

To Objectify the Subjectivity in the Project Managers Selection

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The admission of Romania's candidature alongside with other East-European countries for the integration in the European Union meant a historical stage of probing and testing the economic Romanian capacity to face up the exigency of the social-economic European structures. The stage before the admission was and still is an exigent exam concerning the institutional and departmental performances, the capability and compatibility of the social economic environment similar with European structures. Very often Romania has proved attachment for the values of the civilised Europe, has showed the wish to minimize the social economic differences, a consequence of some historical errors, therefore today Romania is in the beginning of a new stage that will start once with the official adhesion to European Union.

The period crossed by Romania before the adhesion was marked by the discontent of the European experts about the way the projects concerning the funds utilisation allocated through the programs before adhesion. The public, local, central authorities being aware of the difficulties appeared in the projects preparation for the financial facilities utilisation especially the ones concerning the observance of the efficiency, utility and eligibility norms and others norms mentioned in the methodological guides acted consistently and with efficiency. The adaptation of the regular arrangement to the European community demands (aquis), the efforts for the forming of a contingent of aboriginal, skilled specialists with attitudes compatible with the ones of their European homologous lead to the rank growth of the funds utilisation.

Reaching the European Union Romanian integration raises new problems to the business environment to the public, central and local authorities concerning the capability of attracting and managing the structural funds. At the base of this new institutional construction are the validation problems of the structures meant to manage and to apply the projects in conformity with the new exigencies that are imposed to all the member countries of the European Union. Out of the wide multitude of actors, which in a way or another bring their contribution to the success, or failure of a project the project manager stands out.

The incontestable role that the project manager has in applying the project constitutes the most important argument for each employer when he imposes exigencies for the candidate. The most suitable applicant in this situation is going to be select in terms of his aptitudes and individual capabilities, proved or certificated in the CV and other references dates that correspond to the job requirements concerning the project imposed by the employer.

Which are the employer's requirements?

He wants to employ a person who represents his interests, a responsible person who through his capabilities has authority in front of the other project members: subalterns and co-workers.

The way the chosen person respects these requirements reflects in a good or a bad way on the project chances of success and it will give the project manager the authority and decisional autonomy,

the certitude that his decisions concerning the project realisation will be understood, accepted and carried out by the subalterns.

The employer wants a person who understands and is attached to the project objectives so that he can be an efficient intermediate in negotiation with the others: clients, beneficiaries, purveyors.

The capacity to influence in a profitable way the actions doubled by the administrative competence on the allocated resources are every project manager's attributes.

Very interesting is the problem of the power sources frequent in many specialised works – those intimate or formal resorts that make the individual to be different, with authority in front of the others. Specialists are concerned to identify which are those formal or informal hidden forces that give a manager the authority that he needs in the position that he holds.

Extern factors independent by a person will and desires determine the project leader's formal authority and his position in the hierarchy or his belonging to an influence/ pressure group leads his power. In private society, the owner has the total freedom of choice and no one will sacrifice his fundamental interests for the pleasure of the backstage games. To choose based only on this system can lead to unwanted manifestations during the project realisation and nobody can guarantee that out of more or less obscure interests that contravene the project objectives will not appear blackmail tendency, imposing attempts using force or intimidation.

The power given by one-person position is the superior (top) management expression of the organisation. They are the "bosses", they act and demand to be treated so, the subordinates future is in their hands therefore the project leading is naturally due to the chosen person. It is an out-dated point of view because this person's authority is a "borrowed authority" that depends on someone else's wills who has a better position in the organisation hierarchy.

The authority given by the group power assumes a relationships system based on private, personal or group interests. In this case, there is the risk that the decisions are influenced by the system of personal or group interests others than what the employer expects. Arguments, which are strange to modern management like spreading the names of some important people or appealing to attempts of manipulation, blackmail or intimidation, can impose the manager's authority.

