



INFO 6245

Planning &

Managing

Information

Systems

Development

Module 8

Project Resource Management

Topics of Discussion

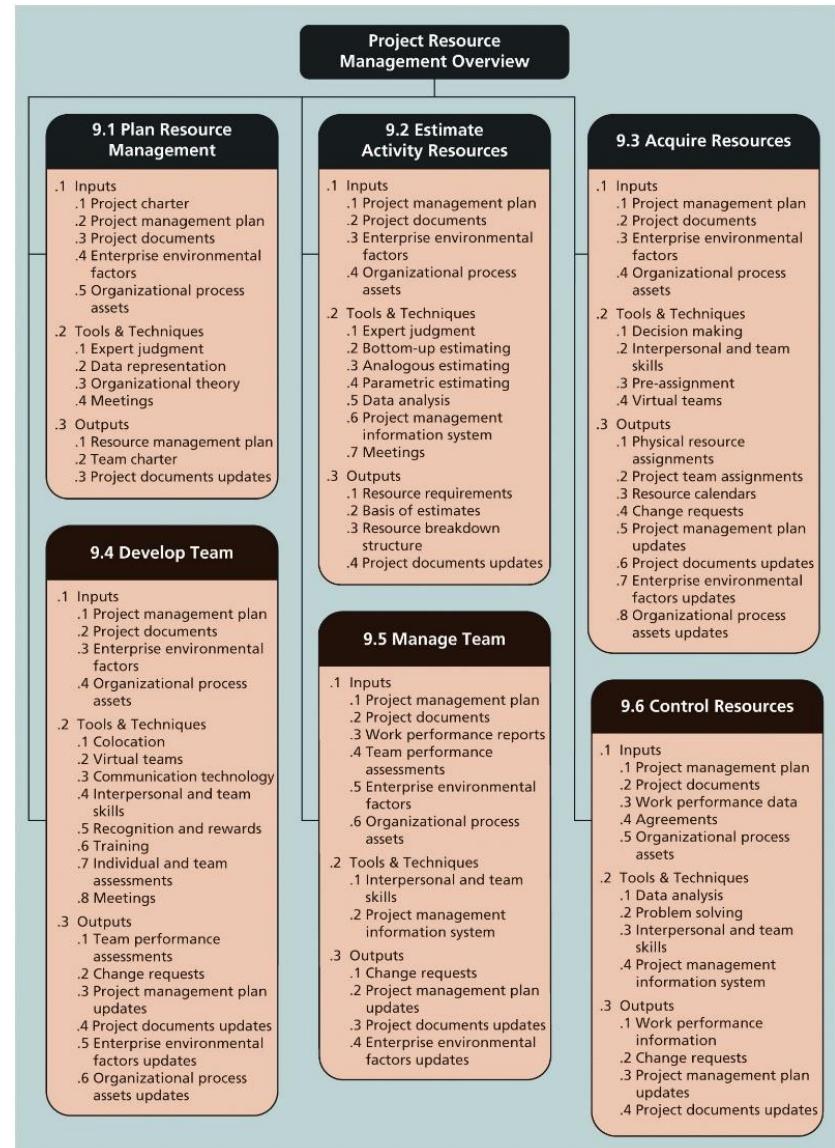
- Resource Management
- Leading People
- Plan Resource Management
- Estimating Activity Resources
- Acquiring Resources
- Developing Project Teams
- Managing Project Teams
- Controlling Resources

Resource Management

- People determine the success and failure of organizations and projects
 - Most project managers agree that managing human resources effectively is one of the toughest challenges they face
 - Managing people is a vital component of project resource management
- Although there have been ups and downs in the IT labor market, there will always be a need for good IT workers
 - Jobs available to IT professionals are expected to increase by 12 percent by 2024
 - Project management is number three on Computerworld's hottest tech list
- Proactive organizations are addressing human resource needs
 - Improving benefits
 - Redefining work hours and incentives
 - Finding future workers

PMI Summary

1. **Planning resource management** involves deciding how to estimate, acquire, manage, and use project resources. The main outputs are a resource management plan, team charter, and project documents updates.
2. **Estimating activity resources** involves estimating human and physical resources needed to complete project work. Outputs include resource requirements, basis of estimates, a resource breakdown structure, and project documents updates.
3. **Acquiring resources** includes obtaining team members, facilities, equipment, materials, supplies, and other resources as needed. Outputs include physical and project team assignments, resource calendars, change requests, and updates to several documents.
4. **Developing the project team** involves building individual and group skills to enhance project performance. Team-building skills are often a challenge for many project managers. The main outputs of this process are team performance assessments, change requests, and updates to several documents.
5. **Managing the project team** involves tracking team member performance, motivating team members, providing timely feedback, resolving issues and conflicts, and coordinating changes to help enhance project performance. Outputs of this process include change requests, project management plan updates, project documents updates, and organizational process assets updates.
6. **Controlling resources** ensures that a project's physical resources are available as planned, monitoring the planned versus actual resource utilization, and taking corrective action when needed. Outputs include work performance information, change requests, and updates to the project management plan and project documents.



