



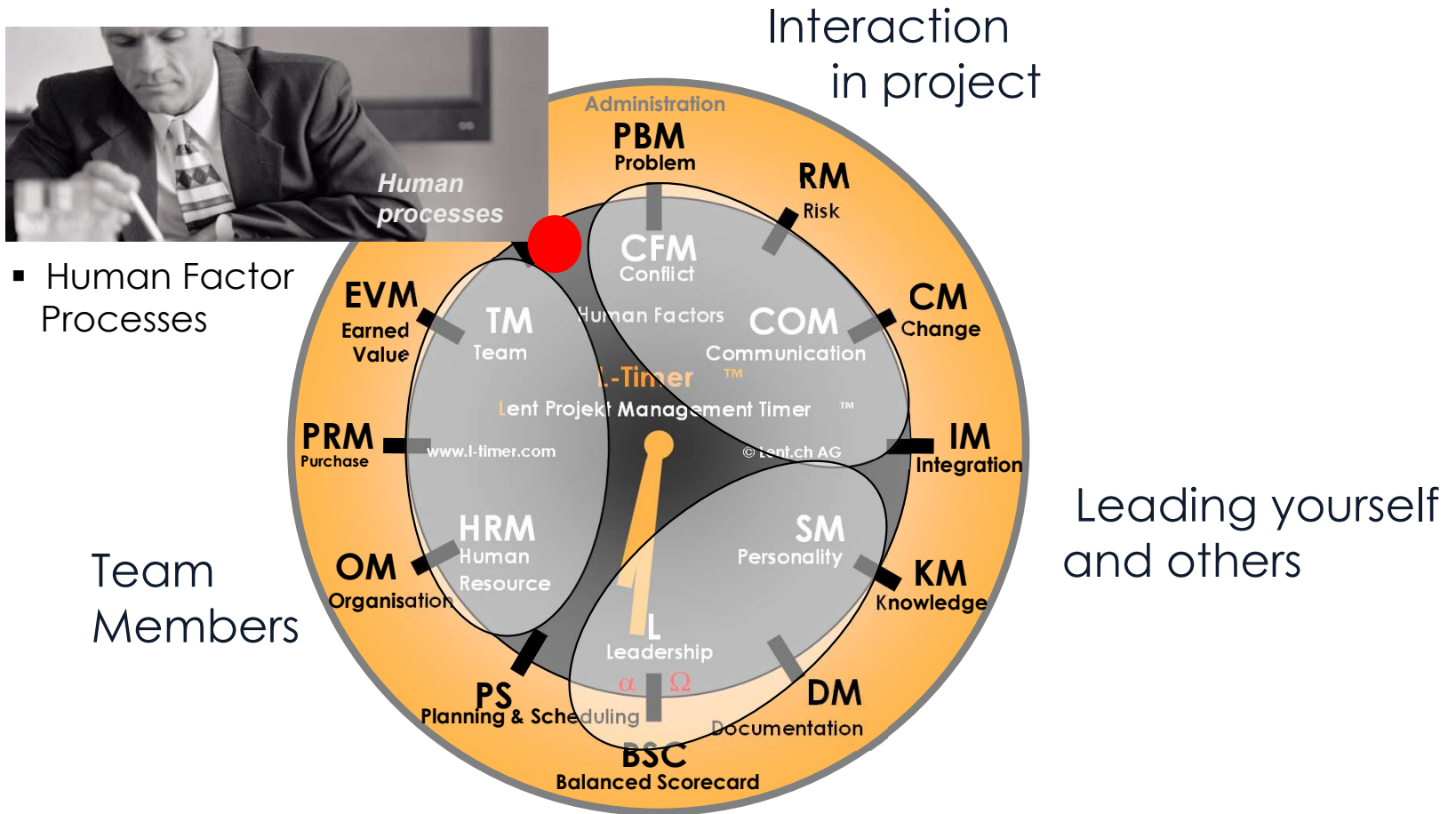
PROJECT MANAGEMENT

HRM: Human Resource Management

Bogdan Lent

60 Minutes



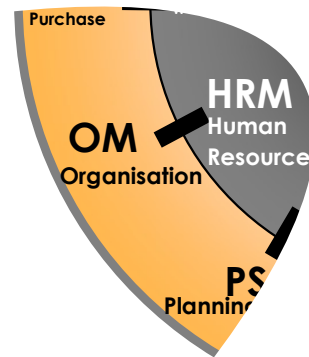


Project Management



Team Members

- Human Factor Processes

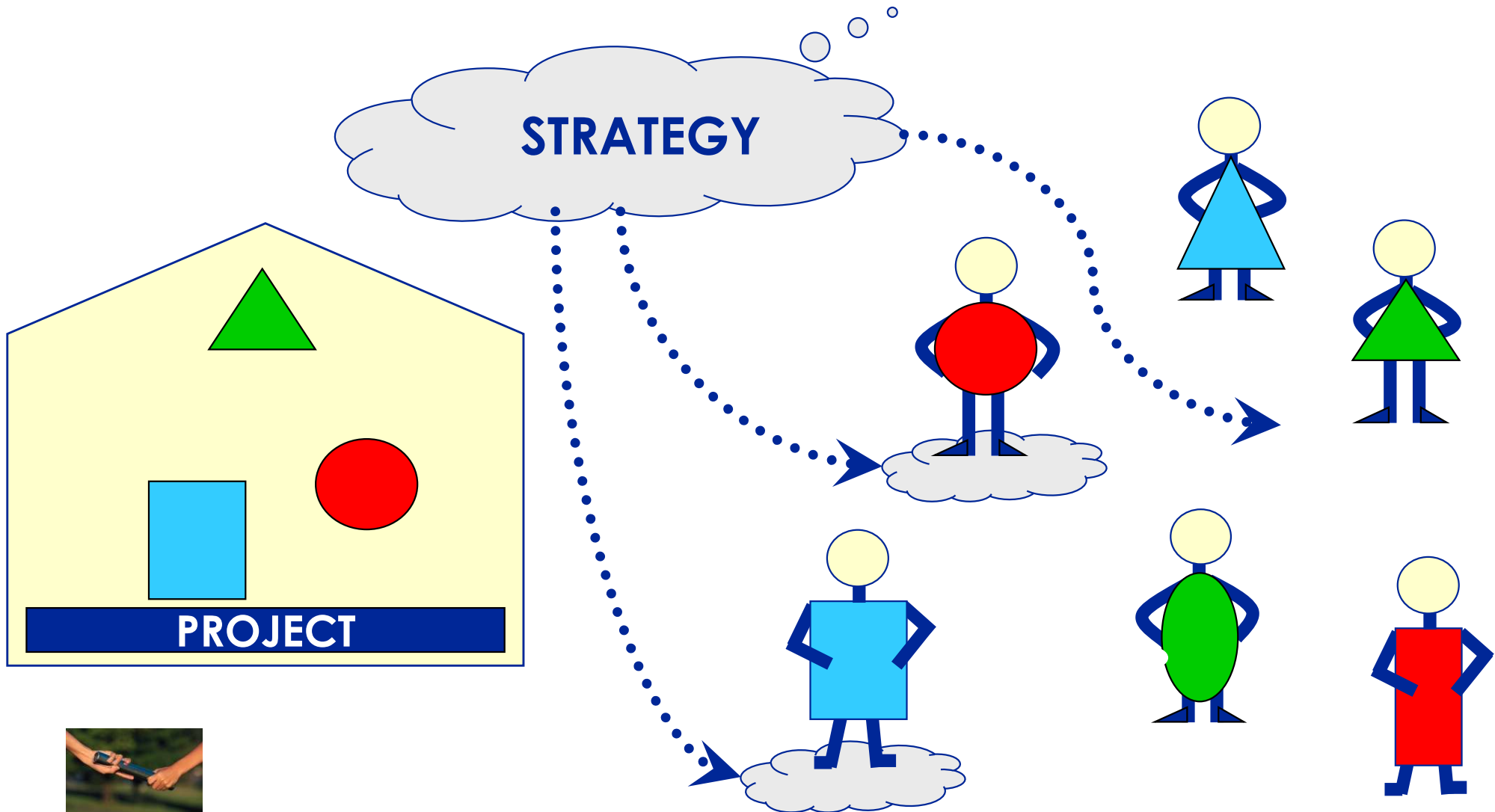


Human Resource Management

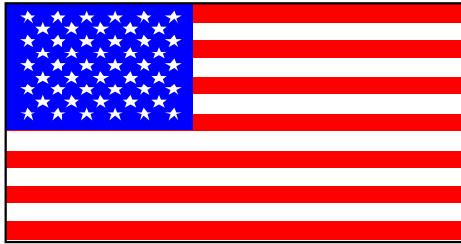


Project Management

Casting

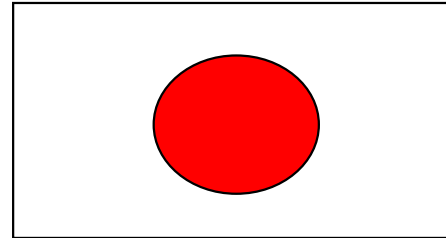


Project Management



time gains

and



time loss

Who do I need for the project?

What needs does he have?



