

Ressource Managment

Resource management is the effective and organized planning and allocation of the available resources to the respective demands (departments, projects, employees, ...).

In this context, we have to distinguish between several aspects. On the one hand, we have human resources, which we will deal with more intensively in this context. On the other hand, we have material or capital resources, in which our work equipment, such as machines and HW is to be found, as well as any financial resources. Resource management can be implemented on the enterprise level as well as on the project level.

If we deal more intensively with the topic of human resources, we have to consider the aspects of the selection of employees, the assignment of roles to certain persons, as well as team building.

Selection of employees:

➔ In the selection of employees, the deployment and selection of personnel for the company (recruitment) is important, as well as the allocation of personnel to the respective projects. When selecting new employees for the company, a wide variety of factors and general conditions for recruitment must be taken into consideration. These include economic, legal, social as well as ideological factors. The process of personnel selection is about:

- Development of criteria for the particular job and person
- Determination of predictive parameters (what does the person claim to be able to do)
- Classification of work performance (what can the person do (in practice))
- Determination of the correlation of predictive value and real work performance,
- Selection among observed persons

➔ In the application/selection process, information is obtained about the respective persons, which is matched with the requirements and finally leads to a decision.

Employee selection for a certain project:

There are several variants for the selection of personnel for a project or for the team composition. Attention has to be paid to the aspects of competences of the personnel as well as to the team cooperation and the team harmony. Here it is to be distinguished by whom the project idea is developed.

- *Idea does not come from the team*

- Team is found due to the project idea
Adv: high identification with the project idea
Disadv: team formation has to be done first, skills might be missing.
- The team is put together on the basis of the different skills required
Adv: required skills are available
Disadv: team formation has to be done first

- The team is completed due to missing skills
Adv: missing skills can be helpful
Disadv: motivation might be missing - „sworn team produces outsiders“.
- *Idea comes from team*
 - The team finds itself based on sympathy
Adv: able to work from the beginning - high probability of harmony
Disadv: skills could be missing
 - The team is composed externally
Adv: idea finder team is relieved of implementation responsibility
Disadv: difficult idea development process due to possible lack of identification with the task at hand

In forming a group, the size of the group must also be taken into consideration, which should not be too large in order to avoid a high communication and coordination effort. The minimum number is 3 people, with an upper limit of 10 to 12 people. The optimum is 7 persons.

➔ Also to be considered in team building are:

- the different professional competences of the project members
- the position of the project members in the project environment (and the effects this has on the project)
- the time or work capacity that each project member can contribute to the project
- the personality of each team member
- conflicts between team members, outside of the project
- "voluntariness" with which the person joins the team

➔ For the harmony in the project team and project the 3 interests play a role:

- the individuals' own personal needs
- the needs of the team
- the project goal

➔ It is important for the individuals and the project that the individual factors are treated in a balanced way. The further culture of the project environment is composed of the following:

- the way of working together
- the culture of conversation ("how to talk to each other")
- the way of conflict management
- the attitude/willingness to work harder
- rewards for performance
- the decision-making process.

➔ Roles within the project:

It is important to clarify the project roles within a project and to clearly define them. The tasks, responsibilities, qualifications and skills of each person must also be weighed up and defined for the roles. In order to cover the necessary requirements of a project, the following roles must be implemented:

Project client (contractor)

- issues the project order

Project manager

- manages and coordinates the project
- contact person for project client

Project team member

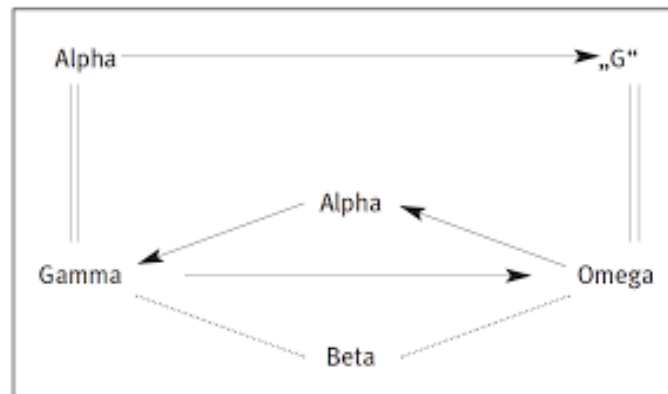
- completes agreed work packages
- takes joint responsibility with project manager for the success of the project

The project manager has a special position in the project, which is linked to a large number of additional tasks:

- The project manager is the key figure for the success of the project. On the one hand, he must have leadership competence, as well as professional, methodical and social skills.
- The project manager must have an overview of planned dates and deadlines, costs and resources, and must also formulate the project goals according to the customer's wishes.
- The project manager is responsible for the smooth communication within the project, as well as around the project.
- Within the project team, the project manager must also take on many essential roles. Examples are: Facilitator, Manager, Professional, Strategist, Conflict Manager, Teacher, Counselor, etc.

➔ Roles within the team/group:

Within every social group there are different personalities and corresponding roles. The following is a description of Raoul Schindler's model of group dynamics and a model of the social roles in a group.