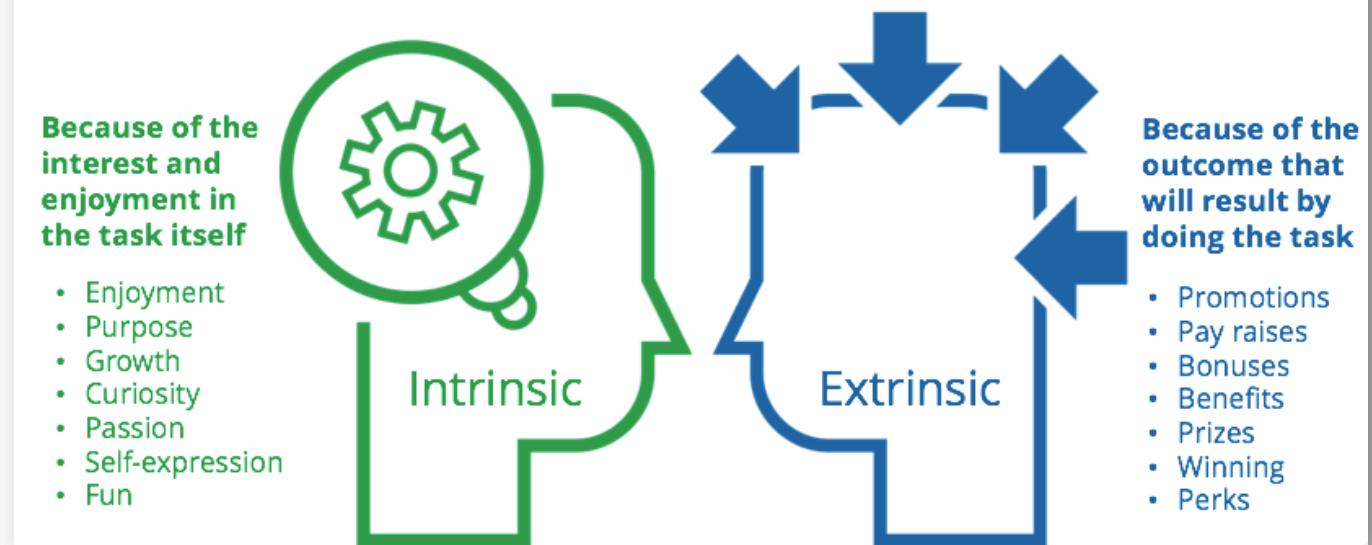


Leading People

Motivation Theories

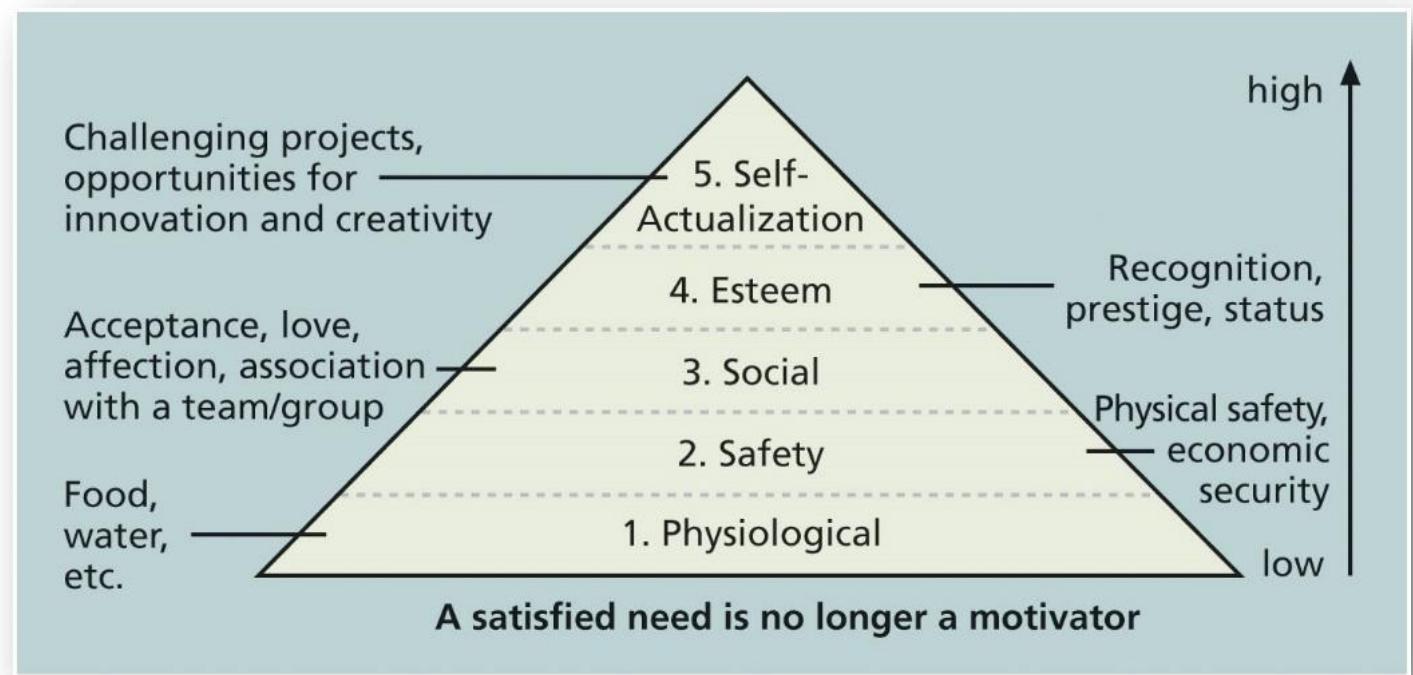
- Intrinsic motivation causes people to participate in an activity for their own enjoyment
 - Example: some people love to read, write, or play an instrument because it makes them feel good
- Extrinsic motivation causes people to do something for a reward or to avoid a penalty
 - Example: some young children would prefer not to play an instrument, but they do because they receive a reward or avoid a punishment for doing so

INTRINSIC VS. EXTRINSIC MOTIVATION: WHY WE DO WHAT WE DO



Maslow's Hierarchy of Needs

- Abraham Maslow argued that humans possess unique qualities that enable them to make independent choices, thus giving them control of their destiny
- People's behaviors are guided or motivated by a sequence of needs



Herzberg's Motivational-Hygiene Theory

Hygiene Factors	Motivators
Larger salaries	Achievement
More supervision	Recognition
More attractive work environment	Work itself
Computer or other required equipment	Responsibility
Health benefits	Advancement
Training	Growth

- Frederick Herzberg distinguished between motivational factors and hygiene factors
- Motivational factors: factors that cause job satisfaction
- Hygiene factors: could cause job dissatisfaction

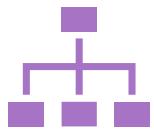
Pink's Book & RSA



Pink suggests that money often causes people to perform worse on tasks that involve cognitive skills.



He suggests that organizations should pay people enough to eliminate resentments over money and stop using the carrot-and-stick approach to motivation.



Managers should focus on the following three motivators:



RSA ANIMATE: Drive: The surprising truth about what motivates us - YouTube

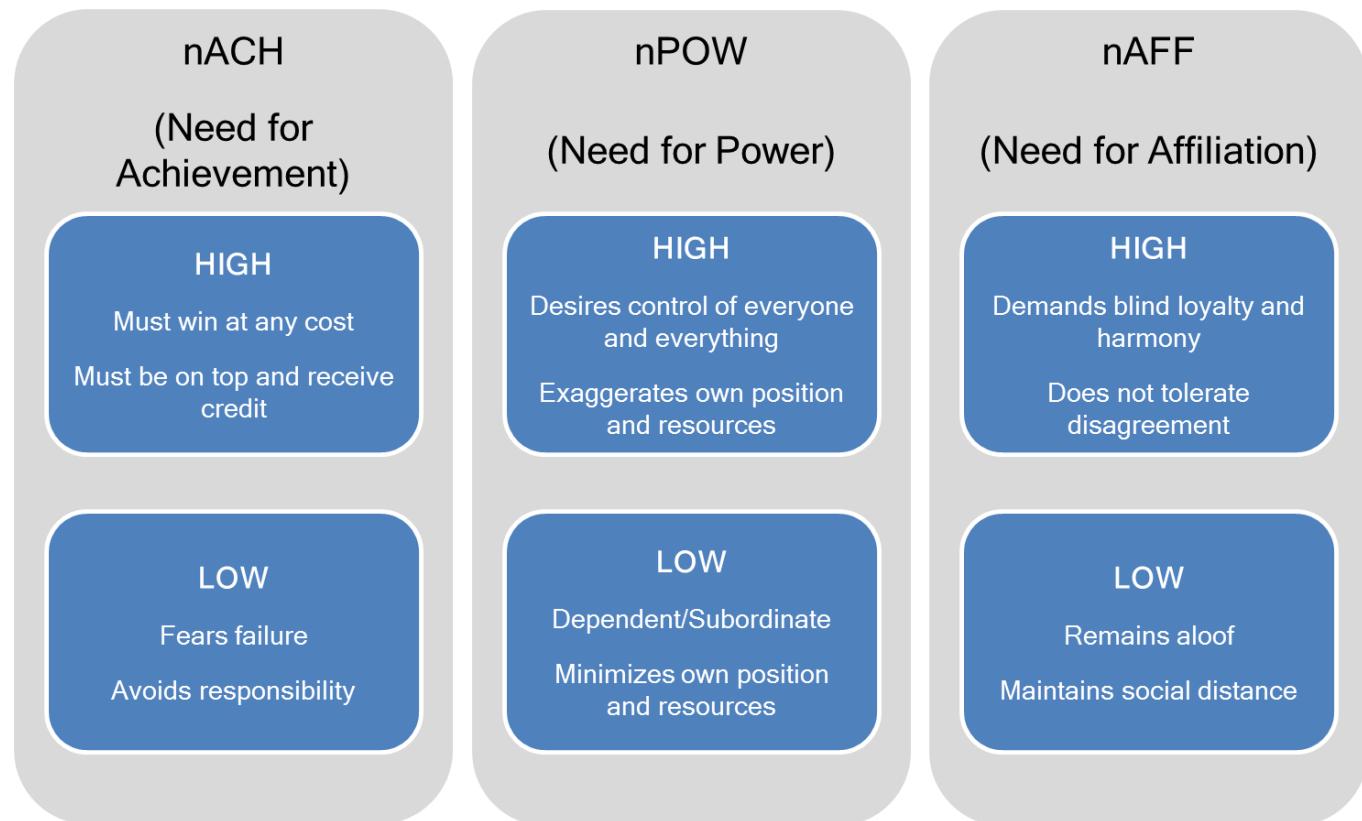
Autonomy: People like to be self-directed and have freedom in their work.

Mastery: People like to improve their skills and enjoy the challenge involved.

Purpose: People want to work for a good purpose.

