

The Roles, Responsibilities and Skills in Project Management



PROJECT MANAGEMENT FOR
DEVELOPMENT ORGANIZATIONS

PROJECT MANAGEMENT FOR DEVELOPMENT ORGANIZATIONS

A methodology to manage development projects for international humanitarian assistance and relief organizations

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ROLE, RESPONSIBILITIES AND SKILLS

Role of the Project Manager

One of the mistakes development organizations make is appointing a project manager only for the depth of his technical skills. It is not unusual to find a good engineer being promoted to project manager just for the level of technical competence. While it is true that one must have a good understanding of the technical aspects of the project, a project manager must have a high level of competence in the following areas: communicating, planning, negotiating, coaching, decision-making, and leadership. These skills are often overlooked at the time of hiring or appointing a project manager; and they are supplemented by the functional support provided by the organizations back-office operations, such as accounting, human resource and logistics.

This ebook presents the roles and responsibilities that a project manager must have in order to successfully lead a project. The ebook includes the critical skills that will facilitate the interaction with key project stakeholders, soft skills such as communication, negotiation and conflict resolution are an important elements in the competence required of development project managers.

Another common mistake is the poor definition of the role of the project manager. Job descriptions are too vague and put too much emphasis on the technical competencies required for the job; organizations make the mistake to assign the project manager the tasks and activities designed for the project. This may be true for certain small projects but for the majority of projects the role of the project manager is one of integrator, communicator, and facilitator.

The project manager is the ultimate person accountable for the project he is the one whose job it is to make sure the project is done, and would be the principal contact person for the donor, beneficiaries and the key stakeholders. As responsible for the project he needs to make key decisions regarding the management of the resources available to the project, and to do that the organization's senior management needs to appoint the project manager, and give him the appropriate level of responsibility and authority for project direction and control.

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A Project Manager is also accountable to the Program Manager or Organization Director, depending on the size of the organization; and is accountable to the beneficiaries for delivering the project as planned. The Project Manager has the delegated authority to commit the organization on matters regarding performance that are within the scope of the project and the contract with the donor.

Integrator

A key responsibility of the project manager is to ensure the proper integration of the project management processes and coordinate the different phases through the project management cycle, that ensures that all areas of the project come together to deliver the project to a successful conclusion. This is the main role of the project manager; it is not related to the technical responsibilities of the project, which in most cases are managed by the project staff. The role of integrator involves three specific areas of responsibility:

- Developing the project management plans, which involves the development of all project planning documents into a consistent, coherent project plan document
- Implementing the project plan, which involves the execution of the project plan and ensuring all activities are performed by all the people involved
- Monitor and control the plan, which involves measuring the initial results against the intended objectives and coordinating all changes to the plans.

Project Plan Development

A project plan is the document used to coordinate all the project plans and used as a guide to implement and monitor the project. Plans should be dynamic and the project manager role is to ensure the plans have a level of flexibility to allow changes as the project makes progress or when the project environment changes. A project plan is a tool the project manager uses to lead the project team and assess the status of the project.

In order to create a good project plan the project manager needs to practice the art of integration, since most of the information contained on the project plans come from many sources, usually from subject matter experts and project stakeholders. The role of

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coordinating all this information gives the project manager the opportunity to build a good understanding of the overall project and how it will be used to guide its implementation.

Development projects are unique, and so are the project plans. A large project involving many people over many years would require a detailed project plan with complete and in depth information spanning many pages; on the other hand, a small project that involves a few people over a couple of months might have a project plan a few pages long. The project manager will tailor the project plan to fit the needs of the project; the plans are intended to guide the project implementation, not to hinder it with too detailed instructions.

The content of a project plan can be used as a guideline for new projects or as a check list to evaluate current project plans. Either way the project manager or the development organization can decide the minimum content of the project plan. It is a good practice if the organizations develop basic guidelines to help the creation of the project plan, since this document will be used as a communication tool with the donor, beneficiaries, management and other key stakeholders.

Project Plan Implementation

Project plan implementation includes all the efforts necessary to achieve the activity outputs, implementing the plan is essentially a guiding proactive role accomplished by a constant referral back to the project plan. This is the place where the project will spend most of its resources, and it requires that the project manager manages and monitors the performance of the project activities as described in the project plan.

