

# Project Management Professional - PMP

## Chapter 7: Project Human Resources Management



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# Agenda

- Overview
- Develop Human Resources Plan - Planning
- Acquire Project Team - Execution
- Develop Project Team - Execution
- Manage Project Team - Execution
- Lessons Learned - Q & a

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# Overview

# Project HR Management

## HR Management:

- The processes that organize, manage and lead the project team.
- Project team is people with assigned roles and responsibilities
- Early involvement for team/staff in planning is highly important
- It's important to create recognition and awards system
- Mainly done in execution phase
- Large Projects, PM might have part of the team to help which called Project Management Team.
- Projects are planned by the team with coordination of PM
- PM must track team members performance
- Exam assumes the project is operating in Matrix environment.
- Motivation theories and powers of the PM are important



# Project HR Management

Human Resources Management	Process Groups
Develop Human Resources Plan	Planning
Acquire Project Team	Execution
Develop Project team	Execution
Manage Project Team	Execution

## Roles and Responsibilities:

- Roles and Responsibilities of *management, team, stakeholders* must be clearly defined
- Responsibility Assignment Matrix used to do track of the above.
- Sponsor: financial resources
- Management: protector of the project

# R & R: The Sponsor

<b>The Sponsor:</b> the one who provides financial resources to the project	
Has requirements to met	A Project Stakeholder
Gathers appropriate support to project	Ensure buy-in through organization
Provide Funding	Provide Project Statement of Work
Determine priorities among constrains	Provide info for Project Charter develop
Gives the PM the appropriate authority	Set priorities among projects
Provide the team with time to plan	May review WBS and supplies list of risks
Provide expert judgment &trade-off help	Approve final project management plan
Protect project from external influences	Enforce quality policies
Resolve conflict beyond PM's control	Approve/reject changes through (CCB)
Clarifies Scope questions	Monitor progress with PM
Provide formal acceptance of deliverables	Support collection of historical records

# R & R: The Team

## The Team:

group of people who will complete the work on the project

Identify and involve stakeholders	Identify requirements
Identify constraints and assumptions	Create the WBS and decompose packages
Schedule activities	Identify dependences among activities
Provide time and cost estimates	Participate in risk assessment process
Comply with quality and comm. Plans	Enforce ground rules
Execute the project management plan	Attend project team meetings
Conduct process improvements	Recommend changes to project



# R & R: The Stakeholders

## **The Stakeholders:**

is anyone who can positively or negatively influence the project

Maybe involved in Charter creation

Maybe involved in PMP plan

Maybe involved in approving changes

Verify Scope verifications

Identify constrains

Identify requirements

Risk management

Maybe become risk response owner

# R & R: The Functional Manager

## **The Functional Manager:**

The one who manages and owns resources in specific department

Assign individuals to project team

Negotiate with PM for resources

Gives impact of other projects on this one

Participate in initial planning & packages

Provide subject matter expertise

Approve the final schedule

Approve the final project mgmt plan

Recommend changes to the project

Manage activities within his area

Assist with related team problems

Improve staff utilization

# R & R: The Project Manager

## The Project Manager:

The one who responsible for managing the project to meet project's objectives

Assign not later than initiation phase

May help in charter creation

In charge of the projects / maybe not res.

Don't have to be technical expert

Influence the project team & atmosphere

Promoting good communications

Ensure professional interactions / team

Coordinate interactions with stakeholders

Select appropriate processes for project

Identifies constrains and assumptions

Identifies dependences among activities

Unrealistic schedule is his fault

Determine the required level of quality

Defines change management plan

Determine the needs for changes

Control project performance measure

Use metrics to see variances and resolve

Develop reserves

MUST say NO when necessary

The integrator of project components

Proactive and responsible for success

Perform closure at phase or project end

# R & R: The Portfolio Manager

## **The Portfolio Manager:**

Responsible for governance at an executive level of the projects or programs that make up a portfolio

