



MONASH University

Information Technology

程序代写代做 CS编程辅导

FIT2002



IT Project Management

WeChat: cstutorcs

Assignment Project Exam Help

Lecture 10

Email: tutorcs@163.com

Project Resource Management

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Video 1: *Project Resource Management*

Learning Object



- Define project resource management and understand its processes
- Discuss resource management planning, in particular human resource

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

What is Project Resource Management?



- To identify, acquire and manage the resources needed for the successful completion of a project.
- Processes include
 1. **Planning resource management:** defining how to estimate, acquire, manage and utilize physical and team resources.
 2. **Estimate activity resources:** estimating team resources and the type and quantities of material, equipment and supplies necessary to perform project work
 3. **Acquiring resources:** getting the necessary resources and personnel required for the project

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

What is Project Resource Management?

Processes include (c



3. **Developing the team:** building individual and group skills to enhance performance

4. **Managing the project team:** tracking team member performance, motivating team members, providing timely feedback, resolving issues and conflicts, and coordinating changes to help enhance project performance

5. **Control resources:** ensuring that the physical resources assigned and allocated to the project are available as planned, as well as performing corrective action as necessary

WeChat: tutormcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

The Importance of Human Resource Management

程序代写代做 CS编程辅导



- Many corporate executives have said, “People are our most important asset”
- People determine the success and failure of organisations and projects
- Proactive organisations are addressing workforce needs by
 - improving benefits
 - redefining work hours and incentives
 - finding future workers

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Keys to Managing People



- Psychologists and recent theorists have devoted much research and thought to the field of managing people at work
- Some theories related to human resource management:
 - **Motivation** theories – Maslow, Herzberg & McGregor
 - Covey's 7 habits to improve effectiveness on projects
 - Daniel Goleman author of Emotional Intelligence and Primal Leadership
- **Emotional intelligence** – managing one's own emotions and understanding the emotions of others for improved performance
- **Six leadership** style – visionary, coaching, affiliative, democratic, pacesetter and commanding

WeChat: cstutors

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Maslow's Hierarchy of Needs



Challenging projects,
opportunities for
innovation and creativity

5. Self-
Actualization

high

WeChat: cstutorcs

4. Esteem

Recognition,
prestige, status

Acceptance, love,
affection, association
with a team/group

Assignment Project Exam Help

3. Social

Physical safety,
economic
security

Food,
water,
etc.

Email: tutorcs@163.com

2. Safety

QQ: 749389476

1. Physiological

low

A satisfied need is no longer a motivator

<https://tutorcs.com>

程序代写代做 CS编程辅导

Herzberg's Motivational and Hygiene Factors



- Frederick Herzberg several famous books and articles about worker motivation distinguished between
 - **motivational factors**: achievement, recognition, the work itself, responsibility, advancement, and growth, which produce job satisfaction
 - **hygiene factors**: cause dissatisfaction if not present, but do not motivate workers to do more. Examples include larger salaries, more supervision, and a more attractive work environment

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

McGregor's Theory X and Y

程序代写代做 CS编程辅导



- Douglas McGregor introduced the human relations approach to management in the 1960s
- **Theory X: assumes workers dislike and avoid work**, so managers must use coercion, threats and various control schemes to get workers to meet objectives
- **Theory Y: assumes individuals consider work as natural** as play or rest 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

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Covey and Improving Effectiveness

- Project managers can use Covey's 7 habits to improve effectiveness on projects
 - Be proactive
 - Begin with the end in mind
 - Put first things first
 - Think win/win
 - Seek first to understand, then to be understood
 - Synergise
 - Sharpen the saw



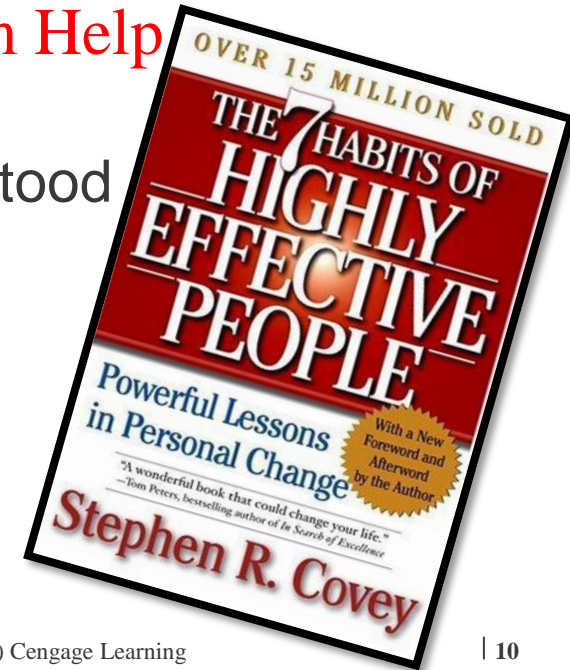
WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>



