

Project Human Resource Management, PMBOK Forth Edition

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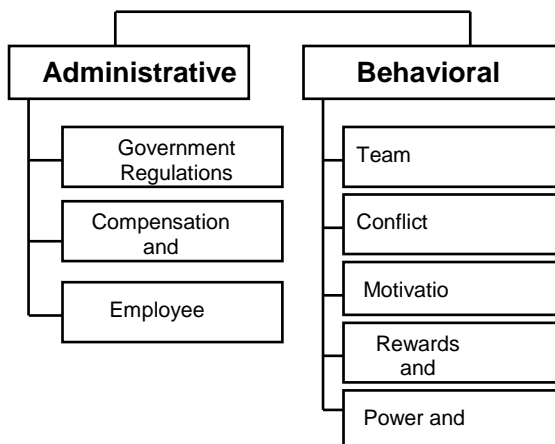
Here are some tips for your exam, but of course it is not an exhaustive list. Some project managers will have different viewpoints or opinions to those expressed here – but **PMI are marking your exam**, so the **PMBOK is always right** ☺. **Jim**

Project managers utilize resources (mainly people and equipment) to deliver the products of the project. And it is the PM's responsibility to maximize the output of the resources, for the benefit of the project.

The PM's role is integrative, i.e. the PM has to ensure that the various components of the product are created and then brought together to match the product specification. The human resources in the project team are mainly responsible for completing the work packages (defined in Scope Management, Create WBS), by engaging in the required activities (identified in Time Management, Define Activities).

If you think of the product of the project as a jigsaw puzzle; the team members are responsible for making the individual pieces, but the PM is responsible for ensuring the pieces are assembled correctly to match the picture on the box.

PM's tend to be well trained in technical skills (hard skills), but often poorly trained in people skills and social skills (soft skills), but over the years there has been a growing emphasis on the soft skills, and on team motivation, problem solving, conflict resolution and so on.



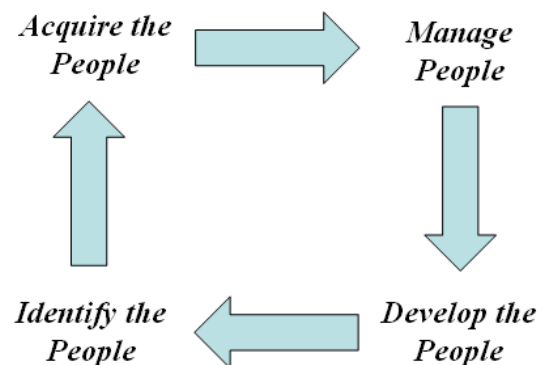
HR management may be divided into two areas - administration and behavioral management. For the exam your main focus will be on **behavior**, and so you will need to know this in detail.

Behavioral management includes: Team Building, Conflict Resolution, Power & Influence, a Rewards system and Motivation, etc.

But before project managers can do anything with "their people", they have to find them first.

The PM must be able to define the people needed for the project, obtain the people, encourage and lead them as individuals and as a team and also manage them (this includes measuring their performance and providing feedback). These processes continue throughout the life of the project, as shown in the diagram to the right.

Note too. That in HR, the PM manages three interfaces: Interpersonal, technical and organizational.



Need to understand the difference between:

- **Role** – this is a **job title** or label (e.g. Business Analyst, Project Manager)
- **Responsibility** - What **decisions** someone is responsible for. Responsibilities are lists of duties.
- **Competency** – the **skills** required to perform the responsibility
- **Authority** – the **right** to make decisions and to apply organizational resources to the work of the project.

The PM has overall responsibility for the project, and team members have roles within the project.

In order for PM's to be responsible for the success (or failure) of the project, they must have some form of power over the project team.

Powers that Project managers can have.

Legitimate (Formal)	Project manager is formally assigned to the project manager role, and so has backing of senior management. “I have been given this position by senior management. I take all the blame so I will be making the decisions”.
Reward	Project manager can reward the project team members. This does not have to be with money , it may be permitting someone to perform a task that they really want do to, if letting someone start /leave early one day per week for family duties, or moving someone to a preferred workstation. “I know you really want to do this section of the Web site – well, as your quality has really improved this month I’m going to let you do it”
Coercive (Penalty)	Project manager can punish the project team members. “For the next project phase the team is going to Fiji, but if you don’t pull your socks up I’ve got a PM who’s desperate for help on a struggling project in Perth”
Expert	Project manager is an expert with the project’s main technology, so people trust the PM’s advice and instructions. “The PM has written three books on these systems, she obviously knows the best way forward.
Referent	When the PM holds this type of power it is because the team members want to be like the PM. The PM has a particular charisma that attracts others. This is the type of power that some political leaders, religious leaders, pop stars and actors have. People will often perform in ways outside there norm, in these situations. “If your quality picks up to the agreed level then we can work more closely on this task.”