Manage various unrelated programs and projects

Work with senior executives to gather support

Getting the best return from resources invested

Ensure selected projects provide value to the organization

# R & R: The Program Manager

## **The Program Manager:**

Responsible for managing a group of related projects

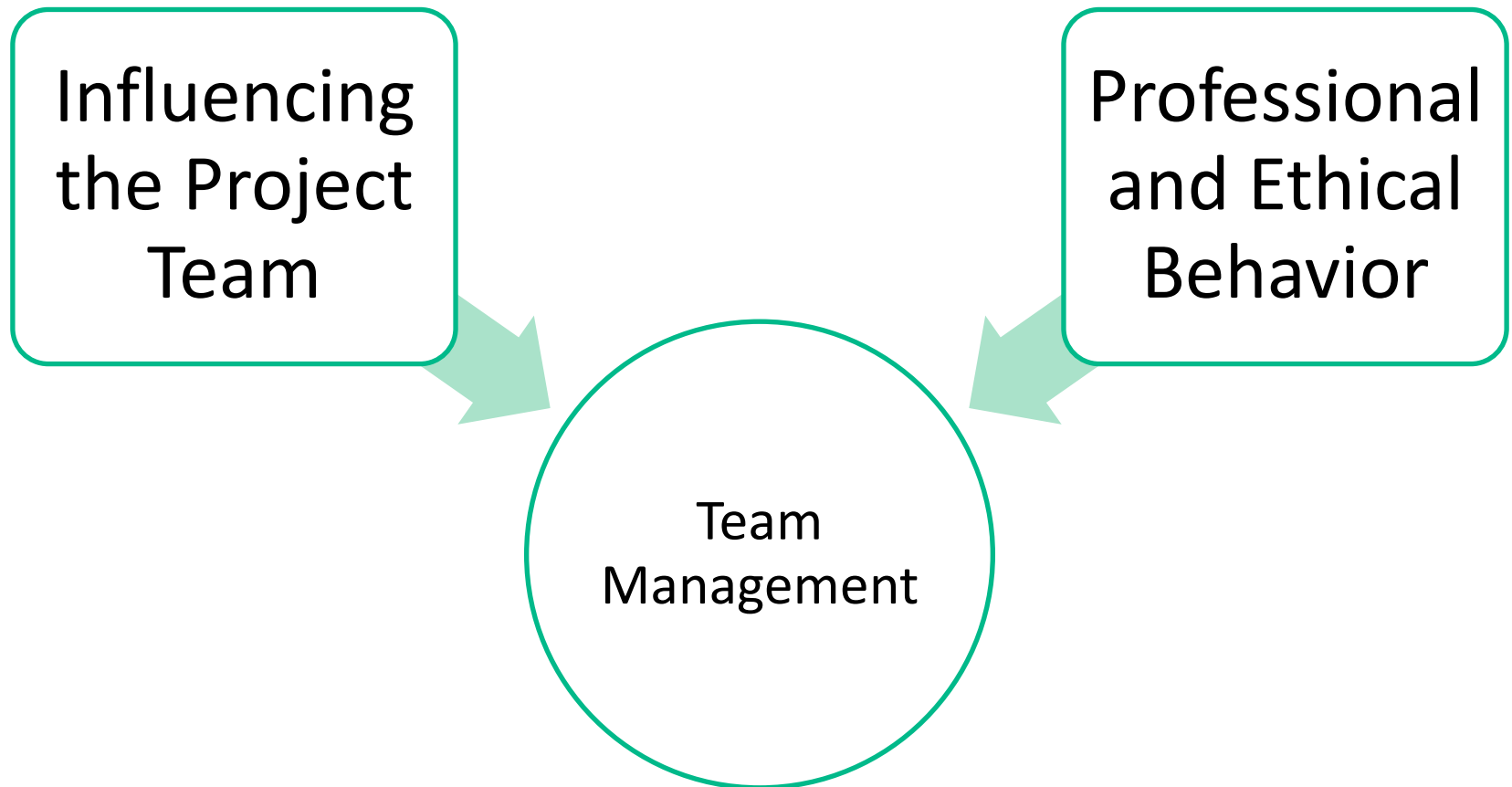
Manage related projects to achieve results that not obtainable by managing projects separately

Ensure selected projects support the strategic goals

Provide oversight to adjust projects for program's benefit

Guide and support project managers

# Team Management



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# **Develop Human Resources Plan Planning Process**

