



sgs 4613

REMOTE SENSING

PROJECT MANAGEMENT

SAMSUDIN AHMAD

Faculty of Geoinformation and Real Estate

Universiti Teknologi Malaysia

@Mail: samsudin@utm.my



Topic 2

The Manager, the Organization, and the Team



THE PM'S ROLES

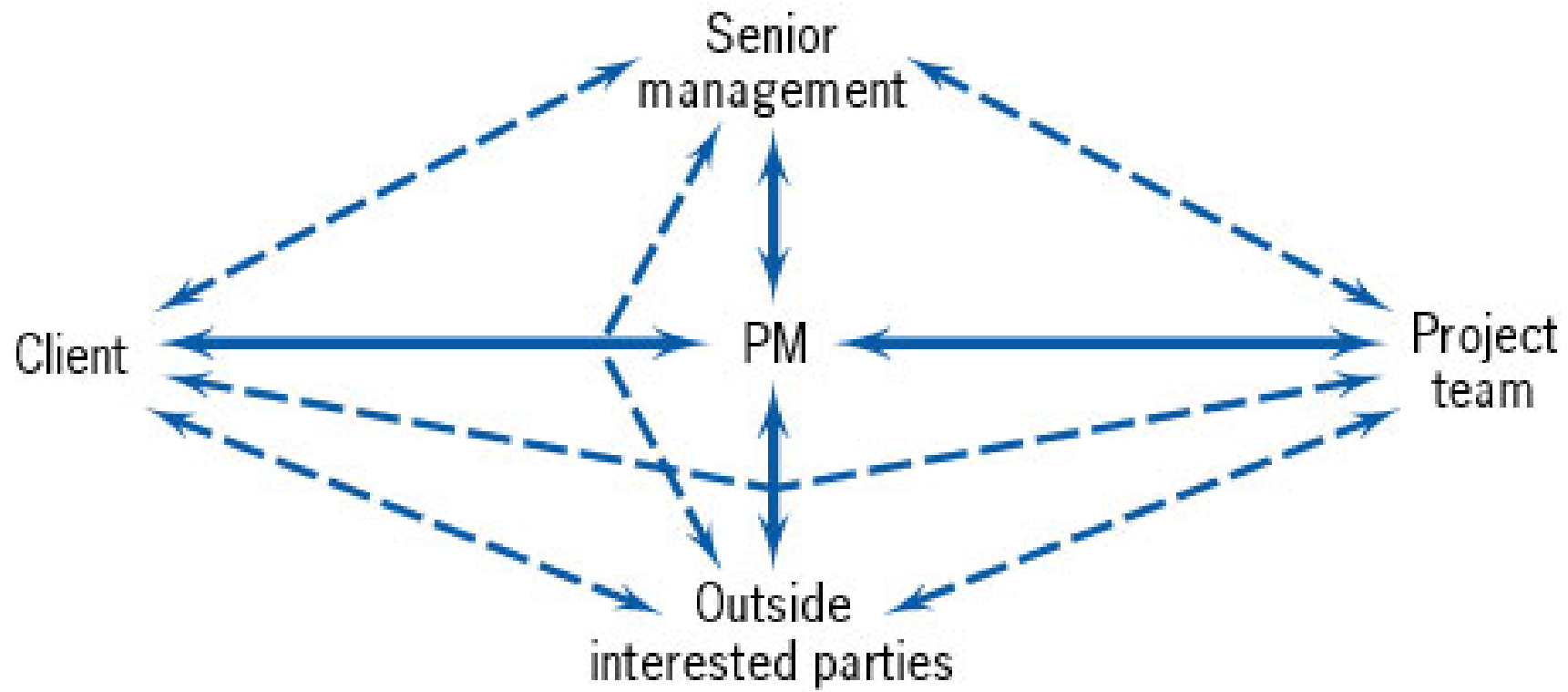


Facilitator

- **Manager-as-supervisor versus manager-as-facilitator**
 - **Systems approach versus analytical approach**
 - Suboptimization
 - **Must ensure project team members have appropriate knowledge and resources**
 - **Micromanagement**
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Communicator

