Master Software Technology

Software Project Management 2 – [07] Management Aspects: HR Management

Agenda

Motivation
Organisation
– static organizations
   – functional
   – (purely) projectised (project organisation)
   – matrix
– conclusions
Teams
Meetings
HR Management

Learning Objectives

You, the students, should …
✓become familiar with the most important forms of static organisations
be able …
✓ to describe the <mark>3 main organizational forms and</mark>
✓ their <mark>respective advantages and disadvantages</mark>
✓ be able to come up with a sound proposal for an adequate organisation of a given project
✓ Keep in mind the „soft" factors engineers tend to forget but that are very important for the success of a project
➢get to know
– important issues about managing people in general
– issues in managing teams
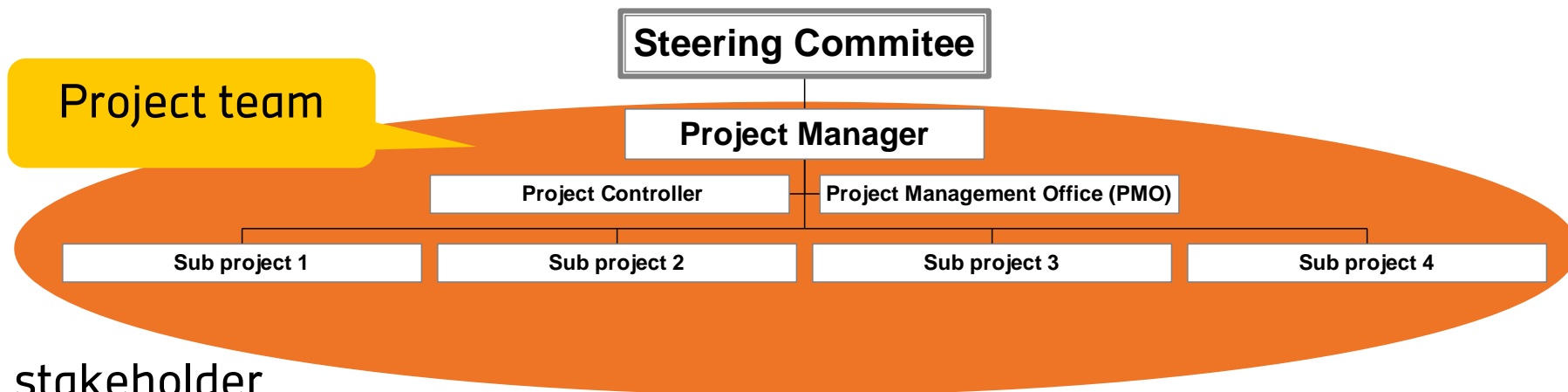– roles (both „soft" and „hard") in teams

Organisational Aspects

distinguish

– static organisation of a company

– project specific organisation

➤How are these two interrelated, e.g., in your (future) company?

standard organisational structures for projects of different size

– project team

– subproject teams

– steering committee

Project Organisation

Steering Commitee

Project team

Project Manager

| Project Controller | Project Management Office (PMO) |

| Sub project 1 | Sub project 2 | Sub project 3 | Sub project 4 |

stakeholder
– people involved in the project (customer, contractor, project leader, project team, supplier, sponsors/investors, etc.)
– people affected by the project (e.g., user, works council)

