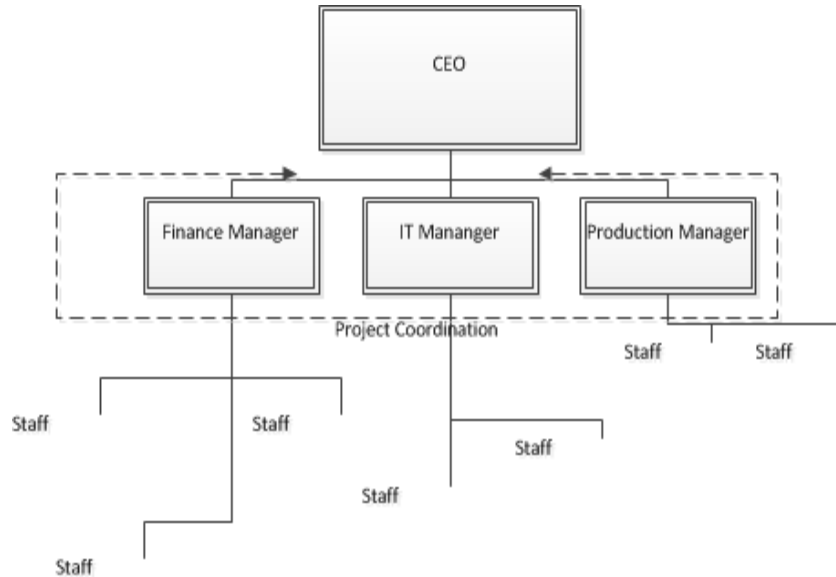# Organizational Influences on Project Management (EEF)
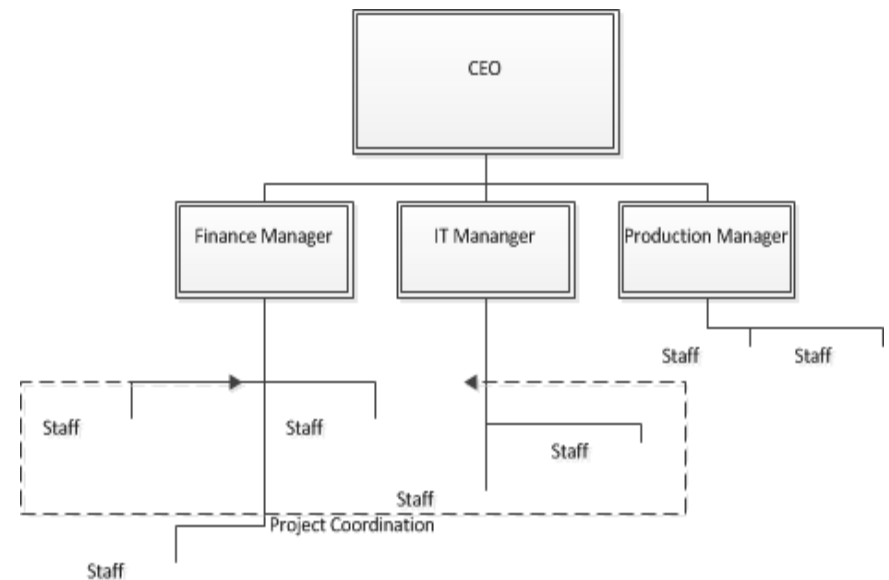
- Organizational Cultures and Styles
- Organizational Communications
- Organizational Structures