The authority, which comes from the control and administration of the resources, is because the repartition is made according to the co-operant or disobedient position of the applicant. Even if the control on the technical material resources is limited, the project leader has total control on the most important resource and that is "time". He can reward with free days and/or the discriminating repartition of the tasks by the difficulty grade or prestige, etc.

The informal (authentic) authority based on the competence attributes and personal qualities is recognised in modern management to be one that assures a responsible and efficient working climate inside a team. That amount of qualities and skills which cannot be negotiable and which impress and mobilises the subalterns and co-workers is the fundament for the image of every individual.

The individual social professional characteristics, which contribute to the personal image upon the others, are appreciated in a context where the relationships between the persons and the communications skills are absolutely in disposable for the manager's authority. If we have a correct vision on the project as a particular action way with an uncertain character thru the process of carrying out the manager and his team will face new situations, which they must find an appropriate solution. We must not exclude the appearance of these problems, which in certain conditions may create discontents. There is a risk that the subordinates doubt the manager's authority based on his individual qualities.

We are not trying to develop the existent fond of power sources; our intention is to build a logical construction in hand for the general responsible of the project, as a methodological work instrument for the selection of the operational manager- project leader. Our reasoning base principle is to combine what the employer expects/wants from the candidate with what the candidate has to offer.

1. According to the importance of the power sources for the employer implicit for project progress the candidate's attributes divide in groups. Each group will contain homogeneous attributes concerning the employer's exigency and attitude regarding the assets, which give the project manager influence on the administration and execution of the project.

We define the 4 groups G_i for $I = 1, 4$

G_1 – compulsory sources

G_2 – necessary sources

G_3 – desirable sources

G_4 – unwanted sources

Compulsory sources is the absolute contextual relationships necessary for a project management, the affiliation to the organisation hierarchy structure or to a professional influence group or to a group/clan of interests, possession of some control levers on the resources repartition/use.

The position in the hierarchy of power must not be ignored and life demonstrates us that the quality is most of the times understood at its value.

For example, a judicial liquidation project of a company has as a teamwork leader a representative of the accredited beneficiary. At the organisation of a cultural festival, it is not only an honour but also a necessity that the team leader is a remarkable personality even if he is the legal representative of the principal sponsor who's interests are opposite from the project objectives.

The second group contains attributes that concern the individual quality and capabilities which necessity is dictated by the project type, by the application field characteristics. The third group will include sources, which creates competition between the candidates.

The fourth group includes qualities or attitudes specific for people who can have a bad influence on the people who he is working with. The intensification, which these influences are manifested, is different from an individual to another. The employer must take these influences as a diminution of the candidate trumps.

2. The construction of a typological structure concerning each individual specific characteristics and his capability to activate/use them

Using this criterion for every group " G_i " there are 3 attributes types (C_j), for $j = 1,3$:

- formal sources
- capability/aptitudes assigned for the candidate
- personal qualities proved and/or provable attitudes (CV, tests)

In the first category, subscribe that source, which gives the candidate the necessary assets for his investment. The second category subscribes the assets, which concerns the training level and professional preparation the ones that can label him as a professional. In the third category, there is each individual intimate source, which gives one person the moral authority in front of other people.

From these two system combination results a matrix of power sources that can be attribute to the candidate (A_I) for $I = 1,n$.

	Compulsory	Necessary	Desirable	Unwanted
Formal	Hierarchy position Legitimacy	Resources control	Affiliation to a group/clan	Bureaucracy

Abilities (Aptitudes)	Professional competence Expert	Technical knowledge Personal example	Reliability Trust	Coercion Intimidation
Personal qualities (Attitudes)	Charm Initiative	Trust	Look (appearance)	Aggressiveness

Using these model intercedes/implicated persons in the project leader selection process will be able to create an image about the superior management point of view (expectations). To assure a larger objectivity of the selection process it is necessary a working technique for the many criterion decisions problems.

