

Summary of 07OCT19

Chapter 4 : Resources Management

- **Organizational Structures :**
 - **Functional** → Project managers authority is low / role as part time
 - **Projectized** → Project managers authority is high to almost total / role as full time
 - **Matrix – Strong Matrix structure** → Project managers authority is moderate to high / role as full time

Chapter 4 : Resources Management

- **Resources Planning :**

- Resource planning determines who does what when → Roles, Responsibilities, Reporting and Relationships
- One of the most useful formats is the **RAM - Responsibility Assignment Matrix**
 - **RACI** format :
 - R** = Responsible for accomplishing the work
 - A** = Accountable for the work being accomplished correctly
 - C** = Consulted about the work
 - I** = Inform about the work
 - **ARCI** : Accountable, responsible, Consulted and Informed
 - **LRC** : Linear Responsibility Chart
 -
- Good resource management needs a clear definition of competence / skills requirements
A **Resource Skills matrix** can help track the skills set of the resource pool.

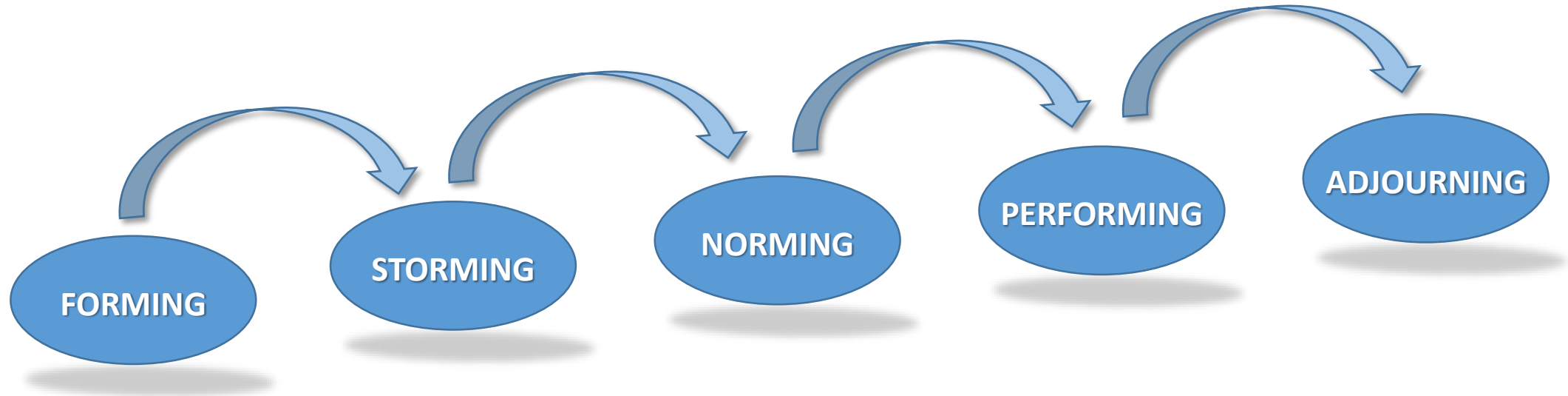
Chapter 4 : Resources Management

- Project manager needs to *DEVELOP and MANAGE* his Project Team
 - ⇒ **Develop his Project Team**
Improving the competencies and interaction of team members to enhance Project Performances

 - ⇒ **Manage his Project Team**
Tracking team members performance, providing feedback, managing and resolving issues and conflicts, encouraging collaborative decision making

Chapter 4 : Resources Management

- Develop Project Team : Bruce Tuckman teamwork theory



EXAM PREPARATION

1. In a **functional organization** structure, the PM's authority is:

- A – Little or None
- B – Low to moderate
- C – Moderate to High
- D – High to almost total

2 - What does the acronym **RACI** commonly stand for in project management?

- A – Risk Analysis and Caution Initiative
- B – Remote, Attached, Connected, Integrated
- C - Responsible, Accountable, to be Consulted, to be Informed
- D – Randomly Accessible Cashflow Information

3 - Which of the following is true?

- a - RACI (Responsible-Accountable-Consult-Inform) is a type of RAM (Responsibility Assignment matrix)
- b- ARCI (Accountable, responsible, Consulted and Informed) is a type of RAM (Responsibility Assignment matrix)
- c- RAM shows the resources' responsibilities on the project
- d- All of the above (Tout ce qui précède)

4 – In Tuckman's teamwork theory, which stage has the most important level of conflicts

a – Forming

b- Storming

c- Norming

d- Performing

5 – In Tuckman's teamwork theory, which stage has the highest productivity ?

a – Forming

b- Storming

c- Norming

d- Performing

NEXT

- **EXAM 1** : ONLY Exercises on Schedule / critical paths/ EVM and Cost – 04NOV19
- **EXAM 2** : QCM (more theoretical) : 18NOV19
- **Average** : $(\text{EXAM1} + \text{EXAM2}) / 2$