

IT Projects Management 1100-ZPOUEN
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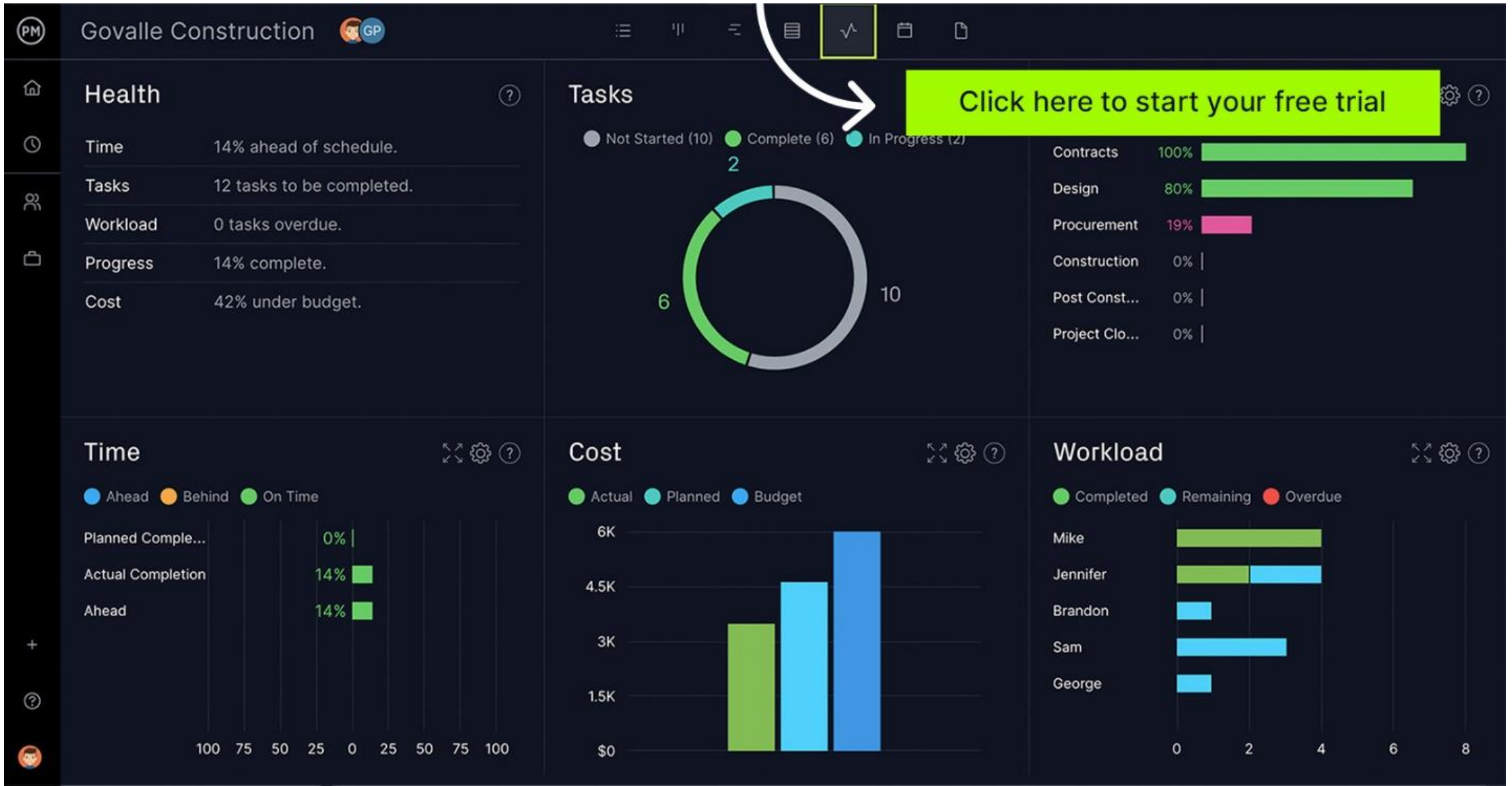
Project Resource and Communications Management



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Resource management is the process of planning, scheduling and allocating resources to complete a project. Project managers are in charge of overseeing the resource management process from start to finish. To do so, they need to use resource management tools and techniques.

Resource management involves creating plans and processes to more effectively manage resources, and you can use spreadsheets, documents, project management software, or a combination of the three.



