

Project Feasibility Study

PMG201

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FEASIBILITY
STUDY

Lecture 5

**THE MANAGER, THE
ORGANIZATION, AND THE
TEAM**



OVERVIEW

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.
- **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.

Roles and responsibilities of a Project Manager



Planning



Organizing



Leading



Time Management



Monitoring



Communicating



Managing the risks

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.



PM's Role in Procurement

- 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 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.**



3- SELECTION OF A PROJECT MANAGER

The most important criterion, 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

Select those who meet the following criteria at reasonably high levels:

- Credibility.
- Sensitivity.
- Leadership, Style, Ethics.



characteristic

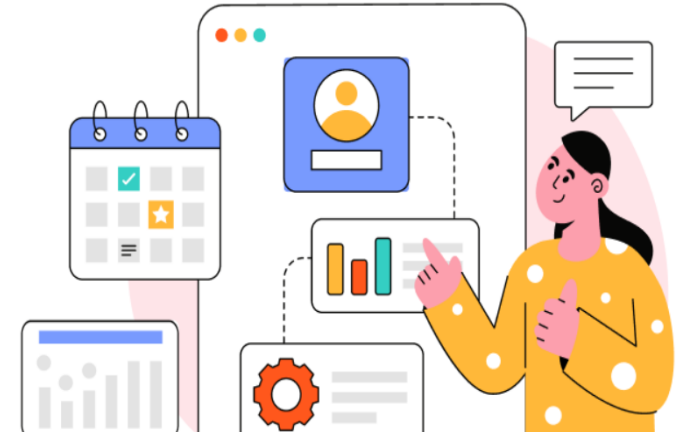
Successful PMs have some common characteristics.

- They are “ **closers.** ”
- They also have **high administrative and technical credibility.**
- 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.
- If the PM had full authority to take any action, he is required to keep the project on course for successful completion.

Is Project Management a Profession?



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, are too costly and lack technological depth.
- Linking the two forms into matrix organized projects combines the strengths of the traditional forms and avoids most of their weaknesses.



Pure project organizations , An organization in which the project is separated from the rest of the parent system. It becomes a self-contained unit with its own technical staff, its administration, tied to the parent firm by the tenuous strands of periodic progress reports and oversight.

FITTING PROJECTS INTO THE PARENT ORGANIZATION

- Some organizations operate all three types of projects (**Strategic, Operational, Compliance**). 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.



6- THE PROJECT TEAM

Effective team members have some characteristics in common.

- 1- They must be ***technically competent***.
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 executive row;

- 3- ***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.

- 4- Members of the project team need a strong ***problem orientation***.

