

The king pin, not the king

ERIE--It's been said that the effective project manager is the king pin, not the king. And unlike future royalty, most of whom spend a lifetime in training, a Penn State researcher

has found that new project managers often lack formal education in the myriad delicate skills needed to tackle the complex tasks that await them.

"Most project managers fall into their responsibilities by happenstance rather than calculation," said Dr. Jeffrey K. Pinto, assistant professor of management at Penn State Erie, The Behrend College. "Very few people grow up with the dream of becoming a project manager, but the reality is that many people are, and many more will be."

Pinto and Dr. Om P. Kharbanda, a cost and management consultant in Bombay, India, offer tips and wish-I-had-knowns to "accidental" project managers in their forthcoming book, "Leading Your Team to Success: How to be a Successful Project Manager," to be published this winter by Van Nostrand Reinhold. Their "vital dozen:"

1. Understand the context of project management. "Because projects exist outside the established hierarchy they threaten the status quo," Pinto said. "It's important that project managers walk into their new role with their eyes wide open."

2. Enthusiasm and despair are both infectious. "Project managers are like mini billboards. They project an image and attitude that signals the current status of the project

and its likelihood for success."

3. Recognize team conflict as progress. The conflict inherent in the stages of group development should be welcomed. Interpersonal problems should be dealt with swiftly. "If pushed below the surface, they'll fester," Pinto warns.

4. Understand your stakeholders. "It's impossible to please all stakeholders all the time," Pinto said. "Project managers need to forget the idea of maximizing everyone's happiness and concentrate instead on maintaining satisfactory relations."

5. Accept the political nature of organizations, and use them to your advantage.

6. Lead from the front. An inflexible leader can ruin a project. It's important to develop the qualities that distinguish "leaders" from those who simply manage.

7. Understand "success." A successful project was once one that was brought in on time, under budget, and performed as expected. Pinto and Kharbanda add a fourth hurdle for the '90s: customer satisfaction.

8. Build and maintain a cohesive team. "The project manager's job is to do whatever's necessary to build and maintain the health of the team," Pinto advises. "Sometimes it can be done traditionally; sometimes you need to resort to less conventional methods, like throwing a party or

organizing a field trip. The payoff from a cohesive project team cannot be overestimated."

9. One look forward is worth two looks back. You can't control the future, but a proactive manager can control his or her response to it.

"It's important that project managers walk into their new role with their eyes wide open."

- Dr. Jeffery Pinto

PARTY WITH OVER 500,000 SPRING BREAKERS

PANAMA CITY BEACH, FLORIDA

Here's What You Get - Check It Out!

- 7 nights premier beachfront accommodations in the heart of the action!
- Welcome party at Harpoon Harry's: No cover charge and free beverages!
- Sunset party at Spinnaker: No cover charge and free beverages!
- Sunrise party at Club La Vela: No cover charge and free beverages!
- High-tide party at Harpoon Harry's: No cover charge and free beverages!
- Happy hour party at Pineapple Willie's: No cover charge and free beverages!
- Beach volleyball tournament: Recreational, competitive, co-ed, prizes!
- Daily beach parties: Emcee, music, contests and sponsor give-aways!

Complete Trips \$249

Sponsored by SGA
Call 898-6220

ERIE METROPOLITAN TRANSIT AUTHORITY
Effective November 19, 1994

Subject to change without Notice. Eastern Standard Time, Daylight Time when Effective
Call the schedule information number at 452-3515 or TDD number 452-3521 for additional schedule and Route information



No service on the following holidays
New Year's, Easter, Memorial Day, July 4th, Labor Day, Thanksgiving, and Christmas

PLEASE BOARD WITH EXACT FARE - DRIVERS CARRY NO MONEY OR TOKENS

Route 1 Buses
Departs Reed Building to K-Mart and Perry Square

Route 1 Buses
Departs Perry Square for Penn State-Behrend

Route 15 buses
Departs Reed Building for the Millcreek Mall

Route 15 buses
Depart Millcreek Mall for Penn State-Behrend

Weekday

Weekday

Tuesday & Friday

Tuesday & Friday

AM	PM	
+7:40	12:10	+4:40
+8:10	+12:40	5:15
8:40	+1:10	+5:45
+9:10	1:40	+6:20
9:40	+2:10	+7:00
+10:10	2:40	+8:10
+10:40	+3:10	+9:05
11:10	+3:40	+10:10
+11:40	4:10	

AM		PM	
+7:02	11:30	+12:00	4:40
+7:35		+12:30	+5:10
8:00		1:00	+5:45
+8:30		+1:30	+6:25
9:00		2:00	+7:30
+9:30		+2:30	+8:25
+10:00		+3:00	+9:40
10:30		3:30	
+11:00		+4:05	

PM	
4:20	
+7:05	
+8:40	
x+10:15	

PM	
+7:55	
+9:30	

Saturday

Saturday

AM	PM	
7:30	+1:20	+6:05
+8:40	+2:10	+7:05
+9:20	3:00	+8:15
10:00	+3:50	+9:10
+10:50	+4:40	+10:15
+11:40	5:15	

AM		PM	
6:45	11:50	+12:40	+5:30
+8:00		+1:30	+6:30
+8:45		2:20	+7:40
9:20		+3:10	+8:25
+10:15		+4:05	+9:45
+11:00		4:45	

AM	PM	
+11:15	+12:45	+7:15
	+2:20	+8:40
	+4:40	x+10:00
	+6:10	

PM	
+12:05	+6:40
+1:35	+8:05
+3:55	+9:25
+5:30	

+ Denotes Wheelchair Accessible Coach
x to Perry Square via Route 1 only
No Sunday Service

Sunday

AM	PM	
+10:35	+12:05	+4:35
	+1:35	+5:20
	+2:20	+6:05
	+3:05	+6:50
	+3:50	

Sunday

AM	PM	
+10:00	+1:00	+4:45
+11:30	+1:45	+5:30
	+2:30	+6:15
	+3:15	
	+4:00	

CASH	BARGAIN FARES
College Student.....\$1.00	30% Discount Fare (20 Ride Tickets)
	\$14.00 With proper college ID card. For transportation any time of day.
	Individual Tokens
Transfers.....\$1.10	Good of One (1) Hour from time issued
Handicapped.....\$1.50	With reduced Fare Identification card between 9:00 am and 3:30 pm and after 6:30 pm. Mondays thru Friday and all day Saturdays and Sundays. Transfers \$.05
Tokens and Student Tickets available at the RUB Desk in Reed Hall.	

+ Denotes Wheelchair Accessible Coaches