

## Project Manager's Path

### Associate Project Manager

**Non-Functional Requirements:**

- At least 1 year of experience as a Project Manager on IT projects (hardware/software, any).

**Functional Requirements:**

- Excellent English and Armenian language skills (both: written and speaking);
- Familiarity with the main project management frameworks (SCRUM, SCRUMBAN, SCRUM/XP, and Kanban Method).
- Also, understanding practical differences between mentioned frameworks;
- Understanding Agile philosophy enough to hold at least 5 minute discussion around it;
- Broad spectrum of developed soft skills;
- Ability to handle context switching between multiple projects.

**Educational Requirements:**

- Read the book "How to read a book" by Mortimer Adler;
- Read the book "Start with No" by Jim Camp;
- Read the book "Atomic Habits" by James Clear;
- Strong understanding of the SDC Management Framework.

**General Responsibilities:**

- Support Head of Product with PRD changes announcement and sharing with appropriate project teams;
- Support higher ranking project managers upon managerial needs;
- Project Team members support. This point includes guiding team members through SDC Management Framework;
- Project teams-related information sharing with HR department per need;
- Share the information regarding project team composition changes with appropriate project participants;
- Compose meeting minutes of every call s/he attends, and share the knowledge via appropriate channels;
- Constant awareness of the status of assigned projects with JIRA ticket-level accuracy;
- Coming up with management solutions upon assigned projects challenges under the supervision of higher project managers;
- Report to higher project managers upon assigned projects per need.

### Project Manager

**Non-Functional Requirements:**

- At least 2 years of experience as Project Manager on IT project (hardware/software, any);
- Hands-on experience of managing at least 10 team members;
- At least one successful project that was led as project manager from concept to shipping.

**Functional Requirements:**

Everything that Associate Project Manager knows +

- Strong understanding of the software development processes (main SDLCs and its differences);
- Strong understanding of the main technical aspects of the software development (how code from development teams' hard drives becomes a ready-made product released on customer's server);
- Strong knowledge of all modern project management tools, frameworks, and methodologies;
- Ability to setup a project management environment for a project from scratch (including communication channels, file sharing systems, collaboration systems).

**Educational Requirements:**

Everything that Associate Project Manager knows +

- PMI-ACP courses completion (Official PMI channels, or Udemy. The certificate is optional);
- Read the book "Never split the difference" by Chriss Voss;
- Read the book "The flow" by Mihaly Csikszentmihalyi.

**General Responsibilities:**

Everything that Associate Project Manager does +

- Process decisions of the COO;
- Support COO with in-house documentation-related changes announcement;
- Close cooperation with Teamleads and Chief Engineers and supporting of them on managerial needs. This point includes establishment of the best principles and practices of various project management frameworks per need;
- Close cooperation with QA Chief Engineers on solving occurring issues of the project;
- One-on-One meetings processing within the given framework. Team members-related data gathering, categorization, structuring, and processing to the top management per need;
- Work with SDC alias companies and 3rd party partners. This point includes creation and maintenance of communication and collaboration channels across multiple teams working in multiple companies;

Come up with new ideas related to in-house processes and practices optimization, automation, and performance calculation.

### Technical Project Manager

**Non-Functional Requirements:**

- Minimum 2.5 year of experience as Project Manager on IT project (hardware/software, any);
- At least 1.5 years of experience in working at the SDC;
- Hands-on experience of managing at least 20 team members;
- At least three SDC projects that were led as project manager from concept to shipping.

**Functional Requirements:**

Everything that Project Manager knows +

- Understanding of such technical aspects of the software development as SVN, CI-CD cycles, OSI Model concepts;
- Ability to conduct standalone researches and come up with new ideas regarding SDC in-house processes and practices optimization/automation.

**Educational Requirements:**

- Complete "Google Project Manager" certification (Google Project Management);
- Read the book "The hard thing about hard things" by Ben Horowitz;
- Read the book "One minute manager" by Ken Blanchard;
- Read the book "Noise" by Daniel Kahneman.

**General Responsibilities:**

Everything that Project Manager does +

- Complete administration of every detail in all the software systems used in the project management environment (including communication systems, file sharing systems, collaboration systems, task tracking systems etc.);
- Management of very technical products of the company;
- Creation of in-house tools for the SDC teams per need. This point includes work with G-Suite integrations, and other in-house software systems adjustment.

### Principal Project Manager

**Non-Functional Requirements:**

- Minimum 4 year of experience as Project Manager on IT project (hardware/software, any);
- At least 2.5 years of experience in working at the SDC;
- Hands-on experience of managing at least 30 team members;
- At least five SDC projects that were led as project manager from concept to shipping.

