

Advanced Project Management APM

Prepared by Dr. Ahmad Al Ghamdi

جامعة الجميع الذكية

تسعى لتكون الكيان الأول الذي يتبنى مبدأ المجتمع التعليمي
التعاوني ويقدم العلم مقابل العمل لتنمية وبناء المجتمعات.

PMG 506

Advanced Project Management
(APM)



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Advanced Project Management

Prepared by Dr. Ahmad Al Ghamdi

Lecture 4



جامعة الذكاء
EVERYONE'S SMART UNIVERSITY

PMG 506
The Project Manager

Lecture 4

The Project Manager

PMG506 Advanced Project Management (APM)



Introduction:

Lecture 1: Projects in Contemporary Organizations



Project Initiation:

Lecture 2: Strategic Management and Project Selection

Lecture 3: The Project Manager

Lecture 4: Negotiation and the Management of Conflict

Lecture 5: The Project in the Organizational Structure



Project planning

Lecture 6: Project Activity Planning

Lecture 7: Budgeting and Cost Estimation

Lecture 8: Scheduling

Lecture 9: Resource Allocation



Project Execution

Lecture 10: Monitoring and information systems

Lecture 11: Project Control

Lecture 12: Project Auditing

Lecture 13: Project termination



The Project Manager

The appointment of a PM (the project “leader”) is important to initiate any project. The PM is probably the major resource input to the project compared to the team, the capital, the materials, and any other inputs. As the leader, this person will take responsibility for planning, implementing, and completing the project, beginning with the job of getting things started. The way to get things started is to hold a meeting (kick-off meeting).

The PM’s first set of tasks, is typically to prepare a preliminary budget and schedule, to help select people to serve on the project team, to get to know the client (either internal or external), to make sure that the proper facilities are available, to ensure that any supplies required early in the project life are available when needed, and to take care of the routine details necessary to get the project moving.

The Project Manager

3.1 PROJECT MANAGEMENT AND THE PROJECT MANAGER

The Functional Manager versus the Project Manager

The functional manager in charge of one of a firm's functional departments such as marketing, engineering, or finance. Such department heads are usually specialists in the areas they manage. As functional managers, they are administratively responsible for deciding how something will be done, who will do it, and what resources will be devoted to accomplish the task.

The PM, new or experienced, must oversee many functional areas, each with its own specialists. Therefore, what is required is an ability to put many pieces of a task together to form a coherent whole.

That is, the project manager should be more skilled at synthesis, whereas the functional manager should be more skilled at analysis. The functional manager uses the *analytic approach* and the PM uses the *systems approach*. PM "manages" the project, but the functional managers may affect the choice of technology to be used by the project and the specific individuals who will do the work.

The Project Manager

3.1 PROJECT MANAGEMENT AND THE PROJECT MANAGER

Project Responsibilities

The PM's responsibilities are broad and fall primarily into three separate areas: responsibility to the *parent organization*, responsibility to the *project and the client*, and responsibility to the *members of the project team*.

- **Above all, the PM must never allow senior management to be surprised!**
- **“tweed coat management”**

PM Career Paths

The career path of a PM often starts with participation in small projects, and later in larger projects, until the person is given command over small and then larger projects. Experience as a PM is seen as a mandatory or desirable step on the way up the corporate ladder. The capability of a PM to meet the demands of senior management positions is evidenced by the PM's ability to achieve the project's goals without the need for *de jure* authority while operating in an environment typified by uncertainty, if not chaos.

3.1 PROJECT MANAGEMENT AND THE PROJECT MANAGER

Project Responsibilities

The PM's responsibilities are broad and fall primarily into three separate areas: responsibility to the *parent organization*, responsibility to the *project and the client*, and responsibility to the *members of the project team*.

- **Above all, the PM must never allow senior management to be surprised!**
- **“tweed coat management”** The result, obvious in retrospect, was that such projects invariably far exceeded budget and schedule

PM Career Paths

The career path of a PM often starts with participation in small projects, and later in larger projects, until the person is given command over small and then larger projects. Experience as a PM is seen as a mandatory or desirable step on the way up the corporate ladder. The capability of a PM to meet the demands of senior management positions is evidenced by the PM's ability to achieve the project's goals without the need for *de jure* authority while operating in an environment typified by uncertainty, if not chaos.

3.2 SPECIAL DEMANDS ON THE PROJECT MANAGER

Acquiring Adequate Resources

Many details of resource purchase and usage are deferred until the project manager knows specifically what resources will be required and when.

