CONTRIBUTIONS TO DEFINING THE ROLE OF THE PROJECT MANAGER

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Abstract

One of the most common ways in the global practice of organizations is to promote and use project management, the most obvious evidence being the proliferation of studies, books, articles and other scientific materials dedicated to it, published after 1969, the year of the Institute of Project Management (PMI). Destined to solve complex problems, in a limited time, with also limited resources, project management requires the combination of efforts of several factors - from the project manager to the project team, from the top level management of the organization to other stakeholders - as a premise for achieving the assumed objectives. Their fulfillment, in predetermined conditions, of time, cost and quality, directly contributes to the achievement of the organization's objectives and, implicitly, to the achievement of high standards of quality and efficiency. We must not omit the fact that the projects contribute to the promotion of the new technical, technological, economic through a management of the allocated resources and a leadership of the project team exercised by a professional project manager. If in the organizations from Romania and the Republic of Moldova we cannot invoke a widespread use of project management, however, the existence of European funds and their access through appropriate projects, can stimulate such an area of managerial concerns and can contribute to the emergence and consolidation of focused organizations. on the project genuine. The fundamental condition for the success of project management is, in our opinion, the involvement of project managers, main actors along the entire path required by the "life" of a project, from initiation to planning, execution, completion, monitoring and control.

Keywords: project, project management, project manager, talent triangle, competencies, responsibilities, job description

1. Introduction
1.1. Project management overview

In the last two decades, scientific concerns in the field of project management have materialized in hundreds of books, thousands of specialized articles, conferences and workshops, and the PMI contribution has regulated the methodology, guide and standards for operationalizing project management. These are accompanied by remarkable pragmatic successes, with a favorable impact on the achievement of the objectives of organizations that use such an innovative managerial formula. Most of the issues raised by the intimate working mechanisms of the project team in an organizational context have been adequately addressed. The transition to digitalization in a global economy with increasingly intense globalization

features leads to other problems, such as agile project management, which specialists will address and solve by promoting specific software and selecting and hiring complete project managers. These issues will be addressed at the end of our research.

The literature review provided us with a wide range of information on projects and their management, the roles of the project team and the project manager, its qualities and skills, its decision-making involvement in each phase of the project life cycle. and so on. The reference works to which we refer refer mainly to:

- Project Management Methodology, 2021 (PM² is the European Commission's official project management methodology, developed initially for European Institutions, which aims to enable Project Managers (PMs) to deliver solutions and benefits to organisations through the effective management of project work. It is a methodology created by the European Commission)
- PMBOK (Project Management Body of Knowledge), Seventh edition, 2021 (The Project Management Body of Knowledge (The PMBOK® Guide) is a guide that describes a set of standard terminology, practices and guidelines for project management. It is published by the Project Management Institute (PMI)
- The Manager's Job: Folklore and Fact, by H.Mintzberg (HBR, 1990)
- Standard COR 242101, Project Manager (Roumanie).

Some terminological clarifications regarding some fundamental concepts we will operate with - project, project management, project manager and project team - are needed in the economics of our article. We will refer with priority to the definitions promoted by PMI, found both in PMBOK, PM² and in the reference works of some well-known specialists in the field.

Project is "a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates a beginning and an end to the project work or a phase of the project work. Projects can stand alone or be part of a program or portfolio." [28, p. 4]. According to the PM² Methodology Guide v3.0.1 [9, p. 5], "a project is a temporary organisational structure set up to create a unique product or service (output) within certain constraints such as time, cost and quality.

x Temporary means that the project has a well-defined start and end.

x Unique output means that the project's product or service has not been created before. It may be similar to another product, but there will always be a degree of uniqueness.

x A project's output may be a product (e. g. a new application) or a service (e. g. a consulting service, a conference or a training programme).

The project is defined, planned and executed under certain external (or self-imposed) constraints. These can relate to scheduling, budgeting, quality, but also to the project's organizational environment (e. g. risk attitude, capabilities, available capacity, etc.)".

The main features are [32, pp. 10-12]:

- A project produces a "defined deliverable". A project is a vehicle for delivering change. It provides the governance by which an organisation can move from one steady-state to another, from A to B. One result of a project is a "defined deliverable", something which, by its use, enables the new steady-state to operate effectively. So this deliverable must be of sufficient quality to serve the purpose demanded of it.

- A project has a defined end date. There are many examples of projects whose deadlines are revised time and time again. For example, the European Fighter Jet has had several delivery dates set and missed. This may be because the defined deliverable was not defined as well as it should have been. A project should have a target end date otherwise it will lose focus, probably go over budget and delay the business from benefiting from its investment. Furthermore, since a project is temporary, any delay in its completion means that those working on it cannot be released for other tasks.

- A project has a defined budget. This will extend for the life of the project, in contrast to a departmental budget, which will cover the financial year.

- A project uses a wide range of resources. A project will need to benefit from the capabilities, knowledge, skills and experience of people from a wide range of backgrounds from within and, possibly, outside the organisation. However, a business-as-usual department is, almost by definition, characterised by a narrower range of knowledge and skills.

- People will be involved in peaks and troughs during the project. Whereas a department is likely to have roughly the same number of people working in it throughout the financial year, a project will use a variety of people at different times in its life. For instance, the people specifying what the project must achieve will probably be most heavily involved at the beginning and at the end, whereas those developing the end product may be most involved during the middle phase.

- A project has a life cycle. Philip Larkin, a 20th-century English poet, once described the structure of a novel as having "a beginning, a muddle and an end", and many projects feel as though they are in a constant muddle. A project needs attention every day to reduce the risk of disorder and confusion, but it also needs direction from senior managers to ensure that it starts and stops according to plan. So the beginning is intended to create governance suitable for the project's management, and the end is to make sure that the project has an outcome that meets expectations.

The most representative types of projects are: civil engineering, construction, petrochemical, mining and quarrying projects, manufacturing projects and management and business change projects [19, pp. 2-3]; to them are added scientific projects, specific to R&D organizations.

Scope is defined in terms of three dimensions-product, project and impact. Product scope is the full set of features and functions to be provided as a result of the project. The project scope is the work that has to be made to deliver the product. Impact scope is the depth and breadth of involvement by, and effect on, the performing and client organizations [26, p. 20].

An objective is something to be achieved. In project management, the objectives are the desired outcomes of the project or any part of the project, both in terms of concrete deliverables and behavioral outcomes (e. g., improved service, more income, etc.) [26, p. 12].

If the purpose is the rationale for the project, the objectives are quantified and / or qualitative expressions of the purpose for which the project was defined. The purpose is expressed generically, while the objectives have a predominantly quantified dimension. These differ from the company's objectives, the stages of the project, the deliverables through which it is completed. We make this point because there is a tendency to be confused. The objectives are desired and tangible results of the project [16]:

- Performance objectives (You may establish a performance objective when you want to improve your product, service or process)
- Business objectives (Create a business objective when you want to align a company's values with a project for potentially higher rates of success)
- Financial objectives (A financial objective is when you want to have a direct impact on an organization's finances, and you measure it in monetary values)
- Effectiveness objectives (Use an effectiveness objective when you want to improve the processes of a company and the way employees complete tasks)
- Regulatory objectives (A regulatory objective is when you want to understand the effects of your project outside of the organization)
- Technical objectives (Create a technical objective when you want to implement certain technology into the project)
- Qualitaty objectives (Introduce a quality objective when you want to measure the quality control of your products during a project).

Project objectives and those broken down by project team members must meet SMART requirements.

Project management is the application of knowledge, skills, and tools to meet stated requirements. This includes setting objectives, balancing competing demands of time, cost, scope, quality, risk, resources, and other constraints or demands.

The PMI definition of project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Project management refers to guiding the project work to deliver the intended outcomes. Project teams can achieve the outcomes using a broad range of approaches (e. g., predictive, hybrid, and adaptive).

Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized. Projects are unique, transient endeavors undertook to achieve a desired outcome. Projects are about change and project management is recognized as the most efficient way of managing such change [26, p. 16].

Generally, the project life cycle is a collection of sequential project phases that define the work and duration of the project. In some cases, based upon the assessment of risk, project life cycle phases can overlap to compress the total duration of the project. This technique is known as fast tracking. The Project Phases are:

Table 1. The Project Phases

Project Phase	Description
1. Initiating	Define the desired outcomes. Create a Business Case. Define the project scope. Get the project off to a good start.
2. Planning	Assign the Project Core Team (PCT). Elaborate the project scope. Plan the work.
3. Executing	Coordinate the execution of project plans. Produce deliverables.
4. Closing	Coordinate formal acceptance of the project. Report on project performance. Capture Lessons Learned and post-project recommendations. Close the project administratively.
Monitoring & Control	Oversee all project work and management activities over the duration of the project: monitor project performance, measure progress, manage changes, address risks and issues, identify corrective actions etc.

