

Assignment Letter / Surat Tugas

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Dr.Phil. Deborah N. Simorangkir, BA., MS.**Lecturing Assignment At
SWISS GERMAN UNIVERSITY****Penugasan Perkuliahan Pada
SWISS GERMAN UNIVERSITY**

Head of Department of Global Strategic Communications

Ketua Program Studi Komunikasi Strategis Global

In consideration of:

Her appointment as the Dean of Faculty of Business Administration and Humanities under agreement no. SK/001/HR/II/2021

Mengingat:

Pengangkatannya sebagai Dekan Fakultas Administrasi Bisnis dan Humaniora dibawah perjanjian no. SK/001/HR/II/2021

And in deliberation of:

The learning teaching activity at SWISS GERMAN UNIVERSITY; and

The need for qualified lecturers for such learning teaching university.

Dan menimbang:

Kegiatan belajar mengajar di SWISS GERMAN UNIVERSITY; dan

Kebutuhan akan dosen-dosen yang memenuhi syarat untuk kegiatan belajar mengajar seperti itu.

DECREES**MEMUTUSKAN**

To assign:

Untuk menugaskan:

Name: **Dr.Phil. Deborah N. Simorangkir, BA., MS.**Nama: **Dr.Phil. Deborah N. Simorangkir, BA., MS.**

Position: Full Time Lecturer

Jabatan: Dosen Tetap

To participate on the following activity:

Untuk berpartisipasi dalam kegiatan berikut ini:

No	Activity	Organized	Period
1	Module for Subject Project Management and Leadership	Dept. of Global Strategic Communications	Even Semester 2020-2021

The appointed shall accomplish the task in responsible ways in line with the related guidelines and other regulations given by SGU

Pihak yang bersangkutan harus melaksanakan tugas dan tanggung jawab sebaik-baiknya, sesuai dengan petunjuk dan peraturan dari SGU.

Assignor/Pemberi Tugas:**Dr. Nila K. Hidayat, SE, MM.**Head of Department of Global Strategic Communications
Ketua Program Studi Komunikasi Strategis Global



**PROJECT MANAGEMENT AND LEADERSHIP
COURSE MODULE**

PREPARED BY:

DR. PHIL. DEBORAH N. SIMORANGKIR

Global Strategic Communications Study Program

Faculty of Business and Communication

2022

TOPIC 1 PROJECT MANAGEMENT PRINCIPLES

BACKGROUND

- ▶ Organizations are increasingly using project management techniques within their operations and the specialist language of project management has become more and more commonplace in managerial and executive meetings.
- ▶ This trend is here to stay and it means that managers need to be familiar with project management roles, terms and processes

COURSE OBJECTIVES

You will learn:

1. How projects are defined and why they differ from business processes.
2. How the structure of an organization impacts project management.
3. How project management roles and responsibilities are defined.
4. How all projects can be mapped to the same basic life cycle structure.
5. How project management can be organized into functional areas.

PROJECT MANAGEMENT PRINCIPLES

- ▶ There are various ways in which projects can be approached.
- ▶ Each approach has its own way of looking at projects and its own terminology for the documents and processes that make up project management.
- ▶ Some of the most common approaches are: PMBOK®, PRINCE2, Critical Chain, and Agile.

PMBOK ®

- ▶ Short for Project Management Body of Knowledge.
- ▶ Describes project management practices that are common to ‘most projects, most of the time’.
- ▶ Published by the Project Management Institute (PMI), which is formed in the USA in 1969.
- ▶ The PMI also offers various levels of certification and the PMBOK ®

PRINCE2

- ▶ Stands for Projects in a Controlled Environment.
- ▶ A project management program that shares more of the functional and financial authority with senior management, not just the project management.
- ▶ A process-based approach for project management, providing an easily tailored and scalable methodology for the management of all types of projects
- ▶ Standard for public sector projects in the UK and is practiced worldwide.

THE CRITICAL CHAIN

- ▶ A method of planning and managing project execution designed to deal with uncertainties inherent in managing projects.
- ▶ Similar to the current mainstream approaches, but differs in the way that it handles risk and contingency.
- ▶ Developed in 1997.

AGILE

- ▶ Uses a repetitive method of determining requirements for engineering and software development projects in a highly flexible and interactive manner.
- ▶ Mostly used in small-scale projects or where final deliverables are too complex for the customer to understand and specify before testing prototypes.

PROJECT MANAGEMENT DEFINITION

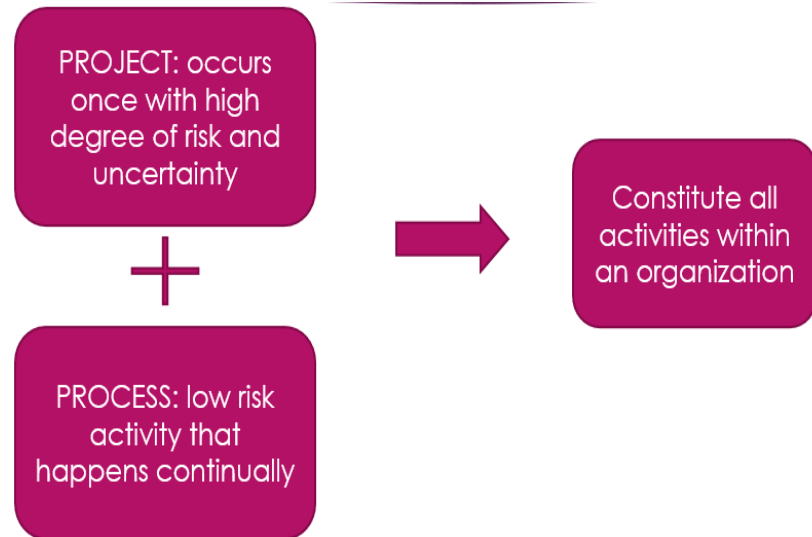
There are many different definitions of what constitutes a project:

- ▶ Project Management Institute:
 - ▶ ‘A project is a temporary endeavor undertaken to create a unique product, service, or result.’
- ▶ PRINCE2:
 - ▶ ‘A project is a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case’.
- ▶ Association for Project Management (APM):
 - ▶ ‘An endeavor in which human material and financial resources are organized in a novel way to deliver a unique scope of work of given specification often within constraints of cost and time to achieve beneficial changes by quantitative and qualitative objectives.’

PROJECT MANAGEMENT CHARACTERISTICS

- ▶ Many organizations have their own definition of what constitutes a project.
- ▶ The important thing is to be able to identify work that constitutes a project so that it can be managed properly.
- ▶ Projects have some or all of the following characteristics:

- ▶ They have a definite start and endpoint
 - ▶ Once the endpoint is reached the project is over
 - ▶ They are attempting to achieve something new
-
- ▶ Projects can vary in size; small projects can be planned and managed by the same person whereas larger projects may employ thousands of people.
 - ▶ Everything that an organization does can be categorized either as a project or a process:
 - ▶ Project: Happens once and has a relatively high level of risk. Ex: New IT system.
 - ▶ Process: Something that happens continually and has a low risk associated with it. Ex: annual staff appraisal.



