

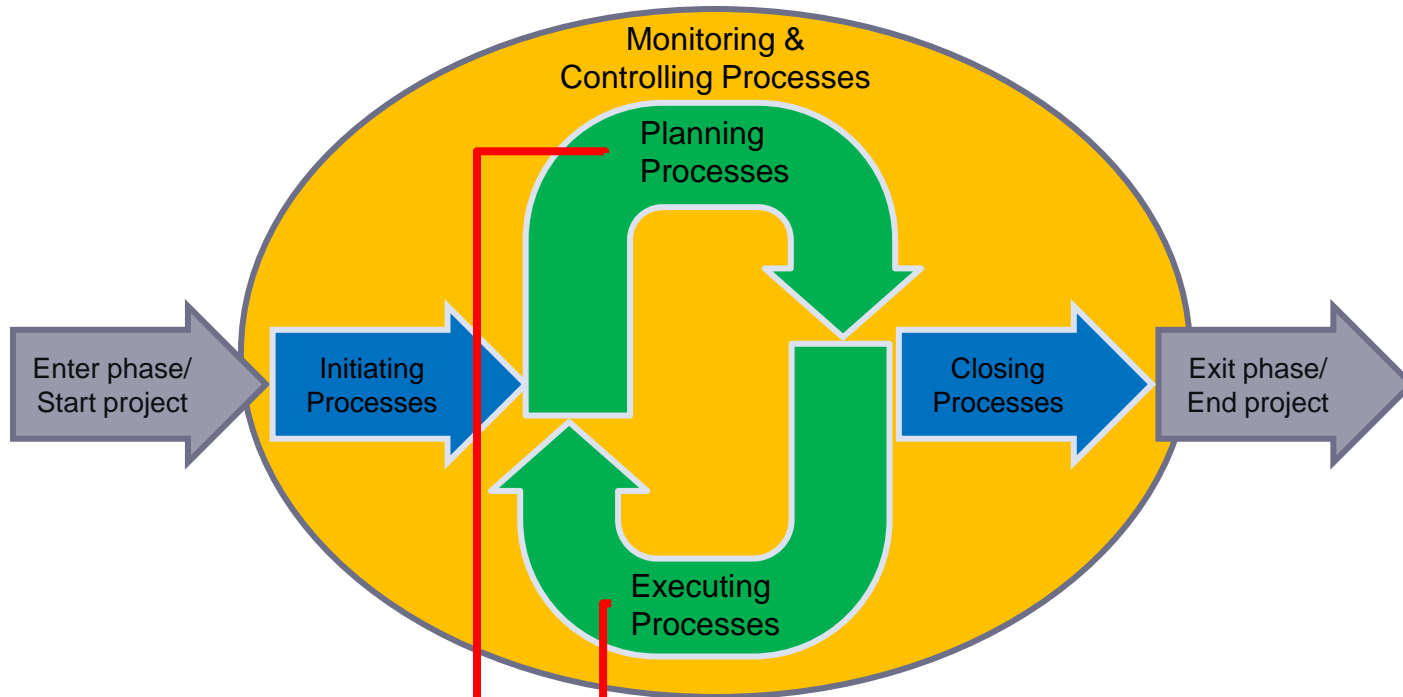
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PROJECT MANAGEMENT

HR MANAGEMENT

10. PROJECT HUMAN RESOURCE MANAGEMENT



Knowledge Area	Process				
	Initiating	Planning	Executing	Monitoring & Control	Closing
Human Resource		<ul style="list-style-type: none"> Develop Human Resource Plan 	<ul style="list-style-type: none"> Acquire Project Team Develop Project Team Manage Project Team 		

PROJECT HUMAN RESOURCE MANAGEMENT

Include the process that organize, manage, and lead the project team.

