



**Everyone's Smart
University**

Project Feasibility Study

Lecture 5

PMG201

THE MANAGER, THE ORGANIZATION, AND THE TEAM

Out line

□ THE MANAGER, THE ORGANIZATION, AND THE TEAM

1. The PM's Roles
2. The PM's Responsibilities to the Project
3. Selection of a Project Manager
4. Project Management as a Profession
5. Fitting Projects Into the Parent Organization
6. The Project Team

□ Effective Team Management

1- THE PM ' S ROLES

- **Once a project has been selected, the next step is for senior management to choose a project manager (PM). It is the PM ' s job to make sure that the project is properly planned, implemented, and completed**

THE PM ' S ROLES

- **The PM is a facilitator, unlike the traditional manager who is a supervisor. The PM must adopt the systems approach to making decisions and managing projects. Trying to optimize each part of a project, sub optimization, does not produce an optimized project. Multiple communication paths exist in any project, and some paths bypass the PM, causing problems. Much project communication takes place in meetings that may be run effectively if some simple rules are followed. In virtual projects much communication is via high technology channels. Above all, the PM must keep senior management informed about the current state of the project.**

THE PM ' S ROLES

- **Facilitator**
- **Communicator**
- **Virtual Project Manager**
- **Meetings, Convener and Chair**

PM's Role in Procurement

- Know the procurement process; seek support early from specialists in contracting, purchasing, law, and technical disciplines.
- Involvement should begin at the start of the procurement process
- Understand contract terms and conditions
- Ensure the contract contains all project management requirements and scope for the product or services being procured.
- Identify risks and incorporate ways to avoid, mitigate, transfer to seller, or share the potential risk within the contract.
- Fit the schedule for completion of the procurement process into the schedule for the project
- Be engaged during contract negotiation to establish a relationships with the seller.
- Manage the entire project, not just the contract statement of work
- Work with the contract or procurement manager to manage contract change control

2- THE PM ' S RESPONSIBILITIES TO THE PROJECT

- **The PM has three overriding responsibilities to the project. First is the acquisition of resources and personnel. Second is dealing with the obstacles that arise during the course of the project. Third is exercising the leadership needed to bring the project to a successful conclusion and making the trade - offs necessary to do so.**

THE PM ' S RESPONSIBILITIES TO THE PROJECT con...

- **The PM is responsible for acquiring the human and material resources needed by the project. The PM is also responsible for exercising leadership, fire fighting, and dealing with obstacles that impede the project ' s progress. Finally, the PM is responsible for making the trade - offs between budget, schedule, and scope that are needed to ensure project success. To be successful at meeting this responsibilities, the PM must be skilled at negotiation, conflict resolution, and persuasion.**

THE PM ' S RESPONSIBILITIES TO THE PROJECT cont...

- **Fighting Fires and Obstacles**
- **Leadership and Making Trade – Offs**
- **Negotiation, Conflict Resolution, and Persuasion**

3- SELECTION OF A PROJECT MANAGER

- **A note to senior management: It is rarely a good idea to select a project manager from a list of engineers (or other technical specialists) who can be spared from their current jobs at the moment. Unfortunately, in many firms this appears to be the primary criterion for choice. We do not argue that current availability is not one among several appropriate criteria, but that it is only one of several — and never the most important. Neither does the list of criteria begin with “ Can leap over tall buildings with a single bound. ”**

SELECTION OF A PROJECT MANAGER cont..

- **The most important criterion, by far, is that the prospective PM, in the language of sales people, is a “ closer. ” Find individuals who complete the tasks they are given. As any senior manager knows, hard workers are easy to find. What is rare is an individual who is driven to finish the job.**

SELECTION OF A PROJECT MANAGER cont..

□ Given a set of such people, select those who meet the following criteria at reasonably high levels:

- Credibility
- Sensitivity
- Leadership, Style, Ethics

SELECTION OF A PROJECT MANAGER cont..

