



# Project Management Supplemental Deck #4

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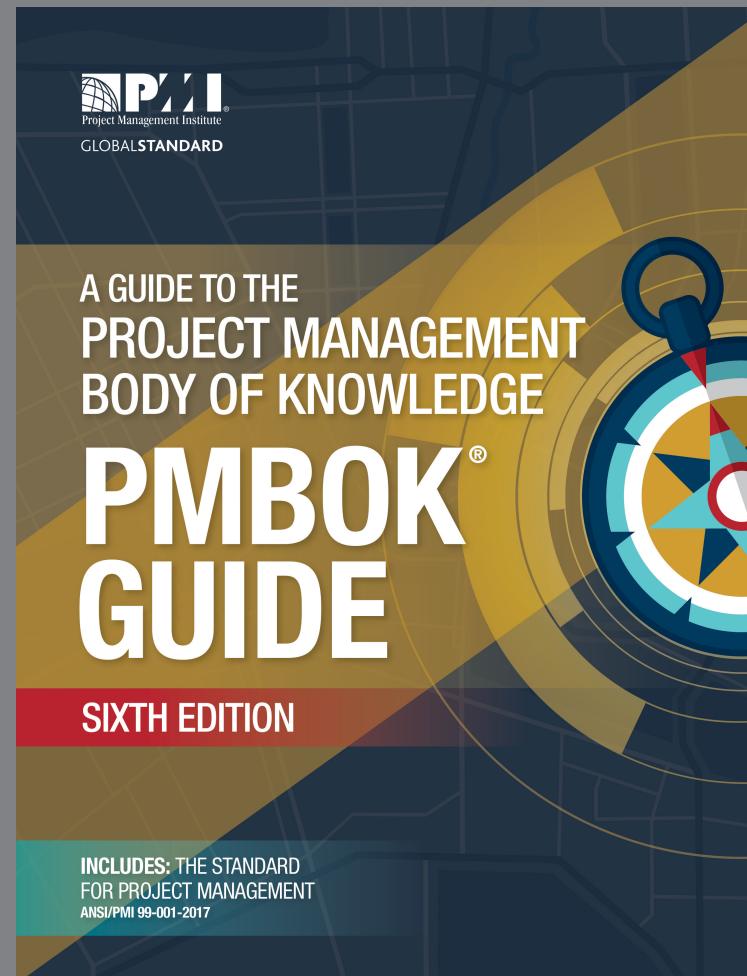


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# Project Management

This is accepted in the Project Management Field as the main guide which is used to train and certify Project management Professionals

