Resource Deprivation

A Research Study in Software Project Management Issue

Presented to
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1.0 Introduction
1.1 Introduction

In order for a project run efficiently and effectively, society must provide sufficient resources including the human, time, budget and equipments. Managing a project is not an easy work to do, defining and obtaining needs are important. Prioritizing the resources throughout the duration of doing the project is necessary.

In today’s generation, the Information Technology has affected society and its surroundings in a number of ways. In many societies, technology has helped develop more advanced organizations and has allowed the rise of a leisure class. Technology with its rapid growing speed is influencing old ways of doing daily affairs. Today, software project management cannot only be done thru the use of these technologies, in software project management issues may arise.

Resources are the human involved, money, place, tools or equipments or something else that is needed in order to do the different activities for a certain project. Each activity needs a resource and with these resources, the assigned resource project manager should be able to know the availability of these resources. The availability of resources includes information or data about what resources is needed to use for a project, and as well as the status or condition of the availability. There are constraints in resources, because some resources must have in advanced in order to meet the schedules or deadlines before starting the project. Having more advanced preparation is needed, resource manager also need the activity list and they need to know about how the organization normally handles resources. Resource estimation is involved.

Estimating the period of an activity means starting with the information have about that activity and the resources that are assigned to it and then working with the project team to come up with an estimate. Most of the time a project start with a rough estimation and then process it to make it more accurate.

Resource management is the proficient and helpful consumption of an organization’s resources when they are needed. There are different resources in
a project such resources are the human resources, financial resources, the inventory resources, production resources, the equipments or the information technology resource. In the area of project management, processes, techniques and philosophies as to the best approach for allocating resources have been developed. Resource management is important but still resource deprivation occurs. A resource management is a key component to activity resource estimating and project human resource management. Software project management is difficult and the case with the larger discipline of project management is essential, there are different resources needed like the resource management software tools available that automate and assist the process of resource allotment to projects.

Different issues arise before, during or after the project implementation. Discussed within this part are the issues that may occur in a software project management. How it takes place and why it occurs. Resources of a project play an important role in a software project management not only the project manager but the entire team. There are symptoms of defective strategy discussed such as Project managers fight over resources, Project priorities frequently change, Managers have authority to unilaterally approve and fund “pet” projects, Projects are launched regardless of the availability of resources, When a goal is achieved the expected improvement is not achieved and No linkage between projects and strategy. This challenges that arises in software project management is a serious situation and should be taken care of and should be prioritized in order to have an unsurpassed software project management result.
1.2 Objectives

The following are the objectives of the research study:

- To be able to know the probably application and technology tactics for project management resources
- To be able to understand the resource deprivation
- To be able to identify the causes that leads to resource deprivation
- To be able to acquire more knowledge in the solutions for resource deprivation
- To learn more about the planning and providing software projects with sufficient resources, strategies and goals
1.3 Issue

In managing a project, success is not that painless to accomplish. Challenges may arise from beginning. There are different issues that are involved in software project management and one of these is the resource deprivation.

Lack of resources, or the lack of right skills no matter which can affect the project deliverables. Hence it becomes very crucial to allocate the correct number of resources and the right skill required to deliver the job.

The most challenging job for the project manager is recruiting internal skilled personnel. The competent workers are almost always very heavily involved with other projects.

Project Managers should have a plan on the types of skilled resources necessary to accomplish the planned work. Project managers should clearly submit resource requests well ahead and weekly updated management and the sponsor about the upcoming risks associated with the resource scarcity.

In this generation, technology has led us to a better and easier way to do task and things. But managing software projects wouldn’t be that easier. The Information Technology has affected the general public and its environment in a number of ways. In many societies, technology has helped develop more highly developed organizations. Technology is not something like an enchantment that will immediately change an organization and remedy all educational obstructions to change. There are things or activities that we can’t just change. In implementing a strategy, challenges may occur.

Software development is a difficult process involving such activities. In order to have an unsurpassed outcome, resource allocation is important. In every situation, unexpected disasters or problems may occur. That’s why people who are involved in a certain software project management need not only to be intelligent but also to be wise in order to provide solutions.

Plan implementation is the process of changing strategic intentions into actions, then into satisfactory results. Successful plan implementation is as critical and difficult as the strategic choice. It requires reflection of the resources
to be used, people resource requirements, equipments, systems, time and other variables.

One of the most significant resources to a project is the human resource or what we call the project team. In a software project, the projects involve detailed skill at specific activities in the schedule, and also there are different phases in a project, different skills are needed in order to build the software project as a team. A member of a project can have one or more project but that person also has a limitation in which not all available projects can be worked on by that employee. Members of the team have their own skills and expertise. Furthermore, projects often require the knowledge and the resources that can be getting hold of using a contract. Obtaining and coordinating human resources, in tandem with organizing the time portion of the project, is significant to the projects full success.

Time management is significant, lacking of time and planned schedule may lead a project to failure. Time management is a seriously important skill for any project manager. Project Managers who happen as expected in meeting their project schedule have a fine chance of staying within their project budget. One of the common causes of failed project budgets is lack of schedule management. Any project can be broken down into a number of tasks that is needed to be performed. In preparing the project schedule, the project manager needs to know what the tasks are, how long will these tasks take, what resources are needed, and in what order things should be done.

There are different issues involved in software project management but resource deprivation is one of the top issues. As resources is composed of human resource, money, equipments, time and many resources. It is not easy to handle lack of resources, once the software project lacked resources, this may cause a project to not succeed. It is important to gain more knowledge about deprivation of resources in order to provide solutions.

There are different resources involved in a software project such as the human resource, equipments, money, time resource and many other resources. With these resources, deprivation occurs. Human resource is one of the major
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resources that work on for a certain software project to occur. Money is an important resource, how would a project start if there are no people who will fund the project. Time management is needed, meeting the deadline is important because the more the project operates, the bigger fund is needed. Tools or equipments is an essential, it is used to make software projects easier and better to do but sometimes project fail because they lack tools that are needed in order for the software project to start and operate.

1.4 Scope
The research focuses on the resource deprivation of software project management. The study will get information about the issue in resource deprivation from any source as long as it contributes to the research.
1.5 Terms

The following terms are provided to be able to understand more the study:

Activity
An element of work performed throughout the course of a project. An activity normally has an expected duration, an expected cost, and expected resource requirements. Activities are often subdivided into tasks.

Activity delay
The greatest amount of time that an activity can be delayed due to lack of resources.

Activity priority
A priority value assigned to activities to supply an ordering for activities that are waiting for resources.

Alternative analysis
Alternative analysis means considering some different options for how you assign resources.

Budget
A budget is a quantitative expression of a plan for a defined period of time. It may include planned sales volumes and revenues, resource quantities, costs and expenses, assets, liabilities and cash flows. It expresses strategic plans of business units, organizations, activities or events in quantifiable terms.

Bottom-up estimating
Bottom-up estimating means breaking down complex activities into pieces and working out the resource coursework for each piece.
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Client / Customers
The person or group that is the direct recipient of a project or service is the client / customer. These are the people for whom the project is being undertaken. In many organizations, internal beneficiaries are called "clients" and external beneficiaries are called "customers," but this is not a hard and fast rule.

Constraint
Constraints are restrictions that are outside the control of the project team and need to be managed around. They are not necessarily problems. However, the project manager should be aware of constraints because they represent limitations that the project must carry out within.

Critical path
The series of activities of a project that determines the earliest completion of the project. The critical path generally changes from time to time as activities are completed ahead of or behind schedule. The critical path is usually defined as those activities with total float less than or equal to zero.