- ❑ Successful PMs have some common characteristics. They are “ closers. ” They also have high administrative and technical credibility, show sensitivity to interpersonal conflict, and possess the political know - how to get help from senior management when needed. In addition, the PM should be a leader, and adopt a participatory management style that may have to be modified depending on the level of technological sophistication and uncertainty involved in the project. Another critical project management skill is the ability to direct the project in an ethical manner.**

4- PROJECT MANAGEMENT AS A PROFESSION

- **It should be obvious to the reader that project management is a demanding job. Planning and controlling the complexities of a project ' s activities, schedule, and budget would be difficult even if the project had the highest claim on the parent organization ' s knowledge and resources, and if the PM had full authority to take any action required to keep the project on course for successful completion.**

5 - FITTING PROJECTS INTO THE PARENT ORGANIZATION

- **The rapid growth in the use of projects has made the traditional ways of creating an interface between projects and the parent organization inadequate in many cases. Pure project organizations, unless very large, are too costly and lack technological depth. Functionally organized projects lack technological breadth, are slow to act, and have other faults.**
- **Linking the two forms into matrix organized projects combines the strengths of the traditional forms and avoids most of their weaknesses. It has severe problems of its own, however, caused by split responsibility for the project with the PM controlling what must be done and when, and the functional manager controlling who will do things and how. It also violates the principle of Unity of Command.**

FITTING PROJECTS INTO THE PARENT ORGANIZATION cont. ...

- **Some organizations operate all three types of projects simultaneously. Project management offices may be set up to achieve consistent project administration when the firm is operating a number of differently organized projects.**
- **Project maturity measurement models have been developed to measure the degree to which individual organizations have mastered state - of- the- art project management practices.**

FITTING PROJECTS INTO THE PARENT ORGANIZATION cont. ...

- **More on “ Why Projects? ”**
- **Pure Project Organization**
- **Functional Project Organization**
- **Matrix Project Organization**
- **Mixed Organizational Systems**
- **The Project Management Office and Project Maturity**

6- THE PROJECT TEAM

- **We have mentioned the project team several times in the foregoing sections. Effective team members have some characteristics in common. Only the first of these is usually taken into account.**

THE PROJECT TEAM cont. ...

1. They must be *technically competent* . This is so obvious that it is often the only criterion applied. While the functional departments will always remain the ultimate source of technological problem solving for the project, it requires a technically competent person to know exactly when additional technical knowledge may be required by the project.

THE PROJECT TEAM cont. ...

2. Senior members of the project team must be *politically sensitive* . It is rarely possible to complete a project of reasonable size and complexity without incurring problems that require aid from the upper echelons of executive row; that is, from a *project champion* (Pinto and Slevin, 1989). Getting such aid depends on the PM ' s ability to proceed without threatening, insulting, or bullying important people in the functional groups. To ensure cooperation and assistance, there is a delicate balance of power that must be maintained between the project and the functional departments, and between one project and others.

THE PROJECT TEAM cont. ...

3. Members of the project team need a strong *problem orientation* . This characteristic will be explained in more detail shortly. For now, take the phrase to mean that the team ' s members should be concerned about solving any problems posed by the project, not merely about those sub problems that concern their individual academic or technical training.

THE PROJECT TEAM cont. ...

4. Team members need a strong *goal orientation* . Projects are uncomfortable environments for people with a 9 - to - 5 view of work. In particular, neither project teams nor PMs can succeed if their focus is on activity rather than results. On the other hand, the project will not be successful if the project team dies from overwork.

THE PROJECT TEAM cont. ...

5. Project workers need *high self - esteem* . Project members who hide mistakes and failure are disasters waiting to happen. Team members must be sufficiently self – confident and have sufficient trust in their fellow team members (Lencioni, 2002) that they can immediately acknowledge their own errors and point out problems caused by the errors of others.

Effective Team Management

Groups, Teams and Organizational Effectiveness

- **Group**

- Two or more people who interact with each other to accomplish certain goals or meet certain needs

- **Team**

- A group whose members work intensely with each other to achieve a specific, common goal or objective

Groups, Teams and Organizational Effectiveness

Groups and teams can help an organization gain a competitive advantage because they can:

- 1) enhance its performance**
- 2) increase its responsiveness to customers**
- 3) increase innovation**
- 4) increase employees' motivation and satisfaction**

Groups and Teams as Performance Enhancers

- **Synergy**

- performance gains that result when individuals and departments coordinate their actions