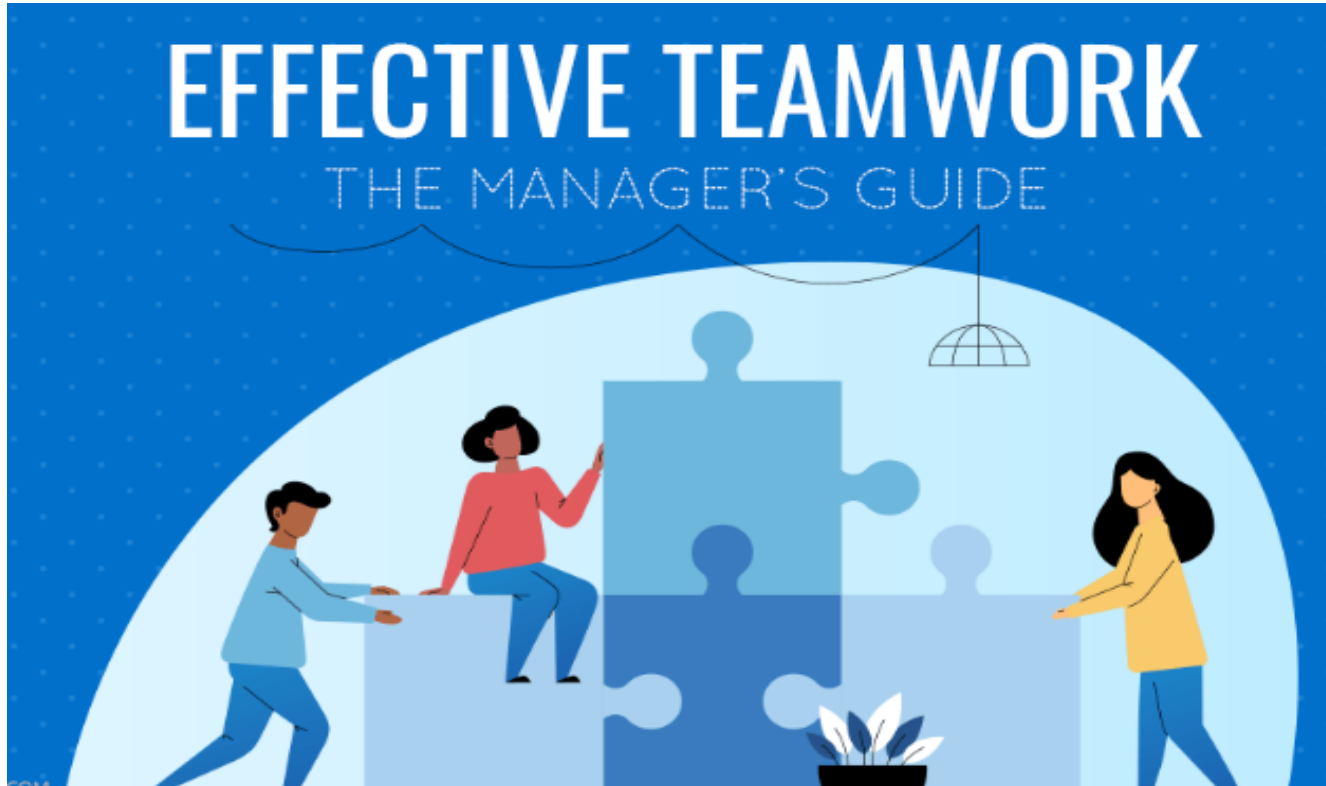


5- Team members need a strong *goal orientation*. Projects are uncomfortable environments. In particular, neither project teams nor PMs can succeed if their focus is on activity rather than results.

6- Project workers need *high self-esteem*. Project members who hide mistakes and failure are disasters waiting to happen. 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	Team
A collection of individuals who work together in completing a task.	A group of persons having collective identity joined together, to accomplish a goal.
Individual Goals	Shared Goals
Individual Accountability	Individual and Mutual accountability
Individual success or failure	Collective success or failure

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 Enhancement
Performance gains that result when individuals and departments coordinate their actions.	Making use of the synergy from employees in a group producing more or better output than employees working separately.



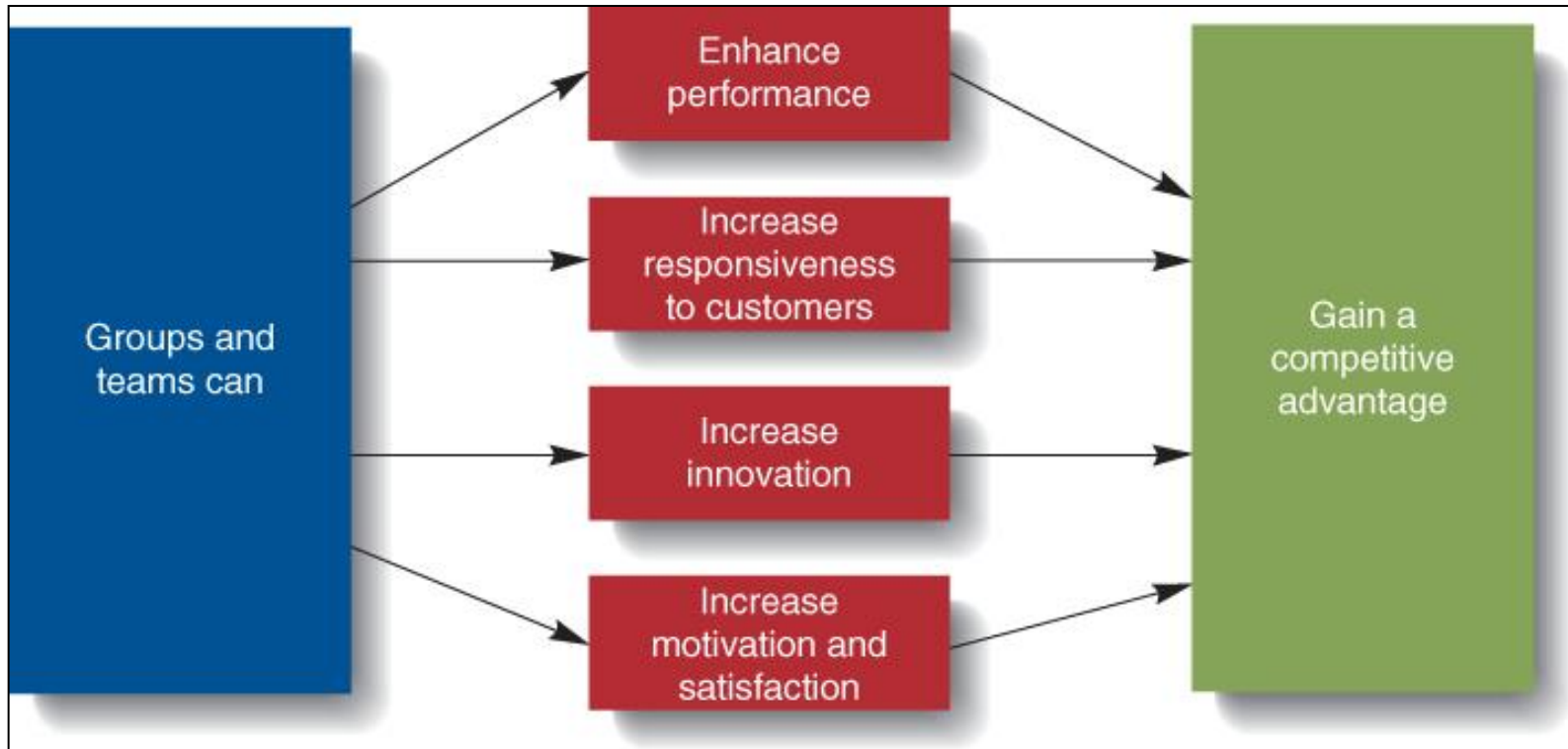
Groups and Teams as Performance Enhancers

