



DAY 1

**PROJECT HR AND COMMUNICATION
MANAGEMENT**

COURSE INTRODUCTION & LECTURE 1

Name:

Hassan Daud

Email & Contact:

hdb4049@gmail.com

0334-9590152

Qualification

MS (Project Management)

World Bank Certification in Public Procurement

Certificate Course in Conflict Management

Supply Chain management Course

Certification on Leadership through emotional intelligence

Organization Gender and development course

Public sector Project Monitor and Control

Certification in Chinese Language

Certification in Arabic Language

• **Experience**

- GM Projects at Bahria foundation.(Present Appointment)
- Project Manager Pakistan Navy
- HR Manager of Pakistan Navy (Director Personnel Services) (33000 Personnel)- Naval Headquarter, Islamabad (
- Staff Officer Evaluation

• **International Experience**

- As Diplomat at Embassy of Pakistan, Beijing, (Monitor & Control /Liaison of all Pakistan Navy projects in China.
- Project Coordinator/facilitator of Ship building projects China.
- Diplomat accredited at Embassy of Pakistan in Hanoi, Vietnam (2009- Jan 2013)
- International Theater cooperation and security Liaison while serving as Staff Officer Theatre security and Cooperation at US Naval Command (CTF), Bahrain (2006).

- **Major Projects managed**

- GM LNG project with Chinese firm (Project is in Feasibility completed / Charter being finalized)
- Bahria Foundation LED lights commercial manufacturing and sales project (**Presently engaged**)
- Fast Attack craft construction project in Tianjin, China with M/s CSOC- 2010-2012
- Type 21 project in China (**closing phase only**)-2009-2010

Course Details

- **MSPM (1st Semester) Bahria University**
- **Course: Project HR & Communication Management (PHR & CM)**
- **Session: 2015**
- **Day: Sunday**
- **Timing: 1000 -1300**
- **Credit Hours: 3 hours /class (per week)**

Course DESCRIPTION

- The course will enable participants to understand project HR Management in general and project Team handling in particular, as per standard defined by Project Management Institute (PMI) through PMBoK 5th edition
- This course will also enable participants to gain practical exposure about conflict management, Leadership styles and interpersonal skills to meet Stake Holders requirements through class discussion and project work.

METHODOLOGY

- **Class lectures**
- **One session dedicated for a Assignment Discussion**
- **Selected case studies will be shared to facilitate better learning**
- **Time to time different key articles / documents will be shared in soft copies**
- **University attendance policy will apply, however, it is highly recommended that all classes are attended by all students**
- **Students with educational and/or physical challenges are entitled to extra attention and time from the instructor. Therefore students are advised to notify the course instructor at the beginning of the course**

CLASS CONDUCT

- Turn mobile phones on silent
- Avoid text / receiving calls during class
- Avoid cross talking / arguments during any question / answer
- Raise hand before asking anything / contributing anything
- Observe class timings (attendance 10 Minutes after start time) 10 Min Rule.
- No food / drinks allowed (except water)

Reference BOOKS

- *Project Management Body Of Knowledge (PMBok) Guide, Project Management Institute (PMI), 5th Edition*
- *Mastering Project Human Resource Management: Effectively Organize and Communicate with All Project Stakeholders By Harjit Singh*
- *Strategic Project Management Made Simple – Practical Tools for Leaders and Teams By Terry Schmidt, PMP*
- *Contact and conflict in intergroup encounters Hewstone, M., & Brown, R. (Eds.). (1986)*
- *Tricks and trades of Project management - PMI*

Course

ACADEMIC INTEGRITY

- This course seeks to empower students for independent learning, resourcefulness, clear thinking, and perception.
- All submitted work and activities should be genuine reflections of individual achievement from which the student should derive personal satisfaction and a sense of accomplishment.
- Plagiarism and cheating subvert these goals and will be treated according to the policy stated in the Student Handbook.
- The instructor reserves the right to utilize electronic means to help prevent plagiarism.

COURSE DESCRIPTION

- Explain the processes of the Project Human Resource Management Knowledge Area into day-to-day project management activities
- Describe the Project Human Resource Management process interactions and data flow
- Describe the purpose and components of a staffing management plan
- Summarize key behavioural theories relating to motivation, influence, and effectiveness as they apply to human resource management
- List the five common leadership styles and describe their associated characteristics
- Create a responsibility assignment matrix (RAM)
- Determine methods to acquire project team members
- Describe how to plan for a successful negotiation
- List and describe the five stages of team development, as they are defined in the Tuckman Model
- Describe how to develop an effective project team
- Describe how to conduct team and individual performance appraisals
- Describe how to proactively manage conflict in a project team

COURSE CONTENT

Week	Topic	Contact Hours	Date	Activity	Assignment
1	Course Introduction, Importance /Overview of HR & Communication Management	3	Sep 6, 2015	Lecture/Discussion	
2	Discuss roles and responsibilities	3	Sep 13	Lecture/Discussion	
3	Discuss Leadership Styles / Theories	3	Sep 20	Lecture/Discussion	Course Assignment discussion(2 nd Session) / Quiz 1
4	Discuss HR Management Planning HR Management plan/ Staff Management Plan	3	Sep 27	Lecture/Discussion	
5	Methods to Acquire and Develop project Team/ Discuss Tuckman Model	3	Oct 4	Lecture/Discussion	
6	Theories of Project Human Resource Management	3	Oct 11	Lecture/Discussion	Quiz 2
7	Managing project team and team appraisal / PM powers	3	Oct 18	Lecture/Discussion	
8	Conflict Management in Projects	2+1	Oct 25	Lecture/Discussion	
9	Discuss Interpersonal Skills/Case Study	3	Nov 1st	Lecture/Discussion	Quiz 3
10	Communication Planning, methods and Models	3	Nov 8	Lecture/Discussion	
11	Managing and controlling Communications		Nov 15	Lecture/Discussion	
12	Assignment presentation	3	Nov 22	Lecture/Discussion	Quiz 4
13	Course Revision	3	Nov 29	Lecture/Discussion	
14	Final Exam	3		Final exam/Review	

MARKS DISTRIBUTION

Marks Head	Total Frequency	Total Marks /Head	Remarks
Mid-term	1	30	
Final Paper	1	40	
Class Behavior, Quizzes and Assignments/CP	Throughout	30	
		Total : 100	

Class Intro

Name:

Academic B/D:

Project /Professional Experience:

Why Ms PM?