程序代写代做 CS编程辅导

Video 2: *Project Resource Management*

Learning Object



- Create a human resource plan, project organisational chart, responsibility assignment matrix, and resource histogram

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Developing the Human Resource Plan



- Involves identifying responsibilities, and documenting project roles, relationships
- Contents include

- project organisational charts

WeChat: estutorcs

- staffing management plan

Assignment Project Exam Help

- responsibility assignment matrixes

Email: tutorcs@163.com

- resource histograms

QQ: 749389476

<https://tutorcs.com>

Sample Organisational Chart for a Large IT Project

程序代写代做 CS编程辅导



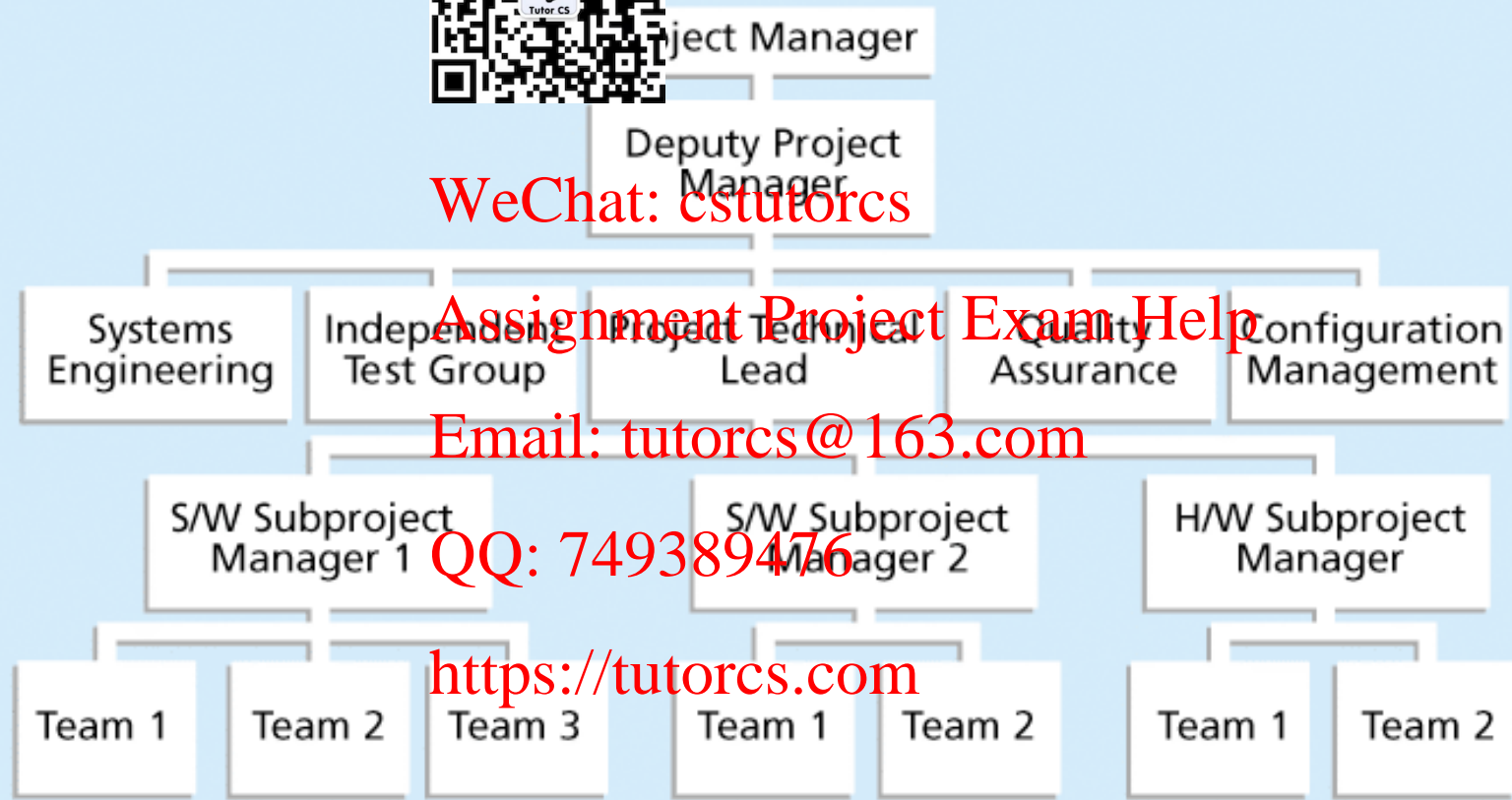
WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