MANAGEMENT PROJECTS VS ENGINEERING PROJECTS

- ▶ Engineering: civil, electrical, and mechanical engineering, and the final deliverables are physical objects, e.g.: a building, reservoir, bridge, etc.
- ▶ Management: Include restructuring the organization, preparing an exhibition, developing an IT system, launching a new marketing campaign, moving offices.
- ▶ A broad range of organizations perform projects this type, e.g.: commercial companies, NGOs, charities, government. The differences lie in:
 - ▶ Use of specialist staff
 - ▶ Environmental issues
 - ▶ Specification of final deliverable

CONCLUSION

- ▶ Everything that an organization does can be categorized as either a project or process.
- ▶ A process is something that happens continually and has a low risk associated with it.
- ▶ A project happens once and has a relatively high level of risk.
- ▶ Projects are attempting to achieve something new, they have a definite start and endpoint, and once the endpoint is reached the project is over.

Project Management Definition

Before concerning ourselves with the details of project management documents and processes, it is a good idea to take a step back and think about what makes something a project and why it needs to be managed differently from the day-to-day work of the organization. In other words,

'Why do we need project management?'

There are many different definitions of what constitutes a project:

Project Management Institute—'A project is a temporary endeavor undertaken to create a unique product, service or result.'

PRINCE2—'A Project is a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case.'

Association for Project Management (APM)—'An endeavor in which human material and financial resources are organized in a novel way to deliver a unique scope of work of given specification often within constraints of cost and time to achieve beneficial changes defined by quantitative and qualitative objectives.'

H. Kerzner—'Project management is the planning, organizing, directing and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Furthermore, project management utilizes the systems approach to management by having functional personnel (the vertical hierarchy) assigned to a specific project (the horizontal hierarchy)' (2009).

Many organizations also have their own definition of what constitutes a project. Whichever definition you prefer does not really matter; the important thing is to be able to identify work that constitutes a project so that it can be properly managed.

