



SN	CEO Function	PM Actions	Remarks
1	Design & Engineering	<p>This is the fundamental to any organisation and Project as a Core. The entire project (whatever may be the project, in whichever the domain) success and growth depends upon how strong & rock solid is the Design & Engineering from Functional, Technical and Non-Functional perspective. All right investments @ this stage are long-term.</p> <p>It is the onus on Project Manager to envisage & plan the required skills & expertise, ensure right resources are deployed optimally, and best of the state-of-the-art technology Design & Engineering work is done, which is future-proof. The delta to make Design & Engineering future-proof is very fine. This needs very sharp focus. The work done shall ideally be +++ of what is committed from multiple perspectives.</p> <p>This is one of NON-NEGOTIABLES.</p>	<p>From requirement conceptualisation & capture through Scope Management.</p> <p>Functional, Technical & Non-Functional in IT software projects are captured in worksheet titled "Fn & Non-Fn" in same excel sheet.</p> <p>Some of the example from both participants and faculty can be shared with specifics experiences; not really theoretical examples.</p>

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2	Production/ Development	<p>The mantra of success lies here. Best of everything from conceptualisation through end-product, development/ configuration/ customisation/ ... with right resources by following proper methodology, and ensuring the fundamentals of project/ product development.</p> <p>'Project Management' is like running a well-oiled & well-greased machinery, where all the components of the machine perform & deliver seamlessly in line with defined objective. No rocket science.</p> <p>Any known or unknown weak-link can be show spoiler, more is the need to keep a tap on unknown ones. As Project Management is science & art, Project Manager needs to be able to see beyond, tap it timely, act upon sufficiently & appropriately, and keep everything on track.</p> <p>This is the single most Project Manager skill, expertise, and experience that can make or break as (a) every component of the project may be working find & smoothly, but (b) not performing optically while working together for internal/ external, controllable/ non-controllable, ... factors.</p> <p>Since human being is involved here all throughout,</p>	<p>Selection, usage, and deployment of right all-round resources optimally makes the difference.</p>
3	Quality and Standards	<p>Quality output while complying with certain Standards are like assumed. Like any organisation, each project team needs to follow and deliver the project around expected quality & standards.</p> <p>In line with Company's Certifications, the projects shall be executed to comply with and support sustenance of such Certifications.</p>	<p>Serves multiple purposes like</p> <ol style="list-style-type: none"> 1. Certain outputs are assured 2. Process-centric & People independence, ...

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4	Customer Service	<p>Customer Service and Support Services within purview of project scope. Meeting and beating Customer expectations is certainly among key differentiators to build customer experience.</p> <p>Project Manager shall be free to access any of the resources within project definitions, however ownership remains with Project Manager.</p> <p>Certain times, there are definite deliverables towards customer service; all shall be managed BAU (Business As Usual).</p> <p>If it calls for some investments; Project Manager shall build the business case, have it approved, and execute successfully.</p>	
5	Operations	<p>Operational Excellence and Efficiency' is all about 'Third Eye'. This may be done by Project Manager or an identified person, depending upon factors like size, complexity, nature of project, ...</p> <p>Operation Excellency and Efficiency ensures a health-check on entire system in terms of progress monitoring, drawing attention to dependencies & critical ones, assist in escalation management, draw/ seek resources & support @ appropriate time, monitoring of anything & everything in the project, ...</p> <p>Operations is always CEO's Third Eye. Many times, Operations do help in identifying if certain special programs needs to conceive & run as booster.</p> <p>Operations can certainly help Project Manager in internal coordination and cooperation, as the case may</p>	<p>Operations needs to be sufficiently empowered to call for action from and by anyone.</p>

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6	Procurement	<p>Different projects may have different procurement requirements, right from people, development and/or deployment infrastructure, project office area, select tools & technologies, ...</p> <p>PM is also expected to ensure proper maintenance & upkeep of all kind of resources to ensure smooth delivery of project within time, cost, and available resources.</p> <p>It is the ownership of Project Manager to understand, plan, acquire, deploy, and withdraw resources by understanding various internal & external</p>	<p>PM is expected to identify, plan, time properly considering various factors, acquire & deploy timely & optimally.</p> <p>Manage situations, if certain resources are NOT available or NOT available timely.</p>
7	Innovation	<p>Innovation is @ the heart of everything, and possibly the Mantra. Innovation can be incremental and/or disruptive. Innovation allover, in anything & everything is done; incl User Interface, Process level optimisation thru' disruption, in choice of tools & techniques which can support Innovation, o</p> <p>Balancing between Project Objectives, deliverables, and scope for Innovation with EXIT options is the key to success.</p>	<p>Days are gone, when companies could manage to survive w/o much of real & genuine Research and Development.</p>
8	Human Capital	<p>Manpower attrition is among most prevailing challenge in IT Industry. Project location, very demanding working hours @ times, inter-personal relationship of people, ... are among the known significant challenges.</p> <p>Right from identification of right resources, on-boarding, bring everyone together like 'mala ke moti', their well being of, motivation, growth, award & reward, promotions, planned & unplanned leave, worklife balance, ... - everything a Project Manager is expected to look after. No other than a Project Manager can understand and appreciate the impact of any resource un-availability for short-medium or</p>	<p>People are Plant and Machinery in Service Industry, more so in IT Services Companies.</p> <p>Objectivity is key and very critical, esp. while engaging with human being - the most vulnerable and toughest negotiators on the earth with different reasons and purposes.</p>