Deliverable
A deliverable is any tangible outcome that is produced by the project. All projects create deliverables. These can be documents, plans, computer systems, buildings, aircraft, etc. Internal deliverables are produced as a consequence of executing the project and are usually needed only by the project team. External deliverables are those that are created for customers and stakeholders. Certain project may produce one or many deliverables.

Deprivation
Deprivation is the state of not having something that individuals need or the state of being deprived of something.
Expert judgment
Expert judgment means bringing in experts who have completed this sort of work before and getting their opinions on what resources are needed.

Equipment
Tools that are used in particular fields or activities may have dissimilar designations.

Financial Plan
A financial plan is a sequence of steps or goals used by an individual or business, the progressive and cumulative attainment of which is designed to accomplish a financial objective or set of circumstances.

Gantt chart
A graphic symbol of work activities shown by a time-scaled bar chart.

Human Skill
Human skills are also referred to as skill management. This is the capability to understand others, develop interpersonal relationships, as well as organize and manage time effectively. Human skills are used most often to define what characteristics a company is searching for in an employee who will fill a management position.

Human Resource
Human resources are the set of persons who make up the workforce of an organization. Human capital is now and then used synonymously with human resources, although human capital typically refers to a more narrow view.

Implementation
Implementation is the awareness of an application, or execution of a plan, idea, model, design, specification, standard, algorithm, or policy.
Issue
An issue is a major problem that will slow down the progress of the project and that can't be resolved by the project manager and project team without outside help. Project managers should proactively deal with issues through a defined issues management process.

Lack
Lack is the state of being without or not having sufficient of something.

Program
A program is the umbrella structure established to direct a series of related projects. The program does not produce any project deliverables. The project teams produce them all. The purpose of the program is to provide overall direction and guidance, to make sure the related projects are communicating effectively, to give a central point of contact and focus for the client and the project teams, and to determine how individual projects should be defined to ensure that all the work gets completed successfully.

Project
A project represents a planned undertaking that is planned to yield a very specific set of results through a documented and ordered set of time sensitive activities or actions that are often somehow dependent on each other.

Project duration
Duration of a project's terminal element is the figure of calendar periods it takes from the time the execution of element starts to the moment it is completed.

Project Management
Project management is the regulation of planning, organizing, motivating, and controlling resources to achieve specific goals.
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*Project Management Software*

Project management software such as Microsoft project will often have features designed to help project managers estimate resource needs and constraints and find the best arrangement of assignments for the project.

*Project Manager*

A project manager is a proficient person in the field of project management. Project managers can have the responsibility of the planning, execution and closing of any project.

*Project Schedule*

Project Schedule is a listing of a project's milestones, activities, and deliverables, usually with intentional start and finish dates. Those items are often estimated in terms of resource allocation, budget and duration, linked by dependencies and scheduled events.

*Published estimating*

Published estimating data is something that project managers in a lot of industries use to help them figure out how many resources they need.

*Resource*

A resource is a source or supply from which benefit is produced. Typically resources are materials, money, services, staff, or other assets that are transformed to produce benefit and in the process may be consumed or made out of stock.

*Resource Allocation*

A resource allocation is the preparation of activities and the resources required by those activities while taking into consideration both the resource availability and the project time.
Resource Management

In organizational studies, resource management is the proficient and effective deployment of an organization's resources when they are needed. Such resources may include financial resources, inventory, human skills, production resources, or information technology.

Scarcity

Scarcity is the fundamental economic problem of having seemingly infinite human wants and needs in a world of limited resources. It states that society has insufficient productive resources to fulfil all human wants and needs.

Strategy

Strategy is a high level plan to attain one or more goals under conditions of uncertainty.

Target date

A date used to restrain the start or finish of an activity. The type of restraint is identified by an alignment type.

Task

Task is an activity that needs to be accomplished within a defined period of time or by a deadline.

Time Management

Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, competence or productivity.
2.0 Related Studies
There are different authors that have their opinions about the software management issue regarding the resource deprivation.

In managing a project, success is not that effortless to accomplish. Challenges may arise from beginning. There are different issues that are involved in software project management and one of these is the resource deprivation.

In these days, technology has led us to an enhanced and easier way to do duty and things. But managing software projects wouldn’t be that easier. The Information Technology has affected the general public and its environment in a number of ways. In many societies, technology has helped develop more highly developed organizations and has allowed the rise of a leisure time. Technology is not something like an enchantment that will immediately change an organization and remedy all educational obstructions to change.

According to Ron Goldman and Richard P. Gabriel, There are underlying causes regarding the number of the mistakes due to lack of resources, most notably people to work on some essential aspect of projects. These people can be the employees of the company who are assigned to work on the project, or they can be volunteers, including employees of other companies. There are a lot of projects that do not have anybody assigned to be a manager or coordinator. That can complex any resource problems because the manager or the coordinator is the person who recruits employees to that certain project. For a smaller project, this can be done by the project owner, whereas for bigger projects, it might be part of the product manager’s job. For large projects, it can become a full-time job.

According to their study, the most frequent reason a project's website becomes stale is that no one has time to update it. Outside contributions can get ignored when module owners are too busy. Someone needs to write the internal documentation needed to orient potential contributors. Make sure that people don’t let critical tasks remain undone: It is important to assign an employee of a certain company.
There is a benefit for doing an open-source. One of the primary reasons to do an open-source project is to benefit from feedback from outside of the company. If you project owner do not have the resources to take advantage of this people’s feedback, then owner are missing out on a major opportunity. Many company-sponsored open-source projects suffer from this problem by having inflexible plans made without consulting their communities. In addition to not acting on the good ideas suggested by their community members, owner alienates them by ignoring what they are trying to tell you. They will stop wasting their time trying to interact with you and devote their energy elsewhere.

A related problem is using the wrong resources. An open-source project is a development effort that exploits continuous design but with further opportunities for marketing-related and other strategic efforts. Nevertheless, the heart of the activity is development with development goals and practices. Things can go wrong if an organization other than engineering or development is the home for open-source projects and open-source oversight. For example, sometimes a company will determine that it needs to build a community of developers for some strategic purpose such as executing on a "developer capture" program designed to lure more developers into the company's camp. Because this is a marketing activity, it might seem natural to locate oversight in a marketing group, so that, for example, measurements of progress and of the nature of the developers captured can be made. However, a marketing group is not unlikely to know enough about software development to oversee the community, nor is it likely to have a reason to care about ongoing software development once the developers have been captured.

According to Cynthia West, following the lack of project prioritization are usually overloaded resources. It is a circular problem as well. That is, because executive management has no visibility into all of the projects and tasks the team is performing, they are often laboring under the belief that the organization can achieve more than it is capable of in terms of sheer workload.

Also according to her, the executive managers often allot the assignment or allocation of resources to resource managers and project managers.
priorities are not clearly established, then it is highly likely that the organization will embark upon too many projects at one time. The result is that the average team member will have more work than time in the work day to complete that work.

Project managers often state that executive management has no idea how much work their resources actually have assigned to them. Unless the project managers are willing to stand up to executive management, or have a way to show that their resources are overloaded. They are in trouble.

The average team member is the most impacted by the lack of visibility into the workload, as he or she is asked to work extended hours in order to attempt to fulfill the many projects, tasks, and objectives. However, the result is an over worked, burned out employee that may ultimately look for work.