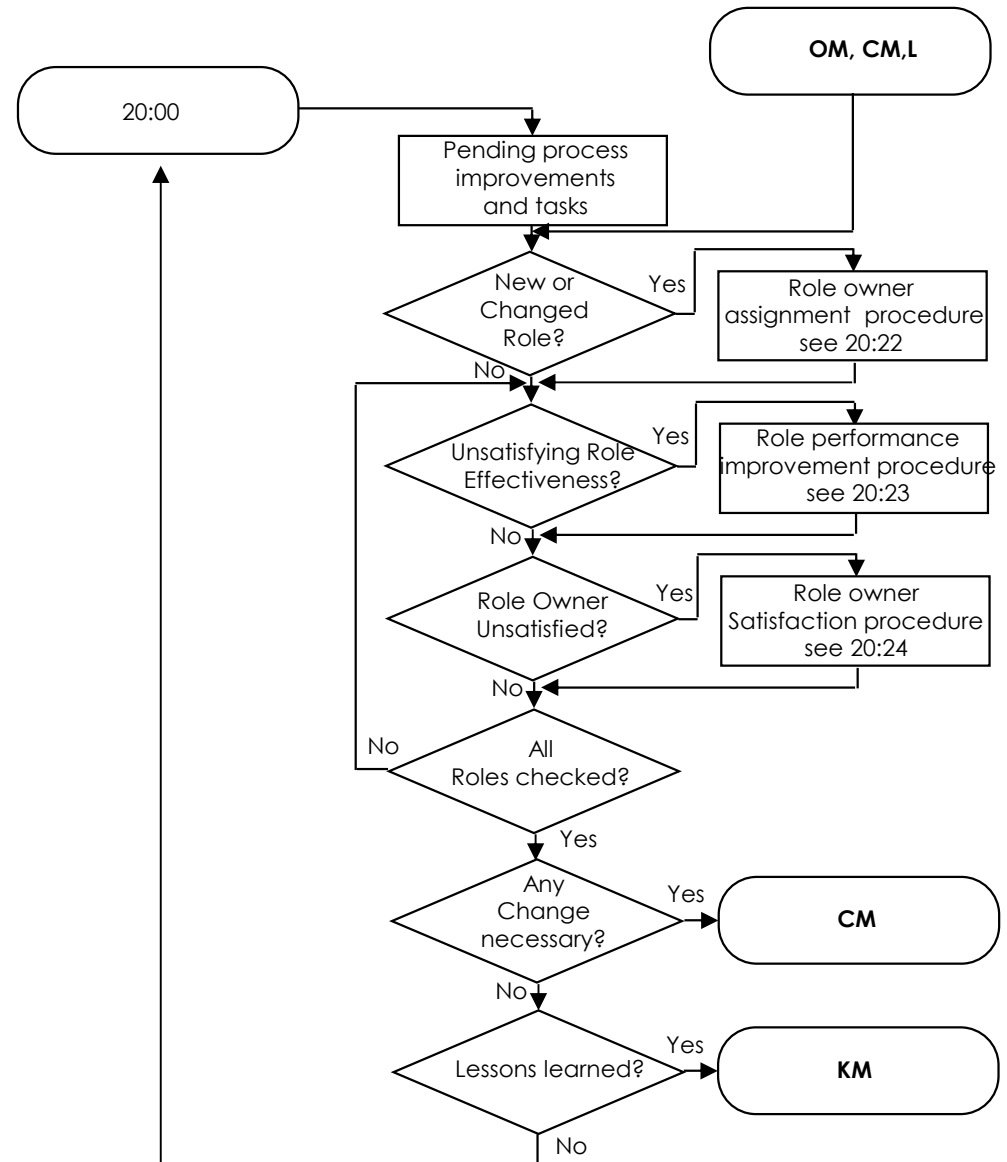
Human Resource Management

Goal

The goal of human resource management is the best possible choice of role owner, continuous monitoring of his performance and personal needs and, if justified, initiation of the appropriate personal development program and results assessment.



HRM Process



Role Owner assignment

Formal Role

Requirements Definition

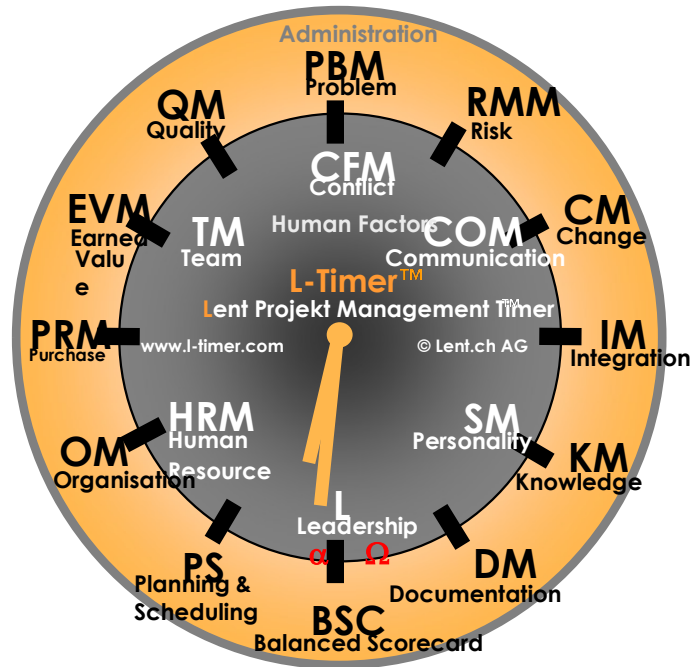


Project Management

Role Owner assignment

Formal Role

Requirements Definition



Requirements criteria		of 100 value	Candi date A	Candi date B
Scale		0 to 100	0.0 to 1.0	0.0 to 1.0
1	Acq. with the area of job	10	0.8	1.0
2	Experience in projects	8	0.8	0.4
3	Creativeness	3	0.5	0.7
4	Thinking in cat. of econom. pr.	18	0.9	0.4
5	Readiness to cooperate	12	0.6	0.9
6	Readiness to work overtime	2	0.5	0.9
7	Ability to negotiate	16	0.8	0.2
8	Ability to win the authority	14	1.0	0.5
9	Ability of abstract thinking	4	0.7	1.0
10	Organizational sense	13	1.0	0.5
Total score in this area			82.9	54.8



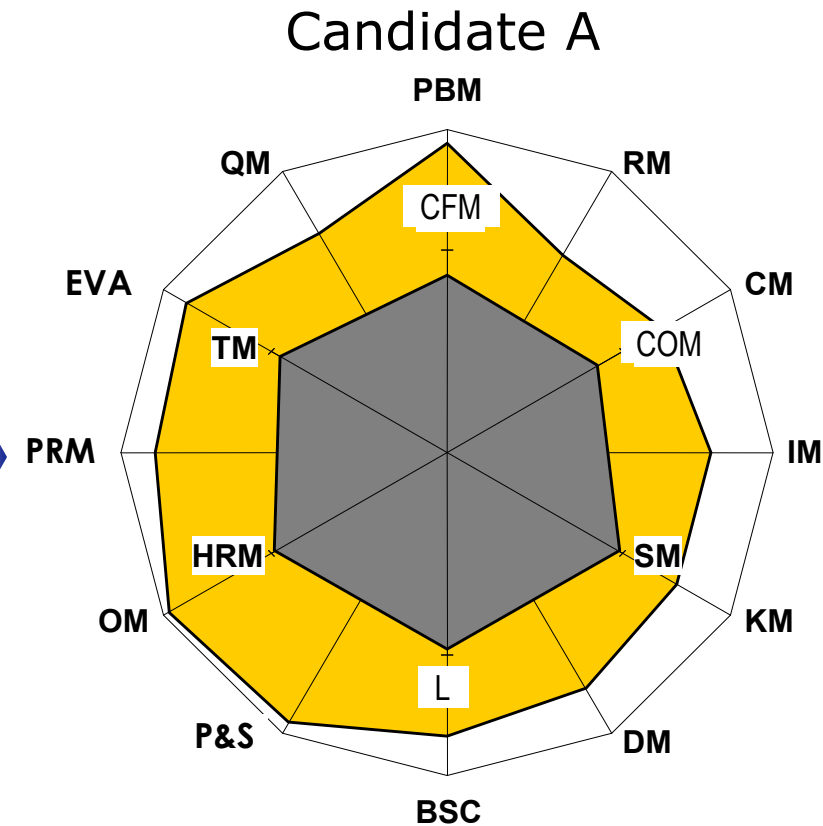
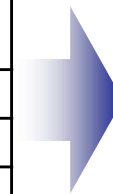
Project Management

