

Chapter 09

Project Human Resource

Management

(Chapter Summary)

People are the most important assets in organizations and on projects. Therefore, it is essential for project managers to be good human resource managers.

The major processes involved in project human resource management include developing the human resource plan, acquiring the project team, developing the project team, and managing the project team.

Psychosocial issues that affect how people work and how well they work include motivation, influence and power, and effectiveness.

Maslow developed a hierarchy of needs that suggests physiological, safety, social, esteem, and self-actualization needs motivate behavior. Once a need is satisfied, it no longer serves as a motivator.

Herzberg distinguished between motivators and hygiene factors. Hygiene factors such as larger salaries or a more attractive work environment will cause dissatisfaction if not present, but do not motivate workers to do more if present. Achievement, recognition, the work itself, responsibility, and growth are factors that contribute to work satisfaction and motivate workers.

McClelland proposed the acquired-needs theory, suggesting that an individual's needs are acquired or learned over time and shaped by their life experiences. The three types of acquired needs are a need for achievement, a need for affiliation, and a need for power.

McGregor developed Theory X and Theory Y to describe different approaches to managing workers, based on assumptions of worker motivation. Research supports the use of Theory Y, which assumes that people see work as natural and indicates that the most significant rewards are the satisfaction of esteem and self-actualization needs that work can provide. According to Ouchi's

Theory Z, workers can be trusted to do their jobs to their utmost ability, as long as management can be trusted to support them and look out for their well-being. Theory Z emphasizes things such as job rotation, broadening of skills, generalization versus specialization, and the need for continuous training of workers.

Thamhain and Wilemon identified nine influence bases available to project managers: authority, assignment, budget, promotion, money, penalty, work challenge, expertise, and friendship.

Their research found that project success is associated with project managers who use work challenge and expertise to influence workers. Project failure is associated with using too much influence by authority, money, or penalty.

Power is the potential ability to influence behavior to get people to do things they would not otherwise do. The five main types of power are coercive power, legitimate power, expert power, reward power, and referent power. Project managers can use Steven Covey's seven habits of highly effective people to help themselves and project teams become more effective. The seven habits include being proactive; beginning with the end in mind; putting first things first; thinking win/win; seeking first to understand, then to be understood; achieving synergy; and sharpening the saw. Using empathic listening is a key skill of good project managers.

Developing the human resource plan involves identifying, assigning, and documenting project roles, responsibilities, and reporting relationships. A responsibility assignment matrix (RAM), staffing management plans, resource histograms, and RACI charts are key tools for defining roles and responsibilities on projects. The main output is a human resource plan.

Acquiring the project team means getting the appropriate staff assigned to and working on the project. This is an important issue in today's competitive environment. Companies must use innovative approaches to find and retain good information technology staff.

Resource loading shows the amount of individual resources an existing schedule requires during specific time frames. Histograms show resource loading and identify over-allocation of resources.

Resource leveling is a technique for resolving resource conflicts, such as over-allocated resources, by delaying tasks. Leveled resources require less management, lower costs, produce fewer personnel and accounting problems, and often improve morale.

Two crucial skills of a good project manager are team development and team management. Teamwork helps people work more effectively to achieve project goals. Project managers can recommend individual training to improve skills related to teamwork, organize team-building activities for the entire project team and key stakeholders, and provide reward and recognition systems that encourage teamwork. Project managers can use several tools and techniques, including observation and conversation, project performance appraisals, conflict management, issue logs, and interpersonal skills to help them effectively manage their teams.

Spreadsheets and project management software such as Microsoft Project 2007 can help project managers in project human resource management. Software makes it easy to produce responsibility assignment matrixes, create resource histograms, identify over-allocated resources, level resources, and provide various views and reports related to project human resource management.

Project human resource management involves much more than using software to facilitate organizational planning and assign resources. What makes good project managers great is their ability to enable project team members to deliver the best work they possibly can on a project.