According to Chris Joseph, when you own a small business, time is often at a finest. You may need to wear quite a few hats at once due to a lack of manpower or when faced with multiple crises. That’s why effective time management is essential to your business success. Time management ensures that you’re completing key tasks each day and not wasting time on less important activities. A number of signs may indicate the need to improve your time management skills. Included are the procrastination, tardiness, stress and fatigue, concentration and lack of preparation. When you operate a business, it’s easy to become overwhelmed by a large figure of tasks and not know where to start. As a result, there can be a tendency to only perform relatively simple, insignificant functions and avoid facing bigger issues. You may also avoid unpleasant or tedious tasks, such as returning an irritated customer’s phone call or doing routine paperwork. People who manage time poorly often have issues with tardiness. If you're constantly late for meetings, have trouble meeting deadlines or end up working longer hours than you planned, you may need to evaluate your work processes and scheduling methods. Chronic tardiness can result in lost business by being late completing customer orders or having to cancel an important client meeting at the last minute. When you manage your time poorly, it can feel as though there aren’t enough hours in the day. You may
find yourself falling behind on projects or spending much of your day and putting out fires; instead of performing more productive tasks. This can cause you to become highly stressed, affecting your physical and mental health. You may also experience difficulty sleeping, leaving you fatigued. You may also experience difficulty concentrating. You may be thinking about all the different things that need to be done instead of focusing on the project at hand. You may not take the time to complete a to do list, so you don't prioritize tasks based on importance. This may result in a scattered; approach where you jump from one thing to another. Poor time management can result in a lack of preparation. You may not have all the information you need for a meeting with a prospect, rendering your presentation ineffective. Your quality of work may also suffer due to the need to cut corners to finish a project on time, resulting in an unhappy customer.

According to Thomas Driscoll, Time with its associated costs, are vitally significant for each member in the project management. Effective management and the administration of the project time and change provisions are central to the avoidance and improvement extended time and cost overruns. To enhance the odds of a successful project outcome, it is important for participants in the project process to have a basic understanding of the Critical path scheduling techniques, the associated scheduling specifications, and the software involved, Delay and how it occurs, the pros and cons of various schedule and delay methodologies being used by project participants and experts and the foundational principles for any successful schedule and delay analysis methodology.

Managing the time factor can be expensive, fraught with pressures, and subject to much uncertainty. Key factors having an influence on successful project delivery include the use of overly complex scheduling specifications. These can be compounded by reservation of rights for delay, cumulative impacts, and ignoring possible finishing point date waivers. Further, there is still uncertainty and misunderstanding that remains in terms of what constitutes acceptable standards of proof for excusable delay and impacts. While computers and scheduling software have greatly increased the potential for enhanced
scheduling capabilities, they have also contributed to a variety of user quality problems. The situation is often compounded by failure of both project manager and the client to recognize from the start the need for timely resolution of delays and keeping the schedule up to date by reflecting actual performance and delays as they occur. When a specific delay occurs, it requires the early attention and timely action of the project manager. The project manager needs to quickly identify the party responsible for the delay and develop and promptly implement a corrective action plan.

According to Polhildur Ida, Project managers need to organize their resources to reach the goal of project. This means using technological tools and techniques, as well as facilitating team members throughout the life-cycle of a project. Traditional perspective of project management has been on the technical skills to be practiced, but the significance of interpersonal skills is a growing field of study.

For a project manager, it is significant to know his own needs first in order to comprehend how he reacts to forces in the environment. A project manager with developed interpersonal skills should be more attentive to the needs of his team members, so he can understand and motivate them when at work. In this related studies, Maslow defined the hierarchy of needs describing the stages of growth in humans. His theory states that the individual tries to move to a higher level of needs, as he has fulfilled needs at one level. Flannes and Buell modified this theory to team member’s needs and motivations. They point out that there is a difference between job survival needs, job safety need, and intellectual challenge needs. What motivates one team member might not motivate another depending on his needs. Egan has also categorized Maslow’s needs into D, for deficiency, which can stand in the way of human development if not fulfilled and B, for being. He added M, for maintenance to Maslow’s hierarchy of needs. Egan points out that people can be categorized according to these D, B and M categories. The project manager might benefit from trying to understand needs in his environment. Tuckman’s theory of team development defines five necessary stages: forming, storming, norming, performing and adjourning. According to
Tuckman teams go through those five stages. At the forming stage the group explores the group behaviour, defining the task and what is needed. When storming the team shows possible frustration about the task and the task has to be structured accordingly encouraging collaboration. During the norming team members have accepted the team and the members have bonded. At the performing stage the work is done and the team is productive if the cohesion is strong. At adjourning stage team members know that soon the team does not exists and members may feel anxious about the team being dissolved. The expectation stage and loss or grieving stage may also be added. At the former stage the group has not met yet, but the members do have some expectations. The latter stage is when the team has already been dissolved and members miss their colleagues. According to Tuckman´s, Jónasson and Ingason these stages provide some understanding and guidance about what is likely to happen for the project manager and the members. Even though, like Caroselli assumes, teams process is not a path from stage one to five in Tuckman´s theory, the storming stage does not necessarily end conflicts, norms may reflect all stages and steps may even be backward. Problems regarding authority are considerable for the project manager. Functional managers usually have more authority than project managers, which creates difficulties for the project managers in a matrix organization, a mixture of functional and projective plan, but interpersonal skills can help to face this challenge. When the project manager does not have formal power he has to do his best to influence with other sources such as interpersonal skills. Flannes and Levin describe four roles for the project manager: as a leader, a manager, a facilitator and a mentor. They note that a project manager needs to attend to all those roles, and master the relevant interpersonal skills needed for each of them, even though the project manager has a preferable role or two to be in. In order to be able to assess a team member´s strength or weakness they suggest project managers get familiar with Myers-Briggs Type Indicator, MBTI. The MBTI is a personality assessment, based on Carl Jung´s approach, to indicate how individuals perceive and interact with the world. It assesses extraversion – introversion, sensing – intuition, thinking - feeling, judging-
perceiving. Flannes and Levin describe how some knowledge about team members’ personality might give a project manager a better understanding of how to communicate differently with his team member. For example an extrovert might want to talk about possible solutions while the introvert does not have the same need for discussion. A thinking team member would possibly not value same arguments as s feeling team member would do. A project manager who studies Flannes and Levins approach might facilitate his team differently which might be valuable.

According to Simon Cleveland, Project Managers should have a plan on the types of skilled resources necessary to accomplish the planned work. True, you should clearly submit resource requests well ahead and weekly updated management and the sponsor about the upcoming risks associated with the resource scarcity. But we need to face it; it may be weeks before the requests are fulfilled, or before management recognizes the true impact on the project. By then it would be too late.

He said that there are some recommendations on how to deal with lack of resources on your project: One if it is the “Do nothing” and it’s kind of a controversial one because it’s a do nothing. Do nothing, but only if the lack of resources are impacting tasks not on your critical path. This strategy may seem controversial, but the reality is that non-critical path tasks will not impact your overall schedule, so even if they lack resources, projects will still be complete on time and within budget. Sift available resources from less critical tasks to near critical tasks that lack resources, but only if each of these tasks is not on your critical path. This strategy pays off in the long run when near-critical tasks become critical path tasks.

Shift all available resources from non-critical path tasks to tasks on your critical path. Another thing according to him is that starting a project resource campaign in front of the project’s Sponsor’s office is important and they do not have to leave until they have their resources, only if the impacted tasks are on your critical path. This strategy pays off when sponsor is in town. The goal here is to amplify awareness of the impact on the project. To achieve this you need to
show up every hour at the sponsor’s office with the same message. This will lift eyebrows and spike attention levels and sometimes that’s all it takes to get the ball rolling.

Plan for this scenario to occur before your project starts – Allocate sufficient contingency plan to cover the possibility of lack of resources. In doing so, you won’t have to execute any of the strategies mentioned above.