Break

LECTURE 1
INTRODUCTION TO HR & COMMS MANAGEMENT
& ORGANISATION TYPES

WHY HRM & Communication Management

- Executing a project requires resources, and executing a project successfully requires the optimal use of resources. Thereby, coordinating and managing resources, including human resources, is an integral part of project execution. Individuals who play these roles perform the responsibilities of the roles to execute the project work. No Project is complete with a dedicated work force called the Project **team**
- The most crucial success factor in project management is effective communications to all stakeholders. Effective communication leads to more successful projects and hence allowing organizations to become high performers



Closing

Initiating

Integration



Controlling

Procurement

Executing

Planning

Project Management Framework



The PMBOK's 9 Knowledge areas

Project Team Vs PM Team

A **project team** is a **team** whose members usually belong to different groups, functions and are assigned to activities for the same **project**. A **team** can be divided into sub-**teams** according to need. Usually **project teams** are only used for a defined period of time

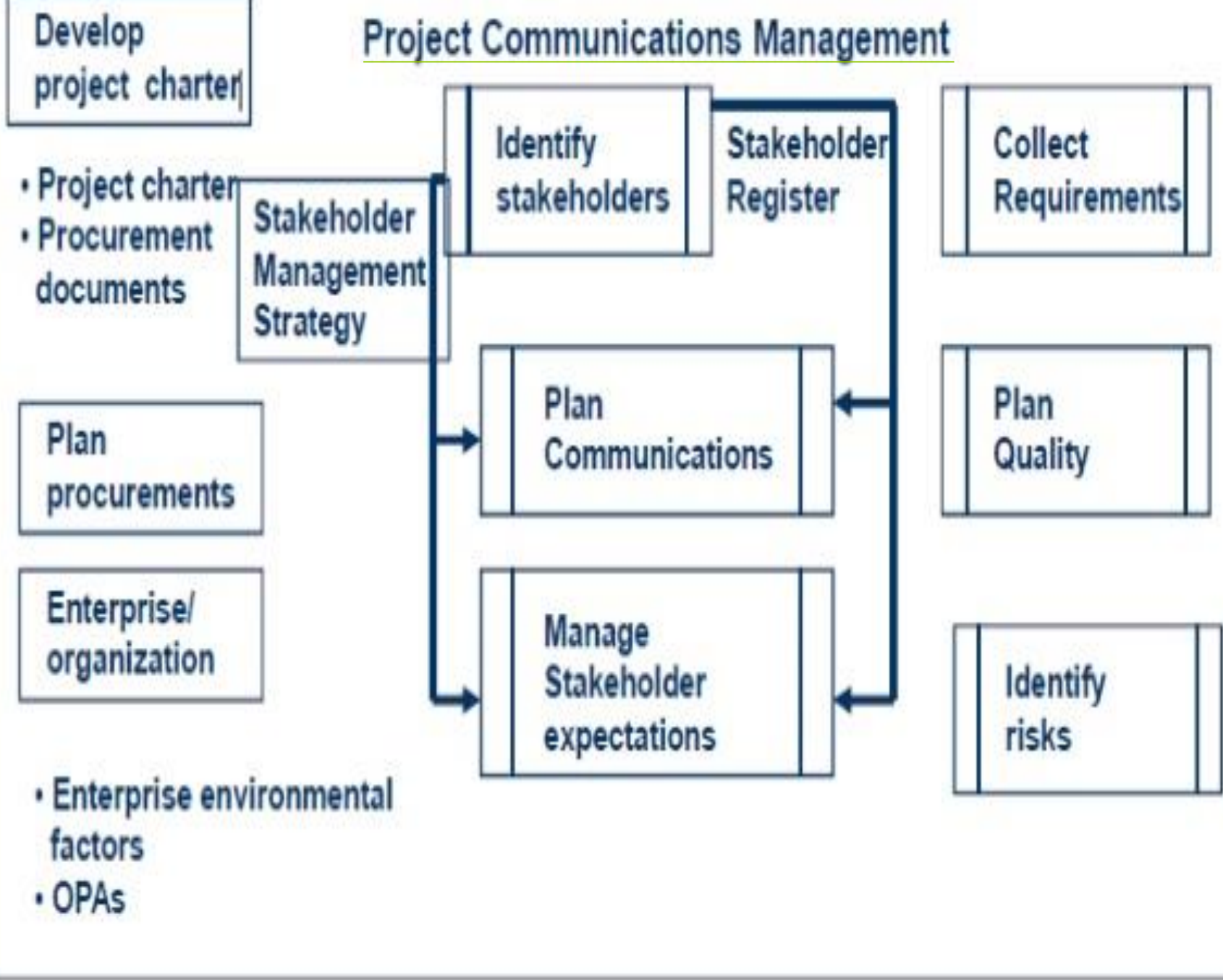
The **Project Management Team** is a subset of the project team and is responsible for the project management and leadership activities such as initiating, planning, executing, monitoring, controlling, and closing the various project phases. This group can also be referred to as the core, executive, or leadership team. (PMBOK Guide, Page 215)J

Project Human Resource Management

Project HR Management



Project Communications Management



Project HR Planning

- Involves identifying and documenting project roles, responsibilities, and reporting relationships.
- Outputs include:
 - Project organizational charts
 - Staffing management plans
 - Responsibility assignment matrixes
 - Resource histograms

PM Influence on Projects

- Projects are more likely to *succeed* when project managers influence people using:
 - Expertise
 - Work challenge
- Projects are more likely to *fail* when project managers rely too heavily on:
 - Authority
 - Money
 - Penalty

