
BUSINESS ENHANCEMENT COMPETENCIES REQUIRED FOR AN IT PROJECT MANAGER TO MAXIMIZE EE AND ACQUIRE EN

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Abstract: Information technology service delivery organizations follow project based organization structure. In projects a group of resources having specialized skillsets is grouped together to work towards attaining a common goal. A project is a temporary set up which is led by a project manager. The resources may or may not directly fall into the hierarchy of the manager. Modern day studies encapsulate the role a project manager has extended both vertically and horizontally. In a theory a project manager must hold him accountable for the entire life cycle of the project from initiation to closure and managing resources in the team. The digitalization era demands that a successful manager needs to be competent in multiple disciplines which will enable optimum utilization of resources and to maximize profit with lean team. A study focused on the competencies needed for a project manager to attain repeated business from customer and also to explore opportunities which can be converted into revenue fetching business was done. It is evident from the results that demographic factors will not play a pivotal role in enabling a project manager in business achievement. Multivariate factor analysis was administered and the outcomes established 11 competencies (variables) which are needed for a project manager to continue business with existing customer and new business with the same customer i.e. EE & EN.

Key words: Project manager competencies, sales competencies, business skills, project manager business generation competencies.

Introduction: Ability to engage and align stakeholders can increase the likelihood of winning a deal by 20%. In the project management world these types of skills, all related to what we call "stakeholder partnership," can improve PM performance by as much as 15% (Corporate executive board, 2015). In Information technology organizations, the role of a business acquisition group is to win customers and business. They do competitor analysis, explore opportunities and compete towards achieving the same. Literatures and practitioners enumerate that a wider gap always exists on the commitment during the contract establishment and what could optimally delivered by the delivery team. In organizations with multiple service delivery replicating the role of the business acquisition group for each line of business will always yield to overheads. The extended role of a project manager warrants them to identify the opportunity in the existing projects and convert them into new businesses to yield revenue. A project manager in IT business has the responsibility of conceptualization to delivery of, the customer projects. By serving on- time, within budget, value adding woos the customer to have a continuous relationship with the IT delivery organization through extending business contract. A satisfied customer extends their relationship which is called as Extending Existing business. Exploring opportunities in current business and get his approved as a new

revenue generation project are the two ways of institutionalizing EN. NN will not fall under the scope of a project manager

Objective of the study: The objective of the study is to identify the competencies needed for IT project managers to sustain the existing business and explore new business opportunities from the same customer.

Methodology: Project managers having 8-15 years of experience in software application development, support from top 10 Indian IT organizations are sampled. The identification was through Snow ball sampling technique. In literature study, an attempt was made to identify all the relevant competencies which are the variables in the study. Secondary research was done on international management journals, sales competency models, project management books, and proceedings of PMI conferences. The research was based on 53 important variables which are necessary for a project manager in business generation. Likert scale type was used in this survey where 1 being lowest and 7 the highest. Chi-square test of analysis was used to identify the association between the demographic variables and the capability of business generation.

Findings: Chi-square technique was used to find the strength of association between the demographic variables of a project manager and capability to generate volume of business.

TABLE 1: Strength of association between variables

Hypothesis	P-value	Test results	Decision
Certified Project managers Vs. Sales skills	0.801	Accept Ho	No association between certification possessed by managers & Sales skills
Relevant years of experience Vs. volume of business generated	0.231	Accept Ho	No association between Relevant years of experience & generating volume of business
Project Environment Vs. Volume of business generated by Project Managers	0.427	Accept Ho	No association between project environment & business generated by project managers
Project Managers (Management qualification) Vs. volume of business generated	0.522	Accept Ho	No association between qualification of project managers Vs. business generated by project managers

Factor analysis technique was carried out to infer the highly relevant competencies needed for a project manager. The KMO measure of sample value 0.787 helps to infer that sampling is adequate. Principal component analysis requires that the probability

associated with Bartlett's Test of Sphericity to be less than the level of significance. In this analysis the probability associated with the Bartlett test is <0.001, which satisfies this requirement.

TABLE 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.787
Bartlett's Test of Sphericity	Approx. Chi-Square	181.818
	df	87
	Sig.	0.000

TABLE 3: Total Variance Explained

The variance table explains that the list of 53 competencies is reduced to 11 competencies. They are loaded in 5 components. These components have Eigen values greater than 1.000.

TABLE 4

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.706	29.329	29.329	2.706	29.329	29.329	2.437	29.410	29.410
2	1.744	22.454	51.783	1.744	22.454	51.783	1.797	22.832	52.243
3	1.332	9.511	61.294	1.332	9.511	61.294	1.353	9.666	61.909
4	1.232	8.812	70.095	1.232	8.812	70.095	1.331	9.506	70.604
5	1.058	7.557	77.652	1.058	7.557	77.652	1.153	8.237	78.841

TABLE 5

Variables	Component				
	1	2	3	4	5
Capability to read customer needs	.657	-.287			
Solutioning	.636	-.164	.125		-.147
Design new Business models	.603	-.409	.178	-.252	-.187
Building trust	.506	-.292	-.235	.422	.268
Explore the opportunities in current business	.406	.745	-.192		.103
Ability to convert opportunities into business	.443	.717	-.106		-.176
Market research and competitor analysis	.151	.309	.569	.112	-.551
Proposal writing	.427		.529	-.150	.341
Contract negotiation	.365	.209	.455	-.366	.133
Customer relationship beyond SOW	.340	.108		.820	
Be a Ideapreuner		.336	.525		.653

TABLE 6: Factor loadings

Component	Factor Name (label)	Variables	Factor Loadings
1	Understand customer & business models	Ability to read the customer needs	0.657
		Solution and CRM	0.636
		Design new business models	0.603
2	Exploring opportunities	Explore the opportunities in current business	0.745
		Ability to convert opportunities into business	0.717
3	Analysis & Understanding of market	Market research and competitor analysis	0.569
		Proposal writing	0.529
		Contract negotiation	0.455

4	Stakeholder partnership	Building trust	0.422
		Customer relationships beyond SOW(Statement of work)	0.820
5	Idea Generator	Be a Ideapreuner	0.653

Discussion: The study highlights that the leader of a project should carry the goal of identifying and anticipating customer needs. The art of customer management will help project manager to explore what the customer wants and how to transform every opportunity into business generation. By building trust and winning confidence of the customer, a project manager can pull business to the organization than a business acquisition team. With quality of delivery and creating smile on customer he or she

shall win big deals from customers. A project manager should acquire understand customer and business models , exploring opportunities , analysis of understanding markets , stakeholder partnership and be an idea generator to establish business In the VUCA role of a project manager extends its delivery maturity and resource management boundaries. To sustain and survive in today's competitive era, it is the project manager who needs to equip with the competencies needed for revenue maximization.

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