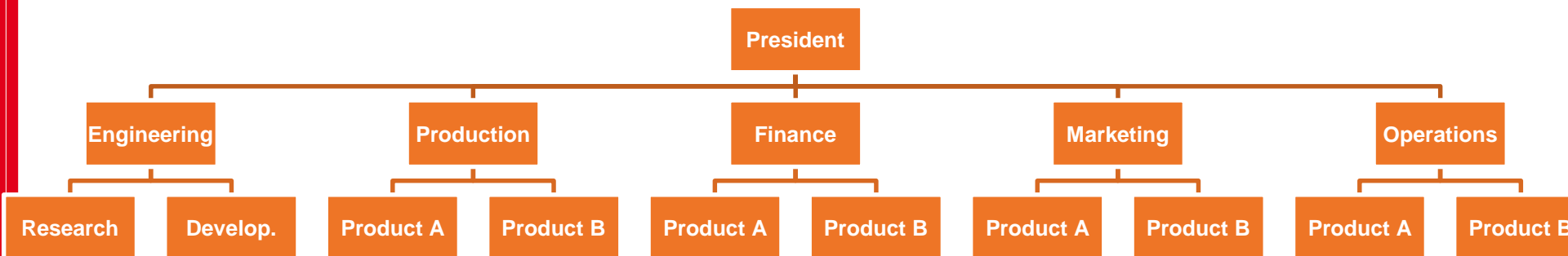# Line Organizational Structures: <mark>Functional</mark> (1)

staff members are grouped by specialty or discipline
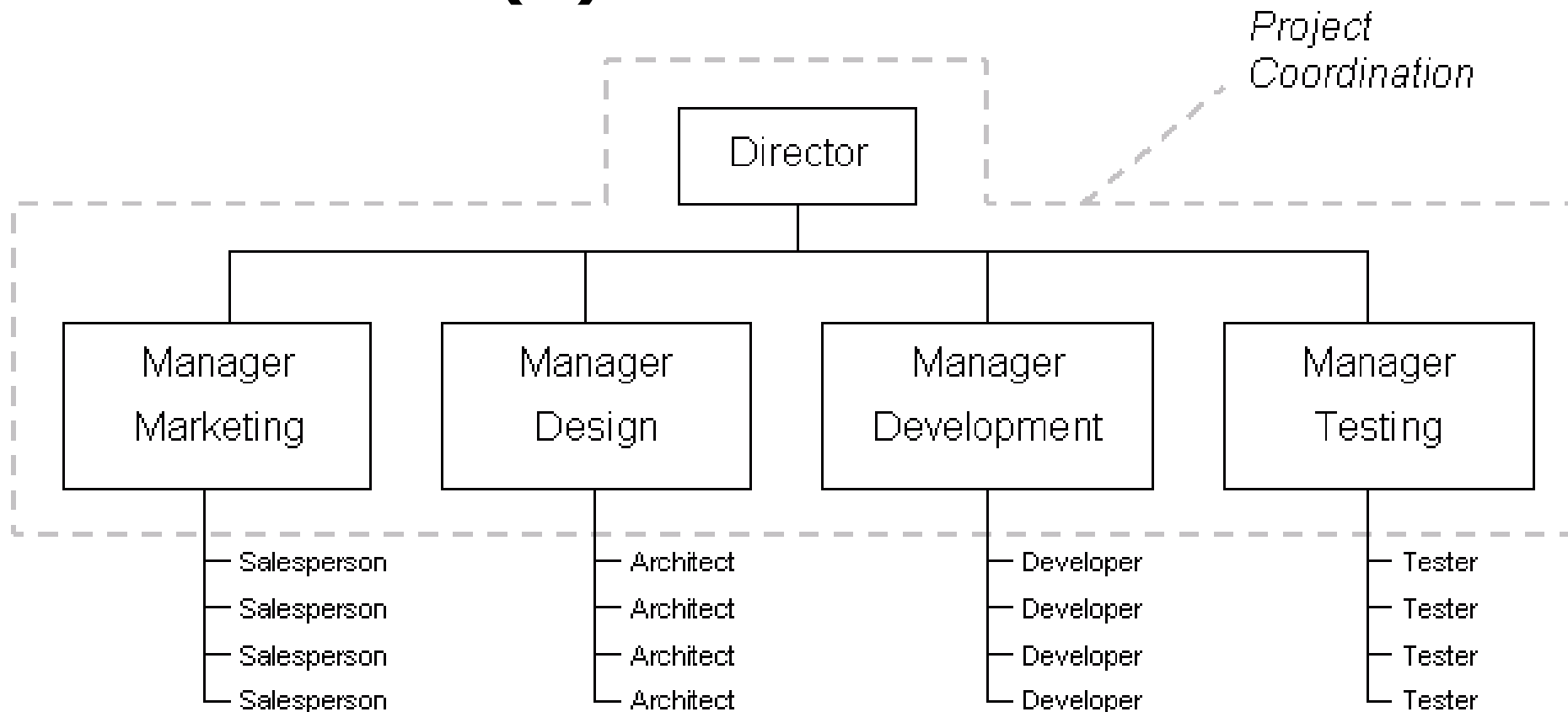– i.e., marketing, engineering, research etc.
hierarchical lines of authority and reporting relationships
each functional unit has a manager
upper-level management has authority over functional unit managers

