

Dr. Niharika

Department of applied economics and commerce, Patna University

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Email id:- nihaarika.red@gmail.com

Contact no.- 7903648114

Human resource management - building project team

In this chapter will discuss:

- **Organisational planning**
- **Selecting the staff required**
- **Building teams**

INTRODUCTION

Project human resource management involves all the processes that are required to make the most effective use of the individual associated with the project. It involves organisational planning, staff acquisition, and team building.

This chapter is split into three parts- the first part deal with planning and organisational structure, the second part deal with selecting the staff required to work on project and the final part with developing terms with the selected staff.

Planning the organisational structure includes finding, documenting and assigning roles, responsibilities and reporting relationship to individual or groups who may be a part of the organisation or maybe external to it full stop selecting the staff required to work on the project includes acquiring the required human resources. Developing team out of the selected staff includes building teams in order to enhance the performance of the selected staff both as individual and as a team.

ORGANISATIONAL PLANNING

An organisation can be defined as a group of individuals who coordinates their activities in order to accomplish a weakness and/or social objective. Organisational planning is a process of identifying, documenting, and assigning project roles, responsibilities, and reporting relationship. Choosing an appropriate organisational structure facilitates the effective implementation of an organisation plan.

The structure of an organisation is dependent on parameters like the rate of change of technology, availability of resources, the product services sold, competition and other decision making requirements. the primary objective behind developing an organisational structure is to control and direct the human and other resources that are crucial to the attainment of business objectives.

Developing an organisational structure also helps in delegating task with responsibility and accountability. A project managers choice of organisational structure depend on the nature of the project and the degree of control required for its implementation. Some of the organisational structures that a project manager can consider are:

- Traditional organisational structure
- Pure product organisational structure
- Pure project organisational structure
- Matrix organisational structure

The silent features and the advantage and disadvantage associated with each of of ever organisational structure are discussed below.

Traditional organisational structure

Traditional organisational structure is developed around the functional aspect of the organisation such as engineering, manufacturing, marketing, human resource and information system. Project in individual functional departments do not face any problem. But when different functional department have to be coordinated, the project manager may have to assign, control and monitor the work through the functional manager, because of his lack of authority in the functional department. Traditional organisational structures are almost 200 years old and have undergone many changes during this period. those changes can be attribute to the changing requirement pertaining to information, technology and the competitive environment. The increasing demands from the customers also lead to changes in the traditional organisational structure.

Advantages of the traditional organisational structure

A Traditional organisational structure helps in;

- Easy cost control and budgeting procedures
- Improving control by
 - 1) sharing knowledge and responsibility and
 - 2) grouping specialist
- Using manpower in a flexible manner
- working with a broad manpower base
- defining the lines of responsibility in an easy and understandable manner
- establishing continuity in functional disciplines, policies and procedures
- Taking up large scale production activities within the specification
- Providing a reporting structure that gives good control over people
- Establishing vertical communication channels
- Reacting quickly to situation depending on the functional managers priority.

Disadvantages of of the traditional organisation structure

Are traditional organisational structure has the following disadvantages:

- Lack of formal authority i.e., no single person is responsible for the total project

- It does not provide project oriented emphasis to achieve the tasks
- It is a complex coordinating system that consume more time in approving the decision
- There may be partiality in decision making, and the strongest functional group may be favoured
- It lacks customer focus
- It is slow in responding to customer needs
- lack of proper project oriented planning and authority that leads to difficulty in pinpointing responsibilities
- It reduces motivation and innovation
- Ideas are function oriented rather than project oriented.

Pure product organisational structure

Pure product organisational structure is developed on the basis of managing individual product as functional departments. Each individual product is assigned a product manager who has functional specialist working under him. This kind of a structure is quite common today. Pure product organisational structure is a result of divisional expansion i.e., developing a division from within a division. The basic advantage of this structure is the individual line of authority, i.e., a single individual has the authority to control the entire activity. Its narrow reporting structure helps develop a strong communication channel along with accelerated feedback.