**Functional Requirements:**

Everything that Project Manager knows.

**Educational Requirements:**

- Read the book "Noise - A Flaw in Human Judgment" by Daniel Kahneman;
- Read the book "The Culture Map" by Erin Meyer;
- Read the book "Zero to One" by Peter Thiel.

**General Responsibilities:**

Everything that Project Manager does +

- Mentorship of lower project managers of the company;
- In-house training programs conduction for project management team;
- In-house training programs conduction for project teams;
- Knowledge-sharing sessions conduction;
- Creation of project management ready-made framework solutions for small and medium projects. This point also includes creation of standards of working with SDC alias companies, 3rd party partners;
- Act as SDC Management Framework evangelist.

### Head of Department of X Products

**Non-Functional Requirements:**

Everything from SDC Principal Product Manager +

- At least 5 year of experience in working on IT project (hardware/software, any) as Product Manager;
- At least 2 year of experience in working at the SDC.

**Functional Requirements:**

Everything that SDC Principal Product Manager knows +

- Exceptional communication skills;
- Ability to work with multiple project teams, under the pressure and major context switches throughout the day;
- Keep top management aware of everything that happens at the department on daily basis (incl. creation of reporting system);
- Ability to run public events, presentations, lectures etc.;
- Ability to conduct in-house training for the team.

**Educational Requirements:**

Everything that SDC Principal Product Manager knows+

- Read the book "Predictably Irrational" by Dan Ariely;
- Read the book "Start with No" by Jim Camp;
- Read the book "Never split the difference" by Chriss Voss;
- Read the book "The hard thing about hard things" by Ben Horowitz;
- Read the book "When Genius Failed" by Roger Lowenstein;
- Get familiar with the Theory of Constraints by Eliyah Goldratt;
- Get familiar with Kaizen methodology.

**General Responsibilities:**

Everything that Head of Department of X Products does +

- Processing CEO's product-related requests;
- Direct work with key stakeholders. Business in-depth analysis, and requirements generation;
- Product structure and logic design, including tailored UX solutions based on stakeholders' business objectives;
- Design and complete ownership of all product-related documents (incl. PRDs, and team-specific guidelines);
- Complete end-to-end ownership of company products;
- Control of the products scope to keep it within the company budget and delivery timeline;
- Regular collaboration with SDC management team;
- New team members handpicking and onboarding.

### Head of Product (CPO)

**Non-Functional Requirements:**

Everything from SDC Head of Department of X Products +

- At least 10 years of experience in IT;
- At least 7 years of experience as Product Manager;
- End-to-end ownership of multiple Enterprise-level products;
- Proven record of working as the key product manager from concept to shipping on multiple projects with overall budget more than \$5.000.000 and at least \$50.000.000 evaluation;
- Proven record of successfully managing at least 20 team members within a single company;
- Proven record of delivering successful commercial products (B2B/B2C, any);
- At least 4 years of experience in working at the SDC.

**Functional Requirements:**

Everything that SDC Head of Department of X Products.

**Educational Requirements:**

- Everything that SDC Head of Department of X Products knows +
- Familiarity with MBA course;
- Familiarity with PMI curriculum;
- Complete understanding of the core concepts of technical aspects of the software development (incl. familiarity with databases, front-end and back-end implementation nuances, environments setups, security aspects of systems etc.).

**General Responsibilities:**

Everything that Head of Department of X Products does +

- Processing CEO's product-related requests;
- Direct work with key stakeholders. Business in-depth analysis, and requirements generation;
- Product structure and logic design, including tailored UX solutions based on stakeholders' business objectives;
- Design and complete ownership of all product-related documents (incl. PRDs, and team-specific guidelines);
- Complete end-to-end ownership of company products;
- Control of the products scope to keep it within the company budget and delivery timeline;
- Regular collaboration with SDC management team;
- New team members handpicking and onboarding.

### Chief Operating Officer (COO)

**Non-Functional Requirements:**

Inherited

**Functional Requirements:**

Inherited

**Educational Requirements:**

Inherited

**General Responsibilities:**

- Regular update of the reporting system to keep CEO up-to-date on every major event happening at the company;
- New in-house processes development, documentation, and implementation in the company;
- Continuous optimization and maintenance of the existing in-house processes;
- Keeping the company work within the scope of the SDC management framework;
- Complete ownership of corporate documentation;
- Regular collaboration with SDC management team;
- Status control of every project in the company (milestone level);
- Development of guidelines, instructions, and other supporting documentation for in-house use;
- SDC management team mentorship, including colleagues' career path development and work efficiency evaluation;
- New team members onboarding.