

Managementul Proiectelor Software

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MPS I. Conținutul cursului

- **Capitolul 1.** Introducere în managementul proiectelor
- **Capitolul 2.** Metodologii de dezvoltare a programelor
- **Capitolul 3.** Justificarea financiară a proiectului
- **Capitolul 4.** Managementul domeniului
- **Capitolul 5.** Managementul timpului
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Cursul nr. 8

MANAGEMENTUL PROIECTELOR SOFTWARE I

Capitolul 8. Managementul resurselor umane

1. Procesele de managementul resurselor umane
2. Factorii de management al echipei
3. Motivarea
4. Proceduri și motivare
5. Teoria așteptării
6. Teoria nevoilor umane
7. Teoria celor doi factori
8. Tipuri de personalitate
9. Organizarea echipelor

Capitolul 8. Managementul resurselor umane

Procese de management al HR

- Planificarea organizațională
- Selecția personalului
- Dezvoltarea echipei

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Capitolul 8. Managementul resurselor umane

Factorii de management al echipei

- Consecvența
- Respectul
- Implicarea
- Sinceritatea
- Motivarea

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Capitolul 8. Managementul resurselor umane

Factorii de management al echipei - Motivarea

Mass production was popularized in the 1910s and 1920s by Henry Ford's Ford Motor Company, which introduced electric motors to the then-well-known technique of chain or sequential production and, in the process, began a new era often called the "second industrial revolution." Ford's contribution to mass production was synthetic in nature, collating and improving upon existing methods of sequential production and applying electric power to them, resulting in extremely-high-throughput, continuous-flow mass production, making the Model T affordable and, as such, an instant hit.

Ford astonished the world in 1914 by offering a \$5 per day wage, which more than doubled the rate of most of his workers. Using the consumer price index, this was equivalent to \$120 per day in 2015 dollars. The move proved extremely profitable; instead of constant turnover of employees, the best mechanics in Detroit flocked to Ford, bringing in their human capital and expertise, raising productivity, and lowering training costs. Ford called it "wage motive."

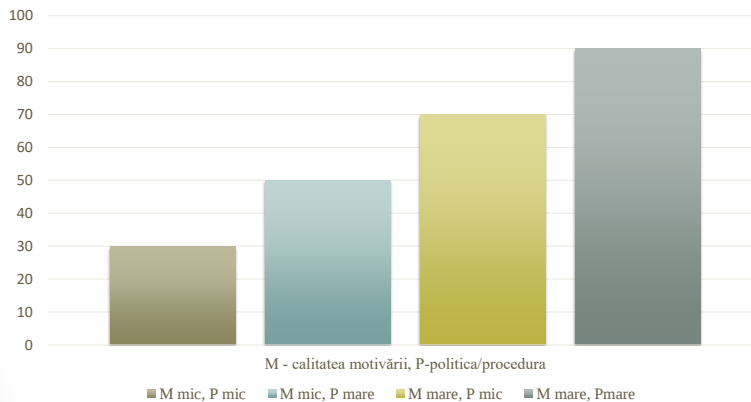
(Wikipedia – Henry Ford)

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Capitolul 8. Managementul resurselor umane

Factorii de management al echipei – Proceduri și motivare

Efectul motivării și al standardelor procedurale asupra productivității



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Capitolul 8. Managementul resurselor umane

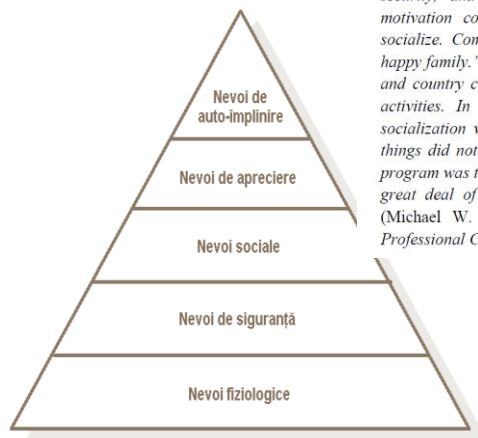
Teoria aşteptării

- Acţiune -> Recompensă
- Acţiune -> Rezultat
- NU LUCREZI BINE!!! -> reducere performanţe
- LUCREZI BINE -> creştere performanţe