McClelland's Acquired-Needs Theory

- Specific needs are acquired or learned over time and shaped by life experiences
 - **Achievement (nAch):** achievers like challenging projects with achievable goals and regular feedback
 - **Affiliation (nAff):** people with high nAff desire harmonious relationships and need to feel accepted by others, so managers should try to create a cooperative work environment for them
 - **Power (nPow):** people with a need for power desire either personal power (not good) or institutional power (good for the organization)



McGregor's Theory X and Y

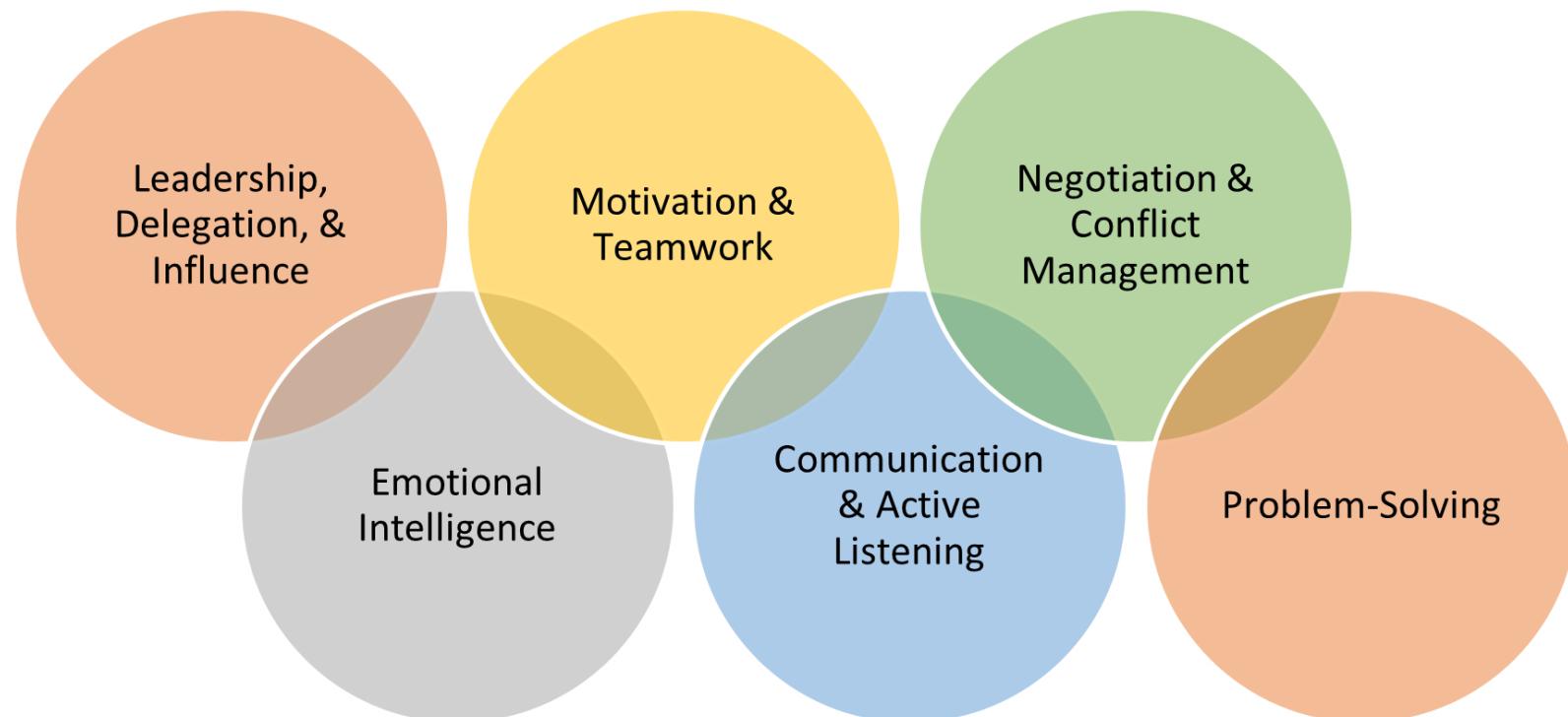
- Theory X: assumes workers dislike and avoid work, so managers must use coercion, threats and various control schemes to get workers to meet objectives
- Theory Y: assumes individuals consider work as natural as play or rest and enjoy the satisfaction of esteem and self-actualization needs
- Theory Z: introduced in 1981 by William Ouchi and is based on the Japanese approach to motivating workers, emphasizing trust, quality, collective decision making, and cultural values

Comparison of McGregor's Theory X and Y, and Ouchi's Theory Z

Theory X	Theory Y	Theory Z
Employees dislike work and will try to avoid it.	Employees view work as a natural part of life.	Employee involvement is the key to increased productivity.
Employees prefer to be controlled and directed.	Employees prefer limited control and direction.	Employee control is implied and informal.
Employees seek security, not responsibility.	Employees will seek responsibility under proper work conditions.	Employees prefer to share responsibility and decision making.
Employees must be intimidated by managers to perform.	Employees perform better in nonintimidating environment.	Employees perform better in environments that foster trust and cooperation.
Employees are motivated by financial rewards.	Employees are motivated by many different needs.	Employees need guaranteed employment and will accept slow evaluation.

Influence & Power

- Project managers who use work challenges and expertise to influence people projects are more likely to succeed
- Projects are more likely to fail when project managers rely too heavily on authority, money, or penalty



Influence Bases

Authority:

Legitimate hierarchical right to issue orders

Assignment:

Ability to influence a worker's later work assignments

Budget:

Ability to authorize others' use of discretionary funds

Promotion:

Ability to improve a worker's position

Money:

Ability to increase a worker's pay and benefits

Penalty:

Ability to cause punishment

Work challenge:

Ability to assign work that capitalizes on a worker's enjoyment of doing a particular task

Expertise:

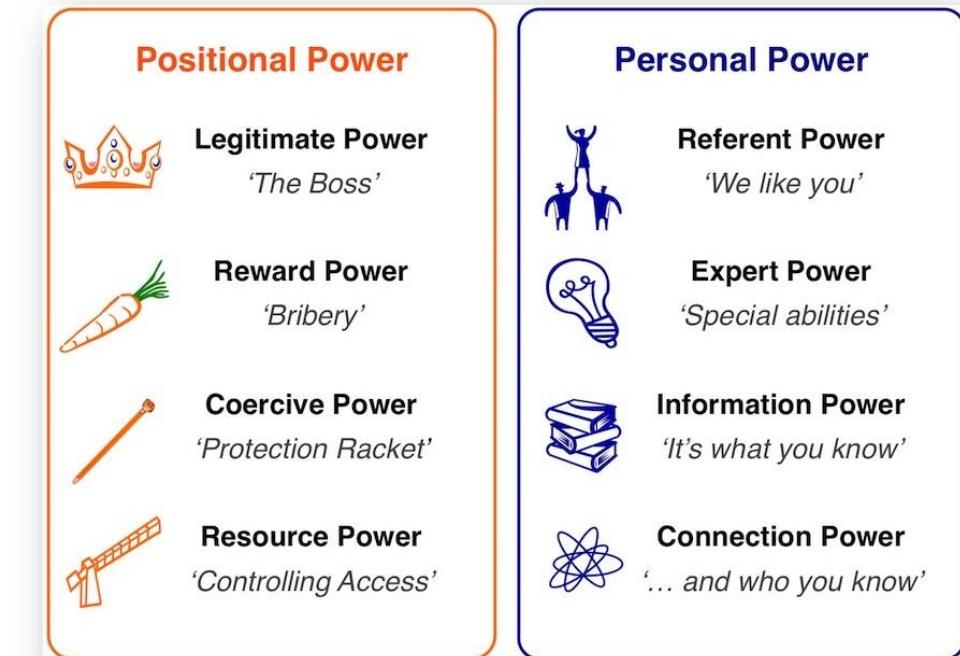
Perceived special knowledge that others deem important

Friendship:

Ability to establish friendly personal relationships between the project manager and others

Power

- Power is the potential ability to influence behavior to get people to do things they would not otherwise do
- Power is much stronger than influence, because it is often used to force people to change their behavior
- **Coercive power** involves using punishment, threats, or other negative approaches to get people to do things they do not want to do. Similar to “Penalty” influence category.
- **Legitimate power** is getting people to do things based on a position of authority. Similar to “Authority” influence category
- **Expert power** involves using personal knowledge and expertise to get people to change their behavior.
- **Reward power** involves using incentives to induce people to do things.
- **Referent power** is based on a person’s own charisma. This is rare, very few people possess the natural charisma



Covey and Improving Effectiveness

- Project managers can apply Covey's seven habits to improve effectiveness on projects
- Good project managers are empathic listeners; They listen with the intent to understand
- Before you can communicate with others, you need **rapport**, a relation of harmony, conformity, accord, or affinity
- **Mirroring** is the matching of certain behaviors of the other person, a technique to help establish rapport
- IT professionals need to develop **empathic listening** and other people skills to improve relationships with users and other stakeholders