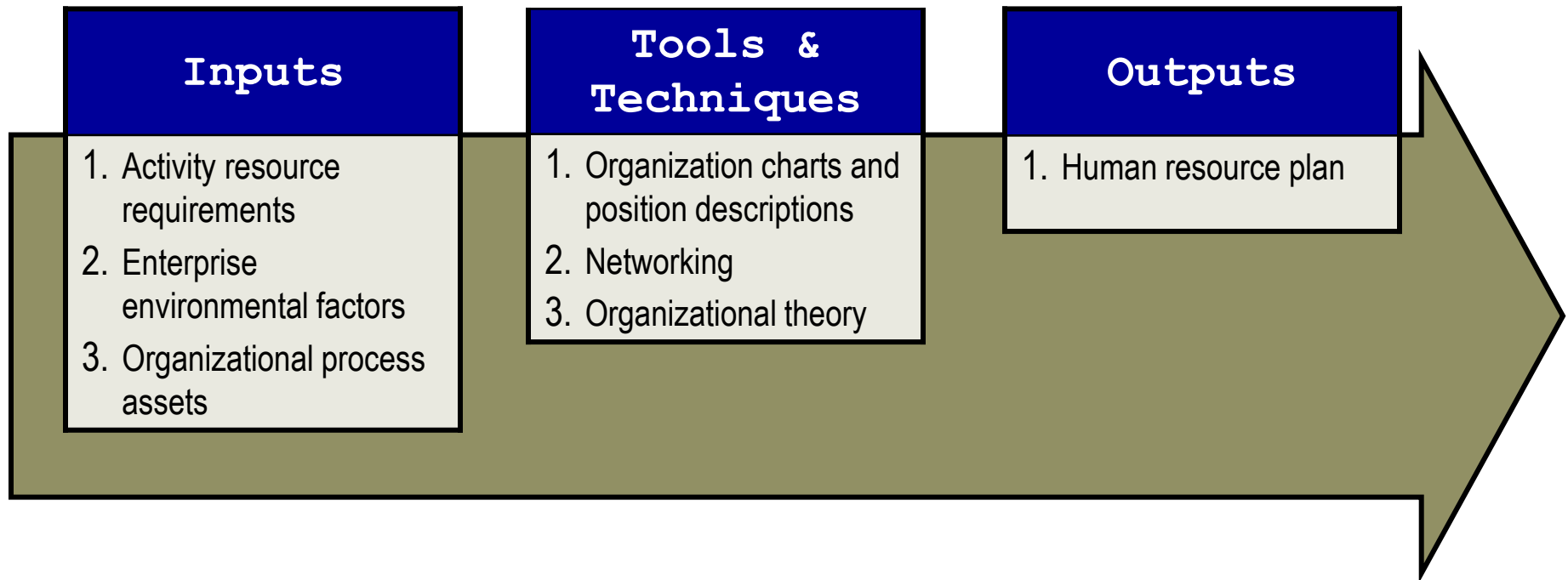
Early involvement and participation of team members benefits:

- **add their expertise** during the planning process
- **strengthens their commitment**

Tips: Understand clearly the role and responsibilities of Project Sponsor/Initiator, the team, stakeholders, functional manager, PM, portfolio manager, program manager

9.1 DEVELOP HUMAN RESOURCE PLAN

The process of identifying and documenting project roles, responsibilities, and required skills, reporting relationships and creating a staffing management plan.



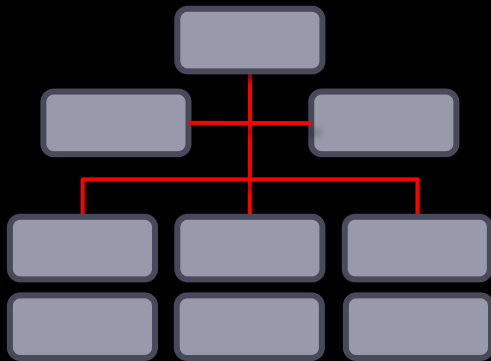
ORGANIZATION CHART & POSITION DESC. (TOOLS & TECHNIQUES)

Ensure that each work package has an unambiguous owner.

All team members have a clear understanding of their roles and responsibility.

Types of R&R:

- Hierarchical e.g. Organizational Breakdown Structure (OBS)
- Matrix e.g. Responsibility Assignment Matrix (RAM) e.g. RACI (responsible, accountable, consult, inform)
- Text-oriented



Activity	Role-1	Role-2	Role-3	Role-4
A	R	R	C	I
B		R	A	I
C	R	A	C	I

Role: _____

Responsibility: _____

Authority: _____

9.1- Plan HR Management T & T

- Organization Charts and Position Descriptions

RACI Chart is a developed chart from Responsibility Assignment Matrix.

Used when the team consists of **internal and external resources** in order to ensure **clear divisions** of **roles and expectations**.

RACI Chart	Person				
Activity	Ann	Ben	Carlos	Dina	Ed
Define	A	R	I	I	I
Design	I	A	R	C	C
Develop	I	A	R	C	C
Test	A	I	I	R	I

R = Responsible A = Accountable C = Consult I = Inform

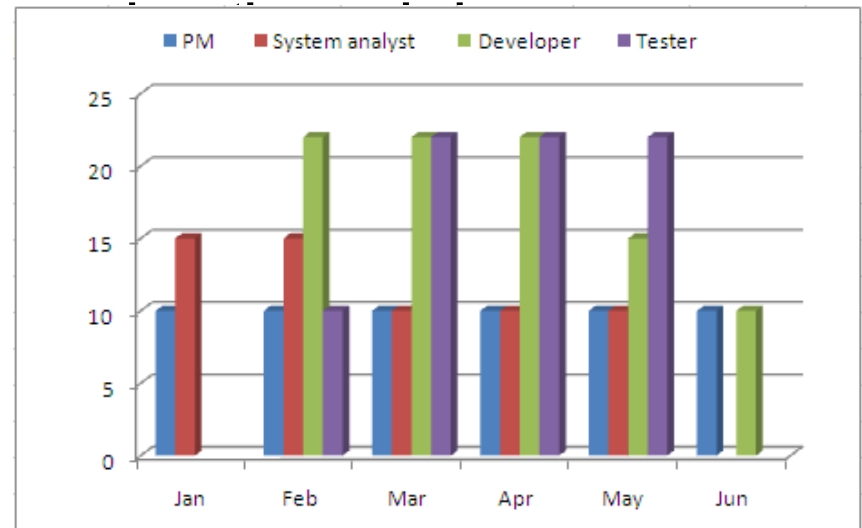
HUMAN RESOURCE PLAN (OUTPUT)