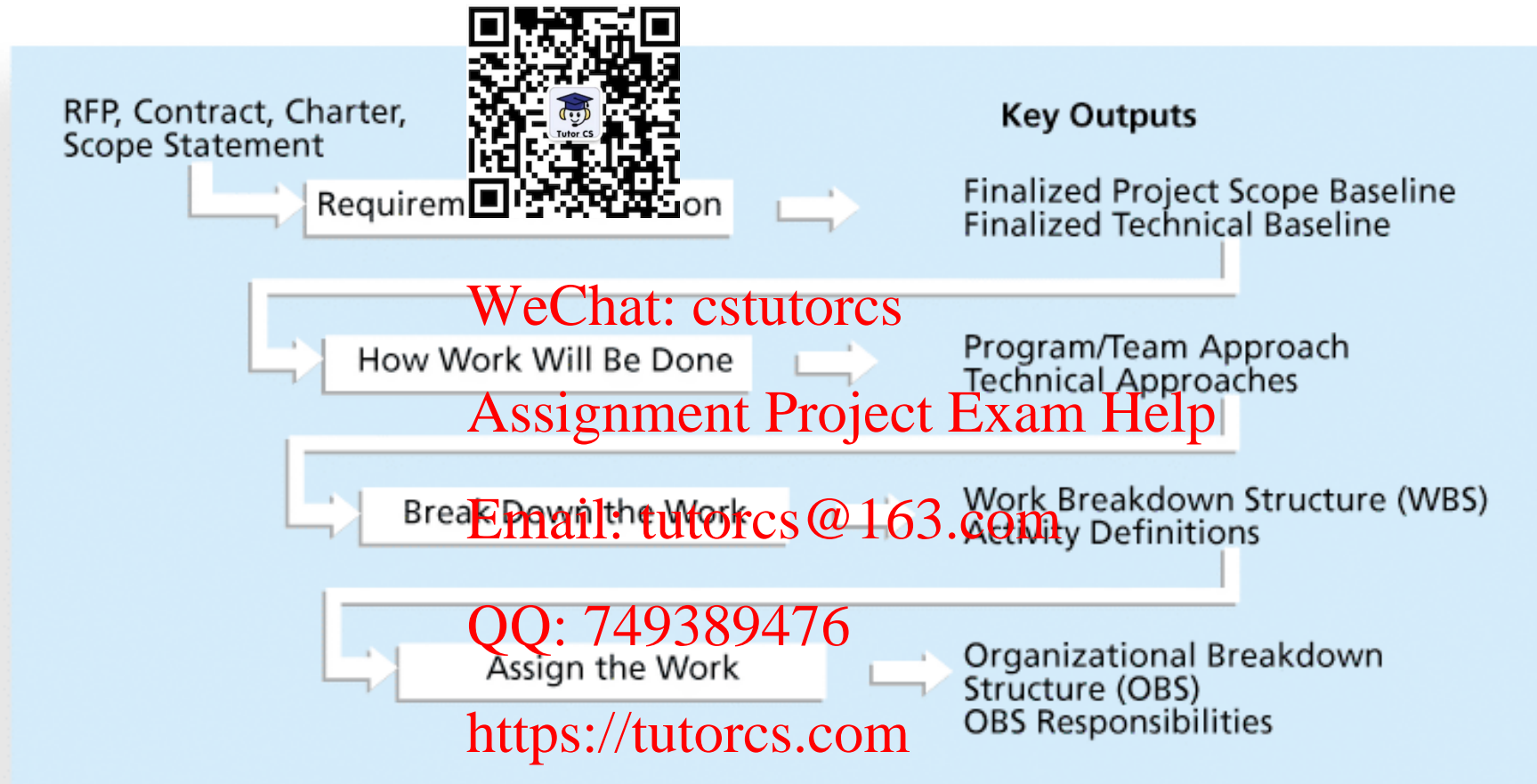
QQ: 749389476

<https://tutorcs.com>



程序代写代做 CS编程辅导

Work Definition and Assignment Process



程序代写代做 CS编程辅导

Responsibility Assignment Matrices



- A **responsibility assignment matrix (RAM)** is a matrix that maps the work of the project as described in the WBS to the people responsible for performing the work as described in the OBS (Organisational Breakdown Structure)
- Can be created in different ways to meet unique project needs
- Note: Organisational breakdown structure (OBS) is a specific type of organisational chart that shows which organisational units are responsible for which work items

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Sample Responsibility Assignment Matrix (RAM)