In order to distinguish between the project and project management it is necessary to develop distinct definitions for the two terms. A project can be considered to be the achievement of a specific objective, which involves a series of activities and tasks which consume resources. It has to be completed within a set specification, having definite start and end dates.

In contrast, project management can be defined as the process of controlling the achievement of the project objectives. Utilising the existing organisational structures and resources, it seeks to manage the project by applying a collection of tools and techniques, without adversely disturbing the routine operation of the company.

According to Gerald I. Kendall and Steven C. Rollins, there are different symptoms of defective strategy and these are the Project managers fight over resources, Project priorities frequently change, Managers have authority to unilaterally approve and fund “pet” projects, Projects are launched regardless of the availability of resources, When a goal is achieved the expected improvement is not achieved and No linkage between projects and strategy.

Plan implementation is hard to do especially when symptoms of defective strategy arise. First, the project managers fight over resources. Projects usually compete for resources like people, time and money against other projects and initiatives, putting the project manager in the position of being in competition. Targeted resource management guarantees the right people and the right skills are in place to execute the selected projects. It is said that the project manager's job is to keep the project resources time schedule. Meeting the project schedule does not guarantee that the project budget will be met, but it significantly increases the chances that it will. There are different resources
involved such as the people, time, equipment and as well as the budget. Sometimes project managers fight over resources like having skilful team and keep the software project on track but ends up not meeting the deadline.

Second, the project priorities frequently change. Project teams can get wound up in their own world of internal deliverables, deadlines, and process and the people on the outside do not get to give added input during the critical phases. If project priority changes, resources may gamble or get disorganized. Changing priorities may end up having a software project that is not high-quality. Changing arise maybe due to the environment. How it affects the team, time, money and the project itself.

Third, the managers have authority to unilaterally approve and fund “pet” projects. Since they are the head or in control of everything, sometimes pet projects or not really a major project tends to be funded and so deficiency occurs. Resources get disorganized and on-going software projects fail because of pet projects.

Fourth, the projects are launched regardless of the availability of resources. Resources are important. Lacking of these might cause a software project to fail. Alternatives are not always there. It is necessary to plan and organize needed resources in order to have an unsurpassed project result. If a project continued even though it lacks of resources, it may end up like a hanging project. It may consume a lot of time waiting for resources to come up to end that certain software project.

Fifth, when a goal is achieved the expected improvement is not achieved. If a certain goal is achieved, most of the time is that the expected improvement is not achieved due to sticking with the achieved goal. The goals of the project along with the sub-projects or major responsibilities implicated are not always visibly defined. Clearly communicating these unclear goals to the software project participants becomes sometimes an impossible task.

Last no linkage between projects and strategy. An organization’s strategy should provide the boundaries for projects; goals and results must flow on organization’s future direction. Projects with strategy are necessary. If a project...
doesn’t have a clear and well communicated strategy, the best outcome may not occur. Having no strong and effective strategy for a software project during implementation may put the project in a disturbing situation.

With these symptoms of defective plan such as project managers fight over resources, project priorities frequently change, managers have authority to unilaterally approve and fund “pet” projects, projects are launched regardless of the availability of resources, when a goal is achieved the expected improvement is not achieved and no linkage between projects and strategy, better to enhance it more and explore for further solutions because once the project manager implement the strategy, problems may occur during the strategy implementation. And since this is a serious issue, project team must discover more and coordinate to each other. These are really challenges not only before the implementation but also during and after the implementation have done. One of the major symptoms here are the launching of projects regardless of the availability of resources and that the project managers fight over resources.

According to Chris Miksen, Human resources refers to employees and managers who focus on tasks primarily related to improving employee relations and recruiting new employees. Depending on the size of your company, you may face challenges by not adding a human resources department or you may find that a human resources department causes more problems than it would fix. A company that lacks human resources may have difficulty developing and maintaining a solid relationship with employees. Human resources bridges communication gaps between company management and employees and offers employees the opportunity to release their frustrations with the company and report wrongdoings. If your company does not implement human resources, it must develop a plan to effectively communicate and listen to employee concerns. If you're managing numerous people, such as over 50, it may be difficult to employ a strategy to deal with each employee. If employees become frustrated with the company or their jobs become dissatisfying, production can drop and company revenue may plunge. In addition, poor employee relations due to a lack of human resources can cause prospective employees to reconsider joining your
company. By not implementing human resources, you can save a large sum of money. Money spent on human resources management and costs associated with human resources, such as employee programs and services, can amount to over $1,000 per employee. According to Human Resource Executive Online, the average cost for human resources per employee totaled $1,569 in 2009. The money spent may be justified if you run a large business that consists of hundreds of employees, but if your company sits on the other side of the spectrum and consists of only a few employees, those costs are difficult to justify. Small companies typically don't see the amount of revenue that larger companies do, and small businesses often exist on thin profit margins, so extra expenses can make a significant negative impact on small businesses.

According to Thomas Hoffman, More than 75% of 219 IT executives interviewed earlier this year by Meta Group indicated that a lack of in-house project management skills is a major workforce issue for them. But relatively few companies offer formal IT project management training. The lack of experienced project managers is so acute, said analysts from Meta and other consulting firms, that they are waiting to see whether IT-intensive regulatory compliance efforts will lead to a resurgence of training efforts.

Margo Visitacion, an analyst at Forrester Research, said Meta's findings tally with her own research. "A lot of unofficial training is going on where people take on the role of project manager," Visitacion said. But, she added, "the only time there's been a dedicated effort for project management training was Y2K, and once that was completed, the money went somewhere else." Providing consistent project management training to a technically oriented staff can be a challenge, said Mark Reilley, an IT project manager at the Corporation for Public Broadcasting (CPB) in Washington. He is one of six IT staffers who support 125 users at the non-profit company. That setup "works well on a day-to-day operational basis", Reilley said. But when the CPB needs to install a new system or make major technology enhancements, we tend to struggle, he added. The CPB cannot afford to assign a dedicated project manager to each IT initiative and instead relies on a system "owner", meaning an IT staffer, to oversee the work.
Reilley said some IT technicians do not have all the basic skills needed to coordinate projects, but the CPB offers them training when possible. Reilley also mentors staffers during the analysis phase of projects and helps them outline an overall plan. One of the reasons why many companies lack project management capabilities is that they tend to hire IT professionals with similar skills, said Martin Colburn, chief technology officer at the National Association of Securities Dealers. To combat that, he said, IT managers should develop a matrix of the primary and backup skills they need and then assess their strengths and weaknesses "to determine where to adjust".

According to Tom Mochal, Think back to the last time you worked on a project that was planned and executed perfectly. You met your expectations in terms of budget, deadline, and product quality. You also had a cordial and professional partnership with your clients. No problems at all. If you're lucky, you might actually be able to think of one project that might be a candidate—maybe even two. Many projects do end successfully, while many others are outright disasters. However, usually projects end up in the gray area on the project success scale. It’s common to complete a project, but be over your deadline or over your budget, or to have a dissatisfied client or a miserable team. To keep your projects from ending up in this gray area or in the failure range, you must avoid making the single biggest project management mistake: inadequate project definition and planning.