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                          President
   ┌──────────┬──────────────┼──────────────┬──────────┐
Engineering  Production    Finance      Marketing   Operations
 ┌───┴───┐   ┌────┴────┐   ┌───┴────┐   ┌───┴────┐   ┌───┴────┐
Research Develop. ProductA ProductB ProductA ProductB ProductA ProductB ProductA ProductB
```

Line Organizational Structures: Functional (2)

Line Organizational Structures: Functional (3)

Advantages	Disadvantages
✓reduce duplication of activities ✓encourage technical expertise ✓specialized skills can be leveraged across multiple projects, more efficient use or critical resources	– creates narrow perspective – difficult to coordinate: no central point of authority and control for the project – loyalty of staff is with their functional unit rather than the project

Project Organizational Structures (1)

resources necessary to perform the project

- centralized
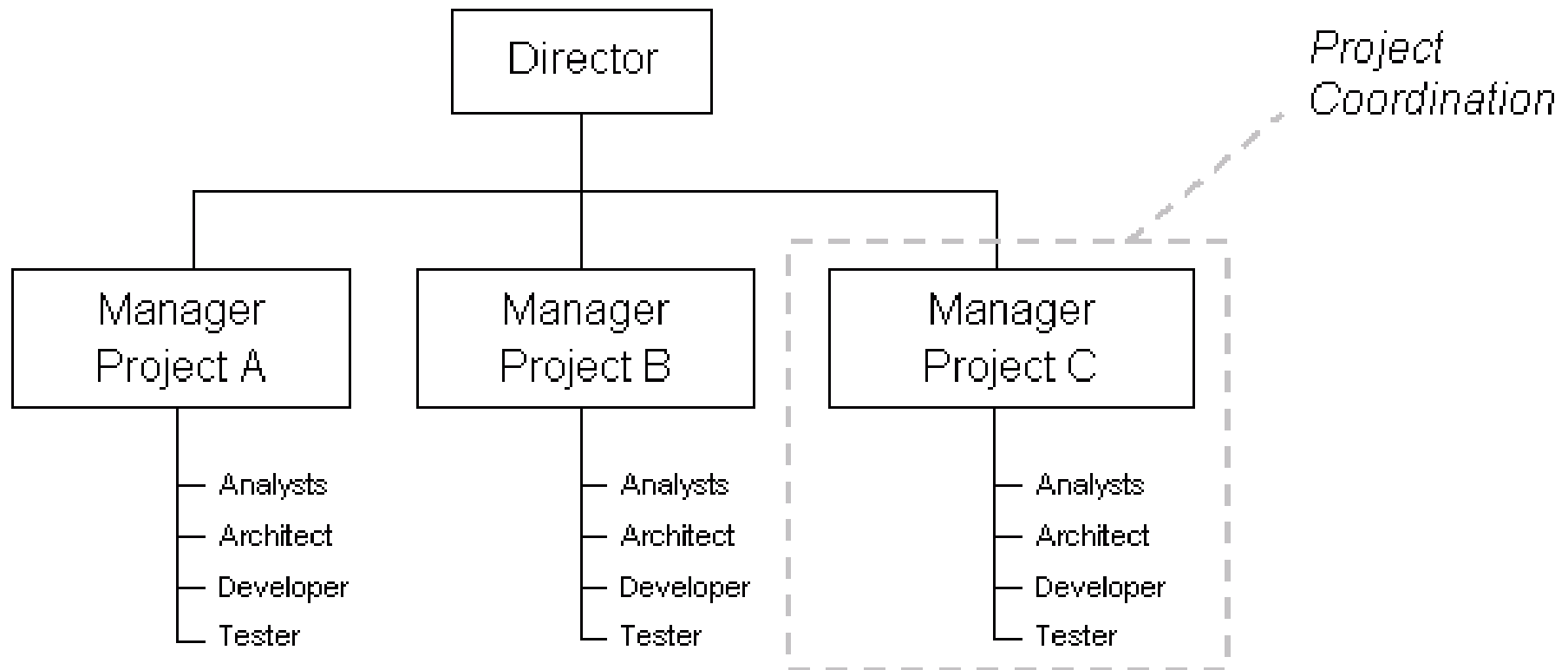- put under the control of the project manager

project manager

- complete authority and control over project resources including personnel

project personnel

- assigned full-time to the project
- take on roles that mirror functional specialties

Project Organizational Structures (2)

Project Organizational Structures (3)

Advantages	Disadvantages
✓improves decision making	– inefficient use of critical resources and duplicated use of resources
✓fixes accountability for performance	– fosters rivalry among projects
✓increases coordination of functions	– inhibits the development and transfer of expertise from one project to the next
✓interfaces between organizational units are minimized	

Organizational Structures: <mark>Matrix</mark> (1)

adds a project coordination role to the functional organization structure

project management

— becomes another function staffed with project managers

project manager

— takes ownership of a project and guides it through the other functional departments

common division of authority and responsibility

— project manager control the project budget and contract for services from functional units

Organizational Structures: Matrix (2)

Source: Cable, Dwayne, and John R. Adams. Organizing for Project Management. pp. 11-20.
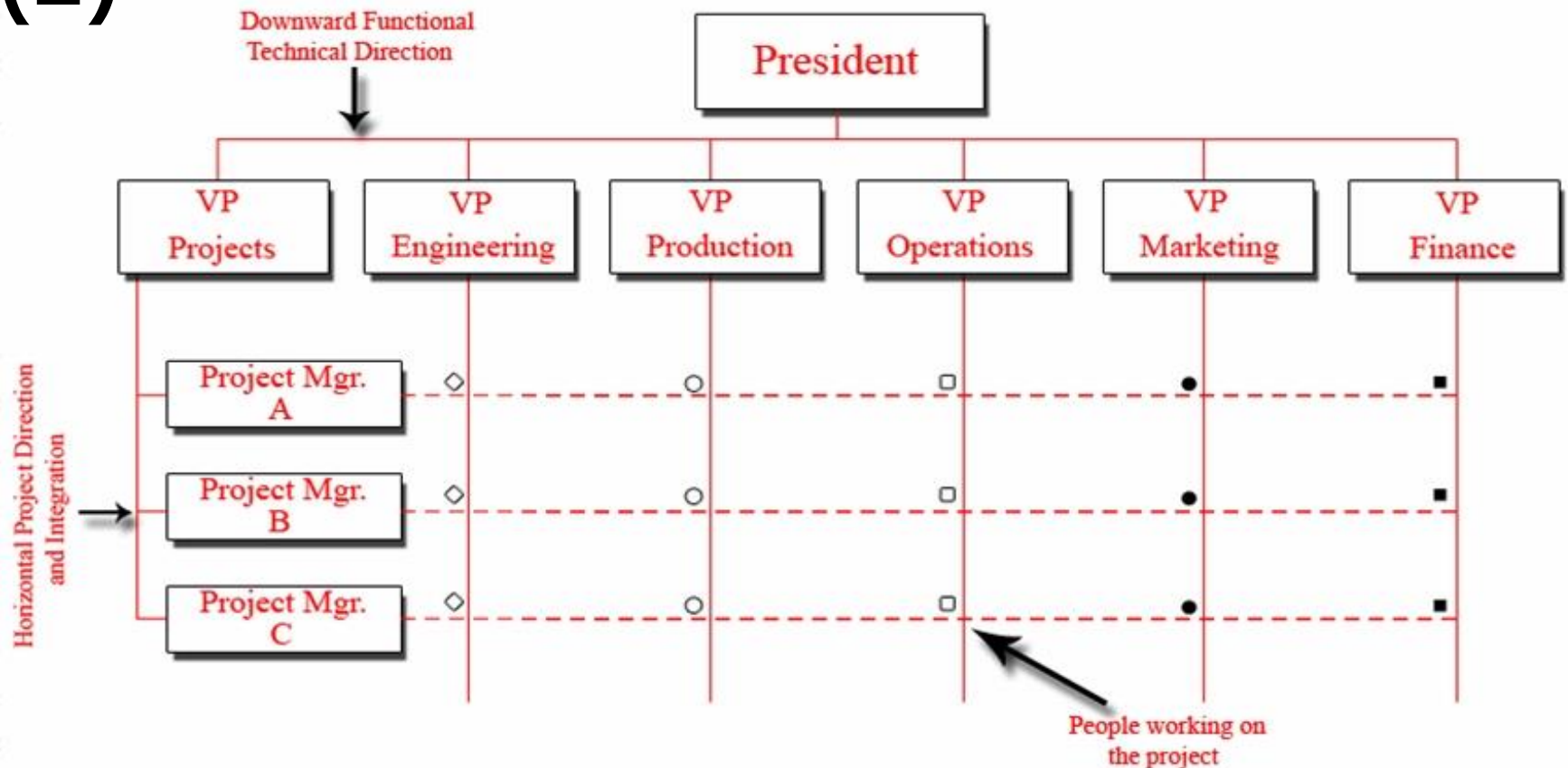
Organizational Structures: Matrix (3)

Advantages	Disadvantages