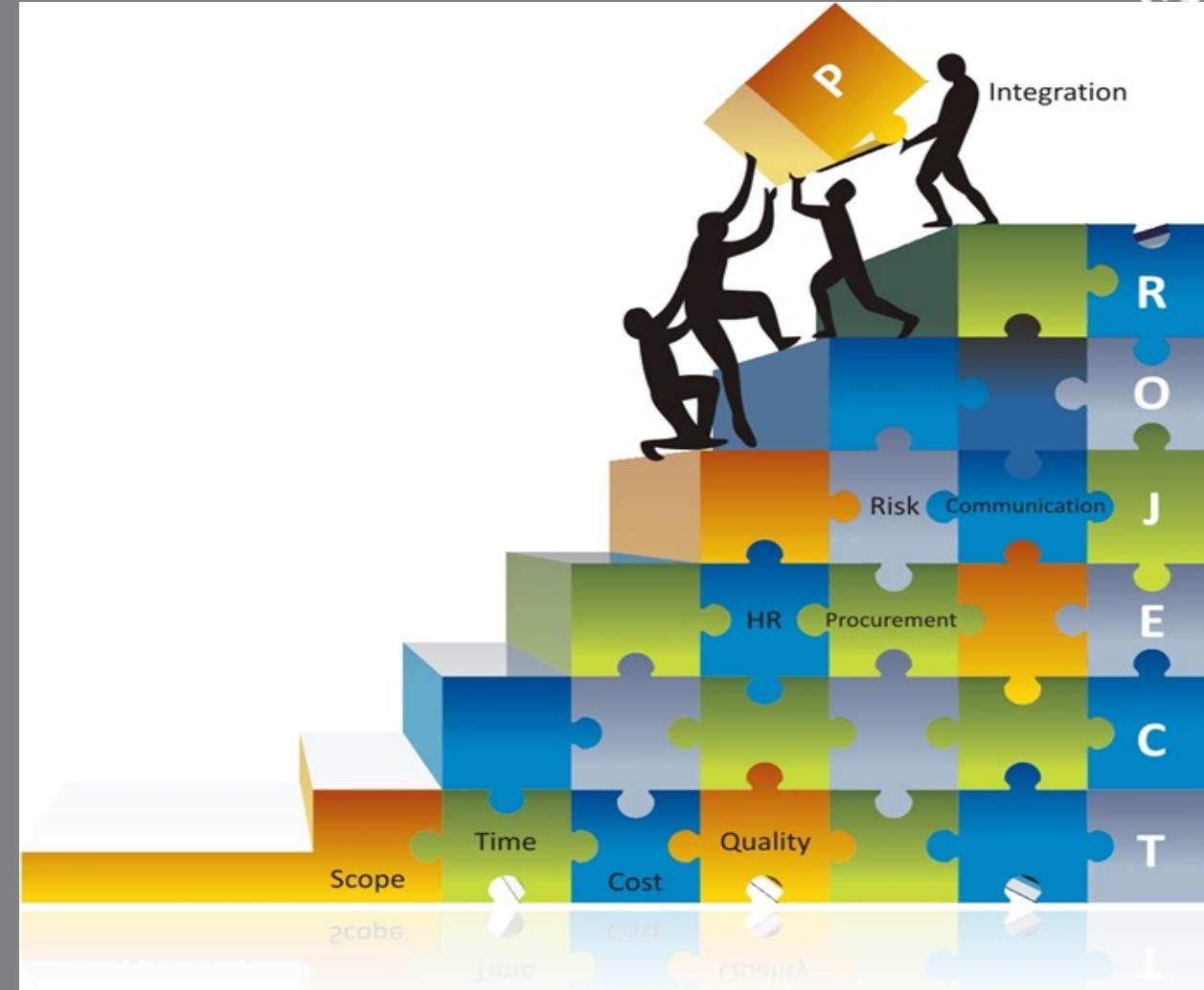
All Supplemental Slide decks will be relating to this and the information from them will be included on any possible tests/assignments etc...



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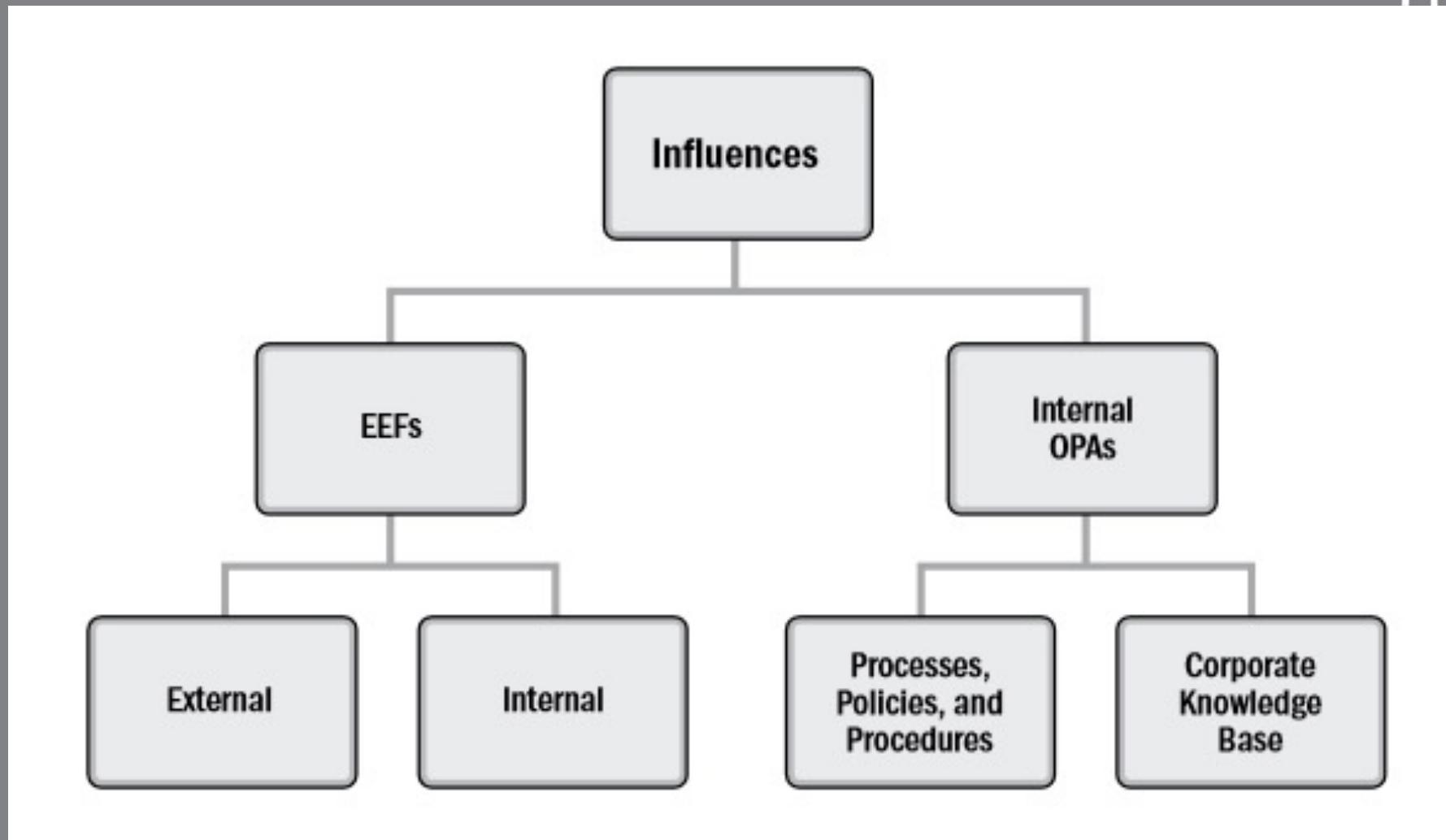
# Chapter 2