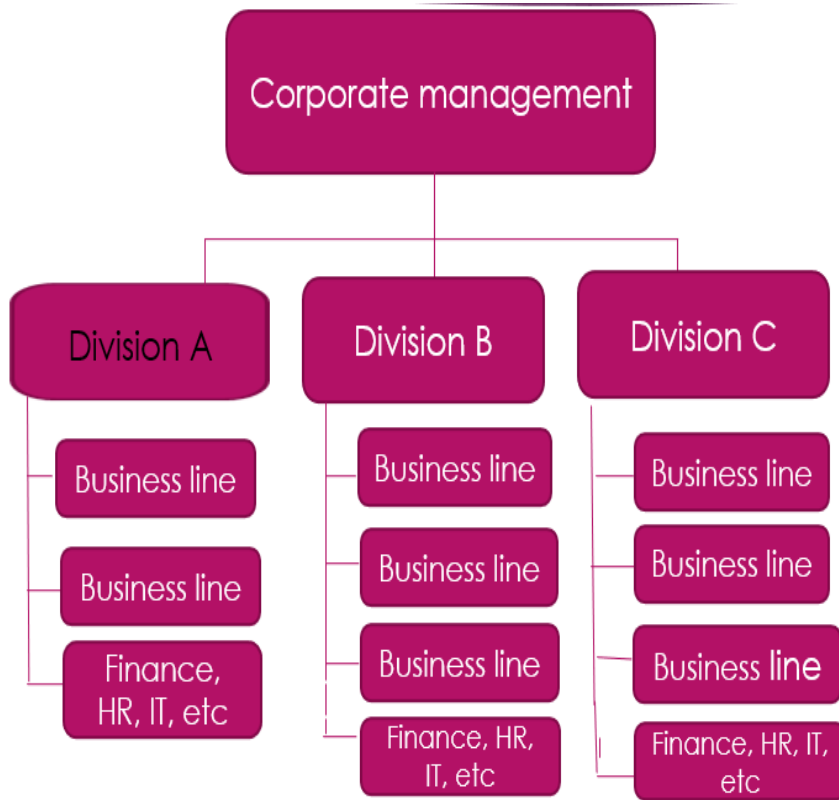
TOPIC 2

PROJECT ORGANIZATION AND STRUCTURE

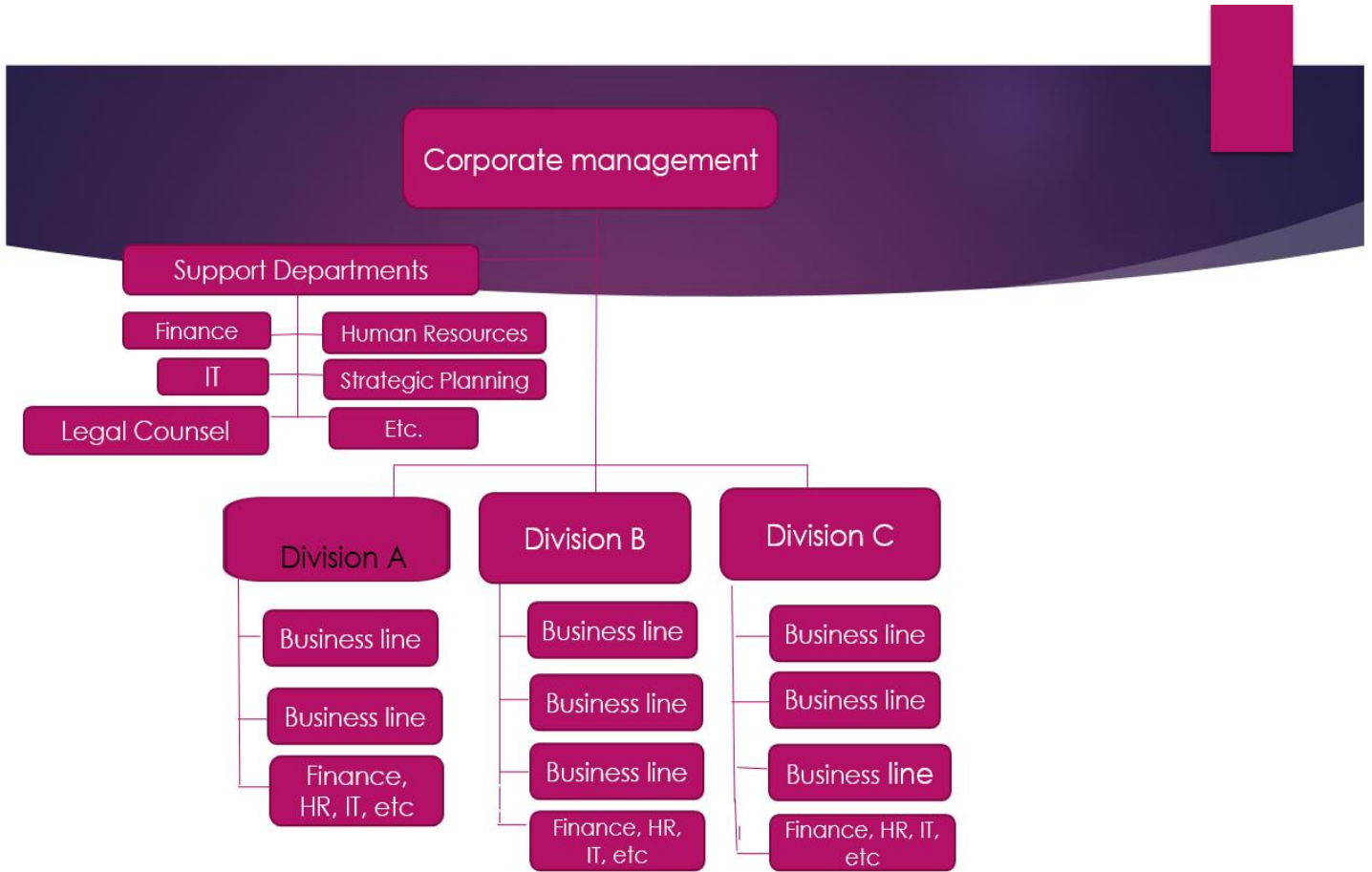
BACKGROUND

- ▶ The way in which an organization is structured is largely a result of whether its daily work is process driven or project driven.
- ▶ Project focused: Day-to-day work involves delivering unique projects for external customers for a set time period. Their management structure is designed to support projects and everyone working in the organization is assigned to one or more projects. Ex: Construction companies, Consulting organizations, Advertising agencies.
- ▶ Process focused: Day-to-day work predominantly involves continually delivering products or services for external customers. Their management structure is designed to support the process required to deliver the product to the end customer. Ex: Government departments, Universities, NGOs, Manufacturing companies.
- ▶ In reality, most process-focused organizations will run occasional projects and some may have parts of the organization that are dedicated to project-based working.
- ▶ The extent to which an organization has the necessary assets and processes to conduct successful projects will play a significant role in your project costs and level of risk.
- ▶ The less experience it has, the higher the project costs will be and the greater degree of risk compared to a project-driven organization.
- ▶ Project management is likely to present more of a challenge in process-focused organizations than in those that are project-focused.
- ▶ There are various ways of structuring the project environment depending on the type of organization.

ORGANIZATIONS IN WHICH EMPLOYEES ARE ISOLATED WITHIN THEIR DEPARTMENT



- ▶ Senior management allocates capital to each division.
- ▶ Each division operates autonomously to return as much profit as possible.
- ▶ Each division is completely independent of others and there is no mechanism to allow communication across divisions other than by going up the hierarchy to senior management, who would then pass the decision to other divisions.
- ▶ Advantage: Efficient in producing a limited amount of products and services.
- ▶ Disadvantage: Almost impossible to run a project that cut across divisional boundaries.



- ▶ Referred to as a **weak matrix**.
- ▶ Although each division operates independently, they do not have direct control over support functions like IT, Finance, and Human Resources.
- ▶ However, this structure makes sense because the support functions do not need to be duplicated and can be shared between divisions.
- ▶ This structure saves money and enables the support departments to be bigger and employ more specialist staff.
- ▶ Implication for project management: There are mechanisms for communicating across divisions and people are more accepting of working with others outside their own division.

MATRIX MANAGEMENT

- ▶ See matrix structure on page 19 on your eBook “Principles of Project Management”
- ▶ In this structure, even though an individual may ‘belong to’ a particular department, they will be assigned to different projects and report to a project manager while working on that project.
- ▶ Therefore, each individual may have to work under several managers while performing their role.
- ▶ Matrix management is fairly common in most large organizations, particularly those that have multiple business units and international operations.

ADVANTAGES AND DISADVANTAGES OF MATRIX MANAGEMENT

- ▶ Advantages:
 - ▶ Efficient exchange of data
 - ▶ Democratic leadership style
 - ▶ Improved satisfaction and motivation for individual
- ▶ Disadvantages:

- ▶ Conflict between line and project managers
 - ▶ Issues of resource allocation: Project managers will often try to minimize each department's billing to the project, while department managers will try to secure as much of the project's budget as possible.
 - ▶ Lack of recognition for individuals
-
- ▶ As project manager, you should ensure each individual's performance is recorded and reported to their line manager so that it can be assessed in their annual appraisal.
 - ▶ When creating an effective reporting line for project management, there are two organizational extremes that can be adopted:
 - ▶ All of the personnel working on the project remain in their normal situation, reporting to their line managers. In this case, the project management staff needs to coordinate the required project work through the line managers.
 - ▶ A project team is created and all personnel working on the project are drawn into a project team and report exclusively to the project manager.
 - ▶ In practice, a combination of these approaches is often the best solution and most commonly found. However, the project manager may lack sufficient authority where contributors report to their own line managers.

CONCLUSIONS

- ▶ Even the most process-focused organizations will run occasional projects and some organizations may have parts that are dedicated to project-based working.
- ▶ In a matrix environment, an individual may 'belong to' a particular department but will be assigned to different projects and report to a project manager while working on that project.
- ▶ There are various ways of structuring the project environment depending on the type of organization.

- ▶ Unless your organization is completely project-focused, then you can expect conflict, disagreement, and compromise to be an integral part of organizing a project.

TOPIC 3

PROJECT STAKEHOLDERS

DEFINITION

- ▶ Depending on how the organization is structured, there are certain roles and responsibilities that are required in all projects.
- ▶ Different organizations may use different names for these roles but the responsibilities are the same:
- ▶ Essential project roles: Stakeholders, Sponsor, Manager.
- ▶ Stakeholders: Anyone who will gain or lose from the project.
- ▶ The project management team must identify the stakeholders, determine their requirements and expectations, and manage their influence in relation to the requirements to ensure a successful project.

	Those with authority to allocate resources & set priorities	Those who have vested interest in the change the project offers
Project Stakeholders:	1.Senior Management:	a. Project Manager b. Project Team Members c. Project Customer
	2. Line Managers:	a. Product User Group b. Project Testers c. Suppliers and Customers

1. IDENTIFY THE PROJECT STAKEHOLDERS

- ▶ This involves identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project.
- ▶ Stakeholders may be:

Employees; Competitors; Labor unions; Government; Local communities; Investors; Potential employees; National communities; Shareholders; Industry groups; Regulatory bodies; Professional associations; Public; Prospective customers; Suppliers, etc.

- ▶ Stakeholders can be internal or external to the organization.
- ▶ In many projects the public at large will become a stakeholder to be considered during the project. The project manager will have to consider the public needs.

2. ANALYZE THEIR POTENTIAL INVOLVEMENT WITH THE PROJECT

- ▶ The process that develops appropriate management strategies to effectively engage stakeholders throughout the project.
- ▶ This step is so important, that a wide variety of experts are consulted to help analyze the actual level and the desired level of engagement level of the various stakeholders.

3. MANAGE THEIR ENGAGEMENT WITH THE PROJECT

- ▶ The process that communicates and works with stakeholders to meet their needs and expectations, address issues as they occur, and support stakeholder engagement. It details how you communicate with stakeholders and ensures appropriate engagement levels.
- ▶ To manage a project, you will need a detailed knowledge of these roles and their responsibilities. However, to understand the basic principles of project management, there are only two roles that you need to know about in detail: The project sponsor and the project management.

PROJECT SPONSOR

- ▶ The sponsor is responsible for securing the financing and overall resource budget approval and owns the opportunities and risks related to the financial outcome of the project.
- ▶ An effective sponsor is someone with the authority and personal drive to overcome major obstacles to completing the project.
- ▶ The project sponsor is responsible for:
 - ▶ Presenting the business case
 - ▶ Approving the budget funds
 - ▶ Identifying and defining project
 - ▶ Managing senior stakeholders
 - ▶ Appointing project manager
 - ▶ Authority and drive to overcome issues or cancel project
- ▶ The sponsor does not concern himself with day-to-day running of the project, but represents the ‘buyer’ of the project on behalf of the organization.
- ▶ The project sponsor appoints the project manager to take on the responsibility for delivering the project in accordance with its objectives.
- ▶ The project sponsor may be internal or external to the organization that will be undertaking the project work. Alternately, the entire project may be outsourced to a third party.