Source: [9, p. 14]

A hierarchical task list created by decomposing the project based on the breakdown of the product into components and the breakdown of the project process into increasingly detailed tasks. The WBS is depicted as a tree diagram (or hierarchy chart) or as a list in outline form with detailed items subordinated to higher-level items [26, p. 23].

People or organizations directly involved in or in some way impacted either positively or negatively as a result of the project. Stakeholders can be considered positive (support the project) or negative (impede the project). Project managers should consider the risks and potential impact of the negative stakeholder (whether internal or external to the organization). Key stakeholders include project manager, sponsor, customer, project team, the PMO (project management office), the performing organization, operations management, suppliers and business partners, the end user, and contractors.

Characteristics of Project Stakeholders [30, p. 8]:
- Stakeholders' interests may positively or negatively impact the project.
- Stakeholders may exert influence over the project and its outcome.
- Very important for the Project Manager to identify all the stakeholders and their expectations (sometimes their expectations may be implicit and not explicitly stated).
- Stakeholders may have conflicting interests and objectives; so managing stakeholders may involve balancing those interests.
- Project Manager must aim to find resolutions to issues among various stakeholders.
- Involving stakeholders in the project phases improves the probability of successfully completing the project and thus satisfying customer requirements. This may also result in buy in or shared ownership of the project by the stakeholders.
- In general, differences among stakeholders must be so resolved in favor of the customer.

Project sponsor is the person or organization that has authorized the project and provides the funding to support the project. (Note: Some organizations feel that it is best for the ultimate sponsor to be associated with an area or internal entity that does not have a direct vested interest in the project. This allows for impartial decisions to be made, such as termination for failing to provide the expected value or to reassign resources to a higher-priority project.).

The organization structure is the organizational environment within which the project takes place. There are several types of organizational structure [17, p. 38]:
- Organic or simple: Flexible work groups, little to no project manager authority, the project manager is a part-time position, very little resource availability
- Functional: Also known as chimney, smoke stack, or silo structure. In this structure there is generally one manager overseeing the work and the type of work that is associated with a specific skill or expertise. Examples: accounting, marketing, engineering, manufacturing.
- Hybrid: Generally a mix of several types of structures depending on the needs of the organization. Example: The organization may utilize matrix structures for some projects and utilize a projectized structure for high priority projects.
- Matrix: This type of structure is designed to maximize the use of resources by assigning resources to multiple functions. This creates an environment where employees may report to two or more managers. In this type of structure, there will be horizontal as well as vertical channels of communication and, in some cases,

intense negotiation for resources between project managers and functional groups. The matrix structure includes three sub-structures: Weak Matrix, Balanced Matrix, and Strong Matrix

o Multidivisional: This type of structure is associated with product development, program management, portfolios, geographic regions, and customer type. Project manager authority is very low, and overall management responsibility is assigned to a functional manager.

o Pure project or projectized: Also referred to as "project-oriented." Work groups are arranged by project with a specific project manager assigned. The project manager has near total authority and accountability for the project. All project staff and personnel report directly to the project manager.

o Virtual: Distributed work groups in a network structure. The project manager may have low to moderate authority. Team members may be assigned full or part time

o Project Management Office (PMO): An organizational unit established to centralize and coordinate the management of projects under its domain. A PMO will generally establish organizational guidelines for managing projects. This includes methodologies, best practices, policies, procedures, and templates.

Projects succeed or fail with the project team. According to PMI, "every person involved with the person influences the realization of the project goal. Therefore it is important to carefully choose a project crew.

The core project team usually consists of the people most involved with the project. The core project team will be associated with the project from the start to the end. On small projects, this might be only one person (you!), on larger projects there might also be managers, coordinators, supervisory personnel. Key persons, such as scientists, engineers, advisors or other experts may also play important roles in a larger project.

In addition to the core team, there might be outside consultants and specialists. These people are usually required for specialized portions of the project, however, once their part is completed, they are no longer part of the team. Even though administration and support staff may play a role in the project, they are usually not considered core team members due to the fact that they are not usually considered an essential component.

There are usually two ways to find your project team: You can take people from within your organization or hire outside staff.

Hiring outside staff can add additional expense to the project. However, an organization that requires a project to be completed must make staff available, even if it means pulling people off other projects or bringing in outside help.

It is common to use people for projects on what is referred to as segmented time.

"Segmented time" means that they may work on other projects or have other duties within the organization while they are members of your team, part-time" [26, pp. 6-7].

The project team is constituted in the initiation stage of the project and goes through several stages of evolution during its realization [24, p. 77]:

o Forming: Members get to know each other and lay the basisfor project ground rules.
o Storming: Conflicts begin as members come to resist authority, demonstrate hidden

agendas and prejudices.
- o Norming: Members agree on operating procedures, seek to work together, developing close relationships and commitment to the implementation process.
- o Performing: Group members work together to accomplish their tasks.
- o Adjourning: Group may disband either following the installation or through group member reassignments.

"Team building can play a major role in team development-helping to form the project team into a cohesive group working for the best interests of the project and enhancing projectperformance. Make sure you know the following key points about team building [23, p. 316]:

- It is the project manager's job to guide, manage, and improve the interactions of team members.
- The project manager should work to improve trust and cohesiveness among the team members.
- The project manager should incorporate team-building activities into project activities.
- Team building requires a concerted effort and continued attention throughout the life of the project.
- WBS creation is a team-building activity because it allows team members to actively engage in the planning and ownership of the project; similar benefits occur when the team is involved in other planning efforts, as well.
- Team building should start early in the life of the project".

The most common underlying features of successful implementation teams tend to be: 1) a clear sense of mission, 2) an understanding of interdependencies, 3) cohesiveness, 4) trust among team members, and 5) a shared sense of enthusiasm [24, p. 71].

Project Management Principles is another milestone for those engaged in the successful development and completion of the project.The principle labels are [28, p. 23]:

- Be a diligent, respectful, and caring steward
- Create a collaborative project team environment
- Effectively engage with stakeholders
- Focus on value
- Recognize, evaluate, and respond to system interactions
- Demonstrate leadership behaviors
- Tailor based on context
- Build quality into processes and deliverables
- Navigate complexity
- Optimize risk responses
- Embrace adaptability and resiliency
- Enable change to achieve the envisioned future state.

For his part, Stephen Hartley believes that the principles of project management are [13, p. 44]:

- identifying, analysing and communicating the real business need
- direct involvement and input from all key stakeholders
- commitment to planning the project in iterative and revised detail

- defining, agreeing and measuring the targeted benefits
- evidence of applied governance measures
- developing explicit, iterative and version-controlled project documentation
- allowing regular reviews, audits, adjustments and revisions (where appropriate and justified)
- agreeing on specified and measured outputs
- proactive decision-making involving all stakeholders (as required)
- direction, guidance and mentoring from a senior management project group/committee
- single point accountability with matching (and communicated) authority, along with visibility
- open, honest, complete and timely communication
- transparent processes, including roles, responsibilities and standard documentation
- compliance with an auditable change-control process
- cohesive and committed teamwork drawn from across the organisation's expertise
- balanced and demonstrable leadership from both the 'dance floor' and the 'balcony'.

Methodology refers to a written guideline that can be used to produce something. It includes specific components, such as phases, tasks, methods, techniques and tools. PM² is a methodology for Project Management [9, p. 128]. Cele mai cunoscute metodologii în teoria și practica managementului de proiect sunt: Waterfall Methodology, Agile Methodology, Scrum Methodology, PMI / PMBOK, Critical Path Method (CPM), Kanban Methodology, Extreme Programming (XP), Lean Methodology, Six Sigma, PRINCE2 [37].

The Project Management Office (PMO) has an important place in the economics of project management [14].

1.2. Project Manager

Project manager is "the person assigned by the performing organization to lead the project team that is responsible for achieving the project objectives. Project managers perform a variety of functions, such as facilitating the project team work to achieve the outcomes and managing the processes to deliver intended outcomes." [28, p. 4].

The PM can be selected and installed as soon as the project is selected for funding or at any time before it seems desirable for senior management. There are three types of project managers [38, pp. 409-410]:
- The Occasional Project Manager The first type of project manager is the Occasional Project Manager (OPM), sometimes referred to as the incidental or accidental PM. For the OPM, project management is a tool in their toolkit.
- The Career Project Manager The second type of project manager is the Career Project Manager (CPM). They are usually members of a professional society like Project Management Institute and have earned professional certification like the PMP. Project management is their occupation.
- The Hybrid Project Manager A HPMgr may be either an OPM or a CPM. The HPMgr will encounter project management situations where some type of hybrid approach will be needed. They have two options: adapt an existing PMLC model to

the specific needs of the project or create a unique management approach using the tools, templates, and processes that they are familiar with or have used before.

