



# People in Projects

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## **People in Projects** Project Management Institute

Project management is fortunate in possessing a rich and growing body of tools and metrics that aid in helping us to more effectively run our projects. However, that is just what they are: tools and metrics. Project management is no less prone than any other discipline to the problems inherent in managing people. In fact, a strong argument could be made that project management offers far more people problems than other forms of corporate activity because it can involve so many levels of tasks, deadlines, cost pressures, the need to accomplish work through teams, and the well-known challenge of helping employees who have great technical skills also develop their people skills.

This important book, *People in Projects*, focuses on one of the nine knowledge areas of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – 2000 Edition*: human resource management. It is a collection of some of the most important writing relating to the people side of project management that the Project Management Institute has produced in the last six years. The authors are acknowledged experts in their fields; the topics are far ranging and are divided into the following nine chapters:

- Key Management Skills and Duties
- Organizational Planning: Identifying Roles, Responsibilities, and Relationships
- Human Resource Theory and Charts
- Staff Acquisition and Kickoff
- Team Development: Individual and Group Skills
- Resolving Conflict
- Closeout and Evaluation
- Worldwide Teams and Cultural Issues
- Managing Change

Project management is also about leadership. The challenges to all leaders working in project management today include how to create and nurture a vision; empower others; be persuasive; exhibit integrity; and coach and motivate their teams to achieve results. It is with these very challenges in mind that the Project Management Institute created this book. Whether you are a seasoned professional or a beginner, you will find a wealth of information on every page to help you effectively manage one of the most important aspects of every project—people.

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