Role Owner assignment

Formal Role

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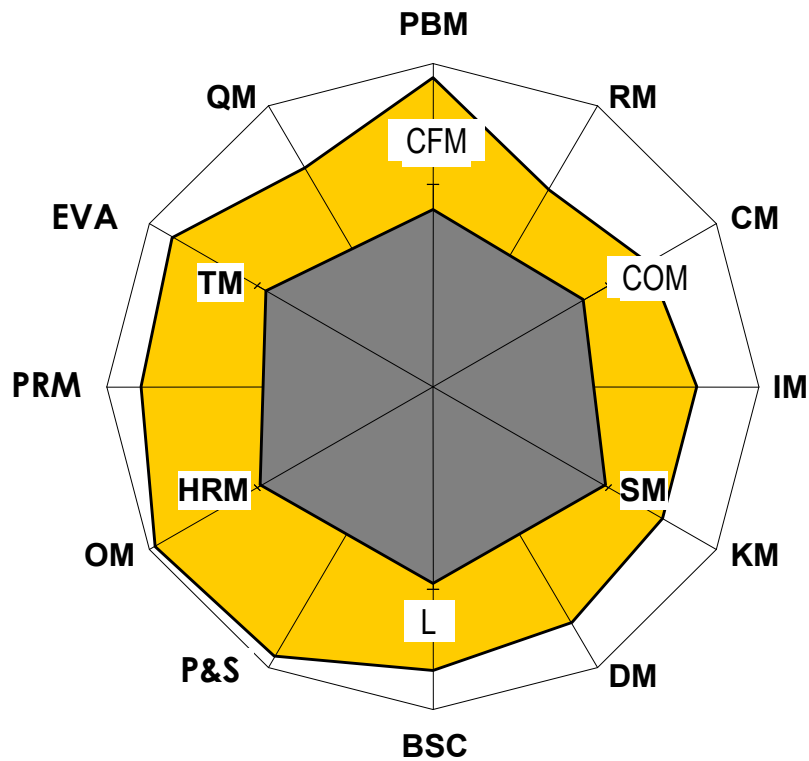