Project planning and implementation are closely related and intertwined activities. Since the main objective of developing a project plan is to guide the project implementation, a good plan should help produce good outputs, which ultimately lead to good outcomes. A good approach to help the coordination between project planning and project implementation is to have the same people who plan the activities be the people who will implement them. The project team needs to experience and build the skills to

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develop and implement a plan, the team that implements the plan has a better chance at success if its part of the plan development. Although project managers are responsible for developing the overall project management plan, they must solicit inputs from the project team members for each process area.

Project implementation requires a different set of skills; such as leadership, communication, facilitating and negotiating skills. Project managers must provide leadership to interpret the project plans and the implementation guidelines, project managers must also be able to communicate with the project team and stakeholders to develop and implement good project plans. Project managers and their staff must possess the required expertise for successful project implementation. If they don't, it is the project manager's job to help develop the necessary skills, or find somebody else who can do the job or alert the organization's management of the problem.

During implementation the best practices and good results from the early activities need to be documented as to benefit future activities and facilitate improvements to the project plan

Project Plan Monitoring and Control

Monitoring and controlling the project involves identifying, evaluating and managing changes throughout the project management life cycle, the role of the project manager in this area involves achieving the following objectives:

- Ensure that changes are beneficial and contribute to the project success; this is achieved by influencing the factors that create changes and by making trade-offs among the project's constraints such as scope, schedule, budget and quality.
- Communicate significant changes to management, beneficiaries and donors, specially the ones that will impact the project's constraints.
- Update project plans and record changes.

Performance reports provide information to measure the status of the project against the original plans or baseline. The purpose of the report is to identify any discrepancies or issues, the project team is then responsible to determine the best corrective actions

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needed. Changes are common in projects but they must be managed and properly documented, as they are the basis for project audits and help inform the project evaluators as to the reasons for the changes. Part of this role is to ensure that lessons learned are captured and shared with the organization to provide guidance to current or future projects.

Communicator

This is another important role of the project manager, but one that is often overlooked and not properly taken in consideration when assigning a project manager to a new project. Communication is providing relevant, timely information to the right people about the project. Communication is used to inform and educate the project stakeholders about the project objectives, risks, assumptions and constraints.

The communication or informational role is the most critical role for the success of the project. The organization functional managers, project staff, donors and key stakeholders need to make critical decision about the project, and the information they receive must be relevant, on time and accurate. Project managers in the role of communicators take three functions: to gather information from project staff and other people involved with the project; distribute the information to stakeholders, which includes the donor, beneficiaries, and the organizations functional managers; and the last function is to transmit the information to the external environment, such as the general public to gain support to the project.

Project managers spend most of their time communicating. They hold meetings; develop reports (writing as well as orally) to the, donors, beneficiaries or senior management; they listen to issues; solve problems; provide direction and constantly negotiate for resources. Project managers' success depends greatly on their ability to communicate. The project manager uses two forms of communication:

1. Formal communications which include progress reports and presentations to management or the beneficiaries
2. Informal communications which includes email messages, telephone calls, and team meetings

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The effectiveness with which this role is used is important to the success of the project and the project manager.

Leader

A project manager is above all a leader; the team needs direction for the life of the project and the project manager is responsible for leading the team to achieve the vision that the project has created, a project manager does this by facilitating, coordinating and motivating the team to achieve the project goals; this is a central role of the project manager and her ability to influence, inspire, direct, communicate will determine her effectiveness as a project manager. Leading is a central role; it involves working with and through others to achieve the objectives of the project. It is through the project manager's ability to lead will determine the success of the project.

The focus on this role is to ensure the project team and the project stakeholders have a clear vision of the objectives the project aims to achieve. During the course of the project it is not unusual that the team starts shifting its attention from the final objective; here is where the leadership role is needed and the project manager needs to communicate and motivate the team to the ultimate goal. The leadership role includes the facilitator, coordinator and motivator roles.

Facilitator

In this role the project manager acts as an individual who enables the project team to work more effectively; helps them collaborate and achieve synergy. The project manager is not responsible to do all the tasks of the project, that is the responsibility of the project team, the project manager role is to create the right conditions that enable the project team to carry their duties.

