

Target: PMP® Certification





Project Resource Management

27	PLAN RESOURCE MANAGEMENT		
28	ESTIMATE ACTIVITY RESOURCES		
29	ACQUIRE RESOURCES		
30	DEVELOP TEAM		
31	MANAGE TEAM		
32	CONTROL RESOURCES		



Project Resource Management

*** Project Resource Management.** Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. These processes help ensure that the right resources will be available to the project manager and project team at the right time and place.



Project Resource Management

Managing and leading the project team includes, but is not limited to:

- **Influencing the project team.** The project manager needs to be aware of and influence, when possible, human resource factors that may impact the project. These factors includes:
 - team environment,
 - geographical locations of team members,
 - communications among stakeholders,
 - internal and external politics,
 - cultural issues,
 - organizational uniqueness, and
 - others factors that may alter project performance.
- **Professional and ethical behavior.** The project management team should be aware of, subscribe to, and ensure that all team members follow professional and ethical behavior.

27**PLAN RESOURCE MANAGEMENT**

* **Plan Resource Management.** The process of defining how to estimate, acquire, manage, and utilize physical and team resources.

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PLAN RESOURCE MANAGEMENT



INPUTS

- » Project charter
- » Project management plan
 - Quality management plan
 - Scope baseline
- » Project documents
 - Project schedule
 - Requirements documentation
 - Risk register
 - Stakeholder register
- » Enterprise Environment Factors
- » Organizational Process Assets

TOOLS & TECHNIQUES

- ✓ Expert judgment
- ✓ Data representation
 - Hierarchical charts
 - Responsibility assignment matrix
 - Text-oriented formats
- ✓ Organizational theory
- ✓ Meetings

OUTPUTS

- Resource management plan »
- Team charter »
- Project documents »
 - Assumption log
 - Risk register

27**PLAN RESOURCE MANAGEMENT****TOOLS & TECHNIQUES**

✓ **Organization charts and position descriptions**

- Hierarchical-type charts: OBS, RBS
- Matrix-based charts: RAM. An example of RAM is RACI
- Text-oriented formats: Job description

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PLAN RESOURCE MANAGEMENT



TOOLS & TECHNIQUES

✓ Networking

*** Networking.** Establishing connections and relationships with other people from the same or other organizations.

How: proactive correspondence, luncheon meetings, informal conversations including meetings and events, trade conferences, and symposia

When: at the beginning of the project, during project and after project ends.

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PLAN RESOURCE MANAGEMENT



TOOLS & TECHNIQUES

✓ Organizational theory

“Organizational theory provides information regarding the way in which people, teams, and organizational units behave. Effective use of common themes identified in organizational theory can shorten the amount of time, cost, and effort needed to create the Human Resource Management Plan.”

There are more organizational theories, concepts and models that may be considered. Some of them are:

- **Bureaucracy theory** - Max Weber
- **Scientific management** – Frederick W. Taylor
- **Hawthorne Effect** – Elton Mayo
- **Situational leadership** - Paul Hersey and Ken Blanchard

27**PLAN RESOURCE MANAGEMENT****TOOLS & TECHNIQUES**✓ **Expert judgment**

Expert judgment may be used to:

- List the preliminary requirements for the required skills;
- Assess the roles required for the project based on standardized role descriptions within the organization;
- Determine the preliminary effort level and number of resources needed to meet project objectives;
- Determine reporting relationships needed based on the organizational culture;
- Provide guidelines on lead time required for staffing, based on lessons learned and market conditions;
- Identify risks associated with staff acquisition, retention, and release plans; and
- Identify and recommend programs for complying with applicable government and union contracts.

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PLAN RESOURCE MANAGEMENT



OUTPUTS

Resource
management plan »

* **Resource Management Plan.** A component of the project management plan that describes how project resources are acquired, allocated, monitored, and controlled.