Role Owner assignment

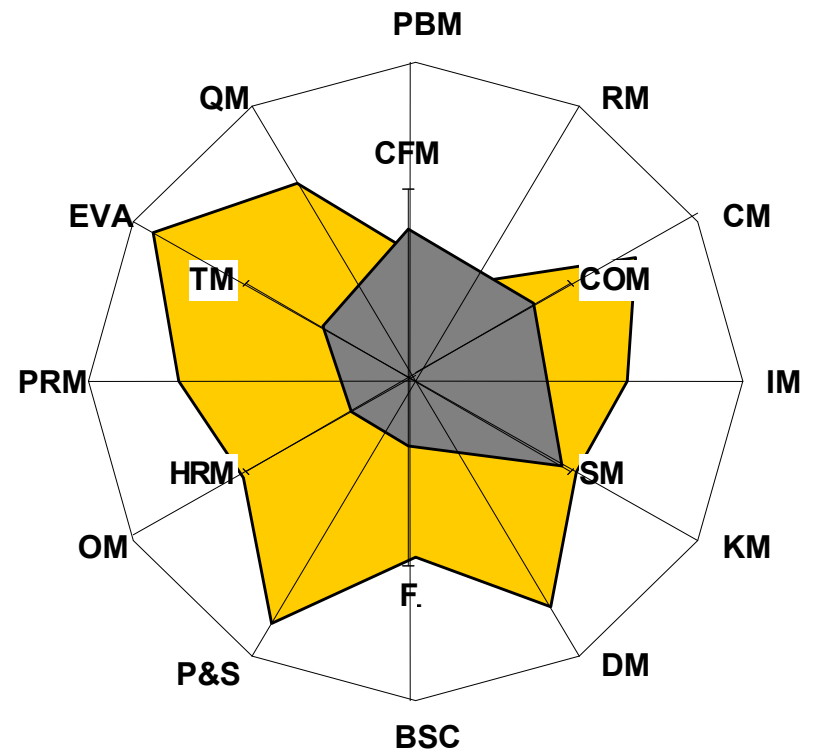
Formal Role

Requirements Definition

Candidate A

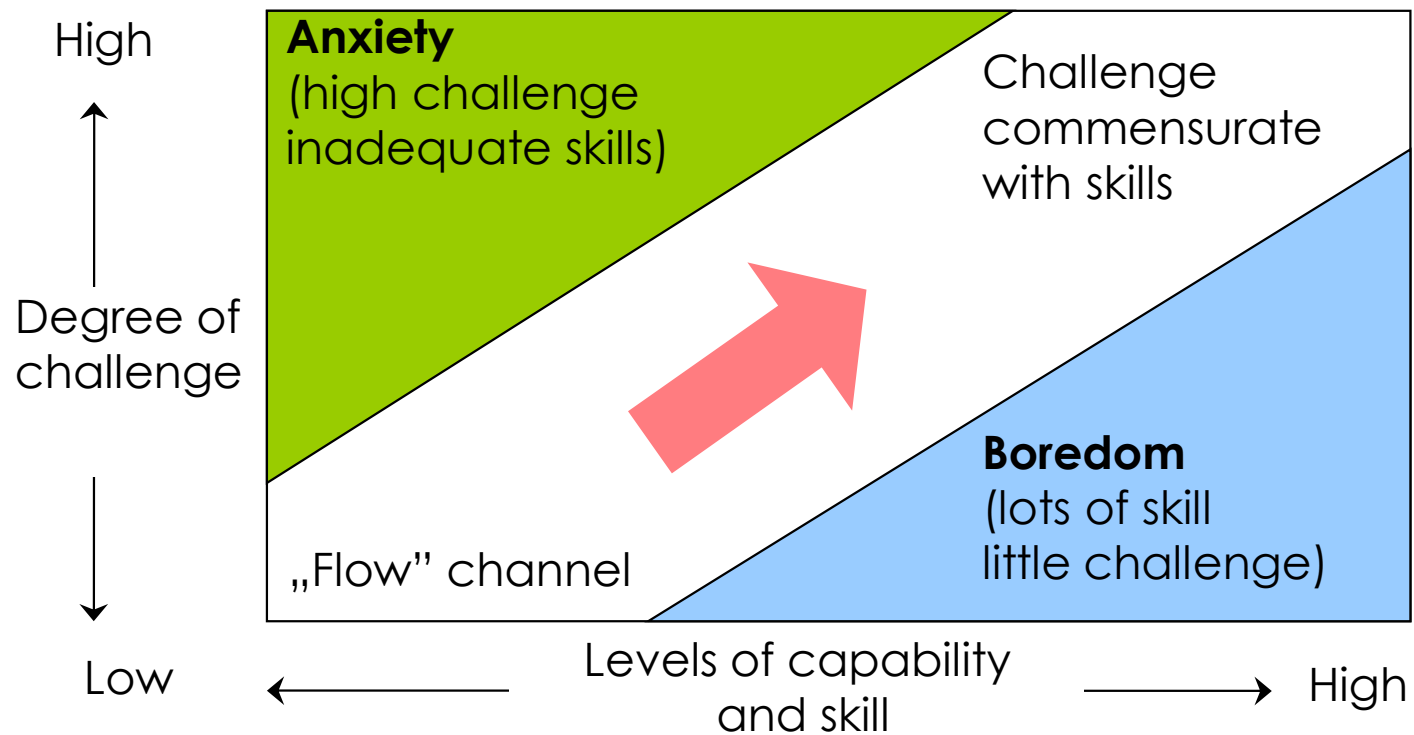


Candidate B



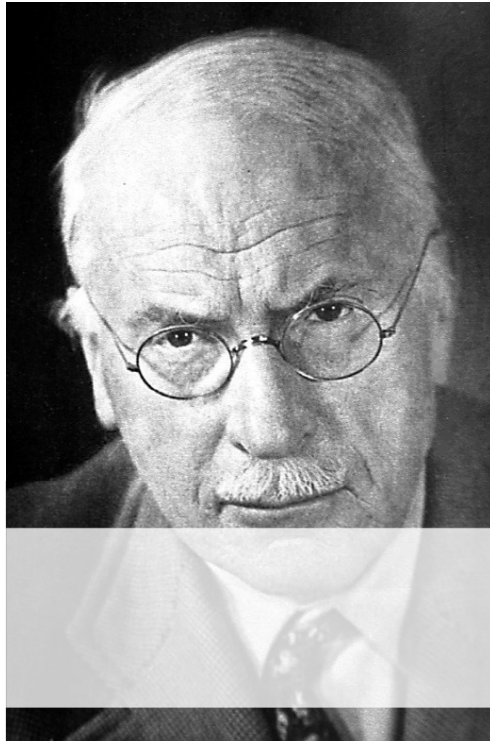
Role Owner assignment

Productivity Flow Channel



Role Owner assignment

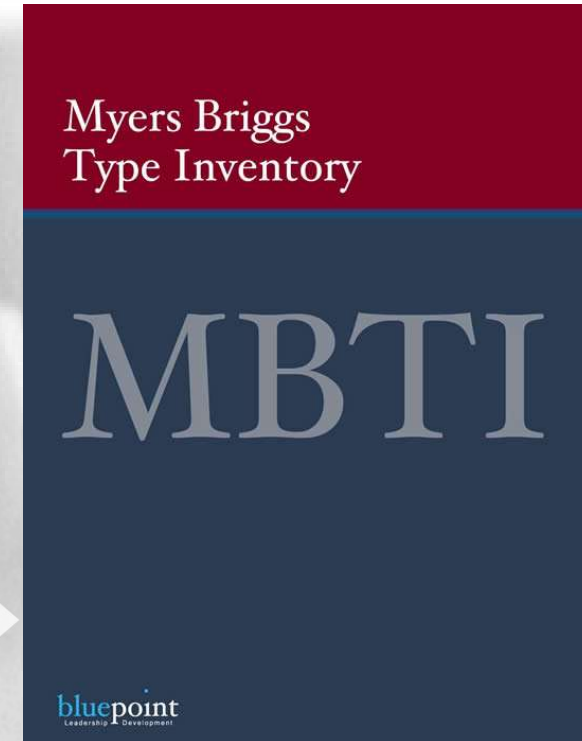
Personality impact



Carl Gustav Jung



Isabel Myers-Briggs



Role Owner assignment

Personality impact



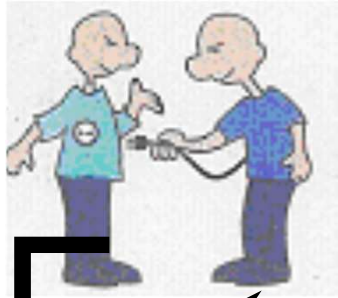
My preferences?



Role Owner assignment

Personality impact

Extraversion



E

I like getting my energy from active involvement in events and having a lot of different activities. I'm excited when I'm around people and I like to energize other people. I like moving into action and making things happen. I generally feel at home in the world. I often understand a problem better when I can talk out loud about it and hear what others have to say.



Introversion



Focusing attention

I like getting my energy from dealing with the ideas, pictures, memories, and reactions that are inside my head, in my inner world. I often prefer doing things alone or with one or two people I feel comfortable with. I take time to reflect so that I have a clear idea of what I'll be doing when I decide to act. Ideas are almost solid things for me. Sometimes I like the idea of something better than the real thing.

Role Owner assignment

Personality impact

Sensing



Way of collecting information

Intuition



S

Paying attention to physical reality, what I see, hear, touch, taste, and smell. I'm concerned with what is actual, present, current, and real. I notice facts and I remember details that are important to me. I like to see the practical use of things and learn best when I see how to use what I'm learning. Experience speaks to me louder than words.

Paying the most attention to impressions or the meaning and patterns of the information I get. I would rather learn by thinking a problem through than by hands-on experience. I'm interested in new things and what might be possible, so that I think more about the future than the past. I like to work with symbols or abstract theories, even if I don't know how I will use them. I remember events more as an impression of what it was like than as actual facts or details of what happened.