Advantages of pure product organisational structure

- Enable strong control because of a single project authority
- Identifies unprofitable product line that can be eliminated easily
- Establishes a direct link between the product manager and the other stakeholders
- Develop strong communication channels
- Maintenance project expertise without sharing key personal
- Facilitates speedy reactions to situations
- Retains attention on customer relations
- Enables flexibility in identifying time, cost and performance trade off
- Facility simple interface management because of reduced until size
- Enhancers decision-making efficiency of senior manager

Disadvantages of pure product organisational structure

- Duplication of efforts, facilities and personal leads to prohibitive cost of maintenance in multi product organisations
- Retains personal in project longer than they are required
- Forms progress is hindered by the lack of strong functional groups and technology
- Controlling functional specialist required top level coordination
- Technology is not share among projects
- No career prospects for the project team

Pure project organisational structure

Organisations working on large and long-term projects usually adopt pure project organisational structure. This type of organisational structure contains functional departments within the individual project. In this structure, all the project team members are involved in the project on a full time basis. The team members report to the project manager directly or indirectly. This is a vertical organisational structure established to avoid conflicts and problems faced by traditional and product organisational structures. In this organisational structure, the project manager can freely access all the resources required for the project in his control.

Advantages of pure project organisational structure

- The project manager has complete authority over the project
- The project manager has the freedom to acquire the resources needed for the projects progress
- The project team reports directly to the project manager
- Project personal are share between the project and the project organisation
- Facilitates unity of command
- Develops a formal communication channel between the project manager and his team.

Disadvantage of pure project organisational structure

- Inefficiency in resource utilisation
- Duplication of facilities
- sourcing personal from internal functional departments to work on the project effect work in the functional departments

The Matrix organisational structure

A matrix organisational structure is formed as a result of combining the advantages of all the aforementioned organisational structures. This structure is suitable for project driven organisations like software development firms full stop this is structure makes the project manager totally responsible and accountable for the success of a project. Every project is treated as a profit centre. Hence, the general manager directly assigns power and authority to the project manager to handle the project. The project manager is responsible for technical excellence of the functional departments in managing the the projects. the functional manager in this structure is responsible for educating his team on the technological advancement in the industry. Matrix organisational structure functions in a collaborative manner, i.e., share the information and personal while educating the project. There are certain requirements for developing a matrix organisational structure;

- Ensure commitment by making team members spend full time on the project
- Ensure quick conflict resolution
- Ensure that the resources are negotiated with function and project oriented managers
- Ensure the functioning of functional departments are individual entities

The primary objective of a matrix organisational structured is to derive Synergy through shared responsibility between project and functional management. Matrix structures can be categorised into

strong and weak structures depending on the the influence of the the project manager on functional resources. When the project manager exercise more control on functional resources than the line manager, then the matrix is said to be a strong one. But, when the line man eater has more control over functional resources then the project manager, then the matrix is said to be a week one.

Advantages of matrix organisational structure

- **Enables the project manager to exercise control over all the resources**
- Each and every project has its own independent set of policies and procedures
- Authorises the project manager to commit the company resources. This in that scheduling does not clash with other projects
- Facilitates quick response to conflicts, changes and other project needs
- derive support of the functional department to the project
- Enables proper human resource development by enhancing the the career prospect of team members
- Facilities cost minimization by sharing key- personal
- Facilities spending more time to solve complex problems
- Develops strong technical base
- Eases solving of the problems that requires top management involvement
- Minimise conflicts
- Ensure optimum balance among time cost and performance
- Enables authority and responsibility sharing

Scenes a matrix structure is complex, it is important to note the precondition for implementing such a structure. The following are situations in which implementation of a matrix structure is favourable;

- When the primary output of an organisation is a complex product
- When the organisation serves multiple customers in different geographical location
- When a project with complex design that requires innovation to be finished on time
- When large amount of data are required to be preceded
- When designing, developing and testing a product requires sophisticated skills
- When the sources have to be shared among different projects
- When the market conditions demand rapid changes in the product

Selecting an organisational structure

The need for implementing complex and large projects within the given time and cost along with enhanced performance and profit, made the project management discipline a specialised field. The increasingly complex modern organisation has proved the the effectiveness of traditional organisational structures. this made it necessary for the organisations to identify appropriate organisational structure. Selection of a organisational structure depend on;

- The size of the project
- The duration of the project
- The experience of the organisation in managing project
- Transparency at the senior management level

- The physical location of the project
- The availability of resources
- The uniqueness of the project

All organisational structures have their own advantages and disadvantages and the project management approach proved to be an effective alternative with minimum disadvantages.