✓ reinforces technical excellence	– increases power conflicts
✓ facilitates efficient use of resources	– confusion and stress for "2-boss employees"
✓ balances conflicting objectives of the organization	– impedes decision making
✓ provides for continuity and stability between projects	– requires additional overhead for creating work packages

Team Structure: Motivation

„There are four people named Everybody, Somebody, Anybody and Nobody. There was an important Job to be done and Everybody was asked to do it. Everybody was sure that Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybody's Job. Everybody thought, Anybody could do it, but Nobody realized that Everybody wouldn't do it. It ended up that Everybody blamed Somebody, when Nobody did, what Anybody could have done."

Unknown Team Member

PMBOK Project HR Management

9.1 Human Resource Planning

.1 Inputs
  .1 Enterprise environmental
    factors
  .2 Organizational process assets
  .3 Project management plan
    · Activity resource
     requirements

.2 Tools and Techniques
  .1 Organization charts and
    position descriptions
  .2 Networking
  .3 Organizational theory

.3 Outputs
  .1 Roles and responsibilities
  .2 Project organization charts
  .3 Staffing management plan

9.2 Acquire Project Team

.1 Inputs
  .1 Enterprise environmental
    factors
  .2 Organizational process
    assets
  .3 Roles and responsibilities
  .4 Project organization charts
  .5 Staffing management plan

.2 Tools and Techniques
  .1 Pre-assignment
  .2 Negotiation
  .3 Acquisition
  .4 Virtual teams

.3 Outputs
  .1 Project staff assignments
  .2 Resource availability
  .3 Staffing management plan
    (updates)

9.3 Develop Project Team

.1 Inputs
  .1 Project staff assignments
  .2 Staffing management plan
  .3 Resource availability

.2 Tools and Techniques
  .1 General management skills
  .2 Training
  .3 Team-building activities
  .4 Ground rules
  .5 Co-location
  .6 Recognition and rewards

.3 Outputs
  .1 Team performance
    assessment

9.4 Manage Project Team

.1 Inputs
  .1 Organizational process assets
  .2 Project staff assignments
  .3 Roles and responsibilities
  .4 Project organization charts
  .5 Staffing management plan
  .6 Team performance assessment
  .7 Work performance information
  .8 Performance reports

.2 Tools and Techniques
