

### Programmes and projects

Programme is a collection of related projects

Advantages

- Reduction of duplication
- Co-ordination of resources
- Management of interdependencies
- Common objectives

Project manager looks after 1 project

Programme manager looks after program

### Matrix management

When all staff can't report to PM

An individual reports to 2+ people

PM's control over the team will vary

Level of resource required varies over time

### Project support office

Admin support for the project manager

Task e.g. time recording; updating of project plans; risk log maintenance; issues (change) log maintenance; arranging meetings; issuing agendas; taking minutes; chasing actions; configuration management

### Management styles

**Autocratic** - clear direction and quick decisions, decisive, firm and effective. Maybe seen as uncaring, cold, distant

**Democratic** - shares responsibility for decision-making and for the team's performance. Will get more commitment from the team. Maybe seen as weak.

### Project team

Group with complementary skills & a common purpose, performance, goals and approach. Directly or indirectly accountable to PM.

Brought together for project objectives.

On completion, the team is disbanded

Not always located together

### Organisational framework

Formal mgmt structure needed with roles

Named people allocated to each role

Roles need authority and responsibility

Individuals must complete roles correctly, willingly and understand objectives.

High status is not enough to be given a role

Previous experience or training is needed

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Project board (or steering committee or project management board)

Project manager

Stage manager

Project team leader

Team member

**Below that**

Project assurance team

Project support office

Configuration management team

### Team building: Tuckman-Jensen model

Forming Performing

Storming Adjourning

Norming

### Communications methods

Memos Presentations

Newsletters Progress Reports

Meetings Phone

Noticeboards Text Messages

Email Messages Letters

Drawings 1to1 Conversations

Video chat Intranets And Extranets

Social Networks

### Belbins nine team roles

*(don't need one of each, just a good mix, someone can be more than one)*

**Shaper** – energetic team member, over achiever who drives the team along

**Plant** – creative & innovative team member (planting such a person in a bad team is a good way to improve performance)

**Resource investigator** – makes contacts outside group, brings in ideas, information and to acquire materials/resources

**Co-ordinator** – a chairperson who promotes decision-making and delegates well (not necessarily the team leader)

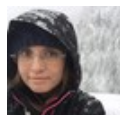
**Monitor evaluator** – analytical and able to assess ideas and options but is not creative

**Team worker** – helps to maintain team spirit and cohesion

**Completer finisher** – conscientious and painstaking, concerned with getting things done (important team trait)

**Technical specialist** – can provide the team with technical expertise

**Implementer** – attends to details, hard-working and organises the practical side of the project



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### Characteristics of a project manager

#### They need to have skills in:

leadership; motivation; planning; negotiation (being firm, flexible, and able to compromise where appropriate); delegation.

#### They need to be:

responsible; reliable; available (not just for this project but contactable at all reasonable times); intelligent; sociable (able to mix well); Approachable; knowledgeable in the business area for the particular project.



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