

SOEN 6841

Topic Analysis and Synthesis

# Most Important Responsibilities of Project Manager

Date: November 28, 2023

Submitted To: Pankaj Kamthan

Tawhidur Rahman

40152020

**Abstract**

A project manager's role is critical for successful project execution in the domain of project management. Project managers, regardless of title, are responsible for a wide range of tasks while adapting to project hierarchy, organizational needs, and project structure. Their responsibilities include planning, execution, monitoring, controlling, and closing, as well as ensuring alignment with organizational goals. This study investigates the motivations for analyzing project manager responsibilities, with a focus on professional development, educational value, practical application, addressing industry needs, contributing to the knowledge base, and motivating project managers themselves. The objectives include understanding and articulating project manager responsibilities across different roles, benefiting aspiring and current project managers, and enhancing organizational leadership insights. The background emphasizes project managers' critical role in project success, which includes overall project responsibility, the use of relevant project management processes, and effective team leadership. Validation, documentation, and the development of realistic plans are all part of understanding a project. Project managers establish processes for communication, planning, and execution, ensuring team education and buy-in.

Project managers are central to the initiation, planning, design, execution, monitoring, controlling, and ensuring projects align with organizational goals and expectations. As leaders, project managers drive project success by coordinating internal resources, collaborating with stakeholders, and navigating challenges to achieve project objectives. A lack of clarity regarding project manager responsibilities creates difficulties, affecting project outcomes and organizational success. To address this, the study intends to define a standardized framework for project manager roles, thereby promoting better decision-making and more effective project outcomes.

TABLE OF CONTENTS

1. Introduction
   1. Motivation
   2. Problem Statement
   3. Objectives
2. Background

2.1 Key Domains of Project Manager

2.2 Understanding the Project

2.3 Establishing Required Process

* 1. Leading the Team
  2. Constraints of Project Manager in Project Management

1. Results
2. Conclusions and Future Works
3. References

**1. Introduction**

In the realm of project management, the role of a project manager is crucial for the successful execution of initiatives. Project management is a diverse field that requires skilled individuals to negotiate a plethora of duties. A project manager's function is not consistent; it changes depending on the individual position within the project hierarchy, organizational requirements, and the overall structure of the endeavor. Each job, whether as a Project Coordinator, Project Leader, Project Manager, or Program Manager, comprises specific responsibilities that contribute to the overall success of a project. Project managers act as the cornerstone, orchestrating the planning, execution, monitoring, controlling, and closure of projects to ensure they meet organizational goals [1].

Managing a project involves identifying requirements, setting objectives, and overseeing the entire project lifecycle [2][5]. A significant aspect of a project manager's responsibility is assembling and leading a cohesive project team. This involves defining roles, responsibilities, and team structures, ensuring effective communication, and adapting to potential changes in the project plan [3]. A competent project manager, as outlined in various sources, must possess the skills to drive the team towards project goals, ensuring timely completion [3][4].

Regardless of these position distinctions, certain essential responsibilities are required of all project managers. These include a thorough understanding of the project, efficient communication, problem-solving abilities, the implementation of necessary processes, and successful project team leadership [6][7]. Project managers are responsible for project ownership, validating objectives, and documenting requirements, regardless of the size or type of the project. They play a pivotal role in formulating realistic plans, setting up essential processes, and ensuring the project's successful execution.

**1.1 Motivation**

Several factors can motivate writing or analyzing responsibilities of project managers. Understanding the motivations behind writing a thesis on the responsibilities of project managers involves recognizing the multifaceted benefits and impact such an exploration can have:

Relevance in Professional Development: Understanding and digging into project manager tasks substantially adds to the professional growth of individuals in project management roles. This exploration offers insights into effective practices and strategies, fostering growth and competence in the field.

Educational Value: Writing a thesis on project manager responsibilities serves an educational purpose by providing readers, including students and practitioners, with valuable insights. It helps understand the multifaceted nature of a project manager's role and the necessary skills for success.

Practical Application: Examining project manager responsibilities allows for the practical application of theoretical knowledge. This bridge between academic concepts and real-world scenarios enhances the paper's practical value, offering actionable insights for professionals in the field.

Addressing Industry Needs: Due to the dynamic nature of project management, constant adaptation is required. Writing about project manager responsibilities allows us to address current industry needs by providing relevant solutions and insights that are aligned with the evolving project management landscape.

Contributing to the Knowledge Base: Writing about project manager responsibilities is motivated by the desire to contribute to the overall knowledge base in project management. Such contributions add to the existing body of knowledge, making it a valuable resource for future researchers and practitioners.

Motivation for Project Managers: Project managers find motivation in understanding and reflecting on their roles. A paper that explores their responsibilities can offer validation, insights, and potential improvements to their practices, fostering a continuous cycle of improvement.