  .1 Observation and conversation
  .2 Project performance appraisals
  .3 Conflict management
  .4 Issue log

.3 Outputs
  .1 Requested changes
  .2 Recommended corrective
    actions
  .3 Recommended preventive
    actions
  .4 Organizational process assets
    (updates)
  .5 Project management plan
    (updates)

Terminology: ==Team==

- ✓ at least ==2 people==
- ✓ working towards a ==joint and shared objective==
- ✓ each person ==clearly defined responsibilities and tasks==, interrelated to those of the other(s)

Questions:

1. Is the group of people small (!) enough?
2. Do the members have *complementary capabilities* on an adequate level and an adequate potential on each of the levels necessary for the team performance?
3. Does the group have a *superior objective* which all members share?
4. Does the group have *specific performance objectives* shared by everybody?
5. Does everybody *understand and share the approach* used in the project?
6. Do the members of the team both *individual and as whole feel responsible* for the results?

PERFORMing Teams

P urpose
E mpowerment
R elationships and Communication
F lexibility
O ptimal Performance
R ecognition and Appreciation
M orale

➢**PERFORM**

Teaming up

starting points (usually):

– employees profile

– job/task profile (required qualification)

➢ „hard" skills: categorization schema

– knowledge (books, training)

– skills (yes/no)

– experience (> 6 months)

➢ „soft" skills

➢ (positive) previous collaboration experience

➢ (try to) use a systematic approach as well

– e.g.: communication capabilities

– Process Communication Model PCM

Team Management Behaviours

Directive (autocratic) behavior:
– Team leader gives strict orders
– Focus on team performance
– Work is done, but team members do not feel satisfied
– Team members complain that leader is too hard

Supporting (democratic) behavior:
– Team leader focused on team members satisfaction, e.g. praises team members often, etc.
– Focus on team morale
– Little work is done, but team members feel good
– Little chances to finish the project
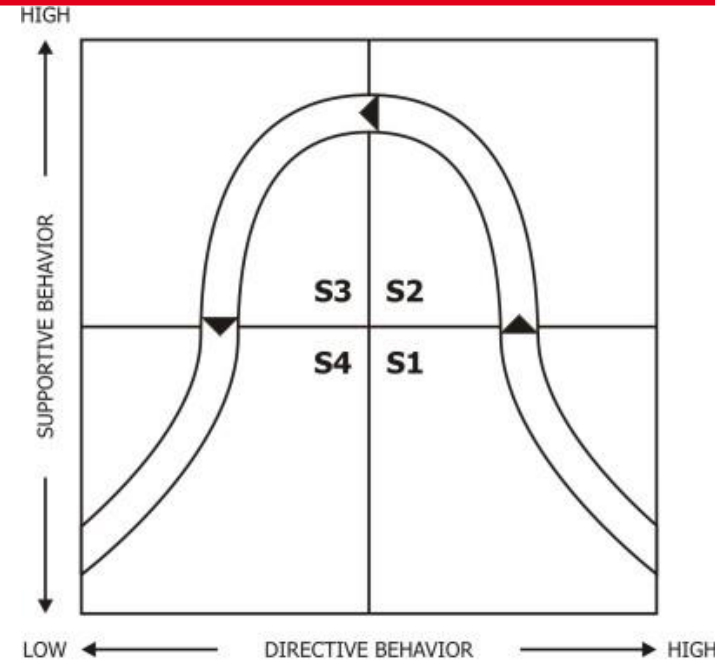
Stage 1:
– Highly directive
– Less supportive

Stage 2:
– Highly directive
– Highly supportive

Stage 3:
– Highly supportive
– Less directive

Stage 4:
– Less supportive
– Less directive