- **Performance Enhancement**

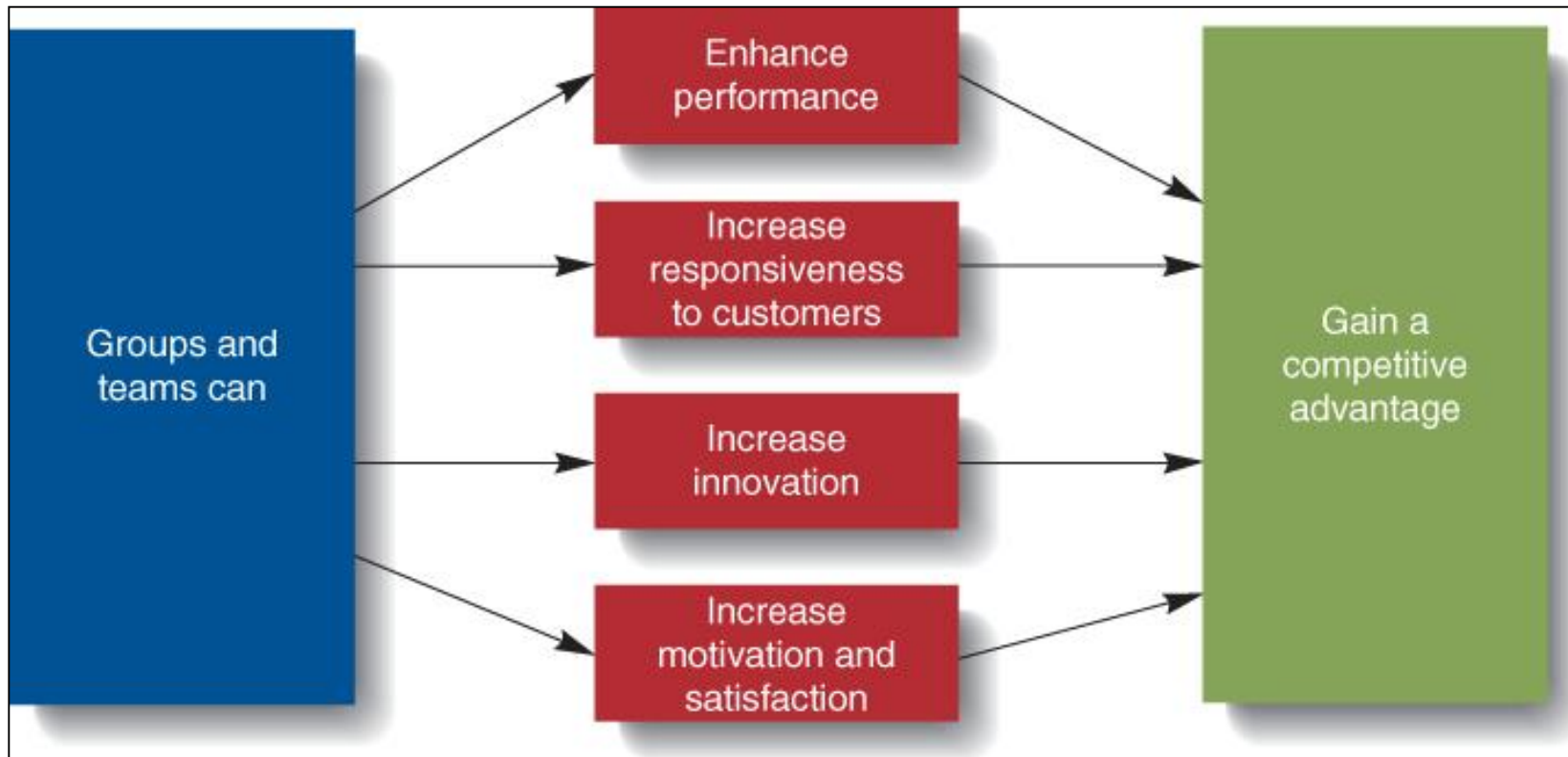
- Making use of the synergy from employees in a group producing more or better output than employees working separately.

Groups and Teams as Performance Enhancers

Factors that contribute to synergy

- 1. Ability to bounce ideas off one another**
- 2. Correct each other's errors**
- 3. Bring more new ideas to bear on problems**
- 4. Accomplish projects beyond the scope of individuals**