PROJECT MANAGER

- ▶ The project manager is appointed to deliver the project as it is defined in the project charter or project plan.
- ▶ They have authority to use cash or other resources up to the limit set in the project charter.

- ▶ A project manager should have experience in the project domain and should also be familiar with the processes that make up project management.
- ▶ The project manager is responsible for planning at the project and sub-project level, exercising control, ensuring product delivery and for management and motivation of staff working on the project.
- ▶ The project manager works with the project owner to appoint the sub-project managers and to define their responsibilities. The sub-project managers will then report directly to the project manager via regular progress reports – usually weekly or biweekly.
- ▶ The project manager is responsible to analyze and collate the progress reports and summarize this information in regular highlight reports, presented to the project owner.
- ▶ The project manager needs to maintain clear communications with other management bodies. They should submit the project plans and sub-project plans to the project owner for approval and then advise the owner if there are significant deviations from them.
- ▶ The project manager established an appropriate environment within which the project is to operate.
- ▶ The project manager should specify or create a configuration management method for the project – tracking, documentation, and issue of all project documents and products, throughout the project life cycle.
- ▶ The project manager should be aware that disagreements may arise at all levels. This is where experience is invaluable, enabling the project manager to identify the real issues and then to address them effectively.

CONCLUSIONS

- ▶ The two main differences between project sponsorship and project management:

1. Project sponsorship includes the identification and definition of the project, whereas project management is concerned with delivering a project that is already defined.

2. The project sponsor is responsible for the project's business case and should not hesitate to recommend cancellation of the project if the business case no longer justifies the project.

- ▶ Disagreements may arise at all levels, personality conflicts often manifest themselves as a dispute over a project issue.

TOPIC 4

MANAGING A PROJECT TEAM

BACKGROUND

- ▶ Project management is about managing the people who will do the work of the project.
- ▶ The process of acquiring a project team takes place within the executing processes and is concerned with confirming human resource availability and obtaining the personnel to complete project assignments.
- ▶ There are generally two ways of building a team for a project:
 1. Assembling an in-house talent
 2. Bringing in people from the outside

IN-HOUSE RESOURCES

- ▶ Using people who are already within the organization is beneficial because they likely have knowledge relevant to the purpose of the project, even if the project is venturing into a new area for the company.
- ▶ Many of the skills that they currently use on a regular basis will likely transfer to the project tasks that they take on.
- ▶ They are already on the payroll and won't cause you to incur some of the other expenses associated with bringing on new talent.

EXTERNAL RESOURCES

- ▶ Necessary at times, depending on what skills are required.
- ▶ One way to have sufficient quantity of a scarce resource.
- ▶ When venturing into a new area that is not normally dealt with in the organization, bringing in new people who are experienced within that field is almost required for success.

- ▶ These new people could come in the way of full-time employees, part-time employees, or even contractors that work with you for a defined period of time.
- ▶ ‘Project team’ or ‘Team members’ refer to those people doing the actual work of the project.
- ▶ ‘Project management team’ refers to anyone involved with managing the project.
- ▶ The number of people assigned to the project may change as the project progresses, particularly when people are needed for their particular technical expertise. The project team should be assigned to the project as early as possible so that they can take some part in the planning process. Even though team members are not responsible for planning as such, many of them will have specific expertise that can help to make the initial estimates more accurate.

THE HUMAN RESOURCES PLAN

- ▶ It is not enough to have great people on a team. Those people need to make sense with what they bring to the table and what they can contribute toward the overall end goal of the project. This is why a plan to manage the human resource element of the project must be written and fed into the overall project management plan.
- ▶ The project Human Resources Management Plan details the roles, responsibilities, required skills and reporting relationships required for project success.
- ▶ It includes project organization charts and the timetable for staff acquisition and release, and may also include identification of training needs, team-building strategies, recognition programs, compliance considerations and safety issues.

CONCLUSIONS

- ▶ Many project managers find themselves managing people through a series of dual-reporting relationships instead of a more traditional literal management structure.

- ▶ A responsibility assignment matrix (RAM) can be used to illustrate the connections between work packages or activities and project team members.
- ▶ The HR plan provides guidance on how project human resources should be defined, staffed, managed controlled, and eventually released.

TOPIC 5

BUILDING AN EFFECTIVE PROJECT TEAM

BACKGROUND

- ▶ The HR management plan describes how confirming the necessary human resource availability and obtaining the personnel needed to complete project assignments is achieved.
- ▶ Acquiring members for a project team continues throughout the executing process group.
- ▶ Successful team working requires careful consideration and design, such issues are addressed within the HR management plan and its related communications and stakeholder management plans.
- ▶ Generally, the more an organization has tended towards a traditional hierarchical structure, the greater will be the challenge of implementing effective inter-departmental project teams.
- ▶ The human resource plan provides guidance on how project human resources should be identified, staffed, managed, controlled, and eventually released. Project organization charts are used to show the reporting relationships often used as a responsibility assignment matrix (RAM) or an equivalent method.

RAM



All successful projects will use one of these methods to define project roles & assign appropriate responsibilities. The Responsibility Assignment Matrix (RAM), which our template is based on, enables a **project manager** to inform each individual of their project role, assigned tasks and the associated responsibilities of that role. This document performs a vital role in communicating the accountabilities and responsibilities of the project team to the project sponsor and its stakeholders.

The use of a RAM has become an essential tool of project managers with the increased popularity of **matrix management** within organizations. One of the most important functions of the RAM is to combine two key breakdown structures:

the work breakdown structure (WBS) and the **organizational breakdown structure (OBS)**.



It is the relationship between these two breakdown structures - WBS & OBS - that with careful planning enable different project units to be controlled and monitored. It also provides a visual representation of the system so that all those involved with the project understand how the project will be performed. The system created from the RAM is practical and cost effective.

It is important that within the allocations of responsibility there is a distinction made between a person being 'responsible' and that of having 'accountability'.

PROCUREMENT PLAN

- ▶ If resources are needed that are not available within the organization they may also need to deal with outside agencies or other suppliers. Many organizations will have a list of preferred suppliers and may also have previously agreed terms and conditions for dealing with them.
- ▶ The procurement plan should be referenced to ensure that all external resources are obtained in accordance with organizational policy.
- ▶ Team leadership and team building is an important and complex topic. Therefore, an aspiring project manager should take the time to study as much as possible about the subject.
- ▶ Some general points that should be taken into account when executing the process are:
 1. Addressing team member's concerns about joining the project
 2. Encouraging ownership of project tasks
- ▶ Arrange a one-on-one discussion with each team member in order to welcome him/her to the team to establish personal contact.
- ▶ This discussion is important because it can help reduce the inevitable anxiety and stress by addressing any concerns that new team members may have. Typical five key issues include:
 1. Lack of familiarity with other members of team
 2. Correlation of project needs to their skills and interests
 3. Technical viability and likelihood of success
 4. Probability of relocation
 5. Fair allocation of work

COMMON CONCERNS OF STAFF

- ▶ The extent to which the efforts they expend on project related to work would be recognized and may feel that undertaking project related work might jeopardize their career prospects.
- ▶ That the project itself may not be an outstanding success and that any perceived failure on its part will reflect badly on them as individuals.
- ▶ About what happens to them at the end of the project. Perhaps their department will learn to cope without them while they are away.
- ▶ Projects are not seen as training-oriented environments in which to develop personal skills.