The project manager also contributes by providing the framework to facilitate the interactions among the different groups so that they are able to function effectively. The goal of this role is to support the project team and the beneficiaries so that they can achieve exceptional performance. The project manager encourages full participation from the project team,

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promotes mutual understanding with the beneficiaries and cultivates shared responsibility among all project stakeholders.

The facilitator role is mostly used when dealing with beneficiaries, since the project manager doesn't have any form of authority over this group he must provide an environment of trust where beneficiaries feel comfortable about contributing ideas and provide input to the project and discover the solutions that can help achieve the projects objectives.

Coordinator

Coordination means integrating the goals and activities of the people and groups involved with the project. The functional units in the organizations, such as finance, human resources and procurement; and the beneficiaries and the partners involved with the project, need their activities be coordinated in away that benefit the project. This role demanded of the project managers is needed to ensure all these groups are working towards the same goal. The project managers has to inform each group about what is expected from the by the project, with out coordination these groups will loose sight of their role with the project and may pursue their own interest at the cost of the project.

The need for coordination depends on the extent to which they need to be integrated with the activities of other groups; it depends on the degree of interdependence and the nature of communication requirements. A high degree of coordination is needed when factors in the project environment are changing and there exist a high level of interdependence among the activities performed by the different groups. This is a case when one group requires an output coming from another group in order to complete an activity.

Communication is the best tool to achieve an effective coordination, the project manager's role is to ensure that information is received by all groups at the right time; the

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greater the level of complexity and uncertainty about the project objectives the greater the need for information.

The project manager needs to evaluate the best approach to coordinate formal or informal communications. The approach has to match the project's capacity for coordination with its need for coordination; it is important to know if the need for coordination is larger than the ability to coordinate then the project manager increases the resources to help him coordinate.

Motivator

Development projects are highly complex and demanding on the project staff, this is the reason why the project manager has to act as a motivator to the team in times of difficulty. Working with people is not always easy and the factors that provide them with motivation are different from each other. The project manager's role as a motivator is to identify the factors that serve as an incentive for a project team to take the necessary action to complete a task within the project constraints. The nature of development projects; difficult locations, high security risks, extensive travel, limited accommodations and other factors contribute to the low motivation of the team.

The project team is an integral part of the project, lack of motivation can lead to high turnover and low morale which results in poor performance. Even if the project is able to develop the best plans and has all the resources needed if people are not motivated the project will fail. Project Managers also foster teamwork among all project participants, they act as catalyst of change to get the beneficiaries, donor, project team and management of the organization to work and meet the project goals.

Responsibilities of the Project Manager

Responsibility is an agreement between two or more people for the intention of achieving a desired result. An organization appoints a

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person as the project manager with responsibility to undertake the project; but even as the organization has transferred the responsibility for the project, the organization still retains full accountability for the final result. The project manager must be sure that the assigned responsibility is clearly stated and the expected results are mutually understood and accepted by all stakeholders.

Accountability comes as a result of the assigned responsibility. When an organization assigns responsibility to a person to manage a project, the organization must hold that person accountable for achieving the desired result or provide consequences for poor performance, such as a negative employee performance rating, reassignment, probation, or termination. The accountability must be consistent with the responsibility assigned.

Projects vary in duration, scope, and complexity. On a large or complex project, the Project Manager may elect to appoint one or more Assistant Project Managers. The Project Manager may delegate single or multiple responsibilities, including monitoring responsibility to an Assistant Project Manager. The Project Manager may direct the Assistant Project Manager to control different processes of the project; this may include controlling budgets, and monitoring progress.

When a project manager is given the authority over the project, it includes the appropriate access to resources to complete the job, such as access to personnel or signature authority for the expenditure of funds. Authority must be commensurate with the responsibility assigned and appropriate to the accountability.

Successful organizations have written policies and procedures that define how responsibility, accountability, and authority work in the project management environment. It is important to define in writing the specific responsibilities and authority the project manager will have in terms of personnel, equipment, materials, and funds. The organization must determine and explicitly define the level of authority the project manager has to hire and terminate team members, including the level of purchase authority over equipment and materials

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necessary to the project or the level of signature authority over other project expenditures.