Thus, changing from a traditional structure to a project management structure is a big leap forward, but once the project management structure is adopted, it is not possible for the organisation to revert to the traditional structure. Implementing a project management structure always bring in an upgradation of jobs and job profiles. Thought a state of a art project management structure is incorporated, it is necessary to maintain a dynamic state of of equilibrium among its various functions.

After selecting and incorporating and appropriate organisational structure, it is necessary to select the the staff required to work on the project. this task is significant and highly critical to the top management, because they just cannot select the people to get the job done. They have to select the right people for the right jobs.

SELECTING THE STAFF REQUIRED

Good leaders are essential for the successful management of projects. To effectively manage a project, these leaders require a group of of dedicated individuals, committed to achieving project goals. While selecting a good staff is important, it is equally important to assign them the right jobs. The following are involved in project management:

- The project manager
- The project team

To understand the staffing requirement of a project, it is necessary to answer the following question:

- What steps of should an individual poses to be a project manager?
- Who should a project team comprise of?
- Who should a project office comprise of ?
- What potential problems can arise while recruiting staff?
- What could be the consequences of losing key members of the project team?

It is Advantages to plants for staffing only after these questions have been insert. Proper ground work has to be done before starting the selection process. This groundwork involves understanding the characteristics of project management, its processes and the project environment will stop

Selecting the project manager

The project manager play a key role in the success of a project. Project manager should be able to analyse project risk and uncertainty. The following are the desirable traits of a project manager;

- He should be honest
- He should understand the problems of the personnel
- He should understand the technology involved in the project
- He should understand organisational principles and communication process

- He should be versatile
- He should be quick and alert in the responding to problems.
- He should be versatile
- He should have very high energy levels
- He should possess good decision making skills.

Generally, the project organisation establishes A committee to screen candidates for the post of project manager. This committee;

- Establishes A selection criteria apart from the professional qualifications of the the project manager.
- Acts according to the selection policies received from top management
- Involves senior management in the selection process.

The following parameters when screening a candidate;

- Background and experience:
The background and experience of the candidate should suit the the nature and need of the project. The selection committee should consider not only the candidate educational background, but also his conceptual, analytical operational, technical and practical experience.
- Leadership and strategic expertise:
The committee should check the candidate's foresightedness i.e., the ability to visualise the final output while working out the details of the planning and implementation phases.
- Technical expertise:
Though technical knowledge is not a a parameter for selecting a project manager, it can help a project manager direct, evaluate and make better decisions regarding the technical aspect of a project. The project manager should be able to understand:
 - The technology involved in the project
 - The various engineering tools and techniques used
 - The requirement of the customers in a specific markets
 - The application of the product
 - The emerging trends in technology

People management skills:

These skills are concerned with the ability of the project manager to

- Motivate, inspire, lead and train the team members
- Listen with patience and give feedback
- Relate to feelings, needs and emotions
- Resolve and prevent conflicts
- Be sensitive and diplomatic while communicating tough decisions

Selecting the core team members

This is the most important aspect of the whole solution process. Recruiting and selecting the core team members is a challenging task for the project manager. Selecting the core team members all the

beginning of the project initiation phase facilitates their participation in the planning of the project. The following are aspects of the core team members:

- Commitment to project-Members of the core team should prioritise their duties and responsibilities , and be fully committed to the project.
- Sharing responsibility- Team member should share your responsibilities equally among themselves
- Adaptability
- Orientation towards the task - Team members should be result oriented because they will be judged mainly by their ability to finish the task as per schedule.
- Staying on schedule - Members should be able to finish the task assigned within time, budget and quality specifications.
- Trustworthiness and supportiveness - An effective team is categorised by trust and mutual support among team members.
- Orientation towards team - The team members should have a strong sense of team spirit.
- Open mindedness - The team members should encourage each other and listen to each other point of view, so as to come up with creative solution to problems.
- Flexibility to function across the structure and authority
The team members should learn to be adaptable, flexible and open minded while working with people from different backgrounds and with difference experience.
- Uses of project management tools
Team members should make use of technologies as far as possible, because knowledge of software tools will help them respond faster to the problems, prepare and deliver activities status and progress report.