Role Owner assignment

Personality impact

Feeling



F

Focusing attention

Thinking



T

I believe I can make the best decisions by weighing what people care about and the points-of-view of persons involved in a situation. I am concerned with values and what is the best for the people involved. I like to do whatever will establish or maintain harmony. In my relationships, I appear caring, warm, and tactful.

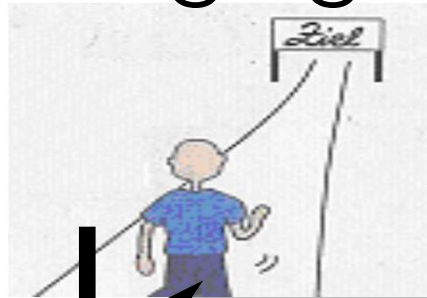
When I make a decision, I like to find the basic truth or principle to be applied, regardless of the specific situation involved. I like to analyze pros and cons, and then be consistent and logical in deciding. I try to be impersonal, so I won't let my personal wishes--or other people's wishes--influence me.



Role Owner assignment

Personality impact

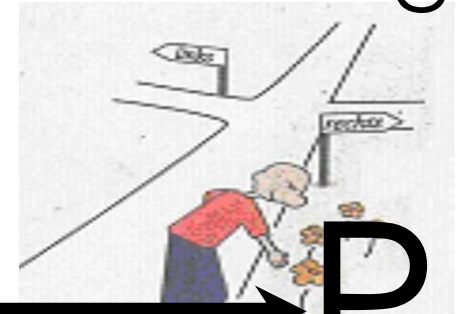
Judging



J

Dealing with the world

Perceiving



P

I use my decision-making (Judging) preference (whether it is Thinking or Feeling) in my outer life. To others, I seem to prefer a planned or orderly way of life, like to have things settled and organized, feel more comfortable when decisions are made, and like to bring life under control as much as possible.

I use my perceiving function (whether it is Sensing or Intuition) in my outer life. To others, I seem to prefer a flexible and spontaneous way of life, and I like to understand and adapt to the world rather than organize it. Others see me staying open to new experiences and information.



Role Owner assignment

Personality impact

16 Personality types

- 1 ESTJ Extraversion-Sensing-Thinking-Judging
- 2 ESTP Extraversion-Sensing-Thinking-Perceiving
- 3 ESFJ Extraversion-Sensing-Feeling-Judging
- 4 ESFP Extraversion-Sensing-Feeling-Perceiving
- 5 ENTJ Extraversion-Intuition-Thinking-Judging
- 6 ENTP Extraversion-Intuition-Thinking-Perceiving
- 7 ENFJ Extraversion-Intuition-Feeling-Judging
- 8 ENFP Extraversion-Intuition-Feeling-Perceiving



Role Owner assignment

Personality impact

16 Personality types

- 9 ISTJ Introversion-Sensing-Thinking-Judging
- 10 ISTP Introversion-Sensing-Thinking-Perceiving
- 11 ISFJ Introversion-Sensing-Feeling-Judging
- 12 ISFP Introversion-Sensing-Feeling-Perceiving
- 13 INTJ Introversion-Intuition-Thinking-Judging
- 14 INTP Introversion-Intuition-Thinking-Perceiving
- 15 INFJ Introversion-Intuition-Feeling-Judging
- 16 INFP Introversion-Intuition-Feeling-Perceiving



Role Owner assignment

Personality impact

Examples of personalities suitable for specific roles



ESFJ energized by interactions with people, harmony is key, need to be appreciated, typically in the form of services, conscientious and orderly, good in teaching, preaching, supervision, administration, coaching, people-to-people jobs.



INTJ the most self-confident, think in empirical logic, decisions come naturally, look to the future, "builder,, if an idea makes sense it will be adopted, the most theoretical of all types, natural brain stormers, always seeking strategies and tactics.