## The Environment in Which Projects Operate



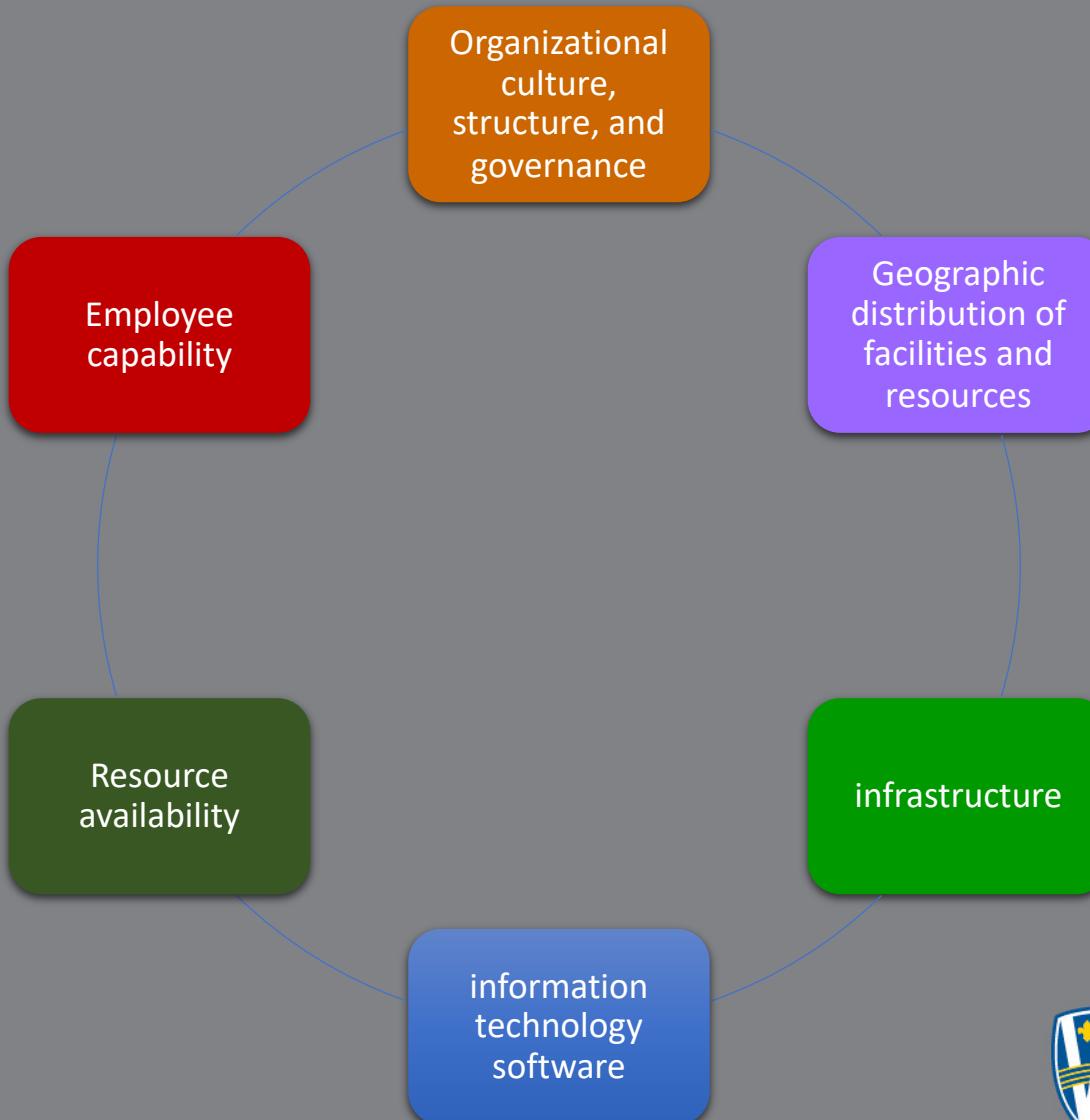
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# Project Influences