Selecting the contracted team members

In some cases, some individuals from external agencies may be selected to work on a project for a limited period of time. Generally, organisations outsource because they do not have sufficient staff or lack the required expertise. To recruit a good contract team, a project manager must:

- Determine the skill set needed and the number of personnel required
- Identify the list of companies to be invited to submit proposals
- Set up criteria to analyse the proposals and select the consultants
- Organised presentation on site
- Enter into a contract after choosing the final consultants

Contacted team members work on a project only for a certain period of time. They leave the project after their work is over.many problems arises due to the presence of contracted team members on the project. This problems arises since:

- The work in the project for only a short period of time, their activities must be carefully integrated with the project schedule
- They have to be assigned a role in the project, and their relationship with other activities must also be defined
- They may have a low level of commitment, and quality standards may be violated
- They may require greater supervision and monitoring, and the project manager will be forced to take on this additional responsibility.

The project office

The project office is the entity in an organisation that helps the project manager carry out his task. The people in this office are dedicated to the achievement of the project goals. It is also their responsibility to maintain a good working relationship between the project and functional managers. Full stop the responsibility of the project office are:

- To act as a centre of information to both external and internal stakeholders
- To follow contract requirements by controlling time, cost and performance
- To document the task performed and communicate the same to all stakeholders
- To ensure authorisation of task accomplished and their funding through contract documents
- To integrate work across functional department of the organisation.

Through the size of the project office is determined by the project manager, it is basically depend on the factors like project size, need for internal support, functional category of the project, level of technical expertise required, and the customer support needed.

The project manager should employ only those individuals in a project office who are interested in making a career in project management. The following guidelines help the project manager recruit staff for the project office:

- Select only those candidates who wish to become project managers by transforming themselves from technical champion to generalist
- State individuals who are suitable for being promoted vertically rather than horizontally.

TEAMS

Team is defined as a reasonably small group of individuals, who bring in a set of complementary and appropriate skills and who hold themselves mutually accountable for achieving a clear and identifiable set of goals. Teams have to accomplish performance goals and the team members are mutually accountable for achieving them.

Need for team building

The ever increasing complexity is associated with implementing a project raises the need for building team that can address various problems. Solving these problems technical, political or social requires expertise of different kinds. Only multidisciplinary team having members with diverse skills can solve all this problems

Project team building

Team building can be defined as the “process of planning and encouraging working practices that are effective and which minimise the difficulties that obstruct the team’s competence and resourcefulness.”

Complex project involve multifunctional task that demand high level of innovation and state of the art technology. Such project required team of specialist with diverse skill.

The process of project team building

The basic project team consists of a project manager and a group of specialist recruited for the project. A project team has both managerial and non managerial staff who were either full time, or on a contract basis full stop all the team members participate in decision making concerned with the team.

The process of team building is effective only when it is directed by a strong leader. The team building process is based on the type of project, the leadership style of the project manager and on the type of individuals involved in the team. Full stop the project manager must undertake the following activities for building a team;

- Make plans for building a team
- Negotiate for team members
- Organise team members
- Hold a kick off meeting
- Get commitment from team members
- Establish communication link among team members
- Conduct team building exercises
- Induce team-building into all project activities

Establishing operating rules

Operating rules describe the functioning of a team decision-making, conflict resolution and progress reporting among all other administrative jobs. The different aspects to be considered for establishing operating rules are;

1. Decision making

Project manager take any decision in their day-to-day operations list of there are three types of decision making model they are

- Directive model
- Participative model
- Consultative model

Directive model: in this model the project manager or the activity managers take the decision. In this approach, it is only the decision maker's information that is available, which may or may not be sufficient or correct.

Participative model: in this model, every team member participates in decision making. Because, this model is participative in nature, team members are more committed to the decision taken in a participative approach than they are to decisions taken in the directive model.

Consultative model: this model combines the best of the participative and directive models. While the leaders make most of the decisions, they do so only after consulting all the members of the team.

The project manager selects the decision making model, which he thinks to be the most appropriate for the given situation. A few organisations have developed their own decision making models and tried to support their decisions with the help of financial parameters like expected monetary value (EMV).