# Develop Human Resources Plan

## Develop Human Resources Plan:

- The process of identifying and documenting project rules, responsibilities and required skills, reporting relationships and creating a staffing management plan.
- Most of team members always complain from unclear roles and responsibilities assigned to them

## Responsibility Assignment Matrix:

- doesn't show when people will do their job (time)
- Responsibility Assignment Matrix shows who's assigned for work
- **RACI Chart:** RAM type shows Responsible, Accountable, Consult, and Inform details instead of Primary and Secondary in normal RAM



# Develop Human Resources Plan

## Organization Breakdown Structure:

- Charts showing responsibilities by department

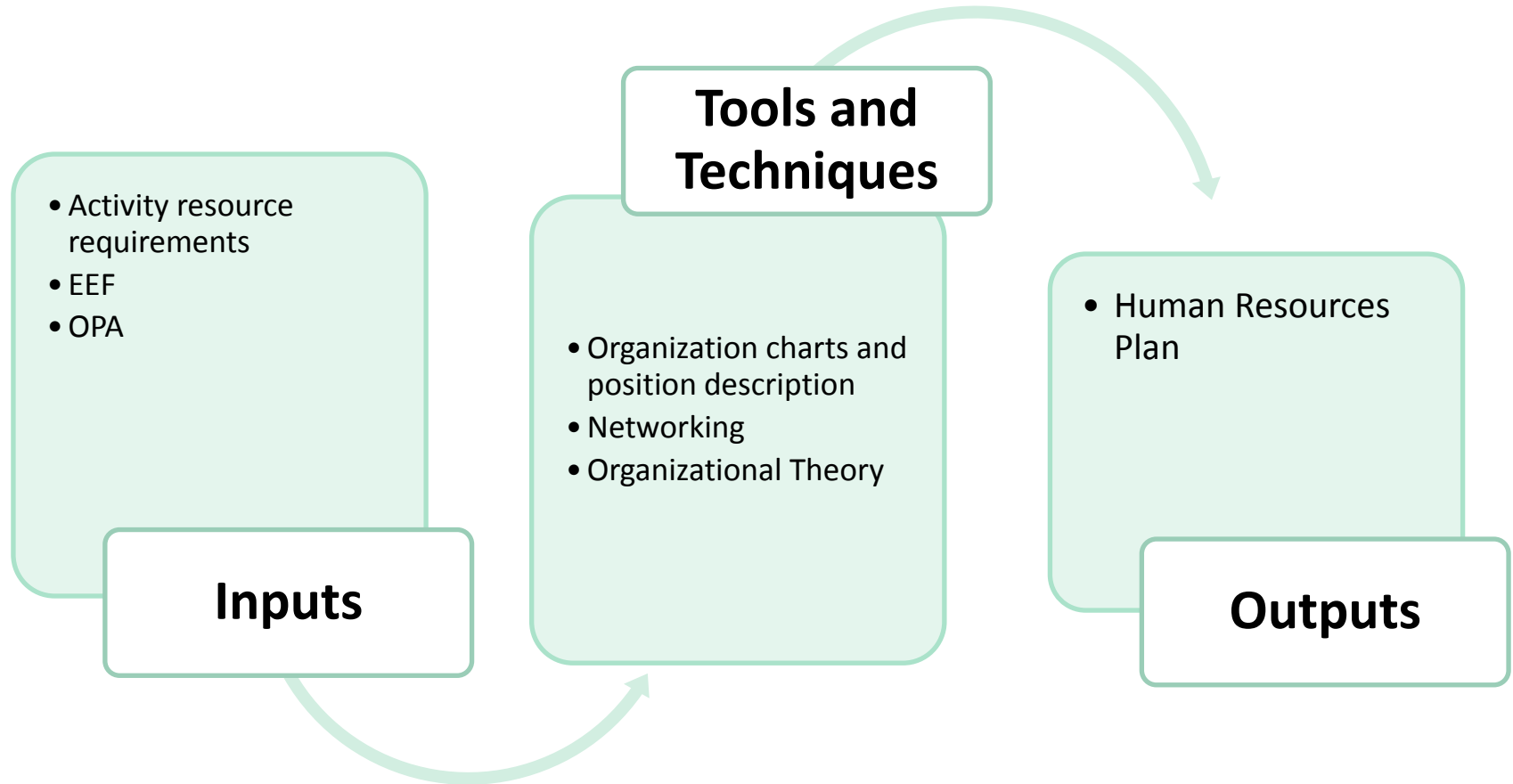
## Resources Breakdown Structure:

