

VIRTUAL GUIDE  
Learning unit 4  
Lesson 2

# Important Issues for entrepreneurship



Innovative smart textiles & entrepreneurship

A project:



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## Virtual Guide, Lesson 4.2: The phases of a project, benefits of rules and responsibilities in a project

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## Content

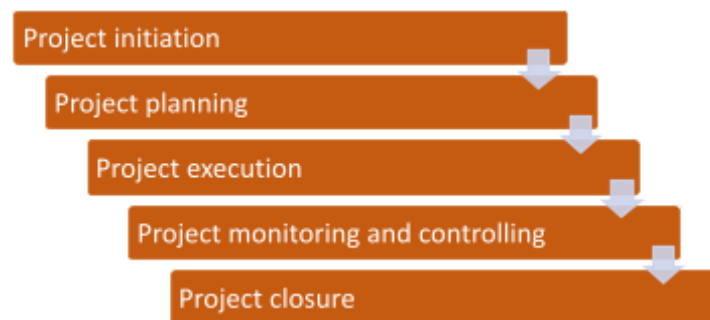
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## Introduction

Effective project management is a multifaceted discipline that hinges on well-structured phases, each meticulously designed to guide a project from inception to successful completion. These phases serve as the backbone of project management, offering a systematic approach to planning, execution, monitoring, and closure. In parallel with these phases, the implementation of clearly defined rules and responsibilities within a project framework is essential. Such rules create a structured environment, ensuring that every team member comprehends their distinct roles and obligations. This introduction aims to explore the integral connection between the phases of project management and the establishment of rules and responsibilities, shedding light on how this synergy enhances project outcomes, streamlines processes, and fosters a cohesive team dynamic.

### 1. The 5 phases of a project

There are five phases that each project follows from its start to its finalization.



#### Phase 1: Project initiation

In the first step, one must demonstrate why his or her project is necessary and what benefits will bring, or what gaps it will fill. Normally the initiator will bring the project on the table to be conducted, secure its validity to the potential investors and start the process of planning it. The business plan is also conducted and presented in this stage.

The project initiation phase is the first stage of turning an abstract idea into a meaningful goal. In this stage, you need to develop a business case and define the project on a broad level. In order to do that, you have to determine the need for the project and create a project charter (Doan, 2023). The project charter is an important document consisting of details like the project constraints, goals, appointment of the project manager, budget, expected timeline, etc. Once you have the project goals and project scope, identify key project stakeholders—the people who are to be involved in the project. Create a stakeholder register with the roles, designation, communication requirements, and influence. While a clear goal of the project is established in this phase, a project charter does not contain any technical details that happen in the planning stage (Doan, 2023). Consider the example of an automobile manufacturer assigned to develop an electric vehicle. The selection of the design, capacity, and battery power of the vehicle will not be a part of the initiation phase (Doan, 2023). The only certainty would be that an electric vehicle will be developed within the given timeframe and budget.

## Phase 2: Project planning

The future project must be broken down to pieces, which will be defined in concept and activities. The aspects that will be considered for the division of the tasks of a new project are the scope and budget, work breakdown schedule, Gantt chart, communication plan and risk management plan. Therefore the project manager will set the time, the resources, the targets and objectives and the boundaries and demarcations. Such actions are internally negotiated and agreed upon contract.

The project planning stage requires complete diligence as it lays out the project's roadmap. Unless you are using a modern project management methodology like agile project management, the second phase of project management is expected to take almost half of the entire project's timespan (Doan, 2023). A detailed project timeline with each deliverable is another important element of the planning stage. Using that timeline, project managers can develop a project communication plan and a schedule of communication with the relevant stakeholders (Doan, 2023). Risk mitigation is another important aspect of project management that is a part of the planning stage. The project manager is responsible for extrapolating past data to identify potential project management risks and develop a strategy to minimize them. An important element that professionals often overlook is an effective change management plan (Doan, 2023). As a project manager, you must be ready to incorporate a few changes in the project to avoid bottlenecks and project delays. In the absence of a working change management plan, scope creep happens and causes huge problems for the project team in the later stages of the project. So, it's best to reduce the possibility of unforeseen changes as much as possible (Doan, 2023).

## Phase 3: Project execution

The launch and execution of the project are crucial and will define its future state. The steps in the previous stage, will be conducted and followed accordingly. Work commences according to plan and the management team will control the launch, and handle variations from the plan. In this stage, all entities of the project will work together and divide the responsibilities, prepare the mandates, organise the meetings, set the timeframe the objectives and schedule; start the communication processes, all as agreed upon the Gantt chart.

The project execution stage is where your team does the actual work. As a project manager, your job is to establish efficient workflows and carefully monitor the progress of your team (Doan, 2023).