From the perspective of project managers, self-motivation is also a critical factor. Factors hindering self-motivation range from personal habits to external challenges. Understanding these barriers is essential for project managers to enhance their motivation and, consequently, positively impact team dynamics and project outcomes.

**1.2 Problem Statement**

Effective project management is crucial for the successful completion of projects, and project managers bear the responsibility of coordinating various facets of the process. However, a lack of clarity and consensus on the specific responsibilities of project managers poses a significant challenge. The ambiguity surrounding project manager responsibilities can lead to misalignment within project teams, hinder efficient decision-making, and contribute to project delays or failures. Additionally, without a standardized understanding of the project manager's role, organizations may struggle to recruit, train, and assess project management professionals effectively [8][9].

Furthermore, differences in project manager responsibilities can have an impact on project outcomes and client satisfaction [10]. This lack of consensus may impede the development of standardized training programs and professional certifications, making it challenging to ensure consistency and quality in project management practices.

Addressing these challenges necessitates a thorough examination of the existing discourse on project manager responsibilities, as well as the creation of a standardized framework that defines their roles and competencies, thereby contributing to improved project outcomes and organizational success.

**1.3 Objectives**

To understand and articulate the key responsibilities of project managers, including project coordinators, leaders, managers, and program managers. This investigation aims to elucidate the overall functions of various duties while considering organizational structures and requirements. The purpose is to offer a thorough understanding of a project manager's responsibilities, with a focus on project-wide accountability, project management methods, and team leadership. This study aims to benefit individuals aspiring to become project managers, current project management practitioners, and organizational leaders seeking insights into effective project management practices. The object is to enhance understanding of the key parts of project management responsibilities in order to stimulate better decision-making and promote effective project outcomes.

**2. Background**

Project managers serve as the linchpin in project success, combining strategic planning, efficient coordination, and inspirational leadership to navigate projects from conception to completion.

**2.1 The role of a project manager encompasses three key domains:**

1. Assuming Responsibility for the Project as a Whole:

Project managers, regardless of their specific role (coordinator, leader, manager, or program manager), are responsible for the entire project. This involves validating project objectives and meticulously documenting requirements to ensure clarity and alignment [5].

1. Employing Relevant Project Management Processes:

Project managers play a pivotal role in establishing and implementing key project management processes. This includes communication strategies, comprehensive planning, and effective execution, all tailored to meet organizational requirements and project-specific goals [5][11][12].

1. Leading the Team:

Effective leadership is a critical aspect of a project manager's role. This involves building trust and fostering relationships within the team. In distributed teams, it requires dedicated time for informal communication and periodic face-to-face interactions to establish strong connections [6][12].

**2.2 Understanding the Project**

Understanding a project can be broadly discussed according to following categories:

Validation and Documentation:

Project managers shoulder the responsibility of validating project objectives. They meticulously document project requirements and define clear completion criteria in collaboration with stakeholders. This ensures a shared understanding of project goals and sets the stage for successful project completion [1][5]

Development and Use of Realistic Plans:

An integral part of project management involves the development and utilization of realistic plans. Project managers track the project's progress through to completion, ensuring the timely achievement of all requirements. This demands a strategic and forward-looking approach to project planning [3].

**2.3 Establishing Required Processes**

Establishing processes can be done based on the given information where it comprises communication, planning, execution, process education and buy-in.

Communication, Planning, and Execution:

Project managers are instrumental in establishing processes for effective communication, thorough planning, and meticulous execution. These processes are adaptive, aligning with organizational mandates and project-specific goals to ensure seamless project management [3][11][12].

Process Education and Buy-in:

Beyond process establishment, project managers play a vital role in educating team members and stakeholders on these processes. This ensures a collective understanding and buy-in. Additionally, project managers establish metrics for process control, diligently monitoring work throughout the project lifecycle [3][5].

**2.4 Leading the Team**

Leading a team involves building trust, relationships, and connecting personal goals to project vision.

Building Trust and Relationships:

Leadership is the cornerstone of a project manager's role. It involves building trust and fostering strong relationships within the team. This is particularly challenging in distributed teams, necessitating frequent informal communications and periodic face-to-face interactions to establish meaningful connections [10][12].

Connecting Personal Goals to Project Vision:

Successful project management leadership goes beyond the project itself. Project managers strive to align team members' personal goals with the overarching project vision. This entails uncovering the 'what's in it for me?' factor for every team member, fostering a sense of personal connection and commitment to the project's success [3][11].

**2.5** Constraints of Project Manager in Project Management

Project managers confront a variety of restrictions that might have an influence on the successful completion of a project. These restrictions are frequently interconnected, and good project management requires them to be balanced and navigated. The three primary constraints in project management are commonly known as the triple constraint, along with that project managers have some other constraints and challenges [13][14]

Time: Project managers must finish the project within the timeframe specified. Delays may be expensive and have an influence on other areas of the project, such as budgeting and resource allocation. Meeting deadlines frequently demands meticulous planning, scheduling, and progress monitoring throughout the project lifetime.