CONCLUSIONS

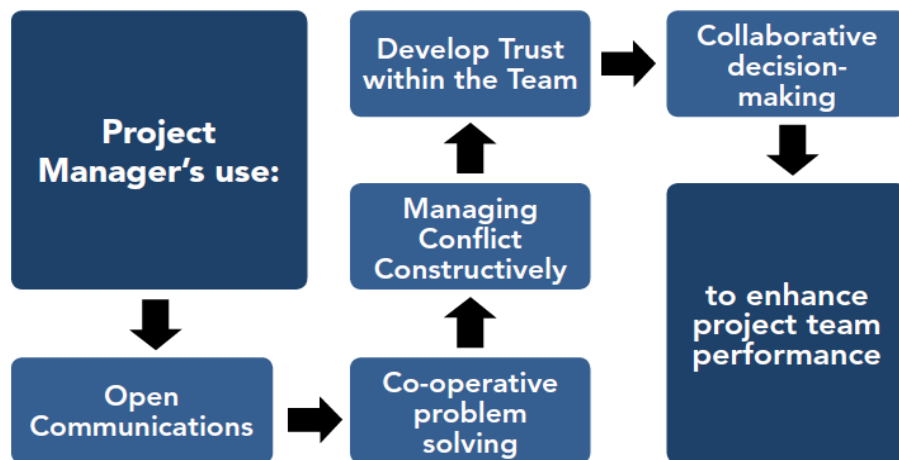
- ▶ One of the great challenges of project management is to bring together an effective team and bring it up to speed quickly.
- ▶ One way to do this is to encourage their ownership of project tasks by involving all team members or team leaders in the planning and scheduling of the activities that they will work on.

TOPIC 6

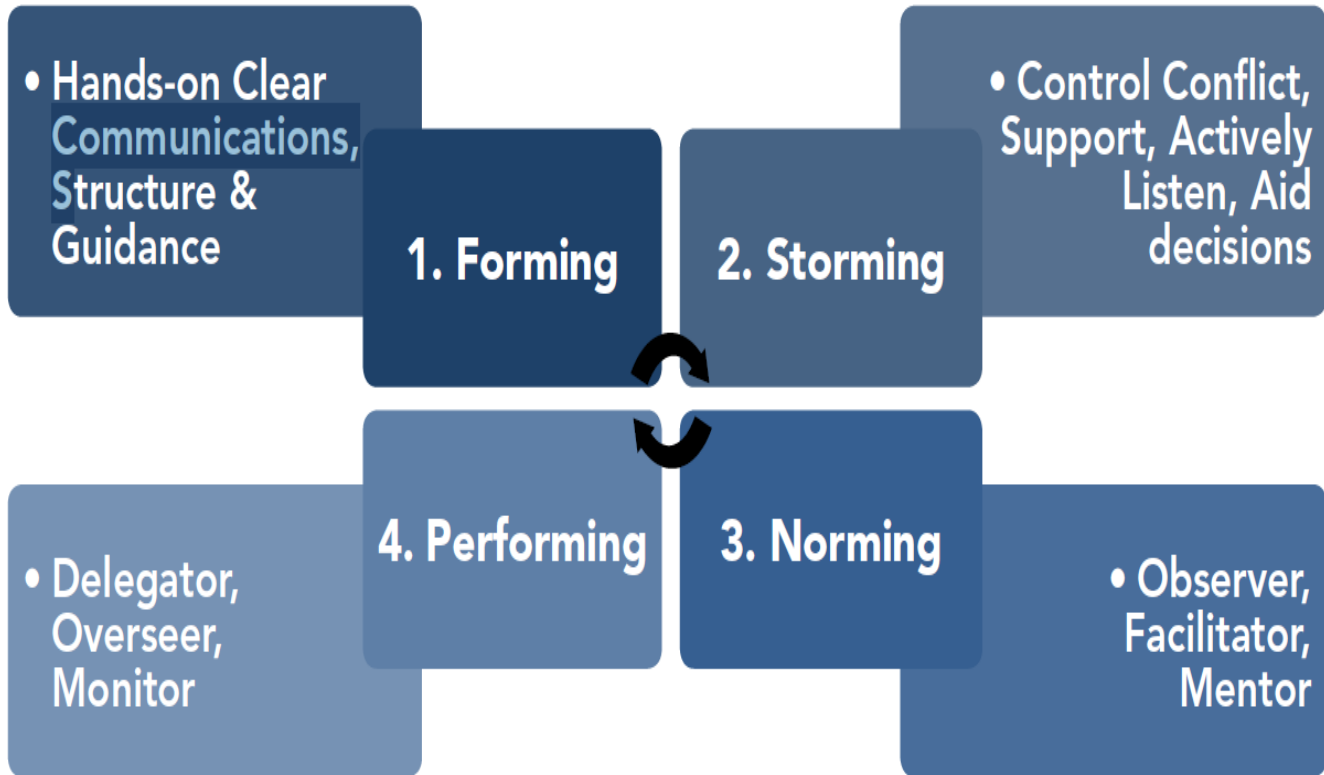
DEVELOPING THE PROJECT TEAM

DEVELOPING THE PROJECT TEAM

- ▶ Since you are starting up a project that is new to your organization, you will need to mold the team to precisely fit what you are trying to accomplish.
- ▶ As project manager there are several ways you can enhance the performance of your team they are:
- ▶ Open & effective communication
- ▶ Develop trust amongst members
- ▶ Constructive management of conflicts
- ▶ Encourage collaborative problem-solving
- ▶ Encourage collaborative decision-making



- ▶ The majority of the team development should take place before the project has actually started and be documented in the HR plan. You want to be able to hit the ground running within any project, but that is only possible when everyone on the team knows what their role is and what is expected of them.
- ▶ Developing a climate of open and frank communication will lead to an increased sharing of ideas between team members. They are then more likely to collectively develop more effective decision-making and project control processes.



DEALING WITH CONFLICT IN THE PROJECT TEAM

- ▶ Expecting a team of people to work together seamlessly from the start of a project to the end is likely unrealistic. Teams are made up of individuals who have their own personalities, feelings, backgrounds, and more.
- ▶ Conflict is an inevitable consequence of project work; where there is constant pressure to achieve targets within strict time and resource constraints.
- ▶ Generally speaking, conflict should be addressed early and usually in private, using a direct, collaborative approach. It is important to recognize that:
 - Conflict is natural and forces a search for alternatives,
 - Conflict is a team issue,
 - Openness resolves conflict,
 - Conflict resolution should focus on issues, not personalities, and
 - Conflict resolution should focus on the present, not the past.
 - Conflict often arises from necessary decisions that inconvenience people
- ▶ In a pure project environment, the human resources decision-making authority rests with the project manager. However, in a matrix environment where resources are being borrowed from other departments, all major decisions will be reached by agreement between the project manager and the relevant line manager.