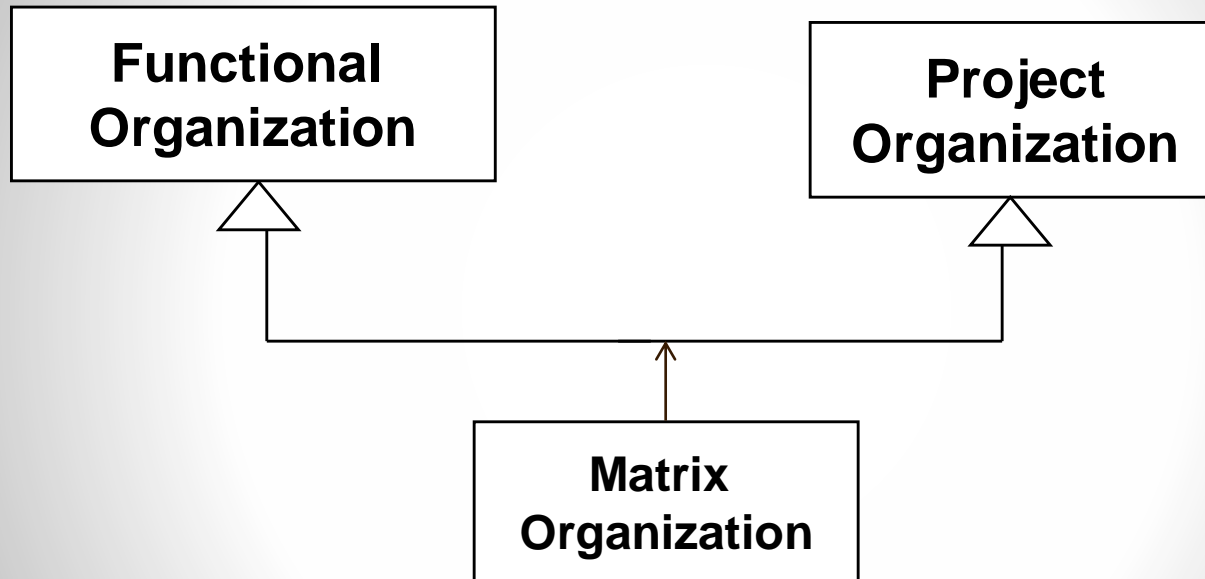
Organization Structure

- Organization is a social entity that has a collective goal and is linked to an external environment.
- The **purpose** of an organization is to coordinate the **efforts of many** to accomplish goals.
- There are a number of options, **functional (pyramid of hierarchy)**, **project**, and **matrix** organization
- Project Managers need to understand relative advantages and disadvantages of each

Organisation Structures

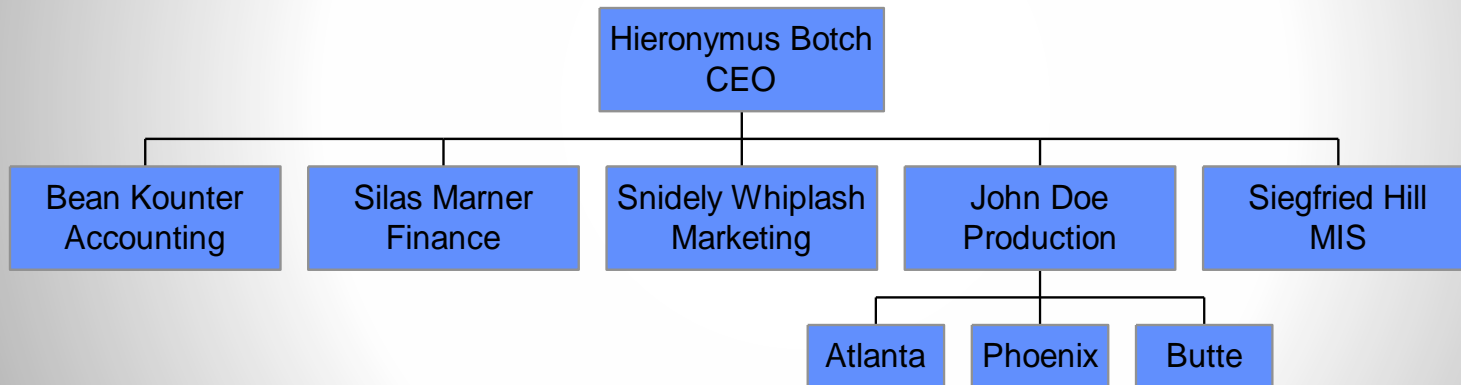
- There are a number of options
- Best depends on goals, type of work it supposed to do, and the environment within which it operates.
- Forms of organization structures are:
 - Functional organization
 - Project organization
 - Matrix organization

Organisation Types



Functional Organization

This type relies on formal rules, procedures, coordinated plans, budgets, fairly common, segmented by department and their functions.

