



**#9 Project  
Human  
Resource**

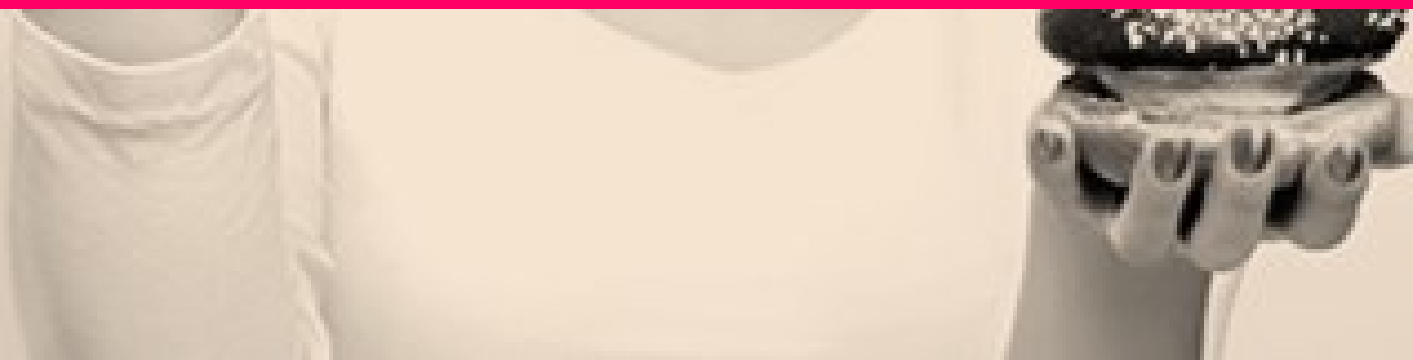
**PMBOK 5 Ed. – DEI-**

***“People are our most important asset.”***  
***“People determine the success and failure of organizations and projects”***





**If people truly are their greatest asset,  
organizations must work to fulfill their human  
resource needs**



**Talented workers gives more  
financial benefit to the  
company**



Senior managers realize that **they must invest in human resources** to attract, hire, and retain qualified staff.





Needs  
fulfilled

High  
motivation

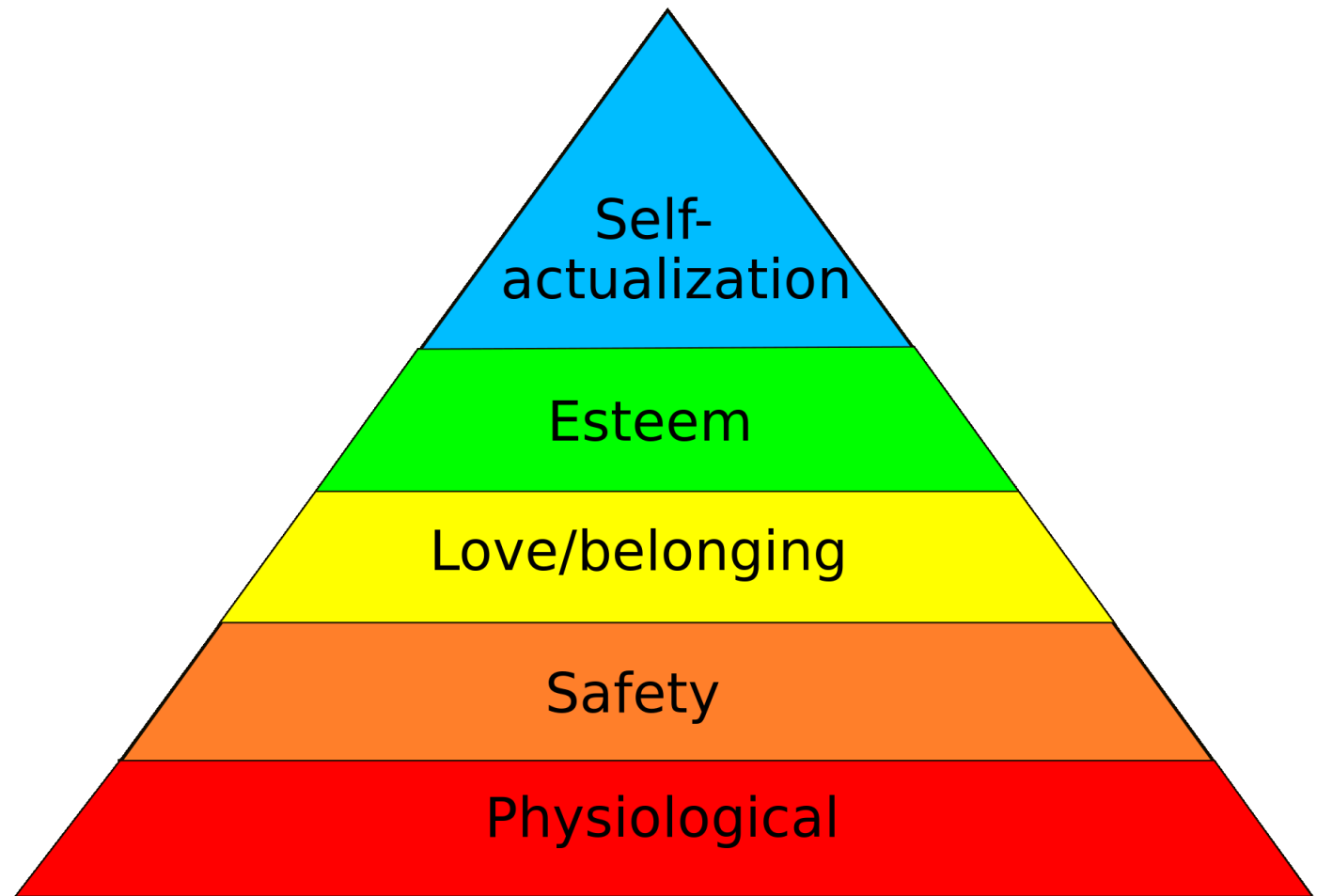
High  
performance

Financial  
benefit



# Maslow Theory

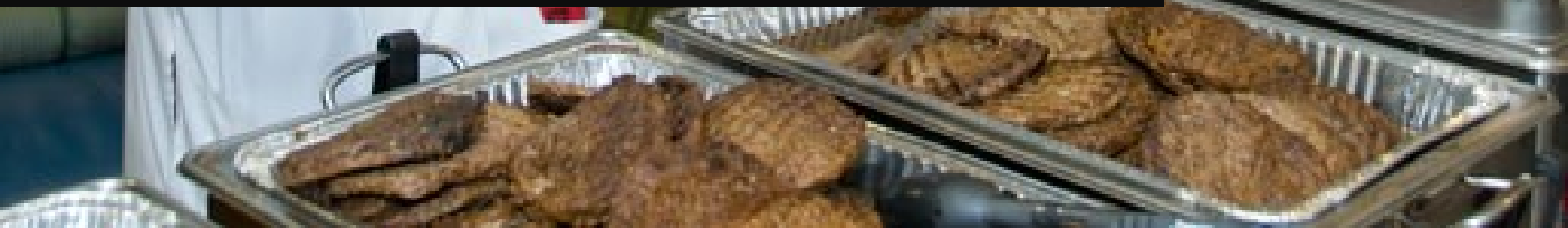
Motivation need





# Physiological needs

Biological needs: Eat, breath, sleep, relax, cloth







**You're Fired!**

**Safety and Security needs**

**Health, employment, family, social stability**



# Love and Belonging needs

Friendship, intimacy, sense of connection



# Self- Esteem

Confidence, achievement, the need to be unique



# Self- Actualization

Morality, creativity, spontaneity, acceptance,  
inner potential



# McGregor's X & Y Theory

Extrinsic and intrinsic motivation





# Theory X

People tends to be negative, passive e.g. incapable, avoid responsibility, need to be watched

## Intrinsic Motivation

ple to do something for a reward or to avoid a penalty.