Resource Management Plan may include but is not limited to:

- Identification of resources. Methods for identifying and quantifying team and physical resources needed.
- Acquiring resources. Guidance on how to acquire team and physical resources for the project.
- Roles and responsibilities
- Project organization charts
- Project team resource management
- Training
- Team development
- Resource control
- Recognition plan

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PLAN RESOURCE MANAGEMENT



OUTPUTS

Resource
management plan »

Roles and responsibilities. The following should be addressed:

- **“Role.** The function assumed by or assigned to a person in the project. Examples of project roles are civil engineer, business analyst, and testing coordinator. Role clarity concerning authority, responsibilities, and boundaries should also be documented.
- **Authority.** The right to apply project resources, make decisions, sign approvals, accept deliverables, and influence others to carry out the work of the project. Examples of decisions that need clear authority include the selection of a method for completing an activity, quality acceptance, and how to respond to project variances. Team members operate best when their individual levels of authority match their individual responsibilities.
- **Responsibility.** The assigned duties and work that a project team member is expected to perform in order to complete the project’s activities.
- **Competency.** The skill and capacity required to complete assigned activities within the project constraints. If project team members do not possess required competencies, performance can be jeopardized. When such mismatches are identified, proactive responses such as training, hiring, schedule changes, or scope changes are initiated.”

27**PLAN RESOURCE MANAGEMENT****OUTPUTS****Team Charter »**

Team Charter may include but is not limited to:

- Team values
- Communication guidelines
- Decision-making criteria and process
- Conflict resolution process
- Meeting guidelines
- Team agreements

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ESTIMATE ACTIVITY RESOURCES



* **Estimate Activity Resources.** The process of estimating team resources and the type and quantities of material, equipment, and supplies necessary to perform project work.

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ESTIMATE ACTIVITY RESOURCES



INPUTS

- » Project management plan
 - Resource management plan
 - Scope baseline
- » Project documents
 - Activity attributes
 - Activity list
 - Assumption log
 - Cost estimates
 - Resource calendars
 - Risk register
- » Enterprise Environment Factors
- » Organizational Process Assets

TOOLS & TECHNIQUES

- ✓ Expert judgment
- ✓ Bottom-up estimating
- ✓ Analogous estimating
- ✓ Parametric estimating
- ✓ Data analysis
 - Alternatives analysis
- ✓ Project management information system
- ✓ Meetings

OUTPUTS

- Resource requirements »
- Basis of estimates »
- Resource breakdown structure »
- Project documents updates »
 - Activity attributes
 - Assumption log
 - Lessons learned register

28**ESTIMATE ACTIVITY RESOURCES****INPUTS**

» Risk register

For example a risk about a resource availability can lead to a different output of Estimate Activity Resources.

28**ESTIMATE ACTIVITY RESOURCES****INPUTS****» Enterprise Environment
Factors**

EEF examples:

- Resource location
- Resource availability
- Resource skills

28**ESTIMATE ACTIVITY RESOURCES****INPUTS****» Organizational Process
Assets**

OPA examples:

- Policies and procedures regarding staffing
- Policies and procedures relating to rental and purchase of supplies and equipment
- Historical information regarding types of resources used for similar work on previous projects

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ESTIMATE ACTIVITY RESOURCES



TOOLS & TECHNIQUES

✓ Alternative analysis

* **Alternative Analysis.** A technique used to evaluate identified options in order to select which options or approaches to use to execute and perform the work of the project.

- different levels of resource capability or skills
- different size or type of machines
- different tools (hand versus automated)
- make, rent or buy decisions

28**ESTIMATE ACTIVITY RESOURCES****TOOLS & TECHNIQUES****✓ Published estimating data**

In some industries there are published resource usage for different activities and unit costs for labor, material etc.

In this technique, the activity is compared to the activities for which data exists and resources of the closest comparable activity is selected from the data and used as the estimate.

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ESTIMATE ACTIVITY RESOURCES



TOOLS & TECHNIQUES

✓ Bottom-up estimating

* **Bottom-Up Estimating.** A method of estimating project duration or cost by aggregating the estimates of the lower-level components of the work breakdown structure (WBS).

- Estimates are then rolled up (aggregated).
- Used when:
 - More detail is available about the work packages.
 - More accurate estimates are needed.
 - There is time to invest in making the estimates.
- Advantage: it's very accurate and gives lower-level managers more responsibility.
- Disadvantage: May be very time consuming and can be used only after the WBS has been well-defined.