- Charts showing responsibilities by resource type

## Positions Description:

- Normal job description in text

# Develop Human Resources Inputs, Tools, Techniques and Outputs



# Develop Human Resources Plan Outputs

## Human Resources Plan

- When and how team members will be added to, managed, controlled, and released from the project
- Includes:
  - > Roles and Responsibilities
  - > Project Organization Charts
  - > Staffing Management Plan

## Staffing Management Plan: (Part of HR Plan)

- > Staffing Acquisition and Release plan
- > Resource calendars
- > Staff training needs
- > Recognition and awards
- > Compliance and Safety

# Develop Human Resources Outputs – Cont'd

## Recognition and Awards Systems

- Part of Staffing Plan which is part of HR Plan
- Solve problem of how to improve people that don't report directly to the project manager in the organization.
- One of best ways to gain cooperation

## Resource Histogram

- Part of Human resources plan
- Shows number of resources per time periods and where's a need for resources

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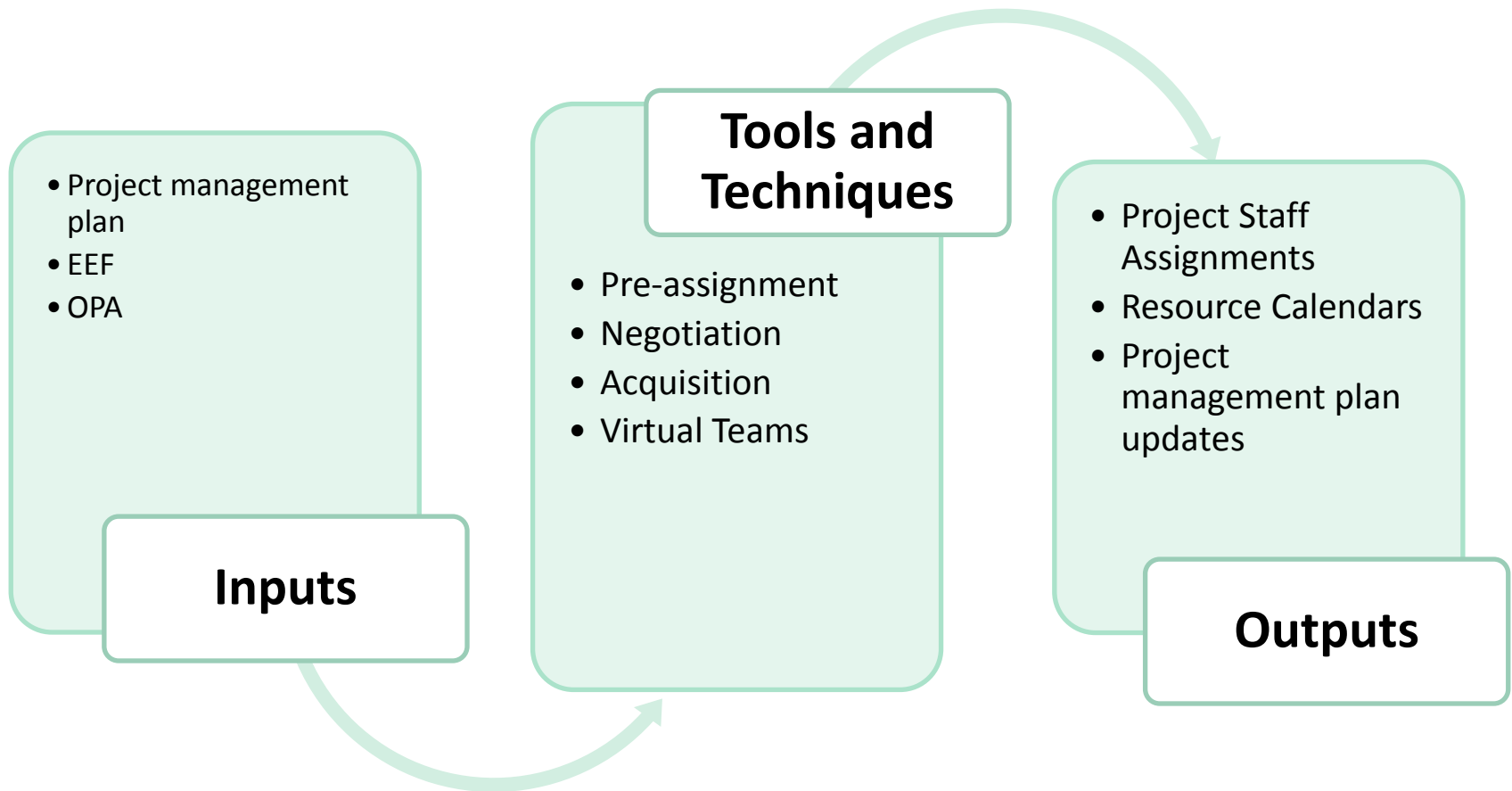
# **Acquire Project Team Execution Process**


