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

By **Natalie Moore** (NatalieMoore)

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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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