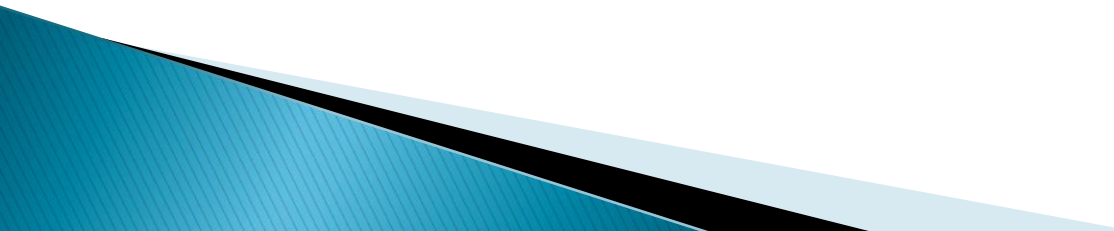


Project Manager Skills necessary for Project Success

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Term Paper
CEM – 520

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 - Definition
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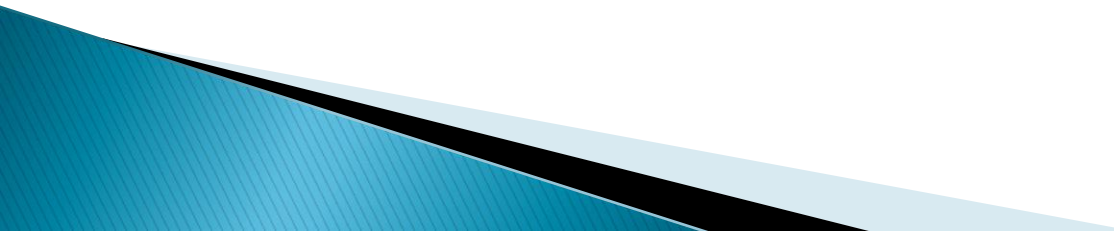
Introduction

- ▶ Skills need to be identified:
 - They can be adopted
 - They can be enhanced
 - Can be applied
 - Success of the project
 - Individual personality development

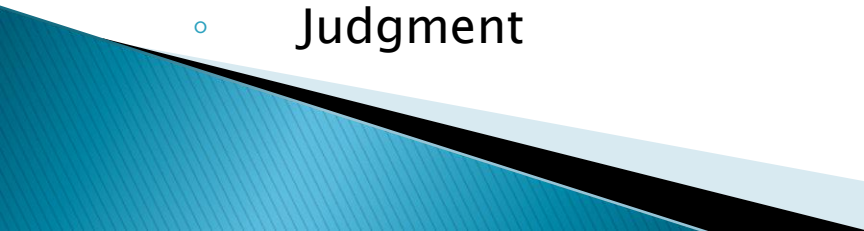
Project Success

- ▶ What is project success?
 - Minimum acceptance to the goals of the project
 - Time
 - Cost
 - Performance
 - Quality
 - Safety
 - Interpretation
 - Varied for owner, contractor and end user

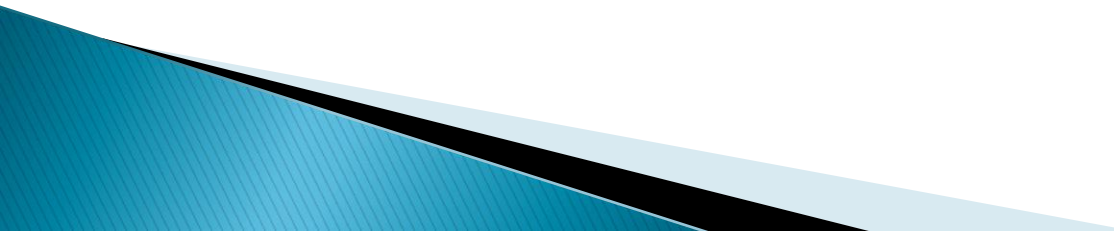
Skills of a project manager

- ▶ Literature review done on various papers highlighting positives required by a PM
 - ▶ Several factors with varying degree of importance were identified
 - ▶ Some of the factors had overlapping titles, hence prominent ones are discussed here
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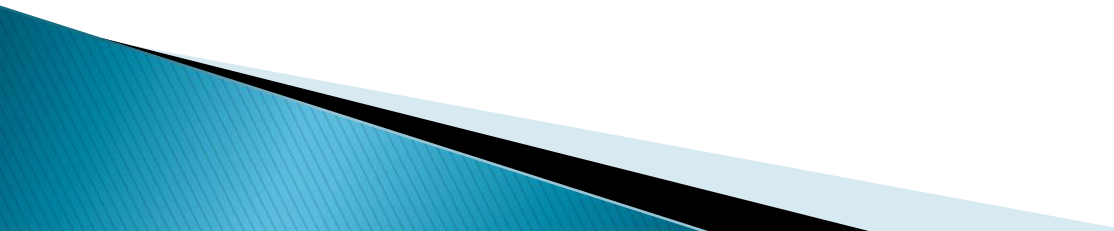
Skills of a project manager