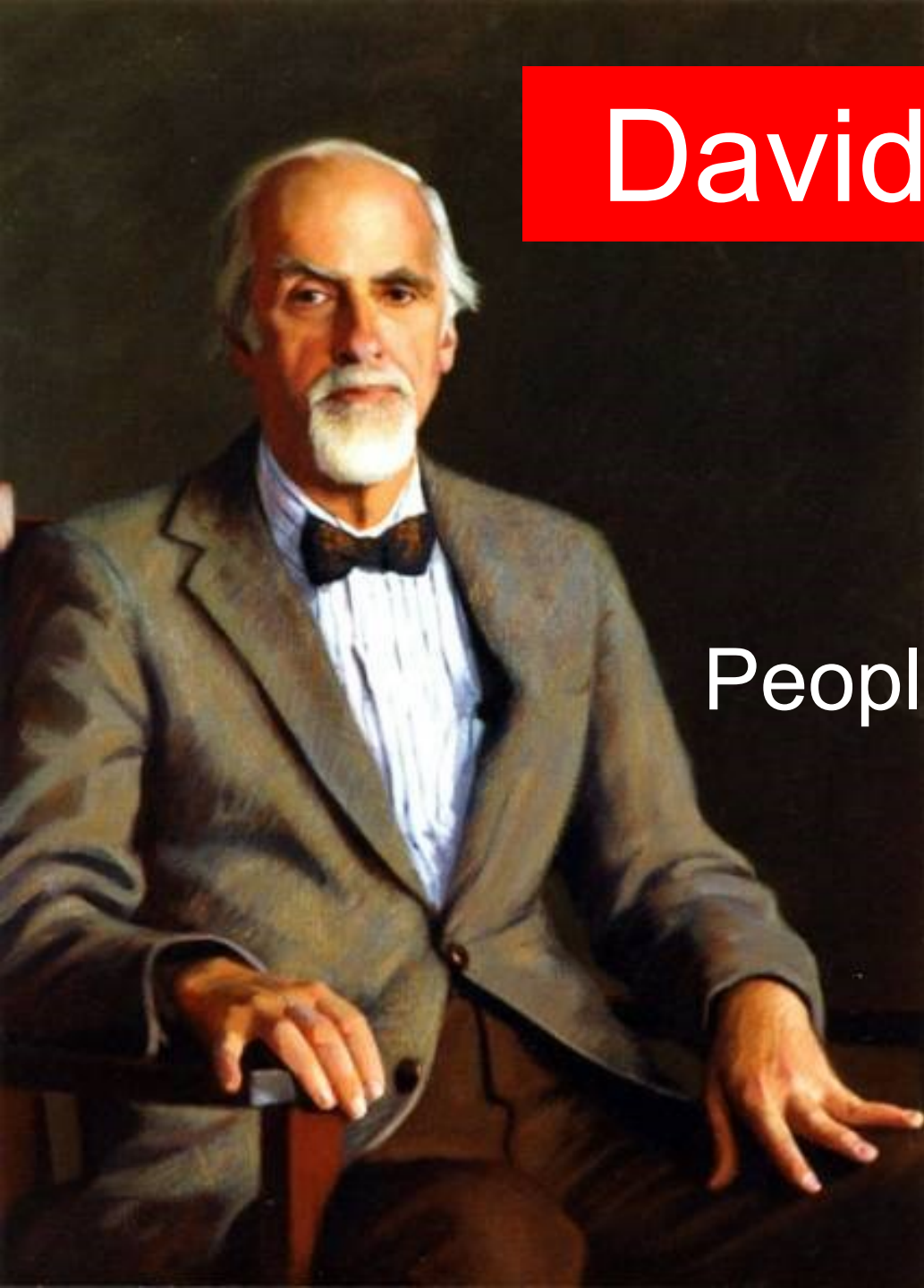
# Theory Y



People tends to be **positive** e.g.  
want to achieve, willing to work  
without supervision, can direct  
their own effort

## **Intrinsic Motivation**

People to participate in an activity  
for their own enjoyment.



# David Mc Celland's Theory

People motivated by three  
needs

1. Achievement
2. Power
3. Afilitaion





# Achievement

These people should be given projects that are challenging but are reachable

**They like recognition**



# Power

People whose need for power is socially oriented,  
should be allowed to manage others

*These people like to organize and influence  
others*



# Afiliation

These people work best when cooperating with others

They seek *approval* rather than recognition



# Herzberg's Theory

Job **dissatisfaction**  
due to lack of  
hygiene factors

Job **satisfaction**  
due to motivation  
factors



# Hygiene Factor

- Working condition
- Salary
- Personal life
- Relationship at work
- Security
- Status