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# EEFS (Enterprise environmental factors) Internal to The organization



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# EEFS External to The Organization

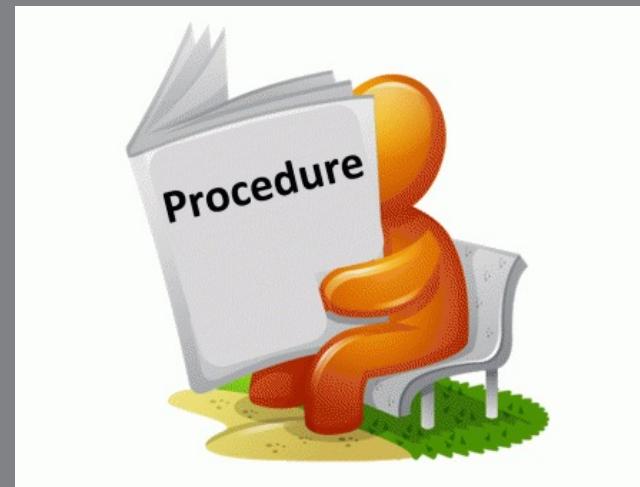


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# Organizational Process Assets



- Processes, policies, and procedures
- Organizational knowledge bases.



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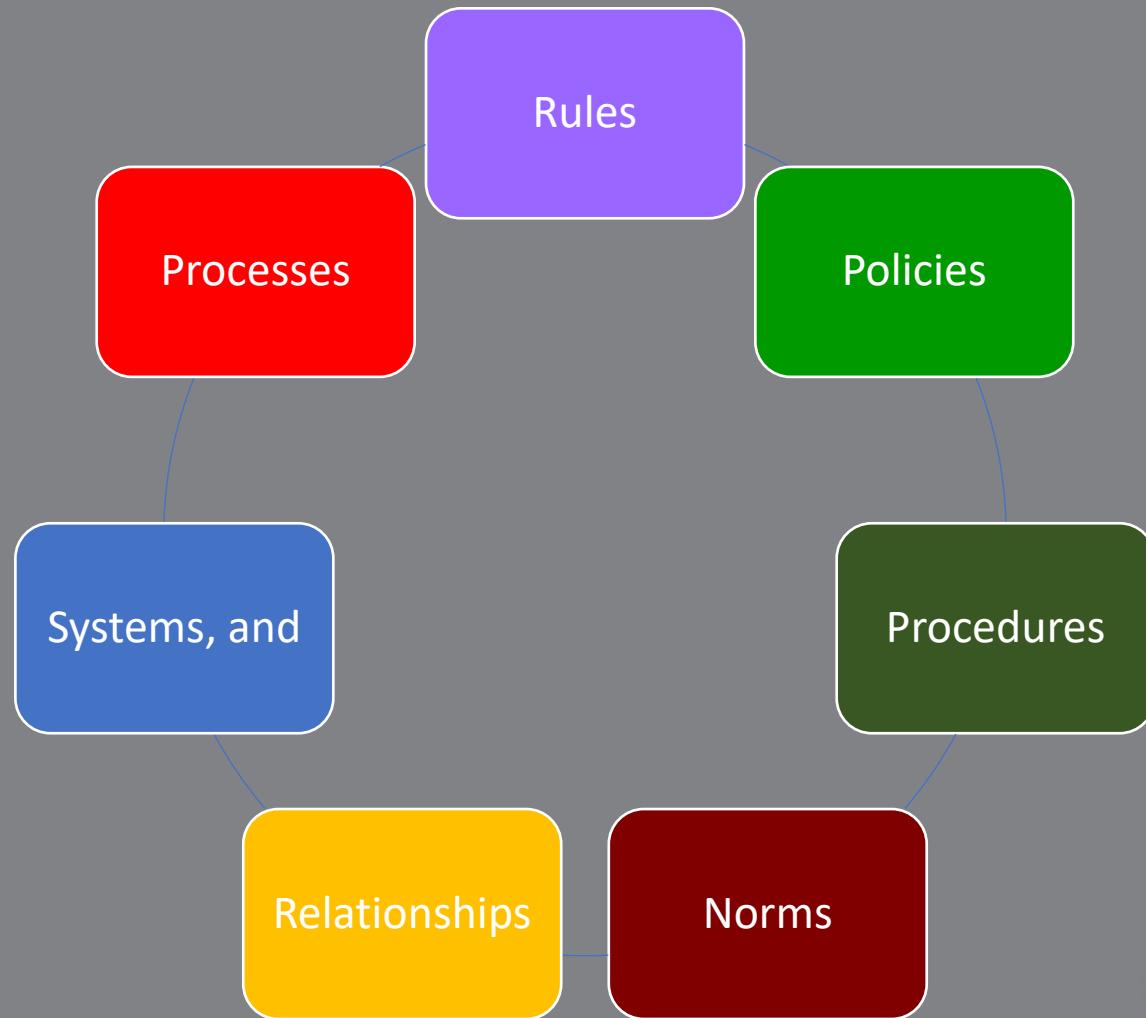
# Organizational Knowledge Repositories