# Acquire “Final” Project Team

## Acquire Project Team:

- YES, it’s an execution process not planning, think of large projects that need to select contractors, sellers, final team to make work!
- It’s the process of confirming human resources availability and obtaining the team necessary to complete project assignments.
- PM should consider the following factors:
  - > Negotiate others to provide required human resources for the project
  - > Failure to acquire team will cause delays, costs, dis-satisfaction..etc
  - > PM and PM Team should always think alternatives
- **Pre-assigned:** Staff already selected in advance
- **Acquisition:** get outsources if lack internal resources
- **Virtual Team:** groups share same goal and not able to meet face to face so use Internet as intermediate

# Acquire Project Team Inputs, Tools, Techniques and Outputs



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# **Develop Project Team Execution Process**



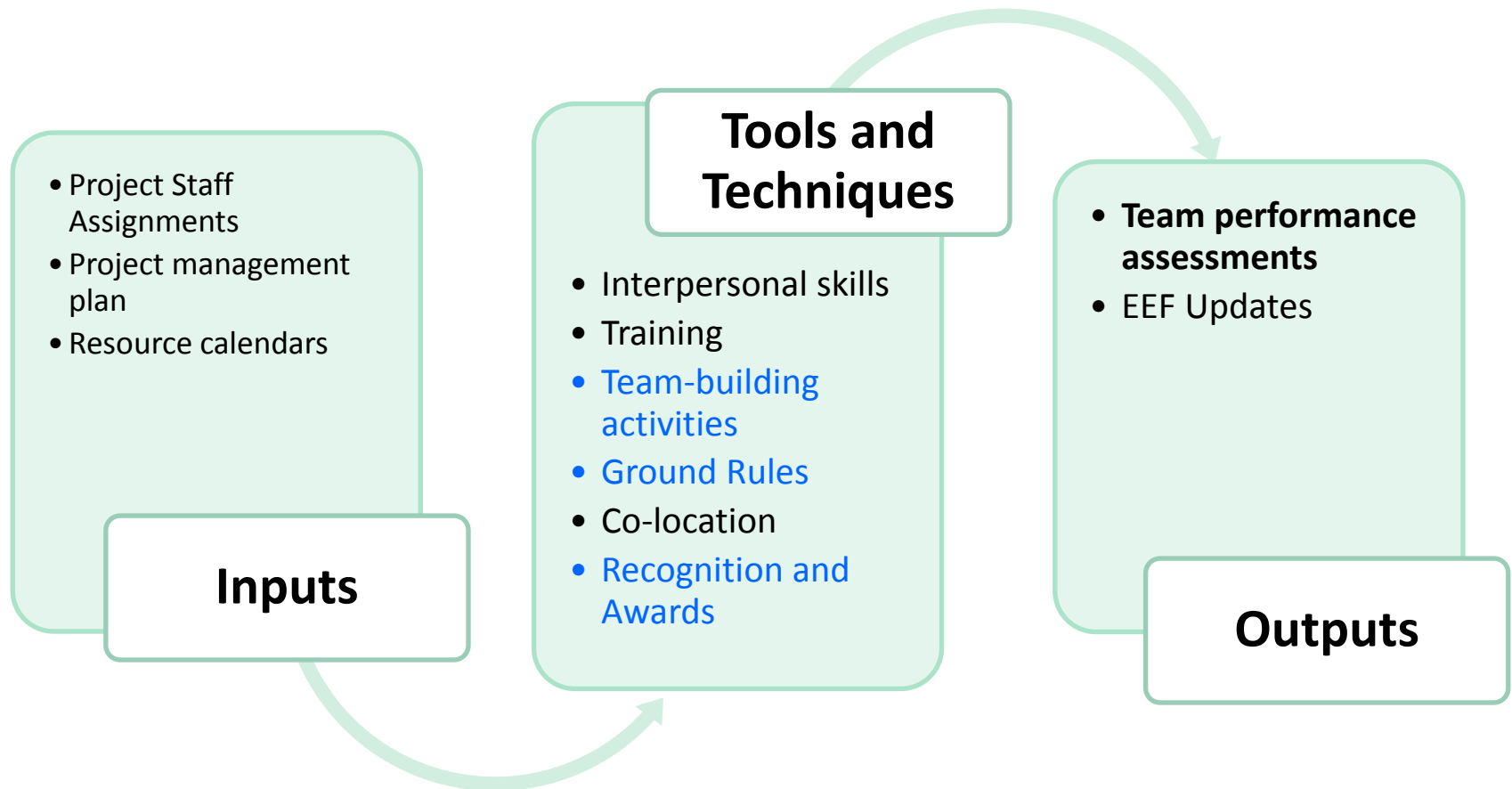
# Develop Project Team

## Develop Project Team:

- Results in decreased turnover, improved individual knowledge and skills and improved teamwork
- It's the process of improving the competencies, team interaction, and the overall team environment to enhance project performance.
- Developing effective project teams is one of the primary responsibilities of the project manager
- To develop the project team:

Use Soft Skills	Encourage Teamwork
Communicate <b><u>honestly</u></b> , <b><u>effectively</u></b> and in a <b><u>timely manner</u></b>	
