The Functional Manager vs. the Project Manager

- Project manager must be a **generalist** rather than a specialist
  - thus he must oversee many functional areas, each with its own specialist.
  - must have the ability to put many pieces of a task together to form a coherent whole; he must be more skilled at synthesis, whereas the functional manager must be more skilled at analysis
- Functional manager uses the **analytic approach**; project manager uses the **systems approach**.
The Functional Manager vs. the Project Manager

- What do we mean by “systems approach”?
  - System: a set of interrelated components that accepts inputs and produces outputs in a purposeful manner.

  "purposeful" means it involves humans in some way

  - The "Systems Approach" does not only consider the individual parts that make up the system, but also the system AS A WHOLE, recognizing that the system is MORE than the sum of its individual parts.

  The "forest" and the "trees" analogy.

- The term system emphasizes three concepts
  1. purposeful, i.e. goal-oriented and involving humans
  2. inputs and outputs means there is a boundary separating the system from its "environment"
  3. structure of the system, i.e. the nature of the interrelationships between the components

- The systems approach to problems recognizes that the behaviour of any part of a system has some effect on the behaviour of the system as a whole. Even if the individual components are performing well, however, the system as a whole may not necessarily be performing equally well.

  - For example, assembling the best of each type of automobile part, regardless of make, does not necessarily result in a good automobile or even one that will run, because the parts may not fit together well.

  - It is the interaction between parts, and not the actions of any single part, that determines how well a system performs.
The Functional Manager vs. the Project Manager

• Project managers must adopt the systems approach. Why?
  – one cannot understand, and thus cannot manage a project without understanding
    • the organizational program or larger system of which the project is a part
    • the organization in which the program or system exists
    • as well as the environment of the organization

Example: project for the development of software to create and maintain a database without knowing anything about the decision support system in which the database will be used. Is this possible?

The Functional Manager vs. the Project Manager

• Three major questions face the project manager:
  1. What needs to be done?
  2. When must it be done? (if the project is not to be late)
  3. How are the resources required to do the job to be obtained?

• The PM is responsible for organizing, staffing, budgeting, directing, planning, and controlling the project.

The Functional Manager vs. the Project Manager

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The Functional Manager vs. the Project Manager

• One word of caution ----
  Sometimes a senior manager (for example the project manager’s immediate supervisor) will, in effect, take over the PM’s job by exercising very close supervision over every action the PM takes, or will tell the PM exactly what to do. In other words, the PM’s boss will actually closely run the project. This is a case of *micromanagement* (vir zvir yönetimi); it is like a ‘wet blanket’, and will kill creativity and initiative on the part of the PM and the project team. This is a common problem and should be avoided for the sake of the project’s success.
The Functional Manager vs. the Project Manager

- Ideal situation would be one where there would be "collegial" (friendly) relationship among
  - the PM
  - functional managers
  - project team
  - the PM's supervisor
  In this situation
  - conflicts are minimized
  - cooperation is the rule or norm
  - no one is terribly concerned with who gets the credit
  - chance of success is high

Project Responsibilities

- The PM's responsibilities fall into three separate areas:
  1. responsibility to the parent organization
     - conservation of resources
     - timely and accurate project communications
     - careful management and successful completion of the project
  2. responsibility to the project and the client
     - ensure integrity of the project in spite of the conflicting demands made by parties who have interests in the project (engineering and manufacturing, design and marketing, etc)
     - human relations skills very important in overseeing the project
  3. responsibility to the members of the project team
     - issue of motivation
     - help in transition of project team members to their functional departments after the project is over

Special Demands on the Project Manager

- Demands that are unique to the management of projects:
  - Acquiring adequate resources
    - resources are always limited
    - purposeful underestimates
    - office politics always a factor
  - Acquiring and motivating personnel
    - most project people must be "borrowed" from functional departments
    - PM must negotiate with the functional department managers for desired personnel; also with the individuals who will be part of the project team
    - FM controls evaluation, salary & promotion

