PMP® Bootcamp Chapter 3 Part 2: The Ultimate Project Roles & Responsibilities Guide

Student Name: _____ Date: _____

Introduction: Welcome to the "Who's Who" of project management! A project's success often depends on everyone knowing their role and responsibilities. This guide will help you understand each key player, what they do, and how they fit together. We'll start with an interactive worksheet and finish with a handy study guide.

Part 1: The Worksheet - Who Does What?

Let's put your knowledge to the test with some real-world scenarios.

Activity 1: The Core of the Project

Your project is to build a new community library. Read the statement and identify who is speaking: the Project Sponsor, Project Manager, or Project Team.

1. **"I've approved the $5 million budget and signed the charter. I need monthly updates on progress and will step in if the city zoning board creates a major roadblock." Role: _____**

2. **"We've finished framing the walls and are now estimating the work for the electrical wiring. We think there's a risk with the delivery time for the custom windows." Role: _____**

3. **"I've updated the project schedule based on the team's estimates, logged the new risk they found, and will facilitate a meeting with the zoning board to discuss the roadblock." Role: _____**

Activity 2: The Agile Arena - Focus on Value vs. Process

In modern projects, especially in software, the traditional PM role is often split to improve focus.

Scenario: An Agile team is developing a new ride-sharing app.

- **Someone needs to decide whether building a "Schedule a Ride in Advance" feature is more valuable to customers right now than a "Split the Fare" feature.**

- **Someone else needs to make sure the team has a quiet working environment and that their daily stand-up meetings are running smoothly and efficiently.**

A. Who decides which feature to build next to maximize value? (Agile Team Leader / Product Owner)

B. Who ensures the team's meetings are effective and removes distractions? (Agile Team Leader / Product Owner)

Activity 3: The Battle of the "Product" People

This is a critical distinction for the PMP exam. Product Managers are strategic and look at the whole market. Product Owners are tactical and work day-to-day with the development team.

Read the task and decide if it's for the Product Manager or the Product Owner.

Task	Product Manager or Product Owner?
1. Analyzing competitor apps to set the long-term strategy for our ride-sharing service.	_____
2. Writing a detailed description (user story) for the "Rate Your Driver" feature.	_____
3. Creating the 3-year vision and business case for the entire transportation product line.	_____
4. Answering a developer's question about a specific requirement in the current iteration.	_____

Activity 4: The Organizational Hierarchy

Projects exist within a larger organization. Let's place these managers correctly.

Match the manager to their primary responsibility:

Manager Role	Letter	Primary Responsibility
A. Functional Manager	_____	Manages a group of *related* projects (e.g., all projects for a new car launch) to achieve coordinated benefits.

| B. Program Manager | _____ | Selects and manages all projects and programs to meet the company's overall *strategic* goals. Asks, "Are we investing in the right things?" |
| C. Portfolio Manager | _____ | Manages a specific department (e.g., IT, Marketing) and is in charge of the people (resources) who work in that department. |

Part 2: The Study Guide - Roles & Responsibilities Reference Chart

Use this chart to review the key roles. Focus on the "In a Nutshell" description for a quick memory aid.

Role	In a Nutshell... (Their "Why")	Key Responsibilities
Project Sponsor / Initiator	The Champion & Funder.	• Authorizes the project by signing the Project Charter. • Provides financial resources. • Champions the project at a high level. • Removes high-level organizational roadblocks.
Project Manager	The Integrator & Leader.	• Leads and directs the project planning and execution. • Manages scope, schedule, budget, risk, quality, etc. • Integrates all project components. • Communicates with all stakeholders. • Acts as a servant leader; responsible for project success.
Project Team	The Doers & Experts.	• Performs the hands-on work to create deliverables. • Provides task estimates (duration, cost). • Identifies risks and issues at the task level. • Contributes to planning and quality control.
Agile Team Leader (e.g., Scrum Master)	The Process Coach & Impediment Remover.	• Focuses on the "How." • Facilitates Agile ceremonies (meetings). • Removes any obstacles blocking the team's progress. • Shields the team from external distractions. • Coaches the team in Agile/Scrum practices.

Product Owner	The Voice of the Customer.	• Focuses on the "What." • Owns and manages the Product Backlog (prioritized to-do list). • Prioritizes work to maximize business value. • Answers the team's questions about requirements. • Accepts or rejects completed work on behalf of stakeholders.
Product Manager	The CEO of the Product.	• Strategic focus on the market and business goals. • Defines the long-term product vision and roadmap. • Creates the business case for a product. • Manages product profitability, go-to-market strategy, and lifecycle.
Functional / Resource Manager	The Owner of the Resources.	• Manages a specific department (e.g., IT, Engineering). • Assigns their staff (resources) to projects. • Manages the career development of their staff. • A key stakeholder the PM must negotiate with for people.
Program Manager	The Coordinator of Benefits.	• Manages a group of related projects in a coordinated way. • Focuses on achieving benefits and efficiencies not available by managing projects individually. • Manages interdependencies between projects.
Portfolio Manager	The Strategic Selector.	• Manages a collection of projects, programs, and operations. • Selects and prioritizes work to align with the organization's strategic objectives. • Focuses on "doing the right work" to achieve business value.
Stakeholder	Anyone Affected.	• A broad category, not a single role. • Anyone who can be impacted by the project or can impact the project. • Can be internal or external (e.g., customer, end user, government agency, functional manager). • Their needs and influence must be identified and managed by the PM.