# Motivation Factor



- Responsibility
- Self actualization
- Professional growth
- Recognition



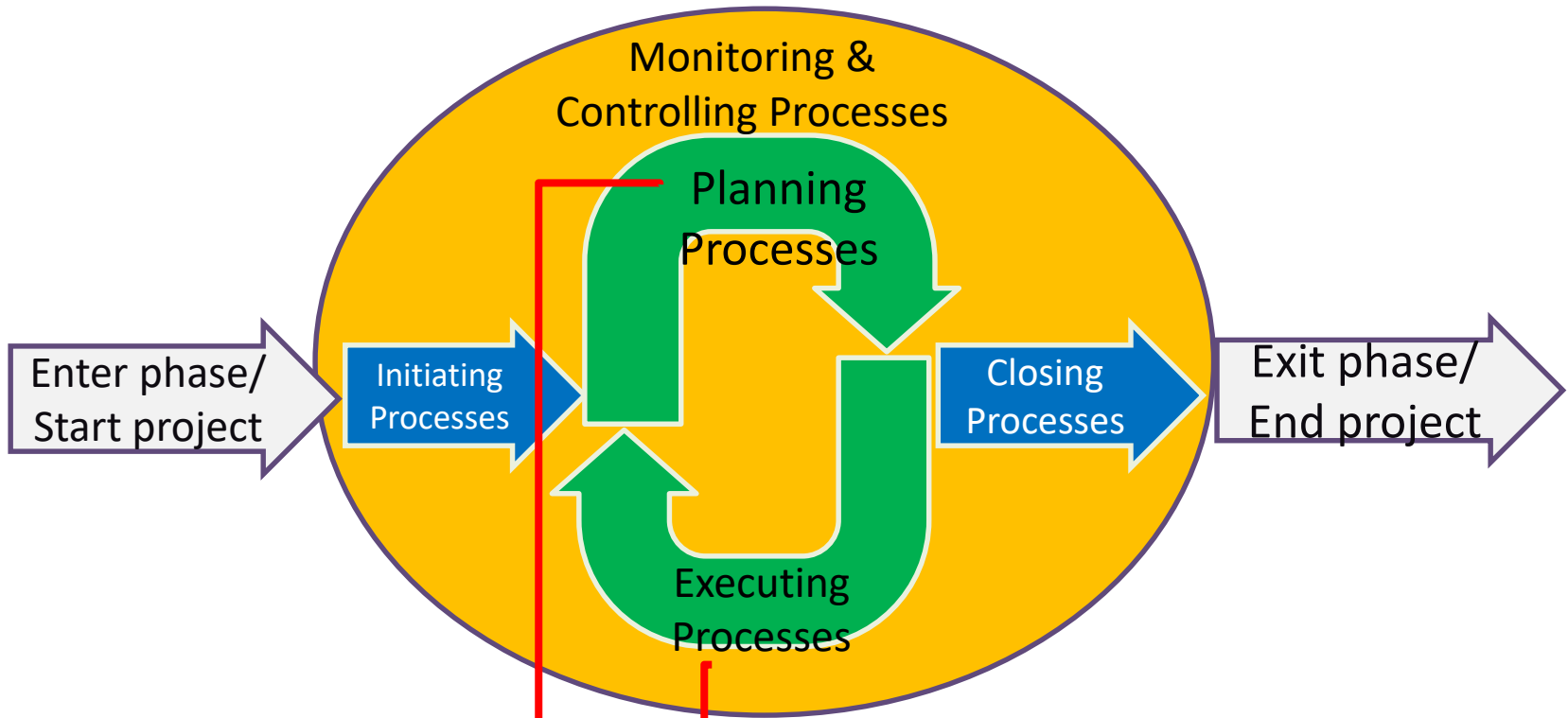
Develop Human Resource Plan

Acquire Project Team

Develop Project Team

Manage Project Team

Project Human Resource

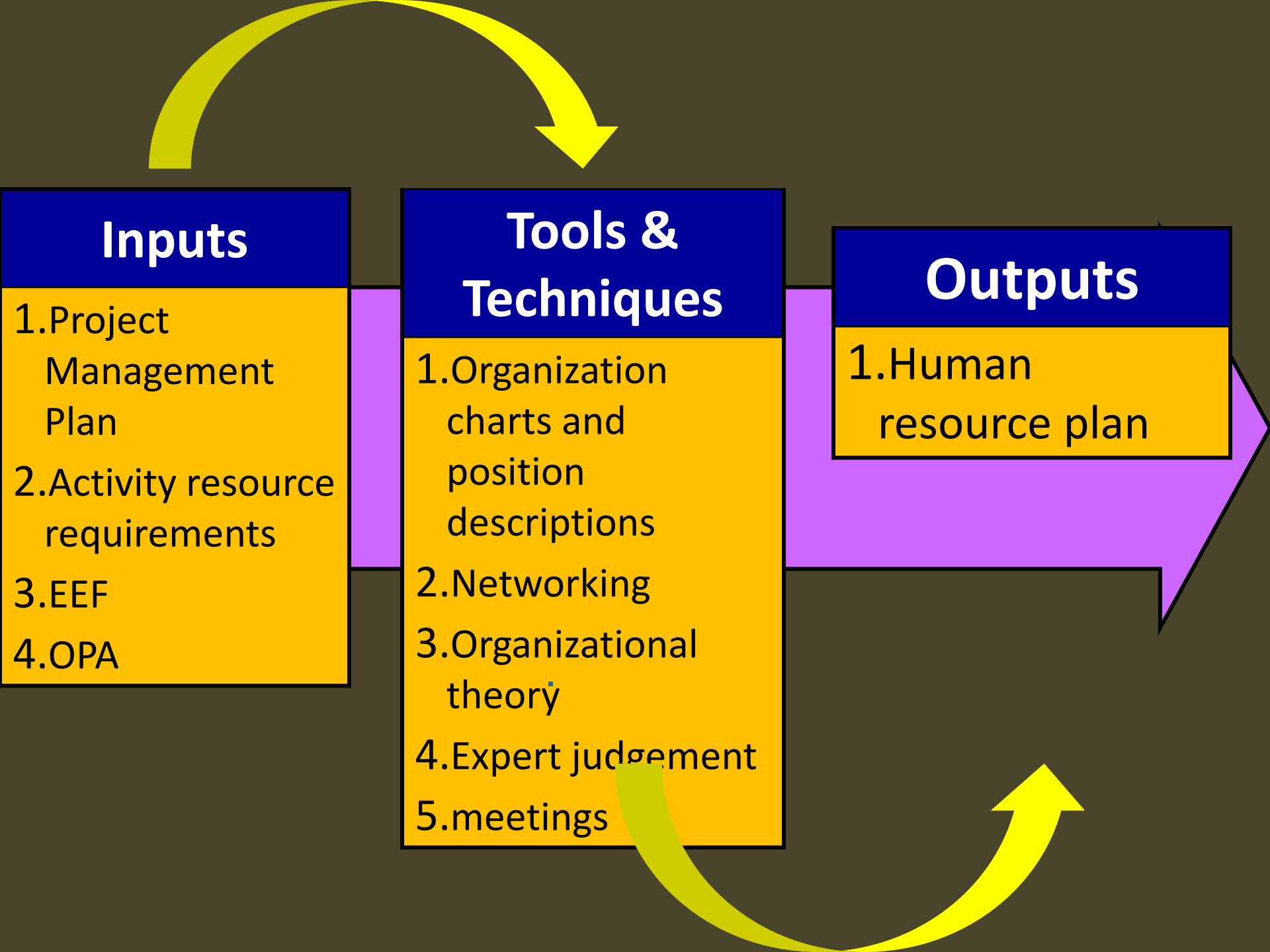


Knowledge Area	Process				
	Initiating	Planning	Executing	Monitoring & Control	Closing
Scope		Develop Human Resource Plan	Acquire Project Team Develop Project Team Manage Project Team		



Identifying and documenting **project roles, responsibilities, and required skills,** reporting relationships and creating **a staffing management plan.**







# Organization chart

**Ensure that each work package has an unambiguous owner.**

All team members have **a clear understanding of their roles and responsibility.**