The 7 Habits of Highly Effective People

The 7 Habits of Highly Effective People	Principles	Application Using Age-Appropriate Language for Students
<i>Habit 1: Be Proactive</i>	<ul style="list-style-type: none">• Initiative• Responsibility• Choice• Accountability	You're in Charge: "I am a responsible person. I take initiative to make things happen. I choose my own actions, attitudes, and moods. I do not blame other people for my mistakes. I focus on the things I can influence."
<i>Habit 2: Begin With the End in Mind</i>	<ul style="list-style-type: none">• Vision• Planning• Purpose	Have a Plan: "I plan ahead. I know how to set and achieve goals. I do things that have meaning and make a difference. I am an important part of my classroom and contribute to my school's mission and purpose."
<i>Habit 3: Put First Things First</i>	<ul style="list-style-type: none">• Prioritization• Organization• Discipline	Work First, Then Play: "I spend my time on things that are most important. This means I say no to things that are less important. I set priorities, make a schedule, and follow my plan. I am disciplined and organized."
<i>Habit 4: Think Win-Win</i>	<ul style="list-style-type: none">• Consideration• Courage• Mutual benefit• Fairness	Everyone Can Win: "I balance courage for getting what I want with consideration for what others want. I build good relationships with others by being kind, saying I'm sorry when needed, and keeping commitments. When conflicts arise, I look for options that work for both sides."
<i>Habit 5: Seek First to Understand, Then to Be Understood</i>	<ul style="list-style-type: none">• Respect• Mutual understanding• Empathy	Listen Before You Talk: "I listen to other people's ideas and feelings. I try to see things from their viewpoints. I listen to others without interrupting. I am confident in voicing my ideas. I look people in the eyes when talking."
<i>Habit 6: Synergize</i>	<ul style="list-style-type: none">• Creativity• Cooperation• Diversity• Humility	Together Is Better: "I value other people's strengths and learn from them. I get along well with others, even people who are different from me. I work well in groups. I seek out other people's ideas to solve problems."
<i>Habit 7: Sharpen the Saw</i>	<ul style="list-style-type: none">• Renewal• Health and wellness• Continuous improvement• Balance	Balance Feels Best: "I take care of my body by eating right, exercising, and getting sleep. I spend time with family and friends. I learn in lots of ways and lots of places, not just at school. I find meaningful ways to help others. I am balanced."

Leadership: PMI Talent Triangle



- There is no one best way to be a leader
- Most experts agree that the best leaders are able to adapt their style to needs of the situation
- It is important to understand and pay attention to concepts of motivation, influence, power, effectiveness, emotional intelligence, and leadership in all project processes

Ways of Working

- Agile and Hyper Agile practices
- Hybrid
- Design thinking
- Data gathering and modeling
- Transformation
- Earned value management
- Governance
- Lifecycle management
- Performance management
- Requirements management and traceability
- Risk management
- Schedule management
- Scope management
- Time, budget, and cost estimation

Power Skills

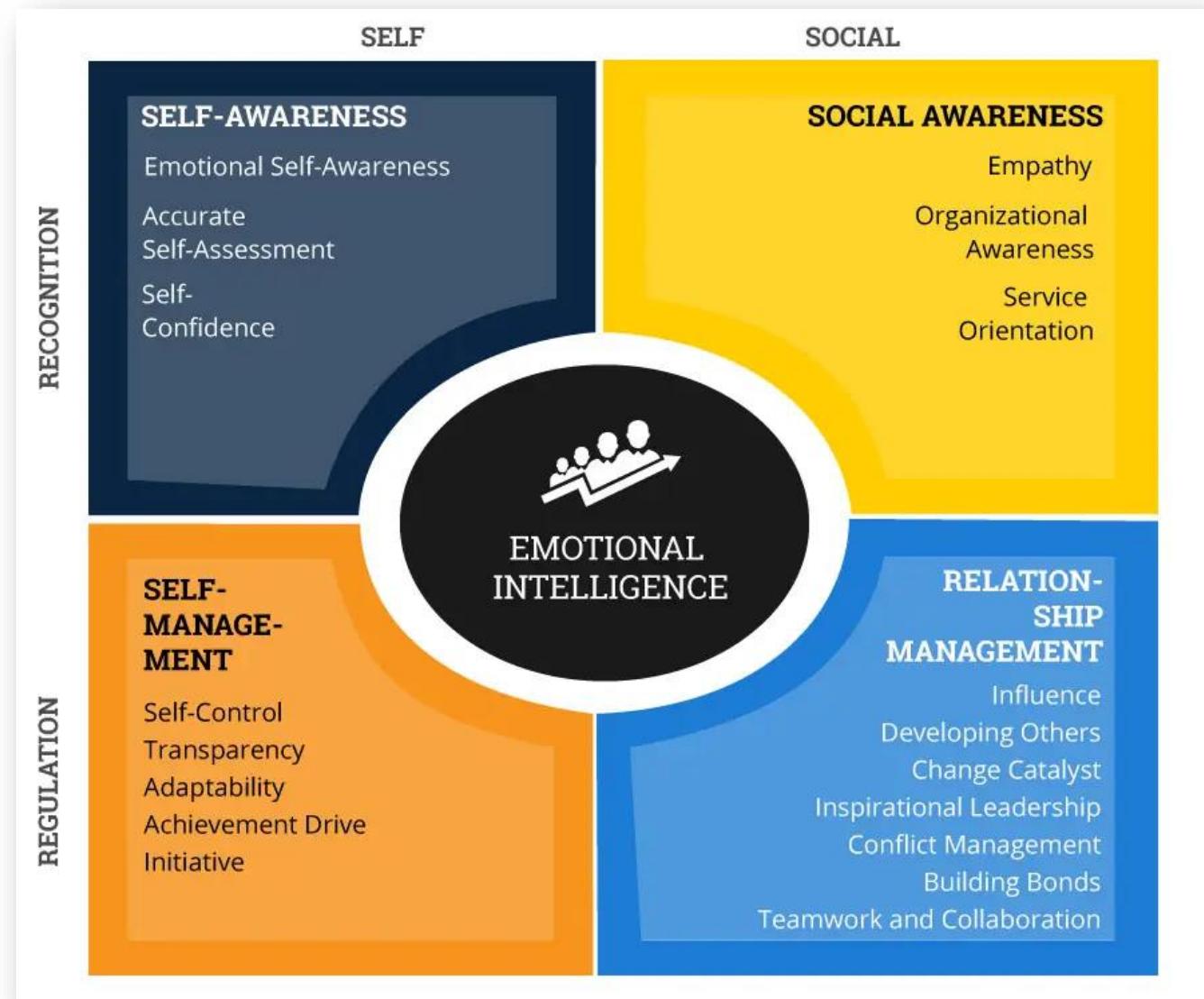
- Leadership
- Brainstorming
- Coaching and mentoring
- Conflict management
- Emotional intelligence
- Influencing
- Interpersonal skills
- Active listening
- Communication
- Adaptability
- Negotiation
- Problem solving
- Teamwork and team building

Business Acumen

- Benefits management and realization
- Business acumen
- Business models and structures
- Competitive analysis
- Customer relationship and satisfaction
- Industry knowledge and standards
- Legal and regulatory compliance
- Market awareness and conditions
- Operational functions e.g. finance, marketing
- Strategic planning, analysis, and alignment

Emotional Intelligence

- Gardner suggested the need to develop both intrapersonal and interpersonal intelligence
- **Intrapersonal intelligence** is the capacity to understand oneself, one's feelings, and motivations
- **Interpersonal intelligence** is the capacity to understand the motivations, intentions, and desires of others
- **Emotional intelligence (EI)** is knowing and managing one's own emotions and understanding the emotions of others for improved performance



In-Class Individual Exercise



Emotional Intelligence



SELF AWARENESS



SELF MANAGEMENT



SOCIAL AWARENESS



SOCIAL SKILLS

15 minutes exercise

Access the link below and take the EQ Quiz on your laptop (5 minutes)

You can sign in as guest, there's no need to create an account

[Emotional Intelligence Quiz \(talenttransformation.com\)](https://talenttransformation.com/eq-quiz)

Discuss in small groups of 3-4 students (10 minutes)

Share with the larger class: Add in the Class Chat what you learned about yourself that was unexpected and surprised you



