

Project Management

Functions of a Project Manager

Project Manager

- Whatever its characteristics, a project needs to be managed in order to achieve the expected result.
- The person who manages a project is the Project Manager (“PM”).



Prjct owner, sponsor, impl'tion entity (1)

Project owner

- requirements

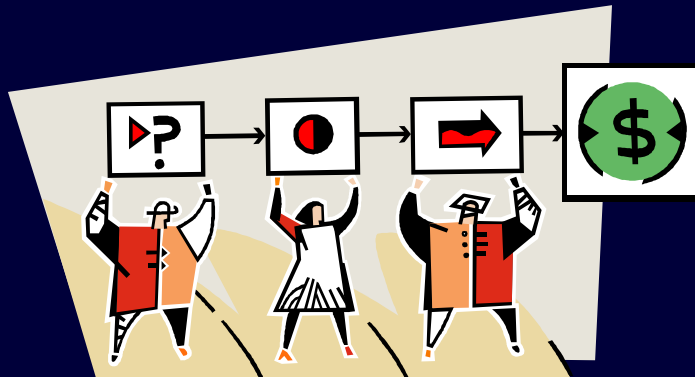
Project sponsor

- funding

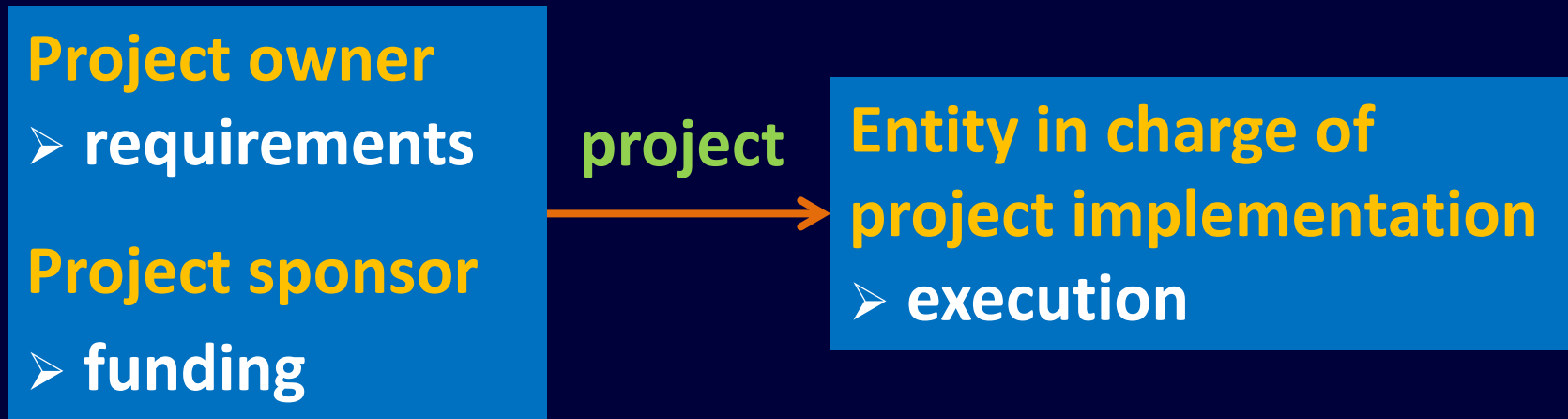
project

Entity in charge of project implementation

- execution



Prjct owner, sponsor, impl'tion entity (2)



- **Outsourced/External project:**
 - Client → Main contractor
- **In-house/Internal project:**
 - Department X → IT department
 - Top management → Product division
 - ...

Where does the project manager stand?