WBS activities →		1.1.1	1.1.2	1.1.3	1.1.4	1.1.5	1.1.6	1.1.7	1.1.8
OBS units ↓	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

WeChat: cstutorcs

Assignment Project Exam Help


Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Sample RACI Chart



	Group A	Group B	Group C	Group D	Group E
Test Plans	I	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

WeChat: estutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

R = responsibility

A = accountability, only one A per task

C = consultation

I = informed

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

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

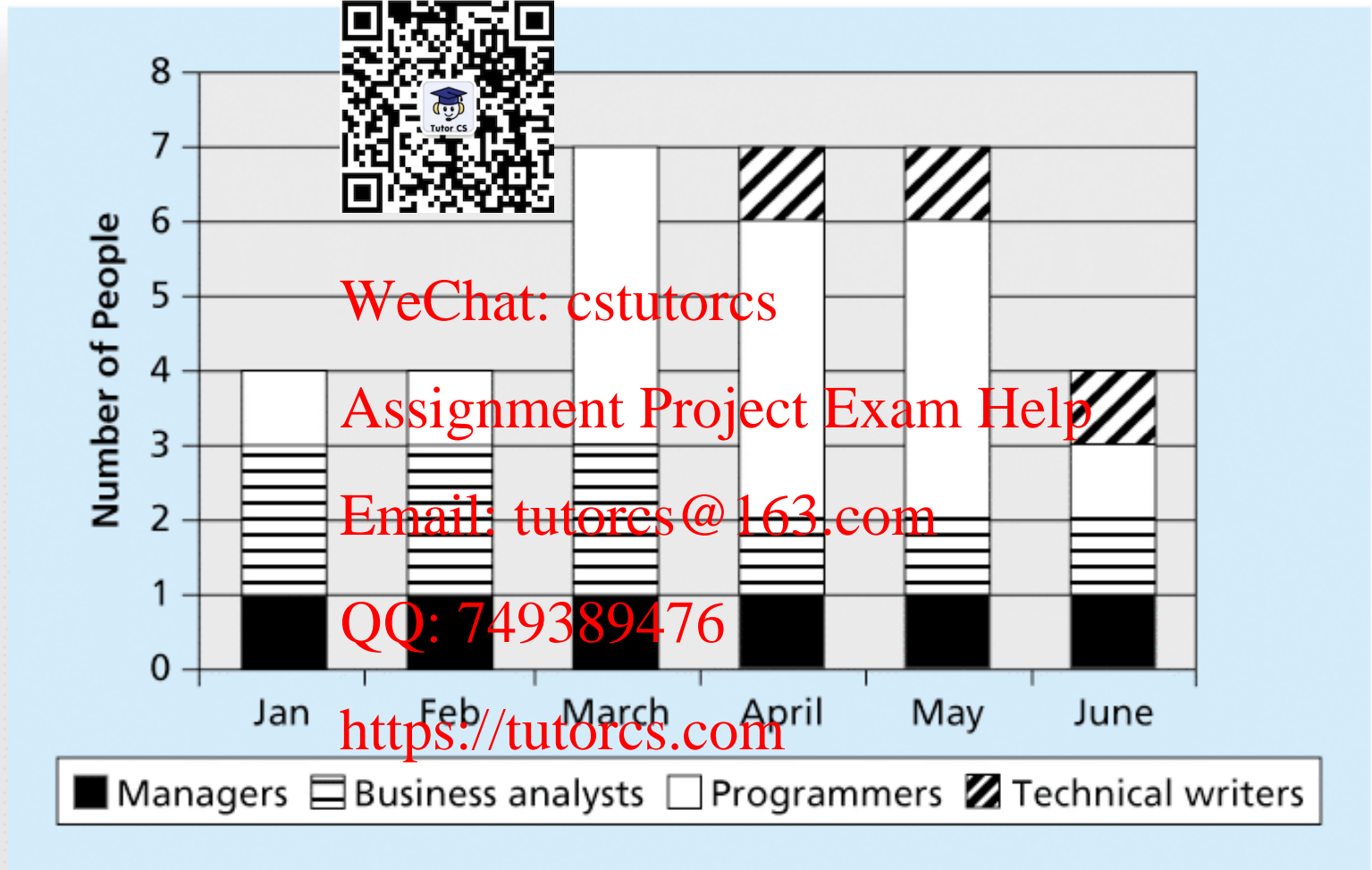
- describe how these resources would be acquired, trained, rewarded, and reassigned