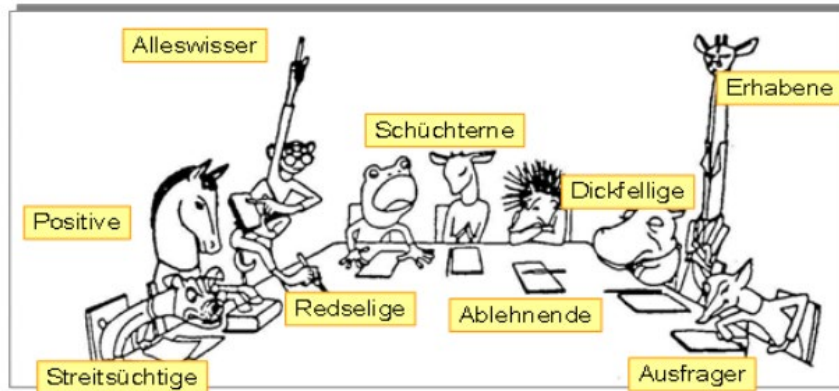
- Alpha -> leader, authority figure, etc -> project manager
- Beta -> expert, specialist, etc.
- Gamma -> member, follower, etc -> project team member
- Omega -> troublemaker, etc.
- G -> opponent, etc. -> client

The Alpha represents the leadership of the group and assumes any leadership responsibilities. In addition, it is his task to represent the group / the team to the outside and to make decisions.

The Beta is an expert in a field and respects the Alpha as a leadership position and support him in his tasks. The Beta gives input and helpful comments to the team, but tries to take over from the Alpha when leadership fails.

The Gamma is the easy group member who carries the main workload. They follow the Alpha and perform their assigned tasks. They form the performance base of the group.

The Omegas form the outsider / scapegoat in the group. They are descended from former Gammas or Betas and are created by over- or underachievement. They work against the Alpha in their behavior, which usually puts pressure from the group back on the Omega themselves. The omega also often represents the enemy within the group.



The second model is now about the social characteristics and how far they can show up as roles.

- Streitsüchtige -> Quarrelsome
The quarrelsome person easily feels attacked in his personal values and thus often seeks confrontation against the Alpha or other group members. It is important to have an open and good communication with him and to recognize his values.
- Positive -> Positive
The Positive is a great support for the group, as he always finds something good in the content and affirms most of it. The Positive is happy about confirmation or a smile from the Alpha.
- Alleswisser -> All-knowing
The know-it-all wants to support the group with knowledge because of his sharp mind. He tries to leave a positive impression but can often be too much for the group. The alpha must limit him so far that it does not seem disturbing to the group.
- Redselige -> Talkative
The talkative one is looking for harmony and confirmation. He tells a lot from his life and often finds personal stories on the subject. This can be helpful but also exhausting. The Alpha must interrupt the person but thank him for his contribution.
- Schüchterne -> Shy
The shy person is calm and quiet and often a little slower in receiving and following instructions. He looks for a savior to hang on to and whose opinion he can share. He often brings calm and gentleness to the group.
- Ablehnende -> Rejector
The rejecter principally rejects everything at the beginning, because he longs for security and stability and does not like changes. He often forces the other side of ideas/proposals.

- Dickfellige -> Thick-Skinned
The thick-skinned one is like the rock in the surf, he endures a lot, no matter how exhausting it is. He takes nothing personally and has only the goal in mind.
- Erhabene -> Sublime
The sublime often finds himself in a meta-position. He sees things from a superior point of view and is sure to be able to take the position of the alpha. He can be very supportive in conflict resolution.
- Ausfrager -> Questioner
The questioner questions everything and everyone. The alpha should make him laugh to make the questions positive, making him a great support.

➔ The positions of each person can change over time. The important thing is that each role has negative as well as positive sides, which the alpha must be aware of so that he can act accordingly.

➔ Stages of team building (according to Tuckman)

According to Tuckman there are four (or five) stages of team building

- Forming
- Storming
- Norming
- Performing
- [Adjourning]



➔ The phases are characterized by certain group dynamic processes and also contain various conflicts. The project manager must recognize these and intervene in a controlling manner in order to realize a workable and efficient team as quickly as possible.

- *Forming*
 - > Getting to know the team members
 - > Testing the rules and limits
 - > Definition of tasks, rules and methods
- *Storming*
 - > Emergence of conflicts and different opinions -> serve to structuring of the group
 - > tasks are rejected emotionally
- *Norming*
 - > resolution of conflicts
 - > emergence of group norms
 - > cooperation emerges
- *Performing*
 - > functional group structure is in place
 - > energy flows into tasks and results are achieved
- *Adjourning*
 - > dissolution and separation of the team

AMT Ressource Management

Assignment

Gather knowlegde of the topic Ressource Management.

Instruction

Ressource management can focus on a certain project, or on a company; in both cases we put our emphasis on human ressources.

Human Ressource Management consists of different aspects:

- selection of employees
- assignment of roles to certain persons
- team building

Find out more aspects of ressourcemanagement, even some that do not deal with employees!

In many cases, it is scarcely possible to take an influence on the members of a team you have to reach a goal with. Nevertheless, think of the ideal selection process, e.g. by studying the process for Mars-one.

As soon as a group of people comes together, certain roles will be „staffed“, others have to be assigned to (see also AMT Roles). Study the different roles that can be found in any group (also in your circle of friends). Roul Schindler established a model to explain the dynamics in groups.

Team building deals with supporting a group of people through the phases of Tuckman (see also 3rd year). What of this can be useful for your work in projects?

Goals

At the end you have to be able to

- (A) know of which aspects ressourcemanagement consists
- (B) explain how excessive demands or underchallenge of employees effects projects

Effort: approximately 2 lessons

In addition, you could

- (E) develop a job description for a role in the team of a certain project (e.g. ITP_LA)
- (extra) study group dynamics (see Moodle at the very bottom)

Material

See Moodle section, as well as other ressourcen (e.g. internet, books,...)

Result expected

A learnable and well laid out summary of your knowlegdge about this topic, e.g. by using Mind Maps, Graf-iz,...