The project manager, regardless of his position, is the main promoter of the methodological elements of project management - principles, methodology, managerial tools, etc.

"As a leader you will command authority and take responsibility for guiding the project. You will also be a trusted and reliable source of information on the project. As a leader, you will be expected to be honest, competent, and inspirational. Your job is to motivate the team and to make sure everybody is moving in the same direction - towards the project goals and its finish.

As a manager you will monitor and control the project through to completion. You will review the plan, complete reports, balance the budget, update the plans, fix up the schedule, update the plans again, report on the updates, to complete the project on time and within the budget.

You will also do a lot of other administrative tasks that were not thought of prior to the beginning of the project and might drive you crazy. However, managing the work does not mean that you are required to do all the work, therefore the magic word for successful managers is "delegate"! A successful project manager will delegate administrative tasks to an administrative assistant.

It is important that you do not forget the leadership role over the manager role and vice versa.

Don't get caught up in the management process and forget about the leadership part." [26, p. 20].

My analogy for the role of the project manager is the conductor of an orchestra. They musical theory (project management). They have played and even been skilled in one of the instruments (disciplines) and know something about the other instruments. They have studied the score (plan) and decided what emphasis (objective) to give each section (work package). They know when to bring in each group of instruments (functions) and have fun leading the orchestra (team). They create a successful end product, appreciated by their audience (users) [36, pp. 50-51].

The job of project manager is characterized by tasks, autorithy and responsibilities.

Task. A piece of work requiring effort, resources and having a concrete outcome (a deliverable). A task may be of any size (a project is a very large task). Sometimes the term is used to denote a piece of work at a particular level in a Work Breakdown Structure (WBS) hierarchy e. g., a phase is broken into a set of activities, and an activity into a set of tasks. Except for this hierarchical usage, activity is synonymous with task [26, p. 22].

Responsibility. The obligation to perform or take care of something, usually with the liability to be accountable for loss or failure. Responsibility may be delegated to others but the delegation does not eliminate the responsibility [26, p. 18].

Authority. The ability to get other people to act based on your decisions. Authority is generally based on the perception that a person has been officially empowered to issue binding orders. See Power [26, p. 4].

An interesting approach to the role and responsibilities of the project manager can be found in

[27].

Competency describes the skill and capacity required to complete (project) activities. Details will be provided in Chapter 4 of the article.

2. The degree of investigation of the problem and purpose of the research

The authors' investigations revealed the following findings:

- Still low degree of use of project management in solving complex problems, of a strategic nature, at the level of organizations.
- Project management has priority in the field of accessing European funds. PNRR is an excellent opportunity to and strengthen its use in solving major problems faced by Romania and its organizations.
- The extremely high degree of bureaucratization of project management, the development of each phase requiring the completion, transmission and, possibly, informational use of a large number of documents. Bureaucratization is a hindrance to the achievement of project objectives and a justification for delays in delivering deliverables - at the phase and project level as a whole.
- The manner of selection (appointment) of the project manager, especially in the case of occasional project managers, leaves something to be desired. His professional competence prevails, his success in the functional area in which he worked, not the overall image that takes into account, systemically, technical skills, leadership and business management.
- The detection of frauds in the use of European funds is also due to the insufficient experience in project management, the nomination of project managers without taking into account the requirements and conditions imposed on such a position by management theory. There is no selection that complies a minimum set of conditions of professional and managerial training, leadership style, etc.
- Not finding phases specific to the life cycle of the project. Insufficient scientific substantiation of the design and development of projects. Using a predominantly empirical project management, without resorting to a minimal set of managerial tools. Reduced involvement of project managers in negotiation and conflict resolution and, especially, in permanent communication with stakeholders - company management, customers, suppliers, sponsors, project team.
- Reduced project methodology, both in terms of promotion and use methodologies, as well as in terms of managerial tools used in project management
- Late emergence of occupational standards, including the one related to the project manager.
- Poorly drafted job descriptions, with confusing, stoning, incoherent expressions, the consequence of the manifestation of a paradox in organizations that use the services of project management: on the one hand, they are aware of the special importance of projects and their management in amplifying efficiency, and on the other hand, project managers are treated as "second-hand managers" and "forgotten" from a motivational or career point of view. The subjective manner of nominating project managers and setting up project teams also contributes to this situation. There can be

three situations:

a. The project is very important for the organization, and its top management proceeds to a professional selection of the project manager; the project team is made up, at the proposal of the project manager, of specialists who can contribute effectively, actively and responsibly to the successful development and completion of the project.

b. The project is won, following a competition, by a certain person, who becomes a project manager. It requires top management people for the project team. The success of the team and the project depends on the way in which the members of the project team are nominated in terms of their professional competence.

c. The project is not important for the management of the organization. In order to demonstrate that "here I am the boss", the general manager nominates an awkward but professionally competent and managerial subordinate, and the project team is made up of specialists of questionable quality and with questionable competence from various departments of the organization. Failure is guaranteed!

▪ Most of the specialized works in the field insist on "how the project manager must be equipped in terms of competences" and less on "what to do in this situation"! If the detailed presentation of the phases of the project life cycle and of the project management processes suggests that their development is substantially dependent on the performance of the project manager, it should be noted that the share of the organizations that develop conclusive, realistic job descriptions for him and for the project team members is reduced.

The main purpose of our research is to outline a job description model for the project manager, which takes into account both the elements of job definition (tasks, competences and responsibilities) and the characteristics of the job occupant (knowledge, qualities and skills).

3. Applied methods and materials

- Experience of European projects, carried out for over 15 years in Romania
- Own research - postoperative diagnosis of the development of projects carried out at the level of the universities in which we operate; the feedback of the participants in such projects (mainly of the "clients", the beneficiaries of the "products" of the managed projects, delivered to them).
- Business and management consultancy provided to the business environment
- The personal experience of the first author as a project manager and as a member of the project team (another 5 projects).
- Courses and other teaching materials developed in this field of university research
- Specialized literature, from the country and, especially, foreign, extremely vast and rich
- Comparative analysis of the main regional institutions that regulate project management (PMI, APM, IPMA, P2M, etc.)
- Trends manifested in the world economy, in the society and economy of our

countries:
- consolidation of organizations focused or project-oriented, with specific characteristics;
- switching to the hybrid and / or agile waterfall approach.

4. The obtained results and discussions

4.1. The specialized literature of the last 20 years is focused on treating project management from a theoretical, methodological and pragmatic perspective, both in its classic and evolved version, marked by the transition to agile project management.

4.2. The approach of PM competence in the exercise of project management is ensured by several sources [7, p. 7]:
- The ICB-IPMA Competence Baseline, version 3.0;
- The PMI Project Manager Competency Development Framework, 2nd ed.;
- The APM Competence Framework and Provek-APM;
- The AIPM Professional Competence Standards for Project Management;
- GAPPS Framework for Performance Based Competence Standards for Global Level 1 and 2 Project Mangers;
- P2M. A Guidebook of Program & Project Management for Enterprise Innovation, Third ed., Project Management Association of Japan, 2017 (The Japanese BOK is really interesting with its emphasis on innovation (Kakusin), development (Kaihatsu) and improvement (Kaizen), which together make up innovation reform (Kaikaku) [25];
- The UK National Occupational Standard for Project Management; and
- ECITB Project Management Competency Framework.

It is not the fact that there are several international (regional) organizations that bothers, but the fact that there is no consensus on some important aspects of project management (constraints, methodology, success factors, etc.) and the skills of project managers. Such a situation can be confusing to the unsuspecting reader and deepen the chaos in this area. Even if it seems exaggerated, we allow ourselves to formulate an alarming finding: the managerial jungle manifests itself in full in the theory of project management!

4.3. Unfortunately, the concept of competence does not benefit from a unitary content either, in the sense that it is approached narrowly, either in terms of skills or through knowledge.

The concept of competence is approached professionally in several management works. I remembered the following [12, pp. 14-15]:

"A competencyis a combination of knowledge, skills, attitudeand behaviourneeded for proper functioning in a given professional situation.

Knowledge is what you know: for example, the theoretical part in your study books.

Skills are the things you can do: the practical application of knowledge, putting things into

practice.

Attitude is about what you really want: your personal motives and preferences, that which motivates you, and which you find worth the effort.

Behaviour is your way of doing things: for example, how an advisor goes about his professional work. But it also concerns the behavioural result: the end results and products you provide. Of course, the latter is extremely important: to function well means producing results. Behaviour is also about how you are perceived by others.