Project owner

- requirements

Project sponsor

- funding

project

Entity in charge of project implementation

- execution



Overall PM

Multiple project managers (1)

Project owner

- requirements

Project sponsor

- funding

project

Entity in charge of project implementation

- execution



Overall PM



Implementation PM

Multiple project managers (2)

Project owner

- requirements

Project sponsor

- funding

project

Entity in charge of project implementation

- execution



Overall PM



Implementation PM



Subcontractor PMs

Multiple project managers (3)

Project owner

- requirements

Project sponsor

- funding

project

Project implementation entities

- execution



Overall PM



Contractor PMs

Multiple project managers (4)

Project owner

- requirements

Project sponsor

- funding

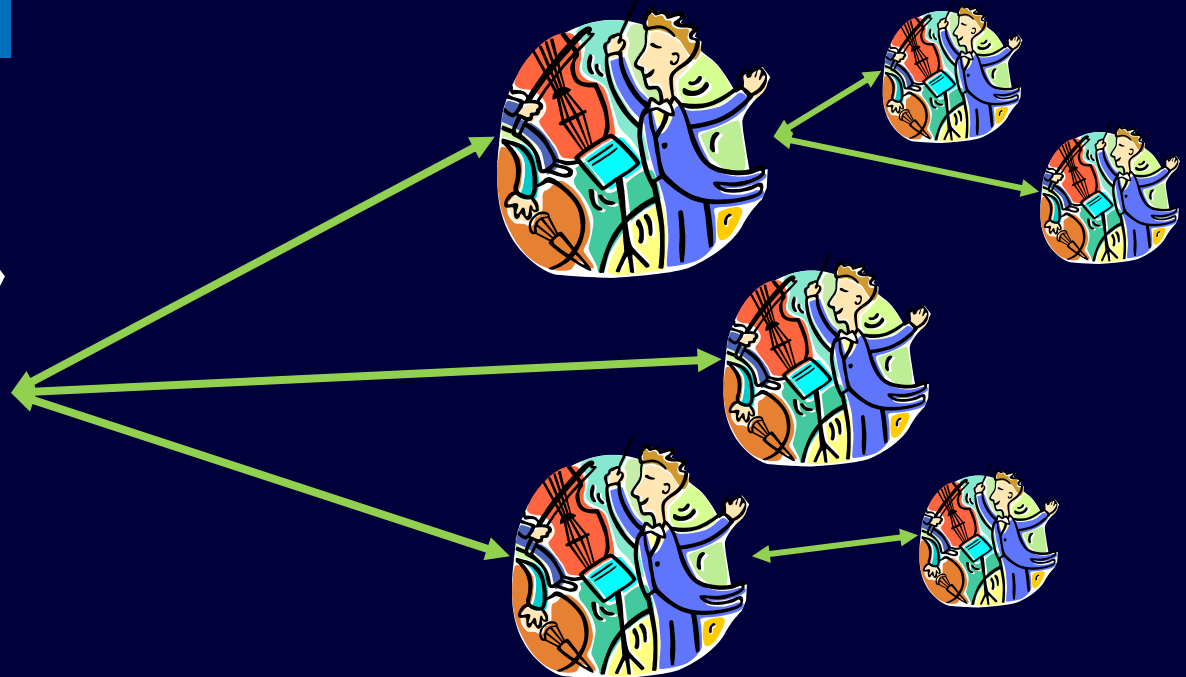
project

Project implementation entities

- execution

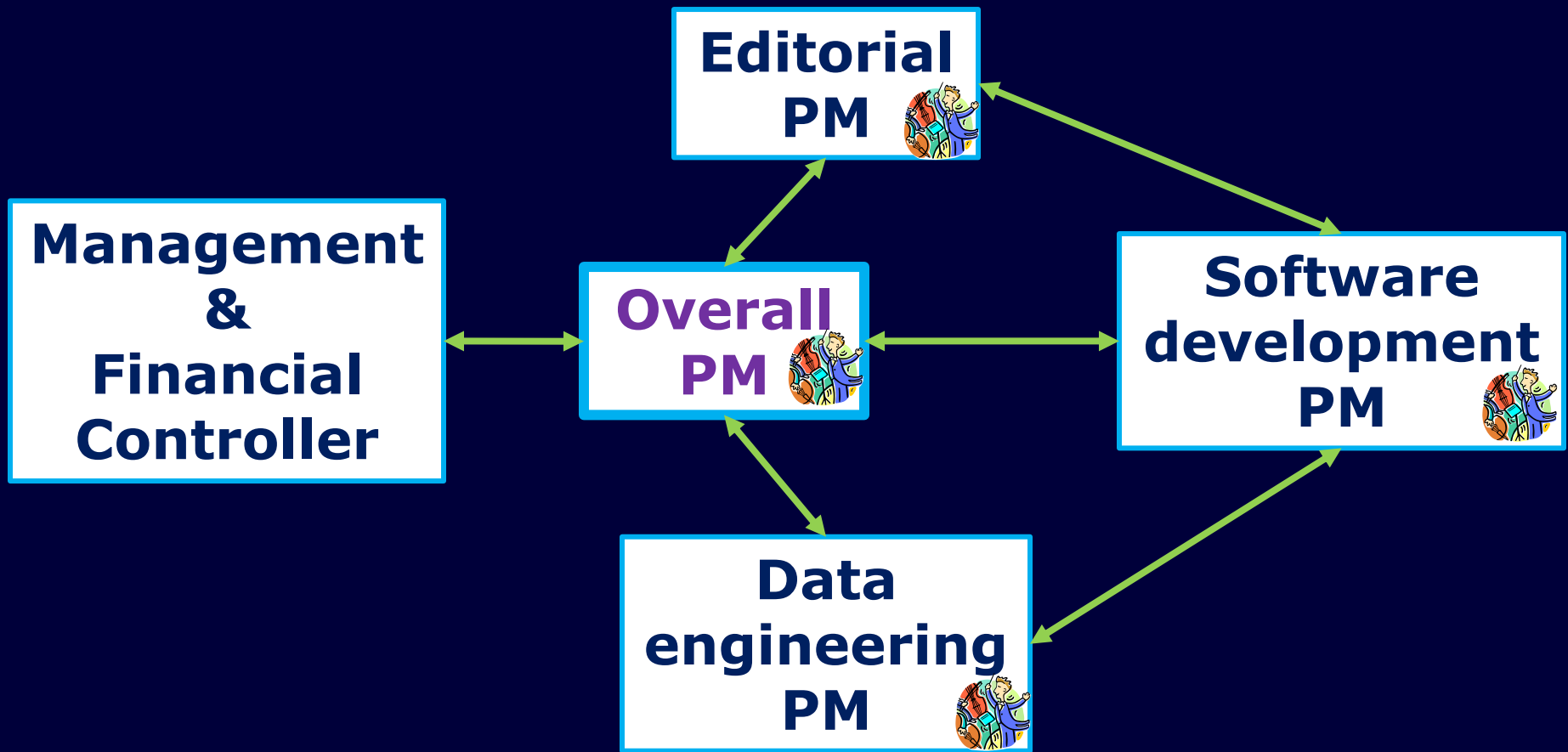


Overall PM



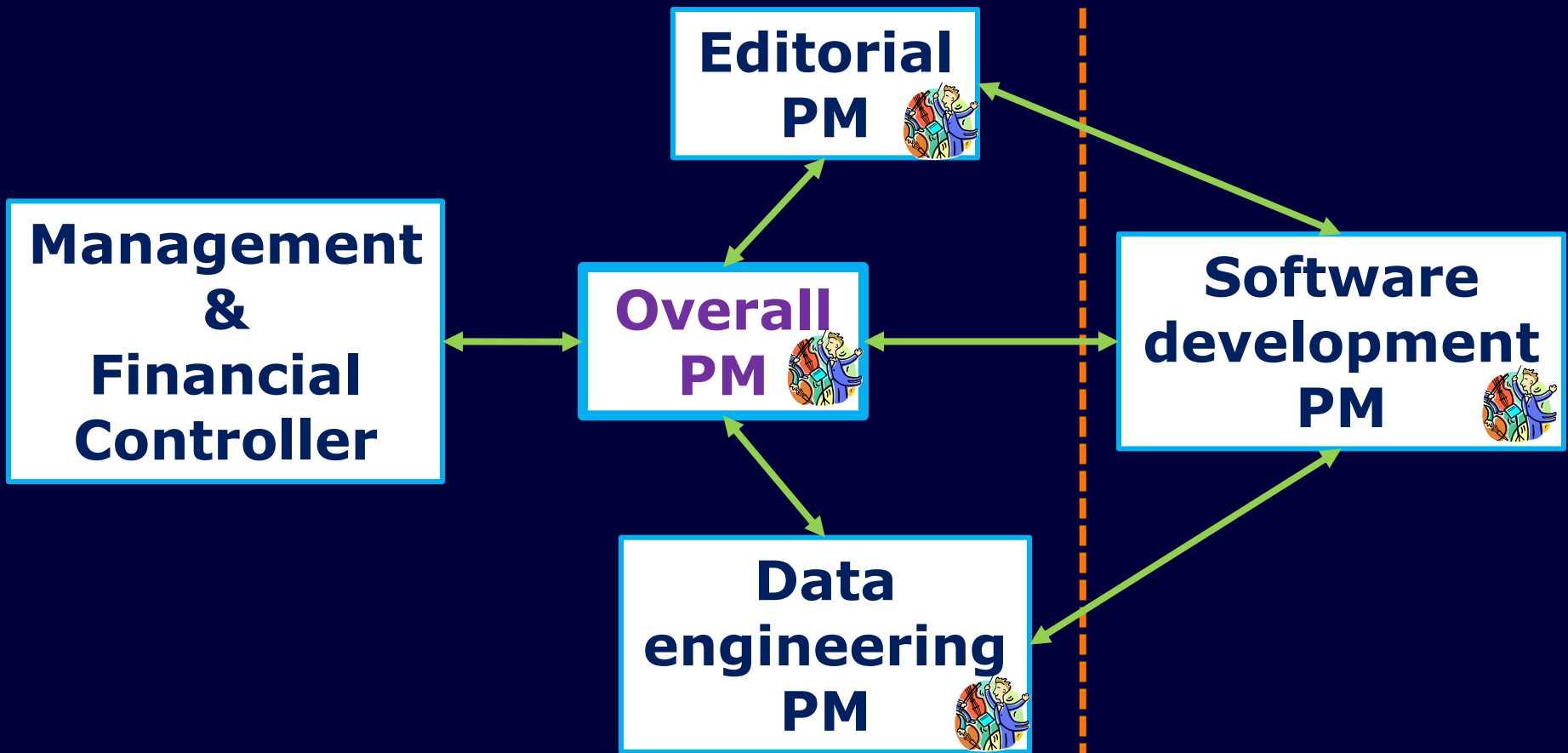
