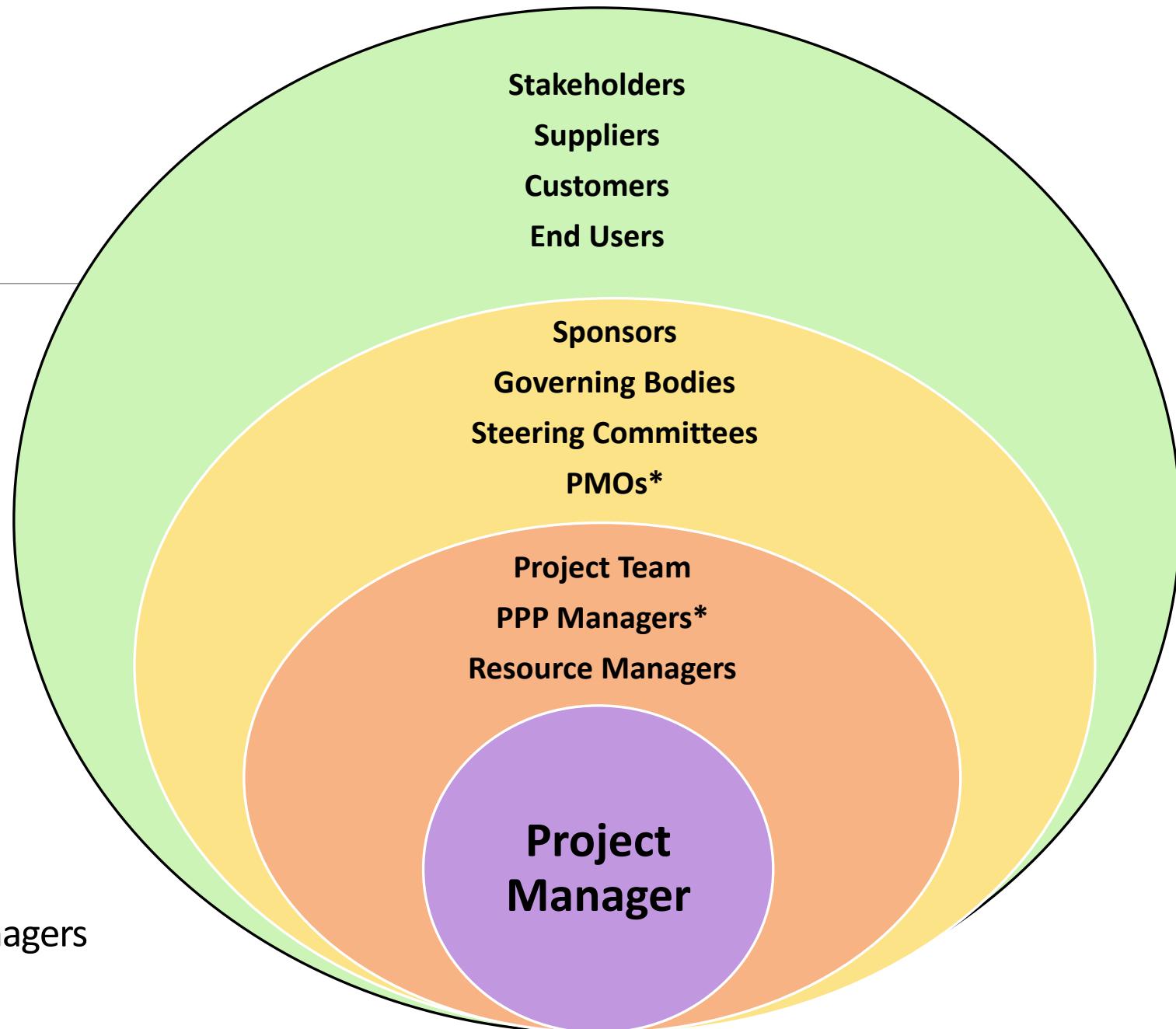
Definition of Project Manager

o Project Manager is a person who is responsible for planning, decision making, organizing, leading, motivating and controlling the human, financial, physical, and information resources of a project to reach the objectives of a project efficiently and effectively.