HR plan includes (but not limited to)

1. Roles and responsibilities
 - Role
 - Authority
 - Responsibility
 - Competency
2. Project Organization Chart
3. Staffing Management Plan
 - Staff Acquisition
 - **Resource calendars**
 - Staff release plan
 - Training needs
 - Recognition and rewards
 - Compliance, Safety.

Resource Histogram

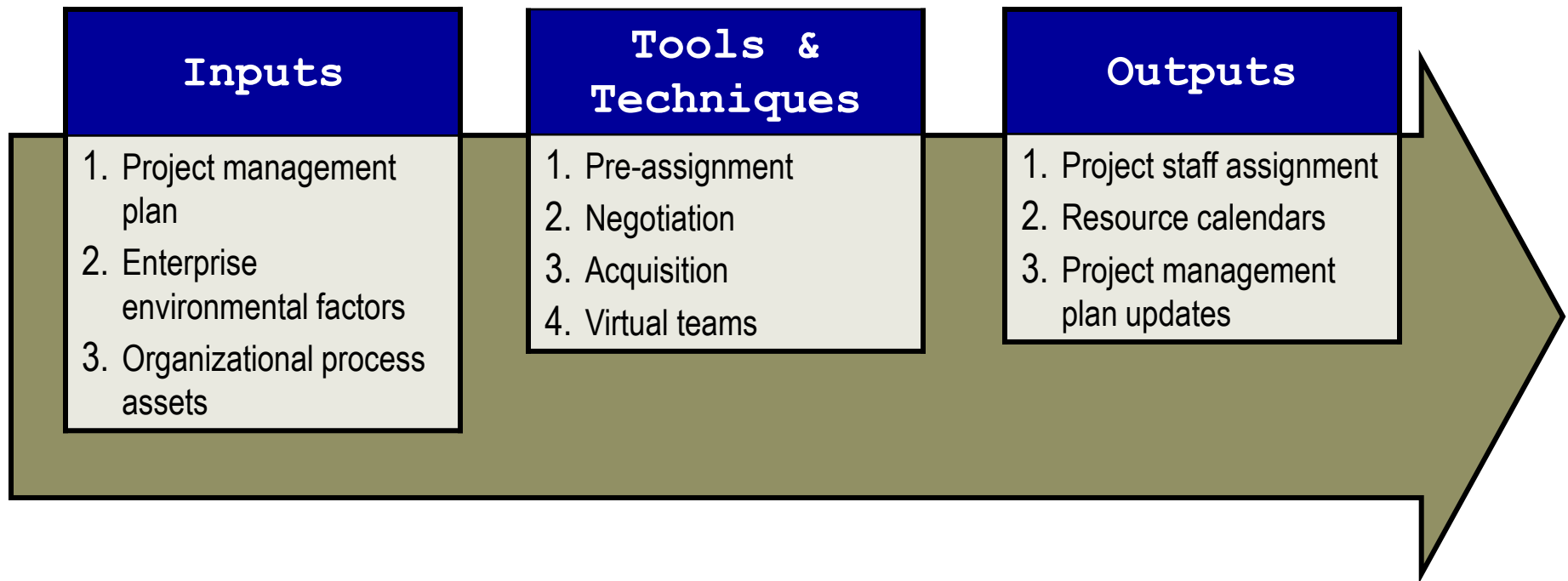
Bar chart shows number of resource



This is an output of
Acquire Project Team process

9.2 ACQUIRE PROJECT TEAM

The process of confirming human resource availability and obtain the team necessary to complete project assignments.



Read as “Acquire final project team.”