- **Communication Paths Between a Project's Parties-At-Interest**



Virtual Project Manager

- **Geographically dispersed projects**
- **Communication via**
 - Email
 - Web
 - Telephone
 - Video conferencing
- **“Never let the boss be surprised!”**



THE PM'S RESPONSIBILITIES TO THE PROJECT



Three Overriding Responsibilities

- **Acquiring resources**
 - Getting necessary quantity and quality can be key challenge
 - “Irrational optimism”
 - **Fighting fires and obstacles**
 - **Leadership and making trade-offs**
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Negotiation, Conflict Resolution, and Persuasion

Necessary to meet three
overriding responsibilities



SELECTION OF A PROJECT MANAGER



Key Criteria



Credibility - The PM is believable

- technical credibility
- administrative credibility



Sensitivity - Politically astute and aware of interpersonal conflict



Leadership, Style, Ethics - Ability to direct project in ethical manner

PROJECT MANAGEMENT AS A PROFESSION



Project Management as a Profession

- **Project Management Institute**
 - More than 64,000 members
- **Project Management Body of Knowledge (PMBOK)**
- **Project-oriented organization**

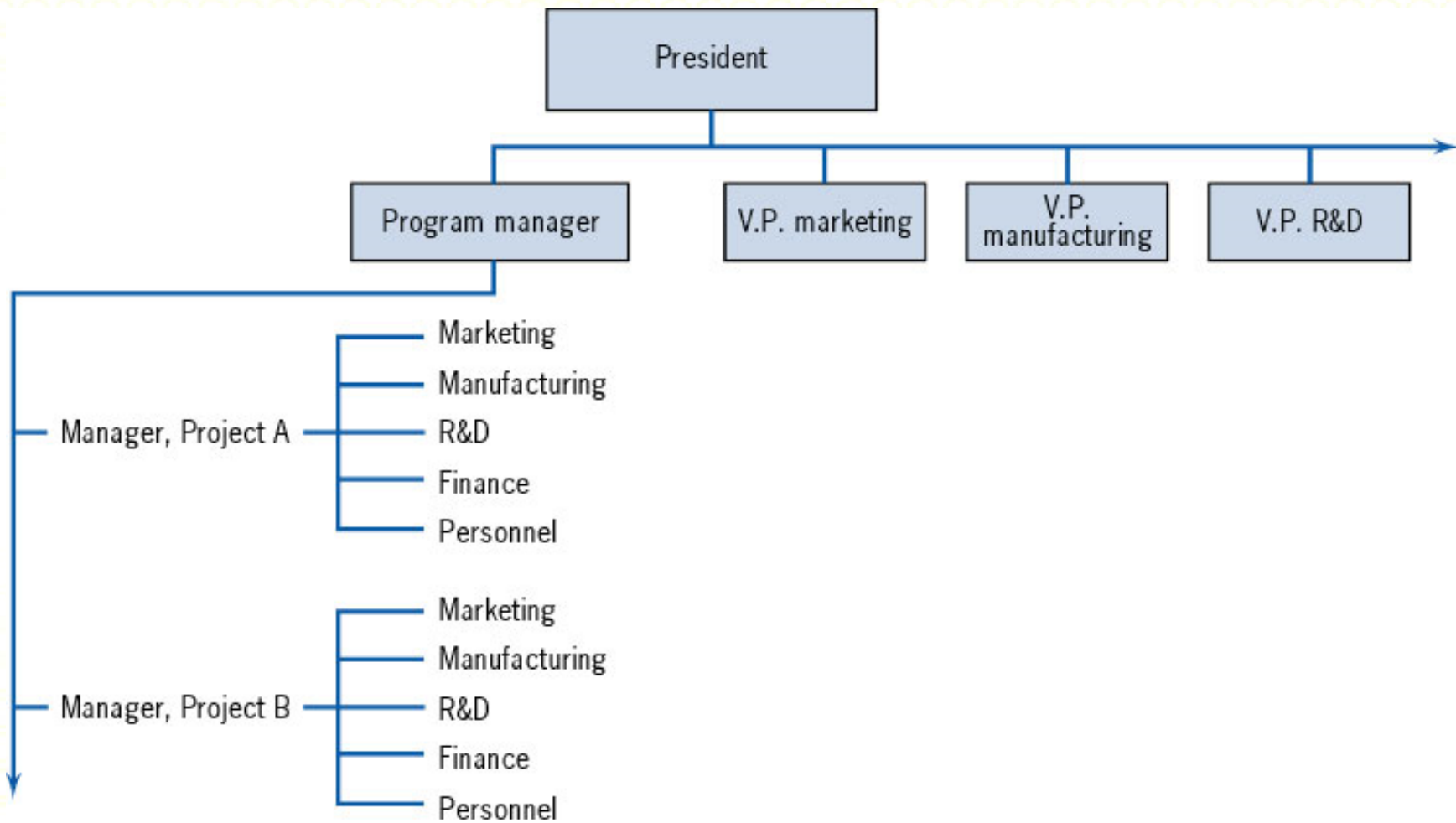
FITTING PROJECTS IN THE PARENT ORGANIZATION