Result of using each type of power

Type of power	Team member Response		
	Commitment	Compliance	Resistance
Legitimate	Possible	Likely	Possible
Reward	Possible	Likely	Possible
Coercive	Possible	Possible	Likely
Expert	Likely	Possible	Possible
Referent	Likely	Possible	Possible

There are five main organizational theories; you can expect at least 2 in the exam:

These are in the exam because they are necessary for gaining cooperation from the team, and for encouraging and building the team.

1. McGregor's Theory of X and Y

X manager says, "People are lazy and don't want to work."

Y manager says, "People are self-motivated and want to achieve."

McGregor says you get what you expect from people (self-fulfilling prophesy)

2. Ouchi's Theory Z

Workers and management cooperate for the good of the organization (win-win).

To recall these theories remember "bad, good, better" (X, Y, Z)

3. Expectancy Theory

There are two parts to this theory. Firstly, people expect to be rewarded for their effort. Secondly, if you can instil an expectancy into someone then they will aspire to achieve it. E.g. if you encourage someone to believe that they are exceptional in some area, and treat them as if they are, they will start to become exceptional.

4. Maslow's Needs Hierarchy Theory

Maslow suggested a hierarchy of human needs and said the each lower need must be (essentially) met before moving to the next higher level, ultimately arriving and self-actualisation. Maslow's theory was not derived empirically (i.e. by research) and has been proved to be wrong in practice.

5. Herzberg's Motivation Theory

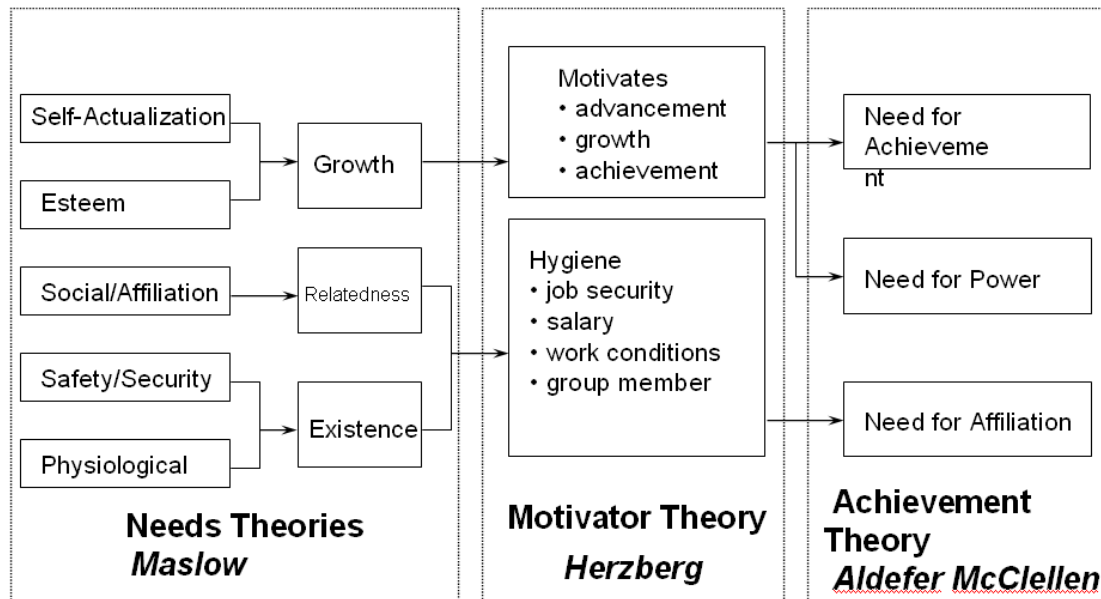
People have two sets of needs – motivators, and hygiene factors.

Having their hygiene factors met does not motivate people, but the absence of hygiene factors demotivates and reduces performance. The motivators do motivate, but only if the hygiene factors are maintained.

6. Aldefer / McClellan

People have a need for Achievement, Power and Affiliation, simultaneously and in differing quantities.

Content Theories



- The First three theories (McGregor, Ouchi and Expectancy) are **Process Theories** (they explore how **personal** factors interact and influence each other to produce behaviors)
- The others (Maslow, Hertzberg and Aldelfer / McClellan) are **Content Theories** (they try to find a link between **intrinsic** factors and certain behaviors)

Conflicts and disagreements in a project come mainly from the following (listed in order). Learn these and their solutions:

1. Schedules
 2. Priorities
 3. Resources
 4. Technical beliefs *
 5. Administrative policies and procedures
 6. Project costs
 7. Personalities – **note this is in last position, see “Other tips” below**
- The first three account for 50% of all project conflicts

* **Memorise the first four for the exam.**

These conflicts may be solved by:

Method	Style	Example/Description
Problem solving (Confronting)	Integrative	“If we work on this together, we can find the best solution.” PMI consider this to be the best method of dealing with problems. “Confronting” refers to confronting the problem – not the people.
Forcing	Win-lose	“I’m the boss, you’ll do as I say, or leave the project.”
Compromising	Compromise	“We just each need a little give and take here”

Smoothing	Yield-lose	<p><i>“Let’s not worry about this too much. I know you feel your complaints are valid, but when you look at it you both have a lot of common ground.”</i></p> <p>The method focuses on the similarity between the parties, rather than on their differences.</p>
Withdrawal	Lose-leave	<p><i>“Do whatever you like; I really don’t care as long as it gets done!”</i></p>

- Problem Solving (Confronting), forcing and compromising provide solutions, and of these three, **Problem Solving** is the preferred method.
- Smoothing and Withdrawal provide just temporary fixes at best.

