

# SPM

## Project HR Management

Day 9: Project Human Resource Management

Er. Pratik Shrestha, IIMS College | Lincoln University



# Last Class We Discussed

- What is Project Quality Management ?
- Project Quality Management Processes
- Quality Assurance using Kaizen and Kanban
- Quality Control and 7 Tools of Quality Control
- Histogram, Pareto Chart, Scatter Chart, Ishikawa Diagram, Control Chart, Checksheet and Stratification
- SIX SIGMA
- Six 9s of Quality
- Levels & Types of testing
- Cost of Quality and Maturity Models



# Today's Learning Objectives

- What is Project Human Resource Management ?
- Project HR Management Processes
- Maslow's Hierarchy of Needs
- Herzberg's Two Factor Theory
- McClelland's Acquired Needs Theory
- McGregor's XY Theory and Theory Z
- Thamhain and Wilemon's ways to influence projects
- Covey's 7 Habits on improving Effectiveness
- Empathic Listening and Rapport
- PMI's Talent Triangle
- Responsibility Assignment Matrix(RAM) and RACI chart
- Resource Loading and Resource Leveling
- Social Style Profiles and DISC Profiles
- Conflict Handling Modes



# Importance of HR Management

- ⇒ Many executives agree that **People** are their most important asset.
- ⇒ Human resource ultimately define the success/failure of organizations and projects.
- ⇒ The need/demand of skilled and good IT workers is ever-rising
- ⇒ A 2017 report determined 3.7 billion internet users and 4.9 billion mobile users highlighting the growing ICT landscape.
- ⇒ Project Management was no. 7 on GlobalKnowledge.com's hottest skill list for 2020

<https://datareportal.com/reports/digital-2017-global-digital-overview>

JAN  
2017

# ANNUAL GROWTH

YEAR-ON-YEAR CHANGE IN KEY STATISTICAL INDICATORS

INTERNET  
USERS



we  
are  
social

**+10%**

SINCE JAN 2016

**+354 MILLION**

ACTIVE SOCIAL  
MEDIA USERS



**+21%**

SINCE JAN 2016

**+482 MILLION**

UNIQUE  
MOBILE USERS



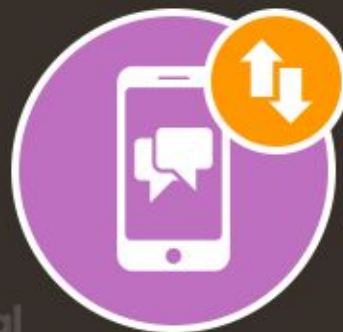
we  
are  
social

**+5%**

SINCE FEB 2016

**+222 MILLION**

ACTIVE MOBILE  
SOCIAL USERS



**+30%**

SINCE JAN 2016

**+581 MILLION**

**SOURCES:** POPULATION: UNITED NATIONS; U.S. CENSUS BUREAU; **INTERNET:** INTERNETWORLDSTATS; ITU; INTERNETLIVESTATS; CIA WORLD FACTBOOK; FACEBOOK; NATIONAL REGULATORY AUTHORITIES; **SOCIAL MEDIA AND MOBILE SOCIAL MEDIA:** FACEBOOK; TENCENT; VKONTAKTE; LIVEINTERNET.RU; KAKAO; NAVER; NIKI AGHAIE; CAFEBAZAAR.IR; SIMILARWEB; DING; EXTRAPOLATION OF TNS DATA; **MOBILE:** GSMA INTELLIGENCE; EXTRAPOLATION OF EMARKETER AND ERICSSON DATA. COMPARISONS TO WE ARE SOCIAL'S "DIGITAL IN 2016" REPORT.



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we  
are  
social



# Future Implications on HR Management

Proactive organizations are addressing workforce needs by

- Improving benefits
- Redefining work hours and incentives
- Finding future workers

Even before the COVID's work from home era, the culture was already in rise since early 2013.

Yahoo had taken issue with work from home in 2013 while Diebold's CEO was favorable towards it luring best and brightest employees from companies cutting back on telecommuting.

Huffington post believes that telecommuting has won and will be a common occurrence especially in the IT sector.



# Case Study - What Went Wrong ?

A 2014, report by CompTIA found a gap between skills that employers wanted and what they actually found in the IT workforce.

68% of IT firms report having a very challenging time finding new staff

58% businesses are concerned about the quality of talent available

The most commonly followed strategy to handle understaffing is requiring workers to put in more hours.



# What is Project HR Management ?

HR Management entails how to make the most effective use of the people involved in a project

Comprises of 4 major processes:

- **Planning** Human Resource management
- **Acquiring** the project team
- **Developing** the project team
- **Managing** the project team



# HR Management Processes

Identify & Document  
Project roles and  
responsibilities and  
reporting  
relationships

Get the needed  
personnel assign to  
and working on the  
project

Build individual and  
group skills to  
enhance project  
performance

Track team  
performance,  
motivate team,  
provide feedback,  
resolve conflicts and  
coordinate



