Project Management Supplemental Deck #8

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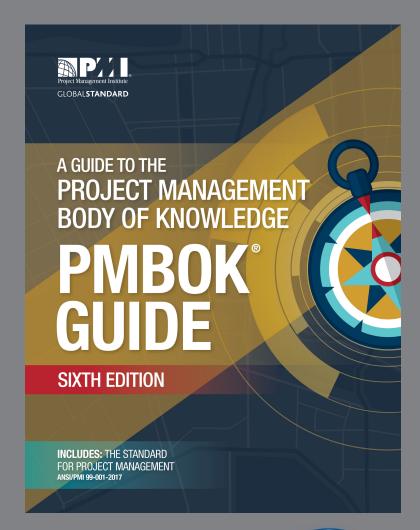
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Project Management

This is accepted in the Project Management Field as the main guide which is used to training and certify Project management Professionals

All Supplemental Slide decks will be relating to this and the information from them will be included on any possible tests/assignments etc...







Chapter 9

Project Resource Management





- Is the process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan
- Managing the project resources is how the project manager spends most of their time. From ordering supplies, to training team members, to paying bills, the project resources seemingly bottomless pit of active are management. Meanwhile, the project team is one of the most important components of project success — Having confidence that your team is going to get the job done right, on time, and under budget, is virtually priceless.





- The 6 processes in this knowledge area are:
- 1. Plan Resource Management
- 2. Estimate Activity Resources
- 3. Acquire Resources
- 4. Develop Team
- 5. Manage Team
- 6. Control Resources





Project Resource Management Overview

Project Resource Management Overview

9.1 Plan Resource Management

- Inputs
- .1 Project charter
- .2 Project management plan
- 3 Project documents
- A Enterprise environmental factors
- .5 Organizational process assets.
- 2 Tools & Techniques
- .1 Export judgment
- .2 Data regresentation
- 3 Organizational theory A Meetings
- .1 Resource management plan
- .2 Team charter
- .3 Project documents updates

9.4 Develop Team

- .1 Project management plan 2 Project documents
- 3 Enterprise environmental
- .4 Organizational process assets
- 2 Tools & Techniques
- .1 Colocation
- 2 Virtual teams
- 3 Communication technology
- A Interpersonal and team skills
- .5 Recognition and rewards
- 6 Training
- .7 Individual and team assessments
- 8 Meetings
- .3 Outputs
- .1 Team performance assessments.
- .2 Change requests .3 Project management plan
- A Project documents updates
- 5 Enterprise environmental factors updates
- .6 Organizational process assets

9.2 Estimate **Activity Resources**

- .1 Inputs
- 1 Project management plan
- 2 Project documents 3 Enterprise environmental
- factors 4 Organizational process assets
- 2 Tools & Techniques
- 1 Expert judgment
- .2 Bottom-up estimating
- 3 Analogous estimating
- 4 Parametric estimating
- .5 Data analysis .6 Project management
- information system J Meetings
- .3 Outputs
- .1 Resource requirements
- 2 Basis of estimates
- 3 Resource breakdown structure
- 4 Project documents updates

9.5 Manage Team

- 1 Inputs
- .1 Project management plan
- 2 Project documents .3 Work performance reports
- .4 Team performance assessments
- .5 Enterprise environmental factors
- .6 Organizational process assets
- 2 Tools & Techniques
- .1 Interpersonal and team skills .2 Project management information system
- .3 Outputs .1 Change requests
- .2 Project management plan
- 3 Project documents updates A Enterprise environmental
- factors updates

9.5 Acquire Resources

- Inputs
- 1 Project management plan
- 2 Project documents
- .3 Enterprise environmental factors.
- A Organizational process assets
- .2 Tools & Techniques
- .1 Decision making
- 2 Interpersonal and team skills
- .3 Pre-assignment
- A Virtual teams
- .1 Physical resource
- assignments 2 Project team assignments
- 3 Resource calendars A Change requests
- 5 Project management plan updates
- & Project documents updates
- J Enterprise environmental factors updates
- 8 Organizational process assets updates

9.6 Control Resources

- 1 Project management plan
- 2 Project documents 3 Work performance data
- A Agreements
- 5 Organizational process assets
- 2 Tools & Techniques
- .1 Data analysis 2 Problem solving
- 3 Interpersonal and team skills
- A Project management information system
- 3 Outputs
- .1 Work performance information
- 2 Change requests 3 Project management plan
- updates A Project documents updates





 Before any project can proceed, the project resource requirement need to be defined. The main part of this initial planning step involves identifying the type and quantity of resources that are required, including people. Some resources have a grade or skill level associated with them, such as experience level of people, or size of crane. Job descriptions are created for the project team members. The Project Resource Management Plan, a component of the overall Project Management Plan, summarizes this resource planning step.