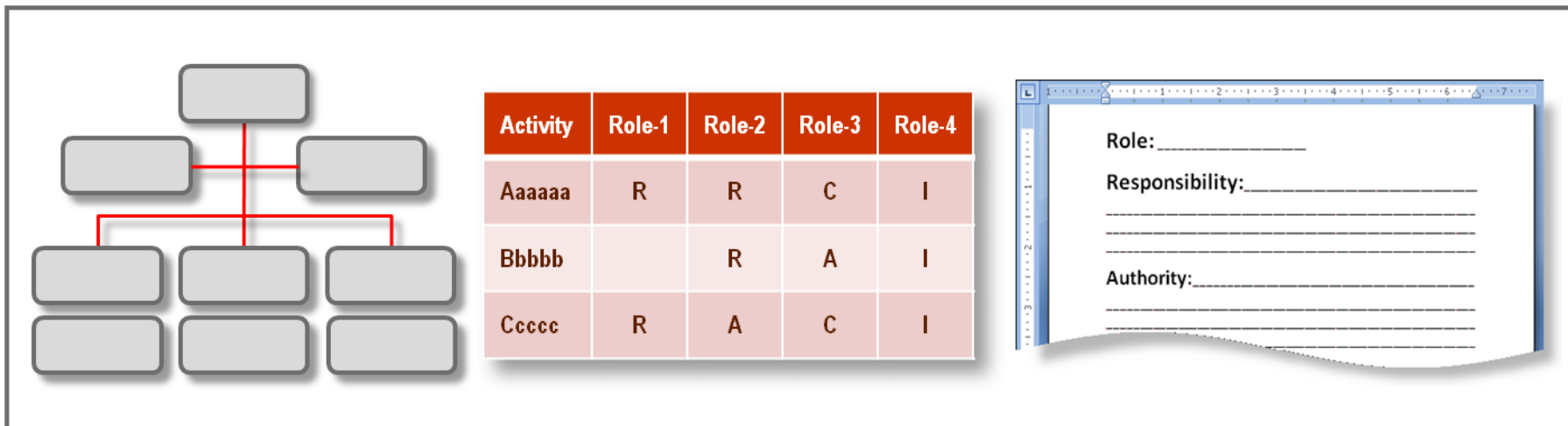
# Organization chart

**Hierarchical e.g. Organizational Breakdown Structure (OBS)**

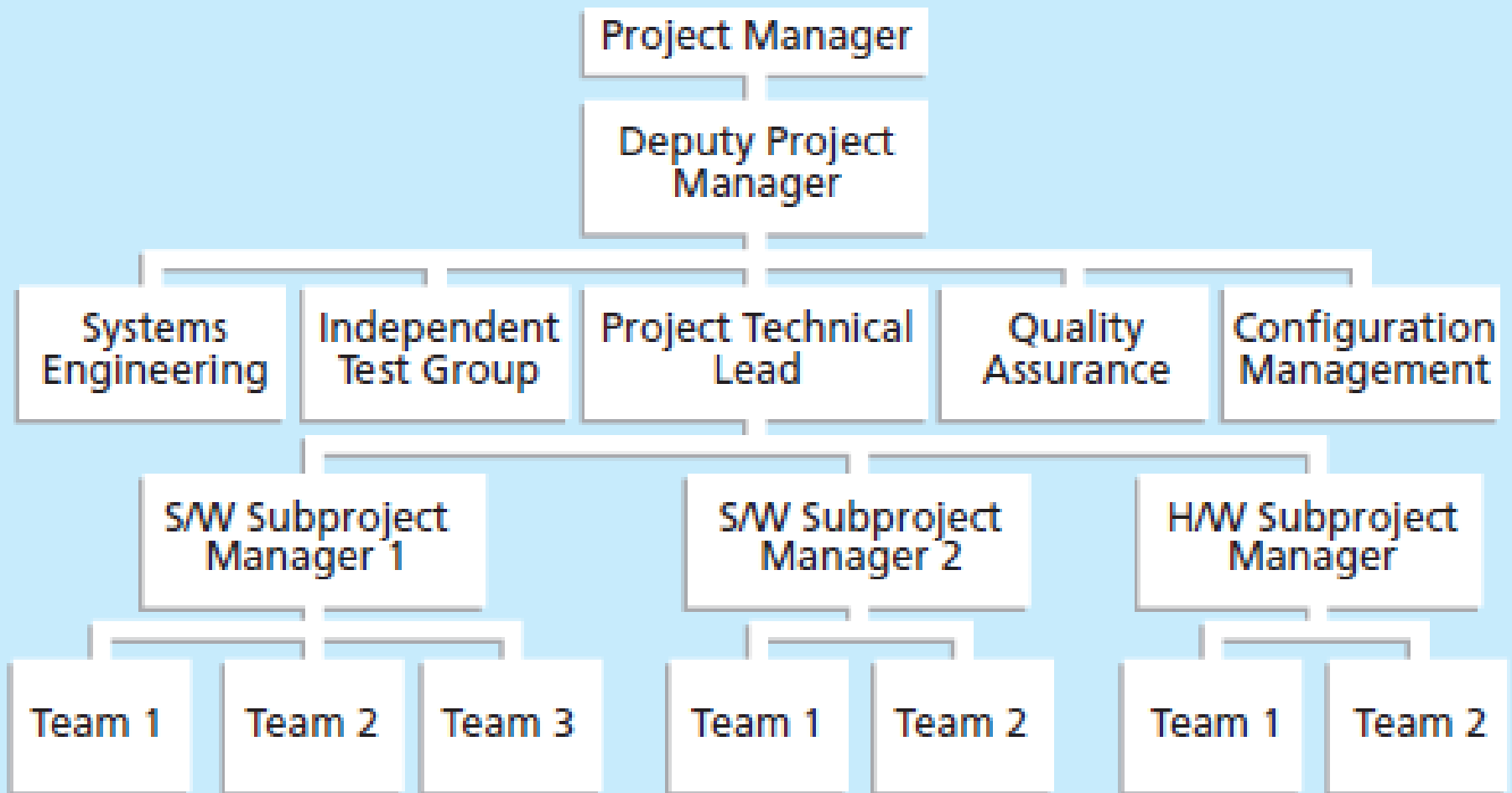
**Matrix e.g. Responsibility Assignment Matrix (RAM)**

**e.g. RACI (responsible, accountable, consult, inform)**

**Text-oriented**



# Hlerarcical chart



# Matrix chart

WBS activities →

OBS units ↓

	1.1.1	1.1.2	1.1.3	1.1.4	1.1.5	1.1.6	1.1.7	1.1.8
Systems Engineering	R	R P					R	
Software Development			R P					
Hardware Development				R P				
Test Engineering	P							
Quality Assurance					R P			
Configuration Management						R P		
Integrated Logistics Support							P	
Training								R P