"Effective team leaders adjust their style to provide what the team cannot provide for itself."

Meetings: Motivation & Handling Process

frequent source for frustration: waste of time, inefficient, …

– questions *before* inviting

➢ Do we really need that meeting? Or can we achieve the objective in a different way?

➢ Who must attend (only for specific topics on the agenda)?

➢ Is everybody prepared for the meeting? …

– *during* the meeting

➢ stick to the agenda

➢ adhere to the timing

– *after* the meeting

➢ timely minutes! not just a day before the next meeting … ☹

➢ maintain & update to-do list

template for agenda and minutes → Moodle

Meetings: Preparation

meeting preparation
– Check whether it is productive to arrange a meeting or not
  – If you do *not* organize this meeting, what will be after effects?
– ensure clear objective of the meeting
– The agenda should …
  – ensure all participants are adequately prepared for the meeting
  – ensure meeting discussion remain focused on the topics in hand
  – ensure each agenda item achieves the desired outcome
  – save time during the meeting
personal preparation
– *prepare* yourself adequately *before* meeting
– check any visual aids *before* the meeting
  – holds as well for any presentation …
– how will you cope with any criticism?

Meetings: Agenda Purpose

– Define the purpose of meeting
– Formals
  – Plan and inform well in advance meeting date, time & place
  – Write down minutes of the previous meeting
– Try to collect and present the available facts for meeting support
– Support for absence of a participant (if necessary)
– Cover issues arisen from the previous meeting/action items
– Set agenda items for the meeting
  – Set objective for each agenda item (to discuss, to decide, to produce action item or to share information)
  – Set time allocated to each agenda item
  – Presenter for each agenda item

Meetings: Attendance

- Experience and knowledge of participants has a direct influence on the outcome of meeting.
- If the meeting is selective, then make a list of people who will attend the meeting.
- Ensure that the participants of the meeting are *informed well in advance*.
- If it is a crucial meeting called specifically to handle some crisis then make clear to participants that their presence is mandatory.

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Meetings: Minutes

