

IMPLEMENTATION PROJECT MANAGEMENT RESEARCH, DEVELOPMENT, INNOVATION

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IMPLEMENTATION OF THE PROJECT

Implementation is the stage of the project in which the objectives are known, planning is done and the project is ongoing. At this stage gives authorization and empowerment of all who work on the project. Authorization and empowerment form the core of project management practice, because by this function makes project managers to run the project, either directly or indirectly through the project team.

The criteria on which the project is considered a success, both in terms of implementation and final product are defined at the beginning, before the onset of any activity. Agreed success criteria form the basis of the decision-making process and final evaluation. Success criteria relating to the project were to:

- Compliance with time limits;
- Within budget;
- The efficient operation of all other resources (people, equipment, premises);
- Perception created around the project.

In simple projects, the implementation phase is limited to the actual implementation of the new solution. For complex projects have developed an implementation concept, users should be informed and trained new solutions have developed a plan to support practical solution, and documentation must be available to and understood by the user.

One of the main tools used in this phase of the project implementation is meeting.

Generally, before starting any work in this stage, the project manager organizes a meeting with the project team. In this meeting, the project manager must consider the following:

- Communication status of project objectives;
- Revising the time schedule and work plan with members of chip design;
- Explaining administrative procedures, including reports, meetings and communications will be used to provide working relationships between team members and project management team.

In this regard, appropriate managerial activities of the third stage of the project is to use the existence of a material, financial and human resources in accordance with established work plan to meet desiderata proposed earlier stages. Therefore, we can say that at this stage we can identify four major types of managerial activities:

- Financial management of projects;
- Human resource management activities;
- The relationship with the sponsor / donors,
- Relationship with the beneficiaries.

As shown, the first two related management activities especially managerial activities themselves, while the latter two especially related marketing activities in the project.

THE ROLE OF THE PROJECT MANAGER

The essential role of the project manager is to indicate the direction, perspective, strategic orientation, project objectives to align with the overall objectives of the organization. The project manager must initiate all steps so that:

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- Project to be completed within the time limit;
- designed to meet the committed budget;
- Project team is motivated and continuously stimulated;
- the final product to be delivered initially awarded quality standards.

In figure. 1 presents the project manager's activities.

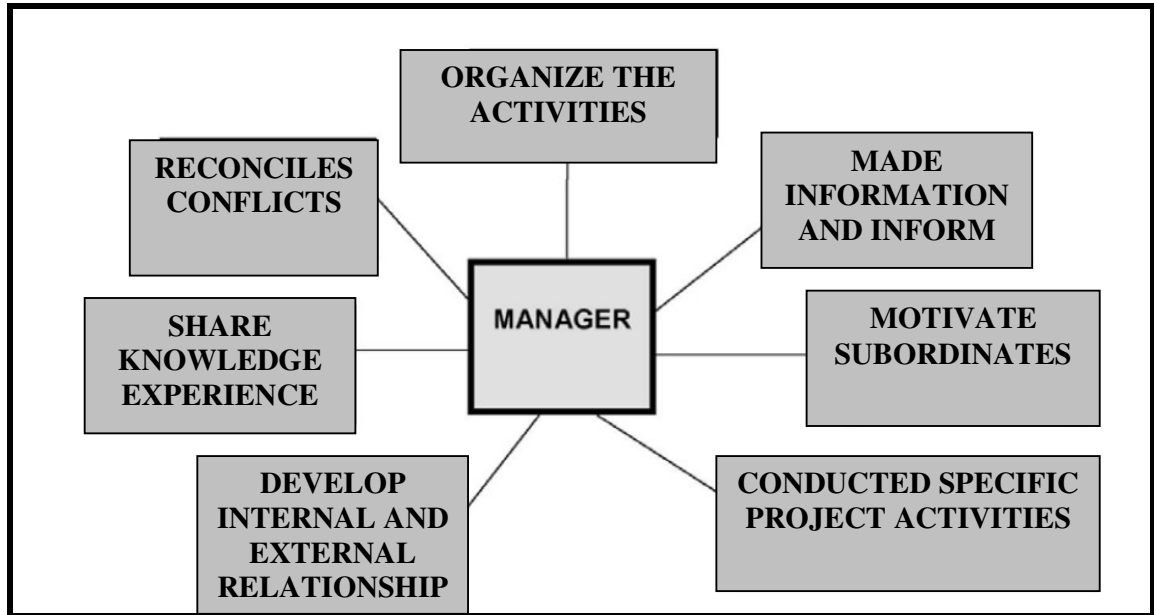


Fig. 1 - The activities of the project manager

Project Manager outlines the overall direction of the project, gives its strategic direction. So its essential contribution to the project is that:

- set priorities for the use and allocation of resources;
- devise and enforce standards, procedures, guidelines to be followed in the execution of the project;
- engage in monitoring and analyzing project
- engage in business skills development and recovery team he leads.

Project manager faces some challenges derived from the intrinsic characteristics of each project. He leads an ad hoc team, whose members may not have worked together before or may not have known at all. Therefore, the project manager has little organizational authority, but a huge responsibility, which is a challenge in terms of management. To meet this challenge, the project manager must achieve a balance between project and:

- Direct beneficiaries / clients;
- Stakeholders / affected by the actions / results;
- Organizations / departments that have been outsourced to various components of the project;
- Ministry / agency whose jurisdiction the project is;
- Funding source requirements, procedures and constraints made it.

The profession of "project manager" is a relatively new even worldwide.

There is even debate around the idea of whether or not a profession, and efforts to award a common body of knowledge and skills to establish professional criteria by which someone can be appointed project manager to standardize this knowledge skills, global criteria are relatively recent, but quite substantial. The first concerns the systematic design and reinforce a

set of performance standards for project manager profession dates back to 1983, the Project Management Institute (PMI) launches "Ethics, standards, and accreditation." Written report from the project established six areas of expertise:

- human resources management;
- cost management;
- time management;
- communication management;
- the management scope of the project;
- quality management.

Last edition of the Manual on Project Management Institute which organizes the competition for obtaining the professional project manager defines new areas of expertise of the project manager, areas that reflect the fact the processes that are part of project management:

- management components harmonize activities;
- the management scope of the project;
- time management;
- cost management;
- quality management;
- human resources management;
- communication management;
- risk management;
- procurement management.

FINANCIAL MANAGEMENT OF THE PROJECT

An important component of the work is project manager of financial management used in the implementation. In this case the activity start time of the draft when it is established needs and availability of resources. By means necessary resources so that those resources will be attracted by the project and its contribution to the organization / institution which is the applicant, while the resources available to understand the local contribution of the applicant, ie resources that it can provide disposal project. In this regard, it is imperative that the project manager to know how to allocate resources. Without an accurate estimate of all costs unpleasant situations can happen such as failure to complete the project. The first step in ensuring successful financial management is participation budgeting project manager or know very well of it. The next step is to know the exact financial procedures applied by each financier. Another aspect that project managers must take seriously financial co-Involvement of the project team, the material benefits of the project team should be tailored to the resources gained in the project.

Budgeting is an exercise to estimate the costs of activities and the default setting of those activities to be implemented within available resources. It is worth noting that an efficient way of evaluation and control of the operational plan including budget, to be used as a management tool, not as a way to drive. Establishment of viable financial models must take into account the variables of policy, external variables and control variables. A big impact on the budgets we have:

- The project life cycle;
- Financial conditions of work;
- General economic conditions;
- State competition;
- Technological trends;
- Access to resources.

Therefore, a realistic budget must be balanced to correlate the sources of income and expenses. Often, a financial mismanagement may undermine the achievement of the project instead of sound financial planning and control necessary to obtain the expected results from the project. Establishment of viable financial models must take into account the overall policy of external variables and control variables. In the following, we mention a number of types of problems that can occur frequently in the budget:

- Time-consuming budget preparation;
- Does not support the aims and objectives;
- No longer current;
- Contains too much data;
- Are too many repetitions in the process;
- Budgets remain frozen in the project under a general change process;
- Too many people involved in the budgeting process;
- Can be difficult to control budgetary allocations;

Financial management as a distinct management activity within the implementation stage of projects to be correlated primarily with a strategic plan for strategic decisions normally have budgetary implications. Another important link to the existence of a successful financial management to reduce time spent on data collection. Finally, a successful financial management can assist in financial systems by creating a database that can be used for both financial reporting and budgeting for itself.