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

<https://tutorcs.com>

程序代写代做 CS编程辅导

Sample Resource Histogram



Video 3: *Project Resource Management*

Learning Objectives



- Understand important issues involved in project staff acquisition and explain the concepts of resource assignments, resource loading, and resource leveling

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

Acquiring the Project Team

程序代写代做 CS编程辅导

- Acquiring qualified project teams is crucial
- Are project managers doing a good job in recruiting?
- It's important to assign the appropriate type and number of people to work on projects at the appropriate times
- Staffing plans: Maintaining a complete and accurate inventory of employees' skills.



WeChat: cstutores

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Resource Loading



- Once people are assigned to projects, two techniques are available to project managers that help them use project staff most effectively: **resource loading** and **resource leveling**.
- Resource loading** refers to the amount of individual resources an existing schedule requires during specific time periods
- Helps project managers develop a general understanding of the demands a project will make on the organisation's resources and individual people's schedules
- Over-allocation** means more resources than are available are assigned to perform work at a given time

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Sample Histogram Showing an Overallocated Individual



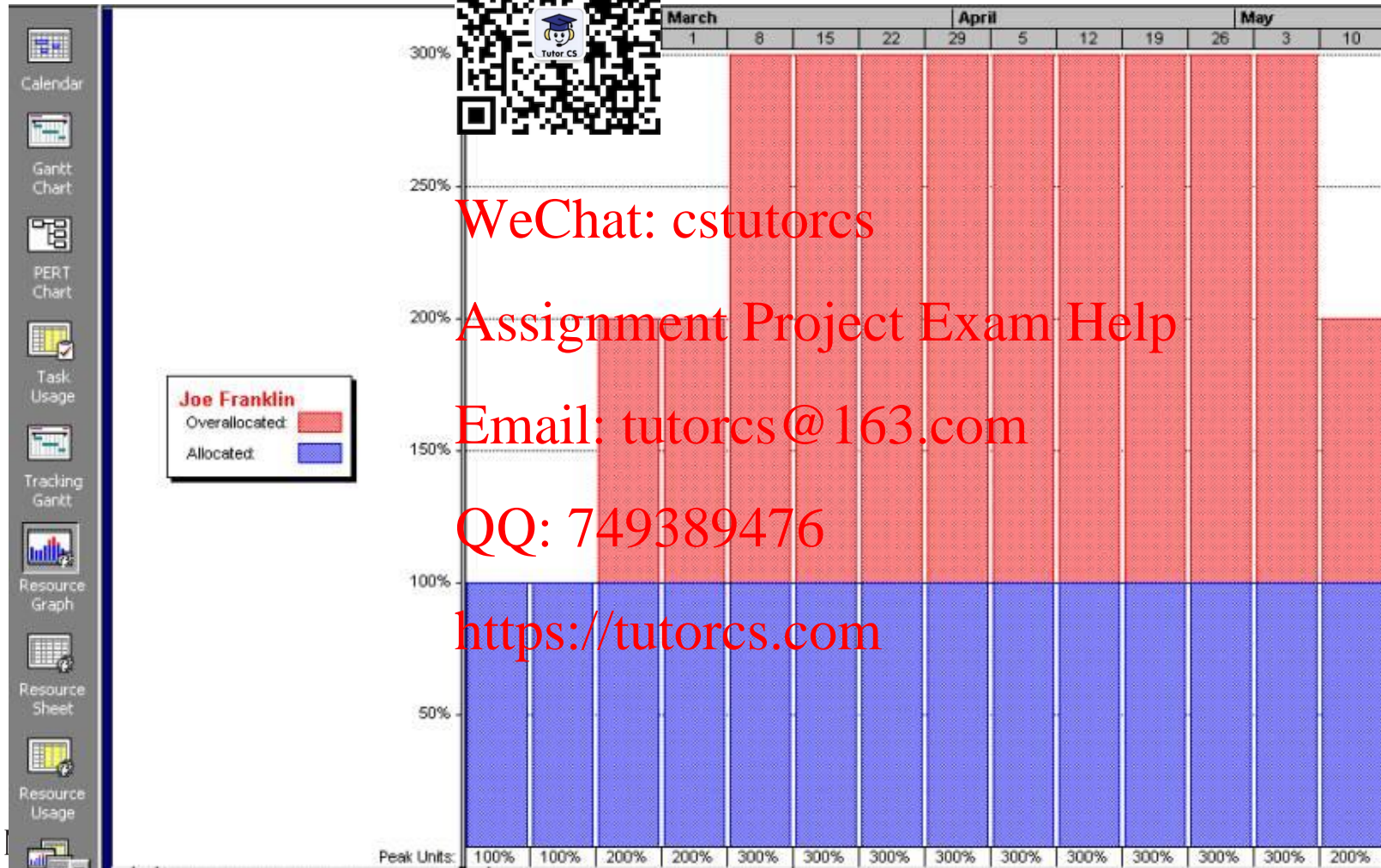
WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>



