

# *Chapter 9:* *Project Resource Management*



# The Importance of Resource Management

- *People determine the success and failure of organizations and projects*
  - *Most project managers agree managing human resources effectively is one of the toughest challenges they face*
  - *Managing people is a vital component of project resource management*



# What is Project Resource Management? (1 of 2)

- *Making the most effective use of the human and physical resources involved with a project*
  1. *Planning resource management*
  2. *Estimating activity resources*
  3. *Acquiring resources*
  4. *Developing the project team*
  5. *Managing the project team*
  6. *Controlling resources*



# Keys to Managing and Leading People

- Psychologists and management theorists have devoted much research and thought to the field leading people at work

- 1- Motivation theories نظريات التحفيز
- 2- Influence and power انشأثير والقوة
- 3- Effectiveness الفعالية
- 4- Emotional intelligence الذكاء العاطفي
- 5- Leadership القيادة



# Motivation Theories

- **Intrinsic motivation** causes people to participate in an activity for their own enjoyment
  - Example: some people love to read, write, or play an instrument because it makes them feel good
- **Extrinsic motivation** causes people to do something for a reward or to avoid a penalty
  - Example: some young children would prefer not to play an instrument, but they do because they receive a reward or avoid a punishment for doing so

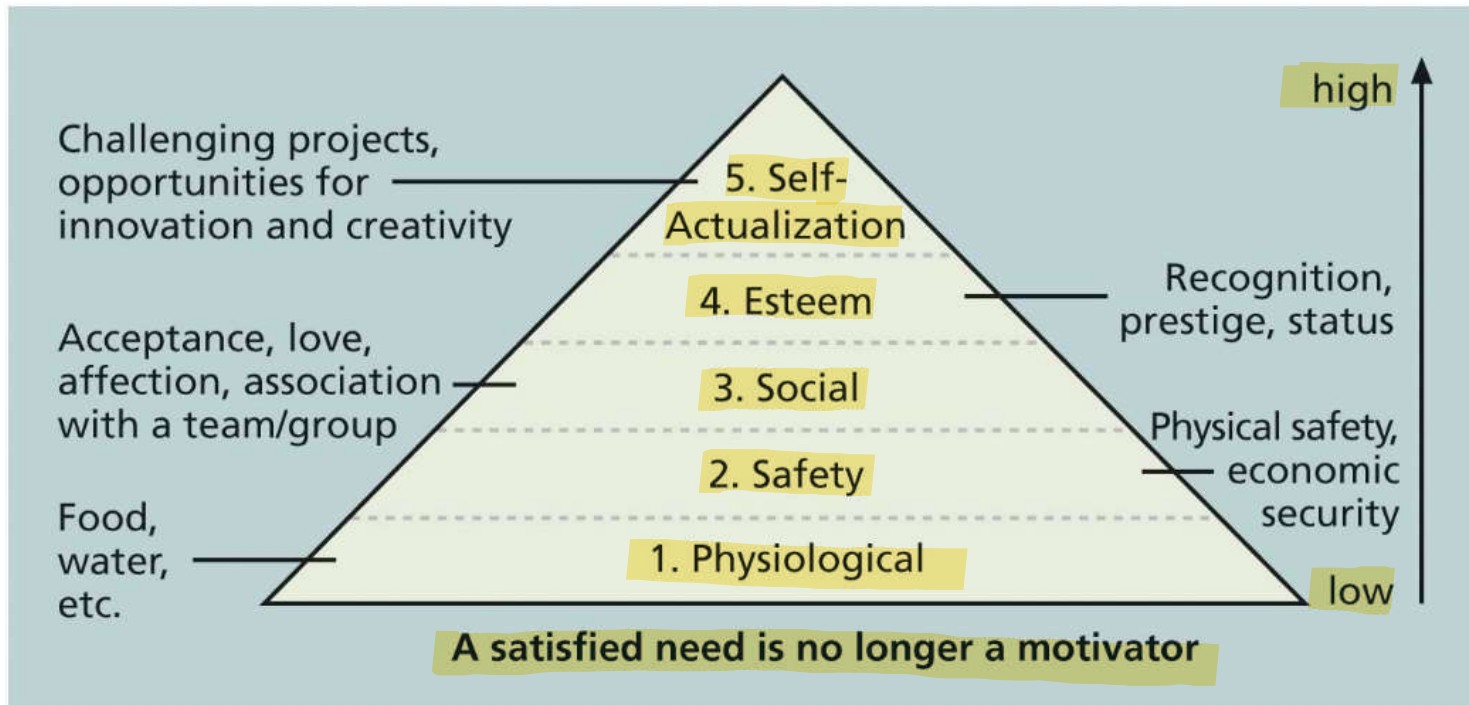


# Maslow's Hierarchy of Needs (1 of 2)

- *Abraham Maslow argued that humans possess unique qualities that enable them to make independent choices, thus giving them control of their destiny*
  - *Developed a hierarchy of needs; states that people's behaviors are guided or motivated by a sequence of needs*