Groups' and Teams' Contributions to Organizational Effectiveness



Teams and Innovation

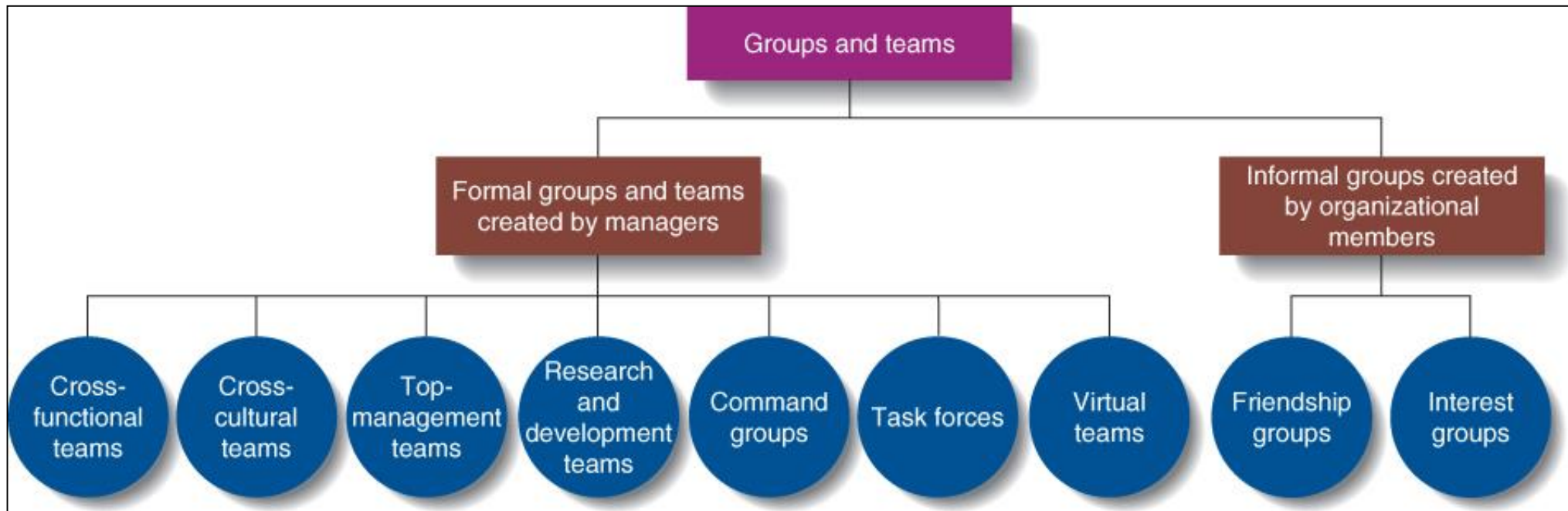
- **Innovation**

- **The implementation of creative ideas for new products, new technologies, new services, or even new organizational structures essential for gaining and maintaining a competitive advantage**

Groups and Teams as Motivators

- **Team members are more motivated and satisfied than if they were working alone.**
- **Team members can see the effect of their contribution to achieving team and organizational goals.**
- **Teams provide needed social interaction and help employees cope with work-related stressors.**

Types of Groups and Teams



Types of Groups and Teams

- **Formal Group**

- A group that managers establish to achieve organization goals.

- **Informal Group**

- A group that managers or non managerial employees form to help achieve their own goals or to meet their own needs.

Types of Groups and Teams

- **Top-management team**
 - A group composed of the CEO, the president, and the heads of the most important departments
- **Research and Development team**
 - A team whose members have the expertise and experience needed to develop new products

Types of Groups and Teams

- **Command Groups**

- A group composed of subordinates who report to the same supervisor, also called a department or unit

- **Task Forces**

- A committee of managers or non-managerial employees from various departments or divisions who meet to solve a specific, mutual problem; also called an “ad hoc” committee

Types of Groups and Teams

- **Self-Managed Work Team**

- A group of employees who supervise their own activities and monitor the quality of the goods and services they provide

- **Virtual Team**

- A team whose members rarely meet face-to-face
- Interact by using various forms of information technology
- Email, computer networks, telephone, fax, and videoconferences

Types of Groups and Teams

- **Interest Groups**

- An informal group of employees seeking to achieve a common goal related to their membership in an organization

- **Friendship Groups**

- An informal group composed of employees who enjoy one another's company and socialize with one another

Group Dynamics

- **Group Dynamics**
 - The characteristics and processes that affect how a group or team functions.
 - Group size affects how a group performs.
- Normally, small groups (2 to 9 members) interact better and tend to be more motivated
- Larger groups can be used when more resources are needed and division of labor is possible.

Group Dynamics

- **Division of labor**
 - splitting the work to be performed into particular tasks and assigning tasks to individual workers

Group Roles

- **Group Roles**

- The set of behaviors and tasks that a group member is expected to perform because of his position in the group

- **Role making**

- taking the initiative to modify an assigned role by assuming additional responsibilities