R = Responsible organizational unit  
P = Performing organizational unit

# RACI chart

**Activity grouped by the role such as RACI (responsible, accountable, consult, inform)**



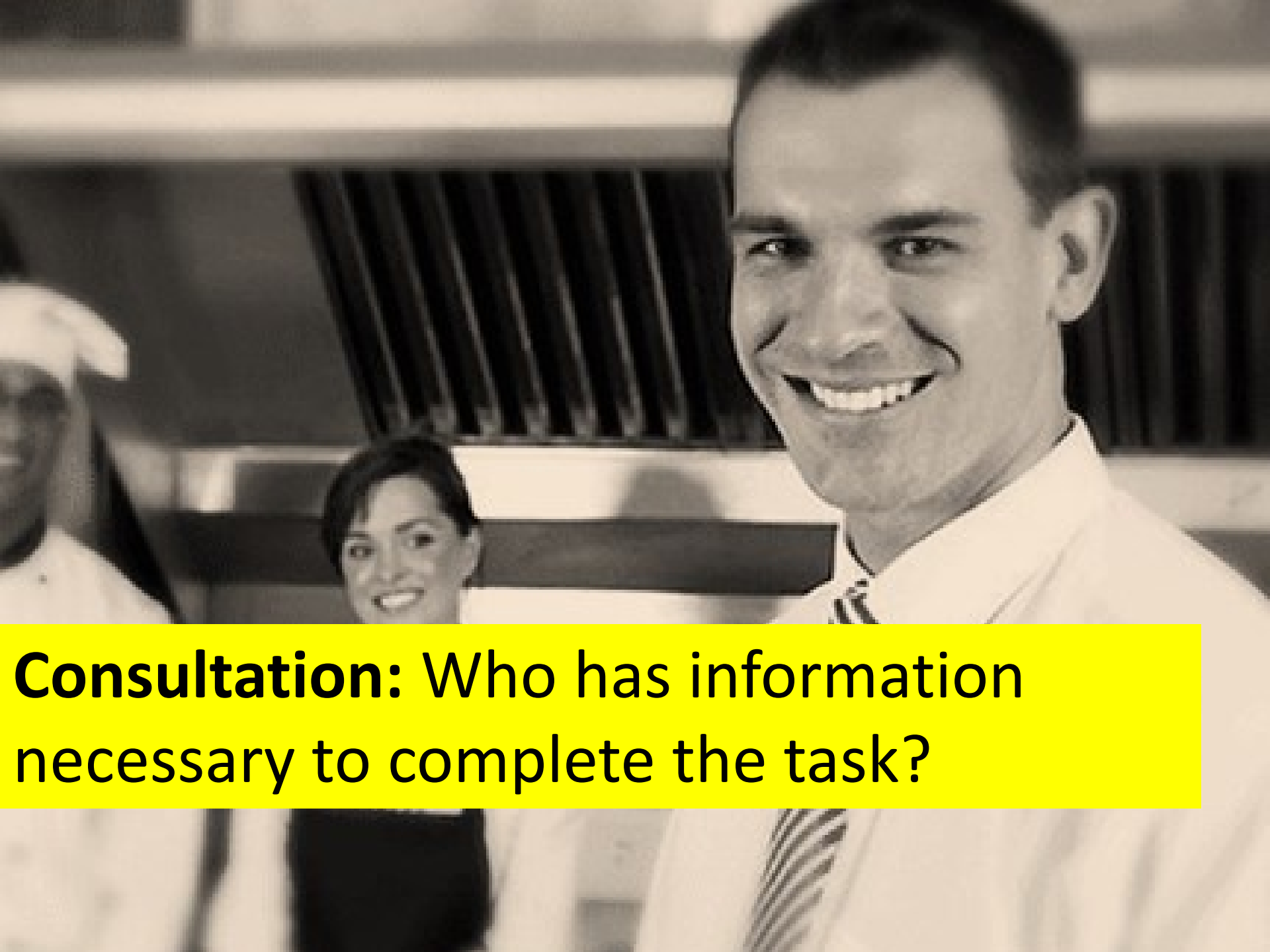


**Responsibility:**  
Who does the  
task?



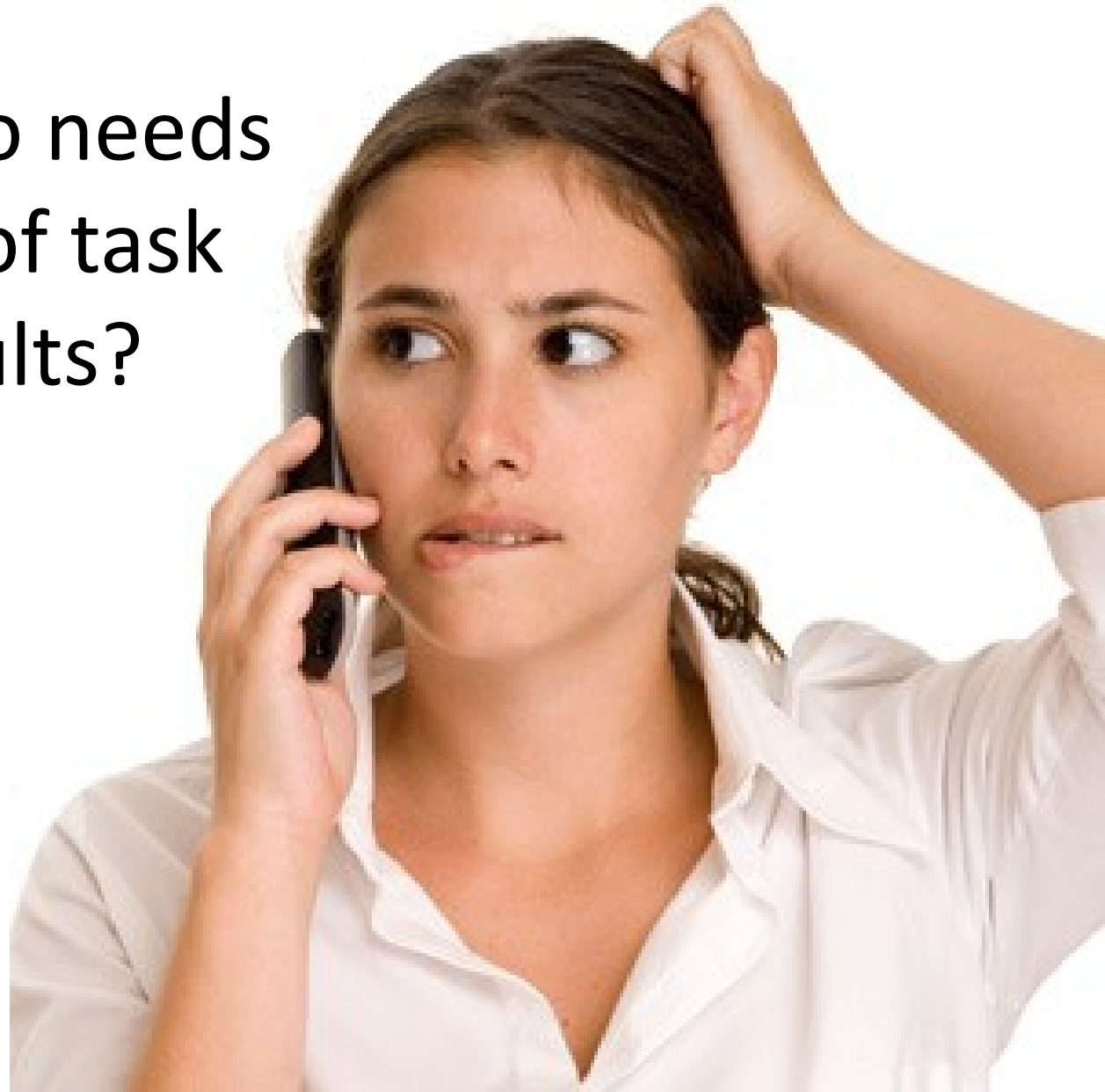
**Accountability:** Who  
signs off on the task or  
has authority for it?  
**the one and only one**  
**for accountability**





**Consultation:** Who has information necessary to complete the task?

**Informed:** Who needs to be notified of task status and results?



# RACI chart

<b>ACT/ROLE</b>	<b>Dad</b>	<b>Mom</b>	<b>Big Brother</b>	<b>Lil Sister</b>
Beresin kamar tidur semua	i	A,C,i	R	R,i
Menyapu halaman	R	A	R	I
mengepel	C	A,C	R	R
memasak	C,I	A,R	C,I	C,i