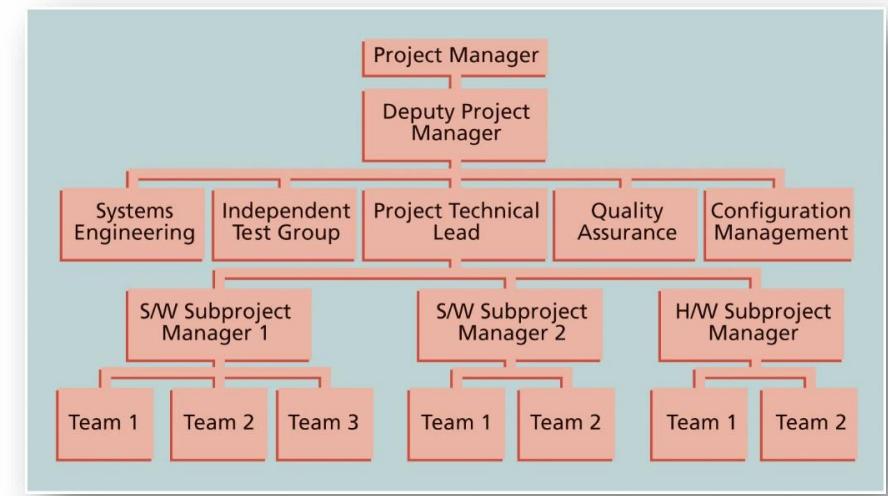
Plan Resource Management

Developing the Plan

- Involves identifying and documenting project resources, roles, responsibilities, skills, and reporting relationships
- Can be separated into a human resource management plan and a physical resource management plan
- Project teams can create a team charter to provide guidance on how they will operate.
- The human resource plan often includes an organizational chart for the project, detailed information on roles and responsibilities, and a staffing management plan.
- Project manager must identify what types of people the project needs to ensure success and that need should drive human resource planning.

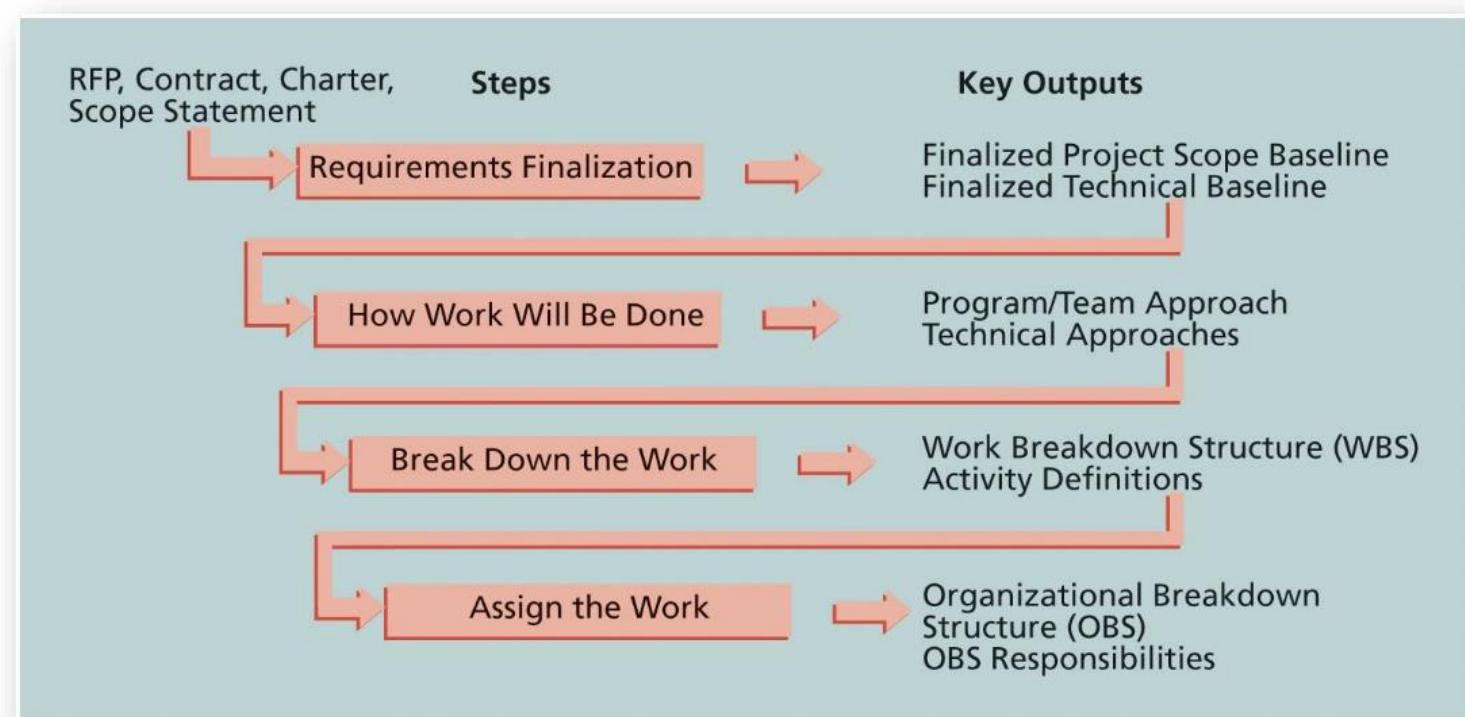
Project Organization Charts

- The nature of IT projects often means that project team members come from different backgrounds and possess a wide variety of skills;
- It can be very difficult to manage such a diverse group of people, so it is important to provide a clear organizational structure for a project.
- The project manager should work with top management and project team members to create an organizational chart for the project
- The project personnel include the PM, a deputy project manager, subproject managers, and teams. Can also include the functional department managers.
- Deputy project managers fill in for project managers in their absence and assist them as needed. Subproject managers are responsible for managing the subprojects into which a large project might be divided



Work Assignment Process

- Carried out during the proposal and startup phases of a project
- Project Team Leads determine a technical approach for how to do the work listed in the requirements, and then develop a WBS as manageable elements of work (Scope Management)
- The team develops activity definitions for the work involved in each activity on the WBS (Cost & Schedule Management)
- Last step is where the PM assigns work to organization units based on where the work fits and uses an Organizational Breakdown Structure (OBS) to conceptualize the process.



Responsibility Assignment Matrices

- A responsibility assignment matrix (RAM) maps the work of the project, as described in the WBS, to the people responsible for performing the work, as described in the OBS.
- The RAM allocates work to responsible and performing organizations, teams, or individuals, depending on the desired level of detail. For smaller projects, it is best to assign individual people to WBS activities. For very large projects, it is more effective to assign the work to organizational units or teams.
- RACI charts identify four key roles for project stakeholders:
 - **Responsibility:** Who does the task?
 - **Accountability:** Who signs off on the task or has authority for it?
 - **Consultation:** Who has information necessary to complete the task?
 - **Informed:** Who needs to be notified of task status and results?