28**ESTIMATE ACTIVITY RESOURCES****TOOLS & TECHNIQUES**✓ **Project management software**

Project management software with different characteristics can be used to gather, process, store, and share activity resource estimates:

- Client – Server applications
- Standalone applications
- Cloud applications
- Mobile applications

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ESTIMATE ACTIVITY RESOURCES

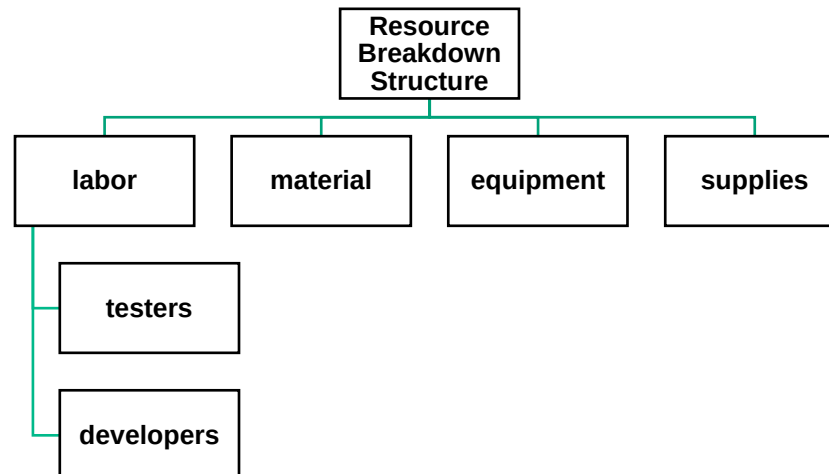


OUTPUTS

Resource breakdown
structure »

* **Resource Breakdown Structure.** A hierarchical representation of resources by category and type.

- Examples of resource categories include labor, material, equipment, and supplies
- The resource breakdown structure is useful for organizing and reporting project schedule data with resource utilization information



28**ESTIMATE ACTIVITY RESOURCES****OUTPUTS****Project documents updates »**

Project documents updates examples:

- Activity attributes
- Resource calendars
- Activity list

29**ACQUIRE RESOURCES**

*** Acquire Resources.** The process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work.

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ACQUIRE RESOURCES



INPUTS

- » Project management plan
 - Resource management plan
 - Procurement management plan
 - Cost baseline
- » Project documents
 - Project schedule
 - Resource calendars
 - Resource requirements
 - Stakeholder register
- » Enterprise Environment Factors
- » Organizational Process Assets

TOOLS & TECHNIQUES

- ✓ Decision making
 - Multicriteria decision analysis
- ✓ Interpersonal and team skills
 - Negotiation
- ✓ Pre-assignment
- ✓ Virtual teams

OUTPUTS

- Physical resource assignments »
- Project team assignments »
- Resource calendars »
- Change requests
- Project management plan updates »
 - Resource management plan
 - Cost baseline
- Project documents updates »
 - Lessons learned register
 - Project schedule
 - Resource breakdown structure
 - Resource requirements
 - Risk register
 - Stakeholder register
- Enterprise environmental factors updates »
- Organizational process assets updates »

29**ACQUIRE RESOURCES****TOOLS & TECHNIQUES**

✓ Pre-assignment

When:

- if the project is the result of specific people being identified as part of a competitive proposal
- if the project is dependent upon the expertise of particular person
- if some staff assignments are defined within the project charter

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ACQUIRE RESOURCES



TOOLS & TECHNIQUES

✓ Negotiation

With whom:

- Functional managers
- Other project management teams
- External organizations, vendors, suppliers, contractors.

The following **skills and behaviors** are useful **in negotiating** successfully:

- Analyze the situation.
- Differentiate between wants and needs, both theirs and yours.
- Focus on interests and issues rather than on positions.
- Ask high and offer low, but be realistic.
- When you make a concession, act as if you are yielding something of value, don't just give in.
- Both parties should feel as if they have won. This win-win negotiating style is preferred but not always achievable. If possible, don't let the other party leave feeling as though he or she has been taken advantage of.
- Listen attentively and communicate articulately.