Inputs

- .1 Project charter
- .2 Project management plan
 - · Quality management plan
 - · Scope baseline
- .3 Project documents
 - · Project schedule
 - Requirements documentation
 - · Risk register
 - · Stakeholder register
- .4 Enterprise environmental factors
- .5 Organizational process assets

Tools & Techniques

- .1 Expert judgment
- .2 Data representation
 - · Hierarchical charts
 - Responsibility assignment matrix
 - Text-oriented formats
- .3 Organizational theory
- .4 Meetings

Outputs

- .1 Resource management plan
- .2 Team charter
- .3 Project documents updates
 - · Assumption log
 - · Risk register

Figure 9-2. Plan Resource Management: Inputs, Tools & Techniques, and Outputs



Plan Resource Management is the process of defining how to estimate, acquire, manage, and use team and physical resources.







Plan Resource Management: Tools and Techniques



- Data Representation
- hierarchical charts
- I. Work breakdown structures (WBS).
- II. Organizational breakdown structure (OBS).
- III. un Resource breakdown structure
- Assignment Matrix
- Text-oriented formats



Plan Resource Management: Tools and Techniques



Organizational Theory

Organizational theory provides information regarding the way in which people, teams, and organizational units behave. Effective use of common techniques identified in organizational theory can shorten the amount of time, cost, and effort needed to create the Plan Resource Management process outputs and improve planning efficiency.



Estimate Activity Resources



• The resources required to carry out the project must almost always be estimated during the planning stage. Resources are classified into type and quantity, as well as other factors that might affect the cost or schedule, such as grade, quality, availability, and so on. The three primary methods of estimating, Analogous, Parametric, and Three point, are used in conjunction with bottom up or top down estimating to determine the resource requirements.



Estimate Activity Resources



Estimate Activity Resources

Inputs

- .1 Project management plan
 - · Resource management plan
 - Scope baseline
- .2 Project documents
 - · Activity attributes
 - Activity list
 - Assumption log
 - Cost estimates
 - · Resource calendars
 - Risk register
- .3 Enterprise environmental factors
- .4 Organizational process assets

Tools & Techniques

- .1 Expert judgment
- .2 Bottom-up estimating
- .3 Analogous estimating
- .4 Parametric estimating
- .5 Data analysis
 - Alternatives analysis
- .6 Project management information system
- .7 Meetings

Outputs

- .1 Resource requirements
- .2 Basis of estimates
- .3 Resource breakdown structure
- .4 Project documents updates
 - Activity attributes
 - · Assumption log
 - · Lessons learned register

Figure 9-5. Estimate Activity Resources: Inputs, Tools & Techniques, and Outputs



Acquire Resources

• Once the project execution phase is underway, the resources identified in the Resource Management Plan must be acquired. The project schedule is consulted to determine when the resources are needed. The Procurement Management Plan, a separate component of the Project Management Plan, guides the purchasing process for tools and equipment that must be purchased. Project team positions are advertised and the workers are hired.



Acquire Resources

Acquire Resources

Inputs

- .1 Project management plan
- · Resource management plan
- Procurement management plan
- · Cost baseline
- .2 Project documents
 - Project schedule
 - · Resource calendars
 - · Resource requirements
 - Stakeholder register
- .3 Enterprise environmental factors
- .4 Organizational process assets

Tools & Techniques

- .1 Decision making
- Multicriteria decision analysis
- .2 Interpersonal and team skills
- Negotiation
- .3 Pre-assignment
- .4 Virtual teams