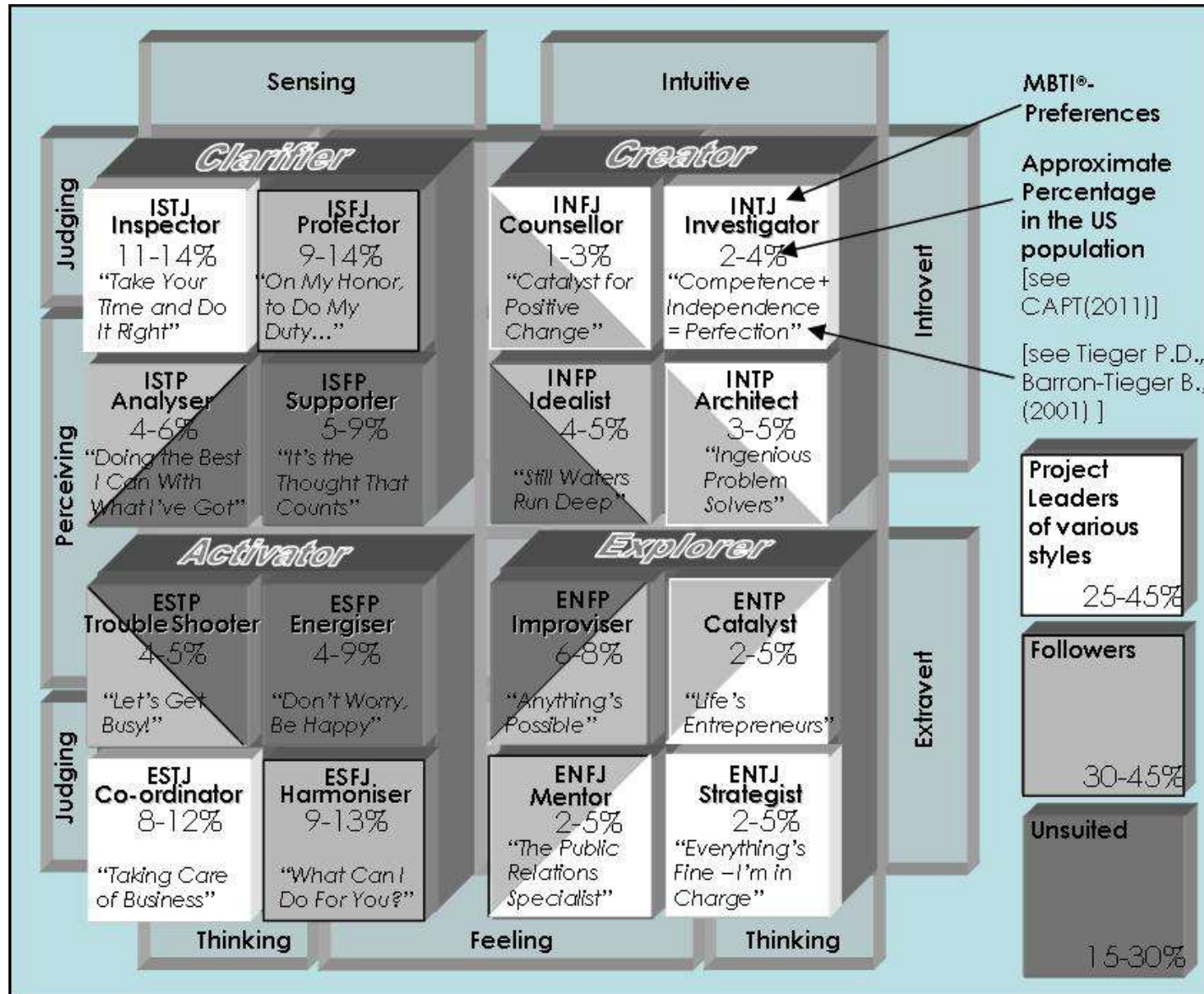


INFJ come easily to decisions, strong drive to contribute, visions of human events past, present and future, take work seriously, generally not visible leaders, very consistent and value integrity, good at public relations.



Project Management

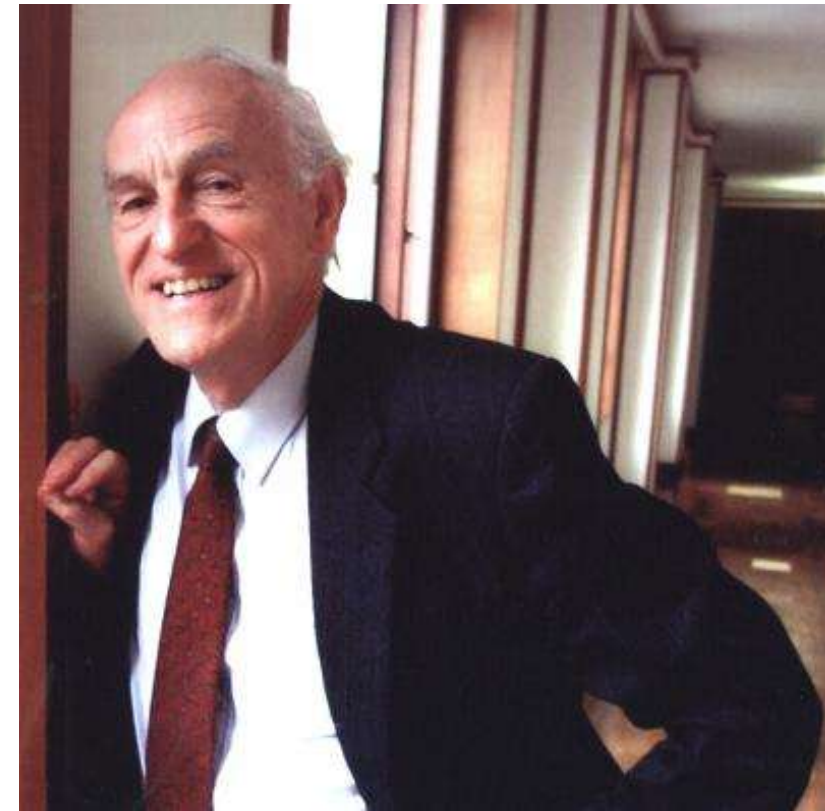
Role Owner assignment



Project Management

Role Owner assignment

Informal roles of Meredith Belbin



Meredith Belbin



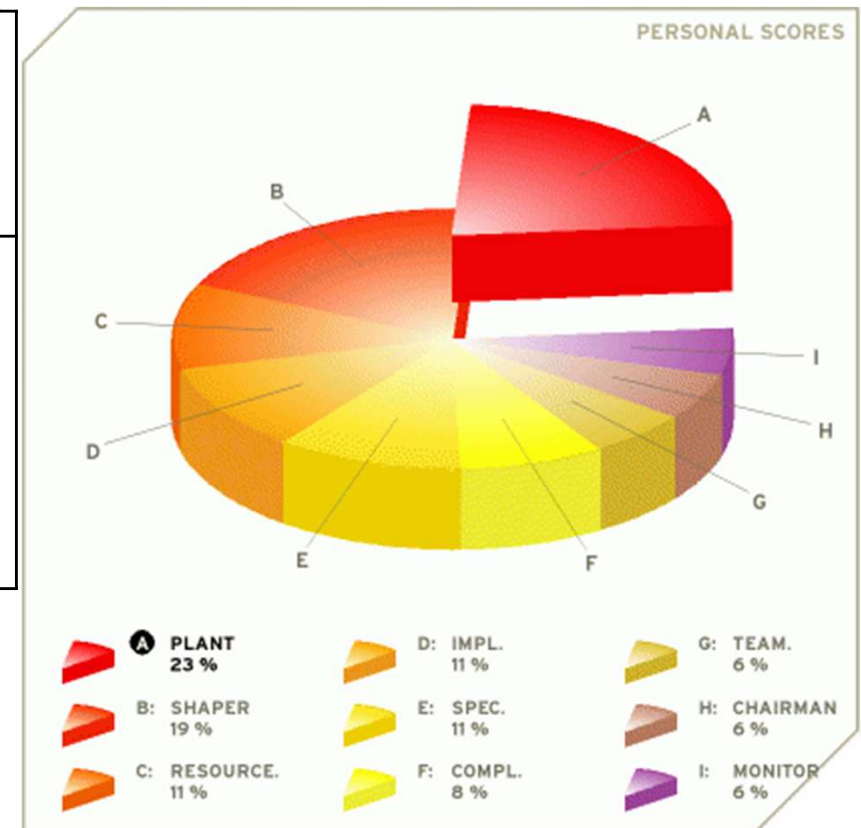
Project Management

Role Owner assignment

Informal roles of Meredith Belbin

23%	Innovator (Plant)	Individualistic and unorthodox	Bright and imaginative
19%	Driver (Shaper)	High-strung and dynamic, courageous	Energetic, willing to challenge group's performance

<http://www.belbin.com/rte.asp?id=7>
www.123test.com



Ethics



We began to behave ethically and morally about 200-300 thousand years ago...



