Role of Project Management in Development of Skills and Innovation

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Abstract: **In today's highly competitive and fast-paced environment, the rapid creation and delivery of high quality products and services is critical to business survival. Organizations have to focus their energies on being highly innovative – delivering products and services involving greater technical complexity and requiring a greater diversity of skills. To meet these demands, modern businesses need to operate at high performance levels, harnessing the full power of their resources to focus on strategic and business objectives. In this environment, general management approaches alone no longer suffice. The management processes used in the past to enable the delivery of new products and services are no longer effective.**

Keywords: **Project Management, Skills**

I. INTRODUCTION

"A project is a one-shot, time-limited, goal-directed, major undertaking, requiring the commitment of varied skills and resources". It is defined as being a 'temporary endeavour undertaken to create a unique product or service' and the process of achieving a successful project as project management. The need to deliver new and unique products and services (projects) usually arises from organization strategy and business plans. Therefore, to achieve superior delivery performance, the management approach must build on organization strategy, integrate with business imperatives, and focus on the objectives (the projects). Traditional project management tended to focus primarily on the processes of managing projects to successful completion. To manage projects from their inception through to actual delivery of the business enabling objectives, a different project management approach is needed.

Project management needs to become part of the business and, in order to achieve that; organizations need to come to terms with the business of project management. The struggle of many organisations to implement and apply project management has demonstrated that the classical, highly structured, engineering/construction approach does not meet the project management needs of business projects. Projects in the field of social and culture change, business redesign, and service improvement create management challenges that require a more flexible and organic approach.

Definition

Project management is concerned with the overall planning and co-ordination of a project from conception to completion aimed at meeting the stated requirements and ensuring completion on time, within cost and to required quality standards. Project management is normally reserved for focused, non-repetitive, time-limited activities with some degree of risk and that are beyond the usual scope of operational activities for which the organization is responsible.

II. HISTORY OF PROJECT MANAGEMENT

History of project management in the world is usually considered management of great projects such as building the pyramids of Egypt, wall of China and establishes the order of Darius of Persepolis. Each of these projects including large and complex projects in human history and are made with high standards and applying great human resources. When a manager enters to City of mysterious Achaemenid and in every corner of it sees prominent artistic designs of the ancient ;No doubt people will wonder how such a huge project, nearly two thousand five hundred years ago made with a unique quality. The current business environment is very different from the past(Gilaninia & et al,2011) Although the order of Cyrus, Pasargadae engineers and builders were obliged to write describe their work and schedule the next day in plaque that was known to Karnamk but today cant expressing Strong statement about how careful management of large projects, ancient times by relying to speculation .because unfortunately hasn't been found evidence or indication of how to apply project management methods and techniques in in this project (Hasti, 2010:2). But history of project management returns to in early years of the 1900s in new world where Henry Gantt with development of its innovative bar chart initiated movement rapid during the 1950 and 1960 in the air space and military projects in the United States and England. Henry Gantt as the father of planning and project control techniques have been recorded in history .However during the 1950s and 1960s to the early years of growth and development of project management is known in the contemporary world.

These years are beginning of evolution and development of methods and knowledge associated the nine project management that years later were used by operating different

software and in projects. With the development of electronic systems (Gilaninia & et al, 2011) Rapid technological change, intense competition market and intensive consultations and powerful companies, organizations and businesses responsible for all projects should be encouraged to change their management systems. With changes in technology, project management and project oriented in the management is the only way was facing the contractors.

Project Management as a Process: Four Phases

- **Define** the project: Visualize it and determine its scope. What are the boundaries? What will be included and what will not be included?
- **Plan** the project: Determine how you will do what needs to be done, by whom, when and in what order, where, and at what cost and using what other resources.
- **Implement and monitor** the plan: Do what is in the plan, updating and revising the plan during execution as needed.
- **Complete** the project: Reach closure in terms of final reports, releasing resources, and turning the project outcome over to others for ongoing operations and/or maintenance.

III. NEED FOR STRATEGIC PROJECT MANAGEMENT

Within business enterprises, projects rarely exist in isolation. Business projects originate as a result of change initiatives arising from the organisation's strategic and business plans and, as such, exist alongside operations and within a portfolio of other projects. In developing a business focus for projects, organisations must consider a wide range of issues and follow a process that enables the correct projects to be undertaken in support of organization strategy.

These issues include:

- upper management support for project management
- cross-functional interface with projects
- project selection and prioritisation
- portfolio management
- upper management interface with project managers
- the project support office (PSO)

Business Focused Project Management.

