

THE PROJECT MANAGER – AN ACTOR WITH MULTIPLE ROLES IN A PROJECT

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Whether its agriculture, industry, construction, IT or human resources, any organization that seeks to expand its business or to improve its results by launching a new product or service on the market needs a person to manage the resources so that its project reaches its goal and be successful. According to the experts opinion the project manager is a "small" general manager as a project is nothing but a business itself, but which has a start date and a completion date, dates which are established from the beginning. The project manager is the person who is not limited only to design the project, but also deals with the monitoring of its implementation. The purpose of the study is to sketch a portrait of the project manager and highlight which are the main roles in a project.

Keywords: project, manager, monitoring, implementation.

We often face the need to answer different questions, usually in early career, but just as well later on: "What job do I choose or what job to redirect me?"

Being in a continuous development, the present society faces more and more professionals with new challenges, they are forced to continuously use knowledge from different fields. For example, the engineers are required, when designing a new product, to take into account also its cost, which needs it satisfies, how it will reach the customers and the simplicity of its use, physicians are facing the advanced technology which provides complex information during the diagnosis and the medication is becoming more complex have usage instructions and a clearly defined range of action, but also counter - indications, transforming each diagnosis in a complex case, even the or lawyers are facing challenges during a case where they have to take into consideration many aspects and the examples can continue in different fields. Another motivation for the orientation towards project management is closely linked to the fact that once the transition to private property and free activity (free professionals), each class of entrepreneurs or self-employed are forced to define and then start and run their own business practices or cabinets. Each of these activities may be a project which in turn can take various forms, being as many challenges for entrepreneurs and professionals.

For these reasons the project management theory (management by projects) is more and more applied, resulting and developing more and more the techniques of the project management, particularly through the use and application in various areas of the general principles. So, one answer would be: "project manager".

MATERIAL AND METHOD

To become a project manager the following steps are required: the international certification, the acquirement of experience, the practical valuation of the knowledge, the completion of specialist course, the acquirement of knowledge. The project manager is the person who represents the project from the beginning to its completion and hands over the results to the beneficiary. Its privileged position is derived from: the total responsibility of the project realization and the visibility to which it is exposed to.

The responsibility concerning the realization of the project is an advantage of the project manager because it provides the opportunity to value the knowledge and the managerial skills, but the risks of failure of the project are disadvantages which the project manager must face. The conditions are simple and clear: you are a project manager – you are successful if the project is successful and you are compromised if the project fails. The visibility to which the project manager is exposed is seen by many people as an advantage: he knows the world; the project name is linked to his name, the press requests information from him, the superiors or authority leaders discuss only with him. It is true, but often the leaders want explanations why things do not go well and according to the schedule, why the budget was exceeded, the press wants to know details about the use of funds for other purposes and the most important thing is that the manager's name is related to the name of the project especially if it ends in failure and scandal.

In short if things are going well and the project is successful is the "credit of the project management", if the things are getting complicated and the desired results are not achieved it is "the blame of the project manager". Since the two concepts (manager and management) are often overlapped or even inadequately used, the relationship between them must be clarified. The project management is the entity vested with the responsibility of the project realization and the project manager is the person who has the authority, the responsibility to lead the project in order to achieve the specific objectives. The condition to give the project manager the responsibility of a project deployment is that the person assumes the responsibility of the project. A sign of professional maturity is recorded when the person refuses to assume the responsibility because of insufficient knowledge of the field, of the project type or of the existence of a feeling of mistrust on the chances of success of the project.

RESULTS AND DISCUSSIONS

Apparently, the role of the project manager should be easy to describe. In fact, theoretically, it is. But the challenge in understanding the roles and responsibilities of the project management is that they differ from one organization to another. In general, the project manager is mainly responsible for overall success of the project. In some organizations, the position is called project coordinator, team leader; however, the key issue is that this represents the person responsible for the project success.

The question is: What is needed to have a successful project? Now start the project manager responsibilities. If the project begins and you discover later that the scope of the project is not clarified, the project manager is responsible. If the project is applying a plan which is wrong, it is again the project manager's responsibility. But this does not mean that the project manager has to do all the work. Behind it, usually there is an entire team that helps create the documents

defining the project and project plan. However, if something goes wrong, the project manager is responsible.

Once the project started, the manager is the one who should apply successfully the work management and control, including mainly

- The management of the project general plan in order to establish the main activities and their completion in time and budget;
- Identification, monitoring, management and solving of difficult situations;
- The proactive management of the content in order to make sure that the project will deliver only what was established;
- Proactive dissemination of the information concerning the project to all involved parties;
- Identification, management and reduction of the project risks;
- Ensurance of an acceptable quality level of the solution;
- Define and collect the metrics to get a measure of the progress of the project and see if the produced deliverables are acceptable.

The manager does not have to effectively realize these actions; he only has to ensure that these activities are executed. The project manager is responsible if the project is facing difficult situations, expansion of content, risks, or if expectations are not correctly set.

To run the project management processes, the person responsible for this should be well organized, tenacious, process oriented, able to face many tasks simultaneously, have a logical thinking, to be able to identify the source of problems, to have analytical thinking skills, be a good estimator and budget manager and have a good self-discipline.

In addition to process management skills, the project manager must have skills in managing interpersonal relationships, encompassing:

- Discipline and managerial skills in order to make sure that the employees respect the processes and the standard procedures.
- The ability to lead people so that the team should want to follow the defined path; the art of leading and inspiring people (the leadership) can be defined as the communication of the vision and the persuasion of the team to accept it and to try to apply it.
- The establishment of objective expectations, but provocative and clear from people and making them responsible for fulfilling their expectations. This includes the granting of a positive feedback to the team members
- The ability to develop the team (team building) in order to make people work together and be motivated to strive for the project and team; the skills to develop the team becomes more important as the team is bigger and the project is deployed on a longer period of time.
- The abilities of proactive communication, oral and written, including proactive listening.