The oldest religion is dated no more than 120 thousand years



Ethics

Ethics	Moral
Ethics is the philosophical theory of the moral	Moral is the praxis of ethics
Ethics bases on a personal value system	Moral behaviour is the one, which is congruent with one's own ethics
The analysis of what is good and correct	Good customs, principles, causalities
Teaching and science of moral	Actual values as lived



Ethics

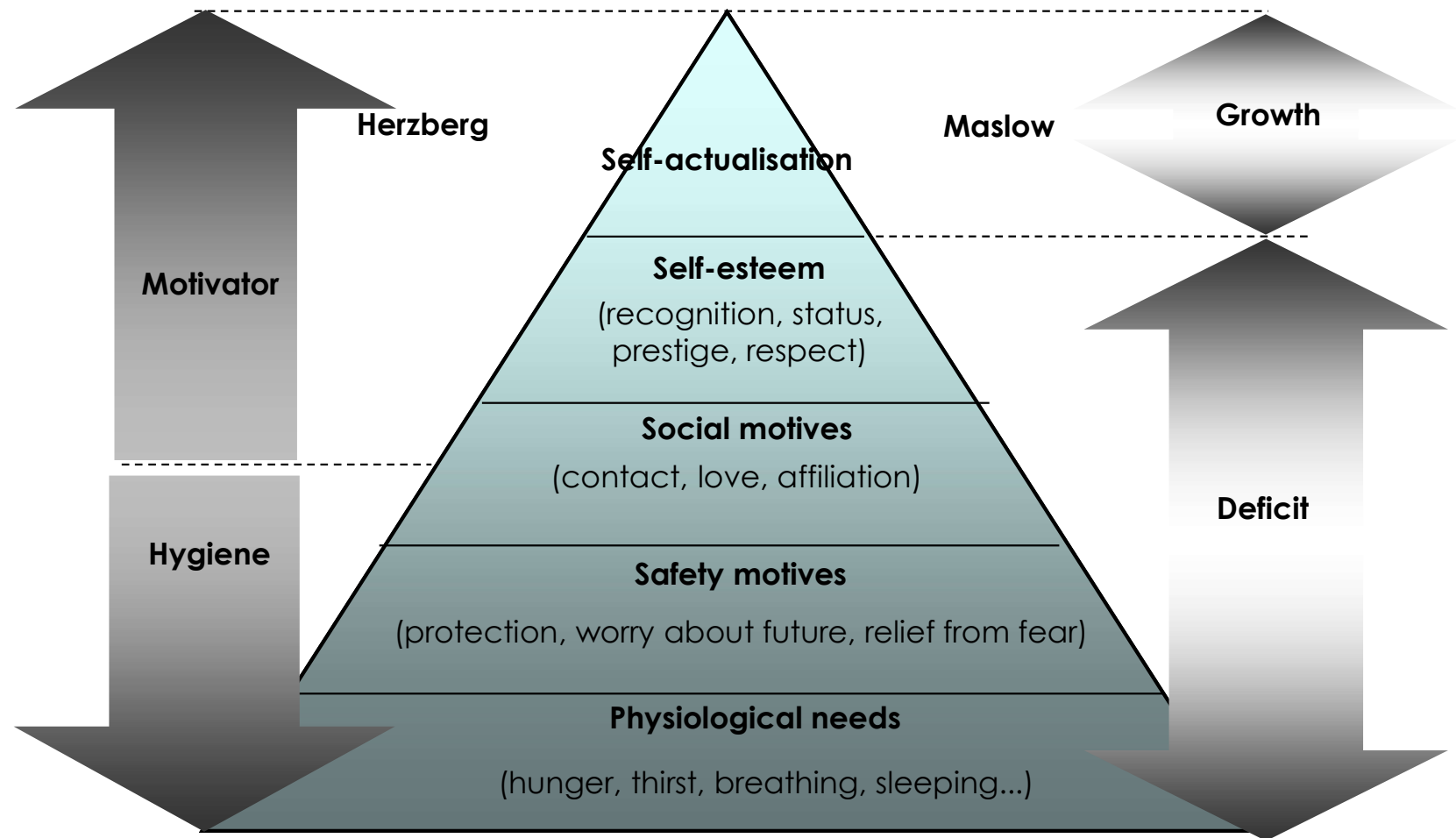
- What is the ethics of a candidate?
- Does his ethics match ours?



Project Management



Personal Needs



Personal Needs

Needs cost function		Coefficient	Candidate demand
1	Yearly fixed salary	11.0	x.x
2	Yearly variable results depended reward	0.7	y.y
3	Demanded job related education	0.2	z.z
4	Support in family dislocation and assimilation	0.8	v.v
5	Fringe benefits (car, insurance)	0.4	w.w
6	Status office and furniture	0.3	u.u
7	Career opportunities	0.1	t.t
Needs= $(1.0 *x.x)+(0.7**y.y)+(0.2*z.z)+(08*v.v)+(04*w.w)+(03*u.u)+(01*t.t)$			



HRM Process Conclusions

- Define the formal requirements
 - Determine the desired MBTI profile Evaluate
 - Evaluate informal role profile range
 - Classify the candidates along all requirements
 - What is the ethics of a candidate?
 - What are needs of candidate
-

Requirements match vs Needs?



HRM: Human Resource Management

Bogdan Lent

60 Minutes





PROJECT MANAGEMENT