Organizational Influences on Project Management
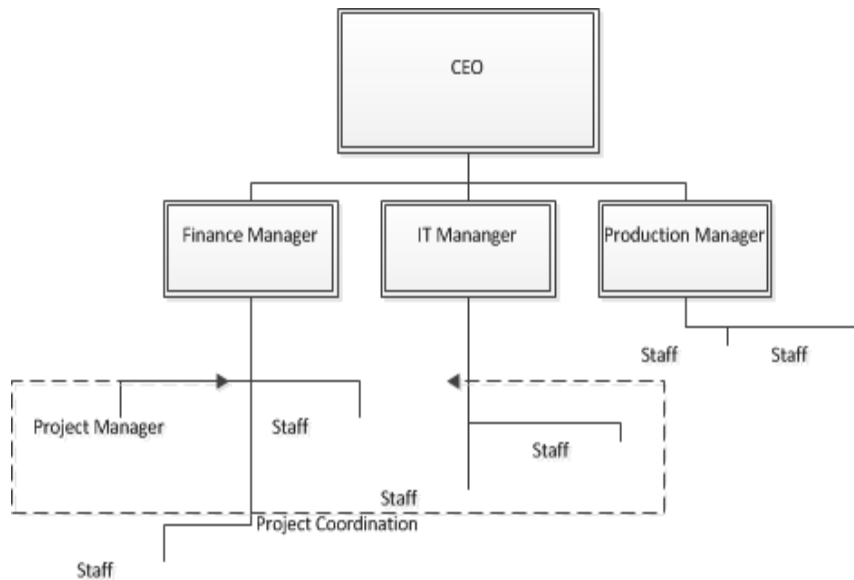
- Organizational Structure
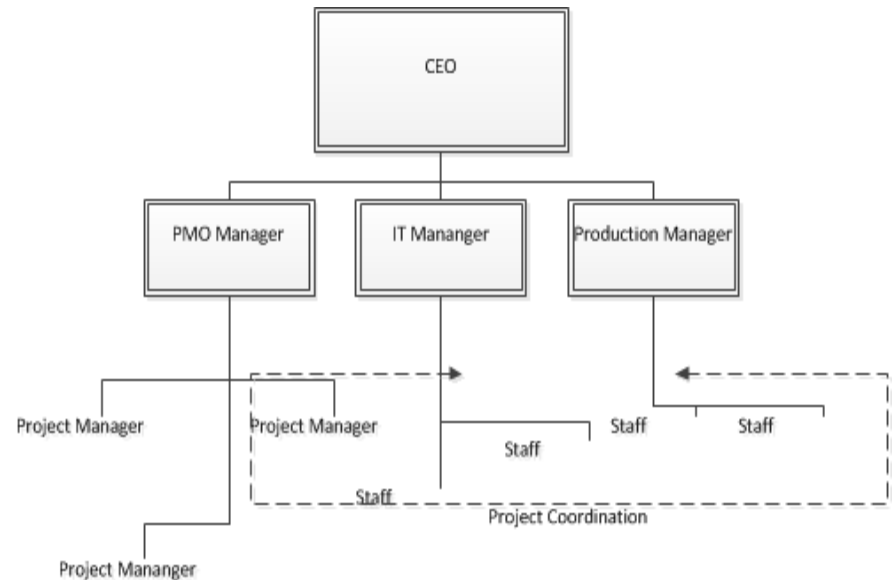

Functional

Weak Matrix

Organizational Influences on Project Management
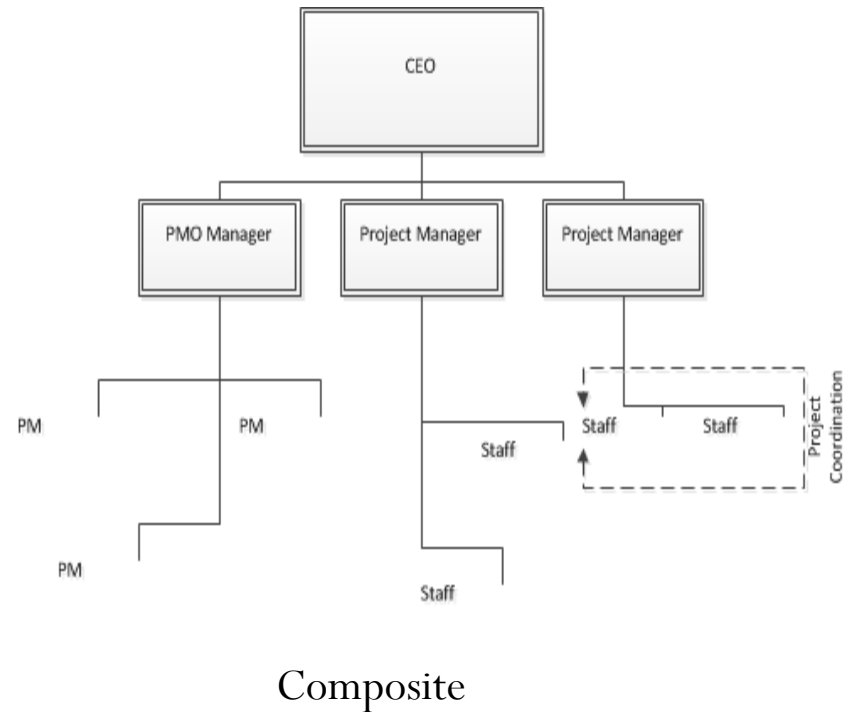
- Organizational Structure

