# Summary of 10OCT16 Class

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

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▪ **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
    - ....
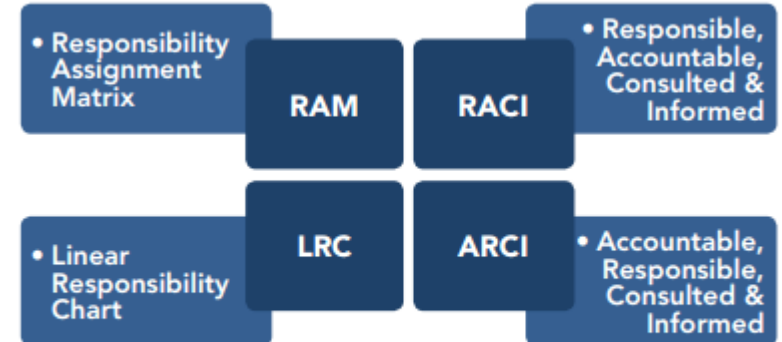
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- **Resources Acquisition** :

  - This is the process of obtaining the people needed to achieve the project goals

  - Some resources may be pre-assigned
    - These are teams that are already in your scope of authority

  - The rest have to be negotiated
    - With your internal resource managers
    - With contractor suppliers
    - With off-shore teams
    - …

  - Good resource management needs a clear definition of competence / skills requirements → use of Resource Skills matrix
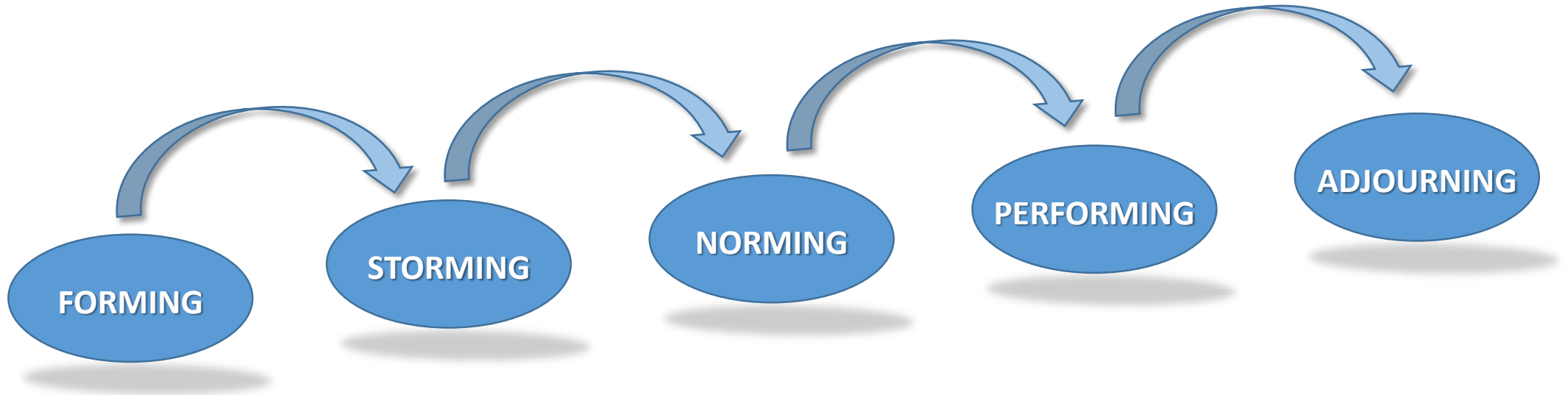
Chapter 4 : Resources Management