By competencies we mean the simultaneous combination of all these aspects. They represent a combination of knowing, ability, wanting and doing.

In brief, a competency is a professional aptitude. Thus, a nurse must be able to inoculate a crying child. The nurse must be aware of the components of the medicine (knowledge), he should know how to inject (skills) and he should be able to put the crying child at ease (behaviour). Without these competencies he cannot function: he will be incompetent, that is, unsuitable and incompetent as a nurse."

We find a similar approach in PMCD Framework [6]:
"Competence"… having requisite or adequate ability or qualities…" (Webster)

Competence can be defined as a cluster of related knowledge, attitude, skills, and other personal characteristics that affect a major part of one's job, correlates with performance on the job, can be measured against well-accepted standards, and can be improved via training and development.

Major components of competencies include: abilities, attitudes, behavior, knowledge, personality and skills.

When applied to project management, competence is the ability to perform activities within a project environment to expected and recognized standards. Competence can be described as consisting of three separate dimensions:
- Project Management Knowledge Competence - what the project manager knows about project management
- Project Management Performance Competence - what the project manager is able to do or accomplish while applying their project management knowledge
- Personal Competency - how the project manager behaves when performing the project or activity; their attitudes and core personality characteristics.

To be recognized as fully competent, an individual would need to be successfully evaluated against each of these dimensions. It would be impossible for project managers to be judged competent if they did not possess the expected combination of knowledge, performance, and personal competence."

4.4. Most theorists insist, in describing the job of project manager, on its roles and responsibilities

I agree with this view insofar as the responsibilities would indeed be tasks that the top management of the organization has assigned to the project manager to meet the objectives derived from the realization of the project. In general, however, the responsibility is the obligation of the project manager to fulfill the entrusted mission (project management) under

certain conditions. One of the most extensive approaches to the roles of the project manager belongs to him G. Horine. According Horine [15, p. 44], the key roles played by project manager are: Planner, Organizer, Point Person, Quartermaster, Facilitator, Persuader, Problem Solver, Umbrella, Coach, Bulldog, Librarian, Insurance Agent, Police Officer, Salesperson.

Essentially, the role of a project manager (PM) is to "make it happen." This does not mean that he is the best engineer, programmer, or business process technician. It does mean that he has the necessary skills to acquire, develop, and manage a team of individuals who are capable of producing the desire product [31, p. 5].

The definition of project manager roles should be based on Mintzberg's view of manager roles. In 1990, he published in The Manager's Job: Folklore and Fact, published in the Harvard Business Review, the theory that the manager plays ten roles, grouped into three categories - interpersonal, informational, and decisional - that allow him to perform managerial duties under conditions. efficiency and effectiveness. These are [21]:
   a. **Interpersonal Roles**: Figurehead, Leader, Liaison
   b. **Informational Roles**: Monitor, Disseminator, Spokesperson
   c. **Decizional Roles**: Entrepreneur, Disturbance handler, Resource allocator, Negotiator.

The intensity of the exercise of these roles differs from one organization to another, from one period to another. At the level of a project, considered a temporary structure, the roles of the project manager may be similar to those stated, obviously on a small scale.

Similar to a project passing through a variety of project management phases, a project manager needs to assume an array of roles with the people involved. These include: 1. Interpersonal 2. Information 3. Decisional and 4. Management roles [33, p. 17].

Interpersonal Role: 1. Work with a diverse range of professionals, 2. Solve team disputes, 3. Build positive relationships, 4. Motivate team members
Informational Role: 1. Communicate with all stakeholders effectively, 2. Keep people upto-date, 3. Organize team meetings frequently, 4. Provide performance feedback
Decisional Role: 1. Make a range of decisions at each stage, 2. Stay clear and focused, 3. Balance scope, time, and resources, 4. Prevent scope creep and budget slippage
Management Role: 1. Recruit and manage employees, 2. Manage finances, 3. Respond well to ambiguity, 4. Adhere to business priorities.

The project manager - an extremely important figure in the economics of project management, since the start-up phase - is allocated very small spaces, in which his roles, responsibilities and skills are concentrated. Our experience shows that, in case of project failure, the main culprit is the project manager and, less often, the team or another stakeholder.

It is interesting to describe the role of the project manager made by Gareis & Huemann presented below as it can be a basis in the construction of the job description [10, pp. 33-36]:

Role Description

Objectives
   • Representation of the project interests
   • Assurance of the realization of project objectives

- Coordination of project team and of project contributors
- Representation of the project to the relevant environments.

Organizational position
- Reports to the project owner
- Is a member of the project team.

Responsibilities in the project assignment process
- Formulation of the project assignment with the project owner
- Definition of the core team members with the project owner.

Responsibilities in the project start process
- Organization of the project start process (with the core team members)
- Know-how transfer from the pre-project phase into the project with the project team members
- Agreement on project objectives with the project team members
- Development of adequate project plans with the project team members
- Design of an adequate project organization with the project team members
- Development of a project culture, establishment of the project as a social system with project team members
- Performance of risk management and discontinuity management with the project team members
- Design of project context relations with project team members
- Implementation of project marketing with project team members.

Responsibilities in the project coordination process
- Disposition of resources for the performance of work packages
- Controlling the results of work packages, ensuring the quality of work packages
- Approval of work package results
- Communication with members of the project organization
- Communication with representatives of relevant environments
- Project marketing.

Responsibilities in the project control process
- Organization of the project control process (with the core team members)
- Determination of project status with project team members
- Agreement on or planning of corrective actions with project team members
- Further development of project organization and project culture with project team members
- Redefinition of project objectives with project team members
- Redesign of project context relations with project team members
- Project marketing with project team members
- Preparation of progress reports with project team members.

Responsibilities in the management of a project discontinuity process
- Organization of discontinuity management process (crisis or change management) with project owner
- Contributions to the contents of the crisis or change management with project team members

Responsibilities in the project close-down process

- Organization of project close-down process with project core team
- Emotional close-down of the project and regarding the content with project team members
- Transfer of know-how into the line organization with project team members and representatives of line organization
- Final project marketing with project team members.

We have selected, in the following two tables, the main activities / duties / tasks specific to project manager (Table 2) and the competencies (skills) representative for it (Table 3).

Table 2. Activities/duties/tasks specific to project management

Sources	Content
PMBOK® Guide Knowledge Areas and Processes – KA [28, pp. 19-21]	1. Project Integration Management: • Develop Project Charter; • Develop Project Management Plan; • Direct and Manage Project Work; • Monitor and Control Project Work; • Perform Integrated Change Control; • Close Project or Phase 2. Project Scope Management: • Plan Scope Management; • Collect Requirements; • Define Scope; • Create the Work Breakdown Structure (WBS); • Validate Scope; • Control Scope 3. Project Time Management: • Plan Schedule Management; • Define Activities; • Sequence Activities; • Estimate Activity Resources; • Estimate Activity Durations; • Develop Schedule; • Control Schedule 4. Project Cost Management: • Plan Cost Management; • Estimate Costs; • Determine Budget; • Control Costs 5. Project Quality Management: • Plan Quality Management; • Perform Quality Assurance; • Control Quality 6. Project Human Resource Management: • Plan Human Resource Management; • Acquire Project Team; • Develop Project Team; • Manage Project Team 7. Project Communications Management: • Plan Communications Management; • Manage Communications; • Control Communications 8. Project Risk Management: • Plan Risk Management; • Identify Risks; • Perform Qualitative and Quantitative Risk Analysis; • Plan Risk Responses; • Control Risks 9. Project Procurement Management: • Plan Procurement Management; • Conduct Procurements; • Control Procurements; • Close Procurements 10. Project Stakeholder Management: • Identify Stakeholders; • Plan Stakeholder Engagement; • Manage Stakeholder Engagement; • Control Stakeholder Engagement
Sam Buah [5, pp. 153-155]	**Concept Stage** Step 1- Establish the need for the project (why) Step 2 - Understand the roles and responsibilities and who may be involved in the proje Step 3 - Decide delivery approach (which life cycle) Step 4 - Begin to prepare a high-level scope of what the project should deliver Step 5 - Identify the factors that can influence how the project is delivered Step 6 - Beware of the regulatory framework, laws, Acts, etc. which may impact on how the project is delivered Step 7 - Begin to document some of the risks presented by the various project options being considered