# HR Project Plan

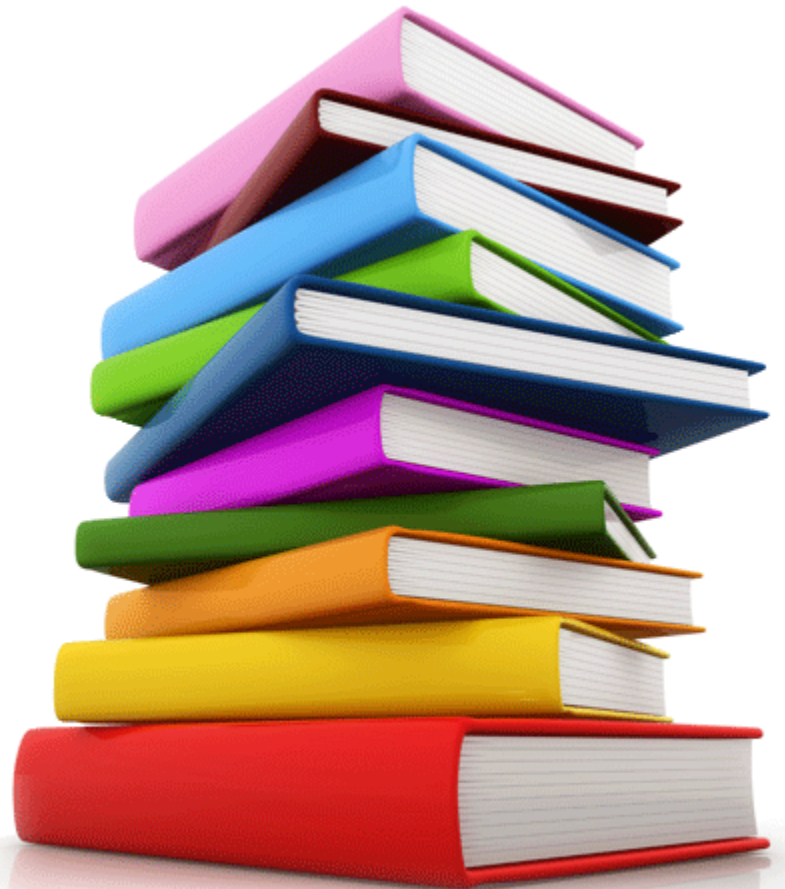
## 1. Roles and responsibilities

- Role
- Authority
- Responsibility
- Competency

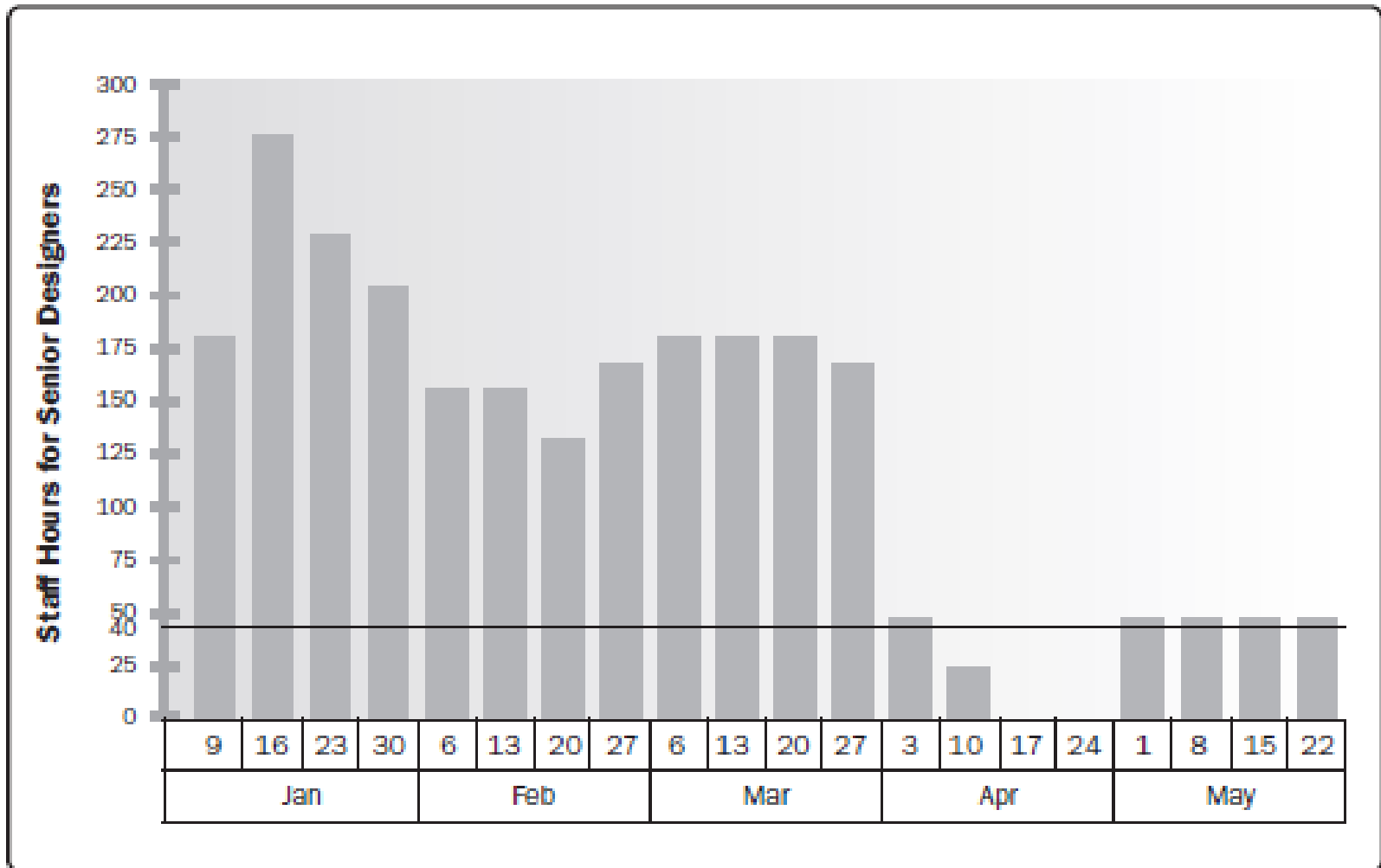
## 2. Project Organization Cl

## 3. Staffing Management P

- Staff Acquisition
- **Resource calendars**
- Staff release plan
- Training needs
- Recognition and rewards
- Compliance, Safety.



# Resource Histogram

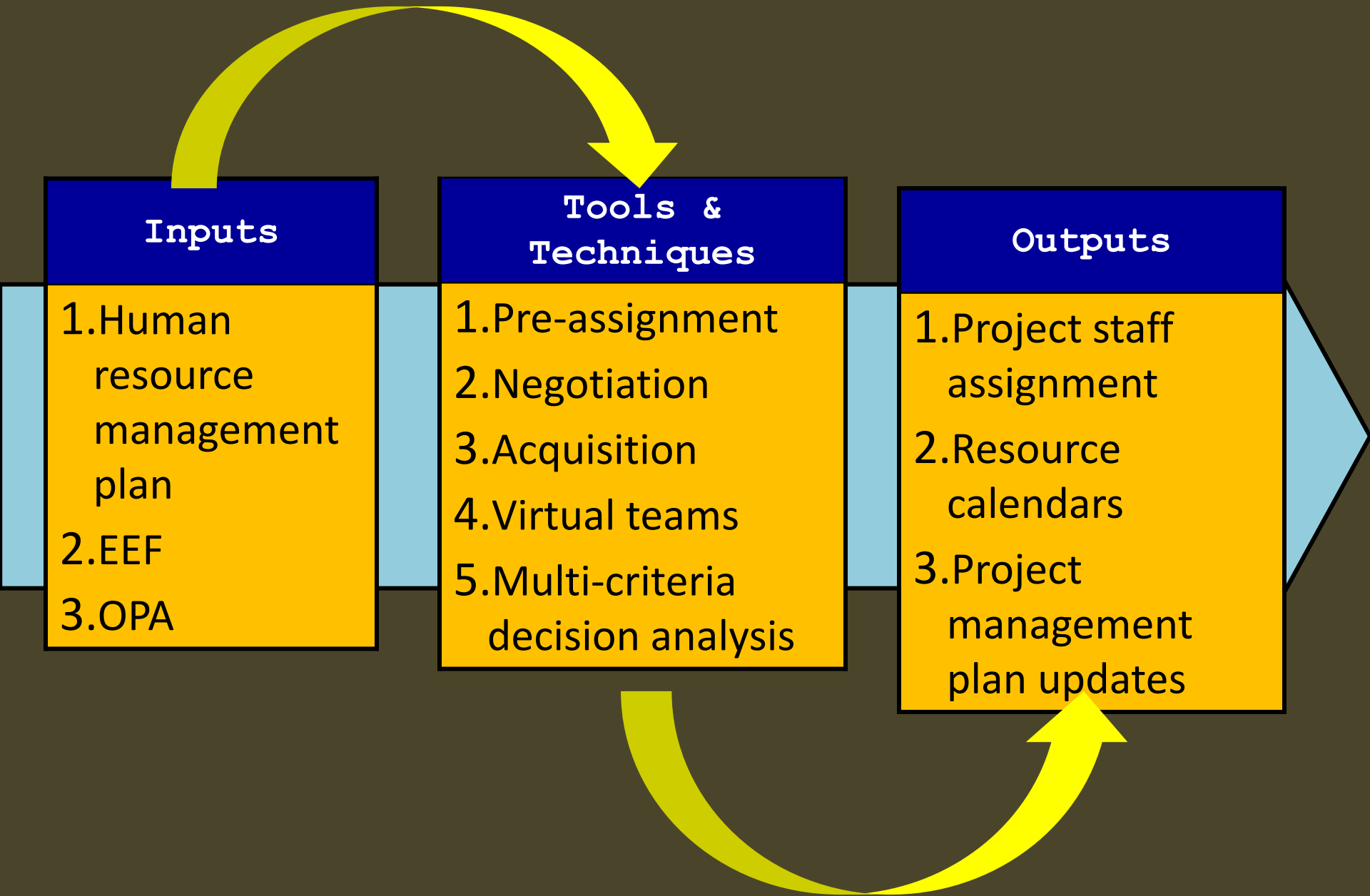




# Acquire Project Team

- The process of confirming **human resource availability** and obtain the team necessary to complete project assignments.





## Inputs

1. Human resource management plan
2. EEF
3. OPA

## Tools & Techniques

1. Pre-assignment
2. Negotiation
3. Acquisition
4. Virtual teams
5. Multi-criteria decision analysis

## Outputs

1. Project staff assignment
2. Resource calendars
3. Project management plan updates



A blonde woman with a joyful expression, wearing a white collared shirt, is the central focus of the upper image. She is in a bright, modern coffee shop or cafe. In the background, another person with dark hair is visible, working behind the counter. The scene is well-lit with warm tones.

# Pre assignment

- **Resources who are assigned in advance**



A close-up photograph of three hands against a white background. The hands are positioned in a way that suggests a negotiation or agreement. One hand is on the left, palm facing up. Another hand is in the center, with the index and middle fingers extended. A third hand is on the right, with the thumb and index finger forming a small circle. A red horizontal bar is overlaid across the middle of the image, containing the word 'Negotiation' in white text. Below the red bar is a light blue horizontal bar containing a bulleted list item in black text.

# Negotiation

- **gaining resources within the organization or external vendors, suppliers, contractors, etc (in contract situation)**