Influence of Project Manager

Stakeholders
Suppliers
Customers
End Users

Sponsors
Governing Bodies
Steering Committees
PMOs*

Project Team
PPP Managers*
Resource Managers

Project Manager

*PPP Managers: Public Private Partnership Managers
*PMOs: Project Management Offices

Functions of a PMO

o Manage shared resources across all projects administered by the PMO

o Identify and develop project management methodology, best practices, and standards

o Coach, mentor, train, and oversight

o Monitor compliance with project management standards, policies, procedures, and templates by means of project audits

o Develop and manage project policies, procedures, templates, and other shared documentation

o Coordinate communication across projects

Project Manager Vs PMO

Project Manager	PMO (Project Management Office)
• Focuses on the specified project objectives	• Manages major program scope changes
• Controls the assigned project resources to best meet project objectives	• Optimizes the use of shared organizational resources across all projects
• Manages the constraints (scope, schedule, cost, quality, etc.) of the individual projects	• Manages the methodologies, standards, overall risks/opportunities, metrics, and interdependencies among projects at the enterprise level

PM Influenced areas - Categorization

Based on

    a)   Influence on the project

    b)   Influence on the organization

    c)   Influence on the industry

a) Influence on the project

- Project manager **leads the project team** to meet the **project's objectives** and **stakeholders' expectations**

- Project manager works to balance the competing constraints on the project with the resources available

b) Influence on the organization

- Project manager proactively interacts with other project managers in the organization
- Other independent projects or projects that are part of the same program may impact the project due to following reasons
    - Demands on the same resources
    - Priorities of funding
    - Receipt or distribution of deliverables
   - Alignment of project goals and objectives with those of the organization
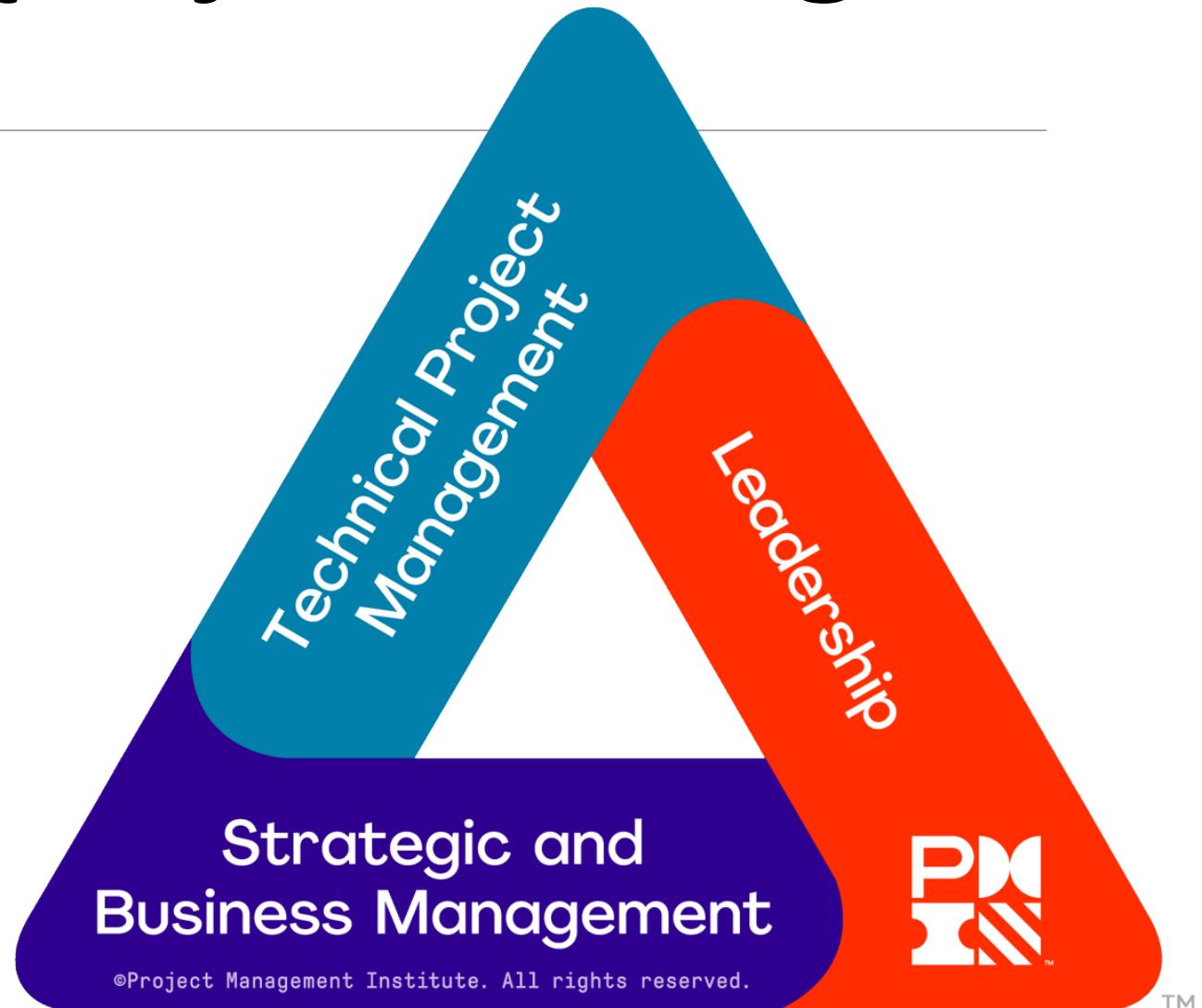
c) Influence on the industry