Contractor and subcontractor PMs

Example of multiple PMs (in-house)



Sponsor, owner and entity in charge of project implementation

Example of multiple PMs (in-house/ext'l)



Sponsor, owner and entity in charge of project implementation

Contractor

Implementation entity in charge of part of the work for its "client"

Questions?

Your basic role and goal as a PM

To make every effort, with the means at your disposal, to **achieve the set objective**:

- **successful completion of the project** in compliance with its...
 - ✓ scope
 - ✓ schedule
 - ✓ budget
 - ✓ quality requirements
- and **satisfaction of customer expectations**



“SMART” objectives

By the way, any objective should be:

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**ealistic
- **T**ime-bound



The PM...

isn't necessarily the initiator of the project but **should...**

- be involved at the earliest possible stage,
- take full responsibility until completion.



The PM...

isn't necessarily a product designer but **should...**

- actively participate in the design phase of the project.



The PM...

is generally neither an editor, a developer nor a marketing expert, but **should...**

- be familiar with the functions of the various contributors to the project,
- speak their specialist languages!



PM: composer & conductor

A project may be compared to a work of music.

The role of the PM is comparable to that of a composer and conductor:

- **The PM writes the score and ensures that it is executed harmoniously by all of the players.**



Keywords for the role of a PM

imagine
anticipate
devise
evaluate
plan

supervise
control monitor
react measure
decide

manage
head direct
lead
organize
coordinate

negotiate
arbitrate
resolve

mobilize
motivate

participate
ensure

write
communicate
interface

Being a team leader (1)



S. Adams E-Mail: SCOTTADAMS@AOL.COM



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Being a team leader (2)



E-Mail: SCOTTADAMS@AOL.COM
S. ADAMS



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Questions?