Special Demands on the Project Manager

- Dealing with obstacles
  - every project is unique; thus PM must be ready to face crises
  - PM must be a fire fighter
  - coping (bajedebilme) with uncertainty is essential
  - obstacles around two issues, especially towards the end of the project
    - last minute schedule and technical changes – “do the best you can” is the only way to deal with this problem
    - problems that have as their source the uncertainty surrounding what happens to members of the project team when the project is completed
Special Demands on the Project Manager

–Making project goal trade-offs
  • must make trade-offs between the project goals of cost, time, and performance, and
  • must also make trade-offs between managerial smoothness and technical progress (example: towards the end of the project it may be necessary to insist that various team members work on aspects of the project for which they are not well trained or which they do not enjoy)

–Failure and risk – fear of failure
  • project work is full of difficulties and problems
  • the occurrence and solution of technical problems cause waves of pessimism and optimism on the part of the PM and the team members; these might have a destructive effect on performance. The PM must be able to handle these situations.
  • PM must maintain a balanced, positive outlook among team members. This is not an easy task.

Special Demands on the Project Manager

–Breadth of communication
  • most of the PM's time is spent communicating with the many groups interested in the project
  • managing a project requires constant selling, reselling, and explaining the project to clients, top management, functional departments, and other outsiders
  • the PM is the project's link or liaison with the outside world; the PM must also be available for solving problems, getting subcontractors or other parties to stick to schedules, reduce conflict within the project team
  • the PM needs to build and maintain an effective information network since it is critical to know what is happening both inside and outside the project
  • the PM must be an excellent communicator

Special Demands on the Project Manager

–Negotiation
  • in order to meet the demands of the job of project manager that were discussed earlier, the PM must be a highly skilled negotiator (müzakereci)

Selecting the Project Manager

• Selection of the PM has a direct effect on the success or failure of the project

• Important attributes (characteristics) required of a PM:
  –a strong technical background
  –a capable and hard-nosed manager
  –a mature individual
  –someone who is currently available
  –someone on good terms with senior executives
  –a person who can keep the project team happy and motivated
  –one who has worked in several different departments of the organization
  –one who can complete the task
Selecting the Project Manager

• Four major categories of skills are required of project managers:
  1. Credibility  3. Leadership and management style
  2. Sensitivity  4. Ability to handle stress

Now let us discuss each one briefly......

Selecting the Project Manager

1. Credibility
   • Two kinds of credibility: technical and administrative credibility
     • technical credibility: possess sufficient technical knowledge to direct the project. This must also be perceived by the client, top management, functional departments, and the project team.
     • administrative credibility: PM has several administrative responsibilities ---
       • to the client and senior management: keep the project on schedule and within cost; make sure that project reports are accurate and timely
       • to the project team: make sure that money, material, equipment, and labor are available when needed

Selecting the Project Manager

2. Sensitivity
   • PM needs to sense interpersonal conflict on the project team or between team members and outsiders
   • successful PMs sense conflicts early and then do something before the conflicts escalate into more serious problems such as interdepartmental or intradepartmental “warfare”
   • in any group, rivalries, jealousies, friendships, and hostilities are possible; PM must persuade people to cooperate irrespective of personal feelings, to set aside personal likes and dislikes, and to focus on achieving project goals
   • PMs must be sense when things are about to go wrong so that measures can be taken before it is too late

Selecting the Project Manager

3. Leadership and Management Style
   • strong leadership necessary for project success
   • build commitment to the project among team members
   • PM must have a strong sense of ethics
   • PM must exercise “participative management” style
Selecting the Project Manager

4. Ability to handle stress
   • project work is full of “ups and downs”; many things can go wrong
   • major causes of stress
     • absence of a set of procedures and techniques with which project work must be managed
     • too much work that is difficult/impossible to cope with at any one time
     • the PM may have a high need to achieve (başarma duygusu) that is consistently frustrated
     • the parent organization may be undergoing major change