o Project manager stays informed about current industry trends

o Project manager takes this information and sees how it may impact or apply to the current projects

o These trends include,

    o Product and technology development

    o Standards (e.g., project management, quality management, information security management)

    o Technical support tools

    o Economic forces that impact the immediate project

    o Process improvement and sustainability strategies

Competencies of project manager

PMI Talent Triangle

PMI: Project Management

Institute, USA

Technical Project Management

Leadership

Strategic and Business Management

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Technical project management competence

o Technical project management skills are defined as the skills to effectively apply project management knowledge to deliver the desired outcomes of the project

o The **Project Management Knowledge Areas** included below describe many of these necessary project management skills

o Scope management
o Schedule management
o Cost management
o Procurement management
o Resource management

o Quality management
o Communication management
o Risk management
o Stakeholder management
o Project integration management

Leadership

5 Essential Leadership Skills

Communication
Motivation
Positivity
Creativity
Feedback
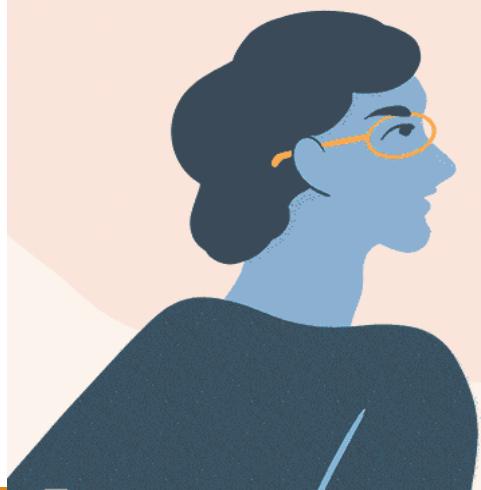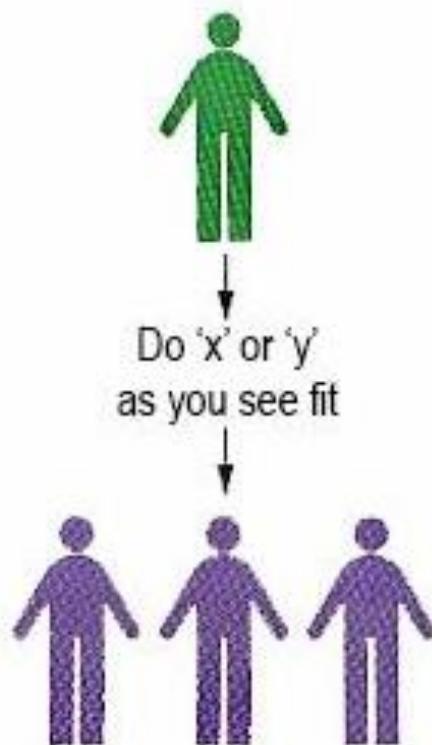
Leadership Styles