Establish and maintain <b><u>trust</u></b> between PM, Team and other stakeholders	
Collaborate with team for decisions	Capitalize on culture differences
Gain training & establish ground rules	Assess and improve team members

# Develop Project Team Inputs, Tools, Techniques and Outputs



# Develop Project Team Tools and Techniques

## Team Building Activities:

- Forming the team into a cohesive group and enhance performance
- PM should improve trust and cohesiveness
- WBS Creation is a team building tool
- TRUST, TRUST, TRUST, TRUST ..
- Team building is an attitude and an action.
- **Stages of team formation and development:**
  - > **Forming:** people brought together as a team
  - > **Storming:** there are disagreement as people work together
  - > **Norming:** team members begin to build good working relationships
  - > **Performing:** team become efficient and works effectively together
  - > **Adjourning:** Project ends, and the team is disbanded

Memorize  
the order

# Develop Project Team Tools and Techniques – Cont'd

## Ground Rules:

- What's acceptable and what's not!
- Standards of behaviour for team members interactions
- Always recommended to be done at the beginning of the relation

## War Room (Co-location):

- Team allocated in same office to enhance communications, decreases conflicts, and improve project identity.



- Team Performance Assessments = team effectiveness
- Team Performance Assessments focuses on the team performance

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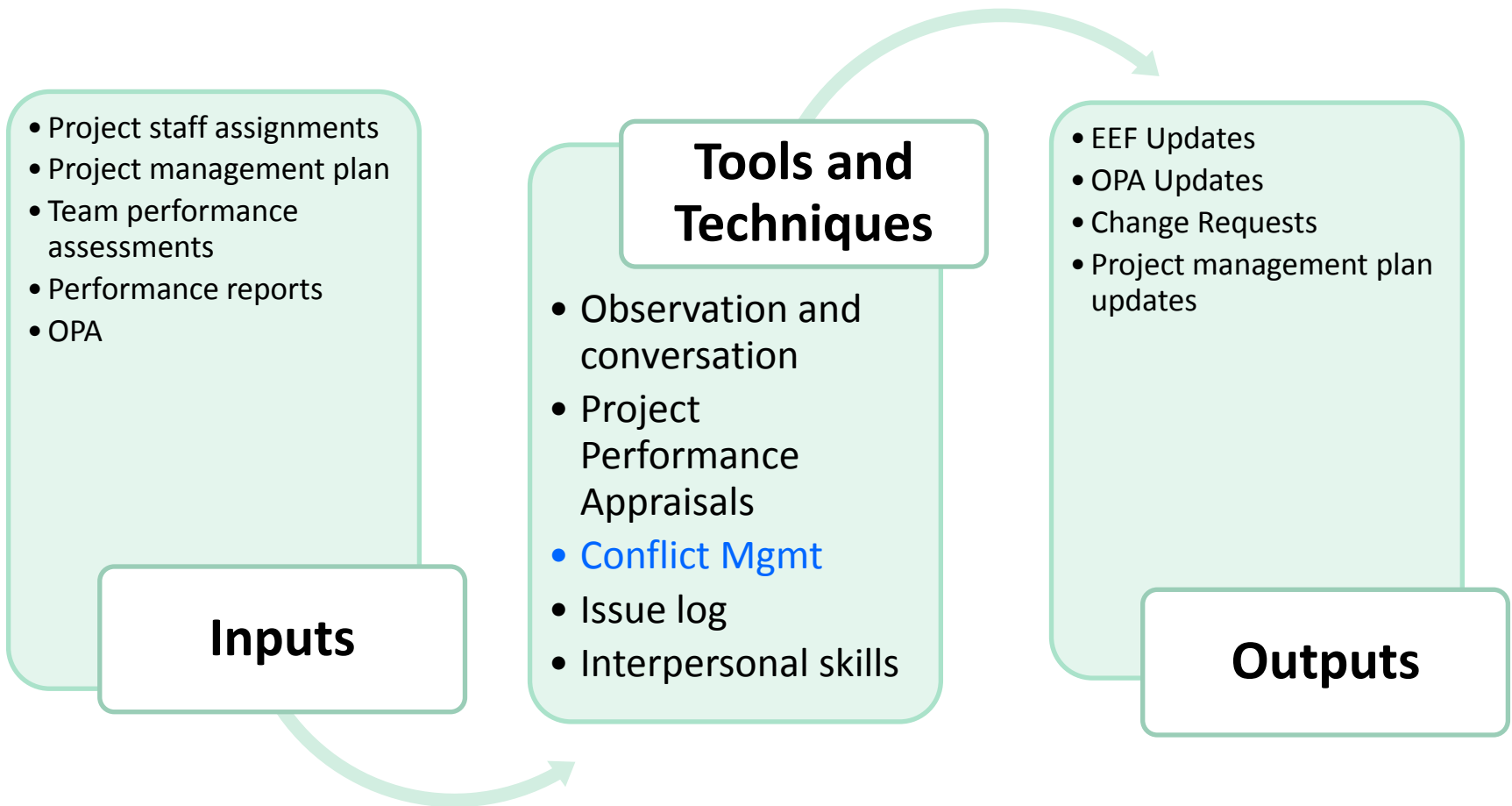
# **Manage Project Team Execution Process**