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ACQUIRE RESOURCES



TOOLS & TECHNIQUES

✓ Acquisition

Hiring individual consultants

Subcontracting work to another organization

29**ACQUIRE RESOURCES****TOOLS & TECHNIQUES**✓ **Virtual teams****Advantages:**

- Form teams of people from the same organization who live in widespread geographic areas;
- Add special expertise to a project team even though the expert is not in the same geographic area;
- Incorporate employees who work from home offices;
- Form teams of people who work different shifts, hours, or days;
- Include people with mobility limitations or disabilities;
- Move forward with projects that would have been ignored due to travel expenses.

Disadvantages:

- Issues with communications and common understanding
- More money needed to be spent on technology related to communications

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ACQUIRE RESOURCES



TOOLS & TECHNIQUES

✓ Multi-criteria decision analysis

- Selection criteria are often used as a part of acquiring the project team
- By use of a multi-criteria decision analysis tool, criteria are developed and used to rate or score potential team members
- The criteria are weighted according to the relative importance of the needs within the team
 - **Availability.** Identify whether the team member is available to work on the project within the time period needed. If there are there any concerns for availability during the project timeline
 - **Cost.** Verify if the cost of adding the team member is within the prescribed budget
 - **Experience.** Verify that the team member has the relevant experience that will contribute to the project success
 - **Ability.** Verify that the team member has the competencies needed by the project
 - **Knowledge.** Consider if the team member has relevant knowledge of the customer, similar implemented projects, and nuances of the project environment.
 - **Skills.** Determine whether the member has the relevant skills to use a project tool, implementation, or training
 - **Attitude.** Determine whether the member has the ability to work with others as a cohesive team
 - **International factors.** Consider team member location, time zone and communication capabilities

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DEVELOP TEAM



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

How to achieve a high team performance:

- Open and effective communication
- Creating team building opportunities
- Developing trust among team members
- Managing conflicts in a constructive manner
- Encouraging collaborative problem solving and decision making

30**DEVELOP TEAM**

How to continually motivate the team:

- Providing challenges and opportunities
- Providing timely feedback and support as needed
- Recognizing and rewarding good performance

Motivational theories:

- McGregor's theory of X and Y
- Maslow hierarchy of needs
- Herzberg
- Ouchi's theory of Z
- Vroom's expectancy theory
- David McClelland's achievement theory
- Contingency theory
- Chris Argyris's adult personality theory

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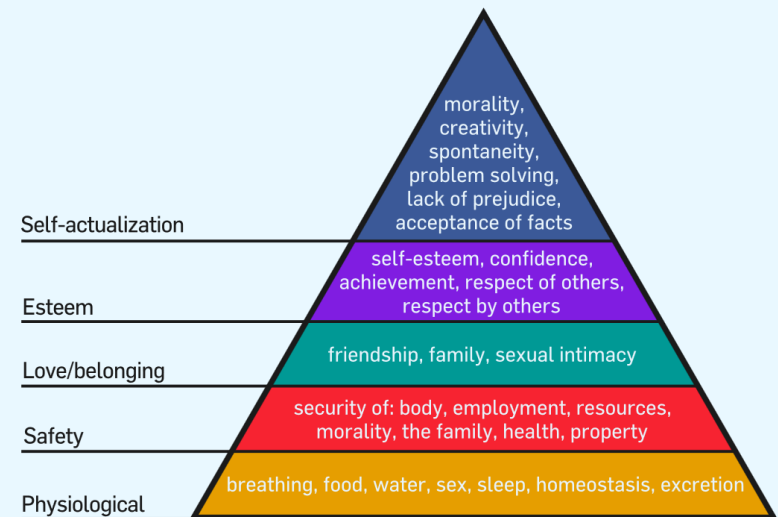
DEVELOP TEAM



McGregor's Theory of X and Y

- X:** ☹️
- People do not like work
 - Need constant supervision
 - They won't actually perform their duties
- Y:** 😊
- People are interested in their work, given the right motivation
 - People want to achieve
 - Can direct their own efforts

