

1. Human Factor Processes in Project Management

Code.....

Course item:

1. INFORMATION ABOUT THE COURSE

A. Basic information

Name of course	Human Factor Processes in Project Management
Study level	<i>Second stage</i>
Unit running the study programme	<i>Faculty of Management</i>
Study programme	<i>ERASMUS</i>
Speciality	<i>General Management</i>
Name of teacher (s) and his academic degree	<i>Dr rer. oec. et Dr-Eng. Bogdan Lent, adjoint Professor UST bogdan.lent@utp.edu.pl vacant</i>
Introductory courses	<i>Cybernetic Approach in Project Management Culture and Behaviour</i>
Prerequisites	<i>Capability of reflective thinking.</i>

B. Semester schedule of classes (block wise)

Semester	Lectures	Classes	Laboratories	Project	Seminars	Field exercises	ECTS
summer	10				20		5

C. Course Outline

Main reason, why projects fail, is attributed to the human factor. It is underestimated in many project management approaches leading to wrong project structuring and to the project management, doomed to fail.

This course on Human Factor Processes in Management is part of the cybernetic approach to project management and builds on knowledge acquired by students in Culture and Behavior subject. It views the human factor management in project through six processes, equally treated as the other twelve administrative processes. Suitable methods and techniques are thoroughly evaluated and exercised. In particular the Self-Management (Work & Life Balance) is considered as important in projects as any other process.

The andragogical approach, which addresses specifically the adults' education, focusses on interactive lectures, individual and group exercises, and case studies.

D. Course Aims

The course shall provide a comprehensive and complete knowledge about the human factor in projects. The mental model of L-Timer applies also here.

Students shall be able to identify all relevant human factor project management processes in an endeavor, plan them, execute, and manage them in a way, which is beneficial to the project.

The acquired knowledge will be settled in workshops, practical exercises and case studies. It offers foundations for further research and individual development. Course successful knowledge assimilation is evaluated through active course participation, exercise performance and case study results.

2. EFFECTS OF EDUCATION (acc. to National Qualifications Framework)

Knowledge	<i>A comprehensive and complete knowledge about the human factor in projects. Ability to identify all relevant human factor project management processes in an endeavor, plan them, execute, and manage them in a way, which is beneficial to the project. Awareness about the role of the Self-Management (Work & Life Balance) in project fate.</i>
Skills	<p>The aims of the course are as follows:</p> <p>A1: <i>To make students acquainted with the human factor in the project management</i></p> <p>A2: <i>To induce the thinking of human factor management in terms of processes</i></p> <p>A3: <i>To train students in developing their capability to conceive, plan and control the execution of the human factor processes.</i></p> <p>A4: <i>To develop the capability of selecting the appropriate method and technique upon need.</i></p> <p>A5: <i>To improve the sensibility for the empathy, self-management and leadership qualities.</i></p> <p>A6: <i>To train the critical thinking and continuous process improvement.</i></p>
Competences	<p>Upon the completion of the course, the student is able to:</p> <p>LO1: <i>Understand and know the project management processes focused on human factor.</i></p> <p>LO2: <i>Assess the abilities and suitability of candidates for project roles</i></p> <p>LO3: <i>Plan and manage the project team dynamics</i></p> <p>LO4: <i>Apply successfully the conflict management methods</i></p> <p>LO5: <i>Recognize and deploy successfully the nonverbal and verbal communication.</i></p> <p>LO6: <i>Define own goals and successful time management to reach them.</i></p> <p>LO7: <i>Identify the own preferred leadership style and the one needed in a project. Apply consciously.</i></p> <p>LO8: <i>Critically evaluate the project courses and choose the appropriate methods to their handling</i></p> <p>LO9: <i>Elaborate personal attitude towards project management and further research issues..</i></p>

3. TEACHING METHODS

Multimedia lectures and exercises. Students own elaboration of analysis and conclusions. Reflection and analysis of own experiences.

4. ASSESSMENT TOOLS

FORMATIVE	TESTING
F1. <i>Student feedback during the course</i>	P1. <i>Workshop and exercise performance</i>
F2. <i>Student's strategies & communication plan.</i>	P2. <i>Team work results in workshops</i>
F3. <i>Students self-assessment</i>	P3. <i>Performance in scenarios' execution</i>

CREDITS	
Evaluation in Bloom's Taxonomy K1–K5 in notes	2.0-5.0
Subject passing criterion	min. 3.0

5. CONTENT AND PROGRAMME

No.	Topics	Description of the contents	Form	Number of hours
1.	Leadership	<i>Leadership; Personality of a leader; Goal oriented management; Motivation, challenges in projects</i>	L W	2 2
2.	Human Resource Management, Team Management	<i>Human Resource Management Process; Personal needs (Herzberg, Maslow), Myers-Briggs Type Inventory, formal and informal roles (Belbin), management styles; Team Management Process; Team Dynamics.</i>	L W	2 4
3.	Communication	<i>Communication principles (sender, receiver); Communication methods; Perception types; Verbal and non-verbal communication; Transaction analysis TA</i>	L W	2 4
4.	Conflict Management	<i>Conflict management process; Conflict definition; Conflict sources and symptoms, PACTAR approach; Conflict solution process; Strategies and styles; Conflict prevention; Crisis.</i>	L W	2 2
5.	Self-management (Work & Life Balance)	<i>Personal resources, work & life balance, identification of own resources, personal value system, goal identification, priorities, own time management, case study</i>	L, W	2 6
7.	Course summary, students questions and feedback	<i>Conclusions, open issues, students' questions and feedback.</i>	W	2

6. READINGS

Basic readings	<ul style="list-style-type: none"> • Lent B., <i>Cybernetic Approach to Project Management</i>, Springer: Berlin, New York, 2013. • Lent B., <i>Leader, Manager, Expert. The Project Management System</i>, AON: Warszawa, 2011. • ISO., <i>ISO 21500:2012, Guidance on Project Management</i>, ISO: Geneva, 2012.
Selected recommended readings	<ul style="list-style-type: none"> • Avolio BJ., Zhu W., Koh W., Bhatia P., <i>Transformational Leadership and Organizational commitment: mediating role of psychological empowerments and moderating role of structural distance</i>, <i>J.Organ. Behavior</i>. 25 Wiley, New York, 2004. • Best KC., <i>Holistic Leadership: a Model for Leader-Member Engagement and Development</i>, <i>J Value Based Leadership</i> 4(1), Winter/Spring 2011, Valparaiso University, Valparaiso 2013.

	<ul style="list-style-type: none">• Hersey P., Blanchard KH., Johnson DE., Management of Organizational Behavior: Leading Human Resources, Prentice Hall: Englewood Cliffs, 2007.• Seiler S., Lent B., Pinkowska M., Pinazza M., An Integrated Model of Factors Influencing Project Manager's Motivation – Findings from a Swiss Survey, Int J Project Management 20(1), Jan 2012, Elsevier: London, 2012• Wong Z., Human Factors in Project Management: Concepts, Tools and Techniques for Inspiring Teamwork and Motivation, Wiley: San Francisco, 2007
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