ACQUIRE PROJECT TEAM

Pre-assignment

- Resources who are assigned in advance

Negotiation

- For gaining resources within the organization or external vendors, suppliers, contractors, etc (in contract situation)

Acquisition

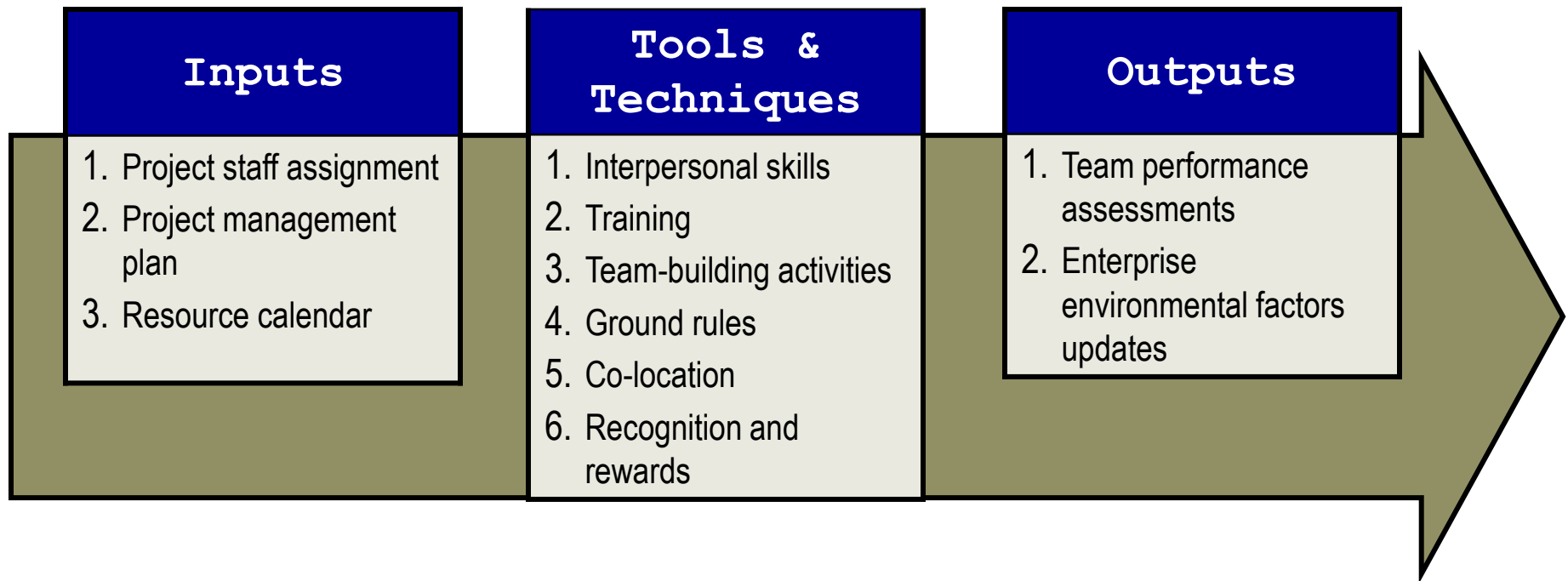
- Acquiring/hiring from outside resources (outsource)

Virtual teams

- Think the possibilities of having group of people even little or no time spent to meet face to face.

9.3 DEVELOP PROJECT TEAM

The process of improving the competencies, team interaction, and the overall team environment to enhance project performance.



DEVELOP PROJECT TEAM (TOOLS & TECHNIQUES)

Interpersonal skills (soft skills)

Training

- Can be formal (classroom, online) or non-formal (on-job training, mentoring, coaching)

Ground rules

- Guidelines that establish clear expectation regarding acceptable behavior by teams
- Discussion to create it by all team members

Co-location

- Placing many or all the most active team members in the same physical location
- Can be temporary for strategy to enhance communication & build sense of community

Recognition & reward

- It will only be effective if it satisfies/valued by individual.
- Plans concerning how to do it are developed during Develop Human Resource Plan.

TEAM BUILDING ACTIVITIES (TOOLS & TECHNIQUES)

Tuckman's stage of team formation and development:

1.FORMING

- The team meets and learns about the project and what their roles and responsibilities.

2.STORMING

- Address the project work, technical decisions and the project management approach. Conflict/disagreement may occurs.

3.NORMING

- Work together and adjust work habits and behavior that support the team.

