PROJECT MANAGEMENT

PMP® Certification Training

Lesson 05: Role of the Project Manager

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Objectives

▷ Discuss the definitions of project, functional, and operations managers

▷ Identify the role of project managers and their sphere of influence

▷ Explain project manager competences

▷ Compare team management and leadership

▷ Describe different leadership styles

▷ Discuss how project managers can perform integration on the projects

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Definition of Project Manager

A project manager leads the team that is responsible for achieving the project objectives.

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Definition of Functional Manager

A functional manager focuses on providing management oversight for a functional or business unit.

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Definition of Operations Manager

An operations manager ensures that business operations are efficient.
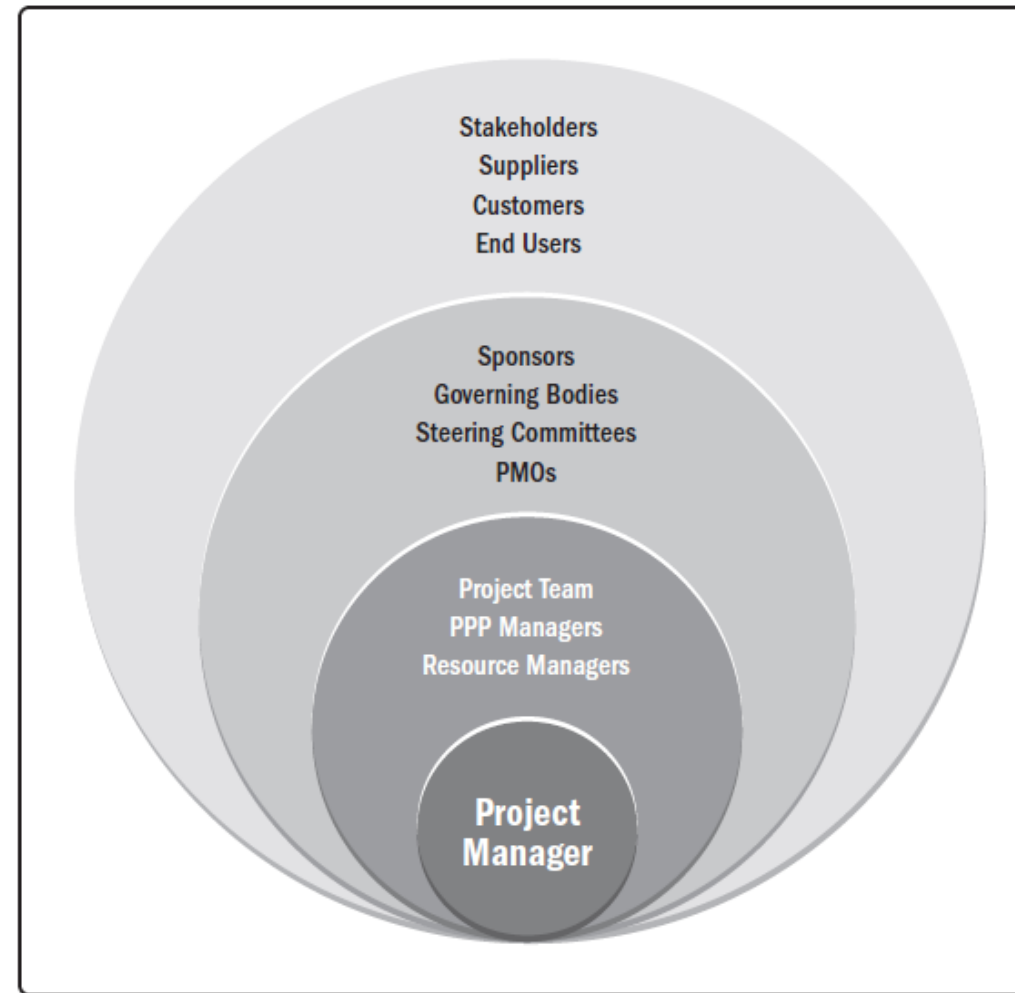
Project Manager's Sphere of Influence