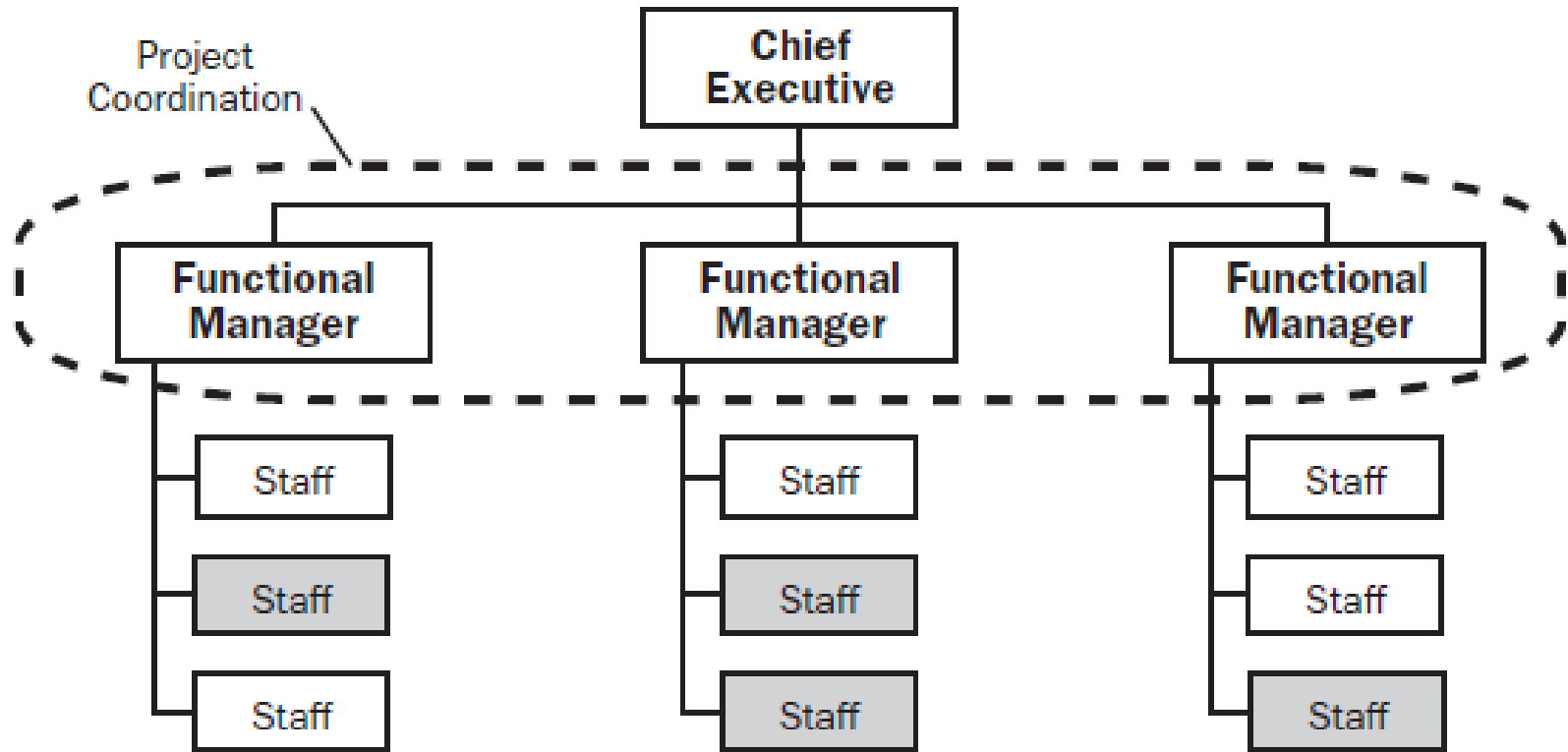


works well in **repetitive, stable** environments

Functional org...

- A functional organization is the most common type of the three.
- It works best in **small organizations** in which the different sections are geographically close together and which provide only a small number of goods and/or services.
- In a functional structure, the organization is broken **into different sections based upon specialty**. For example, there may be one area for sales, one for customer service and one for the supervisors who deal with escalated problems.
- The **project manager's** role is to ensure **smooth execution of processes and projects**; however, the **functional manager** has the most power and makes the final decisions.

Organizational Structures



(Gray boxes represent staff engaged in project activities)

Functional Organization

Advantages of Functional Organization

An advantage to the functional structure is the role of the functional manager, which means there is **only one boss**. This **reduces or prevents conflicts** of interest and makes it easier to manage specialists:

- Clear line of authority
- Career development
- Comfortable and easy
- Technical expertise
- Flexible resource assignment

Disadvantages of functional org.

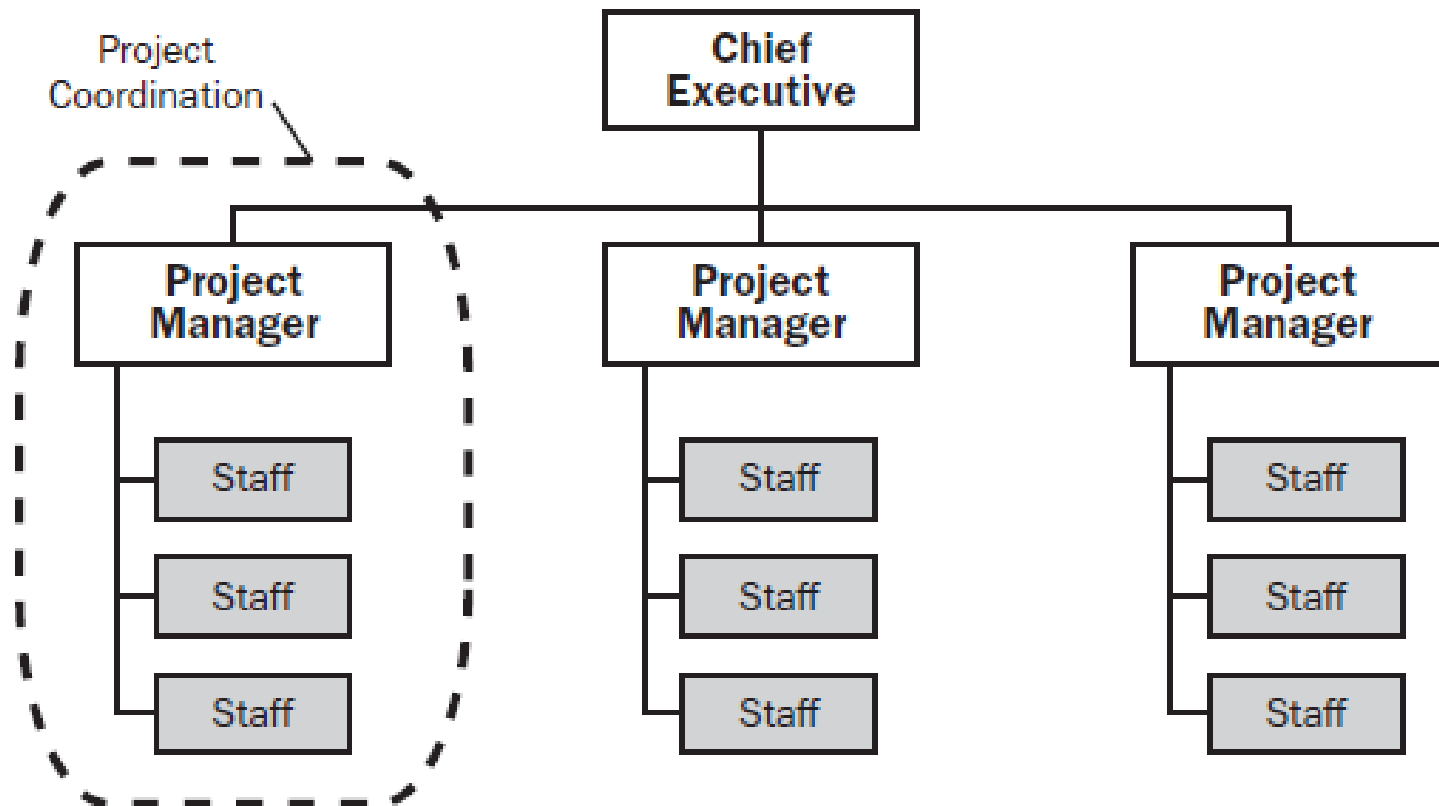
A disadvantage of this type of structure is that the project manager has **limited authority and a limited career** path.