Before the project work begins, the project manager must make sure that the work is properly understood and agreed to by the project sponsor and key stakeholders. The project manager needs to work with the sponsor and stakeholders to ensure that there is a common perception of what the project will deliver, when it will be complete, what it will cost, who will do the work, how the work will be done, and what the benefits will be. The larger the project, the more important it is that this information be mapped out formally and explicitly. All projects should start with this type of upfront planning to prevent future problems caused by differing viewpoints on the basic terms of the project. The results of poor planning Poor up-front definition and planning can cause serious problems
in many areas later in the project. These problems include: Lack of business support. If you don't define the major characteristics of a project up front, it's very common to have differences in expectations among the major stakeholders. This is true even if you take all of your initial direction from the sponsor. As a project gets larger, even the sponsor may not have a complete picture of what needs to happen for the project to be successful. Other times, the sponsor has a vision, but there are other visions that may be better or more viable. These competing ideas end up surfacing later in the project, causing confusion and rework.

Usually a project needs to have a budget and deadline before the business requirements are completed. In many cases, if the definition and planning is not done ahead of time, the project team starts off with inadequate resources and time—and you don’t realize it until the project is already in progress. Many projects that could be successful are viewed as failures because they overshot their budgets and deadlines. This situation is often caused by the project manager committing to numbers that are too low, based on a lack of up-front planning.

Spending the time up-front on good definition and planning ends up taking much less time and effort than having to correct the problems while the project is underway. To avoid making this major project management mistake, you need to focus on these two areas before going any further in the project.

Before the actual work of the project begins, make sure you have spent the time to define the project objectives, scope, assumptions, risks, budget, timeline, organization, and overall approach. The project manager may think that he or she knows all of this already. However, the purpose of this work is to ensure that there is a consensus between the project manager, project sponsor, and all other stakeholders. Even if the project manager and the sponsor are in agreement, there may be other major stakeholders who have other ideas. Differences of opinion between the major stakeholders need to be resolved before the project starts—not while you're in the middle of it.

The project manager should create an overall project work plan before the project starts. This is needed to help you estimate the total project effort and
duration. The project manager also needs to ensure that he or she has the
detailed work mapped out over the next few months to ensure that the project
resources are assigned correctly once the project actually begins. In addition, it's very helpful to have an agreed upon set of project management
procedures that are used to manage the project. These will include how the
project manager will manage scope, issues, risks, communication, the work plan,
etc. Again, the key is to define these all up front to better manage expectations.
For instance, if you define and get agreement on the procedure for approving
scope change requests, you should have a much easier time managing change
once the project begins.

If you're having trouble with one or two aspects of the definition process,
you may be able to resolve it with a mini-definition process. For instance, if you
find that you cannot control scope because you did not define it to begin with,
you can take the time to formally define and gain agreement on the scope. This
involves going back to the sponsor and major stakeholders to gain the
consensus and approval that you did not get earlier.

If you start to see differing visions as to what the project should achieve,
you may need to actually complete the entire definition process while the project
is in progress. This is very difficult and painful, but it can be done. You need to
take a step back and define objectives, scope, roles, risks, etc. You might need
to actually stop work on the project until this definition process is completed,
although in many cases this pause won't be practical.

As painful as it is to define the project while it is in progress, it's still
preferable to ignoring the problem. The first option may end up causing rework,
resulting in additional cost and a later delivery date. However, ignoring the
problem may end up making the entire solution irrelevant or obsolete as soon as
it is delivered.

According to Tom Carlos, in a perfect world every project would be "on
time and within budget." But reality especially the proven statistics tells a very
different story. It's not uncommon for projects to fail. Even if the budget and
schedule are met, one must ask "did the project deliver the results and quality we
expected?" True project success must be evaluated on all three components. Otherwise, a project could be considered a "failure." Even worse is when team members resort to finger-pointing. Situations similar to these scenarios point to a sign that reads "danger." And if you read the fine print under the word "danger" it reads, "your project needs to be brought under control or else it could fail." When projects begin to show signs of stress and failure, everyone looks to the project manager for answers. It may seem unfair that the burden of doom falls upon a single individual. But this is the reason why you chose to manage projects for a living! You've been trained to recognise and deal with these types of situations. Even with the best of intentions or solid plans, project can go awry if they are not managed properly. All too often, mishaps can occur and usually do. This is when the project manager must recognise a warning sign and take action. If you understand the difference between symptoms and problems and can spot warning signs of project failure, your training will help you take steps to right the ship before it keels over. Yes, it's the project manager's responsibility to correct the listing no one else. In addition to applying the processes and principles taught in project management class, you can also use your personal work skills of communication, management, leadership, conflict resolution, and diplomacy to take corrective action. During the course of managing a project, the project manager must monitor activities and distractions from many sources and directions. Complacency can easily set in. When this happens, the process of "monitoring" breaks down. This is why the project manager must remain in control of a project and be aware of any activity which presents a risk of project failure. Yes, this is why "you are paid the big bucks."

According to John Reh, Time management is a critically important skill for any successful project manager. I have observed that Project Managers who succeed in meeting their project schedule have a good chance of staying within their project budget. The most common cause of blown project budgets is lack of schedule management. Fortunately there is a lot of software on the market today to help you manage your project schedule or timeline. Any project can be broken down into a number of tasks that have to be performed. To prepare the project
schedule, the project manager has to figure out what the tasks are, how long they will take, what resources they require, and in what order they should be done. Each of these elements has a direct bearing on the schedule. If you omit a task, the project won't be completed. If you underestimate the length of time or the amount of resources required for the task, you may miss your schedule. The schedule can also be blown if you make a mistake in the sequencing of the tasks.

Build the project schedule by listing, in order, all the tasks that need to be completed. Assign duration to each task. Allocate the required resources. Determine predecessors or what tasks must be completed before and successors, tasks that can't start until after each task. It's pretty simple and straightforward. For instance, think of a project called "Getting Dressed in the Morning". The task "put on shirt" may have a longer duration if it is a buttoned dress shirt than if it's a pullover. It doesn't matter which order you complete the tasks "put on right shoe" and "put on left shoe", but it is important to complete the "put on pants" task before starting the "put on shoes" task. The difficulty in managing a project schedule is that there are seldom enough resources and enough time to complete the tasks sequentially. Therefore, tasks have to be overlapped so several happen at the same time. Project management software greatly simplifies the task of creating and managing the project schedule by handling the iterations in the schedule logic for you. When all tasks have been listed, resourced, and sequenced, you will see that some tasks have a little flexibility in their required start and finish date. This is called float. Other tasks have no flexibility, zero float. A line through all the tasks with zero float is called the critical path. All tasks on this path, and there can be multiple, parallel paths, must be completed on time if the project is to be completed on time. The Project Manager's key time management task is to manage the critical path. Be aware, that items can be added to or removed from the critical path as circumstances change during the execution of the project. Installation of security cameras may not be on the critical path, but if the shipment is delayed, it may become part of the critical path. Conversely, pouring the concrete foundation may be on the
critical path, but if the project manager obtains an addition crew and the pour is completed early it could come off the critical path. Regardless of how well you manage the schedule and the resources, there is one more critical element - managing the budget.

According to Sirius, skilled resources that can provide subject matter expertise for the tasks or deliverables assigned to them are a fundamental ingredient of a successful project. However, a “skilled resource” has not only the appropriate technical credentials, but interpersonal skills as well. The ability to communicate and to work well with others in a team surroundings is important. A skilled resource who cannot communicate or work well with others can often pose a greater risk to the project than if no resource were available.