Business Focused Project Management is the application of project management to projects linked to the organisation's strategies in order to effectively deliver those strategies in an effective manner – in effect, managing the organisation by projects.

Paul Dinsmore, project manager and author, in an article "Toward Corporate Project Management" (PM Network, March and June 1996), describes this philosophy as; "Managing Organisations by Projects is an organisational mindset. It is a way of thinking about business. It means the company is project-driven, that corporate goals are targeted and achieved by managing a web of simultaneous projects, including operational improvement and organisational transformation programs as well as traditional development projects". He further says the aggregate result of an organisation's projects becomes the company's bottom line. Mission, visions, strategies, objectives, and goals are transformed into company-wide programs that translate corporate intentions into actions. These programs are, in turn broken into projects to be managed by corporate staff or professional project management personnel."

Benefits and advantages experienced by organisations applying BFPM™ include the following:

- A more goal or objective-oriented organisation. This mindset permeates through the organisation from the strategic level, through the tactical level, to operations.
- A strengthening of the project environment by providing structures and processes to effectively conceive, execute, and validate projects.
- The dynamism of the organisation is facilitated through the provision of the means to adjust project strategies to changing scenarios through project selection and prioritisation.
- Allows all levels of management and the core project team to contribute to the achievement of the organisation's strategies.
- Allows for the measurement of both project performance and progress towards achieving strategic goals.

Emergence of project management as a science was started from the First World War. Project management with today's view refers to planning and control and management of projects. In the past, due to the lack of diversity and complexity of process and steps doing projects and lack of attention Project management as a structured, require careful management and planning of pre- design was not felt. Many companies try to review their managerial patterns.

In today's business environment is characterized by increasing competition. Time, cost and quality of the project are main components of project that disregard and negligence in the case of each is leading to lack of success, or failure of the project. Today, despite new information technology including diverse software of management, time management and cost and control quality of projects being addressed and even have been considered balance the cost and time between several projects and According to need for strong management in different fields with information technology especially when need to careful management, information technology can play a role in the fate projects.

A research report showed that the U.S. spends $2.3 trillion on projects every year, an amount equal to 25 percent of the nation s gross domestic product. The world as a whole spends nearly $10 trillion of its $40.7 trillion gross product on projects of all kinds. More than 16 million people regard project management as their profession. Today s companies, governments, and nonprofit organizations are recognizing that to be successful, they need to be conversant with and use modern project management techniques.

Individuals are realizing that to remain competitive in the workplace, they must develop skills to become good project team members and project managers. They also realize that many of the concepts of project management will help them in their everyday lives as they work with people and technology on a day-to-day basis.

Project Manager Role

The Project manager is responsible for assuring that the project (tasks) are completed on time and within budget ,but often has no authority on those actually performing the work The Project Manager's (PM) role is to ensure schedule management processes are applied in order to support the project's objectives. He is responsible for coordinating and integrating activities across multiple, functional lines. In addition, the project manager is responsible, with support of the P/S, for the development guidelines, plan approval, work execution, and performance control of the IMS, and ensuring the institutional processes and procedures, necessary resources, and tools and techniques are applied to ensure requirements are adhered to by the project team.

IV. PROJECT MANAGEMENT SKILLS DEVELOPMENT

One of the best ways to align strategies and work force competencies with enterprise vision is to create a road map from vision to execution. A skills management process, for example, links the enterprise vision to a technology forecast. The technology forecasts to required skills to the competence levels. Leadership, team building, marketing, business savvy, project management, manufacturing know-how, functional expertise, and institutional knowledge all are part of the skills picture.

Skills management serves as an order for managing the work force. It lays out a road map for skills development, work role definition, career tracks, resource management, staffing allocation, workload balancing, and learning. Midsize and large enterprises, businesses in the private and public sectors, aggressive and conservative companies—all are looking at skills management with renewed interest. In that climate, skills management can be a powerful tool for bringing discipline, rationale, and cross-pollination to an underused process. Even IT professionals, under the mantle of career "entrepreneurism," will throw in their lot with enterprises that have clearly committed to and funded skills management programs.

Skills management continues to satisfy those needs, even fostering a niche market of consultants and software developers that are eager to bring order to IT Human Resource management. Before moving on, it is beneficial to make sure that everybody is speaking the same language. In the Gartner Group's definition of perspective, skills management is a robust and systematic approach to forecasting, identifying, cataloguing, evaluating, and analyzing the work force skills, competencies and gaps that enterprises face.

Although many programs and initiatives adopt the label *skills management,* most of them focus on skills inventory and fall short in analysis and forecasting. A well-designed skills management process injects a stronger dose of discipline, coordination, and planning into work force planning, strategic planning, professional training and development programs, resource allocation maneuvering, and risk analysis and assessment. Enterprises can reap several lessons from skills management.