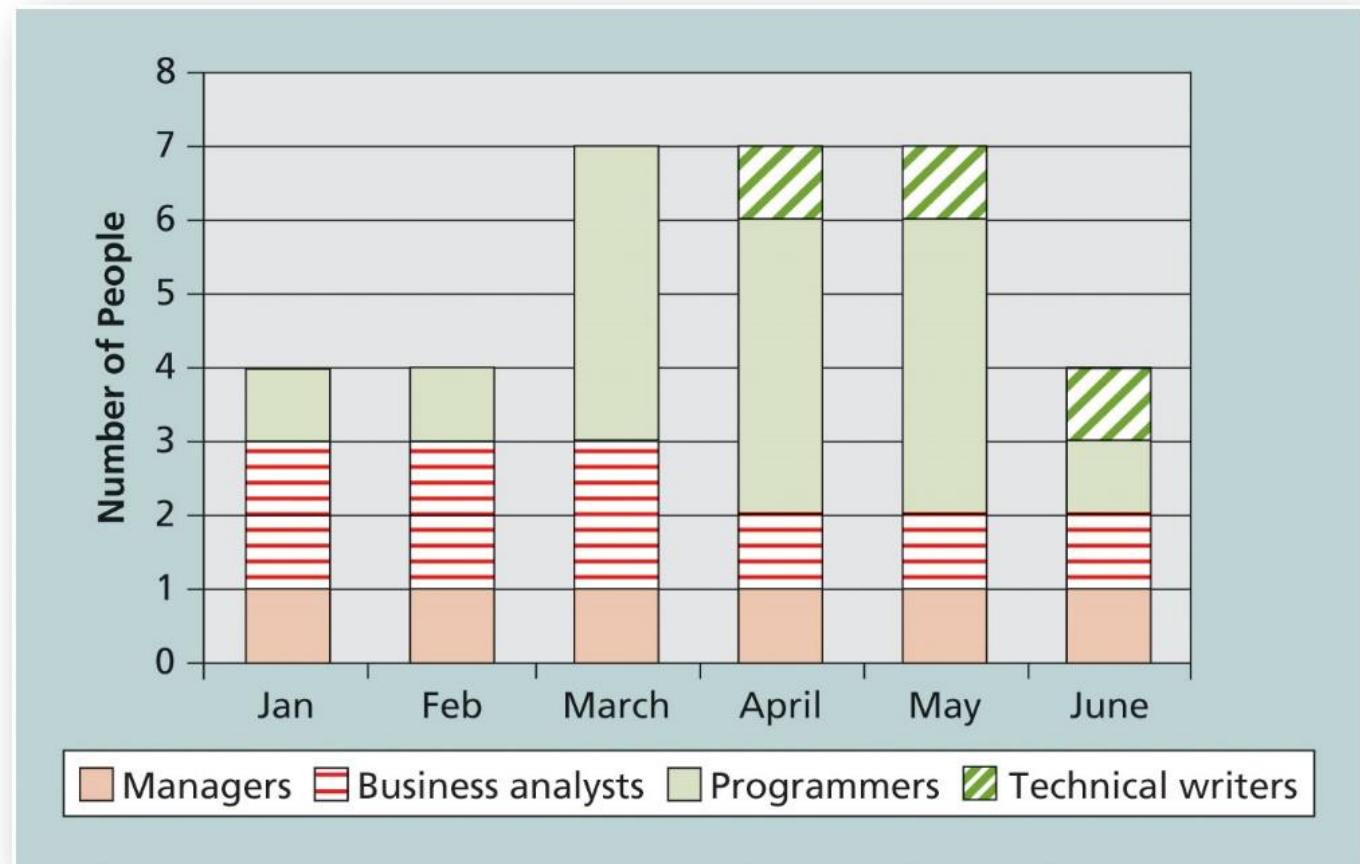
OBS units	WBS activities →							
	1.1.1	1.1.2	1.1.3	1.1.4	1.1.5	1.1.6	1.1.7	1.1.8
Systems Engineering	R	R P					R	
Software Development			R P					
Hardware Development				R P				
Test Engineering	P							
Quality Assurance				R P				
Configuration Management					R P			
Integrated Logistics Support						P		
Training							R P	

R = Responsible organizational unit
P = Performing organizational unit

	Car Owner	Shop Owner	Mechanic	Parts Supplier
Pay for parts and services	A, R	C		
Determine parts and services needed	C		A, R	C
Supply parts		C	C	A, R
Install parts	I	A	R	

Staffing Plan

- A **staffing management plan** describes when and how people will be added to the project team and taken off it.
- E.g., if an IT project is expected to need 100 people on average over a year, the staffing management plan would describe the types of people needed to work on the project, such as Java programmers, business analysts, and technical writers, and the number of each type of person needed each month.
- The plan would also describe how these resources would be acquired, trained, rewarded, and reassigned after the project.
- A **resource histogram** is a column chart that shows the number of resources assigned to a project over time.



Team Charter

- Team charters help promote teamwork and clarify team communications.
- It helps emphasize the importance of the project team throughout the project's life cycle.
- Contents may include:
 - Team values
 - Communication guidelines
 - Decision-making criteria and process
 - Conflict resolution process
 - Meeting guidelines
 - Team agreements



Estimating Activity Resources



Resource Estimating

- Expert judgment, various estimating approaches, data analysis, project management software, and meetings are tools that can assist in resource estimating.
- The main outputs include a list of activity resource requirements, a basis of estimates, a resource breakdown structure, and project documents updates.
- A resource breakdown structure is a hierarchical structure that identifies the project's resources by category and type and helps in determining resource costs.

Important questions to answer when estimating activity resources include the following:

- How difficult will specific activities be on this project?
- Is anything unique in the project's scope statement that will affect resources?
- What is the organization's history in doing similar activities? Has the organization done similar tasks before? What level of personnel did the work?
- Does the organization have people, equipment, and materials that are capable and available for performing the work? Could any organizational policies affect the availability of resources?
- Does the organization need to acquire more resources to accomplish the work? Would it make sense to outsource some of the work? Will outsourcing increase or decrease the amount of resources needed and when they will be available?

Acquiring Resources

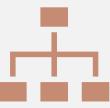


IT Professionals Recruitment & Retention

- During the late 1990s, the IT job market became extremely competitive; Today, many organizations again face a shortage of IT staff
- Regardless of the current job market, acquiring qualified IT professionals is critical
- Organizations should have good procedures in place for hiring subcontractors and recruiting new employees.
- Retention is another challenge, especially for IT professionals, and organizations should offer industry competitive incentives to new and existing employees to hire and retain IT staff.



Resource Assignment



PMs must work with functional managers to get people assigned to their projects or to acquire additional human or physical resources needed for the project



A good staffing plan should include complete and accurate inventory of all employees in the organization and their relative skills



It is very important to consider the needs of individuals and the organization when making recruiting and retention decisions



PMs work with functional and HR managers to address staffing and training needs of assigned resources

Resource Loading

- Resource loading refers to the amount of individual resources an existing schedule requires during specific time periods
- Helps project managers develop a general understanding of the demands a project will make on the organization's resources and individual people's schedules
- **Overallocation** means more resources than available are assigned to perform work at a given time

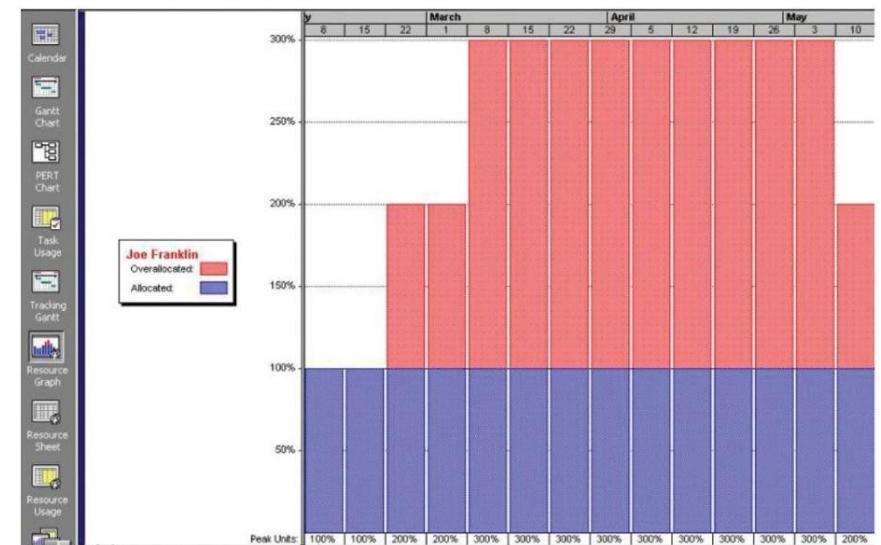


FIGURE 9-7 Sample histogram showing an overallocated person

Resource Leveling

- Resource leveling is a technique for resolving resource conflicts by delaying tasks
- Main purpose is to create a smoother distribution of resource usage
- Benefits of resource leveling
 - When resources are used on a more constant basis, they require less management
 - May enable project managers to use a just-in-time inventory type of policy for using subcontractors or other expensive resources
 - Results in fewer problems for project personnel and accounting department
 - Often improves morale