Resolving conflicts

Conflicts are inevitable in teams. Disagreement arises because individuals sometimes hear and interpret things differently. When conflicts focus on fault finding and fixing blames, they can cause frustration and stress. However, a lot depends on how the conflict is managed. While badly managed conflict damages relationships, properly managed conflicts can lead to creative solutions, greater job satisfaction and better relationships.

When faced with a conflict, different people respond in different ways. Some of these approaches are:

Avoiding-this approach focus away from the conflict altogether. And willingness to talk things out, pretending that a conflict does not exist, making attempts to smooth things over when differences appear, are all characteristic of this approach. Many a times this approach can prove counterproductive. After all, no problem can be solved by wishing it away. But this approach can be useful in the following situation;

- When the project team needs time together facts or think about a problem situation
- When it is advisable to allow emotion to settle
- when the potential time is of confronting the conflict overweighs the benefit of solution

Accommodating

While avoiders themselves out, accommodators neglect their own concern in order to satisfy the the concern of others. They are usually more concerned with being like and getting along then with being right. As with avoidance, accommodation can sometimes prove disastrous. But this is style is the best option when:

- Members realise they are wrong
- Members 12 make a Goodwill gesture when the issue is important to others
- Preserving relationship is more important than the issue at hand

Competing-a person who adopt this approach is committed to his own position for perspective and considered as relationship as secondary issue. Though this approach does generate ill will that is costly and unpleasant, it does have its advantages in the following situation

- In emergencies
- When announcing unpopular decisions
- When the members had to protect themselves against those who take advantage of more cooperative approach

Collaborating- this approach focuses on satisfying both parties to the greatest degree. It is cooperative in nature. Both parties work together to resolve conflicts in a way that meets the concerns of both. While a collaborative style is not appropriate in all cases, it is particularly effective when:

- Both parties concern are too important to be compromised
- A long term relationship between the parties is important

Compromising- though this approach is also cooperative in nature, here the cooperation is directed by self-interest. each party for those something that it is checking in order to reach an agreement. Here the goal is an expedient,mutually acceptable solution that partially satisfies both the parties. a compromise is best when;

- The goals of both parties are important but not worth pushing too hard to achieve
- Quick solution is is the need of the hour
- The temporary settlement is needle
- Two parties with equal power are committed to mutually exclusive goals.

Building consensus

This is the most important part of all the team operating rules. Building consensus helps test the creativity of the team members and the team at various stages of the project lifecycle. It helps them discover solution to problems.

Brainstorming

Brainstorming session prove to be useful when the team cannot arrive at a solution on particular issue. It helps project discover solutions. At brainstorming session, all the participants are free to come up with their ideas. Discussion on the ideas is starts only after all the ideas have been listed. considering each idea with an open mind results in identifying the underlying solution.

Team meetings

It is the responsibility of the project manager to decide the frequency, duration and timing of the team meetings. He must prepare and distribute the agenda, decide who will chair the meeting and assigned responsibility for recording and distributing the minutes. The project manager should ensure that all the team members participate in all the meetings that are are held at various stages of product life cycle. He should also make sure that the team members understand the rule and structure of team meetings.

Team meetings are held for solving problems, scheduling task, planning and discussing issues that affect the the performance of the project and for taking decisions.

Advantages of team building

team building is the most effective tool in project management. apart from helping the project manager to simplify complex tasks and solve problems, it offers the following advantages

- Helps conflict resolution
- Motivates team members
- Improve creativity
- Develops interdependency among team members
- Minimise communication problems
- Facilitate collective decision making
- Enhanced job satisfaction

Disadvantages of team building

- An unsupported top management and a faulty concept can affect the success of a project team
- Inappropriate team members on the project team and an appropriate project manager can also lead to serious problems in the project, even if there is a strong team building process.
- It is difficult to implement effective team building practices in new projects.
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Question:-

- 1.) Explain the process of selecting the staff required for projet.
- 2.) What do you understand by organizational planning. Discuss its types and their advantage and disadvantage.
- 3.) Elaborate the term 'teams'. Discuss the process of project team building.

Reference:-

- 1.) Project management, a text book of ICFAI UNIVERSITY
- 2.)

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