

Advanced Project Management APM

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جامعة الجميع الذكية

تسعى لتكون الكيان الأول الذي يتبنى مبدأ المجتمع التعليمي
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PMG 506

Advanced Project Management (APM)



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EVERYONE'S SMART UNIVERSITY

Advanced Project Management

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Lecture 3



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PMG 506
The Project Manager

Lecture 3

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

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Project Execution

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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.

The Project Manager

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- **“tweed coat management”** The result, obvious in retrospect, was that such projects invariably far exceeded budget and schedule

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The Project Manager

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.

The Project Manager

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

The Project Manager

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.

3.4 PROBLEMS OF CULTURAL DIFFERENCES

Some projects require cooperation by individuals and groups from different countries. Sometimes they require cooperation by individuals or groups in one country, but from different industries or even from different divisions of the same firm. It is not the geographical or organizations differences that matter, it is the differences in *cultures*. *Moreover*, it is the differences in the environments within which projects are conducted, i.e. the economic, political, legal, and sociotechnical environments that matter. “Culture” refers to the entire way of life for a group of people. It encompasses every aspect of living and has four elements that are common to all cultures: *technology, institutions, language, and arts* (The World Book, 1997).

Culture and the Project

One of the most obvious ways is in how people of different cultures regard time.

Microcultures “corporate culture” and the Project

The PM must know whose promises can be relied upon and whose cannot.

The Project Manager

3.5 IMPACT OF INSTITUTIONAL ENVIRONMENTS

The environment of a system is defined as everything outside the system that receives system outputs from it or delivers inputs to it. A culture's institutions are a part of the environment for every project.

Socioeconomic Environment

On international projects, the PM (or the PM's senior management) can expect to deal with bureaucracy at several different levels (i.e., local, regional, and national government functionaries)

The project should be conducted in such a way that host-country norms are honored.

Legal Environment

Martin (1993) Concludes that the failure to understand the culture of a nation in which negotiations are taking place puts the ignorant party at a severe disadvantage. The same conclusion is obviously true for microcultures.

The Project Manager

3.5 IMPACT OF INSTITUTIONAL ENVIRONMENTS

The Business Cycle as an Environment

The project manager should be aware of the general level of business conditions in the nation hosting the project.

Above all, PMs should be sensitive to economic problems in the host country and be willing to adapt, as far as possible, to local commercial cust.

Technological Environment

The ability to complete a project with success is often dependent on the PM's ability to plan the project in such a way as to be compatible with the technology available in the host nation.

The Project Manager

3.6 MULTICULTURAL COMMUNICATIONS AND MANAGERIAL BEHAVIOR

Almost every writer on the subject of managing international projects, or of managing any business in another country, advises the manager to learn the language of the host nation. It is usually not necessary (though it is always helpful) for a project manager to be fluent in the language of the host nation.

Structure and Style of Communications

The PM should never let the boss be surprised. This is a fundamental tenet of our approach to project management. The manager of an international project cannot count on being voluntarily informed of problems and potential problems by his or her subordinates.

The Project Manager

3.6 MULTICULTURAL COMMUNICATIONS AND MANAGERIAL BEHAVIOR

Managerial and Personal Behavior

Many languages have both formal and informal modes of addressing other people.

Dinsmore et al. (1993) list five factors that they contend require special consideration by the PM heading a multicultural project.

- the importance of language and culture,
- the need to deal with the politics and politicians in the host nation,
- the fact that the PM may have to use indigenous staff members,
- the possibility of input supply and technology problems,
- the need to obey local laws and customs

The Project Manager

3.6 MULTICULTURAL COMMUNICATIONS AND MANAGERIAL BEHAVIOR

Final Comments on Multicultural Projects

The project manager is ill-advised to take on an international project without adequate preparation in the culture and language of the host nation. Lack of preparation is apt to cause cultural shock which results in frustration, usually followed by withdrawal. If there are no resources inside the organization to prepare those moving into a different culture, outside consultants with appropriate knowledge and teaching skills are needed. Lessons in the foreign language are mandatory, even if the language training does not extend to technical language. The willingness to speak in the host nation's tongue on social occasions and for routine business, will be appreciated by the hosts and earn goodwill from the indigenous members of the project team.

The Project Manager

Summary

This chapter addressed the subject of the PM. The PM's role in the organization and responsibilities to both the organization and the project team were discussed first. Common PM career paths were also described. Next, the unique demands typically placed on project managers were detailed and the task of selecting the PM was addressed. Last, the issue of culture and its effect on project communication and success was discussed.

The following specific points were made in the chapter.

Two factors crucial to the success of the project are its support by top management and the existence of a problem orientation, rather than discipline orientation, within the team members.

Compared to a functional manager, a PM is a generalist rather than a specialist, a synthesizer rather than an analyst, and a facilitator rather than a supervisor.

The Project Manager

Summary

The PM has responsibilities to the parent organization, the project itself, and the project team. The unique demands on a PM concern seven areas:

- Acquiring adequate physical resources
- Acquiring and motivating personnel
- Dealing with obstacles
- Making goal trade-offs
- Maintaining a balanced outlook in the team
- Communicating with all parties
- Negotiating

The most common characteristics of effective project team members are:

- High-quality technical skills
- Political sensitivity
- Strong problem orientation

The Project Manager

Summary

- High self-esteem

To handle the variety of project demands effectively, the PM must understand the basic goals of the project, have the support of top management, build and maintain a solid information network, and remain flexible about as many project aspects as possible.

The best person to select as PM is the one who will get the job done.

Valuable skills for the PM are technical and administrative credibility, political sensitivity, and an ability to get others to commit to the project, a skill otherwise known as leadership.

Some important points concerning the impact of culture on project management are:

- Cultural elements refer to the way of life for any group of people and include technology, institutions, language, and art.
- The project environment includes economic, political, legal, and sociotechnical aspects.
- Examples of problematic cultural issues include the group's perception of time and the manner of staffing projects.

The Project Manager

Summary

- Language is a particularly critical aspect of culture for the project.

In the next chapter we consider the task of negotiating for the resources to implement the project plan and WBS.

The Project Manager

GLOSSARY

Analytic Approach Breaking problems into their constituent parts to understand the parts better and thereby solve the problem.

Benefit-Cost A ratio to evaluate a proposed course of action.

Champion A person who spearheads an idea or action and “sells” it throughout the organization.

Contingency Plan An alternative for action if the expected result fails to materialize.

Culture The way of life of any group of people.

Discipline An area of expertise.

Environment Everything outside the system that delivers inputs or receives outputs from the system.

Facilitator A person who helps people overcome problems, either with technical issues or with other people.

Functional One of the standard organization disciplines such as finance, marketing, accounting, or operations.

Microculture The “corporate culture” within the organization, or even project.



The Project Manager

GLOSSARY

Systems Approach A wide-ranging, synthesizing method for addressing problems that considers multiple and interacting relationships. Commonly contrasted with the analytic approach.

Technological Having to do with the methods and techniques for doing something.

Trade-Off Allowing one aspect to get worse in return for another aspect getting better.

Tweed Coat Management The concept that highly educated people such as engineers require a special type of management.

Thank you