Maslow's hierarchy of needs

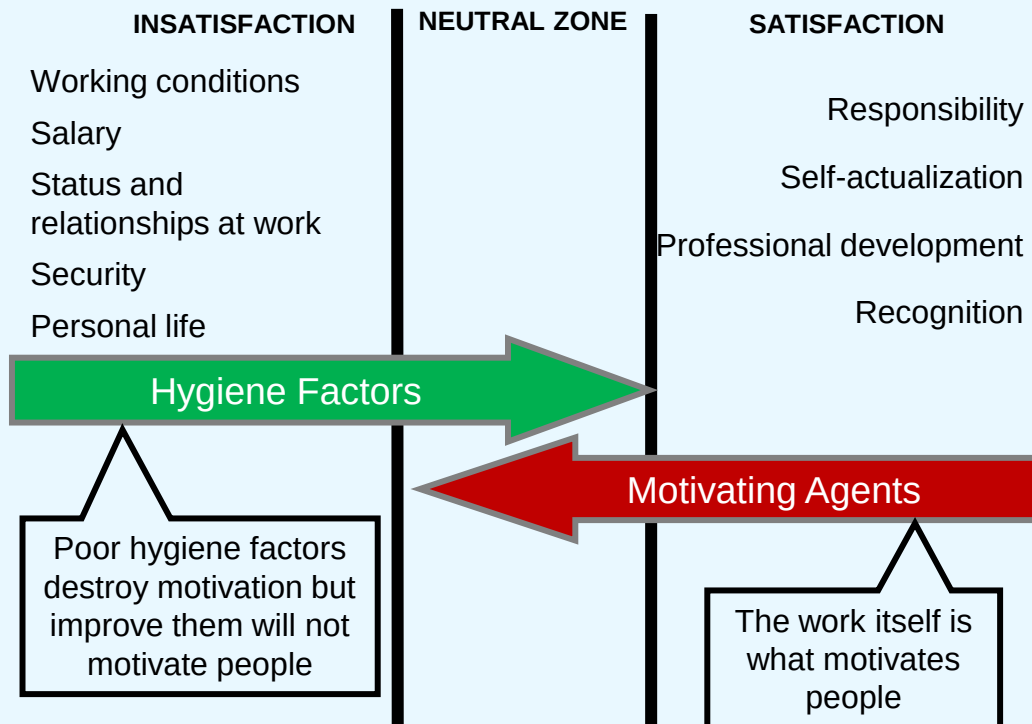


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DEVELOP TEAM



Herzberg's theory



Ouchi's theory of Z

- Focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job.
- According to Ouchi, theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction

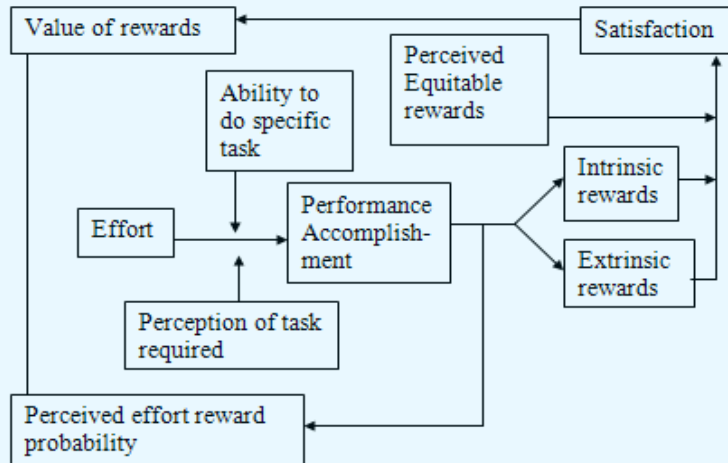
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DEVELOP TEAM



Vroom's Expectancy Theory

- The expectation of a positive outcome drives motivation
- Expectation determines behavior
- Reasonable reward for reasonable action
- People become what you expect of them



Chris Argyris's adult personality theory

- Argyris believed that managers who treat people positively and as responsible adults will achieve productivity.
- Mature workers want additional responsibilities, variety of tasks, and the ability to participate in decisions.
- He also came to the conclusion that problems with employees are the result of mature personalities managed using outdated practice

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DEVELOP TEAM



David McClelland's Achievement Theory

People are motivated by the need for:

- Achievement
- Power
- Affiliation



Contingency Theory

- A combination of Theory Y and Hygiene Theory (Herzberg)
- People are motivated to achieve levels of competency
- They will be motivated by this need even after reaching the desired level

30**DEVELOP TEAM**

Perquisites(Perks): Some employees receive special rewards, such as assigned parking spaces, corner offices, and executive dining.