Figure 3-1. Example of Project Manager's Sphere of Influence

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The Role of a Project Manager

A project manager:

- Is responsible and accountable for the project

- Applies lessons learned from recent projects

- Defines project roles and responsibilities

- Leads the project planning activities

- Performs project tracking and communicates project status

- Adopts project management best practices

- Manages the project priorities

- Performs risk and issue management

- Drives decision-making

- Promotes client involvement

- Encourages and supports escalations

- Enforces effective change control

- Mentors project members

- Has the most essential position and authority on a project

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Forms of Power of a Project Manager

Relationships enable project managers to get things done on the project. Various forms of power at the disposal of project managers:

- Positional (also called formal/legitimate/authoritative)
- Informational
- Referent
- Situational
- Personal or charismatic
- Relational
- Expert
- Reward-oriented
- Punitive or coercive
- Ingratiating
- Pressure-based
- Guilt-based
- Persuasive
- Avoiding

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Project Manager Competences

The three main competences for a project manager are shown with the help of PMI Talent Triangle ®.

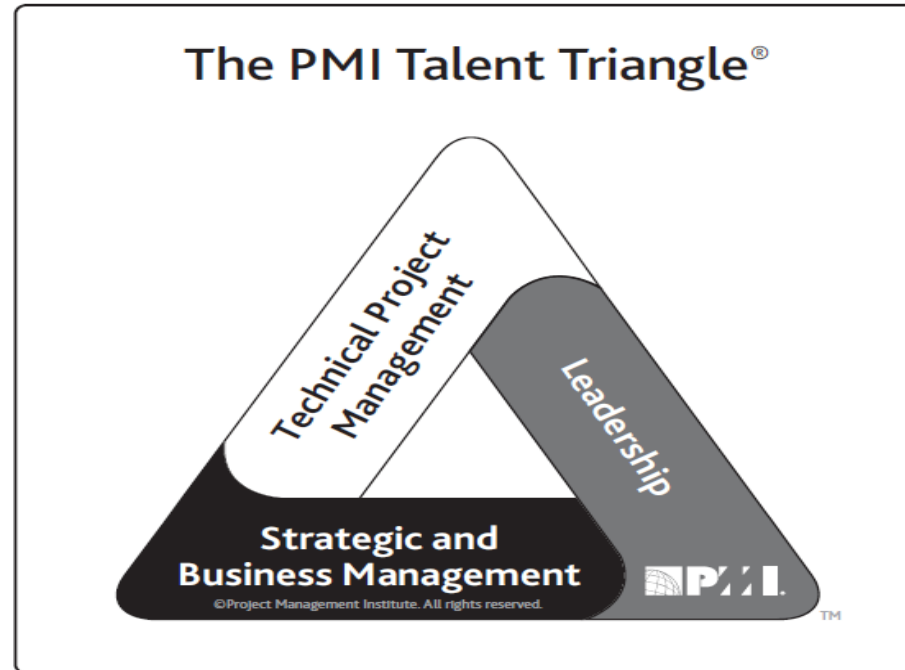| Technical project management | Leadership | Strategic and business management |

Figure 3-2. The PMI Talent Triangle®

Project Manager Competences

Technical project management

- This includes the knowledge, skills, and behavior related to specific domains of project, program, and portfolio management
- It is the technical aspect of the project manager's role

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Project Manager Competences

Leadership

- This includes the knowledge, skills, and behavior needed to guide, motivate, and direct a team to help an organization achieve its business goals

Project Manager Competences

Strategic and business management

- This includes project manager's knowledge and information about the organization
- It enhances performance and delivers the business outcomes

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Management vs. Leadership

Table 3-1. Team Management and Team Leadership Compared

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

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Leadership Styles

- **Laissez-faire:** The leader allows the team to make their own decisions and establish their own goals. It is also referred to as taking a hands-off style.

- **Transactional:** The leader focuses on goals, feedback, and accomplishment to determine rewards.