4.PERFORMING

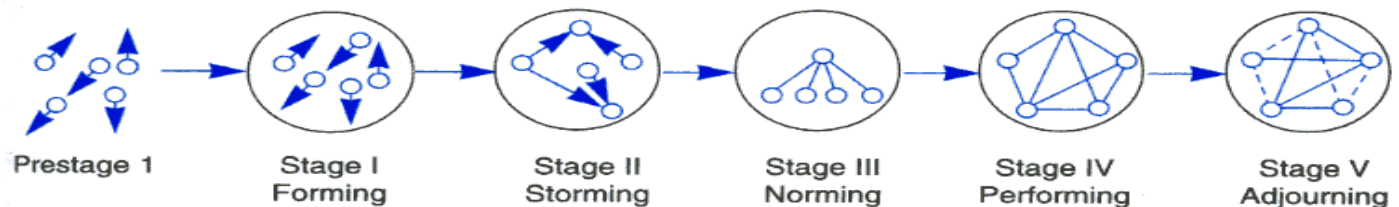
- Being a well-organized unit

5.ADJOURNING

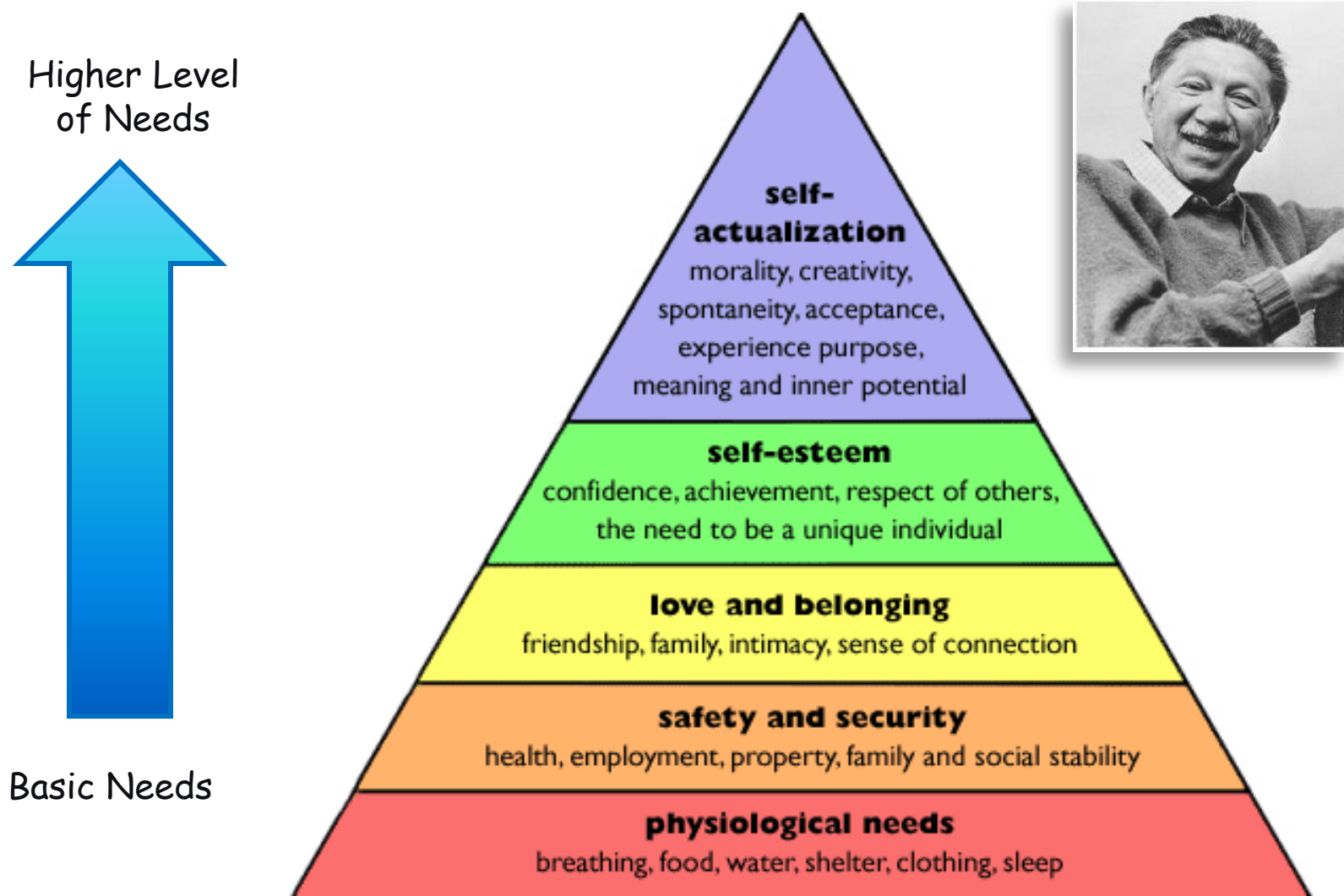
- Team completes the work and move on from the project.

Ground Rules

..will establish clear expectation regarding acceptable behavior by project team members



MOTIVATION THEORY: MASLOW'S HIERARCHY OF NEEDS



MOTIVATION THEORY: MCGREGOR'S X & Y THEORY

Theory X

- People tends to be negative, passive e.g. incapable, avoid responsibility, need to be watched
- Extrinsic Motivation

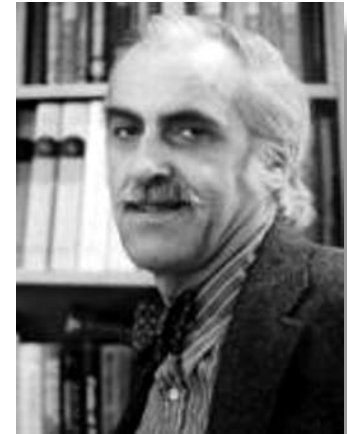


- Theory Y
 - People tends to be positive e.g. want to achieve, willing to work without supervision, can direct their own effort
 - Intrinsic Motivation