To preserve the decisions and actions resulting from a meeting, meeting minutes are recorded.

While recording meeting minutes, the recorder must focus on action items, not discussion. The purpose of minutes is to define decisions made and to record what actions are to be taken, by whom and when.

action item := event, task, activity, or action that needs to take place documented in the meeting minutes and recorded in a task list maintained separately from the agenda/minutes

Do not finish any discussion in the meeting without deciding how to act.

Avoid inflammatory or personal observations.

If you need to refer to other documents, attach them in an appendix or indicate where they may be found.

Prof. Dr. Lückemeyer   25

Meetings: Conclusions

– Think whether meeting is necessary or not to achieve the goal you want.
– Set clear objectives of the meetings before organizing a meeting: improperly planned meetings can be waste of precious resources.
– Try to close agenda items by briefly summarizing their final state of discussion.
– Always end meetings on time and attempt to end on a positive note.
– At the end of a meeting, review actions and assignments, and set the time for the next Meeting.
– Make it clear meeting minutes and/or actions will be reported back to members in at most a specific time limit.
– Do not leave the meeting without assessing what took place and making a plan to improve the next meeting.

Agile HR Management

Idea: motivate people by (mostly) self-chosen tasks and high degrees of freedom and responsibility
Problem: short visible managerial development path through flat hierarchies and very few agile roles
Solution:
1) focus on factual/technical challenges
→ increased importance of tasks assigned and formal trainings granted
2) Strengthen team coherence to remove the felt need for managerial development
Danger: using (too) innovative, thus immature technology as an alternative motivation without business need

HR Management: Summary

THE most important aspect of Project Management: <mark>People make Projects</mark>

– Share vision and information
– Care about the individual team members
– Create a supportive, appreciative culture and working environment
– Build the team
– Take responsibility even if it was not your immediate action

Questions? Questions!

THANK YOU VERY MUCH FOR YOUR ATTENTION!