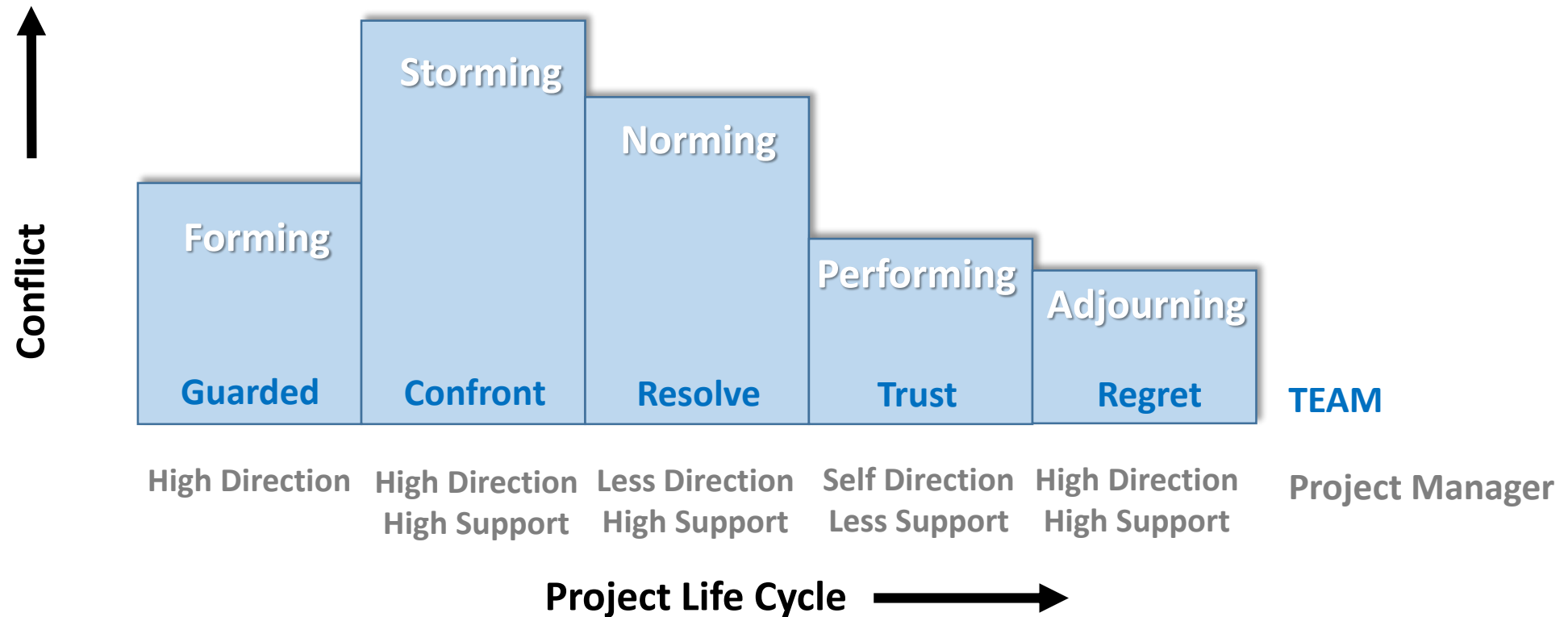- Project manager needs to *DEVELOP and MANAGE* his Project Team
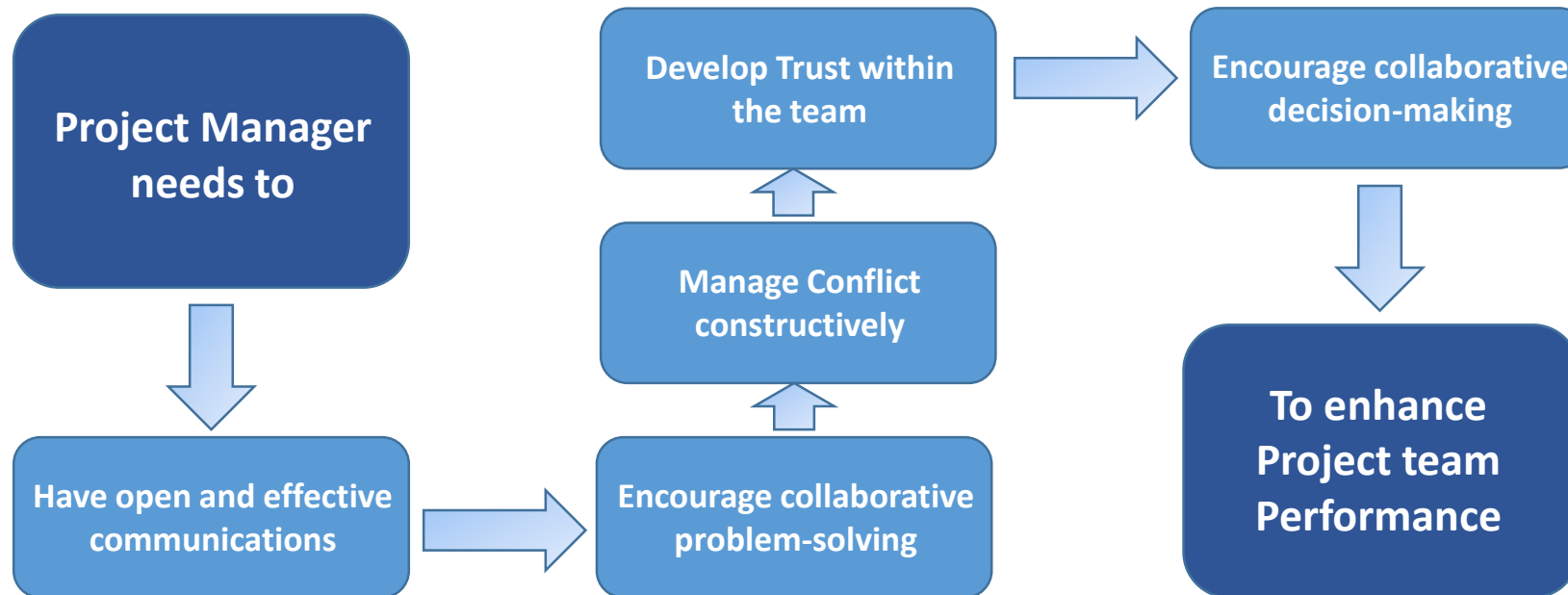
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- Develop Project Team : Bruce Tuckman teamwork theory

FORMING → STORMING → NORMING → PERFORMING → ADJOURNING

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▪ Adapted from Tuckman / Jensen Model

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- **Managing a Project Team** : Leadership qualities

    - Leadership Qualities for a Project Manager :
        - Ability to share a Vision and inspire Others
        - Excellent communication and interpersonal skills
        - Integrity
        - Positive Attitude and Enthusiasm
        - Empathy
        - Competence
        - Ability To Delegate Tasks
        - Cool Under Pressure, calm disposition
        - Team-Building Skills (team builder)
        - Problem Solving Skills
        - Team-making skills

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- **Motivation :** Several motivational theories are recognized in Project Management :

  - **Abraham Maslow** - *five-stage Hierarchy of Needs (*Physiological / Safety / Belonging / Self-esteem / Self-actualization)

  - **Douglas McGregor** —Theory X and Theory Y

  - **Frederick Herzberg**—The two-factor theory with **Hygiene factors / Motivators or satisfiers**

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- **Conflict management : Thomas-Kilmann Conflict Mode Instrument**