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9	Finance, including Accounting	<p>No rocket science. The project needs to be executed profitably. Project Manager needs to ensure that cost is incurred optimally. Project Cashflows are maintained and managed, and there are no overruns.</p> <p>Timely resource induction and release is a BIG must.</p> <p>Scope Management from the perspective of No or minimal rework, additional work thru Change Requests, No penalties, No deduction, EMD & PBG & similar instruments management, ...</p> <p>Any investments, for whatever the purpose, needs to be called out separately, and accounted for.</p> <p>Track and proper management of OPEX (Out of Pocket Expenses), esp whatever needs to be charged and recovered from customer.</p> <p>In case of any procurements, on-boarding assets timely to avoid untimely or delayed arrival of assets.</p>	<p>Large and Complex projects ideally shall be executed on P&L (Profit & Loss) basis.</p>
10	Sales	<p>First & foremost, a Project Manager needs to sell project, customer, and other related project aspects to the Project Team to align everyone with a common Vision.</p> <p>Project Manager to continually sell the project to the customer, such that customer commitment & visibility remains highest.</p> <p>Project Manager to sell project to other ecosystem players/ stakeholders to negotiate best deal & attention from each of he stakeholders.</p> <p>Project Manager do need to appropriately sell project internally to Management to keep project in radar of the management.</p> <p>Likewise, Project Manager needs to continually SELL project internally and externally to get & achieve best</p>	<p>This selling is not exactly hard-selling, this is like soft-selling through different means & ways. Among most important, timely & quality delivery in line with customer expectations is absolutely non-negotiable. There is NO substitute to this. Project Manager led Sales is both hard sale and soft sale as among most Critical Success Factors (CSFs).</p>

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11	Marketing	<p>There may be multiple projects under execution @ customer place from same or multiple companies and multiple projects running organisation-wide.</p> <p>On merits, Project Management needs to ensure that one's project is appropriately positioned both internally & externally. Sometime, it may be among projects happening across Companies.</p> <p>Marketing helps and ensures, one's project gets proper attention and resources in line with project requirements, both internally & @ customer place.</p> <p>Marketing may include speaking about project @ Industry platforms. case study coverage among print & digital platform, customer testimony, reward & recognition, ...</p>	
12	Administration	<p>Every project would always have certain logistics and administrative activities; likes of project site office @ customer site or within office, movement of certain project related material, team's lodging & boarding - in case of remote project site, cab facilities for different situations under project, ... Project Manager is expected to ensure the needful in line with project requirements. Project Manager can always assign different activities to different people within team/ extended teams; however the ownership remains with</p>	
13	Legal	<p>Project Manager needs to understand contract clauses those can potential trigger legal actions, keep track of them & stay @ top of such issues, manage them well. This alone can take the project off-track and in</p>	<p>Watch for people, who can potentially be cause of such triggers.</p>
14	PROFIT	<p>Like any CEO, Project Manager needs to focus on Profitability of the project through different means and for more than one reasons.</p> <p>Ensuring no project over-runs, scope management, customer expectation management, optimal resources utilisation, generating additional revenue stream in project, ... are among the means to achieve Project Profitability.</p>	<p>Some of the large enough, strategic, complex projects with challenges like multi-location, multi-vendor, ... may have separate project level P&L (Profit & Loss). This can be a Company culture as well.</p>

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15	GROWTH	<p>There may be multiple opportunities and ways & means to achieve growth. To mention two of use cases here:</p> <ol style="list-style-type: none"> 1. By doing project well and keeping customer in good humor & sense, continuity of project with horizontal & vertical scope enhancement - incl conceiving new projects. 2. Right @ project initiation level, Project Manager envisages & explore the repeatability & replicability of the project with other customer and develop project as framework based solution or product. If so required, present business case to management and work on 	<p>Developing framework based or product like project require altogether different mindset and project approach. It require a very different level of maturity.</p>
16	MANAGEMENT	<p>There can be and there is always ONE CEO of an organisation. A project is NO exception. Operationally, there will always be ONE Project Manager.</p> <p>Project Manager shall always be in position of Effective Command, i.e. lead the project; not led by anyone else across the board incl customer, teams, management, partners, ...</p> <p>A Project Manager shall know entire project & contract in letter & spirit, the details may be best known to respective teams. However, this is easier said than done; Project Manager shall carry broader perspective.</p> <p>Project Manager shall be explicitly/ implicitly always in control of entire situation of the project.</p> <p>Project Manager shall be aware of any & all possible & potential challenges AND be able to manage self or with support system; however with full ownership.</p>	<p>Some sectors/ organisations diluted the title CEO for their business reasons, by even naming regional heads as CEO. Even that goes well with the concept of 'Head of a Unit - CEO'.</p>

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17	Communication	<p>Communication can alone Make or Break. It is about Verbal, Written, and Body Language.</p> <p>Written Communication is among most important & critical in Project Management. Communication is all about what to say, when to say, how to say, how much to say, what NOT to say, actionable follow-up, what-when-how-how much to escalate and to whom, ...</p> <p>All this can be achieved, when optimal and appropriate level documentation is achieved. It starts from requirement capture through sign-off. From a Project Manager perspective, MoM (Minutes of the Meeting) is one that makes whole lot difference.</p> <p>MoM helps in more than one ways, like</p> <ol style="list-style-type: none"> 1. Capture and share actionable by different persons within given timelines for persons present in meeting or otherwise. 2. Very importantly, customer actionable are captured in letter & spirit; and terms of reference is appropriately created, and can be persuaded. 3. Timely follow-up and escalations can be triggered to ensure completeness with minimal/ no damages. Plan B can be planned and triggered. 4. In very impersonal manner, accountability can be achieved largely. 	<p>Verbal and Body language are equally critical and important, as either can do wonders either ways. This includes even protocols, those needs to be aware of, understood, and followed.</p>