The project manager is responsible for the success of the project, in case the staff morale is low and the team does not meet the deadlines, the manager should

solve the situation. If the team members do not understand what they have to do and till when, the project manager is responsible.

Depending on the size and complexity of the project, the project manager may assume other responsibilities in addition to those related to the project management. For example, the project manager can provide assistance in collecting business requirements. Can help design a database management system or edit a part of the project documentation. Project management is a specific role fulfilled by one person, even if that person - project manager - simultaneously fulfills other roles.

Projectsmart.co.uk publication has made a list of the most important qualities that must meet a project manager; this list was made following the studies of the ESI International company, the world's leading organization in Trainings for managers. In the following lines are presented the most important qualities that a project manager should have. So, a project manager must inspire a shared vision. A successful manager must determine how effectively its vision is. After sharing it to every team member and ensure consistency between the management vision and the subordinates vision, there are several evaluation keys of an efficient vision. It must inspire, to be clear, to reach excellence. An effective vision which has a meaning in the professional activity and is realistic on the market is like a control tower when the contexts are constantly changing. A clear vision will give subordinates the opportunity to feel they have to actually play a role in the project and allow them to experience the vision of management in their own way.

The project manager must be a good communicator. The ability to communicate with people on all levels is considered the second most important skill for project managers but also for team members. Project management involves effective communication about goals, responsibilities, performance, expectations and feedback. The manager must be open to the employees and colleagues, and if the organization is transparent, people will understand which is their role and will know that the performance of their activity is measured and evaluated. If this communication does not exist, the employees will make assumptions, will give personal interpretations of different situations and relationships within the organization and will have their own understanding of the state of things instead of the clear message which could come right from the top of the organization. Even when it comes to the market and competition, it is important that everyone in the organization - from newly hired to senior one - to understand the objectives and the dangers that threaten their achievement. All this can not be achieved if the manager avoids the communication with the employees.

Another quality of the project manager is the integrity. Managers should never forget that what matters most to his subordinates are the facts, not the words. Trust is the one that creates relationships. Manager can not change its point of views depending on the last person who came in his office and has to weigh all the information. Also the manager has to keep the promises. If the manager establishes rules and deadlines, he should be the first to respect them.

The project manager must be enthusiastic. Nobody likes to work with a pessimistic person, even more if this person is the project manager. To be productive, people need to work with enthusiasm. To achieve this, the manager should establish a creative competitiveness between the team members and not a demoralizing environment. Subordinates tend to follow the optimistic people who adopt the strategy "we can do!" and they constantly avoid those who offer 200 reasons why something can not be done. Enthusiasm is contagious, and successful leaders know this.

To be able to delegate responsibilities. A model of efficient manager does not delegate tasks, but responsibilities and authority. The delegation of responsibility involves the transfer of power and responsibilities to the team in order to achieve certain performance. The delegation of authority means the transfer to the delegated person the right to decide without the manager to intervene. Being an effective manager means to permanently improve performance, to diminish the stress to obtain it and to maintain a high professional satisfaction among the employees.

A good project manager must keep calm in tensed moments. A business is no longer a series of logical predictions of what will happen. The financial crisis has caused a series of simultaneous changes in economic, technological and financial fields. The project manager should be able to calmly face the chaos, to embrace with enthusiasm the change and lead the team through all the changes that are coming on the way.

Besides these qualities, a manager needs to show a very good professional formation and a solid general culture. Therefore, the specialization courses should be viewed with great being of a real interest for their professional and personal evolution.

CONCLUSIONS

The organization through projects becomes more and more often the right solution to deal with unpredictable changes in the current economic environment and fast evolution of the knowledge and technologies. The project management will therefore become a fact for most organizations which will survive in the information age. The experts say that project managers need four elements: science, understanding of project management theory, concepts and practices, skill, the ability to use the techniques and methods of this profession to get the desired results, the ability, the capability to integrate and use knowledge and skills in different manners and motivation, the ability to maintain the desired levels of values, attitudes and aspirations that helps all project participants to work together to complete the project.

The role of project manager is to predict, organize, coordinate, lead, trigger action, control and adjust. These tasks are common to all who fulfill the role of manager and apply project manager, actually defining management functions. The difference is, however, that he fulfills these roles in order to change and not to keep

the present situation. The provisions, the organization, the coordination and the control outside the project environment, such as running a department that fulfills a functional role (eg, production or accounting), are often required by the process itself, through the activities of other departments or as a result of conflicting demands within the department. This is also true for the project management, but there is a difference related to the importance with which the above mentioned roles are focused on achieving the goal of the project and on the fact that the project is closely linked to the business objectives of the organization.

In addition to these managerial tasks, the project manager has also other specific roles: as an interface between the project and the other components - ensures communication between the project team, donors, beneficiaries and other entities interested in the project. As part of this duty is included also the promotion of the project, and the adaptation to the requirements of the beneficiary; binder at the project team - creates the project team, ensures communication and harmonizes their activities and interests, integrator of the system - is the component that distributes the resources of the project, harmonize and assembles the partial results of the team in a whole, maintains unity and stability of the system. The main role of project manager is to carry out the necessary activities to realize the project management process so that at the end of its life, the expected results to be handed to the beneficiary

Being an effective manager means to aim for continuous improvement in performance, to diminish the stress for achieving it and to maintain a high professional satisfaction among the employees. A model of efficient manager blends the business vision with the objectives and results orientation, self-respect with openness to others. As a conclusion, it is not easy to be a manager, but it is not impossible either.

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