Fringe benefits: these are the “standard” benefits formally given to all employees, such as health insurance, group-term life insurance coverage, educational assistance, childcare and assistance reimbursement, cafeteria plans, employee discounts, employee stock options, personal use of a company-owned vehicle

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DEVELOP TEAM



INPUTS

- » Project management plan
 - Resource management plan
- » Project documents
 - Lessons learned register
 - Project schedule
 - Project team assignments
 - Resource calendars
 - Team charter
- » Enterprise Environment Factors
- » Organizational Process Assets

TOOLS & TECHNIQUES

- ✓ Colocation
- ✓ Virtual teams
- ✓ Communication technology
- ✓ Interpersonal and team skills
 - Conflict management
 - Influencing
 - Motivation
 - Negotiation
 - Team building
- ✓ Recognition and rewards
- ✓ Training
- ✓ Individual and team assessment
- ✓ Meetings

OUTPUTS

- Team performance assessments »
- Change requests »
- Project management plan updates »
 - Resource management plan
- Project documents updates »
 - Lessons learned register
 - Project schedule
 - Project team assignments
 - Resource calendars
 - Team charter
- Enterprise environmental factors updates »
- Organizational process assets updates »

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DEVELOP TEAM



TOOLS & TECHNIQUES

✓ Interpersonal skills

* Ability to establish and maintain relationships with other people.

Also known as “**soft skills**”:

- Communication skills
- Emotional intelligence
- Conflict resolution
- Negotiation
- Influencing
- Team building
- Group facilitation

* **Emotional intelligence.** The capability to identify, assess, and manage the personal emotions of oneself and other people, as well as the collective emotions of groups of people.

30**DEVELOP TEAM****TOOLS & TECHNIQUES**✓ **Training**

It is used to improve the competency of an individual team member and can be:

- formal or informal
- in-house or external
- Classroom, online, computer-based and/or on-the-job training

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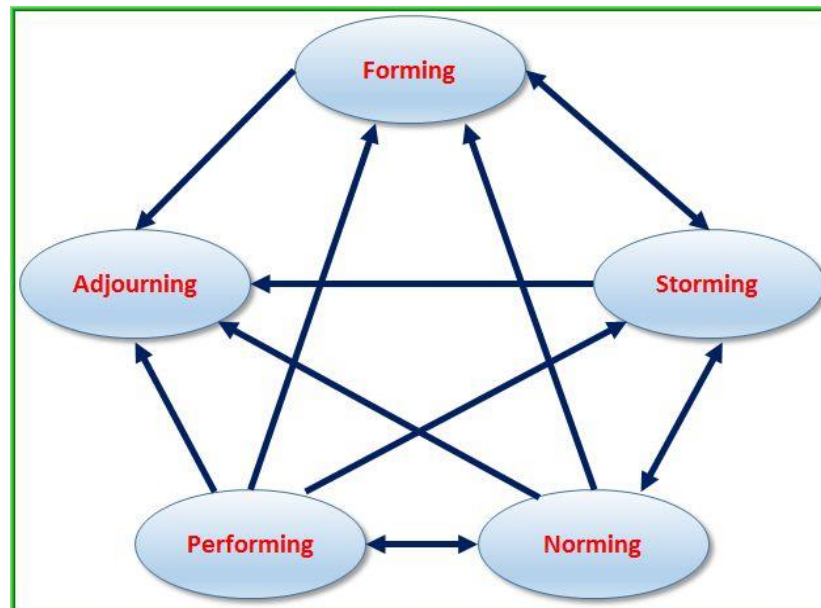
DEVELOP TEAM



TOOLS & TECHNIQUES

✓ Team-building activities

- It is used to help individual team members work together effectively.
- It is an ongoing process
- One of the models used to describe team development is the **Tuckman ladder**:



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DEVELOP TEAM



TOOLS & TECHNIQUES

✓ Team-building activities

Tuckman ladder stages:

Group development stage	Interpersonal behavioural pattern	Behaviour towards the task
Orientation and “testing” phase: Forming	Group members try to discover what type of behaviour is acceptable within the group. Allowed behavioural boundaries are established.	Orientation towards the task, identification of the task and standards they must adhere to, definition of the parameters of the task that needs to be done
Resistance to group influence and task requirements: Storming	Group members become hostile towards the others or resist forming a functional group structure. The lack of group unity is characteristic for this phase. Conflict is omnipresent.	Emotional reaction of resistance to the task requirements.
Opening towards the other members of the group: Norming	The group and group membership are accepted by the individual; the other members are accepted by the individual as they are; conflicts are avoided.	Open exchange of information regarding the task, very personal opinions regarding the task and solutions are shared with the group.
Appearance of constructive actions: Performing	Roles become flexible and focused on functionality; structural group issues have already been solved; a phase characterised by professionalism in interpersonal interactions.	Group and interpersonal interaction structure becomes an instrument for completing group tasks, group energy is directed towards the task; solutions are easily provided.
Group ending: Adjourning (added in 1977 by Tuckman & Jensen)	A phase dominated by anxiety, sadness, various feelings towards the leader and colleagues.	Performance self-assessment.

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DEVELOP TEAM



TOOLS & TECHNIQUES

✓ Ground rules

* **Ground Rules.** Expectations regarding acceptable behavior by project team members.

Setting ground rules can help mitigate conflicts or problems because everyone knows what is expected from them.

Ground rules can address:

- Meeting rules
- Dress code
- Vocabulary used
- Approaches to manage conflicts
- etc

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DEVELOP TEAM



TOOLS & TECHNIQUES

✓ Colocation

* **Colocation.** An organizational placement strategy where the project team members are physically located close to one another in order to improve communication, working relationships, and productivity.

- Also known as “**Tight matrix**”
- Colocation strategies example: **war room**

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DEVELOP TEAM



TOOLS & TECHNIQUES

✓ Recognition and rewards

- **Cultural differences** should be considered when determining recognition and rewards.
- There are more cultural theories should be aware of. For example: **Hofstede's cultural dimensions** theory.

30**DEVELOP TEAM****TOOLS & TECHNIQUES****✓ Personnel assessment tools**

There are used to understand team members including their strengths and weaknesses.
Some example of personnel assessment tools:

- The Myers-Briggs Indicator (MBTI)
- The Everything DISC profile
- The Thinking pattern profile

30**DEVELOP TEAM****OUTPUTS****Team performance
assessments »**

The objective of team performance assessment is to evaluate and enhance the team effectiveness.
The assessment can include:

- An analysis of how much the team member skills have improved
- How well the team is performing
- How the team is dealing with conflicts
- Turn-over rate

30**DEVELOP TEAM****OUTPUTS**

**Enterprise environmental
factors updates »**

Example of EEF updates:

- Employee training records
- Skills re-assessment
- Cultural change

31

MANAGE TEAM



* **Manage Team.** The process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance.

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MANAGE TEAM



INPUTS

- » Project management plan
 - Resource management plan
- » Project documents
 - Issue log
 - Lessons learned register
 - Project team assignments
 - Team charter
- » Work performance reports
- » Team performance assessments
- » Enterprise environmental factors
- » Organizational process assets

TOOLS & TECHNIQUES

- ✓ Interpersonal and team skills
 - Conflict management
 - Decision making
 - Emotional intelligence
 - Influencing
 - Leadership
- ✓ Project management information system

OUTPUTS

- Change requests »
- Project management plan updates »
 - Resource management plan
 - Schedule baseline
 - Cost baseline
- Project documents updates »
 - Issue log
 - Lessons learned register
 - Project team assignments
- Enterprise environmental factors updates »

31**MANAGE TEAM****TOOLS & TECHNIQUES****✓ Observation and conversation**

- Managing by walking around, watching and talking to people
- Face-to-face but also paying attention especially for virtual teams to the tone of emails and phone conversations

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MANAGE TEAM



TOOLS & TECHNIQUES

✓ Project performance appraisals

- The goal of the project performance appraisals is to improve the performance through:
 - Communication
 - Constructive feedback
 - Clarifying the responsibilities
 - Discovering of unknown issues
 - Developing individual training plans
 - Establishing specific goals for the future
- It is owned either by project manager or functional manager (however the project manager should provide inputs)