Keys to a Successful Skills Management Endeavor

As enterprises turn to technology to reach the next level of corporate performance, organizations should identify the skills they need to meet the corporate objectives. Through a program of skills identification,

Many organizations assert that using project management provides advantages, such as:

- Better control of financial, physical, and human resources
- Improved customer relations
- Shorter development times
- Lower costs and improved productivity
- Higher quality and increased reliability
- Higher profit margins
- Better internal coordination
- Positive impact on meeting strategic goals
- Higher worker morale

Project Managers should develop skills like:-

- They learn lessons—sometimes the hard way—to be better managers in the future.
- Manage the technology, people, and change in order to achieve goals, reach targets, and deliver the project on time and within budget.
- Drive the project by leading by example, and motivating all concerned until the project accomplishes its goal.
- Project Managers must be able to motivate and sustain people.
- Project managers must always have a positive attitude, even when there are substantial difficulties, problems, or project obstacles. Negative attitudes erode confidence, and a downward spiral will follow.
- As with all employees, project managers should have the technical knowledge and skills needed to do their jobs.
- A good project manager needs to understand many facets of the *business* aspect of running a project, so critical skills touch on expertise in the areas of organization, communication, finance, and human resources.

V. INNOVATION LEADS TO SUCCESS & GROWTH

Project management needs to become part of the business and, in order to achieve that; organizations need to come to terms with the business of project management. Projects in the field of social and culture change, business redesign, and service improvement create management challenges that require a more flexible and organic approach. With the development of

electronic systems, Rapid technological change, intense competition market and intensive consultations and powerful companies, organizations and businesses responsible for all projects should be encouraged to change their management systems. With changes in technology, project management and project oriented in the management is the only way was facing the contractors.

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Skills management is a robust and systematic approach to forecasting, identifying, cataloguing, evaluating, and analyzing the work force skills, competencies and gaps that enterprises face. A good project manager needs to understand many facets of the *business* aspect of running a project, so critical skills touch on expertise in the areas of organization, communication, finance, and human resources. Innovation separate to business strategy runs the risk of diverting key resources and damaging the focus of an organisation. Innovation activities MUST be driven by strategy and current business imperatives.

In order to not only compete and grow but to survive in a global economy, businesses must innovate. A new comprehensive approach to managing innovation within business and introduces the Integrated Innovation Framework – an all encompassing approach to innovation management 'beyond new product development'. This is relevant to all businesses irrespective of size or sector. Projects are designed to promote change and innovation.

They provide opportunities to possible innovations in a protected environment without taking the decision to change established practice until it can be shown that the new ideas work.

"If you can't compete on price you have to differentiate, and to differentiate you have to innovate!" Andy Bruce,

So, a question in project planning is "do we need to change?"

> A good first principle is: *Look at present practice*
> *Is it OK? Yes!! – keep it and reinforce it*
> No!! – *change and innovate*

Reflect on your own situation. Think of an area where you are dissatisfied with present practice and apply the test on readiness to innovate. **"The need to be right all the time is the biggest bar to new ideas. It is better to have enough ideas for some of them to be wrong than to be always right by having no ideas"** *Edward de Bono*

Innovation should not be restricted to:

- Big ground-breaking ideas or technological leaps forward
- Creative jumps of the imagination which cannot be planned or prepared for
- The R&D department or the "creative types" in marketing!
- Creativity 'workshops'
- Product based companies

VI.   A LEGACY OF INNOVATION

As with all other core business processes innovation needs to be linked to strategy and the business planning process. Innovation separate to business strategy runs the risk of diverting key resources and damaging the focus of an organisation. Innovation activities MUST be driven by strategy and current business imperatives.

Creative processes and analysis can be used to stimulate new ideas in four basic areas:

- Business Innovation – new business or supply chain models, for example
- Product or service Innovation –modified products or ways of providing a service
- Market Innovation – opening a new market or creating a new customer base
- Process Innovation – improving or changing internal processes

New product ideas tend to be focused on extending the existing range of products rather than being truly innovative. Even for organisations wishing to pursue a consolidation strategy innovation can be focused on process improvement work.

VII.   CONCLUSIONS

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Skills management is a robust and systematic approach to the work force skills. A good project manager needs to understand many facets of the *business* aspect of running a project, so critical skills touch on expertise in the areas of organization, communication, finance, and human resources. Innovation is the key resources and the focus of an organisation. Innovation activities MUST be driven by strategy and current business imperatives.

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