These are some related studies about the Resource Deprivation. According to their reasons, lacking of resource is one of the reasons why a certain project may not occur or may fail. Resources are necessary like human resources, the time being used, the money being spent and other resources that we may use in a software project. If a certain project lacks resources, it may finish up like an on process or ongoing project. There are a lot of resources but scarcity may occur. There are things that suddenly occur and lacking of resources may consume a lot of time for people waiting for resources to come up and continue with that certain software project in order to finish it. If we lack resources on a software project, there is a big possibility that this software project might fail and or end up hanging. Resources like human resource, time resource, money, tools or equipments are important resource. The software project will not be implemented or started without these resources. Most of the time, different projects fail because of resource deprivation. Different authors state their view about project resources. Thru these studies, we would be able to acquire additional knowledge and critical thinking on how to handle resource deprivation and provide solutions for lacking such resources and for a project to succeed.
3.0 Findings
There are different authors that have their opinions about the software management issue regarding the resource deprivation. In managing a project, success is not that effortless to accomplish. Challenges may arise from beginning. There are different issues that are involved in software project management and one of these is the resource deprivation.

After exploring and reading different related studies of issue about the resource deprivation, different authors have their views about why lacking of resource is an important issue and it should really be settled. As one of them said, the executive managers frequently designate the assignment or allocation of resources to resource managers and project managers. So with this statement, we can see that if project main concerns are not vividly established, then it is highly likely that the organization will get on upon a lot of projects at a single time. She said that the result is that the regular team member will have more work than time in the work day to complete that work. It is important to allocate the resources correctly in order to have the right outcome. It is not balance if a team member will have less time in a work day but more work to complete. Resource allocation is important; it means the economic management of natural resources. If there are certain limited resources that need to be divided among individuals or projects, this is where resource allocation comes into play. It is usually one of the forms of project management. Another is that according to one author, there are different symptoms of defective strategy and these are that Project managers fight over resources and another is that projects are launched regardless of the availability of resources. With this, planning is important. Implementation is not that easy when signs of defective strategy arise. First, the project managers fight over resources. Projects usually compete for resources like human resource, time resource and of course resources of money against other projects and enterprises, putting the project manager in the position of being in struggle or rivalry. Being a project manager is not that easy, you may have a good salary but the project of the team also depends upon how the project manager handles the whole project and the whole team. There are limited resources in around so probably, project managers would end up struggling for
resources. In human resource, people need not only to be smart but also wise. Allocating the resources righteously will help the whole team assigned for a certain software project to utilize and learn to maximize their resources. One must be prepare to target the resources needed and to manage the right people and the right skills, put them into places to carry out the selected projects. It is said that the project manager’s job is to keep the project resources time schedule. According to what I’ve read, meeting the project schedule does not guarantee that the project budget will be met, but it significantly increases the chances that it will. There are different resources involved such as the people, time, equipment and as well as the budget. Sometimes project managers fight over resources like having skilful team and keep the software project on track but ends up not meeting the deadline. In here, I as a researcher see that project managers kept on making their resources valuable and effective, but with this, the team ends up not meeting the deadline maybe because the project managers are busy making their team strong and more skilful but they also need to know that time management is important. They need to balance their resources, because I think what happened here is that, more time was consumed for the development of skills of the worker rather than balancing it with the time involve.

Time is important, if it passed by, we can’t bring it back.

In software project management, the project has budgeting and scheduling and project managers should first need to define resources and use good resource management skills. Project managers need to ask what resources are available and which ones you will need to obtain. One of the author said that attempting to start a project while neglecting the resources you’ll need to complete a successful project will result in chaos or project failure. It is basically true. Before starting a project, team must be prepare and much better if the resources that are needed are one hundred percent prepared because if it is not, then there is a high possibility that the project may fail. And if the project fail, many people will be affected, not only the team member, project manager but also the client.
These are some related studies about the Resource Deprivation that really gives a great impact and thru this I figured out different learning’s about the resource deprivation. Lacking of resource is one of the reasons why a certain project may not occur or may fail. There are different resources like the human resources, the time being used, the money being spent and other resources that we may use in a software project as well as the equipments. If a certain project lacks resources, it may finish up like an on process or ongoing project. There are a lot of resources in our surrounding but we must remember always that resources are not unlimited. Shortage may occur. There are things that suddenly occur and lacking of resources may consume a lot of time for people waiting for resources to come up and continue with that certain software project in order to finish it. If there is an insufficiency of resources for a software project, there is a huge chance that the software project might fail and or just end up hanging. The researcher found out that there are so many difficulties with resource deprivation. This may be the cause why a certain project may not succeed. Further understanding and study is needed to solve such problem and carry on.

There are so many resources involved in resource deprivation. Time is an important resource, a very important resource. Project scheduling is important. Before the project implementation, schedule of activities should be presented. A project manager should meet up the deadlines with his/her team members. In software project, budget is important. Scheduling project budgets is important. The project manager must figure out that the different task should line up and be listed. Schedules of work must be organized and within this time resource, requirement and deadlines are involved. If a project didn’t meet it’s deadline then there is a possibility that the budget will need much more money because the number of days to work on will be extended so the members of the team should also be pay off another salary for another extended days that’s why time management is necessary. Meeting the deadline is another essential for a project operation.

After studying the related studies, there are different casual causes of errors because of resource deprivation. In human resource, lacking of human
resource is an issue. There are so many projects to be done but lacking of human skills to handle this project is really difficult. Finding people that has expertise and skills in handling projects is not an easy task to do. Project managers and project team members build the projects; they are necessary human resources with skills. People have their different specialties. Choosing the right team member is important. If a programmer is needed, then don’t choose a document analyst, if a graphic designer is needed then don’t choose a quality assurance member. That’s how it goes. Picking up the right people for the job that fits them is really significant.

In project management, project managers often choose wrong resources and choosing wrong resources may end up disturbing the project implementation or end up wasting those wrong resources. Resources are limited, scarcity may occur. In this situation, a project manager needs to plan all the resources and allocate them before the start of the project implementation. There are tools and techniques in project management which can be used to make a project work out.

After reading and studying the related studies, one of the findings is that there are symptoms involved in defective strategies and one of this is that project manager fight over resources. There are projects that are not really important or recorded in the budget. It’s like some issues in the government. There are project priorities and the so called dummy projects where in corrupt people walks in. Resource competition is healthy, but sometime if a project manager fight over resources like money, people or time, there is an instance that because of this, project might be disturbed and blown out. Fighting over resources like time is hard. Deadlines are there, meetings are there, finishing the projects are there. A project manager will be stressed and burnt out that’s why most of the time; they fight over resources to meet the deadline and fulfil what is missing to finish the software projects. Executing schedule in the right time is important and complying with what the project team has to do on time will be a great opportunity to make the project go on and have it done successfully. Project manager needs to be responsible enough and communicate well with their
teams. Targeting a resource is essential. If a resource is targeted or planned then it will be a big contribution to have right people and right skills to do the projects. While examining and studying the related studies, it is said that the project manager's job is to keep the project resources time schedule. Meeting up the project schedule does not pledge that the project budget will be met, but it significantly boosts the possibilities that it will.

Another is that in resource deprivation, there are instances that the projects are started despite of the accessibility of resources. If this happened, big possibility of project failure may occur. If a software project continues all the way then that project may be left incomplete. Project managers may think of other solutions like using alternatives when resource deprivation occurred but alternatives is not always there to provide the lacking of something.

It’s hard to fight over resources and go on regardless of the availabilities of the resource. Sometimes, project managers tend to have arguments with their team members because of what is happening within the team. Having a defective strategy can lead the projects maybe to nothing. That's why resource deprivation should be taken care of. And given that this is a severe issue, project teams must know and learn more about preparing for their projects and cooperate with each team members and as well as to their project manager. Resources are everywhere but project team should also know that these resources are limited. Scarcity and shortage is everywhere. We can really never predict what will happen even though all is planned and organized. Challenges may occur before, during and after the software project process. Knowing the availabilities of resources is needed. Every action in the activity list requires having resources assigned to it. Before the project manager can allot resources to the software project, they need to know first the availability of the resources. The resource availability consists of the details about what resources can be used for the software project. It is important to know not only the availability but also the status or condition of the resources. Some resources must be acquired long time before the project implementation in order to not experience or get into the scarcity that might occur. Resource estimation is involved, with resource
Resource Deprivation

estimation, the project managers or coordinators will be able to know what resources are needed in the future and be able to acquire these resources before starting the project and prevent the team on having resource scarcity. Having the activity list is needed in order to connect the resources to be used in those particular activities of the software project.
4.0 Conclusion
There are different problems that may occur in resource deprivation such as lacking of time management, lacking of human resources and as well as lacking tools or equipments. It is important to provide solutions regarding the problems that arise in order to have unsurpassed results.