Quick Quiz

1. Which of the following is not part of project human resource management?
 - a. Resource estimating
 - b. Acquiring the project team
 - c. Developing the project team
 - d. Managing the project team
2. _____ causes people to participate in an activity for their own enjoyment.
 - a. Intrinsic motivation
 - b. Extrinsic motivation
 - c. Self motivation
 - d. Social motivation
3. At the bottom of Maslow s pyramid or hierarchy of needs are _____ needs.
 - a. self-actualization
 - b. esteem
 - c. safety
 - d. physiological
4. According to McClelland s acquired needs theory, people who desire harmonious relations with other people and need to feel accepted have a high _____ need.
 - a. social
 - b. achievement
 - c. affiliation
 - d. extrinsic
5. _____ power is based on a person s individual charisma.
 - a. Affiliation
 - b. Referent
 - c. Personality
 - d. Legitimate
6. A _____ maps the work of a project as described in the WBS to the people responsible for performing the work.
 - a. project organizational chart
 - b. work definition and assignment process
 - c. resource histogram
 - d. responsibility assignment matrix
7. A staffing management plan often includes a resource _____, which is a column chart that shows the number of resources assigned to the project over time.
 - a. chart
 - b. graph
 - c. histogram
 - d. timeline
8. What technique can you use to resolve resource conflicts by delaying tasks?
 - a. resource loading
 - b. resource leveling
 - c. critical path analysis
 - d. overallocation
9. What are the five stages in Tuckman s model of team development, in chronological order?
 - a. forming, storming, norming, performing, and adjourning
 - b. storming, forming, norming, performing, and adjourning
 - c. norming, forming, storming, performing, and adjourning
 - d. forming, storming, performing, norming, and adjourning

10. Which of the following is not a tool or technique for managing project teams?
- a. observation and conversation
 - b. project performance appraisals
 - c. issue logs
 - d. Social Styles Profile

Key Terms

Coercive power — using punishment, threats, or other negative approaches to get people to do things they do not want to do

Deputy project managers — people who fill in for project managers in their absence and assist them as needed, similar to the role of a vice president

Empathic listening — listening with the intent to understand

Expert power — using one's personal knowledge and expertise to get people to change their behavior

Extrinsic motivation — causes people to do something for a reward or to avoid a penalty

Hierarchy of needs — a pyramid structure illustrating Maslow's theory that people's behaviors are guided or motivated by a sequence of needs

Intrinsic motivation — causes people to participate in an activity for their own enjoyment

Issue log — a tool for managing project teams where the project manager documents, monitors, and tracks issues that need to be resolved in order for the project to run smoothly

Legitimate power — getting people to do things based on a position of authority

Mirroring — matching certain behaviors of the other person

Myers-Briggs Type Indicator (MBTI) — a popular tool for determining personality preferences

Organizational breakdown structure (OBS) — a specific type of organizational chart that shows which organizational units are responsible for which work items

Over-allocation — when more resources than are available are assigned to perform work at a given time

Power — the potential ability to influence behavior to get people to do things they would not otherwise do

RACI charts — charts that show Responsibility, Accountability, Consultation, and Informed roles for project stakeholders

Rapport — a relation of harmony, conformity, accord, or affinity

Referent power — getting people to do things based on an individual's personal charisma

Resource histogram — a column chart that shows the number of resources assigned to a project over time

Resource leveling — a technique for resolving resource conflicts by delaying tasks

Resource loading — the amount of individual resources an existing schedule requires during specific time periods

Responsibility assignment matrix (RAM) — a matrix that maps the work of the project as described in the WBS to the people responsible for performing the work as described in the organizational breakdown structure (OBS)

Reward power — using incentives to induce people to do things

Staffing management plan — a document that describes when and how people will be added to and taken off a project team

Subproject managers — people responsible for managing the subprojects that a large project might be broken into

Synergy — an approach where the whole is greater than the sum of the parts

Team development — building individual and group skills to enhance project performance

Tuckman model — describes five stages of team development: forming, storming, norming, performing, and adjourning