The mathematical instruments used must establish the candidate grade taking into account the group that the sources are included and the importance level in the employer's vision. In the employer's vision the evaluation of the sources importance situated on different analyses bearings is not made in countable dimensions (sizes), but in epithets, for example: very important, important, significant, negligible. To objectify the countable epithets we establish numerical intervals on a dial from 0 to 1:

- very important between 0.81 and 0.99
- important between 0.51 and 0.80
- significant between 0.25 and 0.50
- negligible between 0.01 and 0.24

The compulsory condition is that the importance coefficient sum is 1.

4. The establish of the importance coefficient (K_{ij}) for each source/attribute integrated in C_j class and identified on the individual

The importance coefficients of each power attribute/source are established in the class context in which it has been integrated (formal, competence attributes or personal qualities). If to one attribute it is given the coefficient 0 it is excluded from the ulterior reasoning because it does not present interest for the employer.

$$S_j = \sum_{j=1}^m K_{ij} = 1$$

5. Establish of importance coefficients (Kc_j) in each class "C_j" observing the normalisation rule.

$$\sum_{j=1}^3 Kc_j = 1$$

6. The necessary steps for establish the qualification mark for each candidate taking into account the arguments previously enunciated are:

6.1. The allocation of the attribute sources in the matrix is made on base of preliminary study of each candidate's associate assets. The intensification is made taking into account the dates obtained by studying the noting file, the conclusions resulted from specific selection techniques: interviews, skills tests or from others personal sources. It is obvious that these will be different from one person to another and that is why the matrix will be a table, which characterise each person taken separately. The sources dispersion is determined by 3 factors: the employer's personal point of view, the application sector and the project characteristics.

6.2. The establish of the intensity of the appreciation mark (N_{lij}) for each source/attribute characteristic for the candidate in an interval from 1 to 20.

The notation grating of the sources intensity is build on intervals (the ones below can be considerate random):

18 - 20 for very strong influence sources

14 - 17 for strong influence sources

10 - 13 for significant influence sources

5 - 9 for weak influence sources

1 - 4 for negligible influence sources.

By very strong influence source, we understand that the studied person is dominated. In the formal sources case is the case when this one is included in the administrative and decisional structures of the organisation, which it belongs, is the exclusive resources owner. This kind of situation is necessary when the group interests are compatible with the project objectives. Using the previous example with the cultural festival, an important representative of a professional profile group delegated as a leader of the organisation team is obvious that he will promote the group interests which are opposite with the festival objectives.

6.3. The calculation of the appreciation mark (Nc_j) for each typological source class “ C_j ”:

$$Nc_j = \sum_{l=1}^m \sum_{i=1}^4 N_{lij} K_{lj}$$

K_{ij} – the importance coefficient attached to the “ I ” source from “ j ” class

$I = 1, m$ – sources integrated in a class/subgroup

N_{lij} – the appreciation mark of the source “ I ” intensity from class “ j ” assigned to the candidate to “ i ” group of interest for the employer

It is obvious that if we have a single source on a subgroup ($I=1$) this one’s mark will be equal with the source mark at the respective group. Using this method at each group (G_i) level that express the logical employer’s exigencies we will obtain 3 marks: one for the formal exigencies, one for the competences demands and one for proved attitudes.

We can proceed differently:

We calculate the source score (P_{lij})

$$P_{lij} = N_{lij} \times K_{li}$$

We determine the appreciation mark of the class (Nc_j)

$$Nc_j = \sum_{l=1}^n \sum_{i=1}^4 P_{lij}$$

6.4. The qualification mark obtained by each candidate

$$Pc = \sum_{j=1}^3 Nc_j \times Kc_j$$

Kc_i – importance coefficient of each affiliation class

$I = 1,3$ before define groups in the matrix

For specific needs of analysis we can calculate an appreciation mark on each group by adding the 3 marks established on the class at group level.

The comparative analysis of the obtained marks will establish the winner – the candidate that has a maximum score.

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