



Version 6.1 Updated for the 2021
Project Management Professional (PMP)[®] Exam



Crosswind Success Series: PMP[®] Exam Bootcamp Manual

www.crosswindpm.com

Tony Johnson, MBA, CAPM, PMP, PgMP, PfMP

Version 6.1 aligned with the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK[®] Guide)* - Sixth Edition, Project Management Institute Inc., 2017

PMP, PMI and PMBOK are registered marks of the Project Management Institute, Inc.

Chapter 5

Project Resource Management

The purpose of performing the Project Resource Management processes is to ensure that both human and physical resources are available when needed and where needed during the project.

Human resources in this chapter refer to the project team, which is made up of individuals with assigned roles and responsibilities who work together to attain the goals of the project. Members of the project team may:

- Have varied skills
- Have part-time or full-time assignments
- Be added or removed from the team as the project evolves

The project manager should:

- Lead and manage the project team
- Consider the impact of team environment, geographical location of team members, cultural and organizational considerations, politics, and stakeholder communications on the team
- Form the project team into an effective unit
- Take care to expend sufficient effort to acquire, manage, motivate, and empower the team
- Include team members in planning and decision-making to deepen their commitment to the project and to ensure that those processes are informed by the team's experience and skills
- Evolve the skills and competencies of team members
- Improve team motivation and satisfaction
- Subscribe to professional and ethical behavior and ensure that team members do likewise

Physical resources include **infrastructure, facilities, materials, and equipment**. The project manager should ensure that these resources are allocated and used in a manner that results in successful completion of the project. To do so, the project manager should rely on organizational data regarding current and forecasted resource demands, the resource configuration needed to meet those demands, and access to an adequate supply of those resources. Failure to manage and control physical resources can result in: schedule delays if equipment or infrastructure cannot be secured on time; high rate of recall or rework if material ordered does not meet the quality needs of a product; and high operational costs if too much inventory is maintained.

Note that scheduling and monetary resources are addressed in Chapters 11 and 12 respectively.

Trends

Project management is trending toward a cooperative and supportive management approach that enables the team by authorizing team members to participate in decision-making. It is also trending toward optimizing the use of resources. Both trends emphasize the importance of:

- **Resource management methods**
Methods include Just-in-Time manufacturing, Kaisen, total productive maintenance (TPM), and theory of constraints (TOC) among others.
- **Emotional intelligence (EI)**
Emotional intelligence encompasses the improvement of inbound (self-management and self-awareness) and outbound (relationship management) team capabilities.
- **Self-organizing teams**
Self-organizing teams are teams that function without centralized control, such as Agile teams, with the project manager acting primarily as a coach and the team members acting as generalized specialists and continuously adjusting to the changing environment and embracing change and constructive feedback.
- **Virtual/distributed teams** in response to the globalization of projects
Virtual/distributed teams allow the project to acquire team members with specialized expertise even if they are located at diverse sites. The use of such teams is made possible by the diversity of communication technology available (audio and video conferencing, email, web-based meetings, and social media).

Tailoring

Project tailoring, the manner in which processes of a knowledge area are exercised, is employed to address the distinctive nature of each project. Successful project tailoring is predicated on a careful consideration of:

- Team diversity
- The physical location of team members
- Industry-specific resources
- Acquisition of team members
- Team management
- Life cycle approaches

Agile/Adaptive Environment

Agile methods employ collaboration to increase productivity and facilitate original approaches to problem solving. Collaborative teams may merge distinct work activities, improve communication, provide flexible work assignments, and increase knowledge sharing.

The source for the above text is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute Inc., 2017, Pages 307-312

In this chapter, we discuss the following:

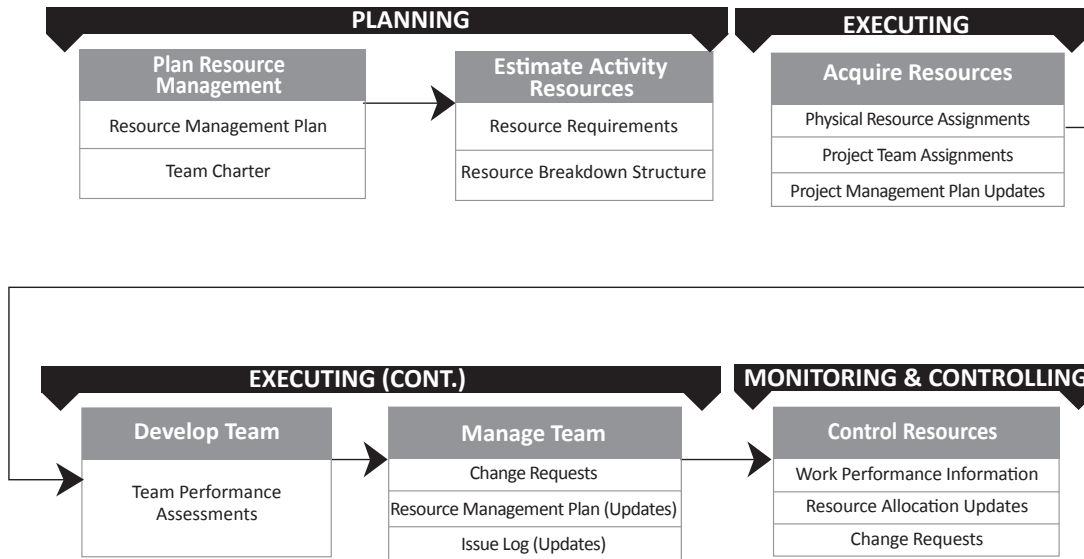


Figure 5-1: Resource Processes

The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition*, Project Management Institute Inc., 2017, Figure 9-1, Page 308



Crosswind “Must Knows” for Project Resource Management

- Key Inputs, Tools & Techniques, and Outputs for Plan Resource Management
- Key Inputs, Tools & Techniques, and Outputs for Estimate Activity Resources
- Key Inputs, Tools & Techniques, and Outputs for Acquire Resources
- Key Inputs, Tools & Techniques, and Outputs for Develop Team
- Key Inputs, Tools & Techniques, and Outputs for Manage Team
- Key Inputs, Tools & Techniques, and Outputs for Control Resources
- Characteristics of an organizational breakdown structure
- Each level of Maslow’s Hierarchy of Needs, their order and description
- Principles of McGregor’s Theory X and Y for management and labor
- Leadership and management styles that evolve at each stage of the project
- Delegation as a tool to appoint roles, assign responsibilities, and empower team members with the authority to undertake their responsibilities
- Roles of the project manager, project management team, sponsor, senior management, functional manager, stakeholder, team member, and other roles as they relate to project management
- Characteristics of and differences between formal, reward, penalty, expert, and referent power
- Halo Theory
- Team development life cycle (form, storm, norm, perform, adjourn)
- Characteristics and names of various types of conflict resolution