<table>
<thead>
<tr>
<th>Problem</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deprived Time management</td>
<td>Project team have to deal with deprived time management of co-workers. Each team member has their own responsibilities and task. It is important to figure out in advance where the risks are, factor in enough time to deal with the risks, or have a couple of plans in place. As a manager, don’t do things on your own when work guaranteed by others is not delivered. This will only signal to your members or co-team mates that they can get away with it, because any trouble they’re causing will be solved by you. When a project is very important you may do this once, but if you do this repeatedly then you’ll be stressed and burn out rapidly.</td>
</tr>
<tr>
<td>Lack of Human resource</td>
<td>Coordinate human resources. It is important to train team members in order for them to be productive and exert more effort. Practice or training is important key. A project manager can work out this problem by using their leading and controlling skills. Having team members that are competitive</td>
</tr>
<tr>
<td>Lack of acquiring new equipments</td>
<td>Further than the direct impact that a lack of equipment or tools has on production and efficiency, lacking of new equipments has an impact on the member. When members are trying to work at their works with effort and dedication, but are held back by a lack of equipments, it is very dissatisfying. Lacking of apparatus can cause team members to lose their enthusiasm for their work, and the result is a lessened energy for getting the job done. This distaste for their job will lead only to greater team member turnover, and, again, decreased productivity. For these reasons, it is clear that any issue regarding a lack of tools should quickly be resolved by replacing the item. A procedure should be implemented in order to keep company purchasers on top of any items that need adding or replacing, to prevent a lack of tools from ever occurring</td>
</tr>
<tr>
<td>Lack of financial resources</td>
<td>Lacking of financial resource is a challenge for a software project. In the first place if a software project lacks financial support then the project will be impossible to get started. Fund is</td>
</tr>
</tbody>
</table>

and wise enough and knowledgeable would be a great help in the team and could lead the team in success.
needed. In a project budget management is important and allocating this budget is needed. Once the project is started and in the middle of the project, lack of funding occurred, there is a possibility that the operation will stop and continue if there is a budget again or a possibility that the project may be abandoned.

Table 4.1

The table above shows the problems about lacking of resources together with the findings.

There are so many things to take care of in project management but resource allocation and time management are very important. Allocating resources is a better plan that could help project managers to build their team more productive and organized. There are so many resources such as natural resources, financial resources, and time resources and so on.

Resource allocation involves the arrangement of all the resources necessary for the project. It helps the project managers to make use of resources which are essential.

Project managers have to work in limited budgets that they use. As a project manager, it is important to allocate the resources correctly because resource allocation is the most important yet difficult part of project management. There is no room for mistake because if a certain mistake builds up then it might affect other steps in order to build the project. Creating the list of important resources needed is essential.

Time management is another significant part of project management. There are different tasks involved in everyday. It is important to follow the schedule and have a useful output and be more productive. Timeline and scheduling is needed. Having delayed projects may cause uncertainties between
you and the client so it is important to have time management. The project manager may use the various tools or methods in order to select the shortest path for completing each task. Meeting the deadlines is important; one should not waste time especially if it is not a simple project to be done. Having a management of time is important in order to meet not only the deadlines but as well as the goals why the system is built.
5.0 Recommendation
After studying the software project management issue about resource deprivation, I’ve learned a lot from this. Having a successful project is possible to succeed. There are so many challenges that may occur but thru this hardship, it can help project teams to make their project much stronger and reliable.

I’d like to suggest that in software project management, a project team may prevent resource deprivation thru many ways. Reading and exploring is important in order to have additional knowledge about the resource deprivation. Since lacking of human resource, time management, funds or money and equipments are serious situation, many project managers and team members throughout a certain project should participate in the team. Having an effective and efficient strategy is important. There are so many decisions to be done and each of the people involved in the project especially the team members and the project manager himself should cooperate and act as one. Each of the people in the project team has their own roles and duties to create the strategy first and implement it. Without having a good strategy, resources will not be adequately allocated correctly.

In resource deprivation, there is the lacking of human resource, time, equipments and financial resources. First, lacking of human resources. There are so many ways that a certain project lacks human resource. First is that if a certain project lacks a member to start the project. Another is that they have a complete member but doesn’t have the required skills to do the task. If a certain project lacks a member then usually project managers or coordinators look for a person who will apply for the job and start the project but sometimes waiting for that applicant takes so much time. A project manager connects to his team and has to find the job candidates. The project manager recognizes the needs of the software project and hire team member based on experiences and knowledge and other criteria to fit the job. My recommendation is that, if the project team lacks a member and really can’t find a new one; they may use or look for hiring a recruiting company for the project. Find the applicants that fit for the job. Having a professional team member can boost the productivity and efficiency of the project needed to be done. Next is that, if the project team has a complete
member but consist of members that lacks of skill, my recommendation for that is to have a training. Not all people are knowledgeable to what they exactly have to do. It is important to have training or sharing of knowledge. The project manager can train his members. If the project manager trains the new member, then it can boost up the job satisfaction because the member can get better and know his or her duties or responsibilities precisely. Without the project manager, there should be other people to train the member in order for him to practice his skills and knowledge about the software project they’ll do. The person that is in charge of training the person for the job must fully teach, guide and train that person because if the trainer didn’t fully give it all, then this may lead to work dissatisfaction. Practice makes people better, not perfect but atleast better. Dedication and hard work is important. One must learn to give, then other one to take. Vice versa, if you give something then let them take it, if they give you something then learn to take it. Continuous learning is very important. People nowadays forget that having new knowledge is better than having nothing at all. If a team member lacks skill and the other team member has that skill, then they must share that skill. Sharing is a good thing to do especially when it means to give knowledge and talents that you have to teach other people. Teach the new member for him to work better and productively in order to finish the project and make it better. It’s a give and take cycle. Learn to value what other people taught and also learn to share to them what you as a team member and as an individual know. Have an open communication and always listen. It is better to say that you really don’t know something rather than to say you know it but actually not. People can also train themselves, learn to explore and have a self-study. Sometimes, studying alone makes us better and brighter. And if we figured out new learning’s, we can share it to the people in our life. Having the right people that fits in the job is important. In order for the project to success, right skills are needed. Human resource planning is a solution, for a software project, real member or worker estimation is needed, it is important to figure out what type or kind of person should be on the team to make the project. Planning the human resources is important. Project manager should classify the requirements for the
human resource needed. Duties and responsibilities should be stated. It is important to gaze for people to take up the roles and responsibilities; they should be willing and whole-hearted to do the task given to them. Considering one character is also important. If a duty is not allocated, at several points, it will shoot up into a trouble. Addressing it in the early hours in the software project will avoid or lessen the shock. Each of us has our own skills but not all of us know all the skill that is why training is important. We should gain more knowledge and experience, explore more and train ourselves to what we have to do so that as a team member, we would be able to do the task or duty that is assigned for us to do.