Balanced Matrix

Strong Matrix

Organizational Influences on Project Management

- Organizational Structure

Projectized

Composite
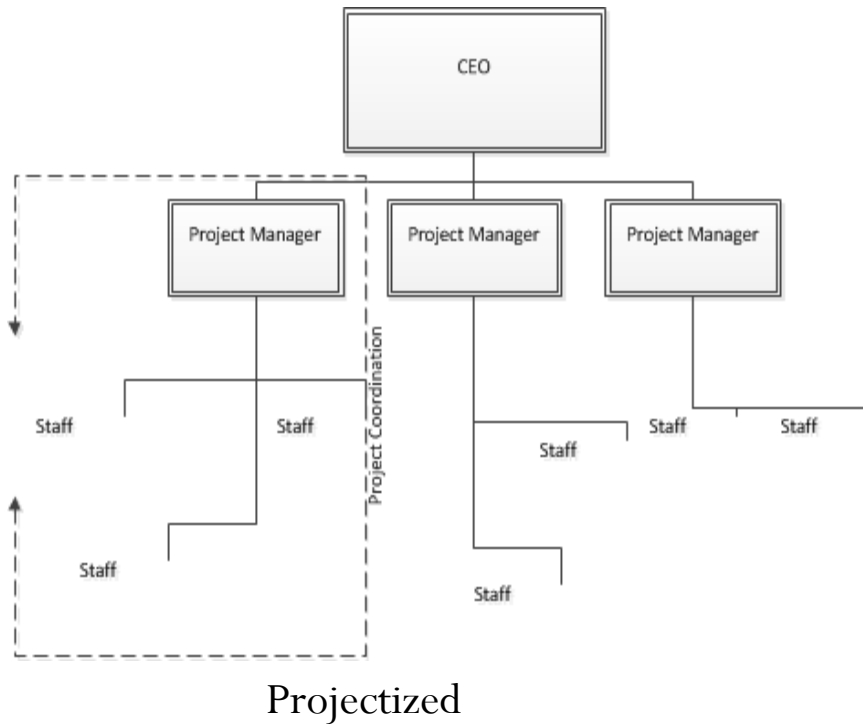
Organizational Influences on Project Management

- Organizational Structure

Organization Structure / Project Characteristics	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager 's Authority	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Who controls the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part -time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

Organizational Influences on Project Management

- Organizational Process Assets:
  - Policies and Procedures such as:
    - Standardized guidelines
    - Organizational communications requirements
    - Project closure guidelines
    - Risk control procedures
  - Corporate Knowledge Base such as:
    - Historical information
    - Project files
    - Financial databases

Enterprise Environmental Factors

- Internal and external that has an impact on a project success such as:
  - Government or industry standards
  - Infrastructure
  - Marketplace conditions
  - Political climate
  - Existing human resources

Enterprise Environmental Factors

External Factors

Government Standards · Industry Standards · Legal Framework · Infrastructure · Market Conditions · Shareholder Risk Tolerance

Internal Factors

Organizational culture · Organizational Structure · Human Resources · Personnel Administration

Organization
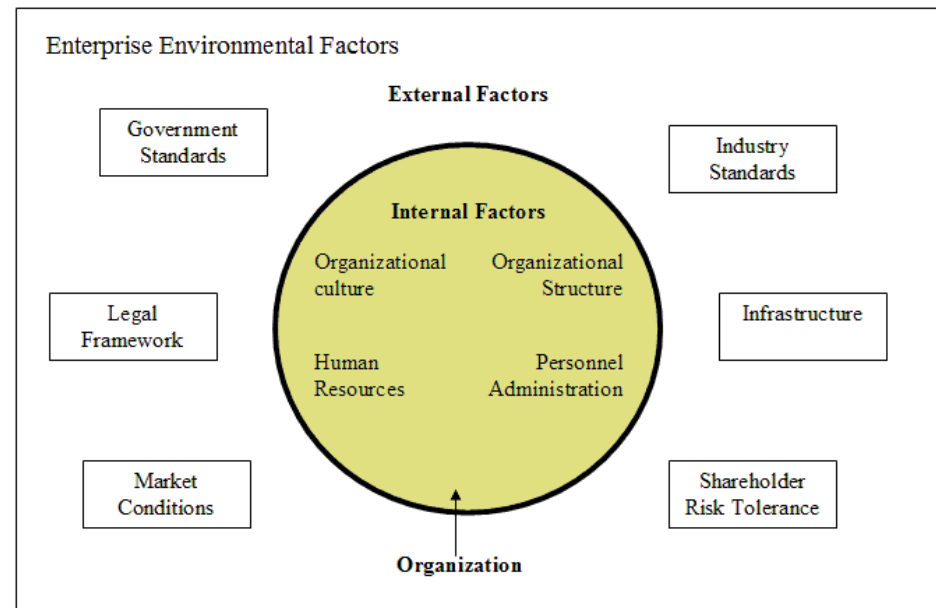
Project Stakeholders and Governance