Plan Human  
Resource  
Management



Acquire  
Project  
Team

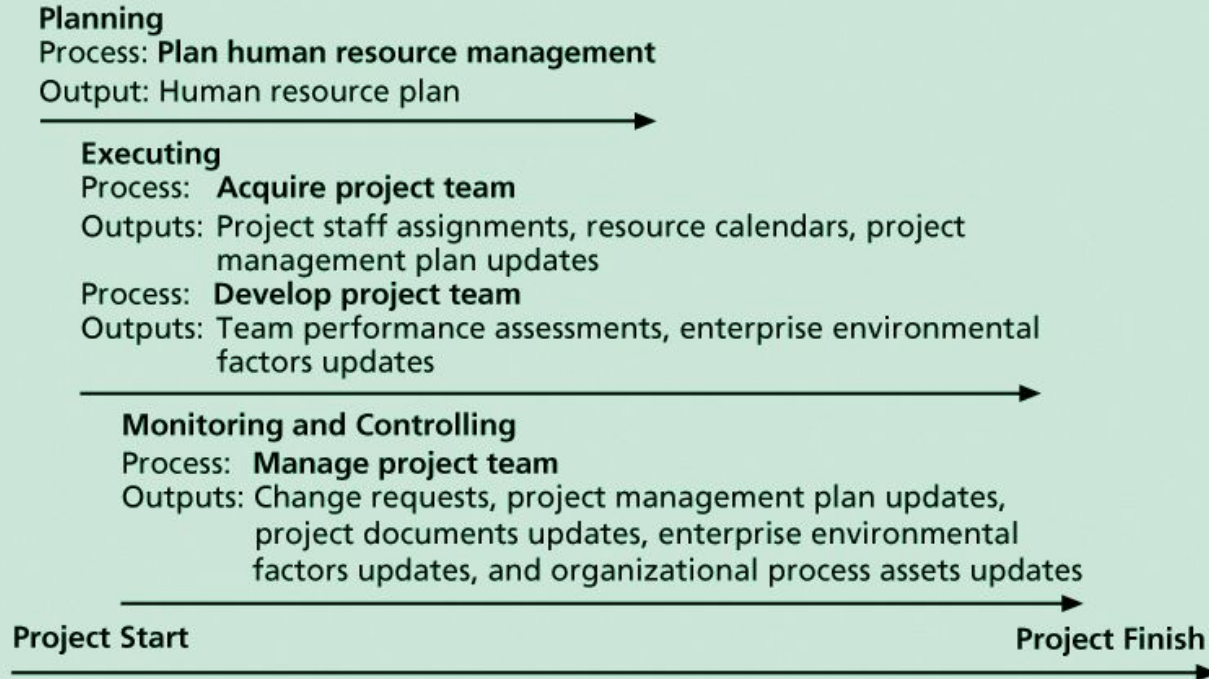


Develop  
Project  
Team



Manage  
Project  
Team

# Project HR Management Process Flow





# Keys to Managing People

Based on the research and thought to the field of managing people at work by several psychologists and management theorist, the important areas related to managing people in terms of project management can be identified:

- MOTIVATION THEORIES
- INFLUENCE AND POWER
- EFFECTIVENESS
- EMOTIONAL INTELLIGENCE
- LEADERSHIP



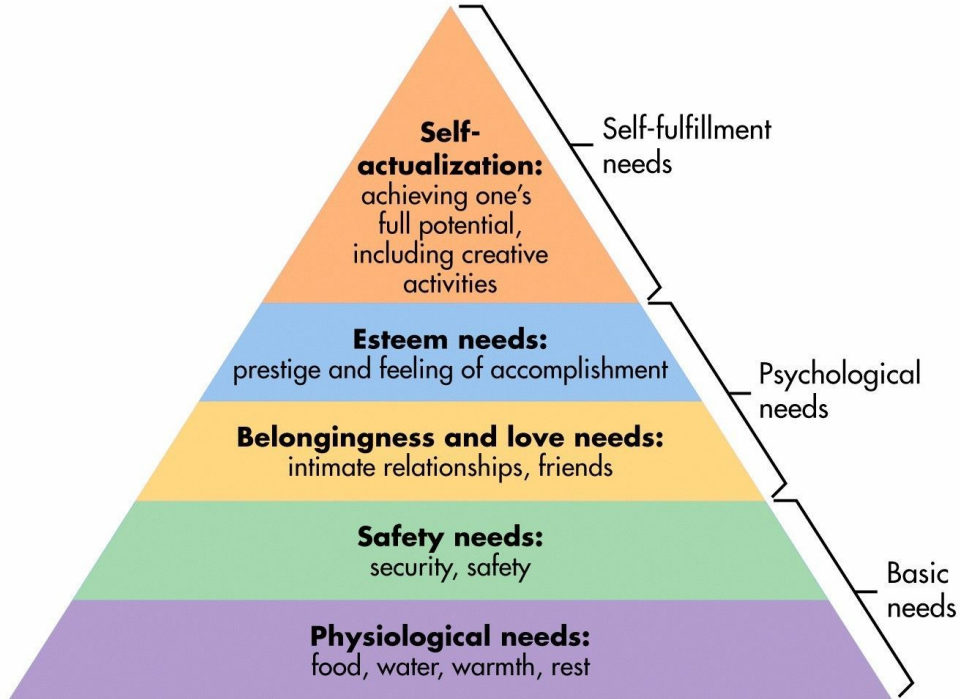
# Intrinsic and Extrinsic Motivation

- **Intrinsic motivation**: causes people to participate in an activity for their own enjoyment.
- **Extrinsic motivation**: causes people to do something in anticipation for a reward or to avoid any penalty/punishment.

**Abraham Maslow** argued that humans possess unique qualities that enable them to make independent choices, thus giving them control of their destiny

Maslow developed a “**hierarchy of needs**” which states that people’s behaviors are guided/motivated by a sequence of needs.

# Maslow's Hierarchy of Needs





# Herzberg's Motivational and Hygiene Factors

**Frederick Herzberg** wrote several books and articles about worker motivation and is a renowned author. He distinguished 2 primary factors in terms of theory of motivation:

**Motivational Factors:** such as achievements, recognition, work itself, responsibility, advancement/growth all of which can contribute to job satisfaction

**Hygiene Factors:** which can cause dissatisfaction if not present, but do not necessarily motivate workers to do more if present. For eg: a very luxurious working space, more supervision or even larger salaries.