# Acquisition

- **Acquiring/hiring from outside resources (outsource)**



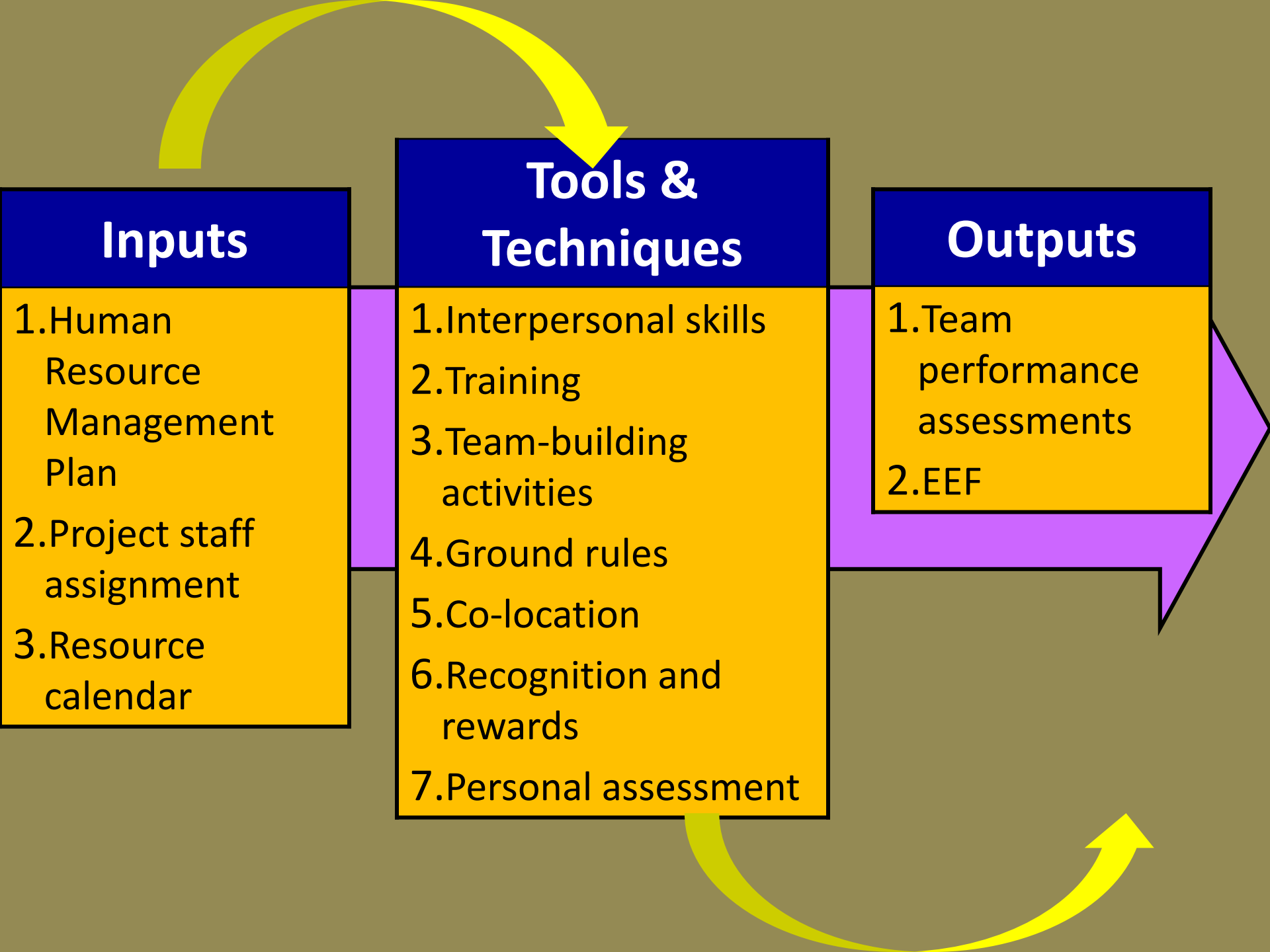
# Virtual Team

**Think the possibilities of having group of people even little or no time spent to meet face to face.**

# Develop Project Team



The process of improving the **competencies**, **team interaction**, and the **overall team environment** to enhance project performance.



## Inputs

1. Human Resource Management Plan
2. Project staff assignment
3. Resource calendar

## Tools & Techniques

1. Interpersonal skills
2. Training
3. Team-building activities
4. Ground rules
5. Co-location
6. Recognition and rewards
7. Personal assessment

## Outputs

1. Team performance assessments
2. EEF

# Project Manager Interpersonal Skills



- Leadership
- Team building
  - Motivation
- Communicating
  - Influencing
- Decision Making
- Political and cultural awareness
  - Negotiation



# Training

**Can be formal (classroom, online) or non-formal (on-job training, mentoring, coaching)**



A blurred background image of a business meeting. In the foreground, a person's hand is visible holding a pen over a tablet. In the background, another person is writing in a notebook. The scene is brightly lit, suggesting an office or conference room environment.

# Ground Rules

**Guidelines that establish clear expectation regarding acceptable behavior by teams**

**Discussion to create it by all team members**

REAL MADRID  
CRISTIANO RONALDO



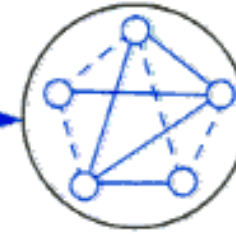
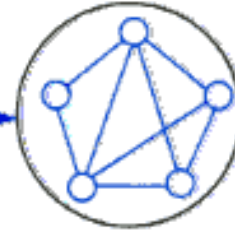
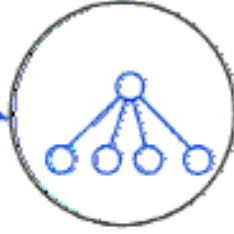
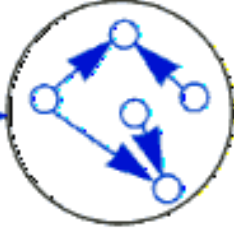
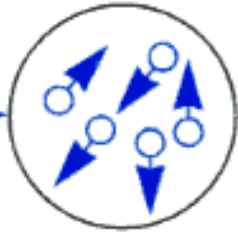
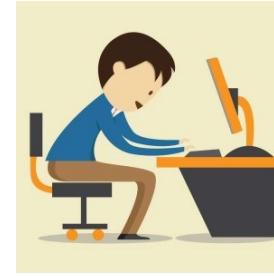
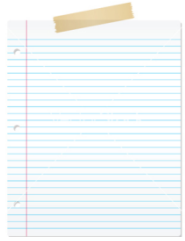
## Co-Location

- **Placing many or all the most active team members in the same physical location**
  - **Can be temporary for strategy to enhance communication & build sense of community**



# Recognition and award

- It will only be effective if it is satisfies/valued by individual.



Prestage 1

Stage I  
Forming

Stage II  
Storming

Stage III  
Norming

Stage IV  
Performing

Stage V  
Adjourning

# Team Building Activities (Tuckmans' stage)



# Manage Project Team

- tracking **team member performance**, providing **feedback**, **resolving issues**, and **managing changes**

## Inputs

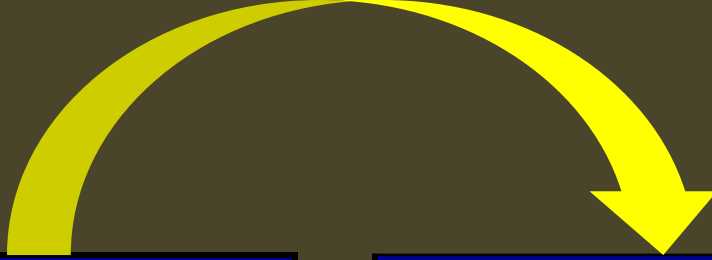
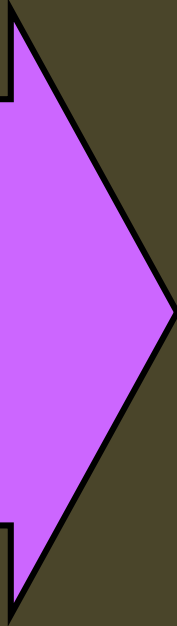
1. Project staff assignments
2. Human resource management plan
3. Team performance assessments
4. Issue log
5. Work Performance reports
6. OPA

## Tools & Techniques

1. Observation and conversation
2. Project performance appraisals
3. Conflict management
4. Interpersonal skills

## Outputs

1. EEF updates
2. OPA updates
3. Change requests
4. Project management plan updates
5. Project document updates





**Conflicts can be  
beneficial  
Conflicts is an  
inevitable  
consequence of  
organizational  
interactions.**

# Conflict Reason

Conflicts in the team are **caused due to the following reasons** in decreasing order of occurrences.