- **Servant leader:** The leader demonstrates commitment to serve and puts others first. The leader focuses on other's growth, learning, development, autonomy, and well-being. The leader also concentrates on relationships, community, and collaboration. Leadership is secondary and emerges after service.

- **Transformational:** The leader empowers followers through idealized attributes and behavior, inspirational motivation, encouragement for innovation and creativity, and individual consideration.

- **Charismatic:** The leader inspires the team and possesses high energy, enthusiasm, confidence, and strong convictions.

- **Interactional:** This style is a combination of transactional, transformational, and charismatic leadership styles.

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Performing Integration

- Integration is a critical skill for project managers

- It must be performed at three different levels:

Process Level: The project manager understands process interactions

Cognitive Level: The processes are then integrated into knowledge areas

Context Level: New environmental elements are added at this level

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Key Takeaways

▷ A project manager leads the team that is responsible for achieving the project objectives.

▷ A functional manager focuses on providing management oversight for a functional or business unit.

▷ An operations manager ensures that business operations are efficient.

▷ Relationships enable project managers to get things done on the project. Various forms of power are at the disposal of project managers.

▷ The three main competences for a project manager are shown with the help of PMI Talent Triangle®. They are technical project management, leadership, and strategic and business management.

▷ The different types of leadership styles are laissez-faire, transactional, servant leader, transformational, charismatic, and interactional.

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Quiz

Quiz

1. Which of the following power is granted by the organization or team to the project manager?

A ▶ Expert

B ▶ Positional

C ▶ Relational

D ▶ Avoiding

Quiz

1. Which of the following power is granted by the organization or team to the project manager?

A ▶ Expert

B ▶ Positional

C ▶ Relational

D ▶ Avoiding

The correct answer is: **B**

Positional power is granted by the organization or team to the project manager.

Quiz

2. Which of the following is not an option under project manager competences?

A ▶ Technical project management

B ▶ Leadership

C ▶ Strategic and business management

D ▶ Personal management

Quiz

2. Which of the following is not an option under project manager competences?

A ▶ Technical project management

B ▶ Leadership

C ▶ Strategic and business management

D ▶ Personal management

The correct answer is: **D**

The project manager competences are technical project management, leadership, and strategic and business management. These are given by the PMI Talent Triangle ®.

Quiz

3. The project manager is not happy with the team and is invoking discipline. Which of the following power is the project manager using?

A ▶ Punitive or coercive

B ▶ Situational

C ▶ Positional

D ▶ Guilt-based

Quiz

3. **The project manager is not happy with the team and is invoking discipline. Which of the following power is the project manager using?**

A ▸ Punitive or coercive

B ▸ Situational

C ▸ Positional

D ▸ Guilt-based

The correct answer is: **A**

The project manager uses punitive or coercive power to invoke discipline.

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Quiz

4. **The project manager is focused on other's growth. Which type of leadership style is the project manager following?**

A ▶ Autocratic

B ▶ Laissez-faire

C ▶ Transactional

D ▶ Servant leader

Quiz

4. The project manager is focused on other's growth. Which type of leadership style is the project manager following?

A ▶ Autocratic

B ▶ Laissez-faire

C ▶ Transactional

D ▶ Servant leader

The correct answer is: **D**

Servant leader style of leadership focuses on other's growth, development, learning, well-being, etc.

Quiz

5. A project manager should be proficient in all the knowledge areas. At which of the following levels is the project manager performing integration?

A ▶ Cognitive

B ▶ Context

C ▶ Process

D ▶ Strategic

Quiz

5. A project manager should be proficient in all the knowledge areas. At which of the following levels is the project manager performing integration?

A ▶ Cognitive

B ▶ Context

C ▶ Process

D ▶ Strategic

The correct answer is: **A**

The project manager is performing integration at the cognitive level.

This concludes "Role of the Project Manager."

The next lesson is "Project Integration Management."

This course is based on the Project Management Institute, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Sixth Edition*.

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