# HERZBERG'S TWO FACTOR THEORY

## Hygiene Factors

- Salaries, Wages & other Benefits
- Company Policy & Administration
- Good interpersonal Relationships
- Quality of Supervision
- Job Security
- Working Conditions
- Work/Life Balance

**When in place, these factors result in...**

- General Satisfaction
- Prevention of Dissatisfaction

## Motivator Factors

- Sense of Personal Achievement
- Status
- Recognition
- Challenging/Stimulating Work
- Responsibility
- Opportunity for advancement
- Promotion
- Growth

**When in place, these factors result in...**

- High Motivation
- High Satisfaction
- Strong Commitment



# MEDIA Snapshot

YouTube: “Drive - The surprising truth about what motivates us” by RSA Animate suggests the following three motivators based on MIT study:

“Once you take money out of the equation by paying people enough so they are not worried about the money and focused more on work.”

- **Autonomy** People like to be self directed and have freedom in their work
- **Mastery** People like to achieve improvement in their skills
- **Purpose** People want to work for a good cause. When **Profit motive** is separated from **Purpose motive**, people notice and do not perform as well.

<https://www.youtube.com/watch?v=u6XAPnuFjJc>





# 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 lots of feedback.

**AFFILIATION (nAff)**: High nAff desire harmonious relationships and need to feel accepted by others, so managers should try to create a cooperative environment for them.

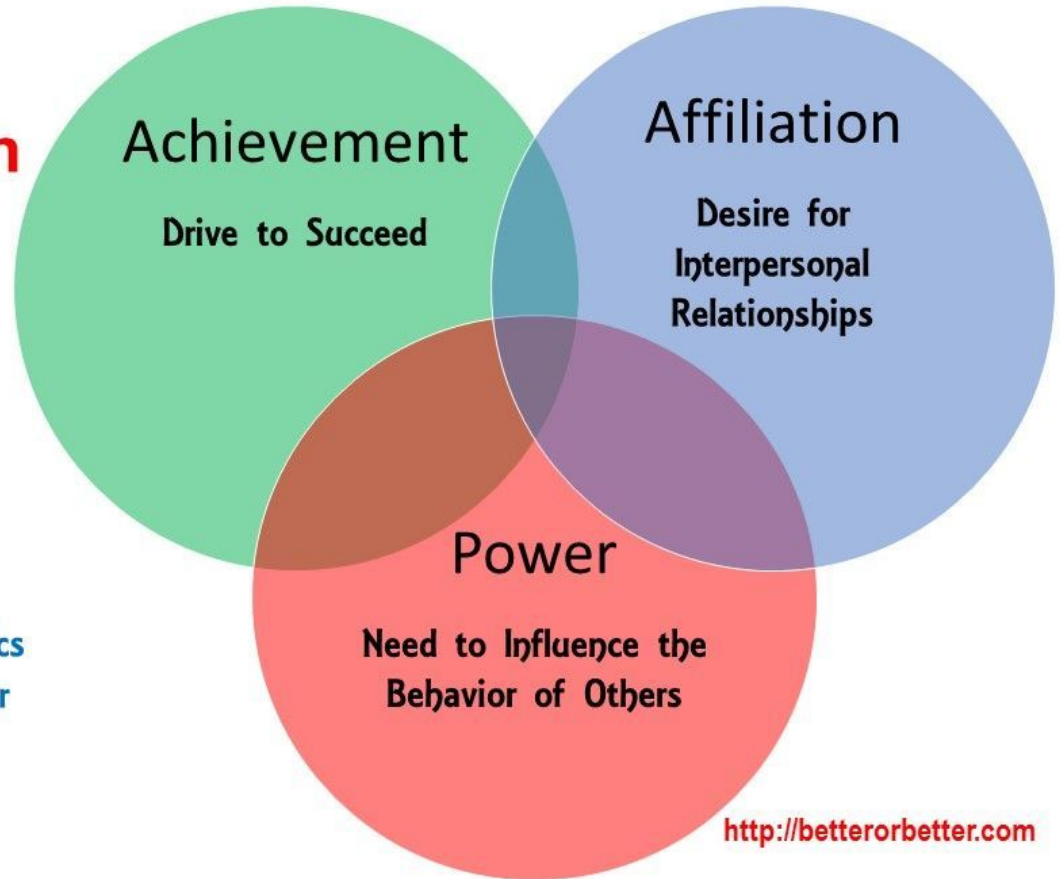
**POWER (nPow)**: People with nPow desire either personal power(not good) or institutional power (good). Provide institutional power seekers with management opportunities.

# McClelland's Human Motivation Theory

Identified three motivators

All three are present in each person,  
but one motivator will dominate

People will have different characteristics  
depending on their dominant motivator

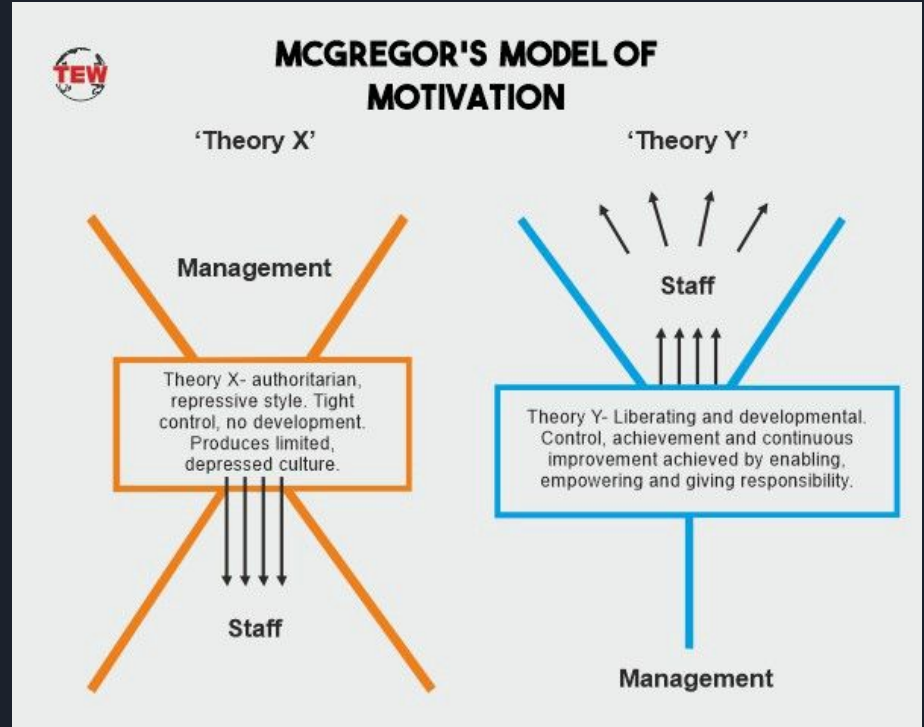


# McGregor's XY Theory

Douglas McGregor popularized the human relations approach to management in the 1960s

**Theory X:** workers dislike and avoid work so managers must use coercion, threats and controls to get workers to meet objectives

**Theory Y:** assumes individuals consider work as natural 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.

Whereas Theory X and Y emphasized how management views employees, Theory Z describes how employees perceive management.