- What is a project stakeholder?
  - Sponsor
  - Seller
  - Users
- Project Governance
  - Project success and deliverable acceptance criteria;
  - Process to identify, escalate, and resolve issues
  - Project decision-making processes
  - Guidelines for aligning project governance and organizational strategy
- Project Success
- Project Team
- Composition of project teams
  - Part time
  - Dedicated

The Project Life Cycle-Overview

- Product vs. Project Life Cycle Relationships
  - Generally a project life cycle is contained within one or more product life cycles
- Project Phases:
  - Single phase
  - Multi-phased relationships: sequential, overlapping and iterative
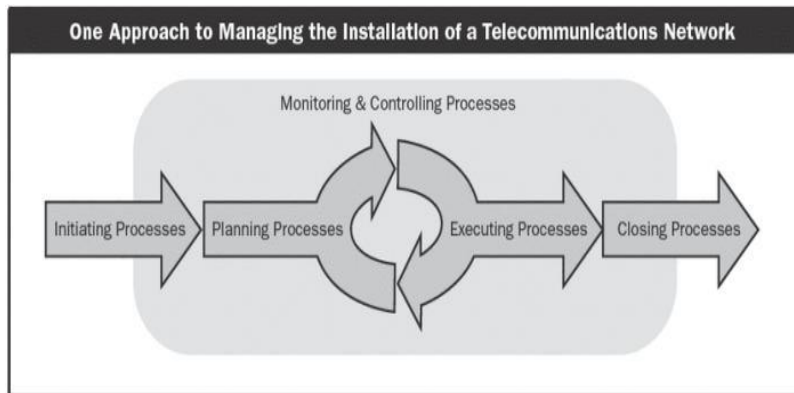- Characteristics of the Project Life Cycle

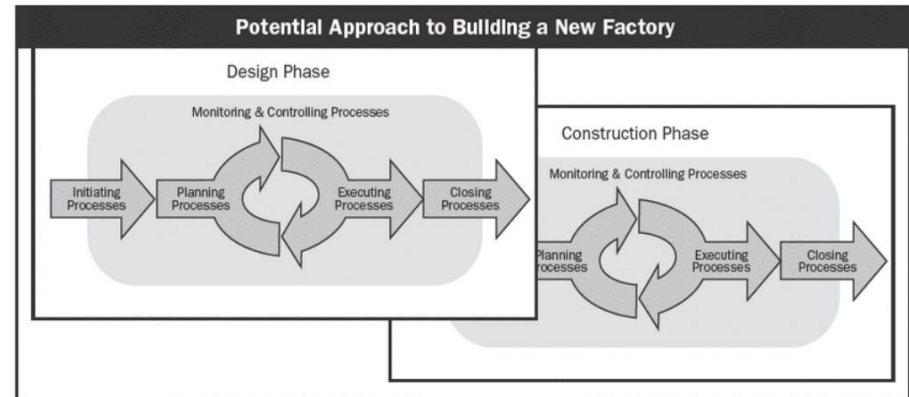Introduction | Growth | Maturity | Decline