The second in resource deprivation in project management is the lacking of time resource. This can be prevented. Time is an essential resource for any project. Project managers who succeed in meeting the project schedule have a better chance of staying within their project financial plan. To facilitate time management, the dissimilar project activities need to be prioritized. While reading and studying information about resource deprivation, lacking of time is really a challenge for project teams. For my suggestion, I think it is better to allocate the time. Project managers or project schedulers should have the list of all the task or activities needed in order to finish the project. Starting time and finishing time is important, it is better not to delay the project to prevent having additional amount for budget. A projects activities and tasks must vividly discuss the work breakdown structure of the project, including the activities and tasks involve that is frequently represented in the type of a Gantt chart. With the use of Gantt chart, we would be able to see the project schedule with its starting date and finishing date and as well as the duration. Lacking of time for a project involves maybe one or more person. In time management, there are a scheduled deadlines and meetings. Sometimes, other members of the team underrate the time it takes to finish an activity. Miscalculating time to be spent in doing such activities for a project can cause members or the whole project team not to be able to finish the project on the deadline given. There are times that one activity can’t be started if the activity right before it should be done first. Conflicts may arise to it.
important to comply and finish the activity on time it was scheduled in order to prevent time deprivation. If that first task is not done on time, it could put down all following tasks at a total idle, if this happens, one or more member of the project team may become idle too. In order to avoid time deprivation, it is important to have a date checker or a person that is assigned to the schedule checking and task to be done. Moreover, if a project manager simply forgot to use a calendar to enter important deadlines or meetings, it may cause this kind of chaos in an office.

Third is the deprivation in financial resources. In a certain project, it usually needs to have a fund or the so called budget and deadline before the business requirements are completed. Most of the time, planning is needed to be done and as well as the requirements in order to start and build the project. Lacking of financial resource is one of the difficult challenges in resource deprivation. For my recommendation, the project team should start things ahead of time, plan the budget needed and gather the people who may fund or support the project in order for it to work out and provide outputs. Insufficient budget may let a project near to failure. So many projects that could be a successful one are sighted as disappointment because they go beyond the budgets and as well as the deadlines. A financial budget needs to be realistic estimation. Allocating budget is important. There are so many expenses in a project, this should be recorded properly. Every activities in a project has a cost, involve in cost are the work cost, the transportation cost, the equipment cost and so on. The expenses must be properly monitored. It is better to group all the expenses by person, food, time or travel to make the financial plan much vivid to understand. Planning is important. In order to prevent the software project financial deprivation, each of the team members must comply and do their duty especially the team leader or project manager. Deadline is connected with this. Once the deadline is not met another financial support is needed. If a certain project always extends it project duration, then the payment for workers and other bills will get even higher. More conflicts will come up. Resources are limited. Another way to avoid financial deprivation is simply to meet the deadlines and do things right on time. This
would probably help the team to finish the software project that is needed to be done. Cooperation and understanding is needed.

Last but not the least is the deprivation in equipment resources. In software projects, equipments and tools are very important resource. The equipment that needs to be supervised as part of a project depends on the environment of the project. In software project, the equipment needed is mostly equipments used for information technology. The project management for equipment is a lot like for human resources. Project managers or leaders have to make sure that they have the right equipment in the right place and as well at the right time and that it has the supplies it needs to function properly. One project must have these equipments in order to build that project. In this situation, my suggestion is that if lack of equipment occurred, project teams can find certain alternative; they may use or borrow equipments for rent. Have a great deal with the cost in order to finish the project. It is better to finish a project than to let it hanging because there is a possibility that this project may stop operation for a long year.

I have read about the different tools and techniques for estimating activity resources. I recommend these techniques for I think that it is helpful tools. Included are the expert judgment, it means that bringing in the experts who have finished sort of jobs ahead of and getting their opinions on what resources are needed. Another is the Alternative analysis; with the use of alternative analysis, project manager must consider several alternatives for how they assign resources. This consists of varying the number of resources as well as the kind of resources they use. Many times, there’s more than one way to accomplish an activity and alternative analysis helps decide among the possibilities. Another one is the Published estimating, it is the data used by project managers to help them know how many resources they need. With the use of published estimating, project manager may depend on articles or books and journals and publish data from other people’s projects. Another tool is the Project management software such as Microsoft project often has features that is intended to assist project managers estimate supply and find the finest arrangement of activities for the
project. And last but not the least is the Bottom-up estimating, with the bottom-up estimating, it is more of breaking down the difficult activities into pieces working out the resource assignments for each piece. The bottom-up is a procedure of estimating individual activity resource need and then adding these up collectively to come up with a total estimate. Bottom-up estimating is a very precise means of estimating, provided the estimates at the schedule activity level are accurate. Yet, it takes a substantial quantity of time to carry out bottom-up estimating because each activity must be accessed and estimated accurately to be included in the bottom-up calculation. With the use of the bottom-up estimating, the lesser and further detailed the activity, the better the accurateness and cost of this technique will be.

For my recommendation, before a software project work begins, the project manager must make sure that the people involved in the project understand all the aspects and requirements needed to be done in creating the project. The sponsors for the project should also understand all the things discussed. The project manager needs to connect more with the sponsor of the project in order to ensure that there is a common goal and to when the project will be completed, how much will it cost, the people involved in the work and as well as the advantages it will provide. Project managers should identify the resources needed for the project. Creating a list of the resources needed to implement the project is needed. Determining the resources is connected with the budget. Another thing is that identifying the resources is needed. People or a worker has their own duties and responsibilities. It’s better to have much resources but not that more, not also less. Organizing the resources is needed. Once the resources are gathered and organized, project implementation is not that difficult to provide resources.

Not all project is so big, but not all project is also small, the bigger the project, the bigger responsibilities is waiting. The project manager needs to look and search for more information about the project intended to be done. Work plan is important in project management including the resources to be used or needed within the project progression. Project always starts in a plan. Resources
are very important factors that build up a software project. Each resource should be handled carefully and effectively in order to have a great output and in order to have continuous project operation. There are many challenges that may arise. Strong cooperation, communication, courage and determination are important in a project team.
Attachment
Resource Deprivation

Topic Approval Conversation

RE: Good Evening po Ma'am.

rose_escobar  
To: Ma

Approved

Sent from Samsung Mobile

-------- Original message --------
From: Karizza Cabildo <karizza.cabildo@yahoo.com>
Date: 11/23/2013 22:25 (GMT+08:00)
To: rose_escobar@yahoo.com
Subject: Good Evening po Ma'am.

Good evening po Ma'am. Ito po yung Software Project Management Issue na pinili ko po. Thank You po Ma'am!

Cabildo Karizza  
IT 4-1

Title:  
Project Management Issue: “Resource Deprivation”

Issue:
- Lack of resources, or the lack of right skills no matter which can affect the project deliverables. Hence it becomes very crucial to allocate the correct number of resources and the right skill required to deliver the job.
- The most challenging job for the data warehouse project manager is recruiting internal skilled personnel. The competent workers are almost always very heavily involved with other projects.

Rationale:
- In order for a project to be run efficiently and effectively, management must provide sufficient resources - human, time and money. Project management training shows how to define needs and obtain approval up front, and helps project managers assign and prioritize resources throughout the duration of a project.
- Project Managers should have a plan on the types of skilled resources necessary to accomplish the planned work. Project managers should clearly submit resource requests well ahead and weekly updated management and the sponsor about the upcoming risks associated with the resource scarcity.

Scope:
Resource deprivation captures:
- Properly allocating resources
- Attaining right outcome
- Planning and providing projects with sufficient resources, strategies and goals
- Implementing strategies through human resource
- Possibly application and technology tactics for project management resources