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## XAC08-6 Professional Project Management

*This Lecture:*

You, Me and Others  
Human Resources  
Week 07  
23 March 2006  
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## Roles and Responsibilities

- **Project Sponsor**
  - ♦ the one with the money
- **Senior Management**
  - ♦ e.g. priorities between projects, project charter
- **Team**
  - ♦ Does Planning and Execution
- **Functional Manager:**
  - ♦ “owns” resources (IT, marketing, etc.)
- **Project Manager**
  - ♦ The individual responsible for the project
- **Other Stakeholders**
  - ♦ Customer, external experts, ...

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## Organizational Culture and Structure Functional Manager (FM) vs. Project Manager (PM)

- **Functional organization (hierarchical model)**
  - ♦ PM and FM must coordinate needs regarding resources
- **Matrix organization**
  - ♦ Shared direction of work
- **Projectized organization**
  - ♦ Direction of work is by PM

• **Consider:**

- ♦ Level of authority
- ♦ Communication methods
- ♦ Staff management techniques

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## Organization Models and Project Manager's Role

	Level of authority	Communication methods	Staff management techniques
Functional (hierarchical)	Low	Horizontal flow of information is difficult	Well defined
Matrix organization	Medium	Good information flow	May become problematic (two bosses)
Projectized organisation	High	Excellent conditions	Demanding (uncertainty of “after the project”)

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## PRINCE2® Management Structure

```

graph TD
    CM[Corporate Management] --> PB[Project Board]
    subgraph PB
        SUE[Senior User, Executive, Senior Supplier]
    end
    PB --- PA[Project Assurance]
    PA --- PM[Project Manager]
    PM --- TMS[Team Manager(s)]
    TMS --- PSO[Project Support Office]
  
```

Project Board  
consisting of:  
Senior User, Executive, Senior Supplier  
supported by:  
Project Assurance

Project Manager

Team Manager(s)

Project Support Office

• see for details, e.g. <http://www.spoce.com/PRINCE2%20P2Introduction.htm>

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## PMBOK® - Human Resources


- In the knowledge area of Human Resource Management the following processes are included:
  - ♦ **Human Resource Planning:** Identifying and documenting project roles, responsibilities and reporting relationships, as well as create the staffing management plan
  - ♦ **Acquire Project Team:** Obtaining the human resources needed to complete the project.
  - ♦ **Develop Project Team:** Developing individual and group competencies to enhance project performance
  - ♦ **Manage Project Team:** Tracking individual and team performance, provide feedback, resolve issues and coordinate changes to enhance project performance.

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## Responsibility Assignment Matrix

- Start with WBS and apply people to tasks.
- Various formats exist to document team member roles and responsibilities, the most common form is the
  - ♦ **Responsibility Assignment Matrix**
    - For example (from <http://www.cvr-it.com>, also on Blackboard) click below:

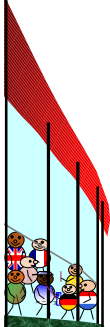


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## What to do with the Team?

- Understand cultural diversity
- Motivate
- Develop

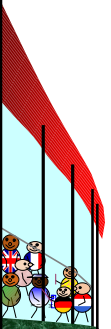


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## Hofstede's Cultural Dimensions

- Geert Hofstede describes culture by five dimensions:
  - ♦ Power Distance Index (PDI)
  - ♦ Individualism (IDV)
  - ♦ Masculinity (MAS)
  - ♦ Uncertainty Avoidance Index (UAI)
  - ♦ Long-Term Orientation (LTO)
- Details: <http://www.geert-hofstede.com/>
- Apply Hofstede to individuals:
  - ♦ Project teams may suffer from cultural tensions.
  - ♦ Culture is **not** ethnic origin!

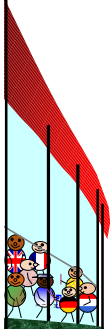


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## Motivation – How to Motivate People?

- Intrinsic vs. Extrinsic Motivation
  - ♦ Doing something for enjoyment vs. doing something for a reward.
- Maslow's Hierarchy of Needs (1950)
  - ♦ physiological, safety, social, esteem, self-actualization
- Herzberg's Motivation-Hygiene Theory (1966)
  - ♦ motivational factors (e.g. recognition) vs. hygiene factors (e.g. salary)
- McGregor's Theory X and Theory Y (1960)
  - ♦ Theory X: People dislike and avoid work
  - ♦ Theory Y: Work is natural (as play or rest)
- Well documented on the Internet, see Blackboard (Learning Resources) for details.

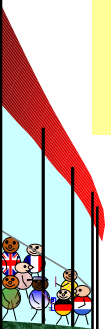


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## Develop Project Team (PMBOK® process 27 in file ito.ppt)

- Two objectives:
  - ♦ Improve the **skills of individual team members** in order to increase their ability to complete project activities.
  - ♦ Improve feelings of **trust and cohesiveness among team members** in order to raise productivity through greater teamwork.
- Tools & Techniques
  - ♦ General management skills
  - ♦ Training
  - ♦ Team-building activities
  - ♦ Ground rules
  - ♦ Co-location
  - ♦ Recognition and rewards

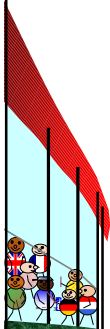


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## Develop Project Team Tools & Techniques (1)

- General Management Skills
  - ♦ Soft skills (e.g. ability to solve conflicts).
  - ♦ Disciplinary actions.
- Training
  - ♦ E.g. classroom, online, computer-based, on-the-job training from another project team member, mentoring, and coaching.
  - ♦ Note that developing skills is part of the project work.



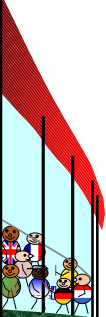
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## Develop Project Team Tools & Techniques (2)

- **Team-Building Activities**
  - ♦ Vary from a five-minute agenda item in a status review meeting to an off-site, professionally facilitated experience designed to improve interpersonal relationships.
  - ♦ Build trust and establish good working relationships.
  - ♦ Are particularly valuable when team members operate electronically from remote locations.

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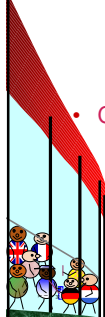


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## Develop Project Team Tools & Techniques (3)

- **Ground Rules**
  - ♦ Establish clear expectations regarding acceptable behaviour by project team members.
  - ♦ Decreases misunderstandings and increases productivity.
- **Co-Location**
  - ♦ Places team members in the same physical location.
  - ♦ Can be temporary, at strategically important times during the project.
  - ♦ May include a meeting room (with coffee machine).

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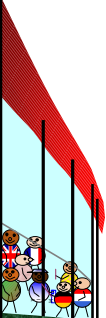


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## Develop Project Team Tools & Techniques (4)

- **Recognition and Rewards**
  - ♦ Award decisions are made during the Manage Project Team process.
  - ♦ But there are a some pitfalls:
    - Reward only desirable behaviour (e.g. do not reward work overtime when this is result of poor planning).
    - Win-lose rewards ("team member of the month") can spoil team cohesiveness.
    - Cultural differences, e.g. team rewards in a highly individualistic context may be difficult

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## Summary

- There are many different roles in a Project
- Responsibility Assignment Matrix for Planning
- Team Development:
  - ♦ Culture, Motivation, Coherence, Skills

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