- Laissez-faire leadership style

- Transactional leadership style

- Servant leadership style

- Transformational leadership style
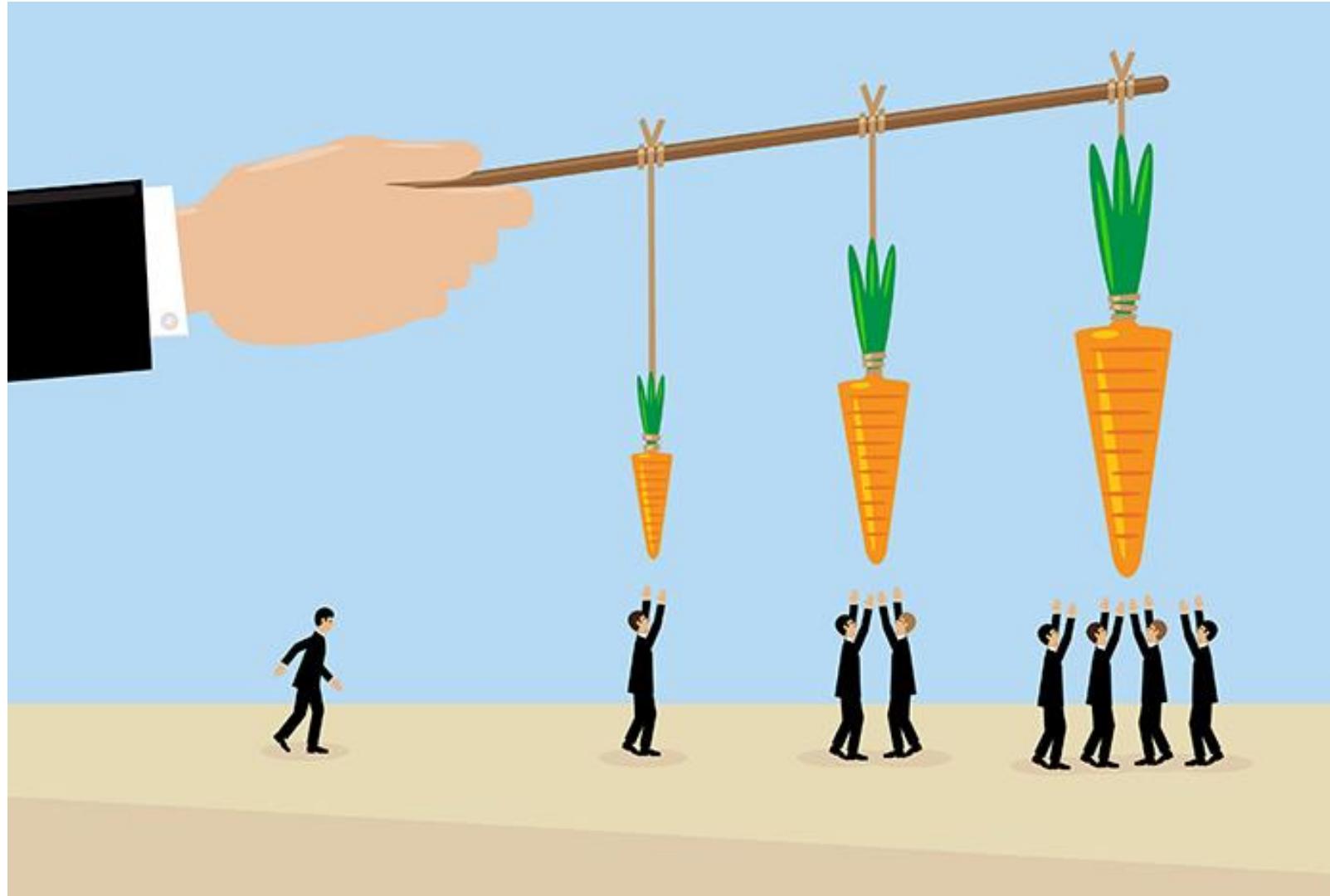
Leadership Styles
Laissez-faire leadership style

Laissez-Faire

Do 'x' or 'y'
as you see fit

o Allowing the team to make their own decisions and establish their own goals, also referred to as taking a hands-off style.

Transactional leadership style

o Focus on goals, feedback, and accomplishment to determine rewards.