Resource Leveling

程序代写代做 CS编程辅导



- **Resource leveling** technique for resolving resource conflicts by delaying tasks
- The main purpose of resource leveling is to create a smoother distribution of resource usage and reduce overallocation

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

Benefits of Resource Leveling

程序代写代做 CS编程辅导



- When resources are on a more constant basis, they require less management
- It may enable project managers to use a just-in-time inventory type of policy for using subcontractors or other expensive resources
- It results in fewer problems for project personnel and accounting department
- It often improves morale

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Developing the Project Team



- The main goal of **team development** is to help people work together more effectively to improve project performance
- It takes teamwork to successfully complete most projects
- Tuckman Model of Team Development:
 - Forming
 - Storming
 - Norming
 - Performing
 - Adjourning

WeChat: estutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Training and Team Building Activities



- Training can help people understand themselves, each other, and how to work better in teams
- Important to make sure that the timing and delivery method for the training is appropriate for specific situations and individuals
- Team building activities include
 - physical challenges
 - psychological preference indicator tools
 - Myers-Briggs Type Indicator
 - Social Styles Profile
 - DISC Profile

WeChat: cstutorcs

Assignment Project Exam Help

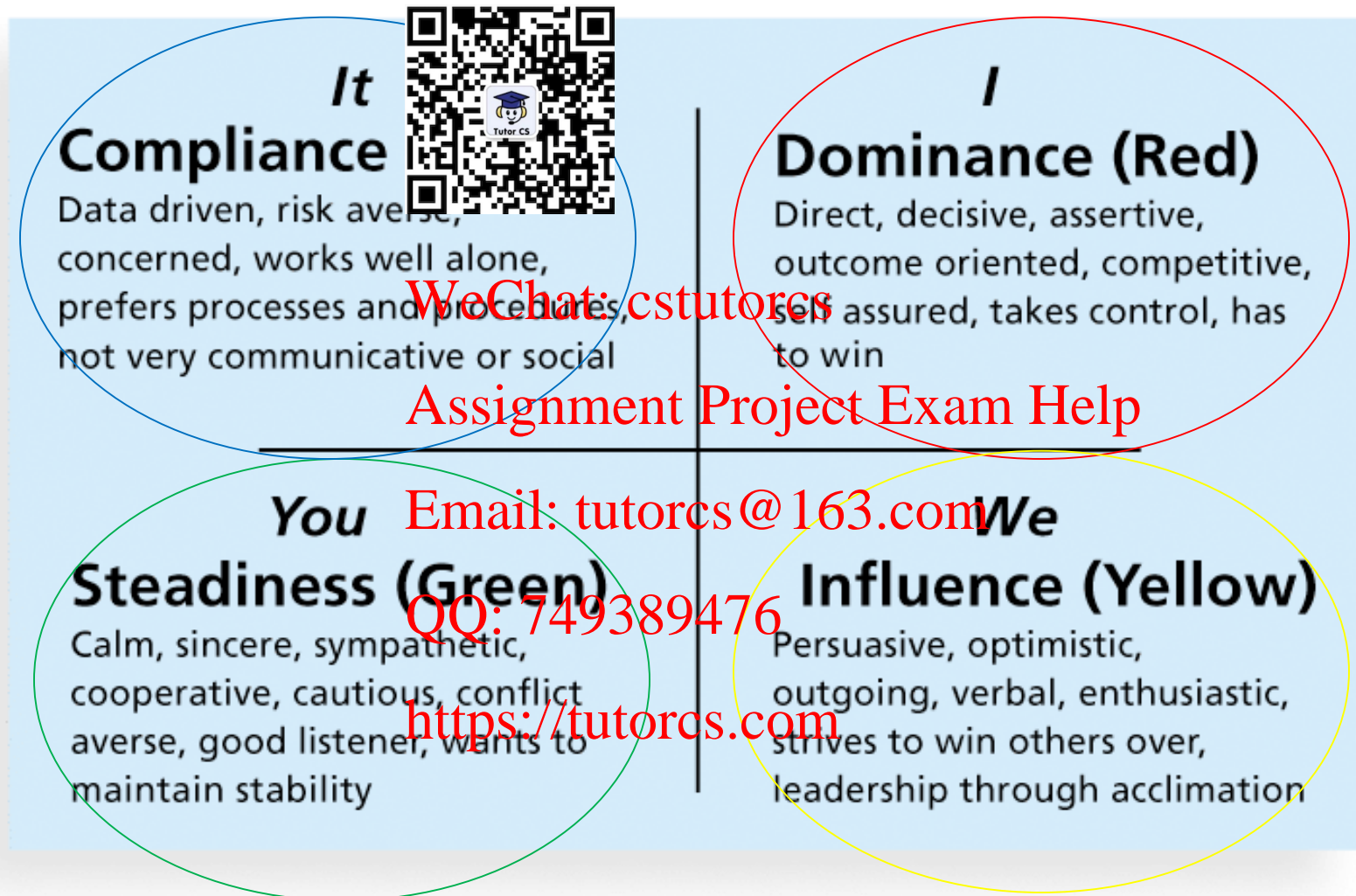
Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

The DISC Profile

程序代写代做 CS编程辅导



Reward and Recognition Systems

程序代写代做 CS编程辅导



- 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

WeChat: estutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

Video 4: *Project Resource Management*

Learning Objectives

程序代写代做 CS编程辅导



- Explain and apply several tools and techniques to help manage a project team

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

Managing the Project Team

程序代写代做 CS编程辅导



- Project managers manage 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 organisational process assets

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

Tools and Techniques for Managing Project Teams

程序代写代做 CS编程辅导



- Observation and communication
- Project performance appraisals
- Interpersonal skills
- Conflict management

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Conflict Handling Modes



1. **Confrontation:** Directly face a conflict using a problem-solving approach
2. **Compromise:** Use a give-and-take approach
3. **Smoothing:** De-emphasize areas of difference and emphasize areas of agreement – the accommodating approach
4. **Forcing:** The win-lose approach
5. **Withdrawal:** Retreat or withdraw from an actual or potential disagreement – avoiding approach
6. **Collaborating:** Decision makers incorporate different viewpoints and insights to develop consensus and commitment

