**9-1: Summarize the processes involved in project human resource management.  Summarize the works of two of the following theorists and explain how their theories related to project management.**

Human resource management includes processes that identify and document project roles and relationships within the team and project.  HR management can also create and decide on project members.  Managing the team also falls under the responsibilities of HR, which involves tracking member performance, motivating team members, and helping with any issues related to the project and its team members.

* Maslow: humans make choices based on independent qualities.  This gives people the chance to control their own destiny.  Developed the Hierarchy of Needs.
* Herzberg: worker motivation classified into motivational factors and hygiene factors.  Motivational factors include achievement, recommendation, responsibility, advancement, and work itself.  Hygiene factors include salary increase, supervision, and an attractive work environment.
* McClelland: life experiences shape needs that are learned and acquired over time; achievement through diversity.  People want to be challenged, people want to form a relationship with others, or people want to seek power, either personal or institutional.
* McGregor: X and Y theory.  Theory X includes management using control schemes, coercion, and threats.  Theory Y considers work as play and rest; people enjoy satisfaction and esteem from work.
* Ouchi: developed Theory Z, which puts an emphasis on trust, quality, cultural values, and decision-making by a group as opposed to an individual.
* Thamhain/Wilemon: places emphasis on authority, assignment, budget, promotion, expertise, friendships, money, penalties, and work challenges.
* Covey: keep the end in mind, put things first, win/win situations, be proactive in problem solving, synergize with team members and management.