

PMI-CAPM®
Certified Associate
Project Manager



6. Resources

6 Processes

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1. Plan Resource Management

Plan how to plan, manage,
control resources

Planning



Plan Resource Management

Input



- Project Charter
- Project Management Plan
 - Project Life Cycle
- Project Documents
- EEFs
- OPAs

T&Tools



- Expert judgment
- Data Representation
 - RAM
 - Raci Chart
 - Organizational breakdown structure
 - Resource breakdown structure
 - Work breakdown structure
 - Text-oriented formats
- Organizational Theory
- Meetings

Output



- Resource Management Plan
- Team charter

2. Estimate Activity Resources

Estimate resources needed
for the project
(physical and human)

Planning



Estimate Activity Resources

Input



- Project Management Plan
 - Scope Baseline
 - Resource Management Plan
- Project Documents
 - Activity List
 - Activity Attributes

T&Tools



- Bottom-up estimating
- Analogous estimating
- Parametric estimating
- Alternative analysis
- Resource histogram

Output



- Resource requirements
- Resource breakdown structure

3. Acquire Resources

Obtain resources (physical and human)

⇒ uses the resource management plan to provide a **list of roles and responsibilities** to define the positions, **skills**, and competencies **required** by the project and to provide **organizational charts** which indicate the **number of people needed for the project**

Executing



Acquire Resources

Input



- Resource Management Plan
- EEFs
- OPAs

T&Tools



- Pre-assignment
- Negotiation
- Virtual teams
- Decision making

Output



- Physical resource assignments
- Project team assignments
- Resource calendars
- Project Management Plan updates

4. Develop Team

Build team skillset and environment to improve team performance

⇒ looks to the resource management plan for guidance on **how project team members will be rewarded** and obtain **training** and how **disciplinary actions** will be taken

Executing



Develop Team

Input



- Project team assignments
- Project management plan
- Project documents
- EEFs
- OPAs

T&Tools



- Interpersonal & Team skills
 - Team-building
 - Negotiation
 - Conflict Management
 - Influencing
- Recognition & Rewards
- Training
- Colocation
- Virtual teams
- Communications technologies
- Individual & team assessments

Output



- Team performance assessments

5. Manage Team

Track team's performance,
resolving issues

Executing



Manage Team

Input



- Issue Log
- OPAs
 - Certificates of appreciation
 - Newsletters
 - Websites
 - Bonus structures
 - Corporate apparel

T&Tools



- PMIS
- Interpersonal & Team skills
 - Conflict management
 - Decision making
 - Emotional intelligence
 - Influencing
 - Leadership

Output



6. Control Resources

Monitor actual use of
resources (vs planned)

**Monitor
& Control**



Control Resources

Input



- Work Performance Data
- Project documents
 - Issue Log
 - Lesson Learned Register
 - Resource assignments
 - Project schedule
 - Resource requirements
 - Resource breakdown structure
 - Risk Register
- Agreements

T&Tools



- Performance reviews
- Trend analysis
- Alternative analysis
- PMIS-software
- Problem-solving methods

Output



- Work Performance Information
- Project Management Plan updates
- Project Documents updates

What is Resource Management Plan?

Resource Management Plan is about what resources are required, quantity & time for each type, if they'll be acquired or available internally, the cost, how will be managed and **definition of roles & responsibilities.**

What's included

- Identification of resources
- Acquiring resources
- Roles and responsibilities
- Project organization charts
- Project team resource management
- Training
- Team development
- Resource control
- Recognition plan
- ...

Which are the common **sources of Conflict?**

Conflicts are likely to come up throughout the duration of the project but **especially early** on when each stakeholder may be fighting to ensure his or her deliverables are considered high priority.

1. Scarce resources
2. Scheduling priorities
3. Personal work styles

Team ground rules, group norms, and solid project management practices (e.g., communication and role definition) reduce the amount of conflict.

Which are the **5 Tuckman ladder** stages?

Tuckman describes team development in 5 stages that teams may go through.

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

When team members have worked together on projects in the past, they may skip a stage.

What is measured in **Team Performance Assessment**?

1. Team's technical success according to the **scope**
2. Performance on a **budget**
3. Performance on a project **schedule**

Output of **Develop Team**

Which are 5 techniques for conflict resolution?

- **Withdraw/avoid:** Retreating from an actual or potential conflict situation; postponing the issue to be better prepared or to be resolved by others.
- **Smooth/accommodate:** Highlighting areas of agreement rather than areas of difference; conceding one's position to the needs of others to maintain harmony.
- **Compromise/reconcile:** Searching for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict. This is generally a lose-lose situation.
- **Force/direct:** Pushing one's viewpoint at the expense of others; offering only win-lose solutions, usually enforced through a power position. This is often a win-lose situation.
- **Collaborate/problem solve:** Incorporating multiple viewpoints and insights from differing perspectives; requires a cooperative attitude and open dialogue. This approach can result in a win-win situation.



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THANK YOU