# Manage Project Team

## Manage Project Team “Managing people”

- Process of tracking team member performance, providing feedback, resolving issues and managing changes to optimize project performance
- Managing the team involves:
  - > Encourage good communications and keep in touch
  - > Use of negotiation and leadership skills
  - > Observe what’s happening?!
  - > Use an issue log
  - > Completing performance appraisals
  - > Making good decisions
  - > Influencing the stakeholders
  - > Being a leader and actively looking for resolving conflicts among team members

# Manage Project Team Inputs, Tools, Techniques & Outputs



# Manage Project Team Tools and Techniques

## Observation and Conversation:

- Pay attention to tone of emails, phone calls and conversations
- Talk with people to understand how things are going!

## Project Performance Appraisals

- Evaluation of employees performance by those who manage them
- Get 360-degree review by enter input from co-workers, subordinates as well as supervisors
- Appraisals focuses on individuals while Team performance Assessments focuses on the team

## Issue Logs:

- Logs of issues to be resolved on the project



# Manage Project Team Tools and Techniques – Cont'd

## Powers of Project Manager:

– How to get cooperation from team and other stakeholders

### – Types of Power:

- > **Formal (legitimate):** power based on position or authority
- > **Reward:** power based on ability to provide incentives (**Best**)
- > **Penalty (Coercive):** power based on ability to penalize members (**Worse**)
- > **Expert:** power based on technical experience (**Best**)
- > **Referent:** power based on charisma and fame



- EXPERT and REWARD are best types of power
- PENALTY, FORMAL and REWARD derived from PM position in company

# Manage Project Team Tools and Techniques – Cont'd

## Management and Leadership Styles:

- No one right way to lead or manage that fit into all situations!
- Use the following styles to choose the most effective approach:
  - > **Directing:** Telling others what to do. Giving instructions, close supervision
  - > **Facilitating:** Coordinating the inputs of others
  - > **Coaching:** helping others achieving their goals (Instructions, explanations)
  - > **Supporting:** Providing assistance along the way
  - > **Autocratic:** Making decisions without process inputs from others
  - > **Delegating:** establish goals, then give authority to others to complete the work
  - > **Many other styles**



- General consensus that PM use “Directing leadership style” at begin of project, during execution, PM needs more coaching, facilitating & Supporting

# Manage Project Team Tools and Techniques – Cont'd

## Conflict Management:

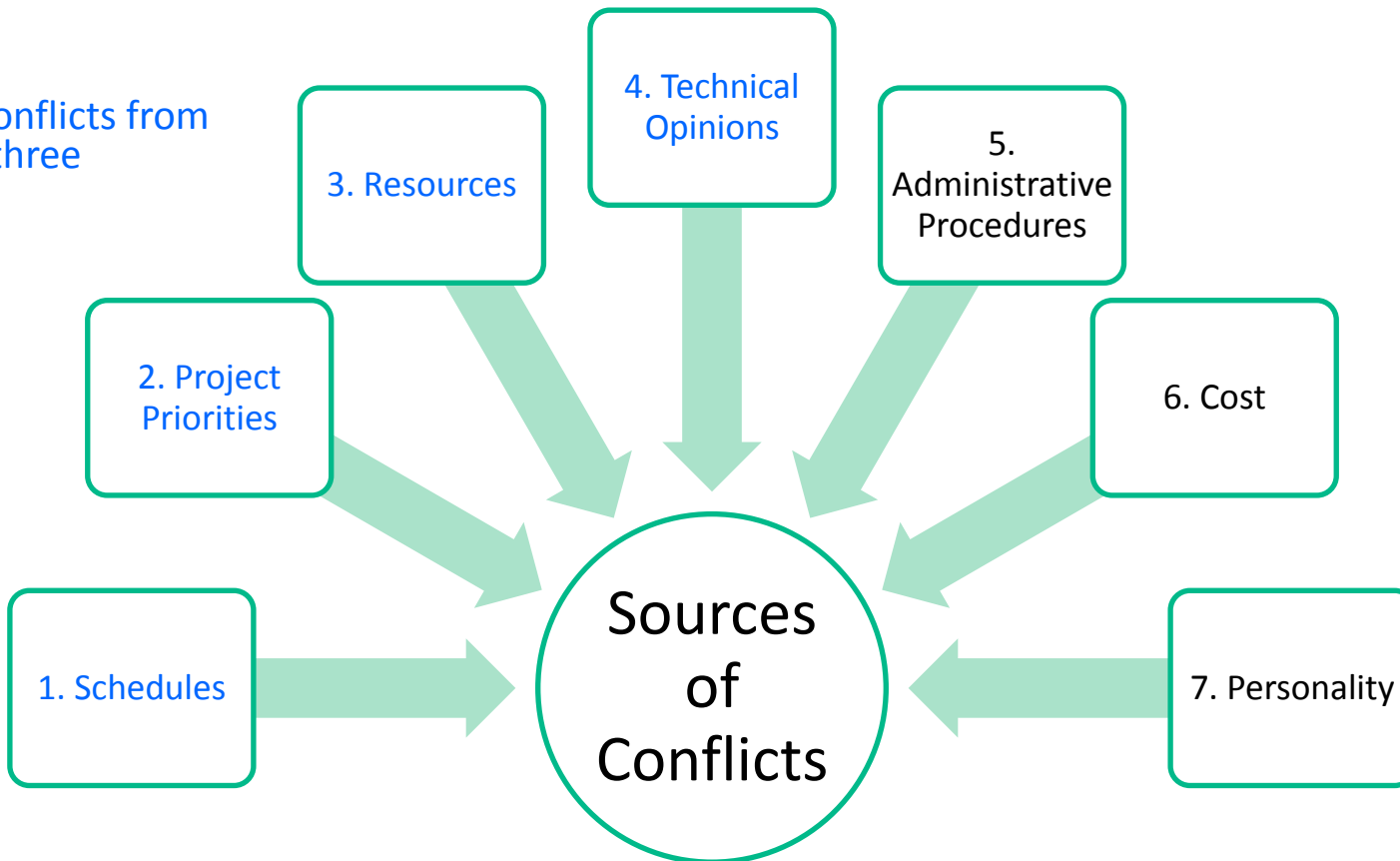
- Conflict is an inevitable consequence of organizational interactions
- Conflicts are not bad, it presents opportunities for improvements.
- Conflicts is resolved through openness, identifying causes, and problem solving by people involved or intermediate managers.
- Different resolution techniques:
- **PM professionally responsible for avoid conflicts through:**
  - > **Informing the team of:** where project headed, constrains and objectives, contents of charter, all key decisions, changes.
  - > Clearly assigning work
  - > Making work assignments interesting and challenging
  - > Following good project management and project planning practices