Factors that contribute to synergy

- Ability to bounce ideas off one another.
- Correct each other's errors
- Bring more new ideas to bear on problems.
- 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

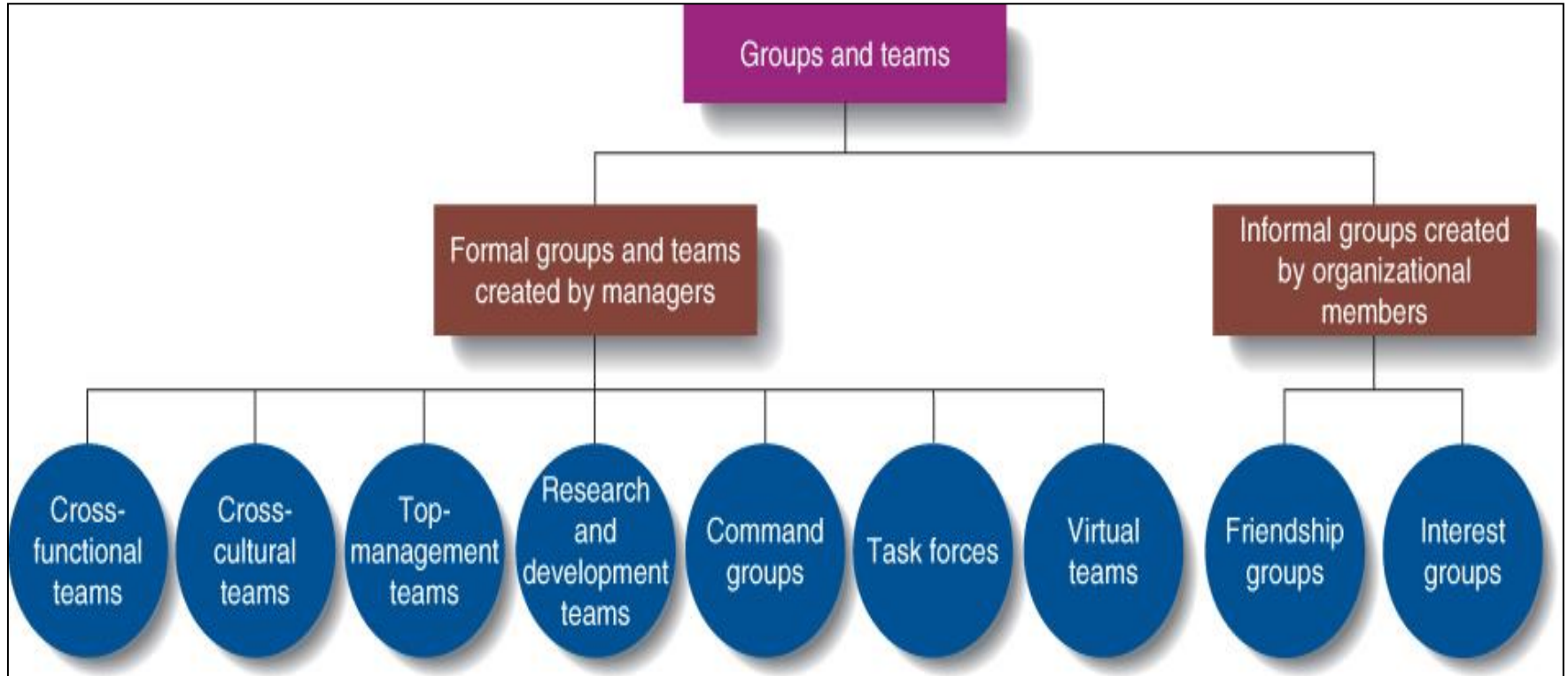


Groups and Teams as Motivators

- 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 Group

Formal Groups

- 1) Command Group
- 2) Task Group
- 3) Project Group
- 4) Committees

Informal Groups

- 1) Friendship Groups
- 2) Interest Groups
- 3) Reference Group

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

- **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



•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 Informal Groups and Teams

•Interest Groups

- An informal group of employees seeking to achieve a common goal related to their 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.

•Division of labor

- splitting the work to be performed into particular tasks and assigning tasks to individual workers.