	Step 8 - Estimate the time and cost for each option being considered
	Step 9 - Commence the stakeholder management process. First start with identification, and then analysis, to determine who may be interested or affected by the project and the level of influence or power they have
	Step 10 - Be prepared to justify why the project or preferred option is the best one to progress to achieve the expected benefits
	Development (Planning) Stage
	Step 11 - Begin to prepare the project delivery strategy (project management plan)
	Step 12 - Refine the project scope outputs/outcomes (deliverables)
	Step 13 - Refine the project requirement
	Step 14 - Think about quality. Know/agree what you expect and how fit for purpose it should be. Avoid surprises and disappointments
	Step 15 - Prepare to succeed. Define what a successful project will mean to you. Think about the conditions that will make a successful project
	Step 16 - Carry out a detailed risk assessment presented by the project
	Step 17 - Identify the things-to-do. Arrange these sequentially/concurrently for optimum delivery approach
	Step 18 - Refine the estimates of the project time and cost and be sure of how much it will cost and how long it will take
	Step 19 - Refine the project management plan and ensure that all the planning activities above are documented and that relevant baselines are documented
	Step 20 - Procure the goods and services needed for the project
	Step 21 - Agree an appropriate working relationship with the supplier/contractor where applicable (contract)
	Deployment (Delivery) Stage
	Step 22 - Monitor progress on site
	Step 23 - Monitor and manage changes
	Step 24 - Monitor and manage issues
	Step 25 - Monitor and manage risks
	Step 26 - Monitor and manage configuration items
	Step 27 - Monitor and manage quality
	Step 28 - Monitor and manage project resources
	Transition (Handover & Closeout) Stage
	Step 29 - Handover and closeout
Gerard Hill [14, pp. 25-29]	**Project Initiation Phase** The first phase of project management deals with identifying, examining, and qualifying project and business opportunities and conducting project selection actions to determine what projects will be performed. The following activities should be considered for inclusion in the project initiation phase: ▪ Customer identification and qualification; ▪ Opportunity identification and qualification; ▪ Project definition preparation; ▪ Staffing requirements examination; ▪ Vendor/contractor requirements examination; ▪ Business case preparation; ▪ Project selection; ▪ Project charter preparation; ▪ Formal approval to proceed. **Solution Planning Phase** This phase of project management is characterized by an examination of customer requirements, the establishment of a customer contract or agreement (including proposal development, as required), the formation of the project team and acquisition of any vendor/contractor resources, and the development of the WBS and project work plan and any other project support plans to be used during project implementation. The following activities should be considered for

	inclusion in the solution planning phase: ▪ Customer requirements review; ▪ Project team formation; ▪ Vendor/contractor acquisition; ▪ Customer contract/agreement preparation; ▪ WBS preparation; ▪ Project work plan preparation; ▪ Project risk assessment; ▪ Project plan preparation: Facilitates the project team in developing additional primary and support plans that are prescribed or otherwise needed for the project; the project team's planning efforts may include developing the following frequently used planning documents - Risk management plan, Quality and acceptance plan, Communications plan, Change control plan, Staff management plan, Vendor management plan, Management oversight plan. **Solution Implementation Phase** The project management solution implementation phase (sometimes called the execution phase) involves performing the project oversight and control needed to achieve project objectives. The following activities should be considered for inclusion in the solution implementation phase: ▪ Project tracking and control; ▪ Customer interface management; ▪ Staff management; ▪ Vendor/contractor management; ▪ Project communications management; ▪ Contract administration. **Project Closeout Phase** This final project management phase ensures a smooth and distinct wrap-up of project activities, both for the project team and the customer. The following activities should be considered for inclusion in the project closeout phase: ▪ Customer acceptance and closeout; ▪ Project team closeout; ▪ Customer contract closure; ▪ Vendor/contractor contract closure; ▪ Project documentation disposition; ▪ Operations and maintenance transition.
Roel Grit [11, pp. 44-46]	• Management with an internal focus (on the project group) • Management with an external focus (on the sponsor) • Organising negotiation skills temporary boss professional skill expert in the field **The project manager has a number of responsibilities**: • To draw up a project plan and delivering it to the stakeholders and obtaining the sponsor's approval. • To take charge of external communication such as liaising with the sponsor and accounting for the project to him and to those department managers who have permitted their personnel to take part in the project. It also involves requesting the sponsor to clarify any uncertainties. • To take on the leadership of the team. • To preside over the project team meetings. • To keep the project team enthusiastic and motivated. • To resolve any problems that might arise between team members or between team members and others within the organisation. • To stand up for and protect his team members during conflicts with people outside the project. • To delegate the work within the team. • To plan aspects of the project along with the team members. • To monitor whether things are being done within the allocated time frames. • To monitor the project's budget. • To monitor the quality of the products produced. • To prescribe the tools and techniques to be used by the team, including the chart techniques and the computer software to be used.
European Union [9, pp. 13-16]	**Initiating Phase**: • Creation of the Project Initiation Request containing information about the requestor, business needs and desired project outcomes.

	• Creation of the Business Case, which provides the project justification and defines its budgetary requirements outlined in sections covering the business context, problem description, project description, possible alternative solutions, costs and timetable. • Creation of the Project Charter, which provides more details on the project definition in terms of scope, cost, time and risk. It also defines milestones, deliverables, project organisation, etc. The Business Case and Project Charter define the project's scope and direction. The Project Manager (PM) and the Project Core Team (PCT) reference and use both throughout the project. **Planning Phase**: • Running the Planning Kick-off Meeting to officially start the Planning Phase. • Creating the Project Handbook, which defines the project's management approach. • Developing the Project Work Plan (Work Breakdown, Effort and Costs, Schedule). • Updating the Project Stakeholder Matrix, which identifies all project stakeholders. • Creating other important plans such as the Communications Management Plan, the Transition Plan and the Business Implementation Plan. The Project Manager (PM) uses the outputs of the Planning Phase to request approval to move on to the Executing Phase. This decision to move on is taken by the Project Steering Committee (PSC). **Executing Phase**: • Running the Executing Kick-off Meeting. • Distributing information based on the Communications Management Plan. • Performing Quality Assurance (QA) activities as defined in the Quality Management Plan • Coordinating project, work people and resources, and resolving conflicts and issues. • Producing the project deliverables in accordance with the project plans. • Handing over the deliverables as described in the Deliverables Acceptance Plan. Once the project deliverables have been accepted by the Project Owner (PO), the Project Manager (PM) can request approval to move on to the Closing Phase. This decision to move on is taken by the Project Steering Committee (PSC). **Closing Phase**: • Finalising all activities in order to formally close the project. • Discussing the overall project experience and Lessons Learned with the project team. • Documenting Lessons Learned and best practices for future projects. • Closing the project administratively and archiving all project documents. **Monitor & Control** activities run throughout the project's lifecycle. During Monitor & Control, all work is observed from the point of view of the Project Manager (PM). Monitoring is about measuring ongoing activities and assessing project performance against project plans. Controlling is about identifying and taking corrective action to address deviations from plans and to address issues and risks.
Linda Kretz Zaval, Terri	Phase 1: **Initiating Process** ▪ Performing project assessment

Wagner [35, pp. xxiii-xxiv]	▪ Defining high-level scope ▪ Understanding your stakeholders ▪ Identifying project limitations and proposing implementation approaches ▪ Developing the charter ▪ Obtaining approval for the project charter Phase 2: **Planning Process** ▪ Establish project deliverables ▪ Creating the work breakdown structure (WBS) ▪ Developing a budget plan ▪ Developing the project schedule ▪ Developing the human resource plan ▪ Developing the communications plan ▪ Developing the procurement plan ▪ Developing the quality management plan ▪ Developing a change management plan ▪ Developing the risk management plan ▪ Documenting and presenting the master project management plan ▪ Conducting the kick-off meeting Phase 3: **Executing Process** ▪ Obtaining and managing project resources ▪ Directing and managing project execution ▪ Implementing the quality management plan ▪ Implementing approved changes to the master project plan ▪ Following the risk plan to minimize the impact of risk ▪ Developing and managing team performance Phase 4: **Monitoring and Controlling Process** ▪ Measuring project performance ▪ Managing changes to the project ▪ Ensuring project deliverables conform to quality standards ▪ Managing the impact of risk on the project ▪ Assessing corrective action on the issues register ▪ Communicating project status Phase 5: **Closing Process** ▪ Formalizing project acceptance ▪ Transferring ownership of deliverables ▪ Obtaining legal and administrative closure ▪ Distributing the final report ▪ Collating lessons learned ▪ Archiving project documents ▪ Measuring project performance
ANCR COR [1]	1. Establishing the purpose of the project – Establishes the strategic objectives of the project – Identify and select project options – Substantiates the need and feasibility of the project – Prepare the project proposal 2. Establishing the requirements of integrated project management – Establishes the operational objectives of the project – Decomposes (Breaks down) the project into elementary structures – Prepare project specifications

| | – Ensures compliance with regulatory requirements
3. Planning project activities and milestones
  – Identifies and prioritizes key project activities and events
  – Elaborates the detailed plan of the project
  – Monitors and adapts the project plan to correct deviations
  – Proposes solutions to solve the problems that have arisen
4. Management of the use of costs and operational resources for the project
  – Plan the resources and costs required for the project
  – Recommends ways to procure project resources
  – Establish ways to secure resources for the project
  – Ensures the financial management of the project
5. Carrying out the procurement procedures for the project
  – Elaborates the documents necessary for the procurement contracts for the project
  – Select suppliers
  – Conduct the negotiation
  – Check the contracts
6. Risk management
  – Identifies the risks that may affect the project
  – Implement risk control measures
  – Monitor the effectiveness of measures taken to minimize the risks
7. Project team management
  – Establishes the conditions for recruiting and hiring project team members
  – Develops plans and working methods for the project team
  – Distributes tasks, monitors and controls the performance of the project team
  – Evaluates the team's performance and provides the necessary feedback
8. Communication management within the project
  – Identifies and establishes the conditions of communication within the organization
  – Ensures communication with all persons interested in the project
  – Provides a system for monitoring and reporting on the progress of the project
9. Project quality management
  – Identifies quality requirements in the project
  – Establishes procedures for planning, monitoring and quality control
  – Evaluates the quality of project results |