1. Communication
 - Disseminating information to others
 - Top Management – Project team – Client
 2. Planning, Organization & Follow up
 - Scheduling of work
 - Fixing priorities
 - Grouping individuals
 3. Flexibility
 - Adopt to change
 4. Technical Skills
 - Ability to apply specific knowledge to a related field
 - Possess theoretical/practical knowledge of PM skills
 - Usage of new technology, computer skills
 5. Leadership & Supervision
 - Influencing skills – negotiation & persuasion
 6. Decision Making
 - Good common sense
 - Judgment
- 

Skills (2)

7. Critical Thinking
 7. Finance Control
 8. Creativity
 9. Motivational Skills
 10. Problem orientation & solving
 11. Multi-angle approach
 12. Understanding of the project
- 

Skills (3)

16. Mobilizing & Team Building
 17. Experience
 18. Goal Orientation & Commitment
 19. Conflict Resolution
 20. Robustness/Quick thinking
 21. Calmness
- 

Skills – Types of projects

- ▶ **Engineering Projects**
 - Critical Thinking
 - Influencing
 - Motivation
 - ▶ **Intermediate complexity**
 - Critical Thinking
 - Resource Management
 - Leadership
 - Emotional stability
 - Communication skills
 - ▶ **Higher complexity**
 - All skills, focus on Project understanding
- 

Skills – Project type (2)

- ▶ Repositioning or relocation projects
 - Inspiration/assurance
 - Vision and strategic planning lags behind
- ▶ Restoration
 - Communication + self awareness
- ▶ Re-measurement
 - Vision/strategic perspective lags behind
- ▶ Different types of contracts
 - Good knowledge and understanding of skills
 - Fixed price contracts
 - Sensitivity and communication skills

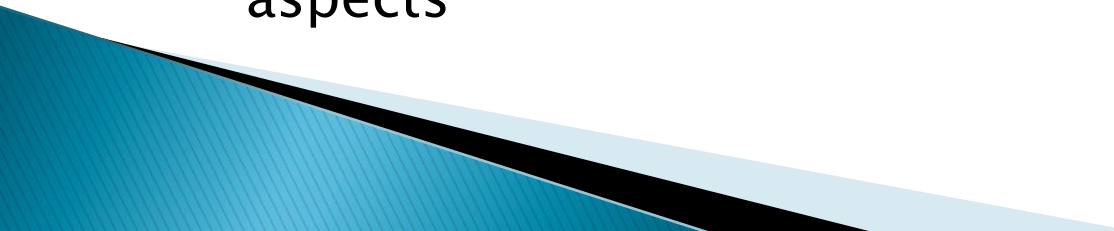
Skills – Stages of project

- ▶ Planning & preconstruction stage
 - Leadership
 - Planning/Organizing
 - Decision making
 - Communicating
- ▶ Early design stage
 - Leadership
 - Human nature skills

Skills (Stages-2)

- ▶ Detailed Design & Construction
 - Administrative skills
 - Project control
 - Quality management
 - Material management/Safety
- ▶ Commissioning Stage
 - Motivation
 - Sensitivity
- ▶ Close Out Stage
 - Strategic view

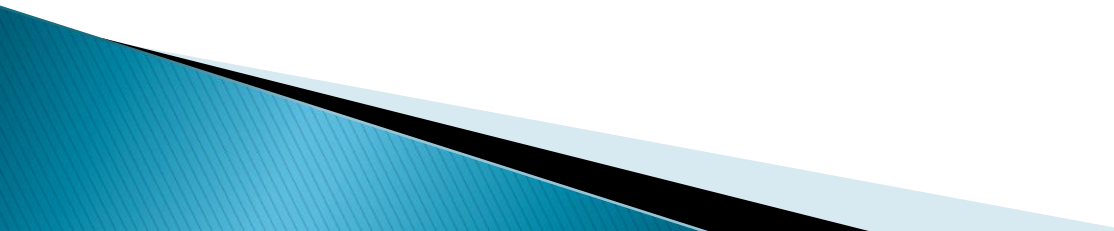
Analysis of papers

- ▶ Wider management principles should be present in a manager
 - Planning/organizing
 - Follow up
 - Decision making
 - Leadership
 - Communication
 - ▶ Multi-disciplinary angled view of the project is necessary
 - Intricate details do not hamper the project's progress
 - Includes the technical, political, legal, environmental aspects
- 

Analysis (2)

- ▶ Personal side of the PM
 - Analytical ability
 - Flexibility
 - Firmness
 - Honesty/integrity
 - Quick thinking
 - Vigor

Improving PM effectiveness

- ▶ Pre-appointment training
 - ▶ Establishing mentor system
 - ▶ Selecting potential project managers
 - ▶ Identifying career path requirements
 - ▶ Determining specific management skills to develop
- 

Q & A