Resource Management Process

This is known as the resource management life cycle, which is made up of four stages that project managers should understand to properly manage project resources.

Resource Planning: Once you've defined your project scope, you need to estimate what resources are needed for each task. Don't forget to count resources that might be needed to manage changes and implement risk management strategies.

- **Resource Scheduling:** Now that you have project resources at your disposal, you need to ensure those resources are readily available. To do so, you'll need to simply align your resource schedule with your overall project schedule and have a solid supply chain in place.
- **Resource Allocation:** Resource allocation is an ongoing process that is simply defined as picking the right resources at the right time to achieve project tasks. For example, there are critical tasks that need to be prioritized when creating the resource schedule.

Resource Management Techniques

Project managers implement the following resource management techniques to forecast, plan, allocate, level and optimize resources during the execution of a project.

1. Resource Forecasting

Project managers must do their best at estimating what resources are needed for a project and how those resource requirements fit with the organization's current plans. To do this, you must define your project scope to identify all project tasks and their required resources.

2. Resource Allocation

Resource allocation consists in evaluating available resources, capacity, resource schedule and the tasks that need to be completed to find the team members with the most relevant skills and make sure they have all the project resources they need when they need them.

3. Resource Leveling

The purpose of resource leveling is to assess your team members' skills and find opportunities for better resource allocation. By thoroughly understanding what your team members can offer, you can assign tasks based on their abilities to maximize resource efficiency.

4. Resource Utilization

Careful resource planning is equally as important as resource tracking. Project managers need to keep track of resource utilization to spot any resources that aren't being used efficiently. Then they can simply reallocate those resources or make changes to the resource management plan.

Resource Management Tools

Resource Management Plan

Make a detailed list of all resources you think are needed to complete the project.

As this is a plan, you'll want to involve others in this process, as certain team members might require additional resources than what you expect. Be sure to include essential and non-essential personnel and equipment.

Resources Breakdown Structure (RBS)

Now that you have a completed list of the resources needed to complete your project, you want to order them in some way. You can create hierarchies of resources, also known as Resources Breakdown Structure (or RBS),

These basic hierarchies should include personnel and preferably all resources on which the project funds will be spent, but it's up to you to define which type of hierarchies are relevant to your project.

Responsibility Assignment Matrix

With your resources listed and organized, you can begin to start defining resources that have various levels of responsibility for completing project tasks or the overall project. This is called a Responsibility Assignment Matrix (or RAM). Here's where you can clarify the roles and responsibilities of the entire project.

Resources Histogram

A resources histogram can be used to provide a visual of the resources for anyone in the project who needs to stay in the loop. It's a quick and easy way to view the allocation of your resources and note whether any are over- or under-allocated.