Source: Authors

Table 3. Competencies (Skills) of Project Manager

Sources	Content

PMBOK® Guide Knowledge, Talent Triangle [28, pp. 19-21]	**1. Technical project management:** The knowledge, skills, and behaviors related to specific domains of project, program, and portfolio management. The technical aspects of performing one's role.
	  – Agile practices
	  – Data gathering and modelling
	  – Earned value management
	  – Governance (project, program, portfolio)
	  – Lifecycle management (project, program, portfolio, product)
	  – Performance management (project, program, portfolio)
	  – Requirements management and traceability
	  – Risk management
	  – Schedule management
	  – Scope management (project, program, portfolio, product)
	  – Time, budget and cost estimation

	2. Leadership: The knowledge, skills, and behaviors needed to guide, motivate, and direct a team, to help an organization achieve its business goals. – Brainstorming – Coaching and mentoring – Conflict management – Emotional intelligence – Influencing – Interpersonal skills – Listening – Negotiation – Problem solving – Team building **3. Strategic and business management:** The knowledge of and expertise in the industry and organization that enhances performance and better delivers business outcomes. – Benefits management and realization – Business acumen – Business models and structures – Competitive analysis – Customer relationship and satisfaction – Industry knowledge and standards – Legal and regulatory compliance – Market awareness and conditions – Operational functions (e.g. finance, marketing) – Strategic planning, analysis, alignment
Project Manager Competency Development Framework [29, pp. 88-107]	Units of Project Manager Personal Competence 1. Communicating • Actively listens, understands, and responds to stakeholders • Maintains lines of communication • Ensures quality of information • Tailors communication to audience 2. Leading • Creates a team environment that promotes high performance • Builds and maintains effective relationships • Motivates and mentors project team members • Takes accountability for delivering the project • Uses influencing skills when required 3. Managing • Builds and maintains the project team • Plans and manages for project success in an organized manner • Resolves conflict involving project team or stakeholders 4. Cognitive Ability • Takes a holistic view of project • Effectively resolves issues and solves problems • Uses appropriate project management tools and techniques • Seeks opportunities to improve project outcome 5. Effectiveness • Resolves project problems • Maintains project stakeholder involvement, motivation, and support • Changes at the required pace to meet project needs • Uses assertiveness when necessary 6. Professionalism • Demonstrates commitment to the project • Operates with integrity

	• Handles personal and team adversity in a suitable manner • Manages a diverse workforce, and • Resolves individual and organizational issues with objectivity.
Roel Grit [11, p. 45]	• Leadership abilities • Ability to negotiate, such as with the sponsor • A result-oriented working style • Ability to preside over meetings • Ability to distinguish between main issues and minor issues • Ability to estimate the risks that could threaten the project • Ability to determine the limits of the project • Ability to formulate a project plan • Ability to determine the required competency levels of the project team • members • Ability to plan and think ahead • Ability to monitor quality • Ability to motivate the members of the project team • Ability to set up a project organisation • Ability to lead project members • Ability to organise and delegate • Ability to manage finances • Ability to negotiate (like with the sponsor, project members and suppliers).
Gregory Horine [15, pp.44-50]	1. **Project Management Fundamentals:**The "science" part of project management, covered in this book, including office productivity suite (such as Microsoft Office, email, and so on), project management software, project collaboration tool, and work management tool skills. 2. **Business Management Fundamentals:** Those skills that would be equally valuable to an operations or line-of-business manager, such as budgeting, finance, procurement, organizational dynamics, team development, performance management, coaching, and motivation. 3. **Technical Knowledge:** The knowledge gained from experience and competence in the focal area of the project. With it, you greatly increase your effectiveness as a project manager. You have more credibility, and you can ask better questions, validate the estimates and detail plans of team members, help solve technical issues, develop better solutions, and serve more of a leadership role. 4. **Communication Skills:** Because communication is regarded as the most important project management skill by the Project Management Institute (PMI), I feel it is important to separate these out. Skills included in this category include all written communication skills (correspondence, emails, documents), oral communication skills, facilitation skills, presentation skills, and,the most valuable,active listening. Active listening can be defined as "really listening" and the ability to listen with focus, empathy, and the desire to connect with the speaker. 5. **Leadership Skills:** This category overlaps with some of the others and focuses on the attitude and mindset required for project management. However, it also includes key skills such as interpersonal and general people relationship-building skills, adaptability, flexibility, people management, degree of customer orientation, analytical skills, problem-solving skills, and the ability to keep the big picture in mind.
APM Competence Framework (IPMA), Competence	**Technical competence elements** The technical competence domain contains the functional project management competence elements. The scope of technical competences includes the elements relating to:

Baseline [2]	• the delivery of projects, programmes and portfolios; • the integration of work in any temporary project, programme and portfolio organisation; • the production of project deliverables in the project organisation; • the progress through all phases of the project, all stages of a programme and all periods of the portfolio considered. The APM Competence Framework contains 30 technical competence elements. **Behavioural competence elements** The behavioural competence domain contains the personal project management competence elements, covering attitudes and skills. The scope of behavioural competences includes the elements relating to: • the project manager specifically; • the project manager's relationship with direct contacts in and around the project; • the project manager's interaction with the whole project and parties involved; • the project manager's interaction with the broader environment, such as the political, economical, sociological, cultural and historical context. The APM Competence Framework contains nine behavioural competence elements. **Contextual competence elements** The contextual competence domain contains the organisational competence elements. The scope of contextual competences includes elements relating to: • the role of project management in permanent organisations; • the interrelationship between project management and the organisation's business functions and administration. The APM Competence Framework contains eight contextual competence elements.

Source: Authors

4.5. Tasks, formal authority (the right to make decisions) and responsibilities define the management job. Towards a job description model

The elements presented above, of a theoretical and methodological or pragmatic nature, allow the formulation of a job description proposal for the project manager. The structure of this organizational document belongs to the professor emeritus Ion Verboncu [34, pp. 388-392].

The job description template has the following features:
- It has two main parts: job description and job requirements or specification;
- The first part, entitled "job description", is the most consistent as it includes job identification elements in the organizational structure of the organization, the job individual objectives (derived from the project objectives), as well as the support to achieve the objectives, respectively the task-autority-responsibilities trinom;
- The second part, "job requirements" refers to the conditions that the job holder must meet: training school, experience, actual competence (knowledge, qualities and skills), as well as other specific requirements;
- The presentation of tasks, authority and responsibilities in tabular form is much more appropriate from the perspective of respecting the "golden triangle" of the organization;
- Highlighting tasks, authority and responsibilities can be done on management functions (forecasting, organizing, coordinating, coaching-motivation and control-

evaluation) or on phases of the project life cycle (initiation, planning, execution, monitoring-control and closure It is important that either of these two options accurately captures the tasks, competencies (official authority) and responsibilities of the "project manager" position.

Each task is normally accompanied by a right to decide (formal authority) and a liability. The model of the job description presented at the end of these findings and, especially, the job definition part, are edifying.

Naturally, in carrying out the activities specific to each phase of the project management methodology, the project manager is directly involved and responsible for the consequences of their exercise. In our opinion, it is advisable to select and appoint the project manager from the start-up phase, as it also establishes the objectives of the project, and their fulfillment is directly dependent on his performance.

Regarding competence, two situations in which a project manager may be involved must be considered. It is competent in the sense that:
  − is empowered to decisively solve the problems faced by the position held;
  − has sufficient knowledge, qualities and skills to enable him to exercise the official authority (competence) confined to the post, ie he is "endowed" according to the requirements of such a profession.