Servant leadership style
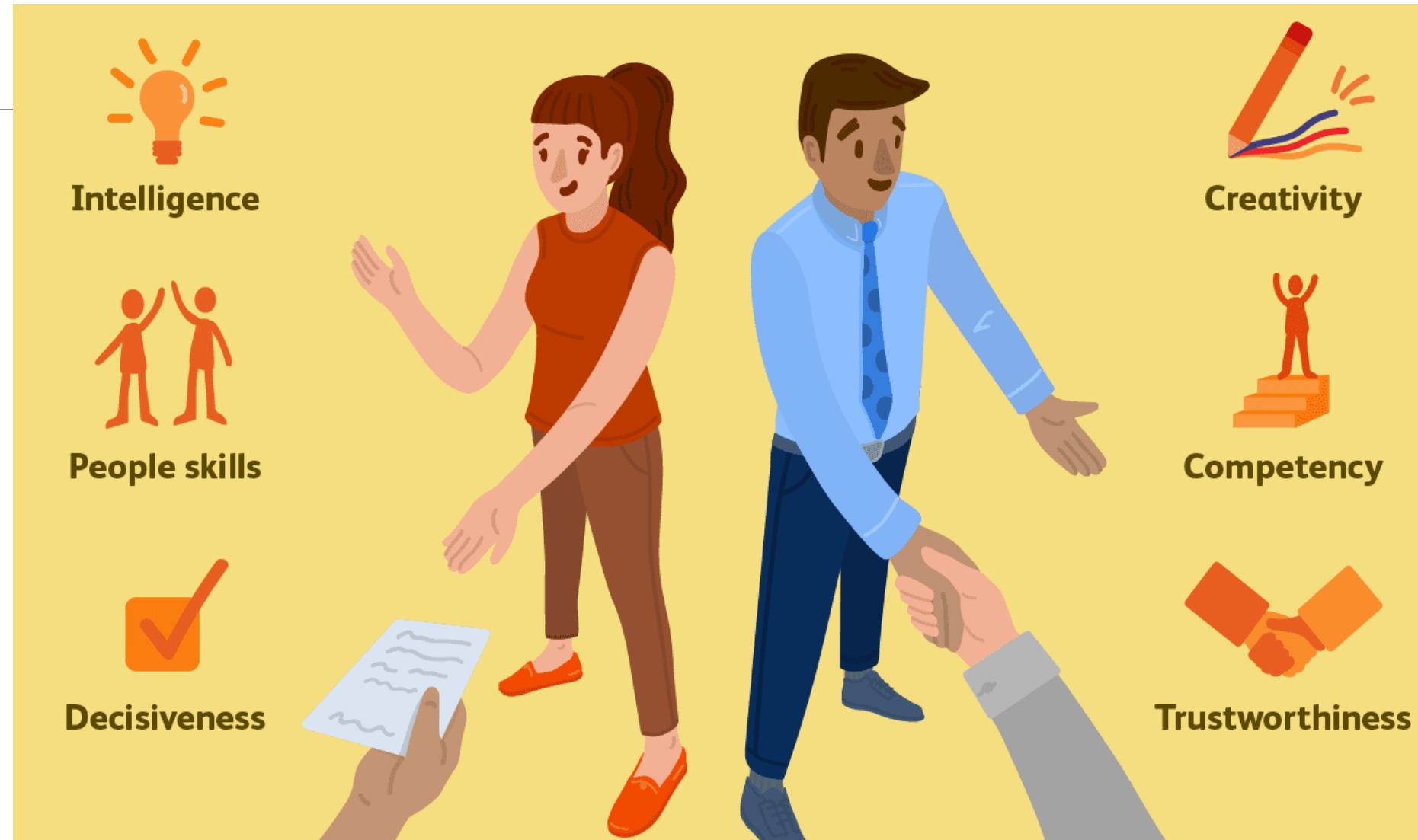
○ Demonstrates commitment to serve and put other people first; focuses on other people's growth, learning, development, autonomy, and well-being; concentrates on relationships, community, and collaboration; leadership is secondary and emerges after service.

Transformational leadership style

Personality of project manager

Personality of project manager – Cont.

Personality characteristics

o **Authentic**: Accepts others for what and who they are, show open concern

o **Courteous**: Ability to apply appropriate behavior and etiquette

o **Creative**: Ability to think abstractly, to see things differently, to innovate

o **Cultural**: Measure of sensitivity to other cultures including values, norms, and beliefs

o **Emotional**: Ability to perceive emotions and the information they present and to manage them; measure of interpersonal skills

o **Intellectual**: Measure of human intelligence over multiple aptitudes

o **Managerial**: Measure of management practice and potential

o **Political**: Measure of political intelligence and making things happen

Thank You!