Resource Management Key Terms

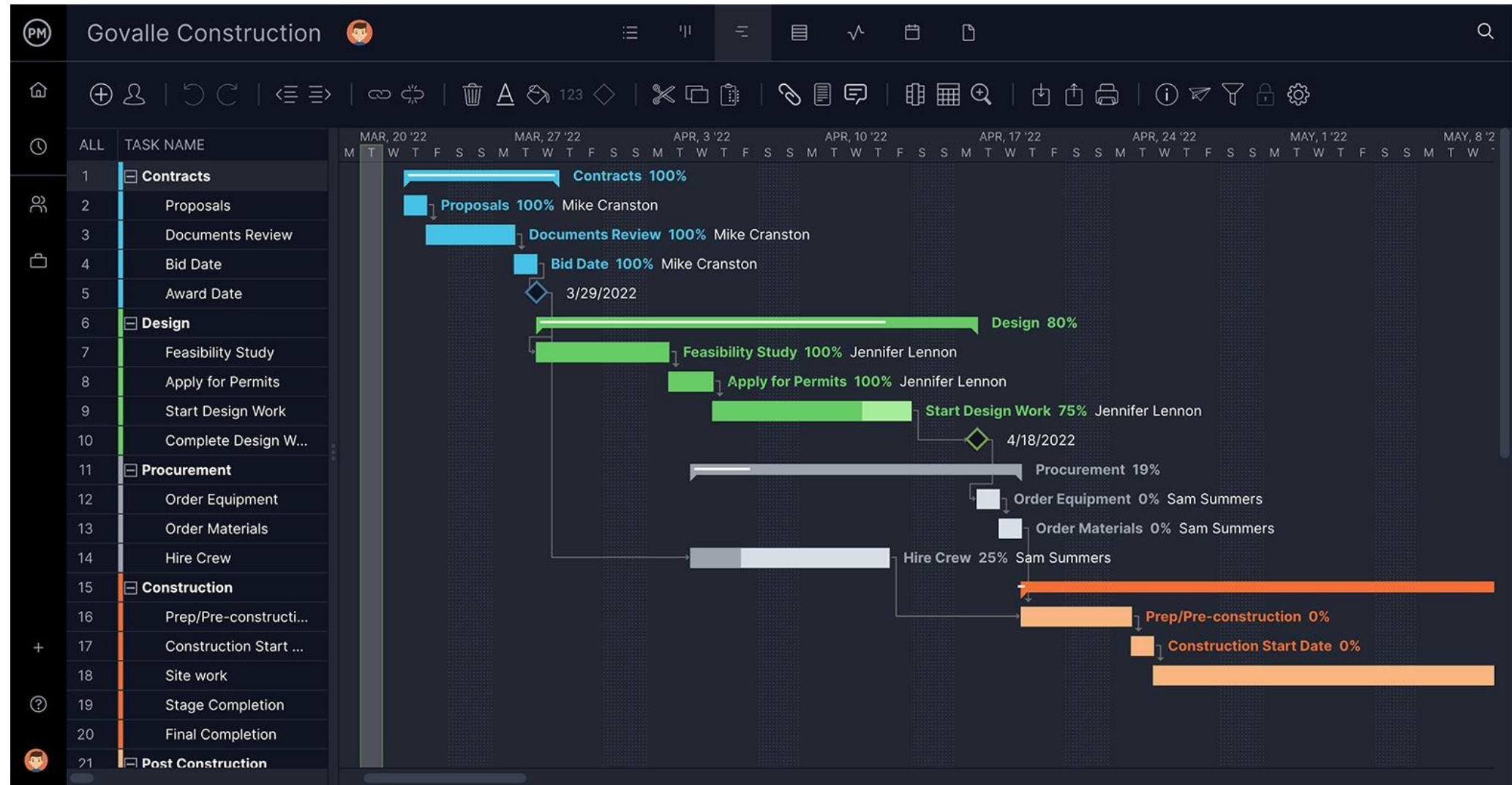
Resource Overallocation

Overallocation simply means when a person is given too much work. They can't finish the work in the time you've scheduled or allocated for it to be completed. This can lead to overtime, which impacts the budget, or can block and even derail a project.