As such, in the job description, in the job description part, the tasks, competencies (authority) and responsibilities will be inserted, and in the job requirements part, the personal skills - knowledge, qualities and skills will be entered.

The authority of the position of project manager raises some questions, mainly related to its scope. Does the project manager have full, absolute authority or is it limited to making decisions of a certain importance? Are there any differences between the position of project manager and the functional manager? A few comments are needed.

  − The position of project manager is established by the decision of the top management of the organization in which the project is carried out. As this is a temporary organization established "on the territory" of the parent organization, it is obvious that the autonomy of the project manager position is not absolute, but limited to decisions regarding project management: setting project objectives and ensuring correspondence with the organization's objectives. , planning, execution, monitoring and control of the project development, ensuring the deliverables of the project at the pre-established quality terms and conditions, setting up and leading the project team and so on. A project manager can be selected and appointed before the actual start of the project or in the start-up phase. The decision belongs to the general manager of the organization.
  − If a functional (departmental) manager is highly specialized professionally in the field in which he exercises his prerogatives (commercial, production, financial, research and development, etc.), the project manager must have a systemic vision, as he deals with all issues specific to a project, of a technical and technological, economic, managerial, commercial, etc. nature. The difference between the functional manager, specialist and the project manager, generalist, is obvious. If the project manager deals with the project from A to Z, let's not forget that the functional

managers influence the development of the project, sometimes fundamentally, through the decisions they adopt regarding the technology used, the project team members temporarily displaced from the led departments. to the project team, the information provided to the project manager at his request and to the project team in various phases of the project, etc. A functional manager responds to a single boss (general manager), while the project manager is directly subordinated to the general manager, but must promptly respond to requests from the client, sponsor, supplier and even functional managers.

  – Despite the limited autonomy of the position of project manager, there is a tendency, not only in theory, but also in the practice of organizations, to make this position a "factotum". Obviously, such a trend will contribute to the disorderly performance of multiple tasks by its holder [20, p. 77].

Correspondence with the official, formal authority is ensured by the actual or personal competence of the project manager, found in the knowledge, qualities and skills he must possess in the quantity and structure required by the nature, characteristics and complexity of the project, the organizational context. in which the project is defined and carried out. Therefore, the position of project manager is defined by tasks, competencies (formal authority limited to him) and responsibilities, and the occupant of the position, the project manager, must have the knowledge, qualities and skills (abilities) to enable him to exercise the position for meeting the objectives.

As we have already mentioned, the theorists ask the project manager for various and numerous knowledge, qualities and skills, which will allow him to successfully complete the project. Two well-known experts, Erik W. Larson and Clifford F. Gray, rightly ask: "So, what should one look for in an effective project manager? Many authors have addressed this question and have generated list after list of skills and attributes associated with being an effective manager. When reviewing these lists, one sometimes gets the impression that to be a successful project manager requires someone with superhuman powers. While we agree that not everyone has the right stuff to be an effective project manager, there are some core traits and skills that can be developed to successfully perform the job" [18, p. 359].

It is impossible to find the entire arsenal of skills at the level of a person who can fully satisfy the requirements of the project manager position! In our opinion, the selection must stop at the candidate with an average level of knowledge, qualities and skills specific to project management. Moreover, it is recommended that each of the competency lists be just selection criteria, and that their level be judged according to several factors: the nature and scope and constraints of the project, the experience of potential project managers and the organization in management. project impact, the impact of project implementation on its overall performance.

At the same time, in order to prevent the occurrence and manifestation of deviations from the planned conduct of the project, it is necessary to pay more attention to monitoring and control, a phase carried out along the entire route of the project, from start to finish.

We propose a job description model for the project manager in which tasks, skills and responsibilities are approached in a balanced way. Exemplificăm completarea tabelului 4 (Tasks-Competencies-Responsibilities) plecând de la cei 10 steps to effective project management, propuși de Michael Armstrong [3, pp. 181-182]:

1. Specify objectives and deliverables.
2. Carry out cost–benefit analysis or investment appraisal to justify project.
3. Determine:
   – what should be done;
   – who does what;
   – when it should be done (broken down into stages);
   – how much it should cost.
4. Define resource requirements (people, money, materials, systems, equipment, etc).
5. Prepare programme – identify stages.
6. Define methods of control – charts, network analysis, progress reports, progress (milestone) meetings.
7. Ensure that everyone knows what is expected of them and has the resources required.
8. Monitor progress continuously against the plan as well as at formal meetings.
9. Take corrective action as required; for example, reallocating resources.
10. Evaluate the end result against the objectives and deliverables.

A. JOB DESCRIPTION

1. **Job title:** Project Manager
2. **Department:** Project team
3. **Hierarchical level:** 4
4. **Span of control:** variable (3-12)
5. **Organizational relations**
   5.1. of authority
       5.1.1. hierarchically
           – **is subordinated to:** CEO
           – **subordinates:** members of the project team
       5.1.2. functional: with positions of functional managers (of compartments) involved in the realization of the project
       5.1.3. of the General Staff ....
   5.2. cooperation: with executive managers and other project managers
   5.3. control: not the case
   5.4. representation: if it represents the interests of the organization in relations with other organizations, financial-banking bodies, state institutions, etc.
6. **Individual objectives**
   – completion of the project by…
   – ensuring that the costs of… are included in the budgeted level
   – handing over the project deliverables in predetermined conditions of quality, cost, time
7. **Tasks-autority-responsibilities**

Table 4. Tasks, competencies, responsabilities

No.	Tasks	Competencies (Authority)	Responsibilities
1.	*Planning* Ensures the harmonization of the project with the mission and strategic objectives of the organization	Approves the dimensional and functional characteristics of the project in accordance with the strategic orientations of the organization	He is responsible for the way in which the project is integrated into the strategy and policies of the organization

2.	Participates in setting project objectives	Decide on the objectives of the project and their integration into the objectives of the organization	Responsible for complying with SMART requirements for project objectives
3.	Break down project objectives into project team members	Decides the degree of load of each component of the project team depending on training, experience, etc.	Responsible for the quality of the objectives assigned to each member of the project team
	………………………….	………………………….	………………………….
	Organizing		
1.	Establishes the structural configuration of the project	Decide on the type of organizational structure suitable for the project	It is responsible for ensuring the functionality of the organizational structure
2.	Establishes the human dimension of the work processes required for the project	Decide on the fair distribution of activities and tasks to each team member	He is responsible for the compatibility of the occupants of the positions with them
3..	Prepare job descriptions for each of the members of the project team	Decide the degree of tasks, skills and responsibilities for each team member	Responsible for the quality of the job descriptions developed
	………………………….	………………………….	………………………….
	Coordination		
1.	Convene, whenever necessary, harmonization meetings (transmission of decisions and synchronization of actions of project team members), information or creativity	Decide on the timing and content of harmonization, information or creativity meetings	Responsible for the operative transmission of specific informational messages to the members of the project team
2.	Promotes an appropriate leadership style	Decide on the style of leadership promoted	Responsible for team cohesion and the right working atmosphere
3.	Promotes and maintains two- and multi-side communication with project team members	Decide the time and intensity of communication	It is responsible for ensuring and maintaining a climate conducive to the manifestation of each component of the project team
	………………………….	………………………….	………………………….
	Motivating		
1.	Ensures adequate conditions for the team's participation in establishing and achieving their objectives, from the project objectives	Decides on the organizational climate, the conditions of involvement in setting and achieving goals	It is responsible for ensuring a relaxed, trusting atmosphere throughout the project
2.	Establishes the profile of the specialist (component of the project team) in terms of the knowledge, qualities and professional skills they must possess	Decide on the "robot portrait" of the project team operator	Responsible for the judicious sizing of the execution positions in the project team
3.	Resolves conflict situations in the project team	Make decisions to prevent and combat the causes of conflict	He is responsible for the conditions provided to the team members for the active

			and responsible involvement in the realization of the project
	....	....	....
1.	**Control** Evaluates and transmits to the Director General or PMO information on the degree of achievement of the project objectives	Decide the positive or negative motivation of the project team members, depending on the degree of achievement of the individual objectives	Responsible for the correlation of the results recorded as a whole and at the level of the project team member with the rewards and sanctions granted
2.	Performs managerial control focused on achieving project objectives and compliance with quality, cost and time requirements imposed on the project and its deliverables	Decides on the extent and intensity of corrections and updates to be made to the project	It is responsible for the need and timeliness of adopting and implementing such corrective and / or updating decisions
3.	Ensures the completion and transmission of the dashboard with information on the implementation of the project	Decide on the quantity and quality of information provided to top management	Responsible for compliance with the terms and conditions for completing the dashboard layouts
	....	....	....

