



NSCET E-LEARNING PRESENTATION

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COMPUTER SCIENCE AND ENGINEERING

IV YEAR / VIII SEMESTER

MG6088 – SOFTWARE PROJECT MANAGEMENT

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UNIT- V

Managing People In Software Environments



Main Concerns

Objectives

There are four main concerns:

- Staff Selection.
- Staff Development.
- Staff Motivation.
- Well-being Staff during course of project.

Understanding Behavior

Identify the handling of people they are two approach:

➤ Positivist approach

➤ Based on development of system

- Discipline of Organizational behavior theories “If A is the situation then B is likely to result”

The Objectives Of Interpretivist approach

Interpretivist approach

- How software Engineer defined?
 - Who customize and install package software
 - Cover the role of ICT business analyst
- How successful defined?
 - The 2 viewpoints (positivist and interpretive) are both valid and useful in managing the people in software field.

Positivist Approach

Positivist Approach:

- Tends to be objective and empirical seeks causes for behavior conduct studies that can be generalized to larger populations

Interpretivist Methodology :

- More qualitative
- Based on smaller samples
- View each consumption situation as unique and nonpredictive look for common patterns across consumption situations



Organizational Behaviour



Organizational Behaviour

➤ Fredrick Taylor attempted to analyse the most productive way of doing manual tasks.

Taylor's three basic objectives

- To select the best man for the job.
- To instruct them in the best methods.
- To give incentives in the form of higher wages to the best workers.

Organizational Behaviour

- The conditions under which the staff worked also affects productivity.
- OB researchers discovered that the state of the minds of the people influenced productivity.

Theory X

- The average human has an innate dislike of work.
- There is a need therefore for coercion, direction and control.
- People tend to avoid responsibility.

Theory Y

- Work is as natural as rest or play.
- External control and coercion are not the only ways of bringing about effort directed towards an organization's end.
- Commitment to objectives is a function of the rewards associated with their achievement.
- The average human can learn to accept and further seek responsibility.
- The capacity to exercise imagination and other creative qualities is widely distributed.

The background features a stylized landscape with orange hills and dark green foliage. The hills are represented by smooth, rounded shapes in a warm orange color. The foliage consists of several dark green, leafy branches with small, pointed leaves, positioned in the foreground and midground. The overall aesthetic is clean and modern.

Selecting The Right Person For The Job

Selecting The Right Person For The Job

- Besides the tools the individual selected for a job affect the programming productivity.
- Experience
- Person who can communicate well.

The Recruitment Process

- Recruitment is often an organizational responsibility.
- Eligible candidates- have a curriculum vitae which shows the right and required details.
- Suitable candidates- who can actually do the job well.
- Assesses actual skills rather than experience.

The Recruitment Process

- Create a job specification.
- Create a job holder profile.
- Obtain applicants.
- Examine CV's.
- Interviews.
- Other procedures.

The image features a minimalist, stylized landscape. The background is white. At the top, there are three small, orange, cloud-like shapes. In the center, the word "Motivation" is written in a bold, black, serif font. Below the text, there is a large, orange, wavy shape representing a hill or mountain range. In the foreground, there are two black, stylized leafy branches, one on the left and one on the right, appearing to grow from the base of the hills.

