

# TOTAL SYSTEMS EDUCATION, LTD.

TSE016

## PROJECT HUMAN RESOURCE MANAGEMENT

*(The Practical Approach to Teams)*



### Course Description

One of the toughest jobs project managers and leaders face is managing the team. A project team works best when it has a clear charter from sponsor and management, resources to do the job and the freedom to work and experiment. Each member of the team should be recruited to contribute something unique and of value. Time must be invested to build the necessary cohesiveness and interdependency within the team to get to a real level of collaboration (*and fill the skill gaps.*) Putting people together and calling them a team rarely translates into team-like behavior.

This workshop teaches participants the strategies and tactics they need to ensure successful teamwork. The effective manager will be able to provide active, ongoing leadership, set well defined goals and objectives, and provide access to information and resources. A well-formed group of people can generate great solutions by unleashing the synergistic creativity of the team that was formed to tackle an assignment or project.

The course is designed to follow the Human Resource Management Knowledge Area of the PMBOK (Project Management Body of Knowledge) in a very practical way. It certainly prepares participants for on-the-job team formation and management, while providing the added benefit of following the PMI® way. Upon client request, the workshop will be taught as a PMP Preparation session to assist team members wanting PMP Certification. Those involved with PMI and the Project Management Professional – PMP program are awarded 7 PDUs or “Contact hours”. Our Global R.E.P. number is 1270.

Upon completion of this module of training, participants will be able to:

- ◆ Understand the importance of PMI’s Human Resource Planning in the real-world Project Environment.
- ◆ Understand the Sponsor’s responsibility to acquire resources for the project, and the Project Manager’s responsibility to effectively use the team for successful project execution.
- ◆ Communicate the Project Team needs to Management and Sponsors for successful project completion.
- ◆ Develop Project Team Member Skills and address training needs.
- ◆ Establish and Maintain a Successful Project Team Environment.
- ◆ Implement the Classic Problem Solving Model in a project environment.
- ◆ Understand how to facilitate Conflict Resolution strategies for the project team.
- ◆ Understand the Importance of “Lessons Learned” Documentation and Project Management Plan updates.

Instructional methods for this one day module are lecture, discussion, exercises, simulations, role plays and workshops. Reference to and inclusion of the PMI® PMBOK are certainly included and applied to real-world situations. Session also has participant discussions and feedback of on-going project situations.



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### Course Outline

#### **I. Introduction and Course Objectives**

- A. PMI® as a Resource
- B. The “Reality Check”

#### **II. Project Human Resource Planning**

- A. Defining Project Roles and Responsibilities
- B. Enterprise Environmental Factors
  - 1. Organizational
  - 2. Technical
  - 3. Interpersonal
  - 4. Logistical
  - 5. Political
- C. Organizational Process Assets
  - 1. Templates
  - 2. Checklists
- D. Project Management Plan
  - 1. Activity Resource Requirements
- E. Organization Charts
  - 1. Position Descriptions
    - a. Hierarchical-type Charts
    - b. Matrix-based Charts
    - c. Text-oriented Formats
  - 2. Role vs. Position
- F. Networking
- G. Organizational Theory
- H. Staff Management Plan
  - 1. Staff Acquisition
  - 2. Timetable
  - 3. Release Criteria
  - 4. Training Needs
  - 5. Recognition and Rewards
  - 6. Compliance
  - 7. Safety



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### Course Outline Continued:

#### III. Acquire Project Team Personnel

- A. Sponsor Responsibilities and Realistic Goals
- B. Organizational Factors
  - 1. Availability
  - 2. Ability
  - 3. Experience
  - 4. Interests
  - 5. Cost
  - 6. Company Policies
- C. Getting the “Right” Person
  - 1. Pre-Assignment
  - 2. Consultants, Subcontractors
  - 3. Virtual Teams
- D. Project Manger Responsibilities

#### IV. Develop the Project Team

- A. Improve Team Member’s Skills
- B. Improve Feelings of Trust
- C. Training Strategies
  - 1. Formal
  - 2. Informal
  - 3. On-the-job
  - 4. Mentoring
- D. The “Soft Skills”
  - 1. Empathy
  - 2. Influence
  - 3. Creativity
  - 4. Facilitation
- E. Team Building Activities
- F. Ground Rules
- G. Co-Location
  - 1. War Rooms
  - 2. Temporary vs. Permanent
- H. Recognition and Rewards
  - 1. Desirable Behavior
  - 2. Win-Win Behavior
  - 3. Cultural Differences
- I. Team Performance Assessment



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### Course Outline Continued:

#### V. Managing the Project Team

- A. Tracking Team Member's Performance
- B. Providing Feedback
- C. Conflict Resolution
  - 1. Group Norms
  - 2. Differences of Opinion
- D. Problem Solving: *The Classic Model*
- E. Resolve Issues
- F. Performance Appraisals
  - 1. Matrix Reporting
  - 2. Cross-Functional
- G. Dealing with Staffing Changes
- H. Lessons Learned Documentation

#### VI. Conclusion and Critique

- A. Review Major Topics/Issues
- B. UPON REQUEST Additional:
  - 1. PMP Examination Preparation
  - 2. Specific PMBOK Issues
  - 3. Sample Questions and Answers
- C. Participants Critique Class