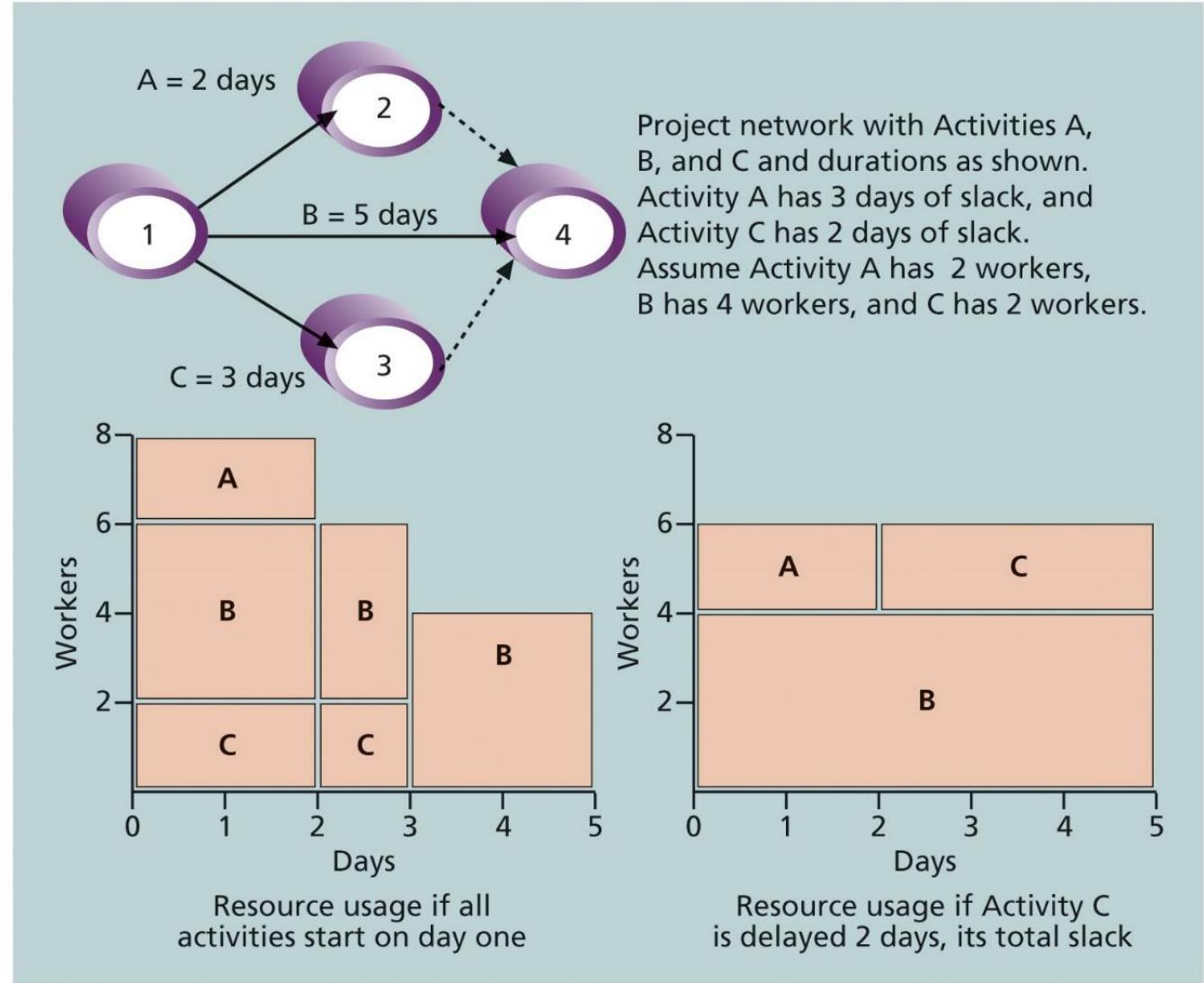


FIGURE 9-8 Resource leveling example



Developing Project Teams

Tuckman Model

- The main goal of team development is to help people work together more effectively to improve project performance; It takes teamwork to successfully complete most projects
- The Tuckman model describes five stages of team development:
- Forming** involves the introduction of team members, either at the initiation of the team or as new members are introduced. This stage is necessary, but little work is actually achieved.
- Storming** occurs when team members have different opinions for how the team should operate. People test each other, and there is often conflict within the team.
- Norming** is achieved when team members have developed a common working method, and cooperation and collaboration replace the conflict and mistrust of the previous phase.
- Performing** occurs when the emphasis is on reaching the team's goals rather than working on team process. Relationships are settled, and team members are likely to build loyalty toward each other. At this stage, the team is able to manage tasks that are more complex and cope with greater change.
- Adjourning** involves the break-up of the team after it successfully reaches its goals and completes the work.

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



Team Building

- **Training:** Project managers often recommend that people take specific training courses to improve individual and team development
- Team-building activities: Two common approaches to team-building activities are physical challenges and psychological preference indicator tools.
- Physical challenges often help teams of strangers to work together more effectively, but it can cause already dysfunctional teams to have even more problems.
- Mental team-building activities help people to understand and value each other's differences to work effectively as a team (Myers-Briggs Type Indicator, Wilson Learning Social Styles Profile, and DISC Profile)

Examples of **team-building activities** for work

INDOOR	OUTDOOR	VIRTUAL
Board games	Team sports	Game tournaments
Escape room	Scavenger hunt	Scavenger hunt
Improv games	Obstacle course	Minute to win it
Office trivia	Adventure	Team lunches
Karaoke / lip sync	Camping / retreat	Book clubs
Build something	Capture the flag	Online mentoring
Blind drawing	Tug-of-war	
Communication games	Volunteering	

The Meyers-Briggs Type Indicator

- Popular tool for determining personality preferences and helping teammates understand each other
- Four dimensions
 - Extrovert/Introvert (E/I)
 - Sensation/Intuition (S/N)
 - Thinking/Feeling (T/F)
 - Judgment/Perception (J/P)
- Intuitive/Thinking types (i.e., NTs or rationals) are attracted to technology fields

INTERACTION WITH WORLD

I

INTROVERTS often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.

E

EXTROVERTS are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.

ABSORPTION OF INFORMATION

S

SENSORS are realistic people who like to focus on the facts and details, and apply common sense and past experience to come up with practical solutions to problems.

N

INTUITIVES prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.

DECISION-MAKING

T

THINKERS tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.

F

FEELERS tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.

ORGANIZATION

J

JUDGERS tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.

P

PERCEIVERS prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

Social Style Profiles

- Psychologist David Merrill, who helped develop the Wilson Learning Social Styles Profile, describes people as falling into four approximate behavioral profiles, or zones, based on their assertiveness and responsiveness
- To determine your level of assertiveness, ask if you are more likely to tell people what to do or ask them what should be done.
- To determine your responsiveness to tasks, ask whether you focus on the task itself or on the people involved in performing the task.
- Knowing the social styles of project stakeholders can help project managers understand why certain people may have problems working together. For example, drivers are often very impatient working with amiables, and analyticals often have difficulties understanding expressives.

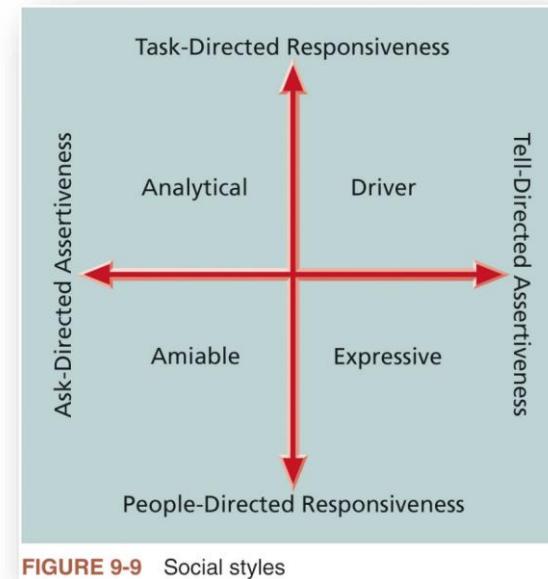
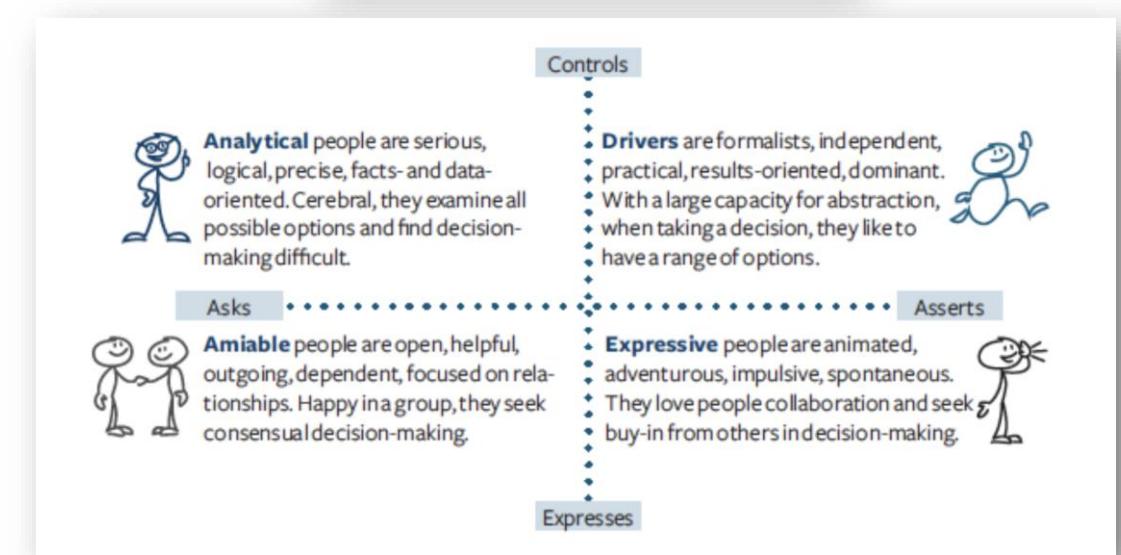