Another responsibility of the project manager during this phase is to consistently maintain effective collaboration between project stakeholders. This ensures that everyone stays on the same page and the project runs smoothly without any issues (Doan, 2023). You can take help from the best project collaboration tools that are available in the market. They'll not only make your life easier but also improve efficiency and increase the productivity of your team.

## Phase 4: Project monitoring and controlling

This is the stage that will define the project's launch's results. The management team receives the feedback from the execution of the project, creates reports to keep track and inform the stakeholders by addressing the agreed objectives and stating the degree of compliance.

In the project management process, the third and fourth phases are not sequential in nature. The project monitoring and controlling phase run simultaneously with project execution, thereby ensuring that objectives and project deliverables are met (Doan, 2023).

As a project manager, you can make sure that no one deviates from the original plan by establishing Critical Success Factors (CSF) and Key Performance Indicators (KPI).

During the monitoring phase of project management, the manager is also responsible for quantitatively tracking the effort and cost during the process. This tracking not only ensures that the project remains within the budget but also is important for future projects (Doan, 2023).

### Project closing

The project report is recognised by the initiator, and project status is agreed as completed

Sometimes a post mortem is done – this is about the project itself. There is normally a punch list – things that the project discovered that was not part of the scope in the contract, but are still issues that needs to be addressed. This is the final phase of the project management process. The project closure stage indicates the end of the project after the final delivery. There are times when external talent is hired specifically for the project on contract. Terminating these contracts and completing the necessary paperwork is also the responsibility of the project manager (Doan, 2023).

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## 2. Roles and responsibilities in a project

In large projects there are five important roles, each one having different responsibilities. These are:

- The Sponsor
- The Project Manager
- The Team Leader
- The Team members
- The Steering Committee

### *The Sponsor*

The role of the sponsor includes defending of the the project at the highest level of an organization, coping successfully with organizational issues and obstacles. The sponsor should be in the position to influence the management of the company and the key stakeholders, is responsible for the provision of all resources needed for the execution of the project. His responsibility also lies on the approval or the rejection of the project results.



### *The Project Manager*

The Project Manager is responsible for the day-to-day execution of the project. Knowing the project's objectives, he provides for a framework of the project determining the activities that will bring the desired results and provides for solutions to the problems arising. He plans the different tasks and takes care of the time and budget management of the project. He negotiates with higher level management, he identifies required resources, he sets milestones and keeps the work on track. Finally, he monitors and evaluates the project before its closure.

### *The Team Leader*

The Team Leader is a role mostly found in large projects. In smaller projects, the Project Manager usually plays also this role. The Team Leader reports to the Project Manager. His duties include initiation of actions that need to be performed, acting as a paradigm in order to shape the performance of the team members for whom he is also a listener and a coach. Finally, the Team Leader usually performs part of the work.

### *The Team members*

Depending on the nature of the project the team members are selected based on appropriate skills and competencies. It is usually considered that technical skills are most important but non-technical skills are also very crucial for the successful implementation of a project. A member of a team should be able to communicate and smoothly collaborate with other team members and other departments of the company, should be able to find solutions to problems and manage their time effectively (interpersonal and organizational skills). Team Members are the core of a project without whom there no work will be done.

### *The Project Steering Committee*

Some projects have a steering committee. It consists of the sponsor and all the key stakeholders. The committee's role is to secure resources and approve changes of key project elements, as, for example, the schedule, the deliverables and the budget. The Steering Committee makes use of the results of quality control and other reports to monitor the effectiveness of the activities of the project and the meeting of or change of the objectives.

The Project Steering Committee plays a crucial role in decision-making when the project manager lacks authority, encounters conflicting interests, or faces internal conflicts within the project organization. Sometimes the Steering Committee is supported by an independent external auditor, responsible for the Quality Assurance of the project.

## **3. Benefits of rules and responsibilities in a project**

Rules and responsibilities play a fundamental role in the success of any project, serving as the backbone of effective project management. Firstly, having well-defined rules helps in setting clear boundaries and expectations for team members. These rules create a structured environment, ensuring that everyone involved in the project understands their specific roles and responsibilities. When individuals know what is expected of them, it minimizes confusion and reduces the likelihood of overlapping tasks or gaps in work coverage. This clarity fosters



accountability, making it easier to track progress and identify any issues promptly. Ultimately, well-established rules contribute to enhanced project efficiency and productivity.

Secondly, rules and responsibilities provide a mechanism for risk mitigation and conflict resolution. By clearly outlining who is responsible for what aspect of the project, potential bottlenecks and points of contention can be identified in advance. This proactive approach allows project managers to implement mitigation strategies and allocate resources accordingly. Moreover, when disputes or challenges arise during the course of the project, having a predefined set of rules helps in resolving conflicts more swiftly and fairly. This not only maintains the project's momentum but also fosters a positive working environment, as team members can rely on established guidelines to address issues and find equitable solutions. In essence, rules and responsibilities serve as a compass, guiding the project towards its successful completion while promoting teamwork and transparency.

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### Partnership



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