The project manager has specific accountability for three areas of the project, accountability to the donor to provide timely and accurate information; accountability to the beneficiaries for delivering the project outcomes; and accountability to the organization for managing the project and follow policies and uphold its values.

In general terms the project manager responsibilities in the project are: planning, organizing, directing and controlling the project. These they are part of the project manager's main role as project integrator.

Planning

Planning involves defining what the project will accomplish, when it will be completed, how it will be implemented and monitored and who will do it. The project manager is responsible for creating the project plans and defining the goals, objectives, activities and resources needed. The project plans are the tactical blueprints under which the entire project will be implemented and will serve as a map to guide the project team, beneficiaries, donors and management.

The project manager is also responsible for updating the plans as new changes or modifications are approved, she is responsible for communicating all stakeholders on the changes and ensures that the changes are being incorporated in the activities and tasks of the project team.

Organizing

This responsibility is to establish a structure that will maximize the efficiency (doing the things right) and effectiveness (doing the right things) of the project. The project manager, once the plans have been approved and distributed, has the responsibility to build and staff the project organization that will be capable to carry out the plans. Here the focus is on coordination, control of activities and the flow of information within the project. In this responsibility the project manager distributes and delegates authority to project staff.

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The project manager must have the ability to determine the type of project organization that will fit the needs, constraints and environment of the project. An important element of organization is to staff the project with qualified staff who can take the responsibility for specific elements of the project.

Directing

Once the plans are made, the project organization has been determined and the project staffed, the responsibilities of the project manager is to direct, lead and motivate the members of the project to perform in a unified, consistent and manner. The project team may have people with different skill sets and project experience; development projects bring together different expertise from social sciences to engineering, the team members may have not worked together in the past and they may come in and out of the project at different times. By directing, the project manager assumes the responsibility that the project team will follow the vision of the project and all instructions, mandates and work orders.

Controlling

Controlling is a responsibility to ensure the actions of the project team contribute toward the project goals; the project manager must establish standards for performance, measure performance and compare it with the established standards; detect variations and make the necessary corrections. This responsibility ensures that the project is on track.

Management Skills

The evolution of development projects has changed the skills required of project managers. Not long ago the emphasis was placed on technical skills and project managers were hired by the experience and proficiency in the technical area the project was involved in. In the last years the nature of development projects has changed considerably, projects are not just one-dimensional approaches focused on a single solution. Today's' development project use multi-dimensional methods

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that include different approaches; these may include rights based, gender, and partnership.

Project teams involve more and more stakeholders, and behavioral skills are becoming equally important as technical skills are. In this new time, to be an effective project manager, may require having an understanding of general management rather than being a technical expert. Projects are becoming more complex that it is simply no longer possible for the project manager to remain a technical expert in all aspects of the project. Project managers need to spend more of their time planning, organizing, directing and controlling the project rather than providing only technical direction.

Project management is both a science and an art; it's a science because it requires the use of quantitative analysis such as charts, graphs, financial data; and an art because it deals with qualitative analysis such as negotiating, conflict resolution, political, interpersonal and organizational factors. In order to perform the functions of management and to assume multiple roles, project managers must be skilled in both the science and the art of project management. There are five managerial skills that are essential to successful management: process, problem solving, negotiating and conceptual skills:

Process Skills

The project manager must have skills to use management techniques, procedures and tools. She must know how to interpret a budget report, know how to read a statistical analysis of a project baseline data, and understand the correct application of the different management methodologies. In addition to the above the project manager is expected to have skills in the effective use of information and communication technology to help her be more effective in her work.

Process skills are related to working with processes and tools. They refer to using specialized knowledge and experience related to project management and the specific methodologies of the project for implementing project activities. These skills are necessary to communicate effectively with the project team, to

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assess risks, and to make trade-offs between budget, schedule, scope and quality issues.

Since project managers do not do the actual work of the project, they do not need the same technical skill level as the people performing the work. This is not to say that the project manager doesn't need a level of technical expertise, the more expertise the project manager has in the process area of the project, the greater his effectiveness in managing the project. Process expertise is essential to identify potential problems and increases the ability of the project manager to integrate all aspects of the project.