- No accountability over complete project
- No project emphasis
- Low coordination across function
- No customer focal point
- Low delegation of authority
- Work delays due to red tape
- Heavy politics
- Lack of a big picture view

Projectized Organization

- Projectized organization is a project focused organizational structure where project manager has the final authority over the project to make project decisions, priorities, acquire and assign resources.
- A **projectized organization** refers specifically to an organizational structure that has been set up in a manner in which the project manager leads the group and in which the project manager has the ultimate **authority** to make any and all decisions involving the organization.
- In a projectized structure, all the work is looked at as a project. The project manager has complete control, unlike in the functional structure, and all team members report directly to the project manager.

Organizational Structures



(Gray boxes represent staff engaged in project activities)

Projectized Organization

Projectized Organization

- Sometimes these team members are permanent, and sometimes they are hired as temporary workers to help with the project until its completion. If the organization takes on a large project, it will have all the necessary resources available to sustain the project and will act as a small, self-contained company.
- The project manager works with **complete autonomy** (central authority, power) over the project, team is on the project **full time** and **report to the project** manager.
- As a project manager, you have the responsibility to take authority, rather than waiting for someone to give you the authority.

Projectized Organizations (advantages and disadvantages)

- **Advantages** to the projectized structure include the project manager's opportunity for career progression. In addition, because good communication exists within the project work, the team members tend to be more committed to, and excel in, their responsibilities.
- **The disadvantage** of a projectized structure is that, because the team breaks up and disperses after the completion of the project, there are no long-term goals or sense of job security for the rest of the workers. **Another disadvantage** is that the organization has to essentially clone the same resources for each project (project manager, work area, administrator).

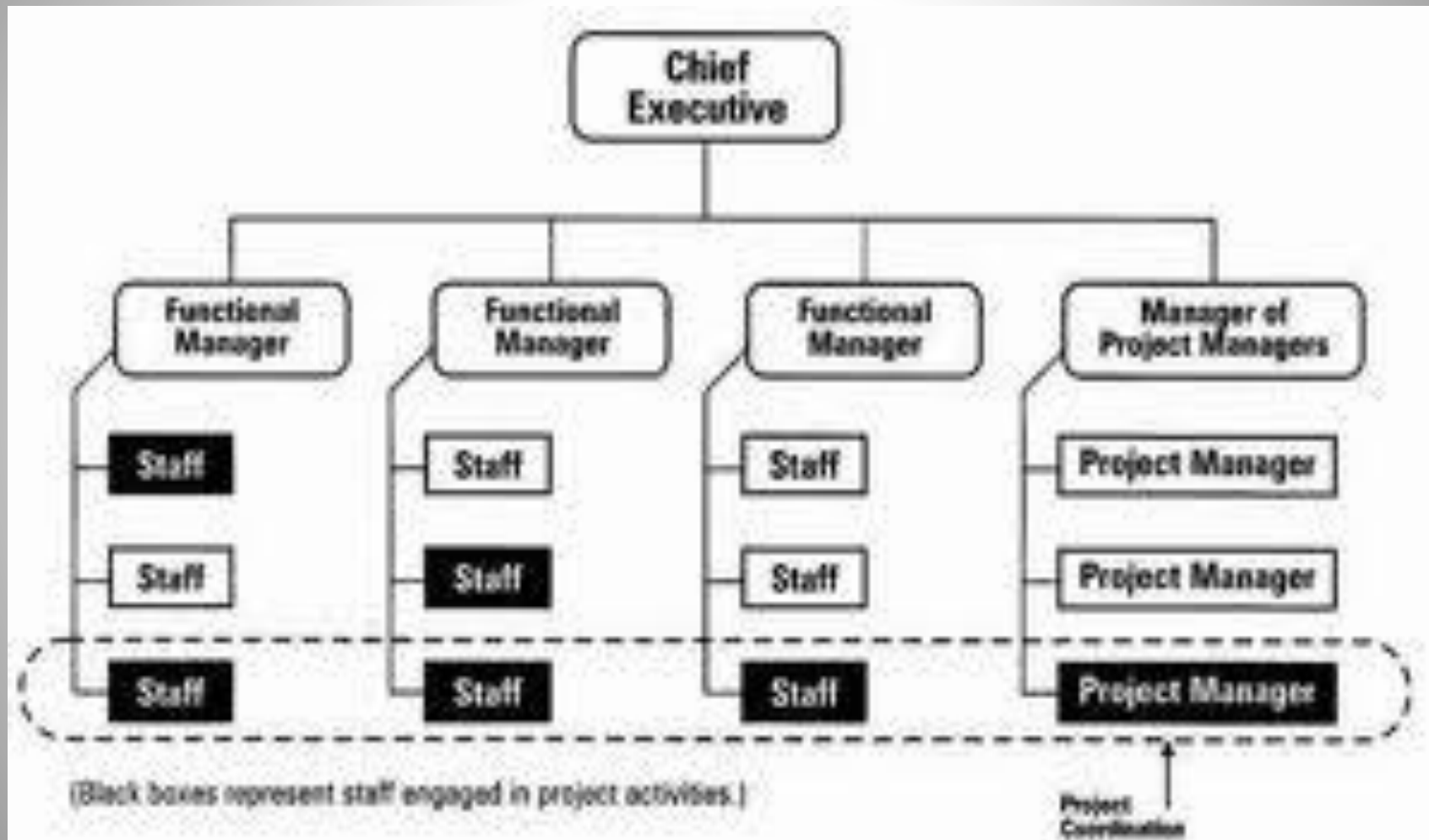
Matrix Organization

- It is used mainly in the management of large projects or product development processes, drawing employees from different functional disciplines for assignment to a team without removing them from their respective positions.
- **Matrix management** is a type of organizational management in which people with similar skills are pooled for work assignments.
- The matrix structure **combines** both the functional and projectized structures. Each team member has two bosses; they report both to the functional manager and the project manager.
 - If the matrix is strong, the power resides more with the project manager.
 - If the matrix is weak, the power resides more with the functional manager.
 - The key is to find a balance in which the power is shared equally.
- Because of its **complexity**, this type of structure can lead to problems if it is not used carefully and properly. Good communication is essential for success.