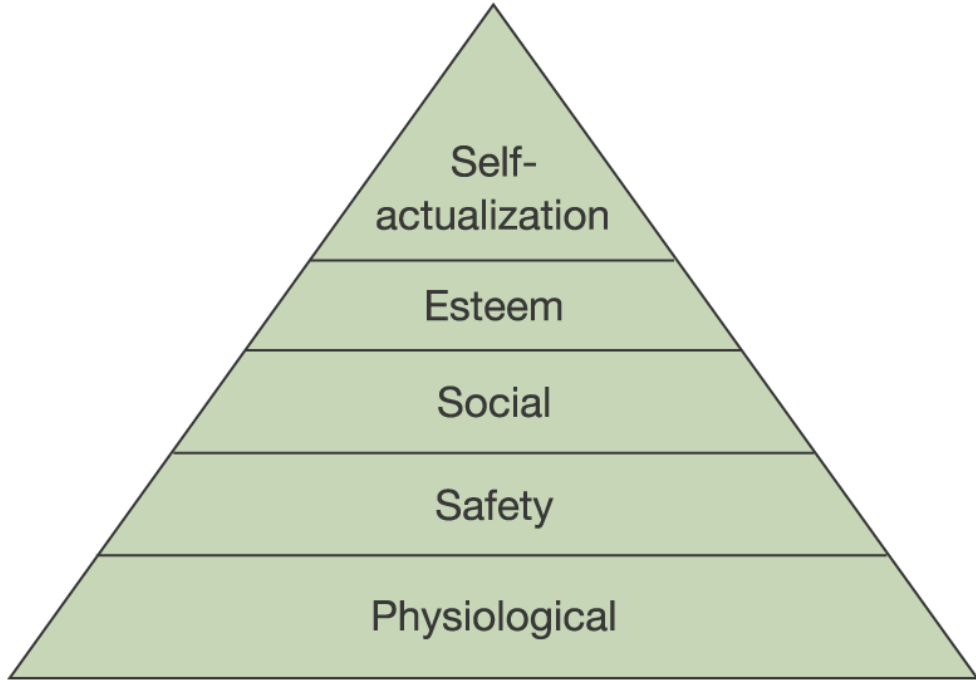
Motivation

Motivation

Motivation and application can often make up for shortfalls in innate skills

- Taylor's approach - financial incentives.
- Abraham Maslow (1908-1970).
- Motivations vary from individual to individual. People will be motivated by different things at different times. People will always feel dissatisfied, but the focus of the dissatisfaction changes over time.
- Hierarchy of needs – as lower ones fulfilled, higher ones emerge.

Maslow's Hierarchy Of Needs



A challenging job

Status, recognition

Well-known employer,
compatible workgroup

Long-term employment

Good employment or
good working conditions

Herzberg

Herzberg suggested two sets of factors affected job satisfaction

- Hygiene or maintenance factors – make you dissatisfied if they are not right e.g. pay, working conditions.
- Motivators – make you feel the job is worthwhile e.g. a sense of achievement or challenge.

Vroom

Vroom and colleagues identified three influences on motivation

- Expectancy – the belief that working harder leads to better performance.
- Instrumentality – the belief that better performance will be rewarded.
- Perceived value of the reward.

Oldham-Hackman Job Characteristics

Identified the following characteristics of a job which make it more 'meaningful'

- Skill variety.
- Task identity – the degree to which your work and its results are associated with you
- Task significance.



Methods To Improve Job Satisfaction



Methods to improve job satisfaction

Set specific goals

➤ Provide feedback on the progress towards meeting those goals.

➤ Consider job redesign

- Job Enlargement.

- Job Enrichment.



Becoming A Team



Becoming A Team

➤ Five basic stages of development:

- Forming.
- Storming.
- Norming.
- Performing.
- Adjourning (Mourning?).

Balanced Teams

Meredith Belbin studied the performance of top executives carrying out group work at the Hendon Management Centre.

- Tried putting the ‘best’ people together in ‘Apollo’ teams – almost invariably did badly.
- Identified the need for a balance of skills and management roles in a successful team.
- The difference between “eligible” and “suitable” candidates.



Management Team Roles



Management Team Roles

- The coordinator – good at chairing meetings
- The ‘plant’ – an idea generator.
- The monitor-evaluator – good at evaluating ideas.
- The shaper – helps direct team’s efforts.
- The team worker – skilled at creating a good working environment.

Belbin Management Roles - Continued

- The resource investigator – adept at finding resources, including information.
- The completer-finisher – concerned with getting tasks completed.
- The implementer – a good team player who is willing to undertake less attractive tasks if they are needed for team success.
- The specialist – the ‘techie’ who likes to acquire knowledge for its own sake.

Social Loafing

- Tendency for some team participants to 'coast' and let others do the work.
- Also tendency not to assist other team members who have problems.

Suggested counter-measures:

- Make individual contributions identifiable.
- Consciously involve group members ('loafer' could in fact just be shy!).
- Reward 'team players'.

The image features a stylized landscape with orange hills and dark green foliage. The hills are represented by simple, rounded shapes in a warm orange color. The foliage consists of several dark green, leafy branches. The overall aesthetic is clean and modern, with a focus on natural elements.

Barriers To Good Team Decisions

Barriers To Good Team Decisions

- Inter-personal conflicts – see earlier section on team formation .
- Conflicts tend to be a dampened by emergence of group norms – shared group opinions and attitudes.
- Risky shift – people in groups are more likely to make risky decisions than they would as individuals.