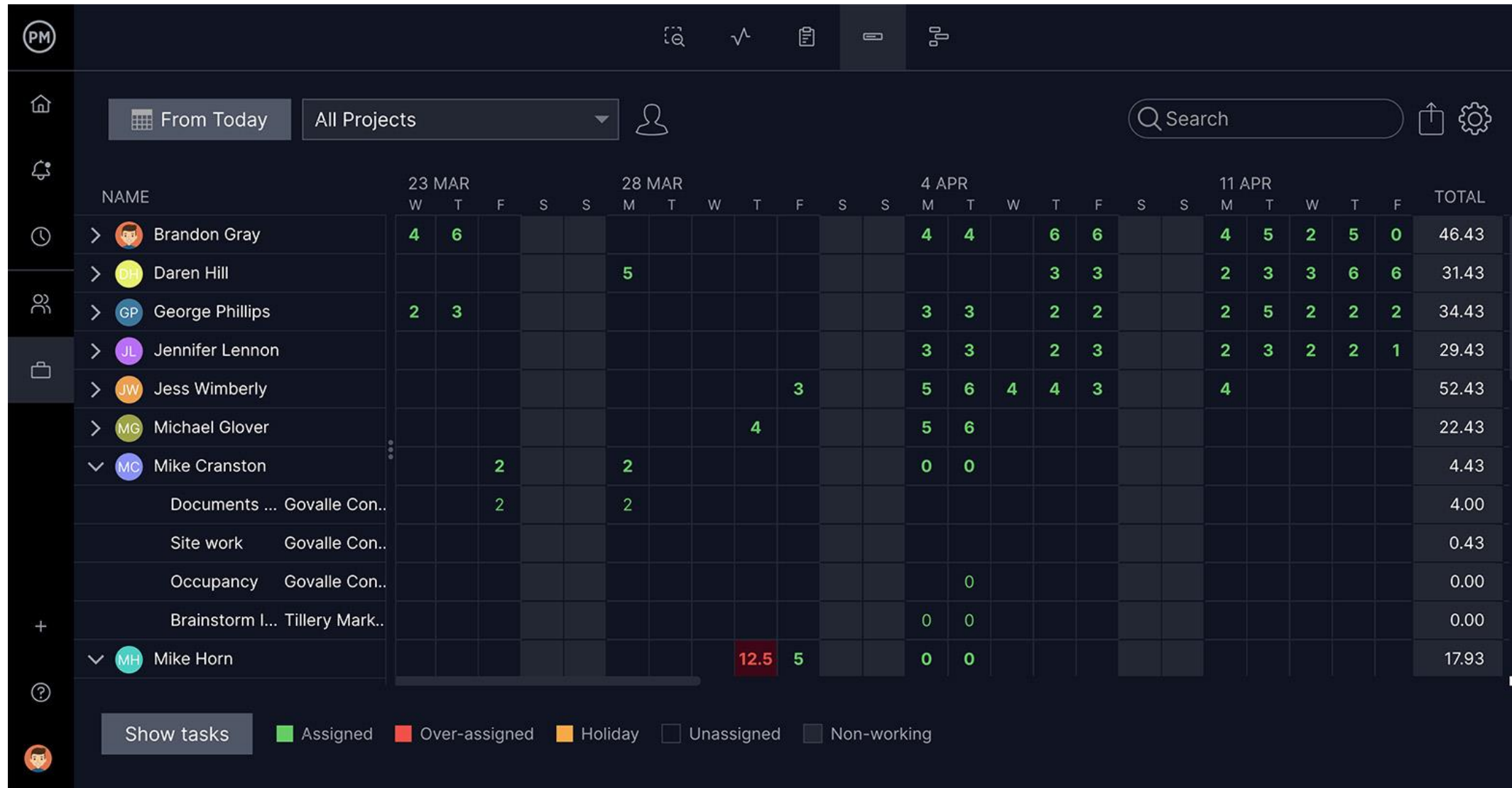
Resource Dependency

Resource dependency refers to a theory that an organization should avoid putting all of its eggs in one team basket. That is, over-reliance on one team to accomplish core work, especially if it's an external team, can lead to workload blocks and resource shortages.

Manage Workload and Keep Teams Productive



Track Resources With Real-Time Dashboards and Reports



Communications Management

What is Project Communication Management?

Project communication management is a collection of processes that help make sure the right messages are sent, received, and understood by the right people.

Project communication management is one of the 10 key knowledge areas in the PMBOK (Project Management Book of Knowledge). The processes included in this area have changed over the years but, in the current version, there are three primary project communication management processes.

These are:

- Plan communications management
- Manage communications
- Monitor communications

How to create a project communication management plan

Project managers need to clearly outline how they will manage communications across their projects. This is done by creating a project communication management plan.

When creating a plan, project managers should follow these five steps:

Decide your objectives: What will be the purpose of your communication? You may use some communication tools for awareness, such as a status report. Others may require action, such as requiring a sponsor to authorize spending or a customer to approve project testing.

Determine your audience:

Who are the stakeholders in this project? You should make an extensive list of everyone involved.

Consider anyone impacted by the project or who influences its success. This list should include team members, sponsors, customers, and other interested parties.

Write your message: What will the message be for each type of communication? This is the actual content that will be shared. Key components to be communicated include scope, schedule, budget, objectives, risks, and deliverables.

Choose your channel: How will the message be delivered? Will it be a formal report emailed out to all stakeholders? Or will it be an informal verbal debrief during a team meeting?

Set a timeline: When will you deliver your message? Do your stakeholders require weekly or monthly reports? Is there a deadline to meet? Consider varying time zones and employee schedules here.

Involving your stakeholders in the creation of this plan is important. You need to understand their communication preferences and expectations. If you over-communicate, they may stop paying attention. But, if you under-communicate, it can lead to misunderstandings and issues.

Manage project communication

Once the project communication management plan has been created and approved, it's the project manager's job to ensure it's carried out successfully. This means the plan needs to be reviewed and updated on a regular basis to reflect any changes to the project or its stakeholders.

This includes:

- Collection and analysis of data
- Creation of messages for communication
- Transmission or distribution of communications
- Storage of any communication reports, files, or documents
- Retrieval of any stored communications
- Disposal of any old communications upon project closure or a set date