# Manage Project Team Tools and Techniques – Cont'd

## Sources of Conflicts:

Memorize minimum the first four

50% of conflicts from the first three sources



# Manage Project Team Tools and Techniques – Cont'd

## Conflict Resolution Techniques:

### Confronting “Problem Solving”

- Identify the real cause, Solve the problem
- Win-Win Situation

### Compromising

- Solutions that bring some degree of satisfaction to both parties
- Lost-Lost Situation

### Withdrawal (Avoidance)

- Retreat or postpone the decision on a problem

### Smoothing (Accommodating)

- Emphasizes areas of agreement rather than differences of opinions

### Collaborating

- Parties try to incorporate multiple viewpoints in order to lead a consensus

### Forcing

- Pushing one viewpoint at the expense of another
- Do it my way!

# Manage Project Team Tools and Techniques – Cont'd

## Motivation Theory:

- What people really WANT?! Understand motives!

## McGregor's Theory of X and Y

- All people fit in two categories:



People need to be watched every minute, people are incapable, avoid responsibility and avoid work whenever possible

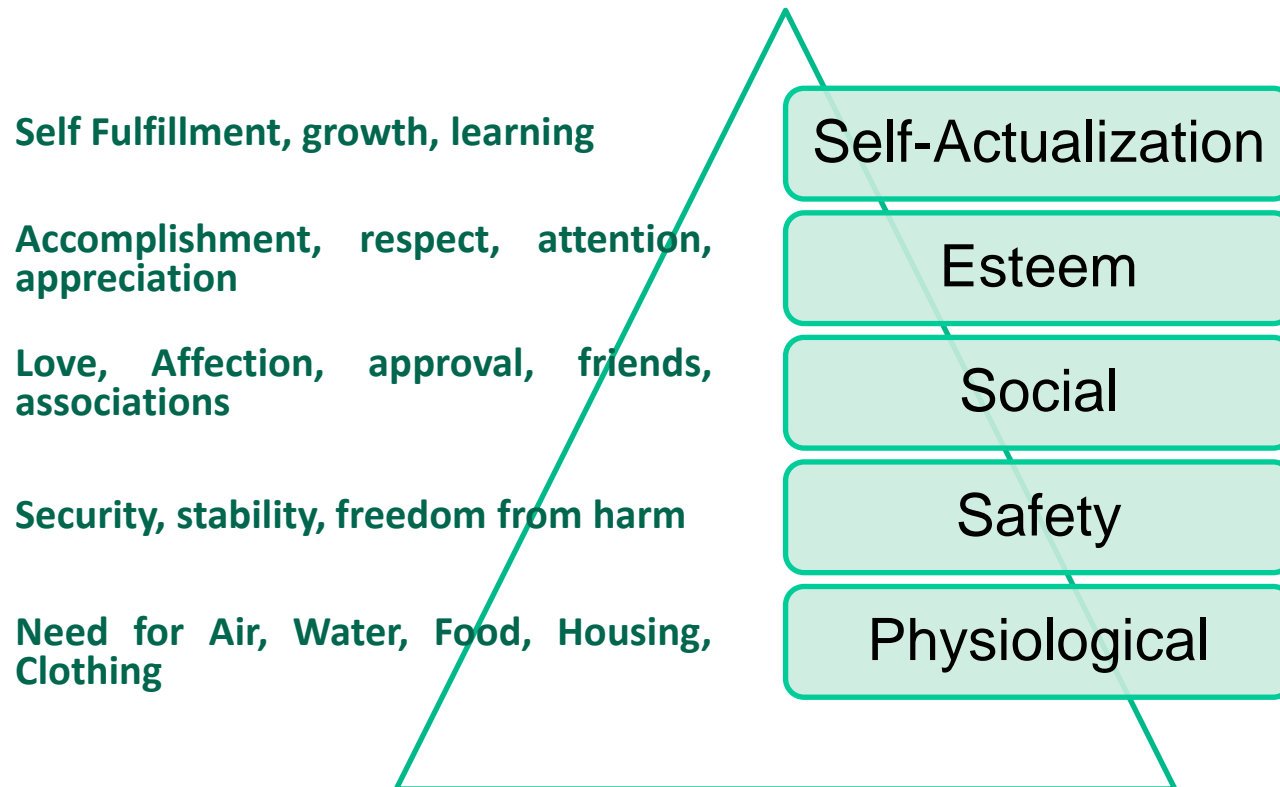


People willing to work without supervision, and want to achieve. People can direct their own effort

# Manage Project Team Tools and Techniques – Cont'd

## Maslow's Hierarchy of Needs:

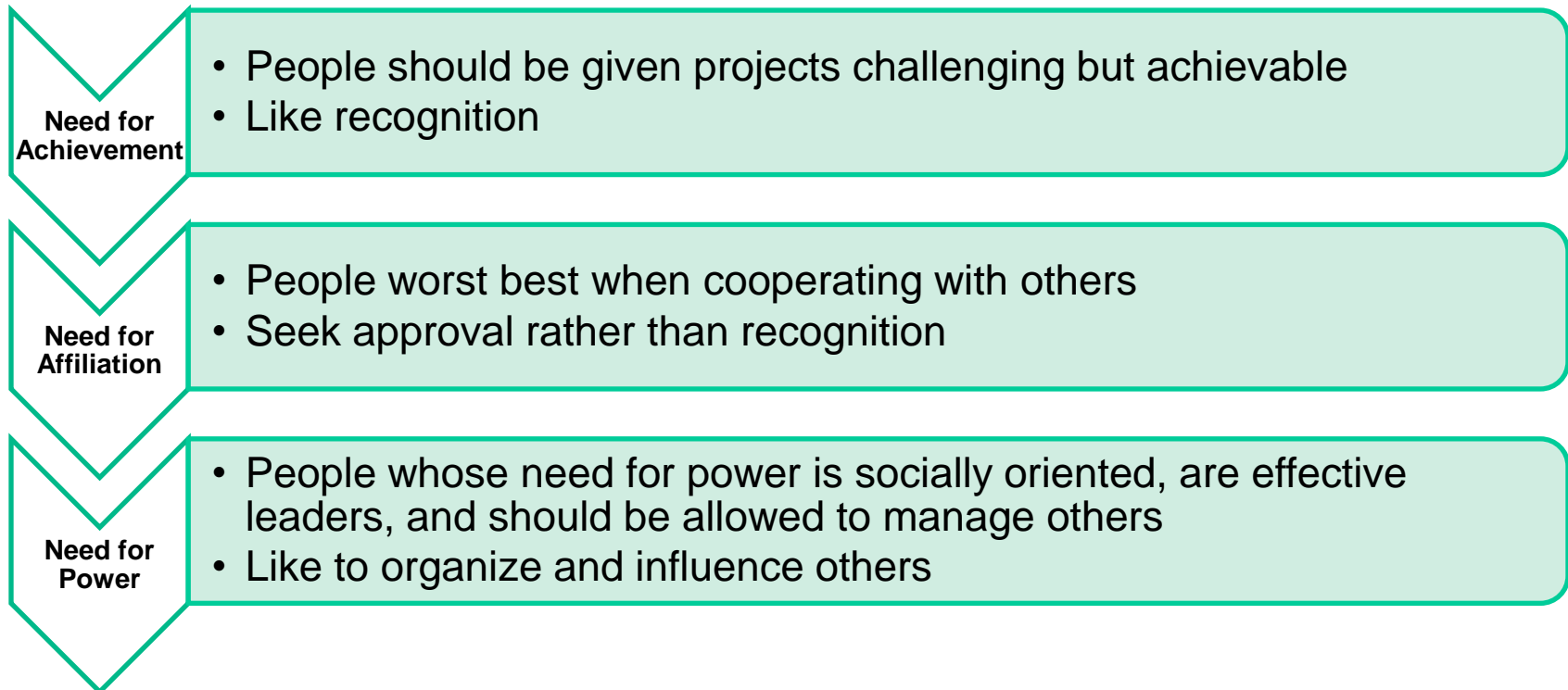
- Next level of needs cannot be reached unless the below levels are satisfied at minimal level:



# Manage Project Team Tools and Techniques – Cont'd

## David McClelland's Theory of Need "Acquired Needs Theory":

– People are motivated by one the following three needs:





# Manage Project Team Tools and Techniques – Cont'd

## Herzberg's Theory

– Deals with hygiene factors and motivating agents

### Hygiene Factors

- Poor hygiene factors may destroy motivation, but improving them will improve motivation
- **Examples:** working conditions, salaries, personal life, relationships at work, security and status

### Motivating Agents

- What motivating people is the work itself!!
- Including such things as: responsibility, self-actualization, professional growth, and recognition

# Lesson Learned

## Practice Exam Questions

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*Thank You ..*

*Q & A*

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