Outputs

- Physical resource assignments
- .2 Project team assignments
- .3 Resource calendars
- .4 Change requests
- .5 Project management plan updates
 - Resource management plan
 - · Cost baseline
- .6 Project documents updates
- · Lessons learned register
- · Project schedule
- Resource breakdown structure
- Resource requirements
- Risk register
- · Stakeholder register
- .7 Enterprise environmental factors updates
- .8 Organizational process assets updates



Figure 9-8. Acquire Resources: Inputs, Tools & Techniques, and Outputs

Develop Team

 Most projects require additional knowledge to complete their deliverables. The project team must obtain this knowledge at the appropriate point in the project timeline. Unlike tools and equipment, project team members require rewarding work, future opportunities, and career development, or they will leave.



Develop Team



Develop Team

Inputs

- .1 Project management plan
 - · Resource management plan
- .2 Project documents
 - · Lessons learned register
 - Project schedule
 - · Project team assignments
 - · Resource calendars
 - · Team charter
- .3 Enterprise environmental factors
- .4 Organizational process assets

Tools & Techniques

- .1 Colocation
- .2 Virtual teams
- .3 Communication technology
- .4 Interpersonal and team skills
 - Conflict management
 - Influencing
 - Motivation
 - Negotiation
 - · Team building
- .5 Recognition and rewards
- .6 Training
- .7 Individual and team assessments
- .8 Meetings

Outputs

- Team performance assessments
- .2 Change requests
- .3 Project management plan updates
 - · Resource management plan
- .4 Project documents updates
 - · Lessons learned register
 - · Project schedule
 - Project team assignments
 - · Resource calendars
 - · Team charter
- .5 Enterprise environmental factors updates
- .6 Organizational process assets updates

Figure 9-10. Develop Team: Inputs, Tools & Techniques, and Outputs

Manage Team



• The project team is one of the most important components of project success (actually, any organization's success). Project team assignments tend to change as team members learn different project tasks and project managers assess their strengths and weaknesses. Project issues need to be dealt with by the appropriate project team members, and project work needs to be actively managed.



Manage Team



Manage Team

Inputs

- .1 Project management plan
 - Resource management plan
- .2 Project documents
 - Issue log
 - · Lessons learned register
 - Project team assignments
 - · Team charter
- .3 Work performance reports
- .4 Team performance assessments
- .5 Enterprise environmental factors
- .6 Organizational process assets

Tools & Techniques

- .1 Interpersonal and team skills
 - Conflict management
 - Decision making
 - Emotional intelligence
 - Influencing
 - Leadership
- .2 Project management information system

Outputs

- .1 Change requests
- .2 Project management plan updates
 - · Resource management plan
 - · Schedule baseline
 - Cost baseline
- .3 Project documents updates
 - Issue log
 - · Lessons learned register
 - Project team assignments
- .4 Enterprise environmental factors updates

Figure 9-12. Manage Team: Inputs, Tools & Techniques, and Outputs

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Control Resources



• The project resources require regular, ongoing control procedures to ensure they are being used most efficiently, that they are performing the required tasks, and so on. The Resource Management Plan must be consulted regularly to ensure that project resource usage is according to plan. Cost-benefit analysis and alternatives analysis are utilized to optimize the use of resources.



Control Resources



Control Resources

Inputs

- .1 Project management plan
 - Resource management plan
- .2 Project documents
 - · Issue log
 - · Lessons learned register
 - Physical resource assignments
 - Project schedule
 - Resource breakdown structure
 - · Resource requirements
 - Risk register
- .3 Work performance data
- .4 Agreements
- .5 Organizational process assets

Tools & Techniques

- .1 Data analysis
 - Alternatives analysis
 - · Cost-benefit analysis
 - · Performance reviews
 - · Trend analysis
- .2 Problem solving
- .3 Interpersonal and team skills
 - Negotiation
 - Influencing
- .4 Project management information system

Outputs

- .1 Work performance information
- .2 Change requests
- .3 Project management plan updates
 - · Resource management plan
 - Schedule baseline
 - · Cost baseline
- .4 Project documents updates
 - · Assumption log
 - Issue log
 - · Lessons learned register
 - Physical resource assignments
 - Resource breakdown structure
 - Risk register

Figure 9-14. Control Resources: Inputs, Tools & Techniques, and Outputs