## Theory Z:

Workers, it is assumed, can be trusted to do their jobs to their utmost ability, as long as management can be trusted to support them and look out for their well-being.



# Thamhain and Wilemon's Ways to Have Influence on Projects

1. **Authority:** Legitimate hierarchical right to issue orders
2. **Assignment:** project manager's perceived ability to influence a worker's later work assignments.
3. **Budget:** project manager's perceived ability to authorize others' use of discretionary funds.
4. **Promotion:** ability to improve a worker's position
5. **Money:** ability to increase a worker's pay and benefits



## Thamhain and Wilemon's Ways to Have Influence on Projects ..contd

6. **Penalty:** project manager's ability to cause punishment
7. **Work challenge:** ability to assign work that capitalizes on worker's enjoyment of doing a particular task.
8. **Expertise:** project manager's perceived special knowledge that others deem important.
9. **Friendship:** ability to establish a friendly personal relationships between project manager and others.



# Power

Projects are more likely to succeed when managers influence with expertise and work challenge instead of relying too heavily on authority, money and/or penalty.

**Power** is the potential ability to influence behavior to get people to do things they would not otherwise do.

5 basic types of power are:

- Coercive power
- Legitimate power
- Expertise
- Reward power
- Referent power

<https://www.betterup.com/blog/types-of-power>



Legitimate

position/  
role

teachers =  
in charge

Reward

ability to  
give  
rewards

Verbal  
praise

Coercive

ability to  
punish

Detention

Expert

having  
superior  
knowledge

already  
know what  
you teach

Referent

perceived  
as caring

best  
interest of  
students





# Covey's 7 Habits on improving effectiveness

- **Be proactive** - like Maslow, Covey believes people have ability to be proactive
- **Begin with end in mind** - write mission statement, find purpose based on values
- **Put first things first** - spend most time doing things that are important, but not urgent
- **Think win/win** - develop solutions that benefit all parties
- **Seek first to understand, then to be understood** - empathic listening
- **Synergize** - create collaborative products rather than individual efforts
- **Sharpen the saw** - Self improvement physically, spiritually, mentally and socially

# 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

BE  
PROACTIVE

01



PUT FIRST  
THINGS FIRST

03



SEEK FIRST TO  
UNDERSTAND THAN  
TO BE UNDERSTOOD

05



SHARPEN  
THE SAW

07



02



BEGIN WITH  
THE END IN MIND

04



THINK WIN  
\\ WIN

06



SYNERGIZE



# Empathic Listening and Rapport

Good project managers are **empathic listeners** - listen with intent to understand

Before communicating with other, **you have to have rapport** i.e a relation of harmony, conformity, accord, mutual agreement/understanding or affinity

**Mirroring** is matching of certain behaviors of other person, technique to help establish rapport

IT professionals need to develop empathic listening primarily to improve relationships with users and other stakeholders.



# BUILD RAPPORT IN SALES WITH 3 SIMPLE TECHNIQUES

## MIRRORING AND MATCHING



## FINDING COMMON EXPERIENCES



## ACTIVE LISTENING





# Emotional Intelligence

Howard Gardner's book "**Frames of Mind: The Theory of Multiple Intelligences**" introduced the concept of using more than one way to think of and measure human intelligence

**EMOTIONAL INTELLIGENCE (EI)** is knowing and managing one's own emotions and understanding the emotions of others for improved performance.

71% of U.S. based hiring managers say they value EI more than IQ



# LEADERSHIP

There is no one best way to be a leader.

Best leaders are able to adapt their style to needs of the situation.

Daniel Goleman, author of *Emotional Intelligence and Primal Leadership* describes six leadership styles:

- Visionary
- Coaching
- Affiliative
- Democratic
- Pacesetting
- Commanding

# Six Leadership Styles by Daniel Goleman

USE AS MANY OF THESE STYLES AS POSSIBLE DEPENDING ON THE CIRCUMSTANCES!

Be extra careful with Commanding and Pacesetting leadership!

## COMMANDING LEADERSHIP

Also known as Directive or Coercive, this style is about telling people what to do and when to do it.

## COACHING LEADERSHIP

Coaching team members to develop themselves to become better individuals and professionals.

## AFFILIATIVE LEADERSHIP

Growing personal bonds and striving towards team well-being. Focus on harmony rather than results.

