Project Teams, Roles and Responsibilities

Project and Project Management

- Project is a temporary endeavor, unique, one-time undertaking effort to achieve a particular aim
  - It is the response to a need, the solution to a problem
  - It consists of well-defined collection of small jobs and ordinarily culminates in the creation of an end product or products
- Project Management is the application of knowledge skills, tools and techniques to project activities t o meet project requirements. (PmBok)
- Project Management calls for the creation of a small organizational structure, which is often a microcosm of the larger organization

Program Management

- Two or more projects make up a Program
  - Projects are combined into Program to provide coordinated control, support and guidance
- Program focuses on the interdependencies between projects and may help decrease risk, achieve economies of scale and improve management

Portfolio Management

- It includes programs, projects and other related operational work that may not be related but helping to achieve a common strategic goal
  - Like ROI, alignment with corporate strategy
  - It Helps to optimize use of resources, enhances the benefits to the organization and reduces risk

Project Team

- A group of people who will complete the work of project
- In agile environments, team members are responsible for clarifying user stories with the customer so that they can;
  - Estimate and plan the releases and iterations
  - Hold reviews and retrospectives
  - Update project information using tools like Kanban and burn down charts

Project Teams

- Project Sponsor
- Resource or Functional Manager
- Project Manager
- Portfolio Manager
- Program Manager

Project Sponsor

- Provides financial resources for the project
- Provides support and controls changes in the project plan
- Participates in developing the business case for project
- Helps to define the measurable project objectives
- Provides High-Level requirements
- Provides information regarding the initial scope of the project
- Provides information that helps develop the project charter
- Set priorities for projects and constraints
- Advocates for or champions the project, especially while the project is being put together
- Serves as spokesperson, determines the reports needed for the project
- Approves Final Project Management Plan
- Provides team with time to plan, identifies risks and may review WBS
- Formal acceptance/transfer of deliverables to the customer

Project Manager

- To manage the project, meet objectives and deliver value/benefits within time & budget
- Helps write charter, leads & directs project planning (cost, time, resource, risks)
- Identifies stakeholders, supports stakeholder engagement and manages their expectations
- Maintains control over project performance
- Controls and manages Project change requests
- Performs the project closing at the end of each phase and for the project as a whole
- Accountable for Project success or failure

Functional or Resource Manager

- Responsible for the human and physical resources in a specific department
- In matrix structure, RM shares responsibility with PM however in PBO, PM does all directing of team resources
- Assign HR & other resources to the team
- Inform PM about resource constraints (present & future)
- Provide subject matter expertise
- Approve final schedule, final RM plan, improve resource utilization
- Participate in QM, CCB, team rewards & recognition

Program Manager

- Responsible for managing group of related projects

- Manage related projects to achieve results not obtained by managing each project separately

- Provide oversight to adjust projects for the program benefits

- Guide and support individual project managers efforts

Portfolio Manager

- Responsible for governance at an executive level of the projects of program that make up a portfolio
- Manages various projects/programs that may be largely unrelated to each other
- Ensure selected projects provide value to the organization
- Work with senior executives to gather support for individual projects
- Get the best return from resources invested

Organization's Level of Maturity

- There are 3 to 5 levels of project management maturity;
  - The extent to which project process documentation has been developed and distributed and understood
  - The ability of project teams to predict outcomes with reasonable accuracy
  - The efficiency with which projects are executed
  - The perceived success rate of projects
  - The organizations ability to learn from its experience
  - The extent of continuous improvement in project execution over time

Defining Project Success

- Level-I: Meeting Project Targets
- Level-II: Project Efficiency
  - How effectively resources were applied, cost, conflicts & disruption to client operations
- Level-III: Customer or User Utility
- Level-IV: Organizational Improvement

Project Managers Checklist

- Projects are unique and carry risks and uncertainty
- Projects call for application of special management techniques
- Projects are carried in 4 to 5 stages
- Projects are carried out with a full life cycle perspective (even after the project is delivered to the customer)
- Projects are managed within cross functional teams which creates a unique challenge
- Project success levels to be measured from all 4 levels

Project Management

Interpersonal and Behavioral Context

- Project Leader lives in an environment of constant uncertainty
- He must be skilled in obtaining cooperation from other people over whom he or she does not have direct control
- He must rely on influence and persuasion to gain cooperation
- He must motivate the team and energized
- Form the team into a unified, single –minded unit with a focused project objective
- He should value diversity but do not allow it to distract from his project

Project Management

The Organizational Context

- Over-coming the 'Silo Mentality'. PL has to redirect team members frame of reference from functional orientation to a project orientation

- Making a business case in project early phase helps to remain focused on project objectives