Time

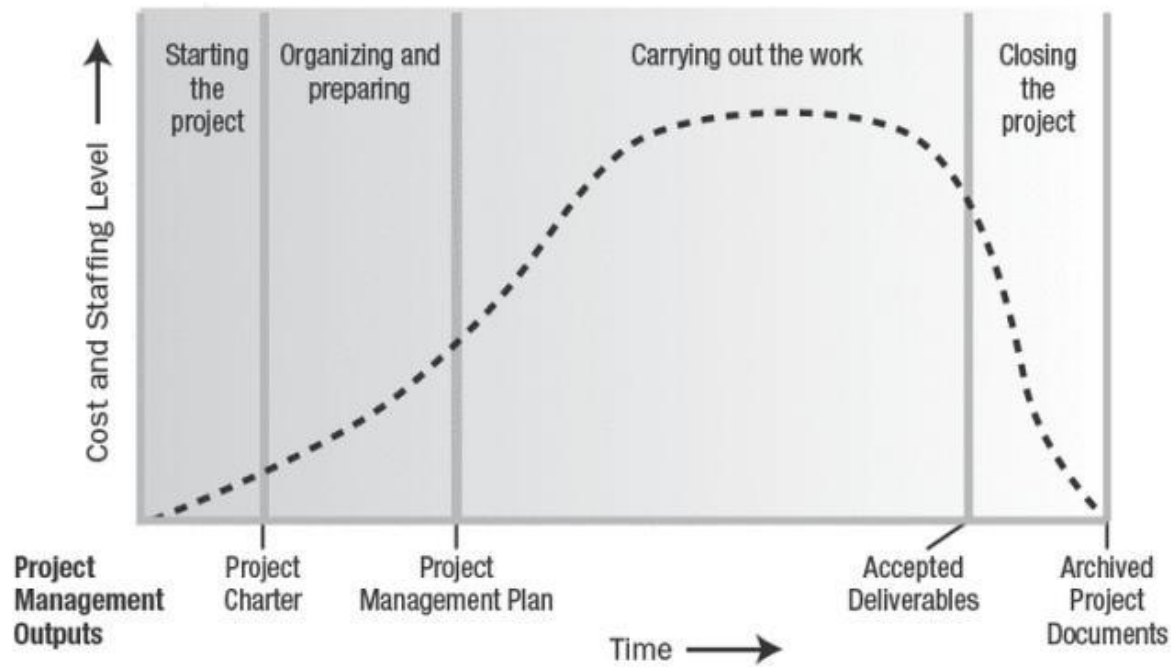# The Project Life Cycle-Overview

Single Phase

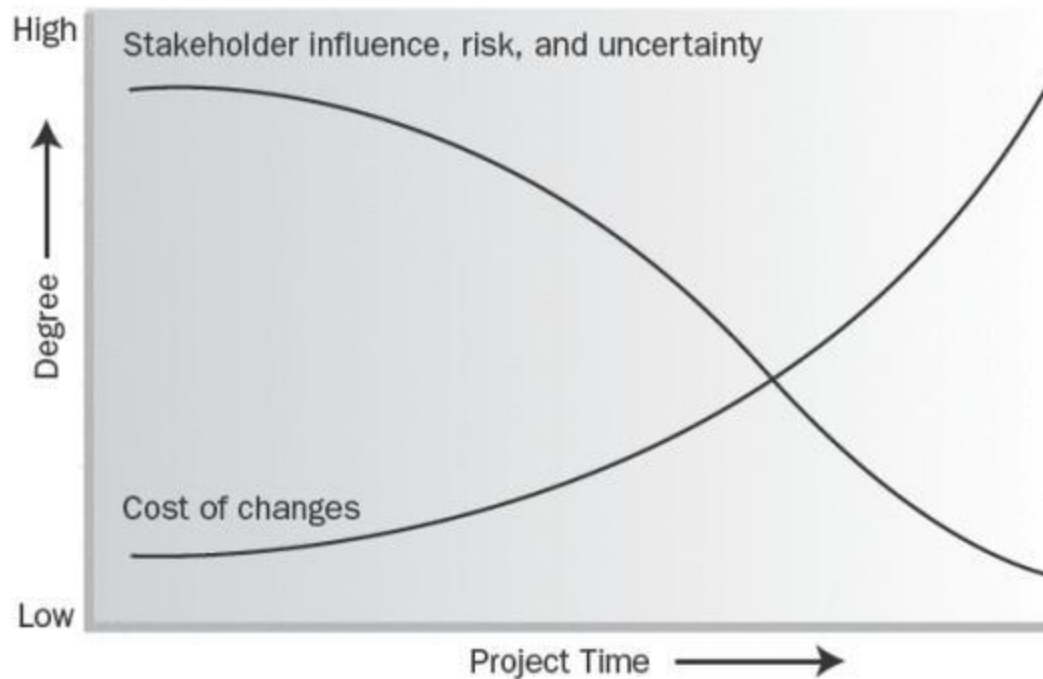

2-overlapping Phases

3- Sequential Phases

The Project Life Cycle-Overview

General Life cycle structure

The Project Life Cycle-Overview

General characteristics

Project Phases

- Predictive Life Cycles (fully plan-driven)
- Iterative and Incremental Life Cycles
- Adaptive Life Cycles (change-driven or agile methods)