More on “Why Projects?”

- **Emphasis on time-to-market**
 - **Need for specialized knowledge from a variety of areas**
 - **Explosive rate of technological change**
 - **Accountability and control**
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The Pure Project Organization



The Pure Project Organization

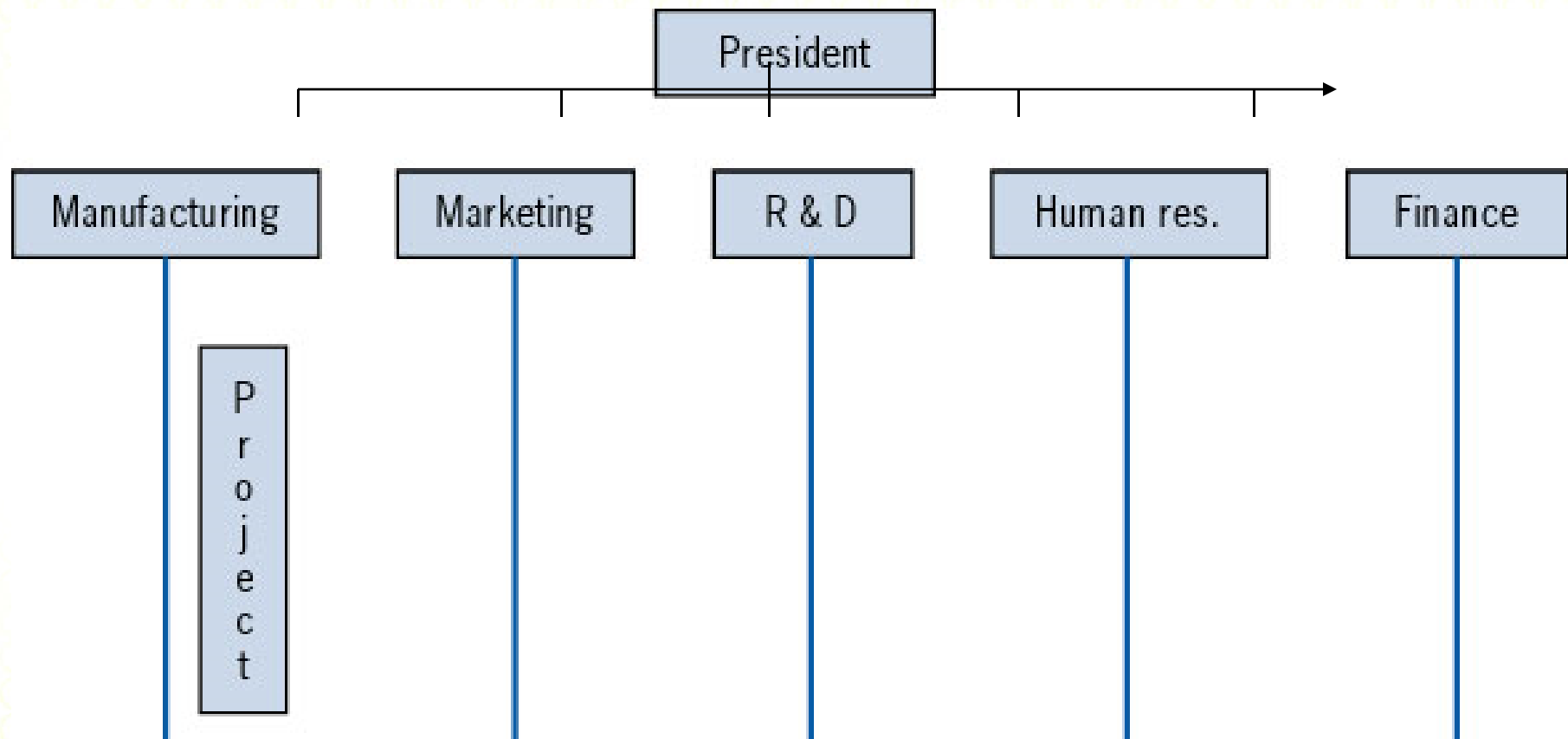
- **Advantages**

- Effective and efficient for large projects
- Resources available as needed
- Broad range of specialists
- short lines of communication

- **Drawbacks**

- Expensive for small projects
 - Specialists may have limited technological depth
 - May require high levels of duplication for certain specialties
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Functional Project Organization



