I believe project manager should play a large role in the procurement process as with all the other Knowledge Areas identified in the PMBOK. When a project requirements justifies the outsourcing of a certain skill set, or ability it could become necessary to rely on the services of a third-party. Recalling Resource Based View of an organization most firms are organized according to their core competencies, and for profit. (Barney & Hesterly, 2015) The use of a third party service providers maybe more cost effective or technically feasible. (PMI, 2013 pg. 357) The project manager has the responsibility of ensuring the project meets its stated objective. Project requirements, that will be fulfilled by a third-party should be detailed thoroughly; and these documents will become a part of a legally binding contract. Determining specifications for equipment purchases, or establishing service level agreements will require a high level of engagement with several different stakeholder groups across the organization. The project manager is the focal point of the project, and if a SLA or an equipment specification is missed it will be the project manager whom will be accountable to upper management. As the project executes the results of the project work will establish what progress has been made. This work performance will be checked against the project management plans estimates to determine the variances. The third parties work performance will be checked against the contract or service level agreement. The PMBOK Guide 5th edition explains processes in the Executing Process Group, consists of those processes performed to complete the work defined in the Project Management Plan to satisfy project specifications. (PMI, 2013, pg. 56) If
a third-party is responsible for work carried out in the project, their work performance must be tracked. The project manager understanding of the project work could ensure key performance metrics and that contracts are constructed with flexibility for the organization. Functional managers in my organization are only involved with requests for procurement. For example, they can request a 50 pack of Post It Notes, however they cannot select the vendor who will provide the 50 pack of Post It Notes. They have nothing to do with selection criteria for vendors providing Post It Notes. They don’t need to know the Post It Note requirements for the whole organization. A completely different part of our organization is responsible for those purchasing functions. In a project where a unique product, service or desirable outcome is being sought, the more knowledgeable a project manager is the more input they can provide in procurement decisions.

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