Types of Matrix Org

- Strong Matrix Structure
- Balanced Matrix Structure
- Weak Matrix Structure

Matrix organization



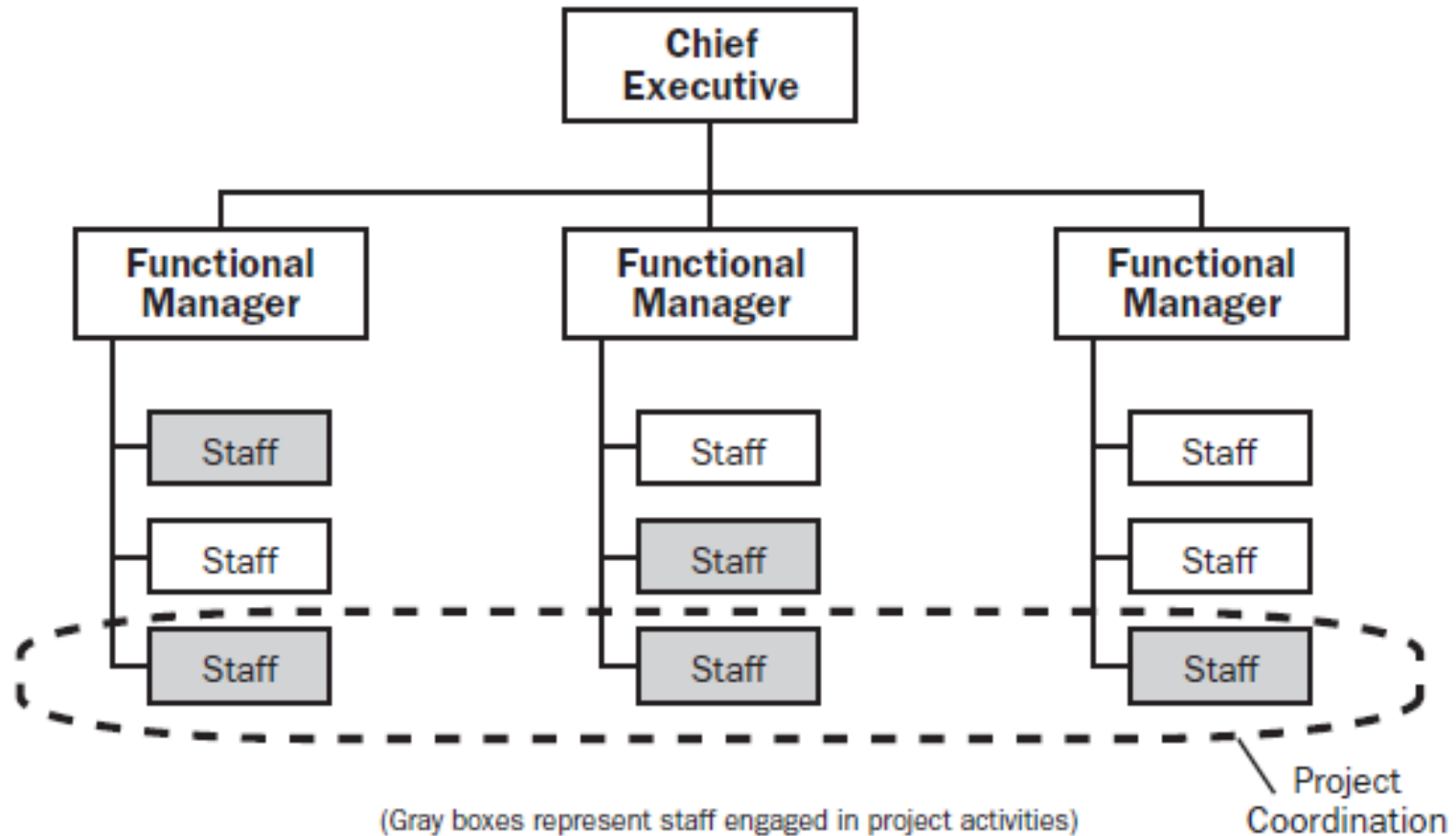
Advantages of Matrix Structure

- Highly skilled and capable resources can be shared between the functional units and projects, allowing more open communication lines which help in sharing the valuable knowledge within the organization
- The matrix structure is more dynamic than the functional structure because it allows employees to communicate more readily across the boundaries, creating a good working and cooperative environment which helps in integrating the organization
- Employees can learn and widen their skills and knowledge areas by participating in different kind of projects. The matrix structure provides a good environment for professionals to learn and grow their career
- In functional departments employees are very skilled, and project teams can get these highly skilled employees whenever their services are needed
- Since there is a sense of job security, employees tend to be loyal to the organization and perform well, and hence the efficiency of a matrix organization is higher.