Functional Project Organization

- **Advantages**

- technological depth

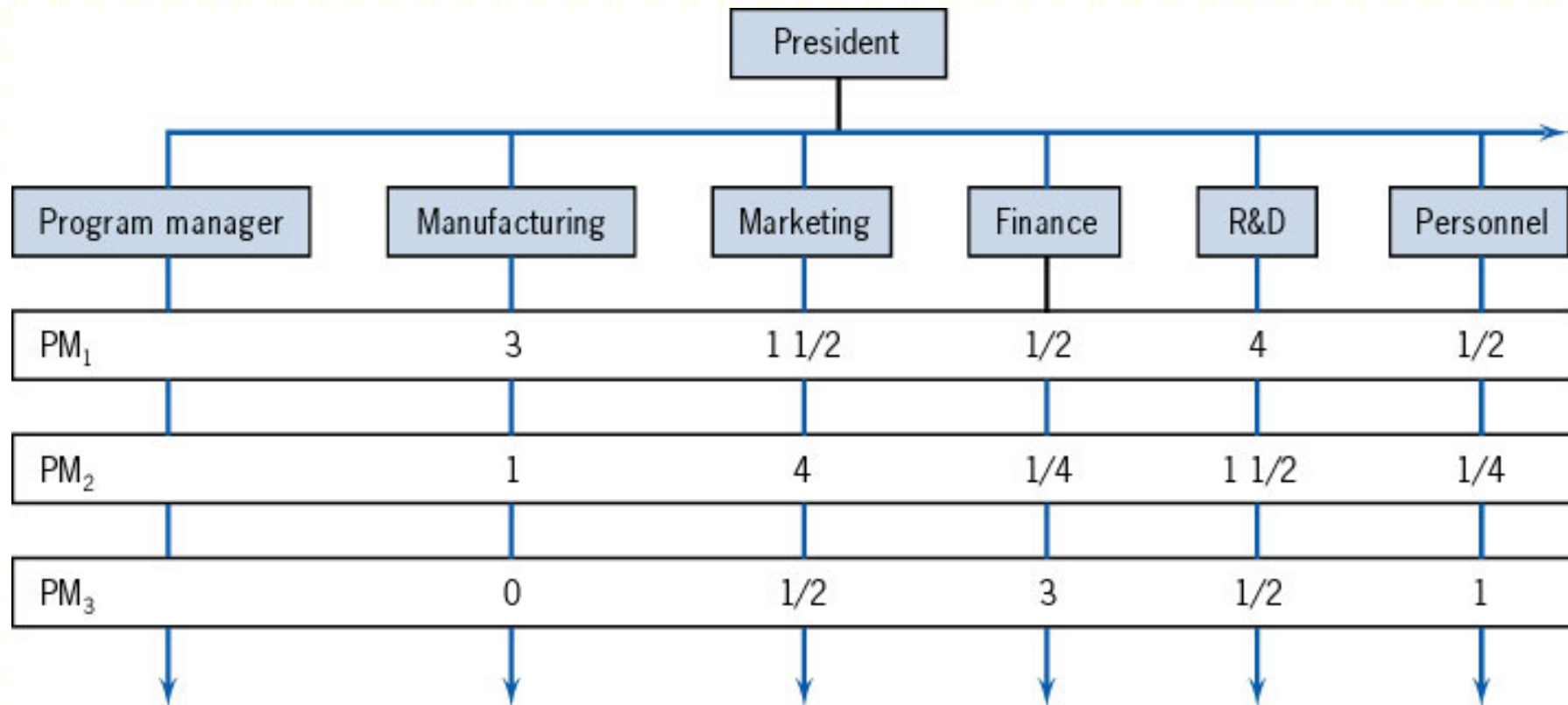
- **Drawbacks**

- lines of communication outside functional department slow

- technological breadth

- project rarely given high priority

Matrix Project Organization