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Capitolul 8. Managementul resurselor umane

Teoria nevoilor umane [Maslow]



In the 1970s many companies tried to implement this method of motivation. It was felt that the basic needs of food, shelter, clothing, security, and safety were already satisfied and that employee motivation could be achieved by increasing workers' ability to socialize. Companies attempted to make their employees "one big happy family." Generally, this was attempted by building golf courses and country clubs and encouraging company sponsored after-hours activities. In general, these programs failed. People's need for socialization was already satisfied, and giving them more of these things did not motivate them further. One side effect of this kind of program was that when these things were later withdrawn there was a great deal of dissatisfaction, and employees become demotivated. (Michael W. Newell – Preparing for the Project Management Professional Certification Exam)

Figura 8.2. Piramida nevoilor umane

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Capitolul 8. Managementul resurselor umane
Teoria nevoilor umane
The Stanfors Prison Experiment

Several survival biographies and histories of groups have been written over the years about people's reactions to hardship and dire situations. Typically in these stories the group starts out as an agreeable and mutually cooperative group with some goal in mind. As the hardships increase, the motivation moves from satisfying self-esteem to satisfying the need for socialization to the more basic needs. As the lower levels of needs become unsatisfied the individual's motivation becomes more basic and more self-serving. In World War II prison camps, these basic needs became so motivating that people performed acts that they would never have performed under normal circumstances. (Michael W. Newell – Preparing for the Project Management Professional Certification Exam)

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Capitolul 8. Managementul resurselor umane
Teoria celor doi factori [Herzberg]

Teoria motivație-igienă

- Satisfacția
- Insatisfacția

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Capitolul 8. Managementul resurselor umane

Tipuri de personalitate

Putem distinge 3 tipuri de personalitate:

- Orientate spre îndeplinirea sarcinilor
- Orientate spre sine
- Orientate spre interacțiuni

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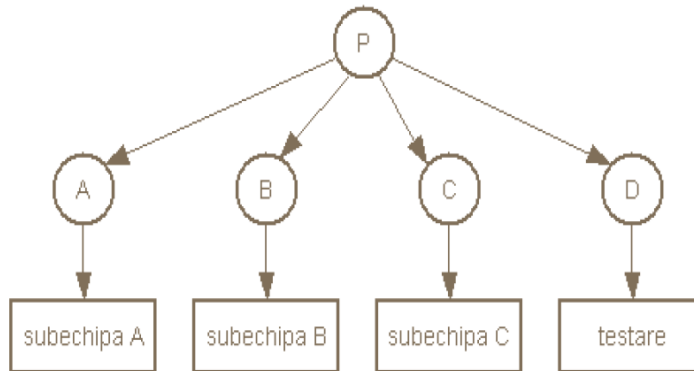
Capitolul 8. Managementul resurselor umane

Organizarea echipelor

1. Organizarea ierarhică
2. Organizarea matrice
3. Principii de organizare

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Capitolul 8. Managementul resurselor umane
Organizarea echipelor – Organizarea ierarhică



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Capitolul 8. Managementul resurselor umane
Organizarea echipelor – Organizarea matrice

	Programare în timp real	Grafică	Bază de date	Testare
Proiectul A	X			X
Proiectul B	X		X	X
Proiectul C		X	X	X

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Capitolul 8. Managementul resurselor umane
Organizarea echipelor – Principii generale de organizare

- Folosirea unui număr mic de oameni capabili
- Sarcinile trebuie puse în acord cu motivațiile și capacitățile oamenilor disponibili
- Pe termen lung, organizația are mai mult de câștigat dacă îi ajută pe angajați să evolueze
- Este bine să fie selectați oameni care să formeze o echipă bine echilibrată și armonioasă
- Cine nu se potrivește cu echipa trebuie îndepărtat

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