HUMAN RESOURCE MANAGEMENT IN THE PROJECT

Among the organizational project management and there are many similarities, but due to the specific nature of the projects, there are some differences in terms of approach. Among these are:

- Non-permanent staff: employment are limited periods or under the collaboration (consultants)
- Duties impermanent: project staff may play different roles at different times, the hierarchical structure is not stable.

The two issues raised above shows that human resource management and personal skills are important. It is often that project management is a purely technical field, which is limited to planning methods, in reality, the efficiency also depends on the ability to work with people. Project management activity involves coordinating a team work, hence deriving a series of challenges to the coordinator. Elements that every project manager should seriously consider are:

- Detailing the tasks planned for each member of the project team;
- Regular assessment of the performance of each team member;
- Motivating staff;
- Professional and financial incentives to members of the project team;

One of the first rules for project manager consists of knowing exactly who is in charge of the project. Even more, it can be assumed that he had a role in preparing the activities. The main role that it has the project manager is to coordinate the project team to achieve the mentioned activities through direct involvement and continuous evaluation. A care must be taken, however, to select individuals who will work on the project. Human resource is one of the most important resources that will be allocated to the project, the capabilities of the people involved will depend to a great extent the results of implementation. As I said most of the projects are currently carried out by a team coordinated. Therefore, work on a project is not an individual effort, but a collective effort of a group of individuals with different abilities, expectations, experiences and cultures. The team is able to foresee solutions to external adaptation answering complexity by considering a variety of perspectives that respond to

dynamic changes by encouraging the team to make decisions at the right time. The team is greater and more lasting project, the more important the possession of a team building skills, so that people work better together and be motivated to work hard for the project. One of the most commonly used is the matrix organizational structure. Matrix organization allows optimum use of human resources as an institution / company. However one of the difficulties of this type of organization is that team members can work on a project and report accomplishments from people outside (in terms of organizational hierarchy and distribution of human resources). This means that it is more difficult to obtain resources for the things that are planned, and sometimes normal team members tend to follow instructions rather than the functional manager of the project manager. The team involved in a project should be able to take organizational and financial decisions and at the same time, generate feelings of energy and confidence in the project, making it extremely important in the development project. One of the key elements of teamwork is effective cooperation. The vast majority of problems in the process of cooperation relates to questions of a relational and pragmatic.

In the following illustrate (figure no. 2) the four poles of cooperation:

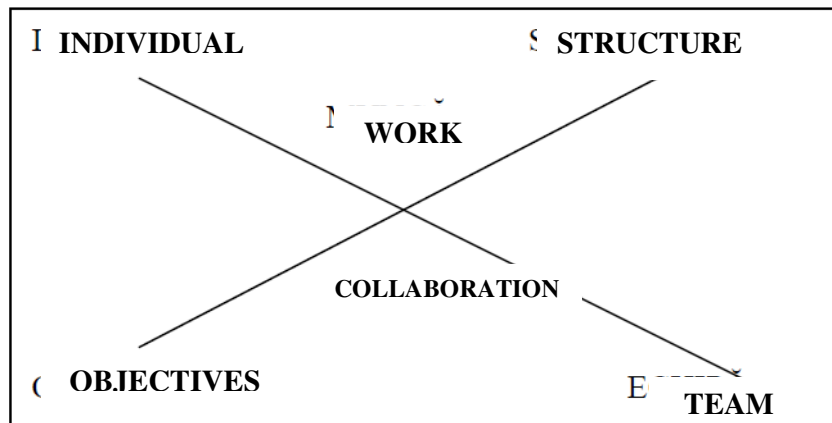


Fig. 2. The poles of cooperation

The analysis of the four poles of of cooperation detach a number of issues that were summarized in Table. 1:

Common Problems	Business issues
<p>Problems at the individual level These issues refers to the three basic social needs: need for a team membership, need to have influence within a team and need for affection. Their importance for each individual depends on the time where the team cooperates and how deep is this cooperation.</p>	<p>Objectives Problems or conflicts may occur when goals are not clearly defined. Clearly defined objectives make it possible to measure and assess the progress of a team. If the goals are too vague or not clearly identified it is advisable to stop work and try to redefine objectives. Cooperation becomes stronger when team members work together to identify goals.</p>
<p>Problems with team The fact that a team is not able to create a cohesive group is due to a too high heterogeneity and a lack of communication between its members An open and honest</p>	<p>Structure To achieve the objectives set a team needs a certain structure. We are talking about the rules, methods and strategies used in the project. For a team to work efficiently means</p>

discussion can solve problems within the team.

that this structure be accepted by all members.

Problems identified

Table no. 1

For a team to be successful and to be effective must have these four poles of communication to be in balance. Another important aspect of the work that the project team carried a link to there next triangle (figure no. 3):

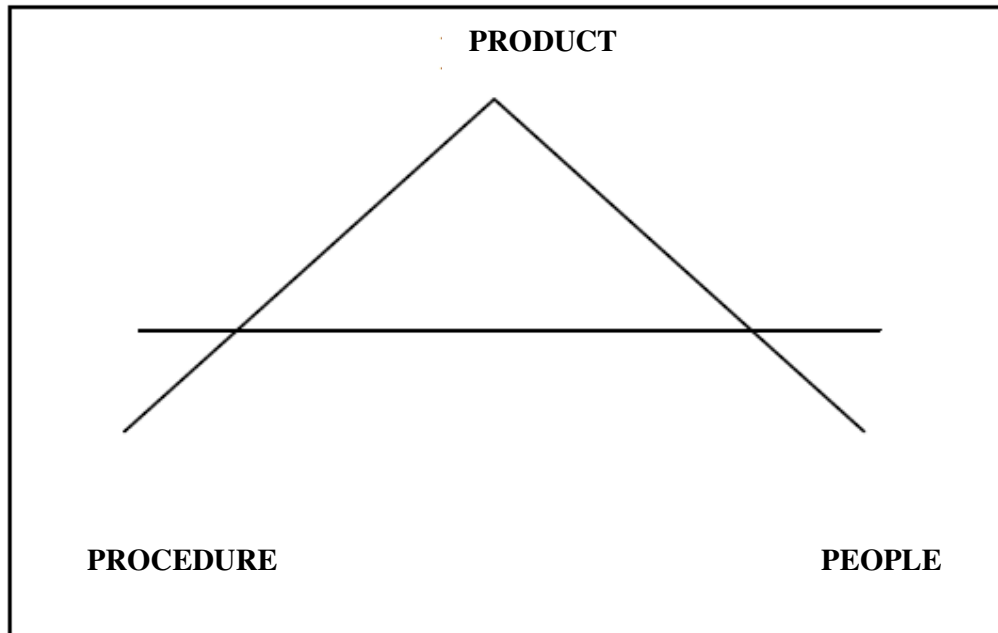


Fig. 3: Triangle project team

The triangle symbolizes that a team to be effective, it needs a balance between products, processes and people within it. Too much attention to the process or the existence of too strict rules will restrict the creativity and spontaneity members, making them feel useless, with repercussions on project results. On the other hand, too much attention paid to team members by engaging in extensive discussions can distract jeopardizing the chances of success of the project. Focus on the product (the result) delay in finding effective means team work, having an effect on each member. Many teams are focused on results, not having time to know, to think about how they should work together and how we should assess the involvement of each team. A dynamic equilibrium within the triangle will lead to a better functioning of the team long term. Like all groups, teams develop over teamwork. It takes time and effort to actually become a team. Orientation, and status awareness of the team members, they are in a continuous process of transformation. To be effective, the group must go through this process. On the other hand, the development of teamwork needs encouragement. Some people are allergic to strict rules and willing to work flexible and informal, but adherence to clear rules on the other hand ensure project success.