## VISIONARY LEADERSHIP

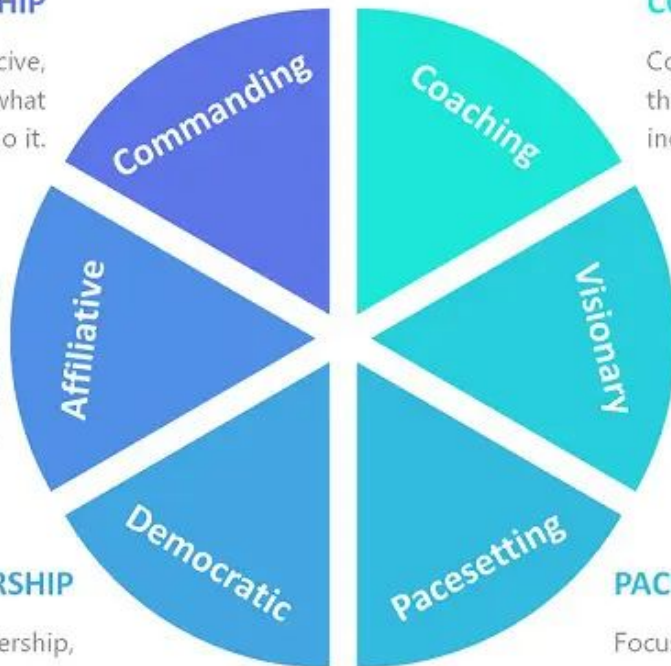
Built on inspiring and motivating people to pursue a long-term vision.

## DEMOCRATIC LEADERSHIP

Also known as Participative leadership, this style is about working together through dialogue and seeking consensus.

## PACESETTING LEADERSHIP

Focused on performance and results. Leader act as a role model for others to follow. Excellent output is required.



# PMI Talent Triangle

PMI introduced PMI Talent Triangle in 2015 to emphasize the need for more than technical skills for project managers.

The PMI Talent Triangle includes:

- Technical Project Management
- Strategic and Business Management
- Leadership







# 1) Developing the Human Resource Plan

Involves - identifying and documenting project roles, responsibilities and reporting relationships.

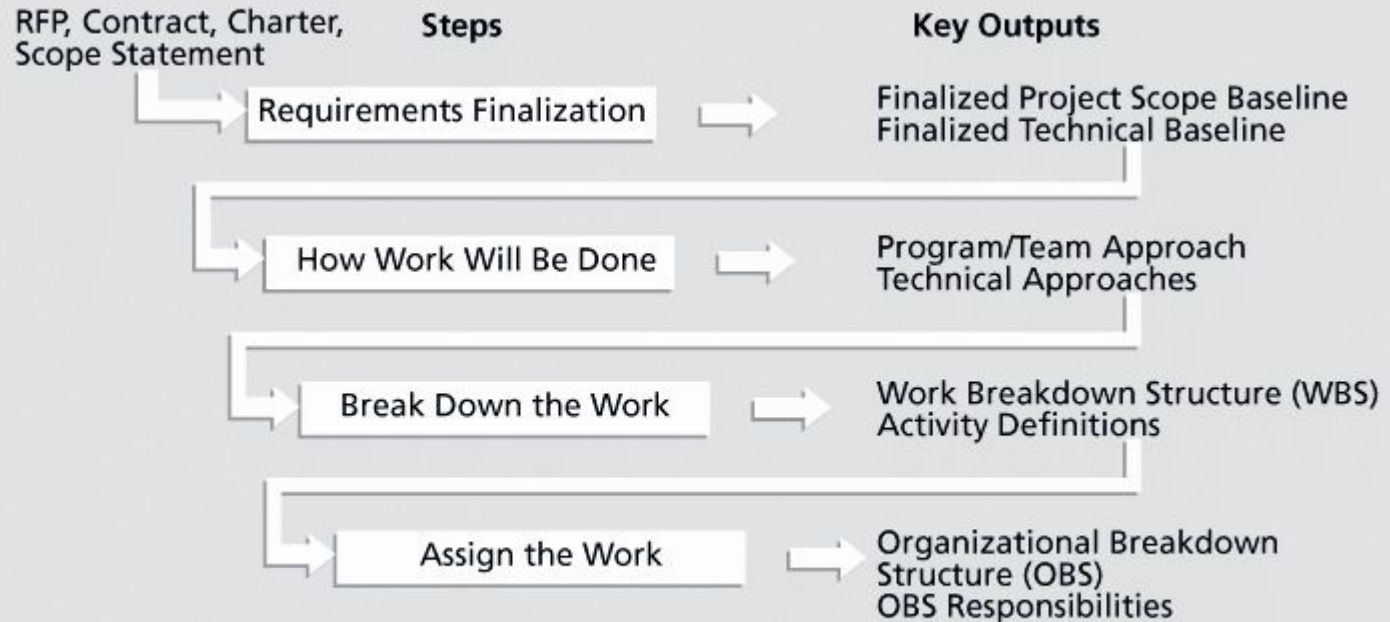
Contents include:

- Project organizational charts
- Staffing management plan
- Responsibility assignment matrices
- Resource histograms

# Sample Organizational Chart



# Work Definition and Assignment Process



# Responsibility Assignment Matrices (RAM)

**RAM** is a matrix that maps the work of the project as described in the **WBS** to the people responsible as described in the **OBS**(Organizational Based Structure)

WBS activities →

OBS units ↓

	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



# RACI Chart and its sample

R = Responsibility

A = Accountability, should always only be one A per task as per RACI principle

C = Consultation

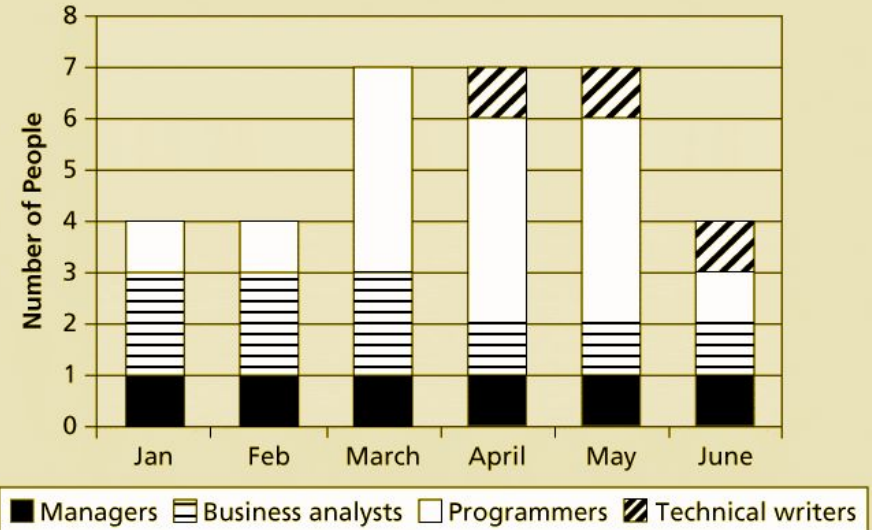
I = Informed

	Group A	Group B	Group C	Group D	Group E
Test Plans	R	A	C	C	I
Unit Test	C	I	R	A	I
Integration Test	A	R	I	C	C
System Test	I	C	A	I	R
User Acceptance Test	R	I	C	R	A

