

MBA CLASS 4

Subject Profile: PROJECT MANAGEMENT

Session 4



PROJECT HUMAN RESOURCES MANAGEMENT

On completion of this Session, you will be able to:

1. Project human resources planning
2. Building project team
3. Human resources management measures and techniques

ACTIVITIES:

- **Lecturing**
- **Reading for comprehensive:**
- **Group discussion:** Skill requirements and team building
- **Presentation:** Project organization chart and team for the new project
- **Home exercise:** Cost estimates for the new project.
- **Assessment:** Self-assessment

LEARNING TOOLS

- PMBOK Guide
- Lecture notes
- Assignment material

1. Project human resource planning

1.1. Project Human Resources Management

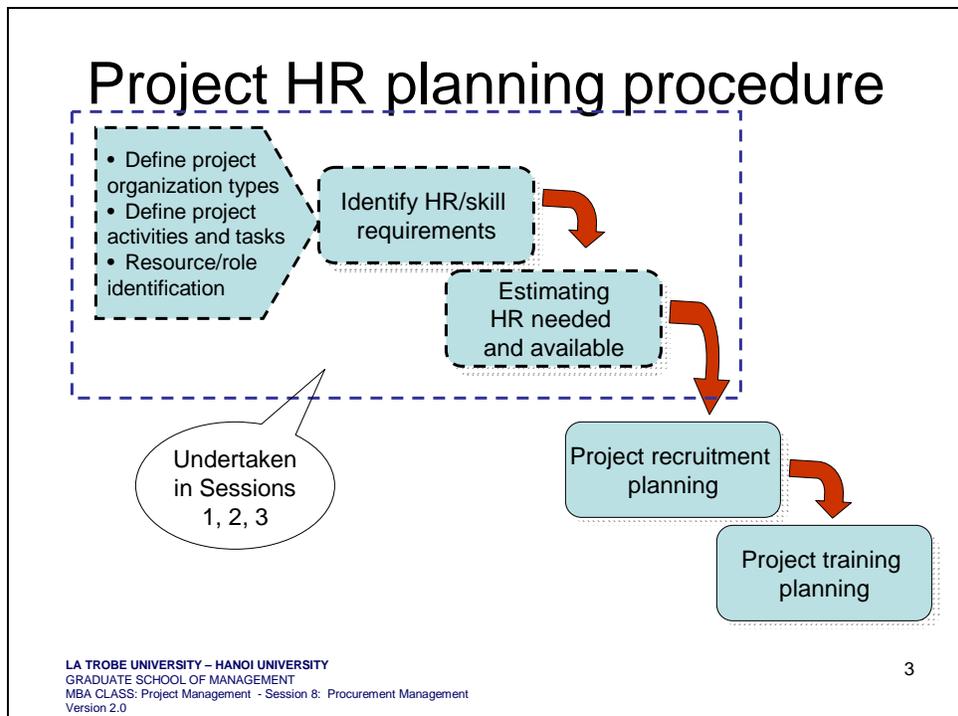
Project Human Resources Management

- Project Human Resources Management involves building a united project team in order to ensure that it is best placed to meet the project objectives
- The process includes planning resource, recruitment, training and development.

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1.2. Project HR planning procedure



1.3. Skill requirement of project teams

Skills of project team

- Administration
- Planning
- Financial
- Quality assurance
- R&D
- Contractual
- Legal Assistance
- Software development

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1.4. Assignment brief

Assignment brief

- Role overview
- The expected assignment outcomes
- Task guidelines
- Special instructions for project
- Project controls: Key tools for communicate progress
- Reference sources

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1.5. Responsibility assignment matrix

Activity/task	Prime	Assist	Consult	Review	Signoff
Prepare bidding document	Procurement expert	Business analysis	Business manager	Project manager	Project manager
...

1.6. Project skill matrix

Name	PROJECT SKILLS					
	Microsoft Office			Quality Assurance		
	Req	Held	TrN	Req	Held	TrN
Nguyen	x	x		x		x
Tran	x		x		x	
...