# Maslow's Hierarchy of Needs (2 of 2)



**FIGURE 9-2** Maslow's hierarchy of needs





# Influence and Power (1 of 3)

- *Thamhain and Wilemon: **ways to have influence** on projects*
  - 1 **Authority**: legitimate hierarchical right to issue orders
  - 2 **Assignment**: ability to influence a worker's later work assignments
  - 3 **Budget**: 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
  - 6 **Penalty**: ability to cause punishment
  - 7 **Work challenge**: ability to assign work that capitalizes on a worker's enjoyment of doing a particular task
  - 8 **Expertise**: perceived special knowledge that others deem important
  - 9 **Friendship**: ability to establish friendly personal relationships between the project manager and others





# *Influence and Power (2 of 3)*

- *Ways to influence*
  - *Project managers who use work challenges and expertise to influence people projects are more likely to succeed*
  - *Projects are more likely to fail when project managers rely too heavily on authority, money, or penalty*



# Influence and Power (3 of 3)

- **Power** is the potential ability to influence behavior to get people to do things they would not otherwise do
  - Power is much stronger than influence, because it is often used to force people to change their behavior
- **Types of power include**
  - 1 – **Coercive Power:** involves using punishment, threats, or other negative approaches to get people to do things they do not want to do.
  - 2 – **Legitimate Power:** is getting people to do things based on a position of authority.



# Influence and Power (3 of 3)

- **Types of power include (cont.)**

- 3 – **Expert Power:** involves using personal knowledge and expertise to get people to change their behavior. People who recognize that project managers are experts in certain situations will follow their suggestions
- 4 – **Reward Power:** involves using incentives to encourage people to do things
- 5 – **Referent power:** is based on a person's own charisma/personality



# Covey and Improving Effectiveness (1 of 2)

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- Project managers can apply **Covey's seven habits** to improve effectiveness on projects
  - 1- Be proactive
  - 2- Begin with the end in mind
  - 3- Put first things first
  - 4- Think win/win
  - 5- Seek first to understand, then to be understood
  - 6- Synergize التنسيق
  - 7- Sharpen the saw



# 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*
  - *Gardner suggested the need to develop both **interpersonal intelligence** (capacity to understand the motivations, intentions, and desires of others) and **intrapersonal intelligence** (capacity to understand oneself, one's feelings, and motivations)*
  - ***Emotional intelligence (EI)** is knowing and managing one's own emotions and understanding the emotions of others for improved performance*



# Leadership

- *There is no one best way to be a leader*
  - *Most experts agree that the best leaders are able to adapt their style to needs of the situation*
  - *It is important to understand and pay attention to concepts of motivation, influence, power, effectiveness, emotional intelligence, and leadership in all project processes*



# Project Resource Management Process

1. **Planning Resource management** involves identifying and documenting project roles, responsibilities, and reporting relationships. The main output of this process is a **resource plan**.
2. **Estimating activity resources** involves estimating human and physical resources needed to complete project work. Outputs include **resource requirements** and **resource breakdown structure**.





# Project Resource Management Process

3. **Acquiring resources** includes **obtaining** team members, facilities, equipment, materials, supplies, and other resources as needed. Outputs include physical and project team **assignments, resource calendars**.
4. **Developing the project team** involves building individual and **group** skills to enhance project performance. Team-building skills are often a challenge for many project managers. The main outputs of this process are **team performance assessments** and **enterprise environmental factors updates**.



# Project Resource Management Process

5. **Managing the project team** involves tracking team member performance, motivating team members, providing timely feedback, resolving issues and conflicts, and coordinating changes to help enhance project performance. Outputs of this process include **change requests**, **project management plan updates**, **project documents updates**, enterprise environmental factors updates, and organizational process assets updates.
6. **Controlling resources** involves ensuring physical resources assigned to the project are available as planned, monitoring the planned versus actual resources utilization, and **taking corrective actions as needed**



# Chapter Summary

- *Project resource management includes the processes required to make the most effective use of the people involved with a project*
  - *Planning resources*
  - *Estimating activity resources*
  - *Acquiring resources*
  - *Developing the team*
  - *Managing the team*
  - *Controlling resources*