# Staffing Management Plans and Resource Histograms

A **staffing management plan** describes when and how people will be added to and taken off the project team

A **resource histogram** is a column chart that shows the number of resource assigned to a project over time





## 2) Acquiring the Project Team

Acquiring **qualified and capable** people for teams is crucial.

*A Project Manager who is the smartest person on the team has done a poor job of recruiting !*

It's important to assign the appropriate type and number of people to work on projects at the appropriate times.

Staffing plans and benefits and good hiring procedures are important, as are incentives for **recruiting** and **retention**.

Example, Fortune Magazine lists the “100 Best Companies to Work For” in the US every year, Google had topped the list six times in a row in 2017, with CISCO currently in the lead.



# Resource Loading and Resource Leveling

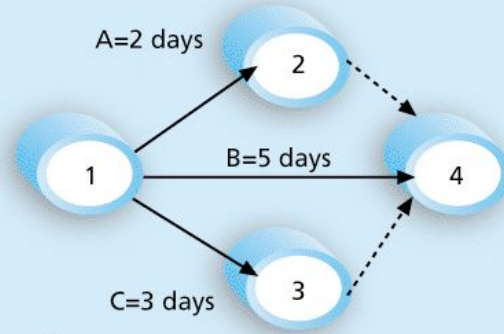
**Resource Loading** refers to amount of individual resources and existing schedule requires during specific time periods. **Overallocation** is a scenario where more resources than available are assigned to work at a given time.

**Resource Leveling** is a technique for resolving resource conflicts **by delaying tasks**. It's main purpose is to create a smoother distribution of resource usage and **reduce overallocation**.

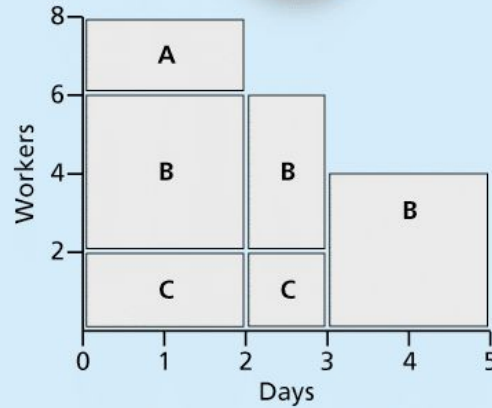
## ADVANTAGES OF Resource Leveling:

- Resource used on more constant basis, require less management
- Enables PM to use just in time inventory type of policy for expensive resource
- Fewer problems for accounting department and uplifts morale

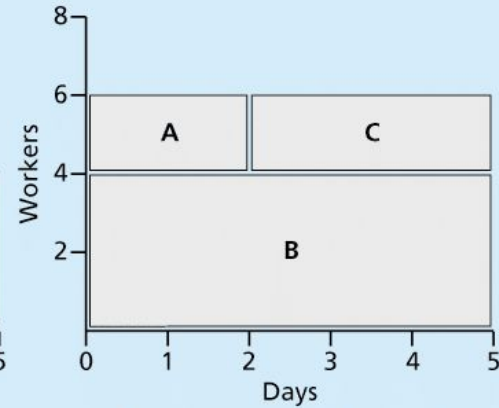




Project network with Activities A, B, and C and durations as shown. Activity A has 3 days of slack, and Activity C has 2 days of slack. Assume Activity A has 2 workers, B has 4 workers, and C has 2 workers.



Resource usage if all activities start on day one



Resource usage if Activity C is delayed 2 days, its total slack



### 3) Developing the Project Team

Main goal of **team development** is to **help people work together** more effectively to ultimately improve project performance.

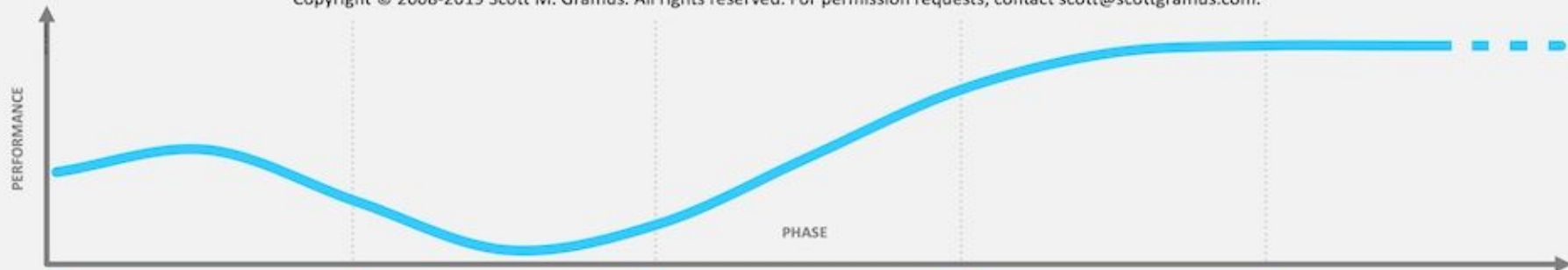
It takes teamwork to successfully complete most projects !