Matrix Project Organization

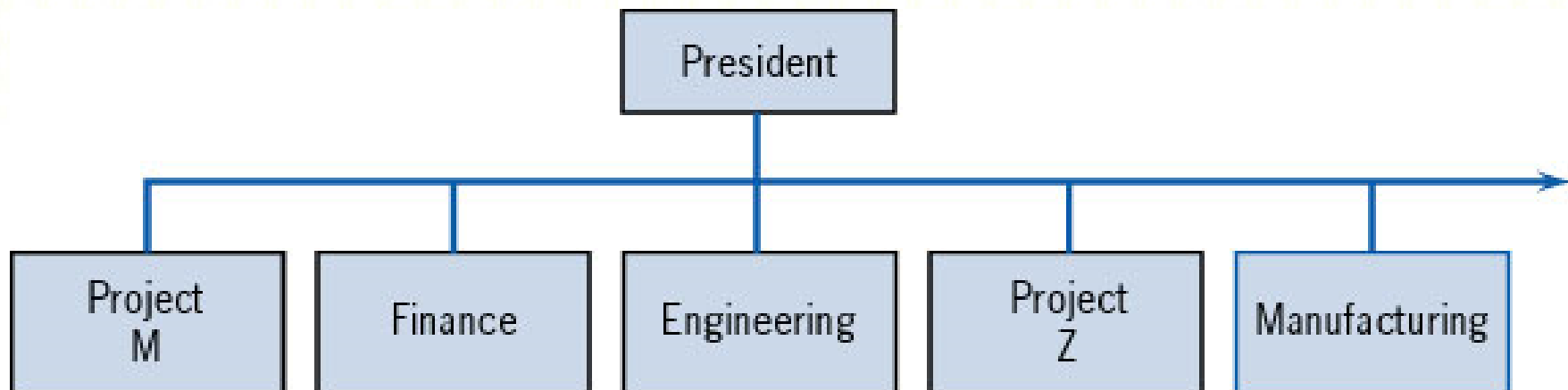
- **Advantages**

- flexibility in way it can interface with parent organization
- strong focus on the project itself
- contact with functional groups minimizes projectitis
- ability to manage fundamental trade-offs across several projects