Disadvantages of Matrix

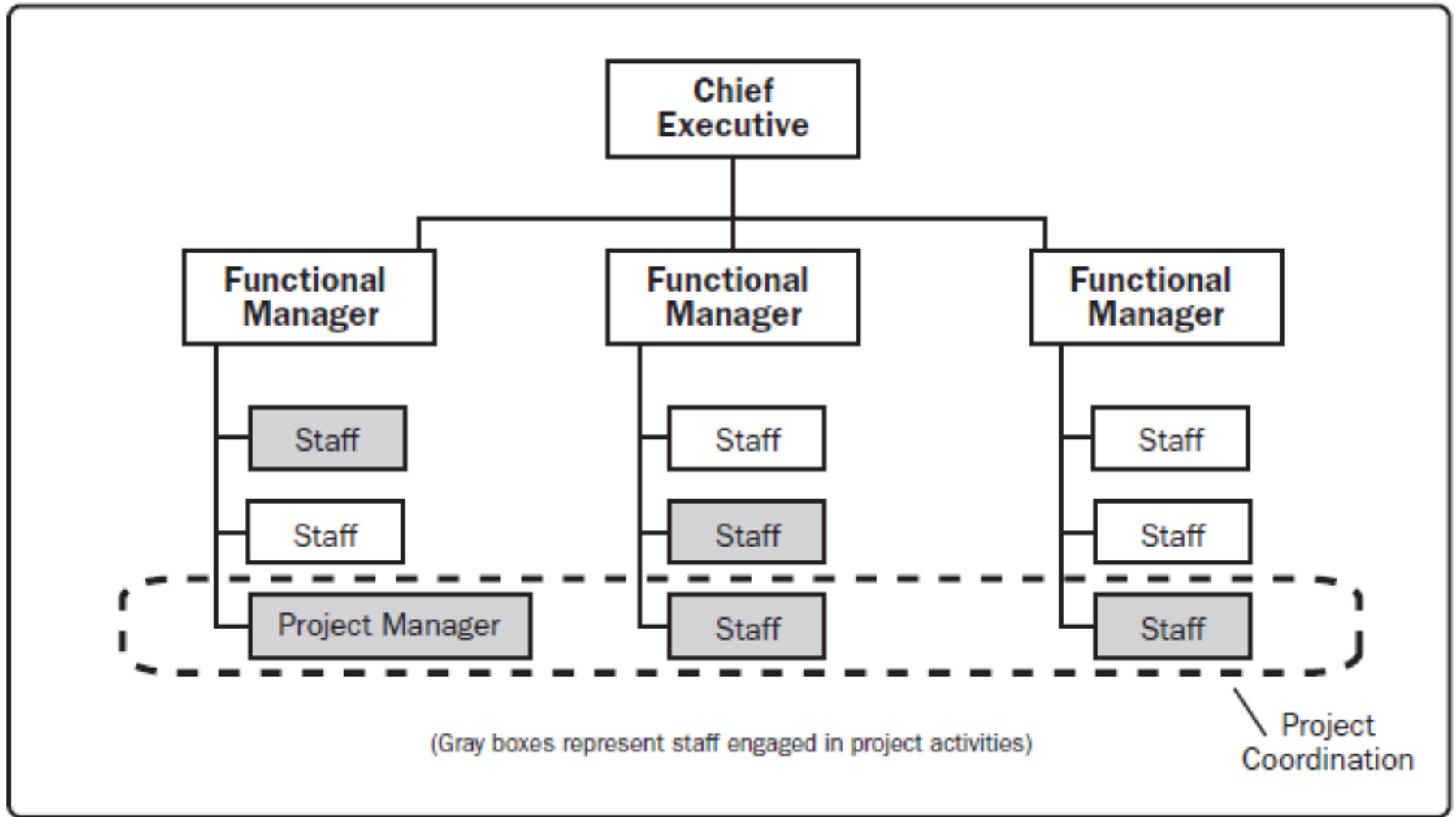
- Two bosses, which adds confusion and may cause conflict. This usually happens in a balanced matrix organization where both bosses have equal authority and power
- A conflict may arise between the project manager and the functional manager regarding the authority and power
- If the priorities are not defined clearly, employees may be confused about their role and responsibility, especially when they are assigned a task which is different from what they were doing
- If any resource is scarce there might be competition to use it, which may cause hostility within the workplace and could affect the operation.
- It is generally seen that matrix organizations have more managers than required, which make overhead cost high
- In a matrix organization, workload tends to be high. Employees have to do their regular work along with the additional project related work, which exhausts them. It is also possible that the employee may ignore either his functional responsibilities or project management responsibilities
- A matrix structure is expensive to maintain. Organizations have to pay extra to keep resources because not all resources will be occupied at all times. Some resources are needed only for a short duration.