Source: I. Verboncu [34, pp. 388-392]

B. JOB REQUIREMENTS (SPECIFICATION)
1. Professional competence
- **Preparation**: higher economic or technical, depending on the nature of the project
- **Experience**: min. 5 years in the profession and min. 3 years in project management

1.1. Professional knowledge
- adequate economic or technical knowledge
- legal knowledge

1.2. Qualities and skills
- adaptability to various working conditions
- the ability to delimit important issues from urgent ones
- self-improvement ability
- computer skills
- perseverance
- courage
- high level of employment
- positive attitude towards certain situations

2. Managerial competence
2.1. Management knowledge
- knowledge of the particularities of exercising the management processes and of each function separately
- knowledge of the configuration of the management system and its particularities
- mastering the main models, project management tools & techniques (SWOT

Analyze, PESTEL, Make or Buy Analysis, Stakeholder Interest/Influence Matrix (SIIM), Risk Likelihood/Impact Matrix, Work Breakdown Structure (WBS), Deliverables Breakdown Structure (DBS), Effort and Cost Estimate, Three-Point Estimates, Decision Trees, Project Scheduling, Resource Levelling, Gantt Charts, Critical Path Method (CPM), Critical Chain Method (CCM), Earned Value Management (EVM), Pareto Analysis, Ishikawa/Fishbone Diagram, Delphi Technique, Plan-Do-Check-Act Method, 10 Cs of Supplier Evaluation, SECI Model - The Knowledge Spiral, Triple C Model - Communication, Cooperation, Coordination [4, pp. 30-33], Time Management Methods and Techniques et al.
- knowledge in the field of information systems specific to project management

2.2. Managerial qualities and skills
- skills: flair, intuition, talent, desire to lead, ability to lead (leadership)
- project-specific hard and soft skills
- qualities: health, vigor, skill, organizational spirit, intelligence, ability to perceive, accept and promote the NEW, imagination, adequacy (sociability, honesty, frankness, firmness, confidentiality, etc.), ability to analyze and synthesize.

3. Specific requirements
- PMI certification in the field of project management
- graduation of a postgraduate course in the field of Project Management
- knowledge of an international language (preferably English)
- PC operation in various programs, depending on the nature of the project
- mastery of project management software

5. Conclusions

- Project managers are managers like any other, ie they carry out management processes, respectively they forecast, organize, coordinate, train, control and evaluate the performance of the executors materialized in achieving the objectives.
- The differences between the project managers and the managers of the organization in which the projects are carried out are given by:
  – the specificity of the project, approached as a temporary organization, with a single objective - the realization of the project in terms of time, cost, quality, etc. default.
  – the large and diversified volume of tasks and responsibilities that fall to the positions of "project manager", compared to the official, formal, reduced authority conferred on them.
- The position of "project manager" can be, from the moment of its establishment, an unbalanced one, as the condition stated in the previous point, called the "golden triangle" of the organization, is not respected. Underestimating formal competence in relation to assigned tasks and responsibilities can create discomfort for the job holder, ie for the recruited and nominated project manager to lead the project team and manage the project from all points of view - resources, stakeholders, conflicts, risk, etc.
- The previous finding requires the preparation of a realistic job description, with

tasks, competencies and responsibilities harmonized with each other and correlated with the objectives of the project manager position. Hence two other aspects to consider:

- the project manager to be selected and nominated in the project initiation phase;
- he can participate in the establishment of the project objectives, following which the individual objectives will be established, which belong to the project manager position and, implicitly, to his occupant;
- the job description of the project manager will be prepared by the project coordination body of the organization in question, and if it is not constituted, by the HR specialists from the human resources department.

• It is necessary, both in Romania and in the Republic of Moldova, the professionalization of project managers, through the following actions:
- active and responsible involvement of universities with a managerial profile in the training and specialization of higher education graduates in the field of project management (postgraduate and master's courses);
- national and international certification of project managers, according to the standards in force, recommended by the European Union;
- the appropriate recruitment, selection and appointment, in a professional manner, on the basis of competency criteria with international visibility, of project managers;
- periodic training in management, leadership and project management, organized by institutions with national and international recognition.

• In the context of amplifying hybrid or agile project management approaches, it is necessary to reconsider the set of knowledge, qualities and skills recommended to project managers, by introducing new skills (such as digital project management skills recommended by Project Management Institute in 2018). which must not be missing Data Science Skills, Innovative Mindset, Security and Privacy Knowledge, Legal and Regulatory Compliance Knowledge, Ability to Make Data-Driven Decisions) and strengthening software skills (Confidence, Interpersonal skills, Organization, Agility).

• Expanding the use of project management in public and private organizations.

• The proliferation of project-oriented organizations, with project management emerging as a defining feature of the 21st century [22, chapter 6].

• Proliferation of the complete project manager, "owner" of a wide range of skills [8, pp. 6-7].

• Managerial methodology of the project by:
- promoting and using an appropriate project management methodology (PM² Project Management Methodology. Guide 3.0.1, 2021, promoted by the EU being the most conclusive example);
- the use of hybrid methodologies (Waterfall & Agile) and, implicitly, the promotion of hybrid project managers;
- amplifying the use of a specific managerial tool, consisting of management models, methods and techniques, as a whole and in each phase of the project (from PESTEL and SWOT, to SMART and WBS, CPM, Pareto, Deming or time management methods).

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Rezumat

Una din modalităţile foarte răspândite în practica mondială a organizaţiilor o reprezintă promovarea şi utilizarea managementului proiectelor, dovada cea mai evidentă fiind proliferarea studiilor, cărţilor, articolelor şi a altor materiale ştiinţifice dedicate acestuia, apărute după 1969, anul apariţiei Institutului de management al proiectelor (PMI). Destinat soluţionării unor probleme complexe, într-un interval de timp limitat, cu resurse de asemenea limitate, managementul proiectelor necesită conjugarea eforturilor mai multor factori – de la managerul de proiect la echipa de proiect, de la managementul de nivel superior al organizaţiei la ceilalţi stakeholderi – ca premisă a realizării obiectivelor asumate. Îndeplinirea acestora, în condiţii prestabilite, de timp, cost şi calitate, contribuie nemijlocit la realizarea obiectivelor organizaţiei şi, implicit, atingerea unor standarde de calitate şi eficienţă ridicate. Nu trebuie să omitem faptul că proiectele contribuie la promovarea noului tehnic, tehnologic, economic printr-un management al resurselor alocate şi un leadership al echipei de proiect exercitat de un manager de proiect profesionist. Dacă în organizaţiile din România şi Republica Moldova nu putem invoca o utilizare pe scară largă a managementului proiectelor, totuşi, existenţa fondurilor europene şi accesarea acestora prin proiecte corespunzătoare, pot dinamiza o asemenea zonă de preocupări manageriale şi pot contribui la apariţia şi consolidarea unor organizaţii centrate pe proiect veritabile. Condiţia fundamentală a succesului managementului proiectelor este, în opinia noastră, implicarea managerilor de proiect, actori principali pe întreg traseul solicitat de "viaţa" unui proiect, de la iniţiere la planificare, execuţie, finalizare, monitorizare şi control al acestuia.

Cuvinte-cheie: proiect, managementul de proiect, manager de proiect, triunghiul talentului, competenţe, responsabilităţi, fişa postului

Аннотация

Одним из наиболее распространенных в мировой практике организаций способов является популяризация и использование проектного управления, крайне очевидным свидетельством которого является распространение посвященных ему исследований, книг, статей и других научных материалов, опубликованных после 1969 года, момента создания Института управления проектами (ИУП). Предназначенное для решения сложных задач, в ограниченное время, с ограниченными ресурсами, управление проектами требует объединения усилий нескольких факторов - от руководителя проекта до проектной команды, от высшего руководства организации до других заинтересованных сторон - как предпосылка для достижения предполагаемых целей. Их выполнение в заранее определенных условиях времени, стоимости и качества напрямую способствует достижению целей организации и, косвенно, достижению высоких стандартов качества и эффективности. Нельзя упускать из виду тот факт, что проекты способствуют продвижению нового технического, технологического, экономического достижений за счет управления выделенными ресурсами и руководства проектной командой, осуществляемой профессиональным менеджером проекта. Если в организациях из Румынии и Республики

Молдова мы не можем призывать к широкому использованию управления проектами, однако существование европейских фондов и их доступ через соответствующие проекты могут стимулировать такую область управленческих проблем и могут способствовать появление и объединение ориентированных на проект организаций. Фундаментальным условием успеха управления проектами является, на наш взгляд, вовлечение руководителей проектов, основных действующих лиц на всем пути, необходимом для «жизни» проекта, от инициации до планирования, выполнения, завершения, мониторинга и контроля.