

Project Management Methodology in Hrm

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Abstract

Project Management is the process of achieving project objectives (schedule, budget and performance) through a set of activities that start and end at certain points in time and produce quantifiable and qualifiable deliverables. Project management methodology is an extremely useful tool with numerous applications for Human Resources Management. “Methodology” typically refers to a body of practices, procedures, and rules used by those who work in a particular discipline. “Project management” can be defined as the planning, organizing, scheduling, leading, communicating, and controlling of work activities to achieve a predefined outcome, on time and within budget. The most important resource to a project is its people—the project team. Project Human Resource Management is the process of utilizing all the individuals involved in the project effectively in order to get the best results for the project.

Keywords: *Project, Management, Human resource, Methodology, Schedule*

I. Introduction

- Human Resource Management is the process of providing human resources to an organization to meet both permanent and short-term work requirements.
- The purpose of project Human Resource Management is to ensure that the project has sufficient human resources, with the correct skill sets and experience, for the project to be successfully completed.
- A project Human Resource Management Plan document describes the end-to-end processes that a project will use to meet its human resource requirements. The key objective of this plan is to describe:
 - ✓ which resources are required;
 - ✓ what core skills and experience they need to have;
 - ✓ how resources will be acquired;
 - ✓ how long resources will be needed;
 - ✓ when resources will be needed;
 - ✓ how resources will be developed;
 - ✓ how day-to-day management will be formed; and
 - ✓ How resources will be transitioned into and out of the project following the completion of their project assignments.
- Projects require specialized resources with the skills, competencies and experience to fill a variety of critical roles. This applies to all project resources including the Project Manager. Equally important to determining which skills and how much experience is needed for project roles is the requirement to fill those roles with resources that actually possess those skills and competencies.

II. Literature Review

- The amount of research regarding the topic project management is literally not new. A project is a finite endeavor (having specific start and completion dates) undertaken to create a unique product or service which brings about beneficial change or added value. This finite characteristic of projects stands in sharp contrast to processes, or operations, which are permanent or semi-permanent functional work to repetitively produce the same product or service. In practice, the management of these two systems is often found to be quite different, and as such requires the development of distinct technical skills and the adoption of separate management (Wikipedia, 2009)

- According to James and **Albert, 1994**, a project can be defined as an item of work that required planning, organizing and dedicating resources and expenditure funds, in order to produce a concept, a product or a plant.
- On the other hand, **Dhillon (2002)** define project as a plan of work or assignment, which is also referred as a task or a job. **Harold (2003)** also defined project as any series of activities and task that have a specific objective to be completed within certain specification, have defined start and end dates, have funding limits, consume human and non-human resources and are multifunctional.
- Dhillon, (2002) defines project management as the art of directing and coordinating material and human resource by throughout the project life span by utilizing various management methods and techniques to achieve effectively predetermined goal of scope, quality, time, and cost and participation satisfaction. Project Management also defined as the systematic application of management and construction expertise-through planning, design and construction processes-for the purpose of controlling the time, cost and quality of design and construction. Although the success of a project is influenced by a variety of factors, in practically all cases, successful project management will improved project quality while helping to maintain project budget and scope (**Kuprenas,et al, 1999**).

III. PROCESS

- Project human resource management includes the processes required to make the most effective use of the people involved with a project
 - ✓ Main processes include:
 - ✓ Human resource planning
 - ✓ Acquiring the project team
 - ✓ Developing the project team
 - ✓ Managing the project team
- The primary objective is to measure whether the projects are completed on time and within budget and whether it is conducted in a disciplined, well-managed, and consistent manner. Also to provide Guidelines and suggestions to promote the delivery of quality products and results.

IV. Key Steps In Implementing Project Management Methodology In Hr

- Provide high-level project management training for the HR leadership team. Familiarize the leadership team with the concepts and terms used in project management so that the group will have a common understanding of the practice. This will be invaluable in helping them to communicate with each other regarding the initiatives in each of their areas as well as to support the multi-disciplined project teams.
- Identify an HR leader to receive in-depth project management training. In order to be successful, a project or initiative needs a central leader or manager, and that leader needs in-depth training.
- Start small. When we first begin utilizing the project management methodology, it's important to operate on a learning curve. Choose a small initiative to which the methodology can be applied.
- At the end of the initiative, debrief within the project team. As mentioned above, this debriefing is a critical part of the process. Debriefing allows problems and issues to come to the surface and encourages group discussion on what went right, what went wrong, and how the process can be improved.
- Report back the outcomes of the project to the HR group as a whole. This final step allows the project team to share its successes with the rest of the HR organization and also serves to solicit feedback from a “fresh” set of eyes and ears—those outside the immediate scope of the project.

V. Benefits Of Project Management In Hr

- Facilitates improved client relationships leading to improved customer satisfaction scores
- Fosters a common methodology and process across HR; uses same PM processes as client
- Ensures an alignment of HR efforts with client business needs
- Stimulates teamwork on priority HR issues
- Knowledge transfer across professions
 - ✓ Increase HR competency (people skills) in Project Managers
 - ✓ Increase PM competency in Human Resources professionals

VI. Conclusion

- It is important for both human resource managers and project managers to adopt specific HRM practices and processes when working in project-oriented organizations due to the effect these procedures have on employee perception of the work environment and the employment relationship. Hence an organization should focus on improving or strengthening the Project management methodology which is an invaluable tool that facilitates collaboration and ensures quality outcomes.

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