The project manager must motivate their team members and to maintain a sense of usefulness and involvement, whether they work full or part time project. The temporary nature of teams thus totally different level of knowledge and differences between the interests of their members and their loyalties divided leadership of such a group turns into a very difficult task. Managers have the ability not only to coordinate group meetings, they need to

manage communication processes and ensure quality both within the team and between it and the departments that support them work. It is understood that a project manager performance and motivated team success factors in projects. Therefore motivating team members is very important.

ABRAHAM MASLOW HIERARCHY OF NEEDS

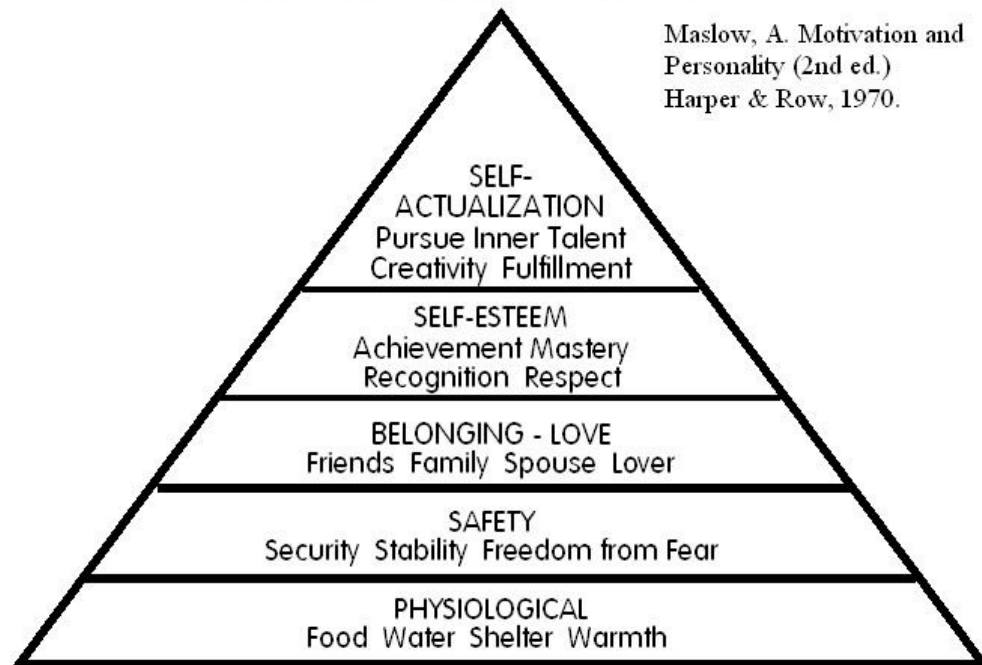


Fig . 4: Maslow's Pyramid

Theory knows a wide range of motivational factors underlying motivation. Knowing the needs and motivations of staff General project management oriented work of the project manager. Needs by Maslow pyramid of human needs overall rank, but at the individual level they are different and depend largely on the personality of the individual and the social and cultural context (figure no. 4). Each team member's needs are very different. For the project manager is important to know both general needs and those private individual project team members and their expectations to influence and organize motivational framework appropriate to their work. The project manager must convince the people affected by the project to be involved in its activities because only such an approach can determine the success of this project. Some must be convinced to change their way of working, others have mobilized to help the project team to find various solutions and be persuaded to make extra work to adapt to change. All these activities require maintaining a high degree of involvement and motivation among users, ie those who will be affected by changes involved in planning and implementing the project.

PROJECT SECRETARIAT

An important role in human resource management activity is occupied by the project secretariat. Secretariat reports directly to the project manager or, if there is none, department tracking project. The secretariat shall mean both the physical space occupied, technical equipment, PC, phone, fax, copier and so on and personally involved in the secretariat. Often,

secretarial work in a project is underestimated. An effective secretariat activity can raise the efficiency of the entire project. How is the center of communications secretariat of the project, organization of space, its endowment and quality of staff are of particular importance. The existence of an effective secretariat relieve project team members to these activities, allowing them to focus on specific activities. Secretariat must fulfill the role of service for all project team members and support the role of project leader. In the literature are formulated a number of general and specific tasks to be fulfilled by a secretariat.

In this respect, the general tasks of the Secretariat are:

- Centralized management of documents;
- Centralized monitoring costs;
- Preparation of reports.

