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Resource Responsibilities for Project Managers Checklist

Resource management on the exam covers two things that behave very differently. Human resources are negotiated for, led, and developed; physical resources are estimated, acquired, and controlled. The Prep book treats both in the "Resources" chapter, and the responsibilities below run across the full life of a project — planning what you need, getting it, keeping the team effective, and releasing what you no longer use.

One thing shapes nearly all of it: how much authority you actually have. The Prep book is direct that organizational structure — functional, matrix, or project-oriented — determines how a project manager negotiates for resources, and that governance provides the escalation path when resource conflicts cannot be settled at the team level. Read the list below with that in mind. Most of these are things you influence rather than command.

Resource Responsibilities for Project Managers

- ☐ Determine what human and physical resources you will need.
- ☐ Negotiate with resource managers for the optimal available resources.
- ☐ Work with the procurement department as necessary.
- ☐ Confirm availability of assigned resources.
- ☐ Create project job descriptions for team members and other stakeholders.
- ☐ Make sure all roles and responsibilities on the project are clearly assigned.
- ☐ Understand the team members' training needs related to project work.
- ☐ Make sure team members get any necessary training.
- ☐ Create a formal resource management plan covering topics such as how the team will be involved in the project and what roles they will perform.
- ☐ Help the team define their own ground rules and create a team charter.
- ☐ Send out letters of commendation to team members and their managers to recognize exceptional project work performance.
- ☐ Make sure the needs of all team members are acknowledged and considered.

This resource complements information in Rita Mulcahy's™ *PMP® Exam Prep* book, 12th edition. If you are preparing for the PMP® exam, consider contacting RMC Learning Solutions® at info@rmcls.com to find the best prep strategy *for you*.
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- ☐ Create recognition and reward systems.
- ☐ Use emotional intelligence (EI).
- ☐ Encourage self-organizing teams and provide support as needed.
- ☐ Plan for and manage communications challenges specific to virtual teams.
- ☐ Tailor the resource management plan as appropriate to specific project needs.
- ☐ Apply green human resource management practices, incorporating environmental and social responsibility into resourcing decisions.
- ☐ Encourage collaboration among team members.
- ☐ Determine what physical resources will be needed on the project, and when they will be needed.
- ☐ Determine the quality, grade, and number of physical resources needed on the project.
- ☐ Evaluate and select effective methods of managing physical resources.
- ☐ Plan ahead to ensure physical resources are available and accessible when needed.
- ☐ Have strategies to use resources efficiently.
- ☐ Look for ways to improve resource utilization.
- ☐ Use AI and other advanced technologies to support resource planning, training, and documentation, while remaining accountable for confirming accuracy and approvals.

How This Shows Up on the Exam

Resource questions span two domains. People is 33% of the exam, and Task 3, "Lead the project team," covers most of the human side; Domain II Task 4, "Plan and manage resources," covers defining, planning, and optimizing what the project needs. Scenarios usually place you in a matrix organization where you do not own the people you depend on, then ask what you do when a resource is pulled away, underperforms, or was never really committed. Negotiating and escalating through the agreed governance path beats either accepting the loss or going around the resource manager.

Several distinctions carry weight. A team charter is created with the team and contains the ground rules — it is not handed down. Grade is not quality: grade is a classification, such as the strength of concrete, and low grade can be acceptable while low quality never is. Resource leveling changes the schedule to respect resource limits; resource smoothing works within the existing float. And watch for the halo effect — assuming someone strong in their technical specialty will be strong at managing the project.

When a scenario describes a team that is new, remote, or struggling, the expected answer is usually to develop the team rather than replace anyone: training, team building, recognition suited to the culture, and clear roles. And when it raises AI or another new tool in resourcing, the project manager stays accountable for confirming accuracy and obtaining approvals — the tool supports the decision, it does not make it.

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