1. **Schedules**
2. Project priorities
3. Resources
4. Technical opinions

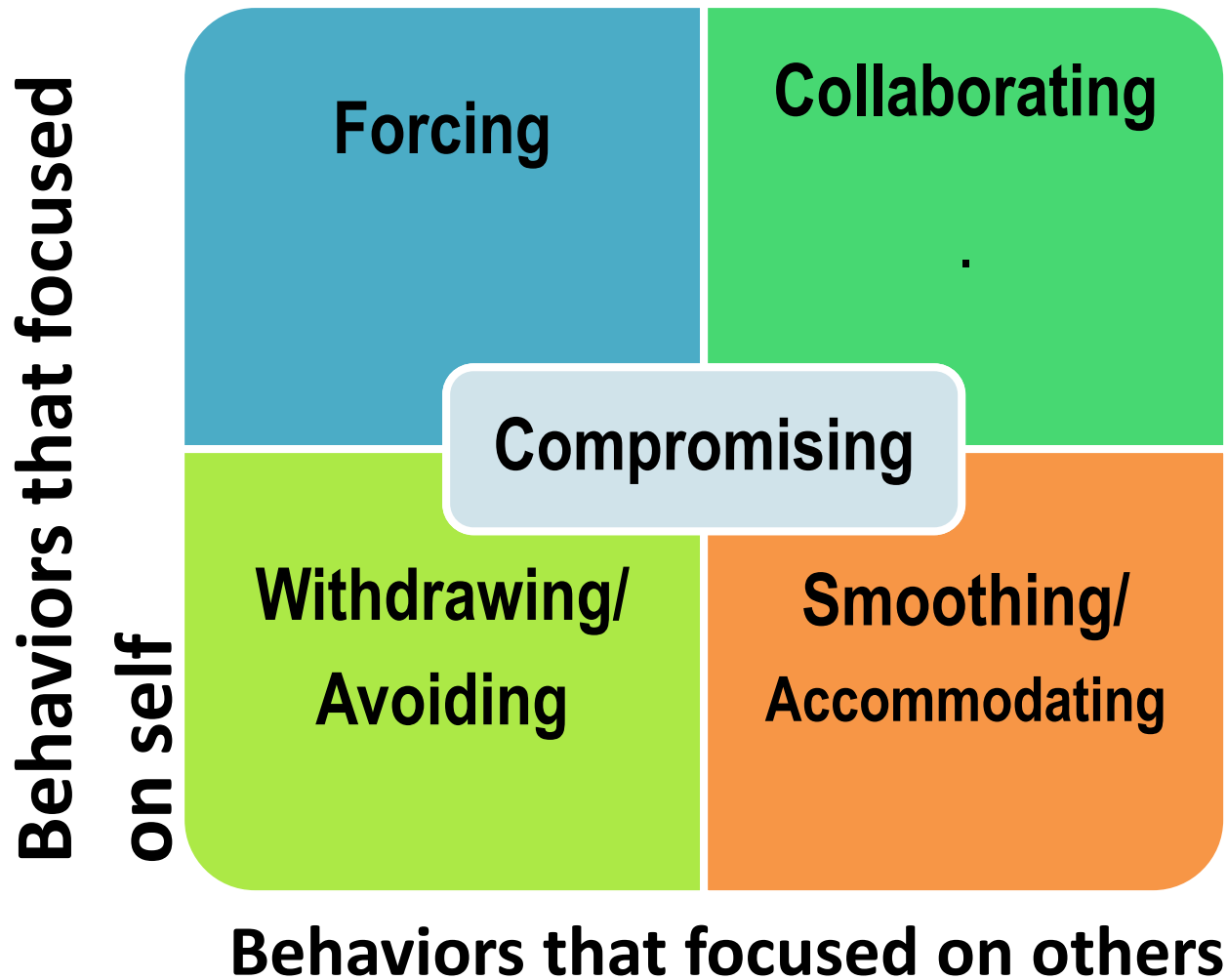






**Resolve Conflict before  
the HULK comes OUT!**

# Conflict Management



# Forcing

Pushing one's viewpoint at the expense of others; Offers only win-lose solutions





# Collaborating

Incorporating multiple viewpoints and insights from differing perspectives; Leads to consensus and commitment

# Withdrawing/avoiding

Retreating from an actual or potential conflict situation



# Smoothing/accomodating

The image shows two hands in business suits. The hand on the left is pointing upwards, while the hand on the right is pointing downwards. The text is overlaid on the space between the two hands.

Emphasizing areas of agreement rather than areas of difference.



# Compromising

Searching for solution that bring some degree of satisfaction to all parties.

# Project Manager Power



FORMAL/LEGITIMATE  
REWARD  
PENALTY/COERCIVE  
EXPERT/TECHNICAL  
REFERENT



# Formal/Legitimate



Power due to  
Project  
Managers  
position

# Reward



Power stems  
from giving  
rewards

# Penalty



Power due to  
afraid of the  
power the  
Project Manager  
holds.

# Expert



comes from  
ing technical  
or project  
management  
expert.



# Referent

Power of charisma and fame.  
Make another person  
liking/respecting the Project  
Manager.



+



=



The Best Form

# Management Style



# Autocratic

Top down approach.  
The manager has power to do  
whatever she/he wants.  
Sometimes it is needed







# Democratic

Encouraging team participation in the decision making process  
Best used for people whose behavior fit with theory

# Laissez Faire



The manager is not directly involve in the work of the team.

Effective for highly skilled team

Additional slide

<http://thatpmgame.com/>

# Exercise: Conflict Management

Description	Type of Resolving
<p>"It seems that the real problem here is not a lack of communication, but a lack of knowledge of what needs to be done and when. Here is a copy of the project schedule. It should help you understand what you need to know."</p>	Confronting
<p>"Do it my way!"</p>	Forcing
<p>"Let's calm down and get the job done!"</p>	Smoothing
<p>"Let us do a little of what both of you suggest"</p>	Compromising
<p>"Let's deal with this issue next week"</p>	Withdrawal
<p>"Sandy and Amanda, both of you want this project to cause as little distraction to your departments as possible. With that in mind, I am sure we can come to an agreement on the purchase of equipment and what is best for the project."</p>	Smoothing
<p>"We have talked about new computers enough. I do not want to get the computers, and that is it!"</p>	Forcing
<p>"Sandy, you say that the project should include the purchase of new computers, and Amanda, you say that the project can use existing equipment. I suggest we perform the following test on the existing equipment to determine if it needs to be replaced."</p>	Confronting
<p>"Let's what everyone thinks, and try to reach a consensus"</p>	Collaborating

# Important Terms

- Perquisites (Perks)

Some employees ***receives special rewards*** e.g. parking spaces, corner offices, executive dining.

- Fringe Benefits

***Standard benefits*** formally given to all employees, such as insurance, education benefits and profit benefits.

# Important Terms

- Halo Effect

The assumption that *because the person is good at technical, he will be good as a project manager.*

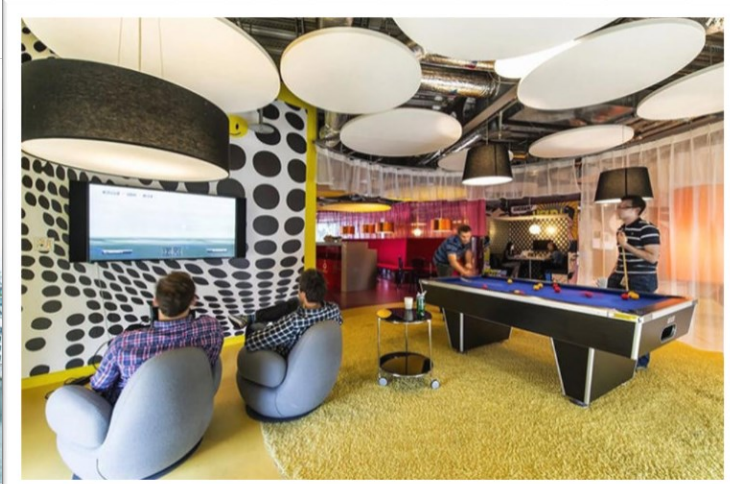
- Arbitration

A method to resolve conflict. *A neutral party hears and resolve a dispute.*

- Expectancy Theory - Victor H. Vroom

This is a motivation factor. People put in *more efforts* because they accept to be *rewarded* for their efforts.

# Life at Google



- **Google**, the winner of Fortune's 100 Best Companies award in 2007, 2008, and 2012
- provides employees with free gourmet meals and doctors on site, a swimming spa and corporate gym, beach volleyball, Foosball, video games, pool tables, ping-pong, roller hockey, and weekly Thank Goodness It's Friday (TGIF) parties!

- Google built a large, outdoor sports complex in 2011 to help keep its **employees in shape.**
- A generous amount of leave for new parents—**18 weeks for mothers** and **12 weeks for fathers**—as well as **\$500 worth of “baby bonding bucks.”**
- *“Google received 75,000 applications for 6,000 jobs in 2011.6”*



Google