The project manager must maintain a general perspective and not let her technical competence lead to micro managing or do the project work. She must concentrate on managing the project, letting the project team members perform the technical work and limit her technical involvement to evaluating the work of the team.

Problem Solving Skills

All projects are prone to encounter problems, problems that were not identified in the risk or scope definition of the project and that needs to be managed accordingly. Problem solving requires a good definition of the problem that is detected early enough to allow time to respond. In many cases, the original problem is a symptom or a larger problem.

Problem solving skills make use of different techniques, and by using these techniques, the project manager can start to tackle problems, which might otherwise seem huge, overwhelming and excessively complex. Techniques such as breaking problems down into manageable parts, identifying root causes of problems, analyzing strengths, weaknesses, opportunities & threats, must be mastered in order to solve problems.

Additionally the project manager needs synthesis and analysis thinking skills. A project manager must be able to synthesize information—collecting and arrange disparate information into a meaningful whole. A project manager must be able to see

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patterns in information and derive meaning from distinct pieces of data. Analysis is the skill of breaking a whole into component parts, much like decomposing work into a work breakdown structure (WBS.)

Negotiation Skills

Project managers spend a large portion of their time negotiating for resources, equipment or other support, and if they do not have strong negotiating skills, their chances of being successful are greatly reduced. A large part of negotiation takes place within the organization to get the resources the project needs, resources that are being requested by other project managers.

Negotiation is the process of obtaining mutually acceptable agreements with individuals or groups. Depending on the projects structure and the level of authorization the project managers has to negotiate on behalf of the organization. Negotiation usually include making trade-offs when stakeholders request changes or modifications to the project and its resources; negotiation also includes dealing with vendors or consultants who are bidding for a specific good or service, this area may require the assistance of specialized staff such as representatives from legal or the procurement department.

Negotiation skills also come handy when dealing with project beneficiaries and building agreements that will benefit both the project and the beneficiaries. Beneficiaries have in many instances other priorities and participating in the project activities may not be a main priority. The project manager must be able to find the best approach to develop common understanding and align the interest of the beneficiaries with those of the project.

Conceptual Skills

Conceptual skills is the ability to coordinate and integrate all the projects efforts, it requires for the project manager to see the project as a whole and not just the sum of its parts, ability to understand how all the parts relate and depend on one another.

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This skill is useful for its ability to anticipate how a change on one part of the project will affect the entire project. The bigger and more complex is the project, the larger is the need for this type of skill. This skill helps the project manager keep a clear vision of the ultimate goal of the project and understand its relationships and dependencies with the project's environment.

Conceptual skills refer to the ability to see the "big picture." Project managers with good conceptual skills are well aware of how various elements of the project environment or ecosystem interrelate and influence one another. They understand relationships between projects, the development organization, the donor organization, the beneficiaries and its environment, and how changes in one part of the environment affect the project. Conceptual skills are necessary to appropriately deal with project politics and to acquire adequate support from top management.

Interpersonal Skills

Although technical expertise is important, project managers do not need to be expert in the project's technical area. In fact, it is better that the project manager be a generalist rather than an expert. The reason is that experts tend to be very narrow in their views. Experts leading a project are less likely to consider any other view than their own. The tendency is for experts to believe their solution is the right one, and therefore the only choice. A generalist, on the other hand, is far more open to the views and suggestions of the team members. On balance, the results of projects led by a generalist tend to yield much better deliverables than a comparable project led by an expert in one technical area.

The most proficient project management skills in the world will not compensate for a procedural blunder caused by not understanding the company culture, policies, personalities, or politics. The project manager negotiates with many people and needs to know their personalities, needs, and desires. The more he knows about the organization, the better equipped that manager is to maneuver around pitfalls and get what is needed for the project. Every organization has a unique culture and individual divisions within an organization often

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have their own personalities. Understanding these cultures and personalities can help a project manager be more successful.