T&T	Process	Focus
Team performance assessment	Develop Project Team	On Team performance as a whole
Project performance appraisals	Manage Project Team	On Individual performance

31**MANAGE TEAM****TOOLS & TECHNIQUES****✓ Conflict management**

- Sources of conflict, ordered by frequency:
 1. Schedules
 2. Project priorities
 3. Manpower resources
 4. Procedures
 5. Technical opinions
 6. Cost systems
 7. Personality conflicts
- Project team members are initially responsible for conflict resolution

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MANAGE TEAM



TOOLS & TECHNIQUES

✓ Conflict management

- “Factors that influence conflict resolution methods include:
 - Relative importance and intensity of the conflict
 - Time pressure for resolving the conflict
 - Position taken by persons involved
 - Motivation to resolve conflict on a long-term or a short-term basis
 - Project team members are initially responsible for conflict resolution
- Conflict resolution methods:
 - **Withdraw/Avoid.** Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.
 - **Smooth/Accommodate.** Emphasizing areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony and relationships.
 - **Compromise/Reconcile.** Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict.
 - **Force/Direct.** Pushing one's viewpoint at the expense of others; offering only win-lose solutions, usually enforced through a power position to resolve an emergency.
 - **Collaborate/Problem Solve.** Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue that typically leads to consensus and commitment.”

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MANAGE TEAM



TOOLS & TECHNIQUES

✓ Interpersonal skills

Interpersonal skills examples used to effectively manage the team:

- Leadership
- Influencing
- Effective decision making. Major decision styles:
 - Command
 - Consultation
 - Consensus
 - Coin flip (random)

Powers the Project Manager may use:

- **Formal** - Based on the position
- **Reward** - Giving rewards
- **Penalty** - Apply coercive actions
- **Expert** - Based on the technical or project management expertise
- **Referent** – Come from another person who respect, admire or like the project manager

31**MANAGE TEAM****OUTPUTS**

Enterprise environmental
factors updates »

Example of EEF updates:

- Input to organizational performance appraisals
- Personnel skill updates
- Cultural change

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CONTROL RESOURCES



* **Control Resources.** The process of ensuring that the physical resources assigned and allocated to the project are available as planned, as well as monitoring the planned versus actual use of resources, and performing corrective action as necessary.

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CONTROL RESOURCES



INPUTS

- » Project management plan
 - Resource management plan
- » Project documents
 - Issue log
 - Lessons learned register
 - Physical resource assignments
 - Project schedule
 - Resource breakdown structure
 - Resource requirements
 - Risk register
- » Work performance data
- » Agreements
- » Organizational process assets

TOOLS & TECHNIQUES

- ✓ Data analysis
 - Alternatives analysis
 - Cost-benefit analysis
 - Performance reviews
 - Trend analysis
- ✓ Problem solving
- ✓ Interpersonal and team skills
 - Negotiation
 - Influencing
- ✓ Project management information system

OUTPUTS

- Work performance information »
- Change requests »
- Project management plan updates »
 - Resource management plan
 - Schedule baseline
 - Cost baseline
- Project documents updates »
 - Assumption log
 - Issue log
 - Lessons learned register
 - Physical resource assignments
 - Resource breakdown structure
 - Risk register



Project Resource Management

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32	CONTROL RESOURCES		



Project Resource Management



- Bureaucracy theory - Max Weber
- Scientific management – Frederick W. Taylor
- Hawthorne Effect – Elton Mayo
- Situational leadership - Paul Hersey and Ken Blanchard
- McGregor's theory of X and Y
- Maslow hierarchy of needs
- Herzberg
- Ouchi's theory of Z
- Vroom's expectancy theory
- David McClelland's achievement theory
- Contingency theory
- Chris Argyris's adult personality theory
- Human Resource Management Plan content
- Staffing Management Plan content
- Team performance assessment
- Project performance appraisals
- Perks
- Fringe benefits
- Tuckman ladder
- Tight matrix
- War room
- Hofstede's cultural dimensions theory
- Source of conflicts
- Conflict resolution methods
- Power Sources for project managers
- EEF updates
- Interpersonal skills
- Halo effect