Project Managers should recognize conflict

is Natural

Openness resolves conflict

Resolution should focus on:

Forces a search for alternatives

A team issue

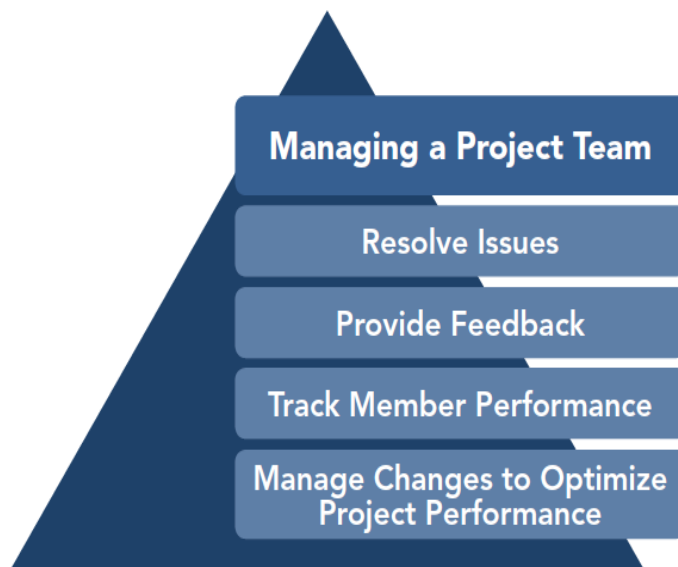
Issues, not personalities

Present, not the past

- ▶ Conflict arises because project managers tend to view their own project as taking priority whereas departmental managers will tend to view things from a departmental perspective. This becomes especially evident when a project falls behind schedule and external departments are then expected to extend their commitment of personnel to it.
- ▶ Another issue is that it is in the project manager's interest to minimize each external departments billing to the project but departmental managers often try to secure as much of the projects budget as possible.
- ▶ Technical conflicts are common where a department is supporting the project in a technical capacity and project manager rejects the solution preferred by the department on technical, cost or scheduling grounds.
- ▶ The aim should always be to resolve things in a way that everyone involved can live with rather than coming down too firmly on one side at the expense of the other. The effect of doing the latter may be to alienate one of the protagonists to such an extent that they leave resulting in valuable time and effort being wasted replacing them.
- ▶ Those who are proficient project managers have developed the ability to quickly and accurately discern the personalities, competence, knowledge and skills so that they can assess the level of interest and influence each individual working on the project has. One of the most efficient tools used is that of 'networking' with all those involved in the project environment.
- ▶ People are what make projects move forward, even more so than resources like equipment or money. If you are serious about being successful with your next project, you should leave no stone unturned in finding the best possible team that is available to you.
- ▶ Part of this success relies on your ability to manage the working relationships of the different groups of people involved in the project—team members, contractors, stakeholders and the sponsor. Managing the communications between each of these groups is vital to the success of a project. Being able to plan what to communicate to who and when is critical for a project manager.

- ▶ Those who are proficient project managers have developed the ability to quickly and accurately discern the personalities, competence, knowledge and skills so that they can assess the level of interest and influence each individual working on the project has. One of the most efficient tools used is that of ‘networking’ with all those involved in the project environment.
- ▶ Networking is most effective when conducted informally such as during a break, travelling to meetings or over lunch. This enables the project manager to fully understand the interest and motivation of the different individuals needed to complete the project on time and within budget. By building up this depth of understanding of the people working in your project environment you can minimize conflict and get things done, because it is people who deliver a project.

Even if your [team](#) is getting along well from a personality standpoint, there is still management to be done. Overseeing the productivity and reliability of each of your team members is important to stay on track to meeting the deadline of the project as a whole. Only when the individual people that make up your team are on track will the project be able to move forward properly.



- ▶ Effective networker's actively listen to the words, mannerisms and postures of the other person are able to communicate more efficiently with other project team members and stakeholders. Managing human resources is probably one of the most complex areas for a project manager requiring a wide range of interpersonal skills, it must not be neglected or overlooked.
- ▶ While such issues cannot be removed completely, the damage they cause can be reduced or contained by following certain management principles:
 - Track team member performance
 - Create and enforce an efficient reporting structure
 - Provide constructive feedback
 - Resolve issues without apportioning blame
 - Manage changes to optimize project performance.

Manage Project Team Tools

Observation &
Conversation

Project Performance
Appraisals

Conflict Management

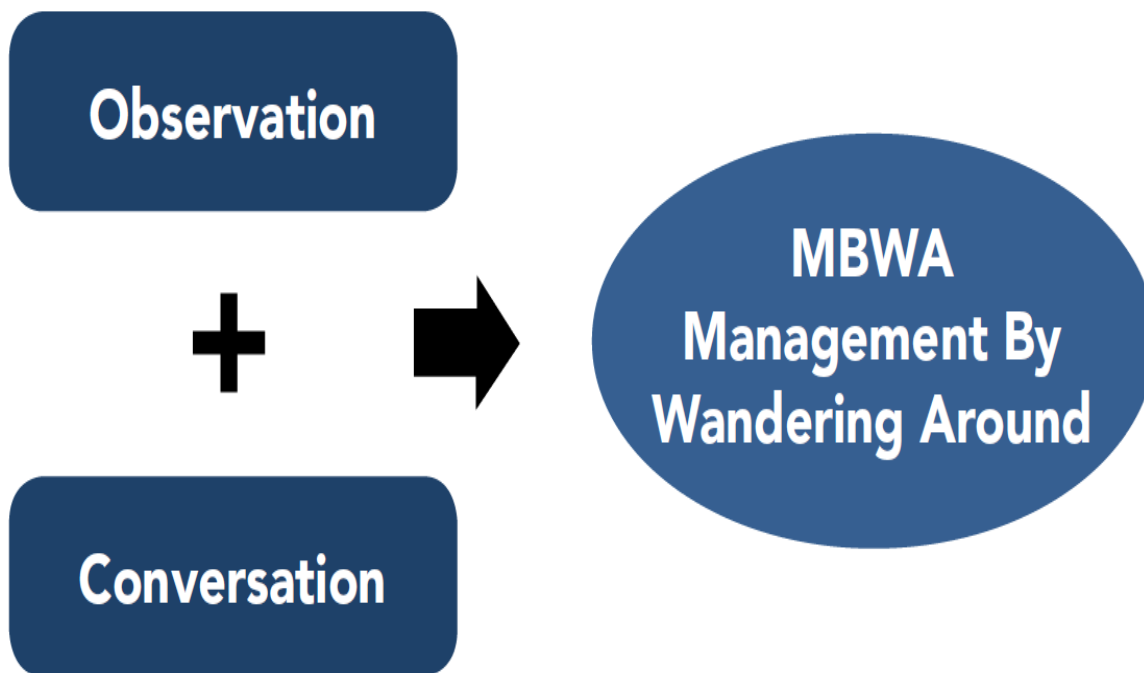
Interpersonal Skills

- ▶ Many developing problems can be addressed before they get out of hand by a project manager who ‘knows instinctively’ when something is up rather than waiting for it to be formally reported. If you take the time to talk briefly and informally with team members (on your way to get a coffee for example) you will develop a feel for the normal atmosphere of the project.
- ▶ This approach to management is sometimes referred to as ‘management by wandering around’ (MBWA).

