

Project Manager's Role in Project Management: A Comprehensive Analysis

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Abstract

A project manager plays a crucial role in project management by overseeing the planning, execution, and closing of projects to ensure they are completed on time, within budget, and according to the defined scope.

Keywords: Social capital, Knowledge management, Trust, Collaboration, Project management success, Emotional intelligence, Project components, Critical success factors, Construction industry, Project team dynamics

INTRODUCTION

Project management success is a critical aspect of organizational efficiency and effectiveness. The role of a project manager in ensuring project success has been a subject of extensive research and analysis. This scientific article aims to delve into the multifaceted responsibilities and competencies of project managers in driving project success.

Importance of Project Manager in Project Success

Numerous studies have highlighted the pivotal role of project managers in project success¹². Project managers are responsible for overseeing project activities, managing project teams, and applying project management tools and techniques effectively. Their ability to navigate political and cultural issues within a project environment is crucial for achieving desired outcomes¹. The importance of a project manager in project success is paramount, as highlighted in the provided sources. The role of a project manager extends beyond mere oversight, encompassing a range of competencies crucial for achieving successful project outcomes. These competencies include

technical, conceptual, political, and human skills, as well as soft competencies like emotional intelligence, communication abilities, and leadership qualities¹²³⁴⁵.



Project managers are instrumental in creating project-oriented organizations, managing change effectively, and fostering stakeholder relationships to drive project success. Their competencies directly impact project outcomes, influencing factors such as cost, schedule, quality, and overall project success rates²⁵. In essence, project managers serve as the linchpin in project management, leveraging their diverse skill set to navigate challenges, lead teams, and ensure the successful delivery of projects across various industries and contexts.

METHODOLOGY

These methodologies offer different approaches to project management, each with its own principles, processes, and tools tailored to suit various project requirements and team dynamics.

The key principles of lean project management are as follows:

1. Identify Value: Value is defined by the customer in terms of timeline, requirements, and expectations.
2. Map the Value Stream: Identify all the steps necessary to complete the project and eliminate any steps that do not create value.
3. Create Flow: Eliminate potential bottlenecks and unnecessary dependencies to ensure a continuous flow of work.
4. Establish Pull: Allow customers to pull the final product in a more timely fashion by optimizing flow.
5. Seek Perfection: Continuously strive for improvement and perfection by spreading the lean philosophy throughout the organization.

Evolving Role of Project Managers

With the advent of flexible project management methods like Agile, the role of project managers has evolved significantly. Agile methodologies emphasize value-oriented management and

require project managers to possess a unique set of competencies, including responsibility, flexibility, analytical thinking, and strategic decision-making². The ability to manage change and create a project-oriented organizational culture are essential skills for modern project managers².

The evolving role of project managers is a dynamic and critical aspect within various industries, as highlighted in the provided sources. Project managers are experiencing a shift in their responsibilities, requiring a blend of theoretical knowledge and practical skills to navigate the complexities of modern project management environments³. This evolution is driven by factors such as globalization, technological advancements, and changing organizational structures, which demand project managers to adapt to new challenges and requirements². Additionally, the role of project managers is expanding to encompass diverse functions, including coordinating cross-functional teams, interpreting product architectures, and leveraging artificial intelligence tools to enhance project outcomes²⁴⁵. As organizations strive for efficiency and success in project delivery, project managers play a crucial role in driving innovation, managing resources effectively, and meeting stakeholders' evolving expectations through their adaptive and multifaceted roles.

Emotional Intelligence and Team Effectiveness

Emotional intelligence plays a vital role in a construction project manager's effectiveness. Studies have shown that a project manager's emotional intelligence positively influences team cohesion and, subsequently, team effectiveness³. Understanding the emotional dynamics within project teams is crucial for enhancing overall project performance.



RESULTS

Several key points emerge from the research:

1. **Impact of Emotional Intelligence on Team Effectiveness:** The studies emphasize the positive correlation between emotional intelligence and team effectiveness. Emotional intelligence,

along with its components, is shown to have a significant impact on the levels of team effectiveness among correctional officers and construction project managers²⁵.

2. **Predictive Role of Emotional Intelligence:** The research indicates that emotional intelligence can successfully predict team effectiveness. This predictive ability underscores the importance of emotional intelligence in fostering effective team dynamics and outcomes within various organizational settings².
3. **Moderating and Mediating Effects:** The studies explore the moderating and mediating roles of emotional intelligence in team effectiveness. For instance, team cohesion is identified as a mediator between a construction project manager's emotional intelligence and team effectiveness, highlighting the intricate dynamics at play within project teams⁵.