- **Drawbacks**

- violation of the unity of command principle
 - complexity of managing full set of projects
 - conflict
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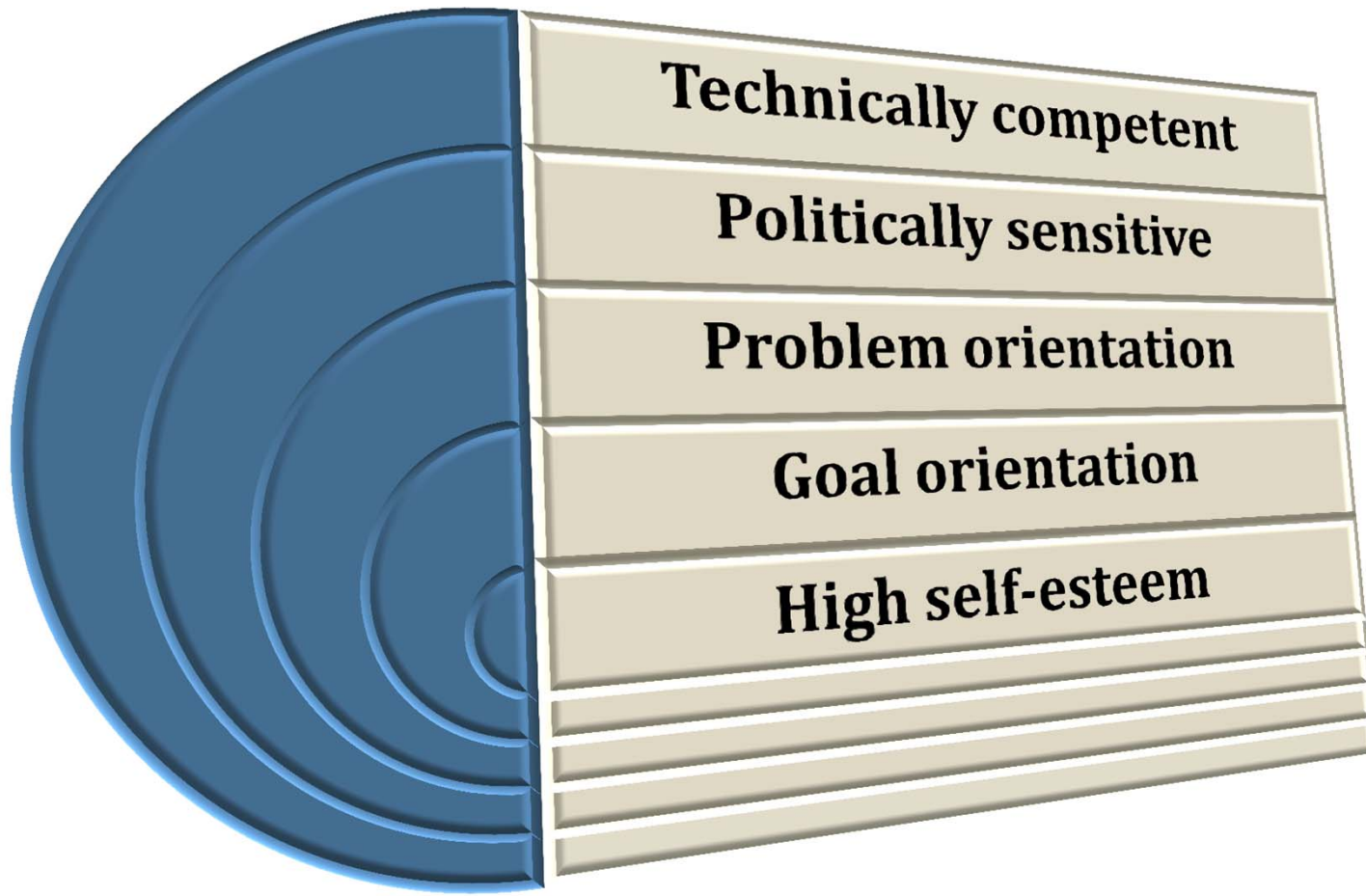
Mixed Project Organization