**TUCKMAN MODEL of Team Development:**

Forming	>	Storming	>	Norming	>	Performing	>	Adjourning
(Introduction)		(Conflict)		(Cooperation)		(achieve goals)		(disband)

# Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman  
All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results  
Copyright © 2008-2019 Scott M. Graffius. All rights reserved. For permission requests, contact [scott@scottgraffius.com](mailto:scott@scottgraffius.com).



	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	<ul style="list-style-type: none"> <li>Questioning</li> <li>Socializing</li> <li>Displaying eagerness</li> <li>Focusing on group identity &amp; purpose</li> <li>Sticking to safe topics</li> </ul>	<ul style="list-style-type: none"> <li>Resistance</li> <li>Lack of participation</li> <li>Conflict</li> <li>Competition</li> <li>High emotions</li> <li>Starting to move towards group norms</li> </ul>	<ul style="list-style-type: none"> <li>Reconciliation</li> <li>Relief, lowered anxiety</li> <li>Members are engaged &amp; supportive</li> <li>Developing cohesion</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrations of interdependence</li> <li>Healthy system</li> <li>Ability to effectively produce as a team</li> <li>Balance of task and process orientation</li> </ul>	<ul style="list-style-type: none"> <li>Shift to process orientation</li> <li>Sadness</li> <li>Recognition of team and individual efforts</li> </ul>
STRATEGIES	<ul style="list-style-type: none"> <li>Taking the 'lead'</li> <li>Providing clear expectations and consistent instructions</li> <li>Quick response times</li> </ul>	<ul style="list-style-type: none"> <li>Normalizing matters</li> <li>Encouraging leadership</li> </ul>	<ul style="list-style-type: none"> <li>Recognizing individual and group efforts</li> <li>Providing learning opportunities and feedback</li> <li>Monitoring the 'energy' of the group</li> </ul>	<ul style="list-style-type: none"> <li>Celebrating</li> <li>'Guide from the side' (minimal intervention)</li> <li>Encouraging group decision-making and problem-solving</li> <li>Providing opportunities to share learning across teams</li> </ul>	<ul style="list-style-type: none"> <li>Recognizing change</li> <li>Providing an opportunity for summative team evaluations</li> <li>Providing an opportunity for acknowledgments</li> </ul>



# Training & Understanding

Training can help people understand themselves, each other and how to work better in teams.

Team Building activities

Meyers-Briggs Type Indicators (MBTI) for determining personality types.

MBTI Four Dimensions

- Extrovert/Introvert (E/I)
- Sensory/Intuition (S/N)
- Thinkers/Feelers (T/F)
- Judgers/Perceptors (J/P)



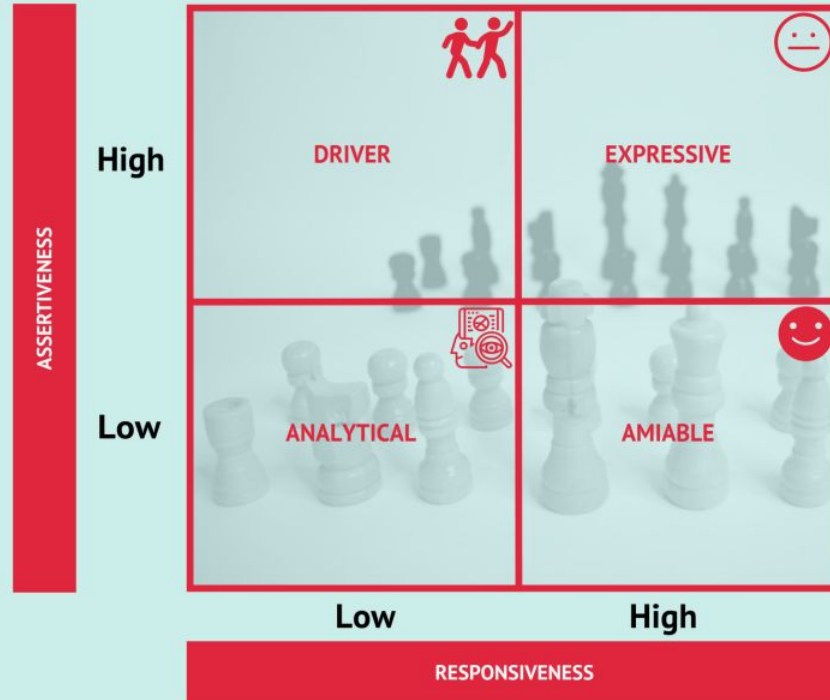
# Social Styles Profile

- People are perceived as behaving primarily in one of four zones, based on their assertiveness and responsiveness:
  - Drivers
  - Expressives
  - Analyticals
  - Amiables
- People on opposite corners (drivers and amiables/ analyticals and expressives) may have difficulties getting along.

<https://fourweekmba.com/social-style-model/>

# The Social Style Model In A Nutshell

Social style as a concept is based on the work of industrial psychologists David Merrill and Roger Reid in the early 1960s. Merrill and Reid wanted to determine whether they could predict managerial, sales, and leadership performance based on how people behaved in social situations. The social style model is a means of categorizing people based on their personality traits and interactions with others in the workplace.