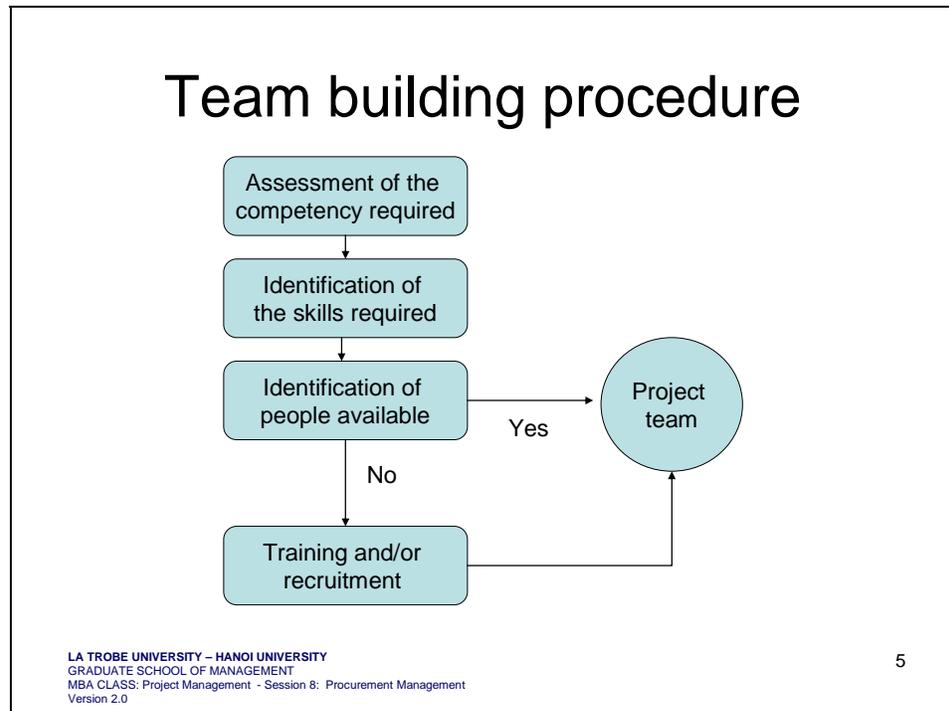
Req - Skill required for project

Held -Skill held

TrN - Training required

2. Building Project team

2.1. Team building procedure



2.2. Team member selection requirements



2.3. Project staff recruitment mechanisms and tools

Project staff recruitment mechanisms and tools

- **Negotiation:** Project manager needs to negotiate with the candidates of key project positions.
- **Procurement:** When the project lacks the in-house staff
- **Pre-assignment:** particular persons, staff assignments are defined within the project charter.

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2.4. 5 Elements of the project recruitment interview

5 Elements of the project recruitment interview

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2.5. Project staff recruitment deliverables

Project staff recruitment deliverables

- Project staff assign: Full-time, part time, or based on the needs of the project
- Project team list: project team members, stakeholders with names, location, role, contact (phone, fax, email etc.)

2.6. Project team building

Project team building

- The objective of project team building is to increase the contribution of individuals and groups of the team to fulfill effectively project activities/tasks

Project Team building requirement

- Project staff
- Project plan
- Resource plan
- Performance reviews
- External feedback

3. HR management measures and techniques

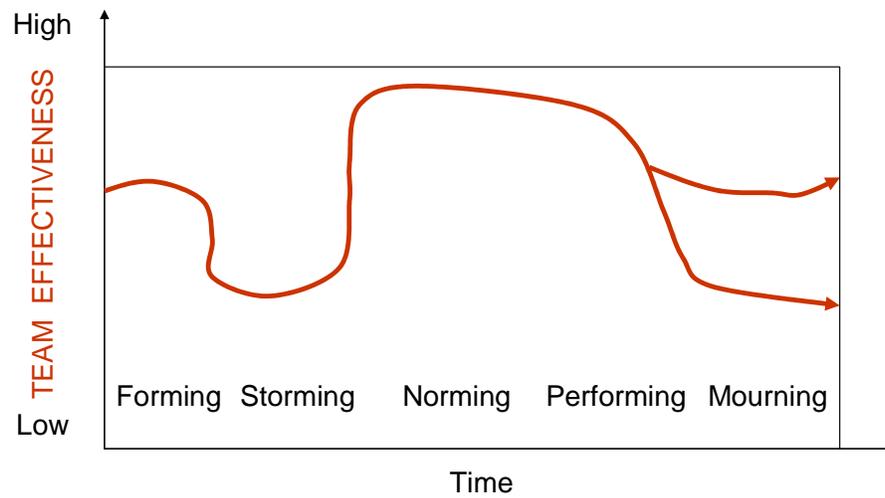
3.1. People on project team

People on project team

- Purpose
- Proactivity
- Performance bonuses/profit sharing
- Progression
- Profession and personal recognition

3.2. Stages in forming a team identity

Stages in forming a team identity



3.3. Project manager’s responsibilities and challenges – CHECK LIST

Project manager’s responsibilities and challenges CHECK LIST in working with project teams

No.	CHECKING ITEMS	✓
	Planning and preparation	
1	Integrating individuals with diverse skills and attitudes into a unified work group with a unified focus.	
2	Directing multifunctional work teams across organizational lines with little formal authority.	
3	Fostering a professionally stimulating work environment – with people motivated to work effectively towards established objectives.	
4	Building lines of communication amongst task teams, as well as, to senior management and project sponsor customer.	
5	Keeping senior management involved, informed, interested and supportive.	
6	Sustaining high level individuals efforts and commitment to established objectives.	
7	Providing or influencing equitable and fair rewards across the project team.	
8	Building the specific skills needed in the task team.	
9	Facilitating team decision making.	
10	Providing overall project leadership in an often loosely structured, temporary team environment.	
11	Managing people who belong to two teams - dual role	

This list can be added to.

Source: ACPM