MBWA

- ▶ The emphasis is on the word wandering as an impromptu movement within a workplace, rather than a plan where employees expect a visit from managers at more systematic, pre-approved or scheduled times. There are several other benefits to MBWA:

- 1.It doesn't take up much time (maybe 15 minutes a day).
 - 2.You get to learn more about individual team members and you may find them making suggestions for improvements that they wouldn't make through formal channels.
 - 3.Generally speaking people like to see their managers mixing with them, which is good for morale.
- ▶ Human beings are very sensitive to changes in non-verbal behavior. So, if you feel that something is not quite right then asking people if they have any problems or concerns can often bring issues to light that would have serious consequences if you remained unaware of them until they were formally reported.



- ▶ The success of project managers in managing their project teams often depends a great deal on their ability to resolve conflict. Different project managers may have different conflict resolution styles. Factors that influence conflict resolution methods include:
- Relative importance and intensity of the conflict,

- Time pressure for resolving the conflict,
 - Position taken by players involved, and
 - Motivation to resolve conflict on a long-term or a short-term basis.
- ▶ A key part of managing such conflicts and motivating the project team comes down to the ability to communicate clearly to everyone involved in the project. Careful planning of project communications will ensure success at all levels of involvement from team members, to contractors from sponsor to stakeholders.

CONCLUSIONS

- ▶ Conflict is an inevitable consequence of project work; where there is constant pressure to achieve targets within strict time and resource constraints.
- ▶ A well-thought-out communications management plan is critical for the success of any project manager and his or her project.
- ▶ As well as conflicts between the project management team and people outside of the project, there are often internal conflicts to deal with.
- ▶ Many developing problems can be addressed before they get out of hand by a project manager who 'knows instinctively' when something is up rather than waiting for it to be formally reported.
- ▶ This can be achieved by taking the time to talk briefly and informally with team members (on your way to get a coffee for example).
- ▶ The ability to identify and resolve conflict is an essential skill for a project manager.

TOPIC 7

PLANNING PROJECT COMMUNICATIONS

BACKGROUND

- ▶ As a project manager, the need to be an effective communicator is fundamental to the role.
- ▶ Managing a Project Team requires a:
 - ▶ Stakeholder Management Plan
 - ▶ Human Resources Management Plan
 - ▶ Communications Management Plan

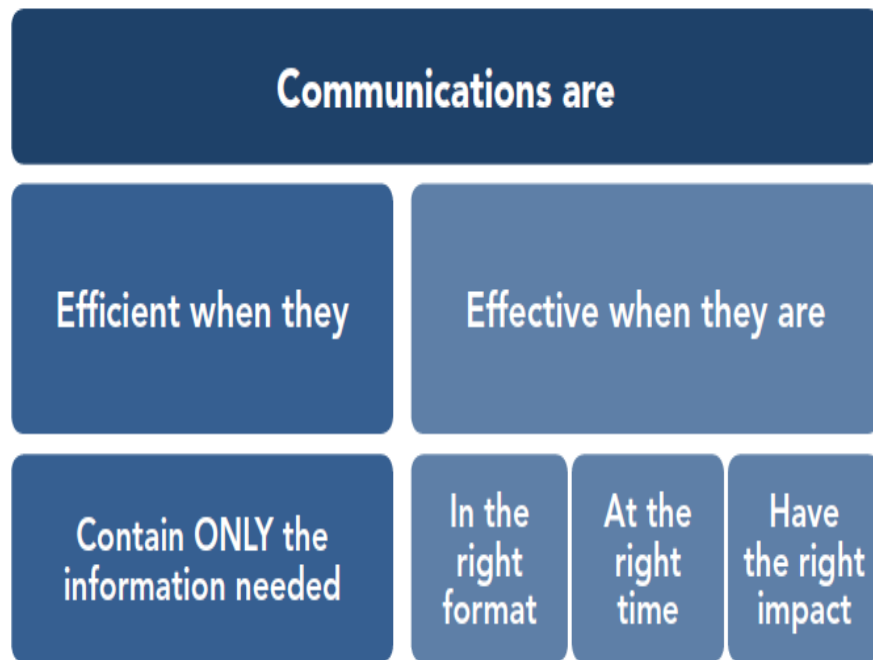
THE COMMUNICATIONS MANAGEMENT PLAN

- ▶ Project communications management is the process of putting a plan in place to help you properly communicate with everyone that has a stake in the project.
- ▶ Just as with anything else related to project management, it is important that you build this plan ahead of time so it can be followed as carefully as possible throughout the work.
- ▶ The communications management plan is the cornerstone of how you plan to manage different working relationships within your project.
- ▶ A project manager has to communicate on two broad levels:
 - ▶ High-level, or strategic considerations between the project manager, sponsor, senior management, the media and other influential stakeholders.
 - ▶ Low-level and practical communications between project teams and team members.

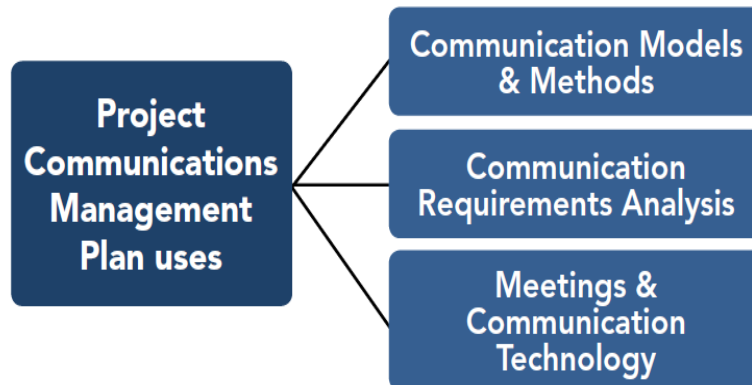
- ▶ This requires project managers to have a clear perspective of each of their different audiences and to intuitively know the most effective way to accomplish the 3R's of project communications:
 - ▶ Reassure
 - ▶ Retain support
 - ▶ Remove surprises

EFFECTIVE VS EFFICIENT COMMUNICATION

- ▶ Effective communication means that the information is provided in the right format, at the right time, and with the right impact.
- ▶ Efficient communication means providing only the information that is needed.
- ▶ To determine the types and frequencies of communication needed for each of the project audiences and to be written down in its own project management plan, the project manager will conduct a communication requirement analysis.
- ▶ This consists of holding several meetings with different parties to understand their communication needs.
- ▶ Those who take a casual approach to their project communications will have a confused and frustrated team failing to achieve the project objectives.



Once these have been documented then an assessment can be made of the 'best' models, methods and technologies to be used during the project to satisfy these different needs. These findings will constitute the basis of the [communications plan](#) for the project.



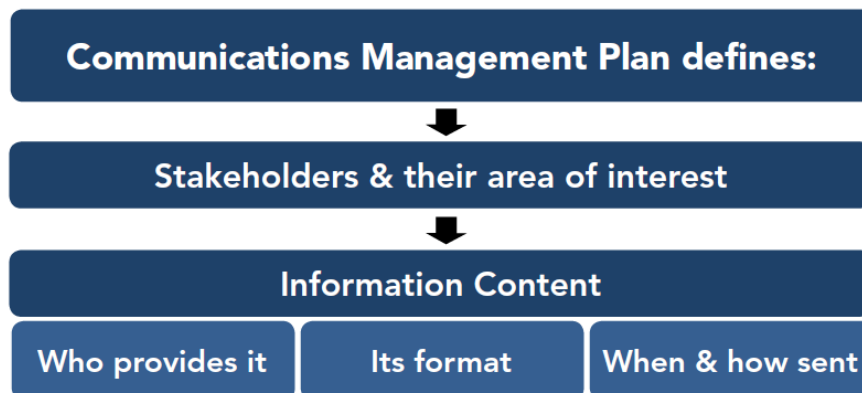
- ▶ During the planning phase, enough time should be allocated to it so that the following information can be well documented and presented to the project team:
 - ▶ Information to be communicated, including language, format, content, and level of detail.
 - ▶ Reason for the distribution.
 - ▶ Person responsible for it.
 - ▶ Person responsible for authorizing release of confidential information.
 - ▶ Person or groups who will receive the information.
 - ▶ Escalation procedure for issues requiring additional authority.
 - ▶ Methods or technologies used to convey it.
 - ▶ Resources allocated for communication activities.