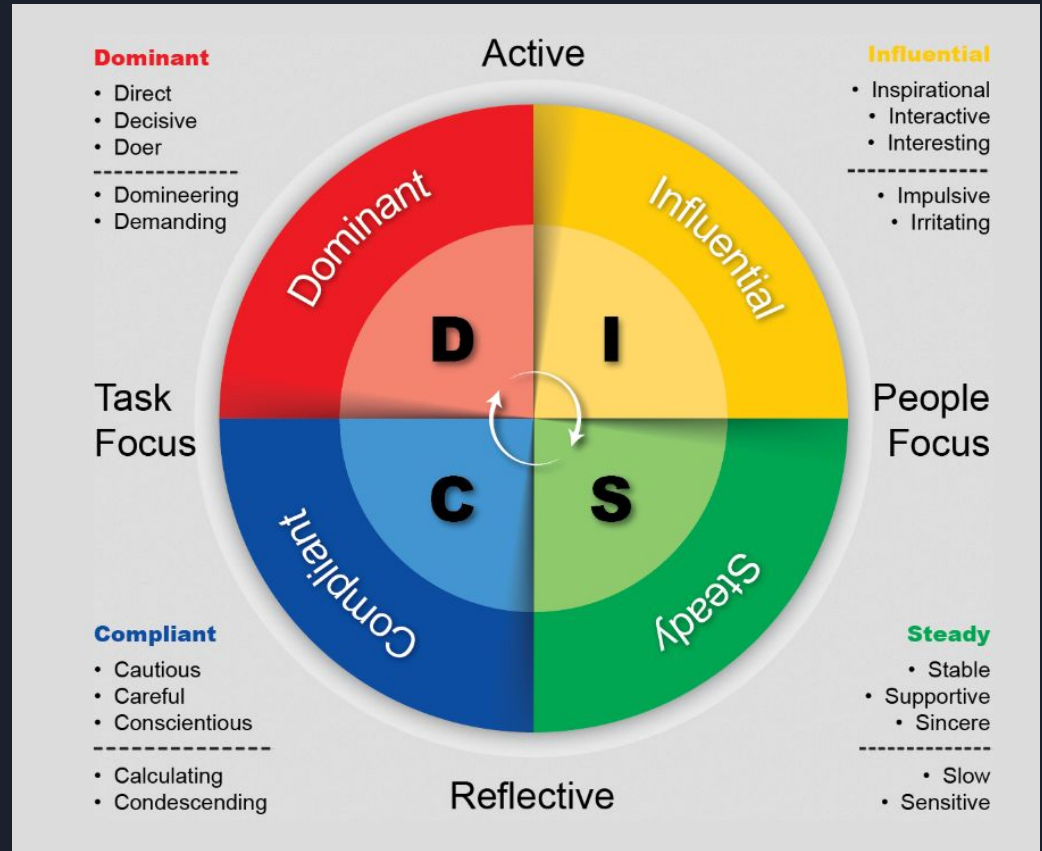


# DISC Profiles

Like Social Styles, it also uses a four dimensional model of normal behavior:

- Dominance
- Influence
- Steadiness
- Compliance

People in opposite quadrants can have problems understanding each other



# Reward & Recognition



- Team-based reward and recognition systems can promote teamwork
- Focus on rewarding teams for achieving specific goals
- Allow time for team members to mentor and help each other to meet project goals and develop human resources





## 4) Managing the Project Team

Project managers must lead their teams in performing various project activities

After assessing team performance and related information, the project manager must decide

- If changes should be requested to the project
- If corrective or preventive actions should be recommended
- If updates are needed to the project management plan or organizational process assets



# Tools & Techniques for Managing Project Teams

**Observation and Conversation** : PMs need to observe team members at work to assess how they are performing and ask team members how they are feeling.

**Project Performance Appraisals**: provide performance appraisals

**Interpersonal Skills**: PMs must possess several interpersonal skills. To effectively manage teams, it is especially important to focus on leadership, influencing, and decision-making skills.

**Conflict Management**: It's extremely important for project managers to understand strategies for handling conflicts and to proactively manage conflict.



# Conflict Handling Modes

**CONFRONTATION** Directly face conflict using problem solving approach

**COMPROMISE** Use a give-and-take approach

**SMOOTHING** De-emphasize areas of difference and emphasize on areas of agreement

**FORCING** Win-lose approach, PM exert their viewpoint at expense of another's viewpoint

**WITHDRAWAL** Retreat from actual or potential disagreement.

**COLLABORATING** Incorporate different insights to develop commitment

Relationship Importance

High

Smoothing/  
Accommodating

Confrontation/  
Problem-solving  
  
Collaborating

Medium

Compromise

Low

Withdrawal/  
Avoidance

Forcing

Low

Medium

High

Task Importance



# Conflict can be Good

Conflict often produces important results, such as **new ideas, better alternative, and motivation** to work harder and more collaboratively

**Groupthink:** Conformance to the values or ethical standards of a group.

Groupthink can develop if there are no conflicting viewpoints, which is not good.

It is important to distinguish between types of conflicts though. Research suggests that **task-related conflict** often improves team performance, but **emotional conflict** often depresses team performance.



*"Everyone in favor raise your hand!"*



# Five Dysfunctions of a Team

Patrick Lencioni, on his book *Overcoming the five dysfunctions of a team*, says that “Teamwork remains the one sustainable competitive advantage that has been largely untapped”

Five Dysfunctions of teams are

1. Absence of trust
2. Fear of conflict
3. Lack of commitment
4. Avoidance of accountability
5. Inattention to results



# General advices on HR Management

1. Be patient and kind with your team
2. Try to fix problems instead of blaming people
3. Establish regular and effective meetings
4. Allow time for team to go through basic team building stages
5. Limit size of work team to three to seven people/members
6. Plan some social activities for team members and stakeholders
7. Figure out team identity
8. Create environment for team members to grow and help each other
9. Think of additional actions for remote or virtual team members
10. Use softwares and assistive tools where applicable. Eg: Resource Histograms, Resource Leveling



## 7 Human Resource Best Practices



# Project Management Tools for HR

<https://www.timecamp.com/blog/2018/01/project-management-tools-for-hr/>





# PRE-TEST

100 Marks Question Set | 3 Hours - 20% weightage

You get optional questions and are required to only perform 50 Marks for pretest.

Question Model:


7 Very Short questions (2marks) | 8 Short questions (7 marks) |

2 Elaborate questions - analytical or case study based (15 marks)

This will be converted and migrated to your overall grades by the end of the course.

TO RECAP, Total marks will be calculated from:

Research Report + Pretest + Quiz(Undecided) + Final Exam



**PS: Pre-Test/Exam has been scheduled for next week  
- Thursday, 28th July, six days only remaining ! All the best.**

THANK YOU

Prepare well & Do well !