MOTIVATION THEORY: ACQUIRED NEEDS THEORY

David McClelland's Theory

People are motivated by one of the three needs



Needs	Behavioral Style
Achievement (N-Ach)	<ul style="list-style-type: none">▪ These people should be given projects that are challenging but are reachable▪ They like recognition
Affiliation (N-Affil)	<ul style="list-style-type: none">▪ These people work best when cooperating with others▪ They seek approval rather than recognition
Power (N-Pow)	<ul style="list-style-type: none">▪ People whose need for power is socially oriented, should be allowed to manager others▪ These people like to organize and influence others

Motivation Theories



❑ **Ouchi's Theory Z:**

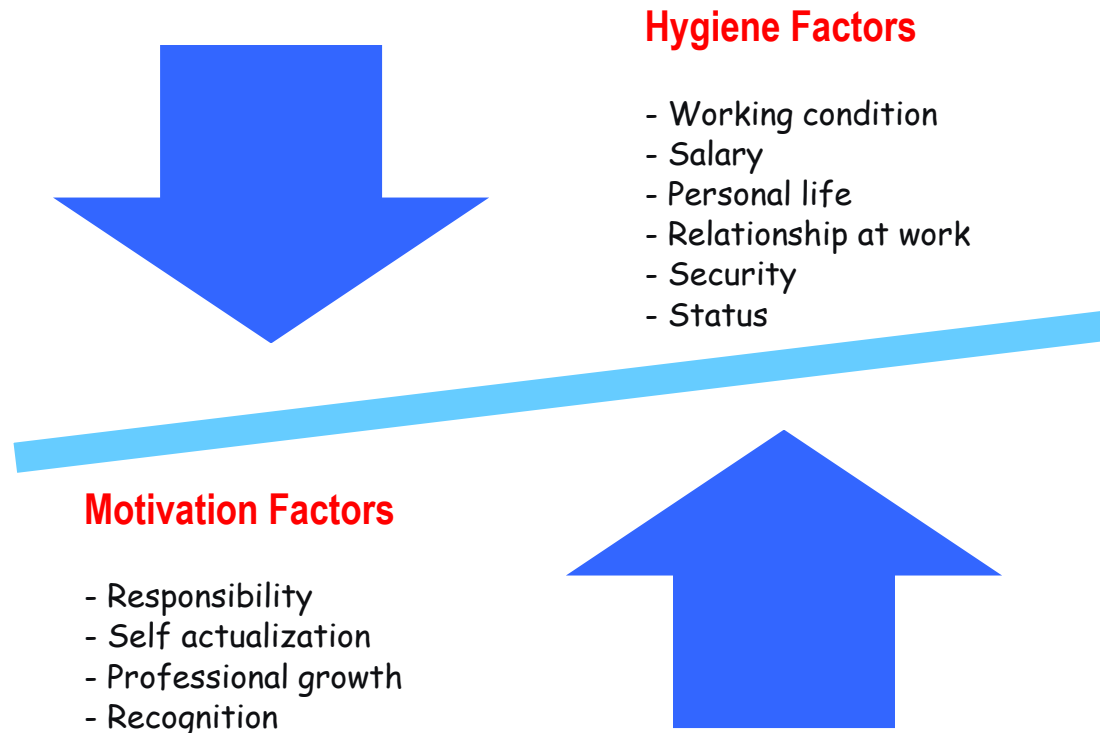
- Japanese theory
- Job for life.
- workers are motivated by a sense of commitment, opportunity & advancement.



MOTIVATION THEORY: TWO FACTORS THEORY

Herzberg's Theory

- Job dissatisfaction due to lack of hygiene factors
- Job satisfaction due to motivation factors