For the exam (important – the following is the modern view of conflict):

- Conflict is an inevitable consequence of organisational interactions
- Conflict is not always bad, it can be beneficial
- Conflict is inevitable in projects because of the conflicting needs of many stakeholders
- Conflict is inevitable because the PM doesn’t have absolute power
- Conflict is inevitable because the PM usually has to negotiate with line managers for resources
- Remember that the PM should be proactive – looking for conflicts that need to be resolved before they become a big issue. BUT the PM may not be the one who solves the problem*
- Conflict is resolved though identifying the root cause
- Conflict is resolved by person involved and immediate manager

*** Tips on conflict resolution:**

When you get a question about conflict resolution, ask yourself “Who has authority over the situation?” and “How will the customer be served best?”

The PM should not try to resolve directly unless:

- The PM has authority over the situation (if you don’t, then it should be solved by the functional (line) manager, senior manager) or
- It’s a Professional Responsibility breach (eg ethics, breaking the law, policies)

RAM - Responsibility Assignment Matrix, links the WBS tasks to the people or groups who will do them. Also called a "RACI" chart (not Iraqi), because it indicates responsibilities by using the letter R, A, C or I (for Responsible, Accountable, Consult or Inform).

A **Matrix-based chart** looks somewhat similar but links people to the WBS tasks, using time instead of responsibility.

For the exam – when asked to compare these two – RAM does not show time, and Matrix-based does not show responsibilities.

In a **functional** organisation, the PM has no authority.

In a **weak matrix** organisation, the PM is weaker than the line managers.

In a **strong matrix** organisation, the PM is stronger than the line managers.

In a **Projectized** organisation, the PM is god.

A **tight matrix** (aka **War Room**), is where all team members are located in one room or office, throughout the project.

How to fail this exam in one easy step

I have heard it said that many people believe they have failed the exam through simply not understanding the role of the project manger.

How to avoid this trap

Learn the project manager's role! 😊

Essentially, the project manager:

- Is assigned the role as early as possible, and certainly no later than Project Charter stage.
- Is in charge of the project but not necessarily the resources (consider a matrix organisation, “your” resources actually belong to functional managers).
- Must be given the necessary powers to successfully complete the project.
- Does not have to be an expert in the project's main technology (it doesn't matter what you think – PMBOK is right during the exam).
- Must be able to solve problems with scope, quality, time, resources etc
- Is the only person that can bring together all of the project component into a single entity to satisfy the stakeholders
- Maintains control over the project by measuring performance and taking corrective action where necessary.
- Leads and directs the project planning
- Assists the stakeholders (including the project team) during project execution
- Is proactive
- Must have the authority to stop actions or processes as required.
- Accountable for project failures
- Understands professional responsibility (do you? Revise the notes from Session 1 and read the PMI sheet again)
- Initiates team building early in the project, Incorporates team building activities into all project activities and attends to team building throughout the life of the project.
- Is responsible for enhancing the ability of stakeholders to contribute as individuals as well as enhance the ability of the team to perform as a team.

Other tips

Part of the PM's job is to assign resources at the scheduled times – don't let line managers dump resources on you when you're not ready for them, sometimes they do this because they don't have enough work to keep their staff busy. And of course if the resources are in your team then they will be paid from the project budget instead of the line manager's budget.

Check your project constraints; if a union is listed here then it becomes a stakeholder. And if your organisation has recruitment policies they should be listed in the constraints.

In the Conflicts and Disagreements above, note that “Personalities” is rated last not first – this will probably appear in the exam.

The WBS is a team building tool (**this is a likely question**) because the team collaborate strongly to create it, and also they can see the whole project at a glance, and where they fit it. It can be used to show the importance of “their” project and responsibilities to others. It can be used to help in the induction process of new team members.

Learn PM leadership styles. Studies suggest that as the PM is the one with the greatest oversight at the beginning of the project then they should initially provide considerable direction, but then during execution, the management style should change to coaching, facilitating and supporting.

When a problem arises, consulting with the project team is not always the best first option. The PM should have the best overview and can often deal with problems simply. And the PM gets blamed for bad decisions.

PS I’ve made every effort to get this right to help you in your exam – but if I’ve missed something please let me know.

Regards, Jim