Interpersonal skills require understanding people, their attitudes, and human dynamics. They represent the ability of a project manager to work effectively as a project team leader and to build cooperative effort with the project members and all other groups with which the project team interacts. They are most critical for effective performance in a project environment. Major interpersonal skills include: communication, team building, coaching, motivating, training, directing, persuading/influencing, negotiating, and supporting those involved in the project.

The project manager must be sensible to the cultural differences when dealing with diverse people and their opinions, values, and attitudes. This is particularly true for the international projects that consist of the people of diverse cultures. Good interpersonal abilities build trust and confidence between members of the project team and help create good relations and a good working environment. The important interpersonal abilities required to handle projects are leadership; communication, behavior and negotiation:

Leadership Skills

Leadership skills are essential for project managers because project managers must influence the behavior of others. Project managers require leadership skills for the simple reason that they accomplish their work through people. Leadership is the predominant contributor to the success of the project manager. In small projects, good leadership can succeed even in a climate of otherwise unskilled management. This skill gives the project manager the ability to articulate a clear vision and provide direction.

Communication Skills

The second most important skill, and the one in which they will spend most of their time during the life of the project. Good communications skills include verbal and non verbal communications that enables a project manager to convey

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project information in a way that it is received and understood by all project stakeholders.

This skill is important in any endeavor but is absolutely crucial in project management. It has been estimated that project managers spend 80 percent of their time just communicating: with the project team, the customer, functional managers, and upper management.

Communication is only successful when both the sender and the receiver understand the same information as a result of the communication. By successfully getting the message across, you convey your thoughts and ideas effectively. When not successful, the thoughts and ideas that are sent do not necessarily reflect what is intended, causing a communications breakdown and creating roadblocks that stand in the way of the project goals.

Behavioral Skills

Behavioral skills are the skills that give the project manager the ability to work with people, and the ability to motivate people involved in the project. Behavioral skills are also known as people skills and these skills are needed in development projects due to the large and varied number of people the project interfaces with.

Behavioral or people skills, it's the ability to build cooperation between the project team, other project stakeholders, and the project organization. These skills require an understanding of the perceptions and attitudes, which help improve the morale of individuals and groups.

Influence and Power of the Project Manager

Project managers are vested authority on the project by the organization, the authority provides a level of influence on the project and its members and the project manager can use to establish its power.

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Power is the ability to influence the behavior of the project team to do the things they will not normally do. A project manager can use five different types of power¹:

- Coercive power is a negative approach to power, it uses some form of punishment or penalty treat to get people to do things. A project manager can threaten to fire a team member if they don't follow a specific assignment or change a behavior. This approach is usually used as a last resort when all other forms of influence have failed and should be done in coordination with the organizations management and never used as the only influence factor due to its negative impact on the team's motivation.
- Reward power involves the use of incentives such as money, status, promotions, official recognition or special work assignments; these are used as a reward to get some desired behavior or assignment. The project manager can use these type of incentive based on the resources available to the project and polices of the organization.
- Expert power is the use of personal expertise to influence the team to follow directions. If the team recognizes the project manager as a relevant expertise and has demonstrated this knowledge, then they will be more likely follow the project manager's directions or suggestions on how work must be done.
- Legitimate power is based on authority, and uses the power vested on the project manager by the organization to make decisions without involving the project team. Excessive use of this type of power can lead to project failure, the role and position plus the support given by management to the project manager are part of this part of type of power.
- Referent power is based on the personal charisma of the project manager, it is based on the leadership qualities of the project manager and how she has built a good level of trust with the team. This is a type of power that must be earned before it is used and it's the best type of power to influence the team.

¹ French, J. P. R. Jr., and Raven, B. (1960). The bases of social power. In D. Cartwright and A. Zander (eds.), *Group dynamics* (pp. 607-623). New York: Harper and Row.

Placing roles, responsibilities and skills together

Project managers are expected to accomplish project objectives by using their knowledge, skills, and practical experience. During the project management process, they have to use a combination of their roles (integrator, communicator, and leader) and skills (management and interpersonal).

