

# Chapter 9: Project Human Resource Management

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PROJECT MANAGEMENT | 7e

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Note: See the text itself for full citations.

# Learning Objectives

- ▶ Explain the importance of good human resource management on projects, including the current state of the global IT workforce and future implications for it
- ▶ Define project human resource management and understand its processes
- ▶ Summarize key concepts for managing people by understanding the theories of Abraham Maslow, Frederick Herzberg, David McClelland, and Douglas McGregor on motivation, H. J. Thamhain and D. L. Wilemon on influencing workers, and Stephen Covey on how people and teams can become more effective

# Learning Objectives

- ▶ Discuss human resource management planning and be able to create a human resource plan, project organizational chart, responsibility assignment matrix, and resource histogram
- ▶ Understand important issues involved in project staff acquisition and explain the concepts of resource assignments, resource loading, and resource leveling
- ▶ Assist in team development with training, team-building activities, and reward systems
- ▶ Explain and apply several tools and techniques to help manage a project team and summarize general advice on managing teams
- ▶ Describe how project management software can assist in project human resource management

# The Importance of Human Resource Management

- ▶ Many corporate executives have said, “People are our most important asset”
- ▶ People determine the success and failure of organizations and projects

# The Global IT Workforce

- ▶ Although there have been ups and downs in the IT labor market, there will always be a need for good IT workers
- ▶ The Digital Planet 2010 study predicts that ICT spending will have an annual growth rate of more than 6 percent each year through 2013, when it will reach almost \$5 trillion
- ▶ Thirty-three percent of the world's population is online, and 45 percent of Internet users are below the age of 25

# More Digital Planet Report Findings

- ▶ With almost 6 billion mobile-cellular subscriptions, global penetration of cell phones is 87 percent, with 79 percent in the developing world
- ▶ Fortune magazine lists IT as the number one “hot career for 2012 and beyond” in the United States. Openings for software application developers are projected to increase by 34 percent by 2018, while companies will hire 20 percent more computer systems analysts
- ▶ The 2011 average salary for project management professionals was \$105,000 per year in the United States, not including bonuses

# Implications for the Future of IT Human Resource Management

- ▶ Proactive organizations are addressing workforce needs by
  - improving benefits
  - redefining work hours and incentives
  - finding future workers

# Global Issues

- ▶ Many people enjoy using Facebook, Twitter, and other social media sites. Some companies even encouraged workers to use these tools to get to know their colleagues better, especially for global work teams. A 2011 survey, however, shows that companies have changed their tune after realizing that worker productivity often suffers due to social media and other distraction
- ▶ Psychologists have even created a term—Internet addiction disorder (IAD)—for the increasingly common addiction to Web-based activity. Many children suffer from this disorder, especially in Asian countries like China, Taiwan, and South Korea



# What Went Wrong?

- ▶ A 2011 report by CompTIA found a gap between skills that employers wanted and what they actually found in the IT workforce
- ▶ Ninety-three percent of respondents reported an overall skills gap between existing and desired skill levels among their IT staff
- ▶ The top priorities for IT include security, data storage, replacing old equipment, improving network infrastructure, and disaster recovery/ business continuity
- ▶ Emerging areas include business process automation, mobility, collaboration, and virtualization.

# What is Project Human Resource Management?

- ▶ Making the most effective use of the people involved with a project
- ▶ Processes include
  - **Planning human resource management:** identifying and documenting project roles, responsibilities, and reporting relationships
  - **Acquiring the project team:** getting the needed personnel assigned to and working on the project
  - **Developing the project team:** building individual and group skills to enhance project performance
  - **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