While specific tasks were to:

- A document management and project communication by establishing and organizing meetings, keeping and archiving, organizing meetings and presentations;
- Management of budgets, the prosecution and the expenditure;
- A business office, or typing, copying of documents, etc..;
- Providing technical assistance to the manager and the project team in the development and preparation of materials for meetings and preparing reports;
- Current activities of the Secretariat.

Depending on the size of the project and the number of ongoing projects in an organization, the Secretariat may operate differently. Thus, for small projects, the work can be done in an existing secretariat. Where there are several projects in an organization / institution recommended a joint secretariat, providing support for all of them. For large projects, however, it is necessary to organize a proper secretariat for each project.

RELATIONS WITH FUNDERS

Relationship with donors is a priority project manager. The existence of good relationships with funders can help solve many of the problems that arise during implementation. In this regard, the establishment of personal relationships between staff and the donor's own initiative is required and often the name and logo of the organization / institution financing the project must be on all official documentation of the project and its implementation results. Another noteworthy aspect is the importance of inviting representatives of major donor to the project events such as the opening of an office, a seminar, press conference etc. The element that should be considered during project implementation is the fact that the organization / institution financing comes in solving a problem. Therefore, for successful collaboration, it can continue for numerous projects.

RELATIONSHIP WITH BENEFICIARIES

Project beneficiaries is central in the work of project managers. Every project is implemented to solve a problem arisen in the target group. Beneficiaries, or project management language, the target group should be consulted about the usefulness of the project throughout the course. It is possible that during implementation, due to changes in the organization / institution which is developing the project, the target group needs to change. Therefore, a further project implementation after the initial plan may stop responding to new needs arising. In conclusion, it can be seen that the last two managerial activities in the implementation of the projects have a strong connection with the marketing strategy adopted. The two components in the implementation activities are visible to the external environment of the project, specifically for two kinds of very important actors for the project, beneficiaries and funders.

So in the implementation phase of the project work is carried out, and their progress is monitored and evaluated against the original planning. If there are deviations or changes against the plan, we need a clear description of them. If necessary, the project may be shifted or changed to accommodate the changed conditions. In the implementation phase may occur a number of performance issues, in the sense that you can not achieve the required performance, which were established during implementation. The causes of these problems can be found in the internal affairs issues, especially related to human resources, the skills / qualifications, external order, especially related to changes in the environment, changes in the government policies in a given area and issues related to the objectives pursued. Other issues that may impede implementation binds honesty and fairness and the existence of temporary differences. Dishonesty should lead to cancellation of the project, unless it can be localized at the level of the individual, and the contractor has taken appropriate measures to prevent recurrence. Temporary gaps often happens when implementing projects and related environmental changes resulting in organizational structure or planning mistakes. In such cases there must be a dialogue between the customer and the project team to minimize losses and complications such situations have on achieving objectives.

EVALUATION OF RESULTS

The final evaluation is due to the evaluation of the project. Final evaluation process is very complex, and the final project report and the evaluation report documents the results is that the project is considered complete. Financing contract is considered executed during validation / approval of these documents by the lender. Evaluation of project results is done by comparing the objectives and expected results with those actually obtained as a result of the project. In the evaluation of the results are taken into account the following parameters:

- Efficiency: is often calculated as the ratio between effect and effort;
- Effectiveness: comparing actual results with expected results obtained;
- Economics: considering the costs incurred versus planned costs;
- Participation expected from the project beneficiaries from any further participation of stakeholders;
- Target group: comparing the proposed target group (number and structure) actually involved in the project group. At the same time it compares the total target group of potential beneficiaries identified during the project;
- Availability: analyze issues related to the quality of services on the project;
- Level of knowledge: the percentage who met the project and its goals and those who ought to know;
- The involvement: the extent to which they were involved in the project stakeholders in its implementation;
- Sufficiency: resources used for the project compared to those who were actually required.

Evaluation of project results is also a tool to identify new topics for future projects. The data contained in the reports are very valuable for future resource assessments and estimates. At the same time these reports are listed and forms of the results obtained by the project, its further forms or new targets have emerged as potential needs that may be prerequisites for the development of future projects.

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