THE PROJECT TEAM



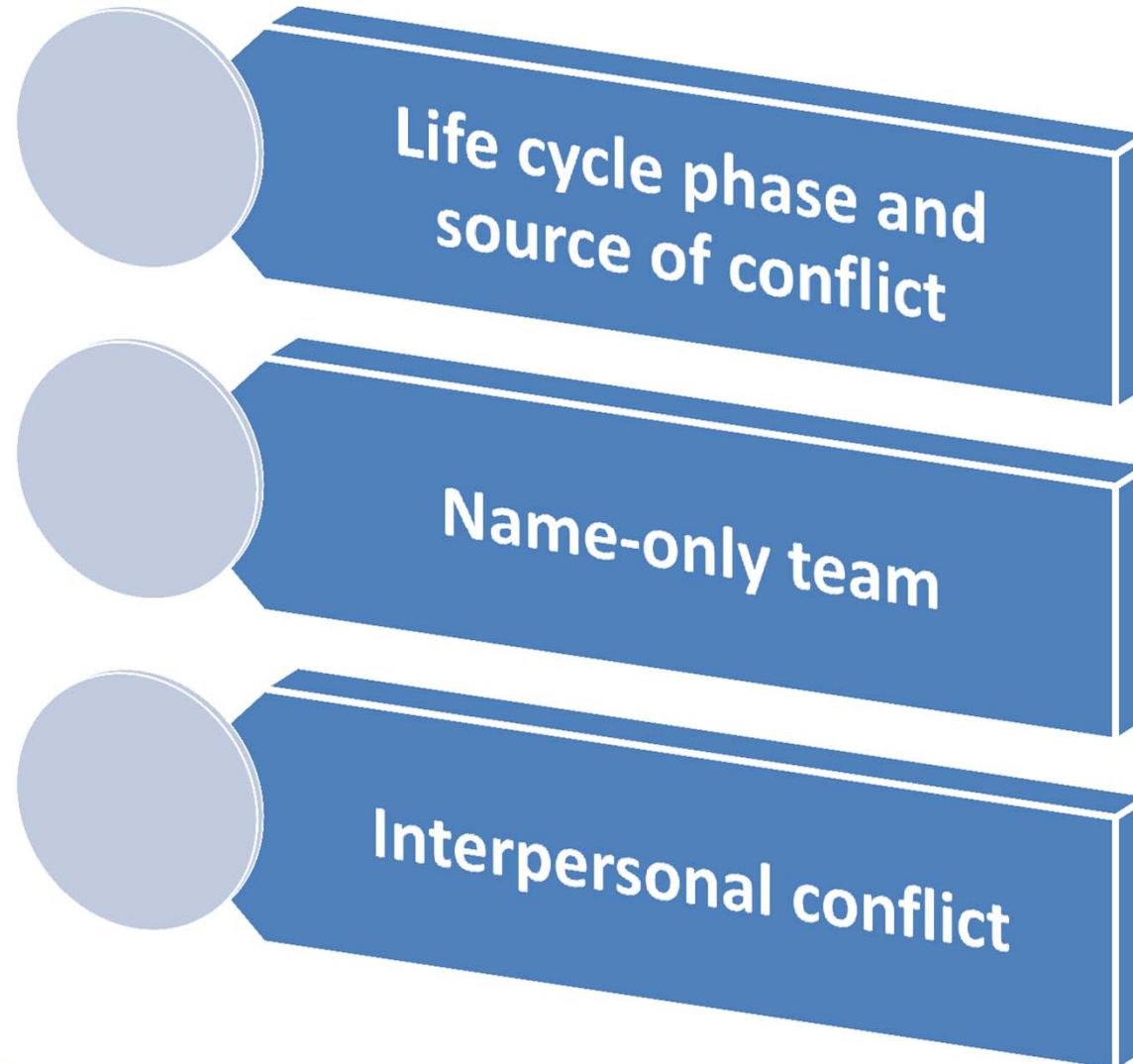
Characteristics of Effective Project Team Members



Matrix Team Problems

- **Weak (functional) matrix**
 - PM has no direct reports
 - Ability to communicate directly with team members important
- **Matrix projects**
 - Important to maintain good morale
 - Project office

Intrateam Conflict



Reference

- **Meredith, R. J. & Mantel, J. S. (1995). *Project Management – A Managerial Approach*. John Wiley & Sons, 5th Edition.**