Delphi Approach

To avoid dominant personalities intruding the following approach is adopted

- Enlist co-operation of experts.
 - Moderator presents experts with problem.
 - Experts send in their recommendations to the moderator.
 - Recommendations are collated and circulated to all experts.
 - Experts comment on ideas of others and modify their own recommendation if so moved
- If moderator detects a consensus, stop; else back to 4.

The image features a minimalist landscape design. At the top, three small, orange, cloud-like shapes are scattered across the white background. Below them, the word "Leadership" is centered in a black, serif font. The bottom half of the image is dominated by a large, solid orange shape representing a range of hills or mountains. Two black, stylized leafy branches are positioned on the lower left and right sides of the orange shape, appearing to grow from the base of the hills.

Leadership

Leadership: Types Of Authority

Position power

- Coercive power – able to threaten punishment.
- Connection power – have access to those who do have power.
- Legitimate power – based on a person's title conferring a special status.
- Reward power – able to reward those who comply.

Leadership: Types Of Power

Personal power

- Expert power: holder can carry out specialist tasks that are in demand.
- Information power: holder has access to needed information.
- Referent power: based on personal attractiveness or charisma.

Leadership Styles

Task orientation – focus on the work in hand.

- People orientation – focus on relationships Where there is uncertainty about the way job is to be done or staff are inexperienced they welcome task oriented supervision.
- Uncertainty is reduced – people orientation more important.
- Risk that with reduction of uncertainty, managers have time on their hands and become more task oriented (interfering).

The background features several stylized orange shapes resembling hills or clouds at the top. At the bottom, there are two dark green leafy branches. The text is centered in the middle of the page.

Ethical and Programmed concerns

Professional Ethics

Professionals are capable of applying their skills and making judgments in their particular profession. Professional ethics is defined as the personal and corporate rules that govern behavior within the context of a particular profession.

Many organizations define ethical approach to their professionals. These include:

Honesty , Transparency , Confidentiality , Accountability , Obedience to the law

Objectivity , Respect , Integrity , Loyalty .

Ethical Code Of Conduct For Software Project Managers

- He or she must follow all three levels of ethics.
- Project manager should be honest in his or work.
- Always do proper planning before starting any project.
- If Project manager is at fault for something he or she must admit it.
- Always use registered software for development.

The image features a stylized landscape with orange hills and plants. The hills are represented by smooth, rounded shapes in a warm orange color. In the foreground, there are two clusters of dark green, leafy plants. The background is white, with three smaller orange hills floating in the sky. The overall aesthetic is clean and modern.

Virtual Team

Virtual Team

- A virtual team is a team where the primary method of interaction is done through electronic mediums. When it comes to the medium, it could range from e-mail communications to video conferencing.
- Some virtual teams do not interact face-to-face (when team members reside in different demographics) and some virtual teams physically meet up occasionally.

Why Virtual Teams?

➤The Internet and related technologies helped enhancing the communication across the globe, where certain industries that do not require the person to be present in physical sense could make much use of it. A good example is a web development team.

Following are some of the top reasons for having virtual teams:

- Team members are not located in the same demography.
- The transportation cost and time is quite an overhead.
- Team members may work in different times.

Types of Virtual Teams

➤ There are many types of virtual teams operating at present. Following are a few of those teams:

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- Entire companies that operate virtually.
- Task teams, responsible of carrying out a specific task..
- Friendship teams such as groups in Facebook or any other social network.
- Interest teams where the members share a common interest.

Communications genres

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Communication Plan



The Importance of a Communication Plan

- Communication isn't just about barking directives or conveying your message, it's also about asking questions. Communications are a two-way street, and if you're only going one-way then you're going to get stuck in a dead end.
- When you formalize the process of communications in a project, you're taking steps to make the project successful. If you don't... well, you know what happens.

What Makes a Communication Plan Effective?

➤ The validity of creating a communication plan, how exactly do we make one that can work fluidly across all the channels we need to communicate? Let's define the communication plan for a larger project, as it's easier to take away what you don't need than add it later.

Be SMART!

- What are you going to achieve with your communication plan? Good communications, of course. But how to you make sure of that?
- Well, begin with a list. What are your three top objectives? Got those. But make sure you're SMART about it. Yes, SMART is an acronym to remind you to be:
 - Specific.
 - Measurable.
 - Actionable.
 - Relevant and Timely.