FIGURE 9-9 Social styles



DISC Profile

- The DISC Profile uses a four-dimensional model of normal behavior – Dominance, Influence, Steadiness, and Compliance
- Highlights people's behavioral tendencies under certain situations. For example, it reveals how you tend to behave under stress, in conflict, when communicating, and when avoiding certain activities.
- People in opposite quadrants, such as Dominance and Steadiness or Influence and Compliance, can have problems understanding each other.

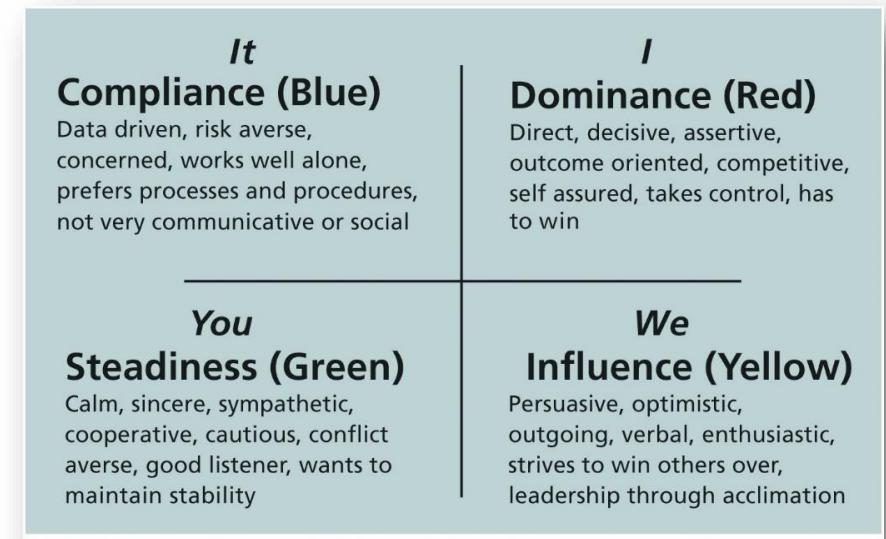


FIGURE 9-10 The DISC profile

Reward & Recognition



Team-based reward and recognition systems can promote teamwork; Focus on rewarding teams for achieving specific goals



If management rewards teamwork, they will promote or reinforce the philosophy that people work more effectively in teams



Project managers must continually assess their team's performance



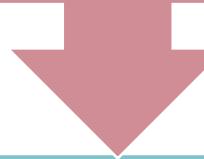
When they find areas in which individuals or the entire team can improve, it's their job to find the best way to develop their people and improve performance

Managing Project Teams



Managing Project Teams

Project managers must lead their teams in performing various project activities



After assessing team performance and related information, the project manager must make several decisions

Changes to be requested

Corrective or preventive actions

Updates needed



Several tools and techniques are available to assist in managing project teams

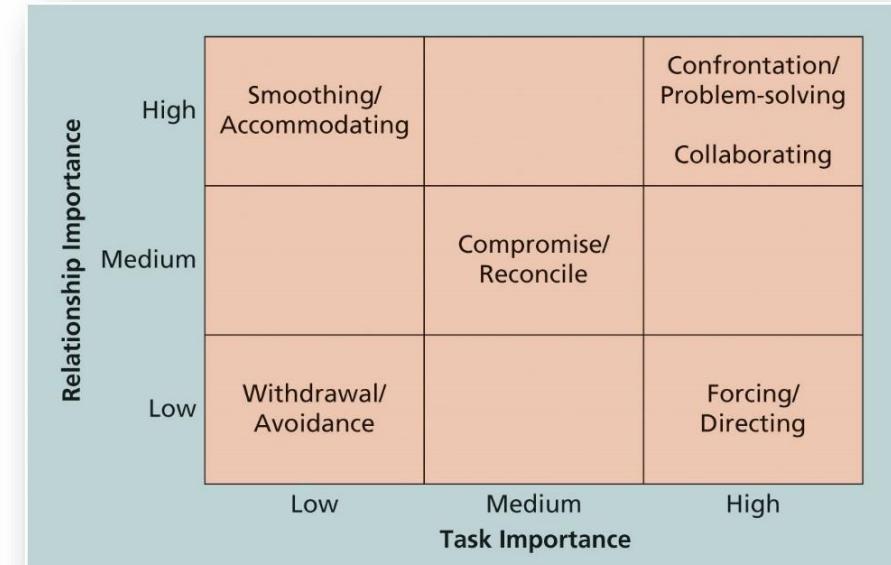
Interpersonal and team skills

Project management information systems

Conflict management

Conflict Handling Modes

- **Conflict handling modes**
 - **Confrontation:** directly face a conflict using a problem-solving approach
 - **Compromise:** use a give-and-take approach
 - **Smoothing:** de-emphasize areas of difference and emphasize areas of agreement
 - **Forcing:** win-lose approach
 - **Withdrawal:** retreat or withdraw from an actual or potential disagreement
 - **Collaborating:** decision makers incorporate different viewpoints and insights to develop consensus and commitment
- **Conflict can be good**
 - Conflict often produces important results, such as new ideas, better alternatives, and motivation to work harder and more collaboratively
 - **Groupthink:** conformance to the values or ethical standards of a group; can develop if there are no conflicting viewpoints
 - Research suggests that task-related conflict often improves team performance, but emotional conflict often depresses team performance



Dysfunctional Teams

- Teamwork offers a sustainable competitive advantage
- Teamwork is often present within organizations that succeed
- Teamwork is challenging to create, and because teams are subject to dysfunction, maintaining teamwork is equally challenging

5 Dysfunctions of a Team

High Performance Team



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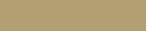
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General Advice

- Be patient and kind with your team
- Fix the problem instead of blaming people
- Establish regular, effective meetings
- Allow time for teams to go through the basic team-building stages
- Limit the size of work teams to three to seven members
- Plan some social activities to build trust
- Stress team identity
- Nurture team members and encourage them to help each other
- Acknowledge individual and group accomplishments
- Take additional actions to work with virtual team members

Controlling Resources





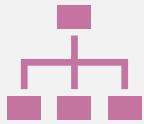
Controlling Resources



Ensuring physical resources assigned to the project are available as planned



Monitoring the planned versus actual resources utilization and taking corrective actions as needed



Tools and techniques include data analysis, problem solving, interpersonal and team skills, and project management information systems.



Key outputs include work performance information, change requests, project management plan updates, and project documents updates.

In-Class Group Exercise



Team Org Chart & RACI

- Use the template provided in the discussion board
 - Two tabs in the spreadsheet
- **Tab 1: Create a team org chart** with all the roles that you decide are required for your project
 - Named people are not important, only identify the roles
 - Do not limit to just the 4 people currently on the team
- **Tab 2: Fill out a RACI matrix** for your team members using the work/deliverables you identified in your previous exercises from Project Scope, Cost, and Schedule Management modules.
 - Named people are not important, only identify the roles
 - Do not limit to just the 4 people currently on the team



Assignment

Due in 1 week

ASSN#7

- **Textbook Chapter 9, Exercise 1, Page 419**
- Watch a video about a famous company, such as Google, Apple, or Walmart, that focuses on its treatment of workers and customers. (Netflix has several videos about companies, and you can find several documentaries on the Internet or through your school's library.)
 - How do these organizations manage their human resources?
 - How do they treat customers and suppliers?
 - Do they treat people differently in different parts of the world or in different positions?
 - What perks do they provide?
 - Which perks would be most important to you, and why?
 - Summarize your findings and opinions in a short paper, and cite the references you use.