Organizational Structures



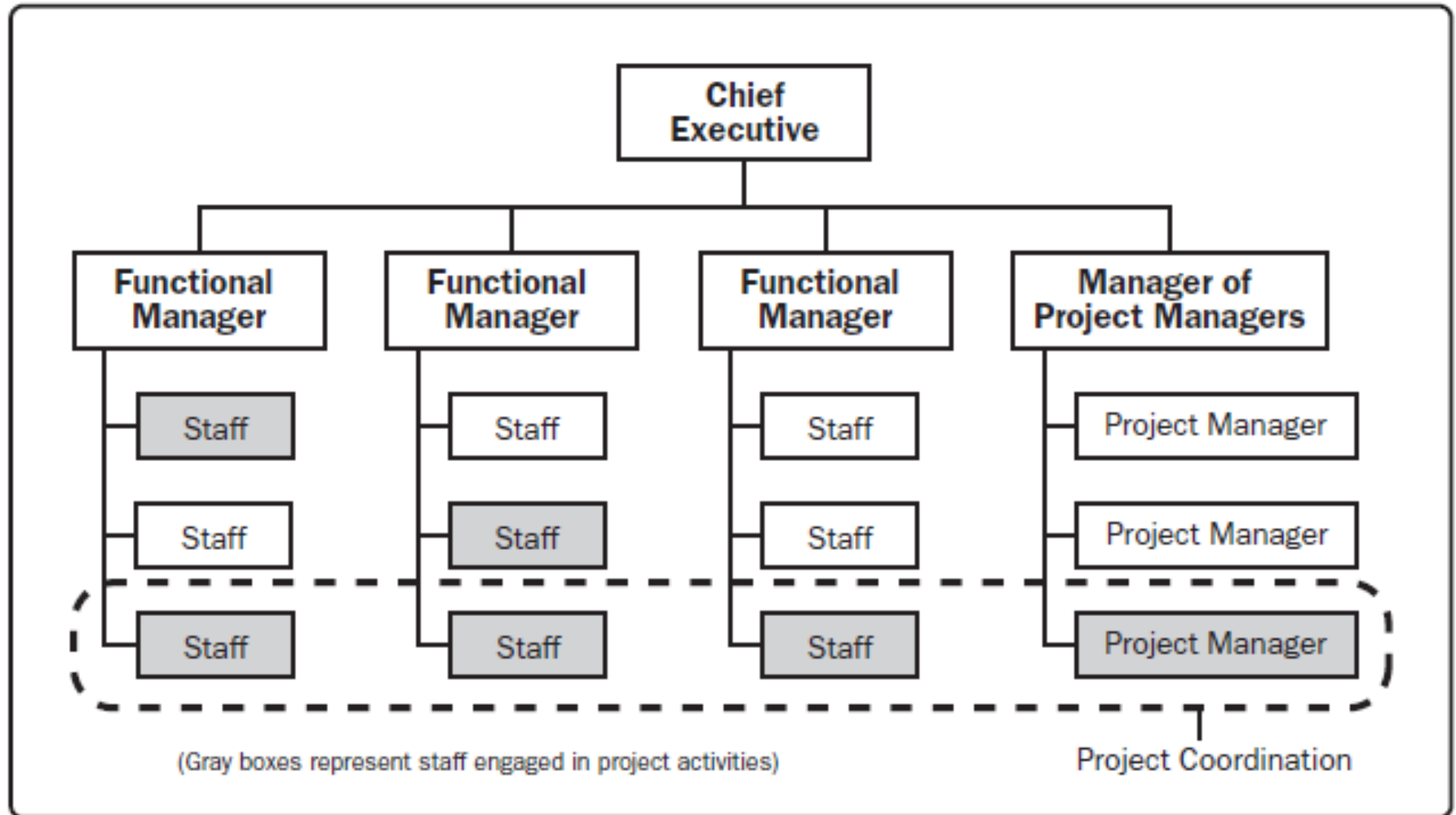
Weak Matrix Organization

Organizational Structures



Balanced Matrix Organization

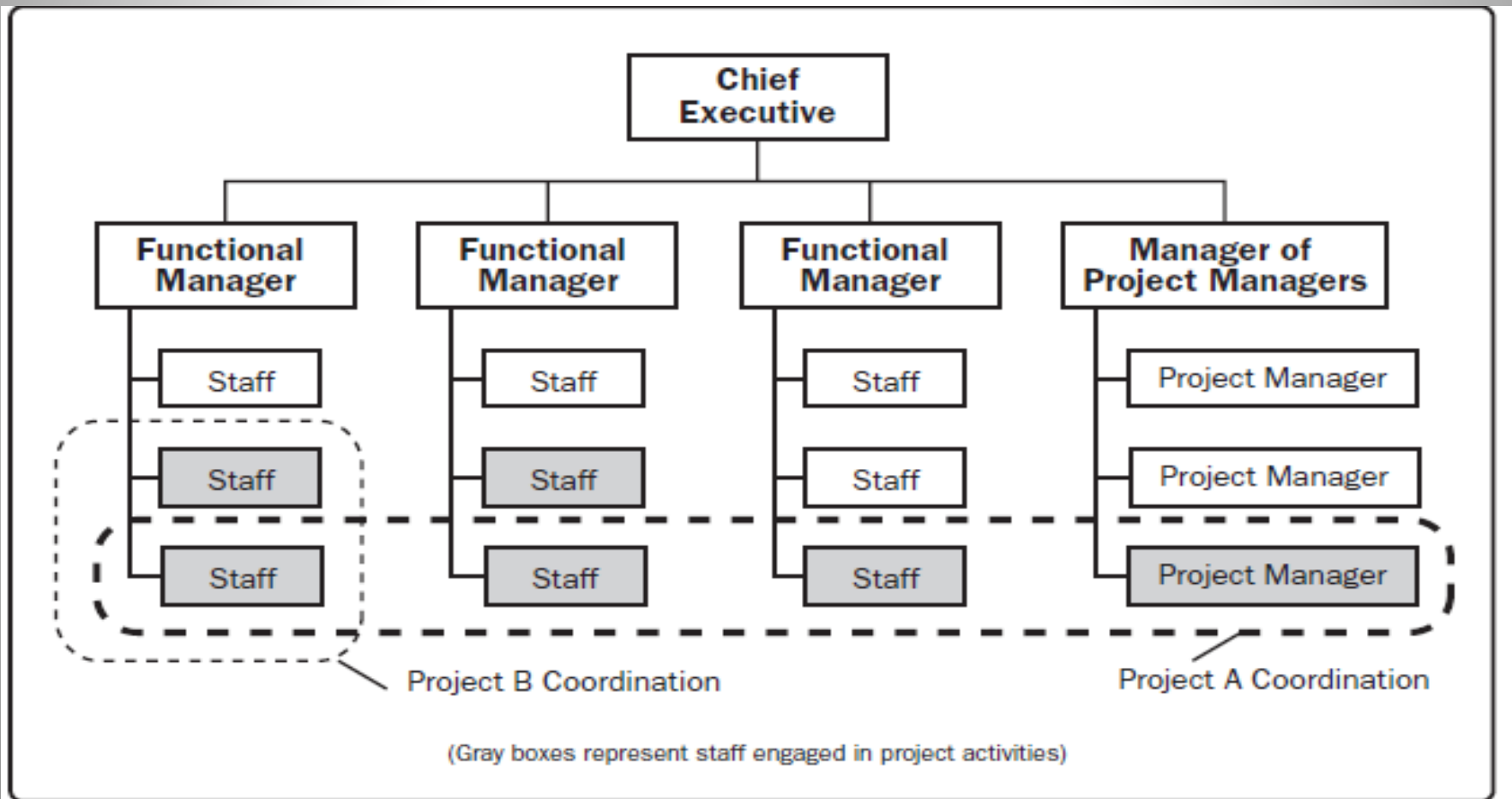
Organizational Structures



Strong Matrix Organization

Organizational Structures

Some Organizations use a hybrid (mix) of these structures to meet their varied needs. For example, a functional organization may run a specific project just like it would be run in a projectized organization. Such organizations are called composite organizations



Composite Organization

Organizational Structures

Influence of Organizational Structures on Projects

Project Characteristics \ Organization Structure	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Who manages the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

Project Stakeholders

- It includes all members of the project team as well as all interested entities that are internal or external to the organization.
- The project team identifies external and internal, positive & negative and performing and advising stakeholders in order to determine the project requirements and the expectations of all parties involved.
- The project manager should manage the influence of these various stakeholders in relation to project requirements to ensure a successful outcome.

Organizational Process Assets

Organizational process assets are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization. They include any artifact, practice, or knowledge from any or all of the organizations involved in the project that can be used to perform or govern the project. These process assets include formal and informal plans, processes, policies, procedures, and knowledge bases, specific to and used by the performing organization. The process assets also include the organization's knowledge bases such as lessons learned and historical information. Organizational process assets may include completed schedules, risk data, and earned value data. Organizational process assets are inputs to most planning processes. Throughout the project, the project team members may update and add to the organizational process assets as necessary. Organizational process assets may be grouped into two categories: (1) processes and procedures, and (2) corporate knowledge base.

Enterprise Environmental Factors

Enterprise environmental factors refer to conditions, not under the control of the project team, that influence, constrain, or direct the project. Enterprise environmental factors are considered inputs to most planning processes, may enhance or constrain project management options, and may have a positive or negative influence on the outcome.

Enterprise environmental factors vary widely in type or nature. Enterprise environmental factors include, but are not limited to:

- Organizational culture, structure, and governance;
- Geographic distribution of facilities and resources;
- Government or industry standards (e.g., regulatory agency regulations, codes of conduct, product standards, quality standards, and workmanship standards);
- Infrastructure (e.g., existing facilities and capital equipment);
- Existing human resources (e.g., skills, disciplines, and knowledge, such as design, development, legal, contracting, and purchasing);

Thank You