Project Manager in Specific Industries

In industries like the pharmaceutical sector, project managers play a critical role in managing complex processes, mitigating risks, and ensuring project success⁴. The identification of risks, effective communication with stakeholders, and strategic planning are key responsibilities of project managers in the pharmaceutical industry.

Here are the key points related to project managers in specific industries based on the provided sources:

1. **Construction Industry:** The construction industry heavily relies on project managers to oversee complex processes, manage stakeholders, and ensure project success. Studies have analyzed the performance of Construction Managers at Risk (CMAR) on pipeline engineering and construction projects, highlighting the need for efficient project delivery methods to enhance stakeholder integration and overall project performance within the industry⁵.
2. **Engineering/Construction Sector:** Project managers play a crucial role in the engineering and construction sector, where their responsibilities include coordinating project activities, managing resources, and ensuring project success. The sector emphasizes the importance of project management tools and techniques to streamline project processes and achieve desired outcomes⁴.



DISCUSSION

Project Planning and Competencies

Effective project planning and the competencies of project managers are fundamental to the success of public sector projects⁵. Studies have demonstrated that meticulous planning and the abilities of project managers significantly impact the success of public sector initiatives. Planning, in particular, has been identified as a key determinant of project success in the public sector. In conclusion, the role of a project manager in project management is multifaceted and essential for achieving project success. By understanding the diverse responsibilities, competencies, and challenges faced by project managers across various industries, organizations can enhance their project management practices and drive successful project outcomes.

the role of project planning and competencies in various contexts can be summarized as follows:

1. **Public Sector Projects:** The success of public sector projects is significantly influenced by project planning and the competencies of project managers. Research indicates that effective planning and competent project managers play a crucial role in the success of public sector initiatives, with planning being identified as a key determinant of project success¹⁴.
2. **Vocational High Schools:** Project-based learning is highlighted as a method to enhance productive competencies in vocational high schools. This approach involves collaborative learning, constructivist learning theory, project planning, and practical application to prepare students for the world of work and equip them with relevant competencies².
3. **Civil Engineering and Construction Management:** In the context of civil engineering and construction management courses, the integration of experiential learning with Building Information Modeling (BIM) technology is crucial for upskilling students in competencies related to project planning and implementation. The use of innovative frameworks and tailored course activities enhances student cognition and capabilities in BIM-based project planning³.
4. **Local Government Projects:** Project planning and competencies are essential for the success of local government projects, as demonstrated in the case study of the Watershed Management Project in Rwanda. Factors such as project budgets, human resources, manager competencies, and adherence to project timelines significantly influence project success within the local government context⁴.
5. **International Development Projects:** Competencies of project managers are critical for the success of international development projects. A Delphi study identified key competencies such as leadership, communication, planning, innovation, and motivation at different phases of the project life cycle, emphasizing the importance of these competencies in managing international development initiatives⁵.

Project managers are responsible for various key tasks and activities, including:

1. **Planning the Project:** Developing a project plan with clear objectives, scope, resources, timeline, communication strategy, and execution plan.
2. **Leading the Team:** Assembling and leading the project team, assigning tasks, setting deadlines, providing resources, and maintaining open communication.

3. Execution: Participating in and supervising the successful execution of each stage of the project, ensuring tasks are completed as planned.
4. Time Management: Ensuring the project stays on schedule by managing time effectively, resolving issues promptly, and communicating with team members.
5. Budget Management: Devising and adhering to the project budget, reallocating funds if necessary, and tracking resource usage.
6. Documentation: Developing methods to measure and analyze project progress, including data collection, status reports, and project documentation.

Project managers must possess a diverse skill set, including organizational skills, leadership abilities, effective communication, problem-solving capabilities, and the capacity to manage resources efficiently. They act as change agents, inspiring shared purpose, ensuring project goals are met, and engaging stakeholders throughout the project lifecycle. Ultimately, project managers are instrumental in driving project success and delivering results that align with organizational objectives.

CONCLUSION

Overall, project planning and competencies play a vital role in the success of projects across diverse sectors, highlighting the significance of effective planning, competent project managers, and the development of relevant competencies to drive project outcomes.

In conclusion, the sources collectively underscore the critical role of project managers, the significance of emotional intelligence in team effectiveness, the importance of project planning and competencies in driving project success, and the specific roles of project managers in different industries. These findings contribute to a deeper understanding of the multifaceted nature of project management and the competencies required for effective project delivery across diverse contexts.

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