WeChat: cstutores

Assignment Project Exam Help

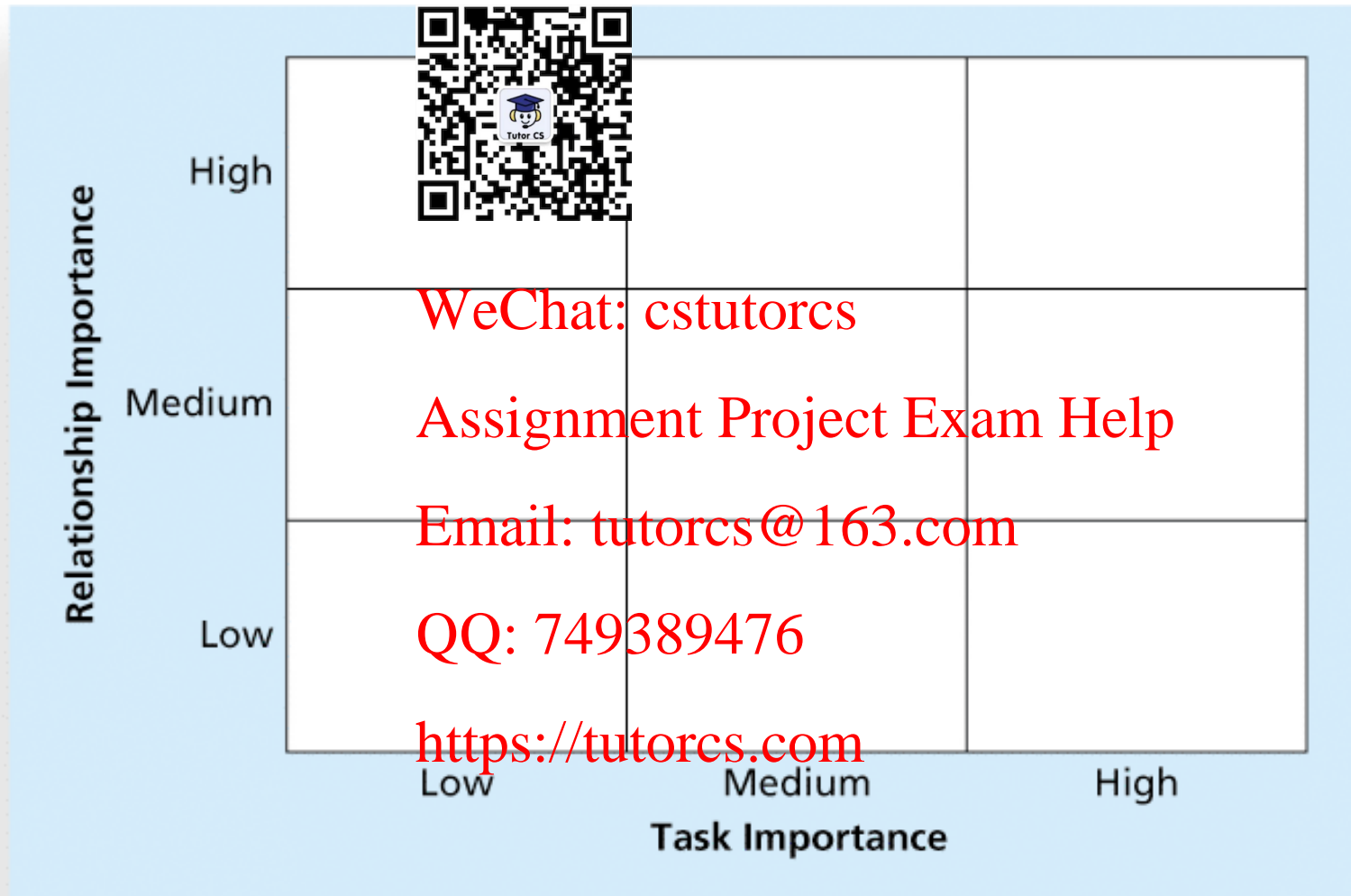
Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Conflict Handling Modes



Conflict Can Be Good

程序代写代做 CS编程辅导



- Conflict often produces important results, such as new ideas, better alternatives, 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
- Research suggests that task-related conflict often improves team performance, but emotional conflict often depresses team performance

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

QQ: 749389476

<https://tutorcs.com>

程序代写代做 CS编程辅导

Human Resource Management Involves Much More Than Using Software



- Patrick Lencioni: The 5 functions of teams are:

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

WeChat: cstutorcs

Assignment Project Exam Help

Email: tutorcs@163.com

- Project managers must
 - Treat people with consideration and respect
 - Understand what motivates them
 - Communicate carefully with them
 - Focus on goal of enabling team members to deliver their best

QQ: 749389476

<https://tutorcs.com>