- ▶ Glossary of common terminology.

STAKEHOLDERS

- ▶ This group of audience requires special attention in terms of how, when, and what is communicated.
- ▶ This group must be clearly identified and their level of interest, influence, and impact can be recorded in the Stakeholder Register – a key document that inputs the project management plan.

It is critical that a project manager understands the level of interest, influence and impact each stakeholder can have on the project.



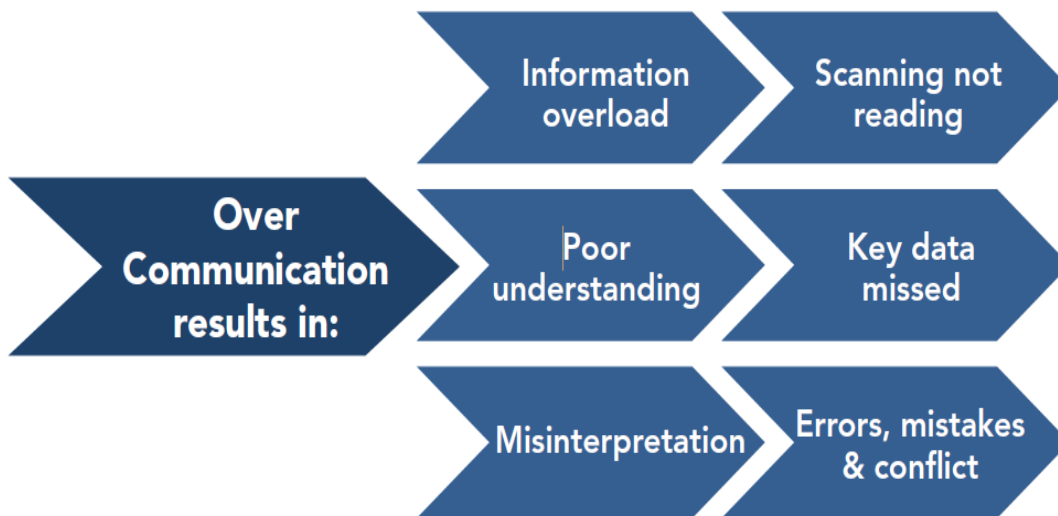
THREE CONCERNS

- ▶ There are three concerns the communications management plan and its supporting functional plans for the stakeholder and human resources address:
 - ▶ Who needs information?
 - ▶ What information do they need?
 - ▶ When do they need it?
 - ▶ A significant danger of projects is to over communicate with people. No one wants to hear the words from the other members of the project team:

“But you didn’t tell us!”

“We didn’t know about that!”

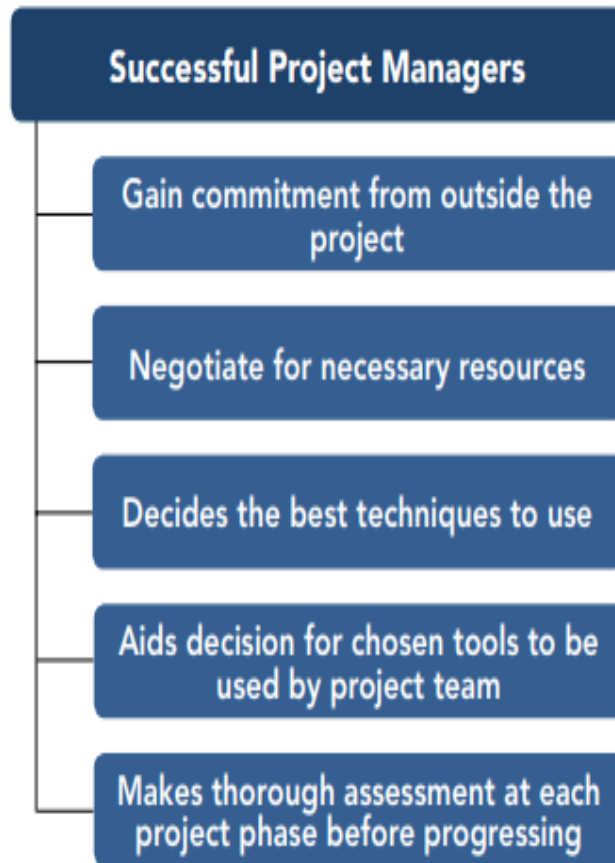
Consequently, people usually act to protect themselves from these accusations by sending what they believe is important information to everyone they feel might possibly have an interest in it.



- ▶ Overcommunicating has become a more frequent occurrence with the use of email. You are a mere click away from sending a message to everyone connected to the project.
- ▶ However, project managers must refrain from this tendency by taking time to think and plan *who really needs to know* about the matter.
- ▶ The information typically used to determine project communication requirements includes:
 - ▶ Organization chart and the Organizational Breakdown Structure (OBS)
 - ▶ Stakeholder Register: responsibility relationships, logistical considerations and stakeholder information.
 - ▶ Stakeholder management strategy.

CONCLUSIONS

- ✓ Identifying the information needs of all those involved in the project with specific focus on stakeholders
- ✓ Determine a suitable means of meeting those needs are important factors for project success.
- ✓ This tendency leads to project people being swamped by too much information most of which is irrelevant to them.
- ✓ Effective communication means that the information is provided in the right format, at the right time, and with the right impact.
- ✓ Efficient communication means providing only the information that is needed.
- ✓ Most people will tend to over-communicate in order to protect themselves from accusations of not sharing important information.



The aim of every project manager should be to use the smallest number of project management tools and techniques possible to deliver the project objectives. Remember, project management must never become the focus of effort. It is always a means to an end, not an end in itself.

KEY POINTS

- ✓ Project processes can be organized into functional areas, for example: Managing the Scope, Managing the Budget, Managing the Schedule, Managing Risk, etc.
- ✓ Thinking about project management activities like scoping, scheduling, quality, and risk in isolation before trying to integrate them into a real/live project makes them easier to understand.

Summary

Project management is a complex activity that requires a structure, procedures and processes that are appropriate to your project. This will enable you to manage the inevitable changes that occur throughout a project's lifespan in a professional manner to ensure success. Each project function describes the expertise, skills and tools needed for your project.

So much work is now run as projects and so few people have the necessary skills to manage them properly that there is a huge demand for good project managers and that demand is increasing all the time.

The other project management skills eBooks available from www.free-management-ebooks.com provide you with an opportunity to read a more in-depth description of each functional area.

- Project Management Processes
- Managing a Project Team
- Managing the Project Scope
- Managing the Project Schedule
- Managing the Project Budget
- Managing Project Quality
- Managing Project Risk

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