Motivation Theories

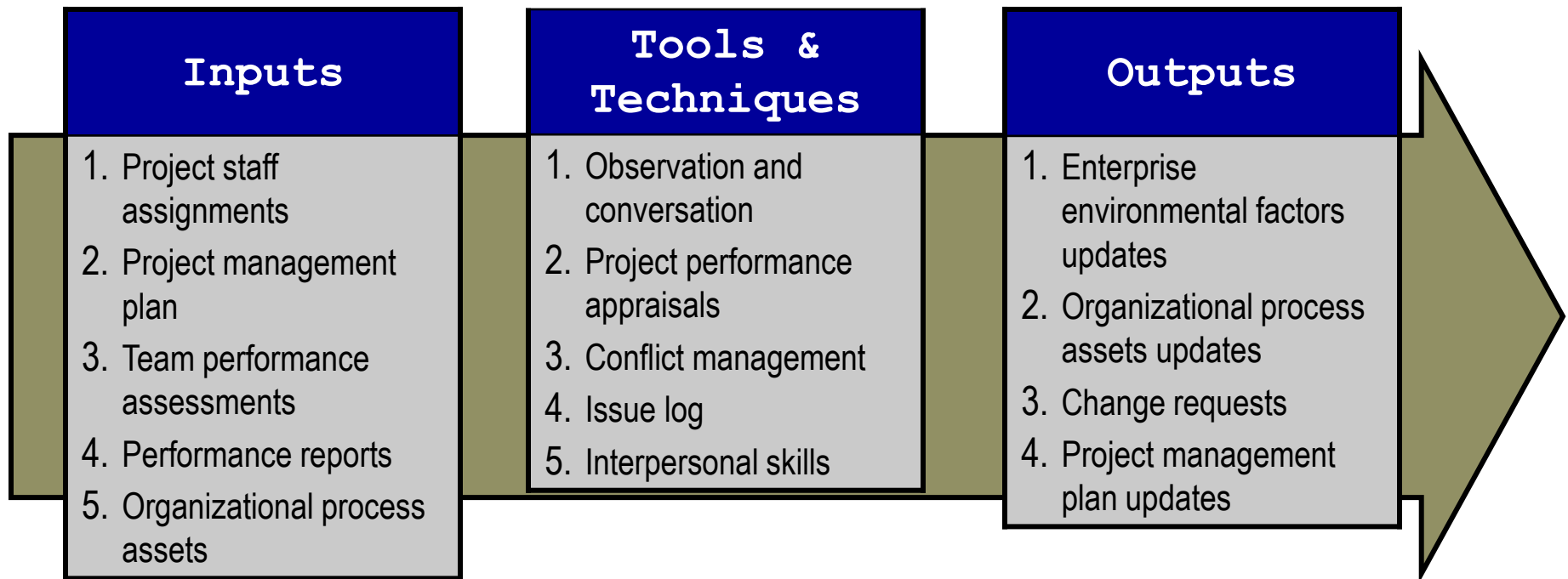
❑ Expectancy Theory **Victor H. Vroom**

- People will behave in certain ways if they think there will be good rewards for doing so
- People become what you expect of them.



9.4 MANAGE PROJECT TEAM

The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.



CONFLICT MANAGEMENT.

Conflicts can be beneficial (an opportunities for improvement)

Conflicts is an inevitable consequence of organizational interactions.

Conflicts in the team are caused due to the following reasons in decreasing order of occurrences.

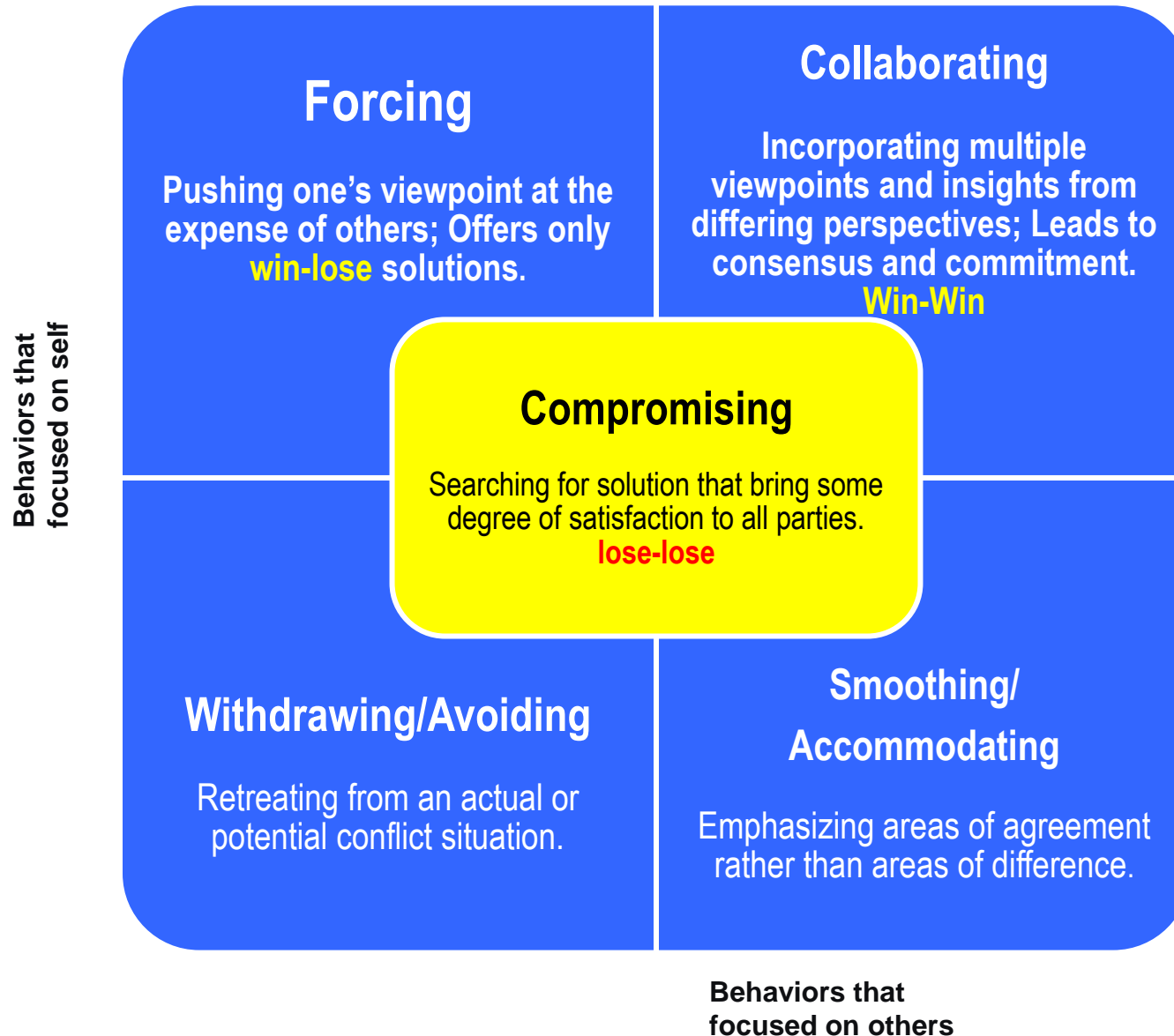
- 1. Schedules**
- 2. Project priorities**
- 3. Resources**
- 4. Technical opinions**