All these roles and skills are equally important in managing a project successfully. Successful project managers are expected to and must play any one, or a combination of these roles, depending upon the situation and the phase of the project life cycle. Project managers should place relatively more emphasis on their role as leaders during the initiation phase, as integrators during the planning phase, as managers during the implementation phase, and as administrators during the closing phase. However, it should be recognized that although these roles have some of their own distinct characteristics, there are also some characteristics that are common and overlapping. Effective project managers should be able to tailor their roles to the size, complexity, and environment of the project; cultural diversity of the people and overall organizational culture; and the circumstances surrounding the project management.

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Drawing from our deep understanding of the challenges and the needs for realistic solutions that can improve the way in which projects are managed and services are delivered, PM4DEV offers the only adapted Project Management Methodology for development organizations. Our services include:

- **Consulting** - To help organizations assessing the need and the impact of implementing a Project Management methodology that will increase the impact of their interventions.
- **On Site Training** – Customized courses on Project Management methods and best practices to increase and develop the skills of project managers and project teams.
- **Online Learning.** With coaching and mentoring sessions for organizations that want to build the competencies of their staff and need a flexible and personalized learning environment.

To get more information on these services, visit our web site at www.pm4dev.com/services or send us an email to geroge.martin@pm4dev.com. We offer competitive prices and high-quality material developed by international certified experts in Project Management.

Adaptive Project Management Cycle

In this comprehensive course, you will learn how to initiate, plan, implement, adapt and close a project that meets the needs of the beneficiaries and expectations of key stakeholders. The online course will introduce the elements of the project management lifecycle. You will learn the methods for the efficient management of a project using a phased approach and the concepts and practices necessary for project management success. In this course, an experienced Project Management Professional (PMP) will teach you the same techniques that experienced project management professionals rely on every day. You will learn how to apply the flexible adaptive management approach and learn to utilize the concepts of Monitoring, Adapting, and Continuous Improvement throughout the life of the project

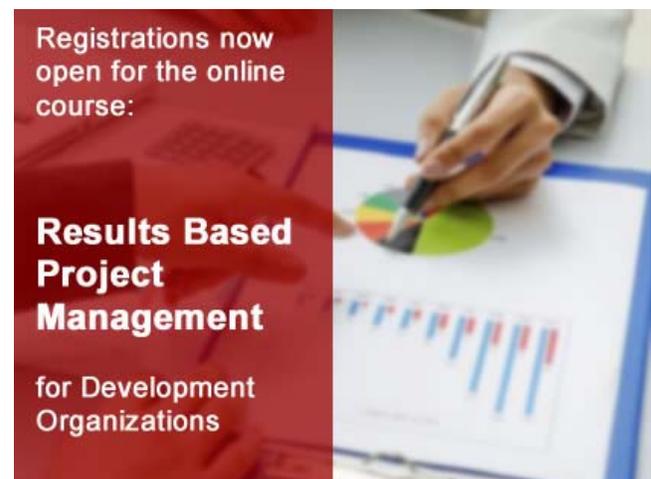


Leadership in Project Management

In this course, you will learn how to best resolve conflicts and manage agreement, and how to enhance communications effectiveness. You will develop the necessary skills to get the maximum performance from every member of the team, know how to apply the methods of leadership that are most appropriate for achieving project success and discover which forms of leadership and communication are best suited to the various stakeholders. You will learn techniques for resolving conflict and managing team issues, and gain a solid understanding in analyzing stages of team development and maximizing project team effectiveness.

Results-Based Project Management

This course takes the concepts of RBM and applies it directly to the project management environment, using all the processes and methods that will help development projects achieve the desired results. It's designed for people that have a responsibility to manage or contribute to the results of a project; especially project managers, team members and program directors. Participants will develop a complete understanding of the most common principles, processes, and tools that are necessary in the planning, implementation monitoring and reporting based on best practices in the RBM field. With a special focus on the application of the results chain, the logical framework and the performance measurement framework.



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This Point of view provides a summary of themes, that in PM4DEV's experience, have proved critical in the successful implementation of project management methodologies.

It draws on the expertise of Project management professionals and provides a guide to deliver a methodology that increases the chances of project success.

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The Sustainable Development Goals (SDG) aim by 2030 to end poverty, protect the planet, and ensure prosperity for all.

PM4DEV is committed to provide resources and develop knowledge and expertise to support development organizations in their efforts to achieve these ambitious goals.



Project Management
For Development Organizations

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