Cost: Projects are usually completed within a certain budget. Project managers must efficiently distribute resources, regulate expenditures, and guarantee that the project remains within the allocated budget. Unexpected costs or scope modifications might put a project's finances in jeopardy.

Scope: The scope of a project describes the work that must be completed. It consists of all tasks, features, deliverables, and milestones. Managing scope involves preventing scope creep (uncontrolled changes or additions to the project scope) and ensuring that the project delivers what was originally agreed upon.

In addition to the triple constraint, project managers also contend with other constraints and challenges:

Quality: Delivering a high-quality product or service is essential. Project managers must ensure that the project meets the specified quality standards. Balancing quality with time and cost constraints can be challenging.

Risk: Every project involves uncertainties and risks. Project managers must identify, assess, and manage risks to mitigate their potential impact on the project. Unexpected risks can cause project delays, cost overruns, or inability to meet project objectives.

Human Resources: Managing the project team is essential. Project managers must guarantee that team members have the appropriate skills, motivation, and teamwork to meet project objectives. Team dynamics, communication, and possible conflicts are all crucial factors to consider.

Communication: Effective communication is crucial for project success. Project managers must develop clear communication lines, keep stakeholders informed, and handle any difficulties as soon as possible. Misunderstandings and project failures can result from poor communication.

Procurement: Procurement management is crucial for initiatives that require external vendors or suppliers. This involves choosing suppliers, negotiating contracts, and maintaining relationships to ensure that external contributions are in line with project goals.

Navigating these limits successfully necessitates a combination of talents, including leadership, communication, risk management, and adaptation. To keep the project on schedule, project managers must be proactive in detecting and addressing difficulties as they develop.

**3. Result**

A project manager is responsible for directing a project from start to finish, including determining project goals, needs, and scope, as well as planning, monitoring, and documenting work. The function entails a variety of important responsibilities, including providing enough people and resources, communicating work information to team members, project planning, assembling, and directing a project team, time management, and resource management.

A project manager is also in charge of activity and resource planning, coordinating and motivating the project team, regulating time management, and predicting costs. Understanding the project, implementing efficient processes, and leading the team, while modifying these tasks based on roles and organizational circumstances, are key to project managers' success. Overall, their numerous tasks contribute to project success and completion.

**5. References**

1. Shenhar, A. J., Milosevic, D., & Dvir, D. (2023). Project Planning Unveiled: Decoding its significance in shaping project success a case of the Skills Development Fund (SDF) in Kigali, Rwanda. *Interdisciplinary Journal of Linguistics, Marketing and Communication (IJLMC)*, *10*(3), 41-66.
2. Too, E. G., & Weaver, P. (2014). The management of project management: A conceptual framework for project governance. *International journal of project management*, *32*(8), 1382-1394.
3. Bowenkamp, R. D., & Kleiner, B. H. (1987). How to be a successful project manager. *Industrial Management & Data Systems*, *87*(3/4), 3-6.
4. Napier, N. P., Keil, M., & Tan, F. B. (2009). IT project managers' construction of successful project management practice: a repertory grid investigation. *Information Systems Journal*, *19*(3), 255-282.
5. Laufer, A., Denker, G. R., & Shenhar, A. J. (1996). Simultaneous management: the key to excellence in capital projects. *International Journal of Project Management*, *14*(4), 189-199.
6. Bourne, L., & Walker, D. H. (2004). Advancing project management in learning organizations. *The Learning Organization*, *11*(3), 226-243.
7. Brill, J. M., Bishop, M. J., & Walker, A. E. (2006). The competencies and characteristics required of an effective project manager: A web-based Delphi study. *Educational technology research and development*, *54*, 115-140.
8. Cavaleri, S., & Reed, F. (2008). Leading dynamically complex projects. *International Journal of Managing Projects in Business*, *1*(1), 71-87.
9. Keers, B. B., & van Fenema, P. C. (2018). Managing risks in public-private partnership formation projects. *International journal of project management*, *36*(6), 861-875.
10. Cheng, M. I., Dainty, A. R., & Moore, D. R. (2005). What makes a good project manager?. *Human resource management journal*, *15*(1), 25-37.
11. Irfan, M., Khan, S. Z., Hassan, N., Hassan, M., Habib, M., Khan, S., & Khan, H. H. (2021). Role of project planning and project manager competencies on public sector project success. *Sustainability*, *13*(3), 1421.
12. Awan, M. H., Ahmed, K., & Zulqarnain, W. (2015). Impact of project manager’s soft leadership skills on project success. *Journal of Poverty, Investment and Development*, *8*(2), 37-89.
13. Mishra, A. K. (2020). Implication of theory of constraints in project management. *International Journal of Advanced Trends in Engineering and Technology*, *5*(1), 1-13.
14. Dostatni, E., & Trojanowska, J. (2017). Application of the theory of constraints for project management. *Management and production engineering review*.