The most common cause of conflicts in projects are issues related to schedules (not personality differences).

Conflict is best resolved by those involved in the conflict.

CONFLICT MANAGEMENT

General techniques to resolve conflict



EXERCISE: CONFLICT MANAGEMENT

Description	Type of Resolving
"It seems that the real problem here is not a lack of communication, but a lack of knowledge of what needs to be done and when. Here is a copy of the project schedule. It should help you understand what you need to know."	Confronting
"Do it my way!"	Forcing
"Let's calm down and get the job done!"	Smoothing
"Let us do a little of what both of you suggest"	Compromising
"Let's deal with this issue next week"	Withdrawal
"Sandy and Amanda, both of you want this project to cause as little distraction to your departments as possible. With that in mind, I am sure we can come to an agreement on the purchase of equipment and what is best for the project."	Smoothing
"We have talked about new computers enough. I do not want to get the computers, and that is it!"	Forcing
"Sandy, you say that the project should include the purchase of new computers, and Amanda, you say that the project can use existing equipment. I suggest we perform the following test on the existing equipment to determine if it needs to be replaced."	Confronting
"Let's what everyone thinks, and try to reach a consensus"	Collaborating

PROBLEM SOLVING

The important thing to realize about problems is if they are not solved completely, they just return again and again.

The process of problem solving has these steps

1. Define the cause of the problem
2. Analyze the problem
3. Identify solution
4. Implement a decision
5. **Review** the decision, and **confirm** that the problem is solved.

PROJECT MANAGER POWER

A Project Manager may yield authority over the project team in one of the following ways

- **Formal (Legitimate)** - Power due to Project Managers position
- **Reward** – Power stems from giving rewards.
- **Penalty (Coercive)** – Power due to afraid of the power the Project Manager holds.
- **Expert (Technical)** – Comes from being technical or project management expert.
- **Referent** – Power of charisma and fame. Make another person liking/respecting the Project Manager.



The best forms of power: EXPERT and REWARD.

Earned on your own: EXPERT

The worst choice: PENALTY

Derived from position in the company: FORMAL, REWARD and PENALTY.

MANAGEMENT & LEADERSHIP STYLE

Autocratic

- Top down approach. The manager has power to do whatever she/he wants.
- Sometime appropriate when decisions must be made for emergency situation or time pressure.

Democratic/Participative

- Encouraging team participation in the decision making process
- Best used for people whose behavior fit with theory Y

Laissez-faire - a French term means “leave alone”

- The manager is not directly involve in the work of the team.
- Effective for highly skilled team

IMPORTANT TERMS

Halo Effect

The assumption that because the person is good at technical, he will be good as a project manager.

Arbitration

A method to resolve conflict. A neutral party hears and resolve a dispute.

Expectancy Theory - Victor H. Vroom

This is a motivation factor. People put in more efforts because they accept to be rewarded for their efforts.

Perquisites (Perks)

Some employees receives special rewards e.g. parking spaces, corner offices, executive dining.

Fringe Benefits

Standard benefits formally given to all employees, such as insurance, education benefits and profit benefits.

NEXT TOPIC:
PROJECT COMMUNICATION MANAGEMENT

Thank You