Another issue may complicate the problem of resource acquisition for the PM. Project and functional managers alike perceive the availability of resources to be strictly limited and thus a strict “win-lose” proposition. Under these conditions, the “winners” may be those managers who have solid political connections with top management. Often, there are times in the life of any project when success or survival may depend on the PM’s “friendship” with a champion or “sponsor” high in the parent organization

The Project Manager

3.2 SPECIAL DEMANDS ON THE PROJECT MANAGER

Acquiring and Motivating Personnel

A major problem for the PM is the fact that most of the people needed for a project must be “borrowed.”

The functional manager may thus be a bit jealous or suspicious of the PM, a person who may have little interest in the routine work of the functional area.

It has long been assumed that in order to ensure creativity, professionals require minimal supervision, maximum freedom, and little control.

The most effective team members have some common characteristics:

1. High-quality technical skills
2. Political sensitivity
3. Strong problem orientation
4. Strong goal orientation
5. High self-esteem

The Project Manager

3.2 SPECIAL DEMANDS ON THE PROJECT MANAGER

Failure and the Risk and Fear of Failure

Maintaining a balanced, positive outlook among team members is a delicate job. Setting budgets and schedules with sufficient slack but not sufficient to arouse suspicion in cost and time-conscious senior management, is also a delicate job.

Breadth of Communication

Most of the PM's time is spent communicating with the many groups interested in the project

Negotiation

The project manager must be a highly skilled negotiator. There is almost no aspect of the PM's job that does not depend directly on this skill.

The Project Manager

3.2 SPECIAL DEMANDS ON THE PROJECT MANAGER

Dealing with Obstacles

From the beginning of the project to its termination, crises appear without warning. The better the planning, the fewer the crises, but no amount of planning can take account of the myriad of changes that can and do occur in the project's environment.

Making Project Goal Trade-offs

The PM must make trade-offs between the project goals of cost, time, and performance and, of course, the ancillary goals.

Table 3-1 Relative Importance of Project Objectives during Different Stages of the Project Life Cycle

<i>Life Cycle Stage</i>	<i>Cost</i>	<i>Schedule</i>	<i>Performance</i>
Formation	1	1	1
Buildup	3	1	2
Main	3	1	1
Phaseout	3	2	1

Note: 1 = high importance.

3.3 SELECTING THE PROJECT MANAGER

Selection of the project manager is one of the two or three most important decisions concerning the project.

The following is a list of some of the most popular attributes, skills, and qualities that have been sought when selecting project managers:

- A strong technical background
- A hard-nosed manager
- A mature individual
- Someone who is currently available
- Someone on good terms with senior executives
- A person who can keep the project team happy
- One who has worked in several different departments
- A person who can walk on (or part) the waters

3.3 SELECTING THE PROJECT MANAGER

Above all, the best PM is *the one who can get the job done!* What is rare is the individual whose focus is on the completion of a difficult job, a “*closer*.” Of all the characteristics desirable in a PM, this *drive to complete the task* is the most important.

Credibility

Technical credibility. The PM must be perceived by the client, senior executives, the functional departments, and the project team as possessing sufficient technical knowledge to direct the project.

Administrative credibility. The PM has several key administrative responsibilities that must be performed with apparently effortless skill.

The Project Manager

3.3 SELECTING THE PROJECT MANAGER

Sensitivity

PM needs to sense interpersonal conflict on the project team or between team members and outsiders. Successful PMs are not conflict avoiders, they sense conflict early, then confront and deal with it before the conflict escalates into interdepartmental and intradepartmental warfare.

The PM needs a sensitive set of technical sensors. It is common for competent and honest team members to try to hide their failures.

Leadership, Ethics, and Management Style

Leadership has been defined (Tannenbaum et al., 1957) as “interpersonal influence, exercised in situations and directed through the communication process, toward the attainment of a specified goal or goals.”

3.3 SELECTING THE PROJECT MANAGER

Leadership, Ethics, and Management Style

Another aspect of leadership is a strong sense of ethics. Nixon (1987) has identified some ethical missteps that are relatively common in business:

- “wired” bids and contracts (the winner has been predetermined)
- “buy-in” (bidding low with the intent of cutting corners or forcing subsequent contract changes)
- kickbacks
- “covering” for team members (group cohesiveness)
- taking “shortcuts” (to meet deadlines or budgets)
- using marginal (substandard) materials
- compromising on safety
- violating standards
- consultant (e.g., auditors) loyalties (to employer or to client or to public)

3.3 SELECTING THE PROJECT MANAGER

Ability to Handle Stress

There do appear to be four major causes of stress often associated with the management of projects:

First, never develop a consistent set of procedures and techniques to manage their work.

Second, having “too much on their plates.”

Third, a high need to achieve that is consistently frustrated.

Fourth, the parent organization is having a major change.