- Configuration management knowledge
- Financial data
- Historical information and lessons learned
- Issue and defect management data
- Project files from previous projects



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# Organizational Governance Frameworks



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# Factors to consider in selecting an organizational structure



Degree of alignment with organizational objectives	Specialization capabilities	Span of control, efficiency, and effectiveness	Clear path for escalation of decisions
Clear line and scope of authority	Delegation capabilities	Accountability assignment	Responsibility assignment
Adaptability of design	Simplicity of design	Efficiency of performance	Cost considerations
Physical locations		Clear communication	



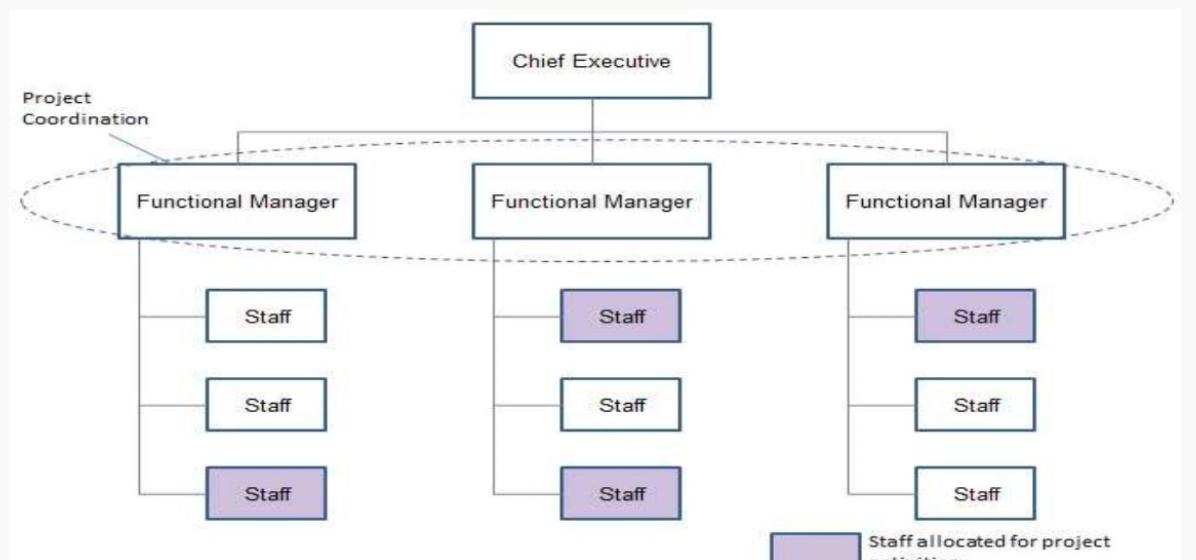
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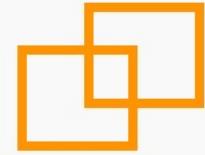
## Organizational Structure Functional Organization



- The organization is grouped by areas of specialization within different functional areas.
- Team completes project in addition to normal work.
- Projects generally occur within a single department.

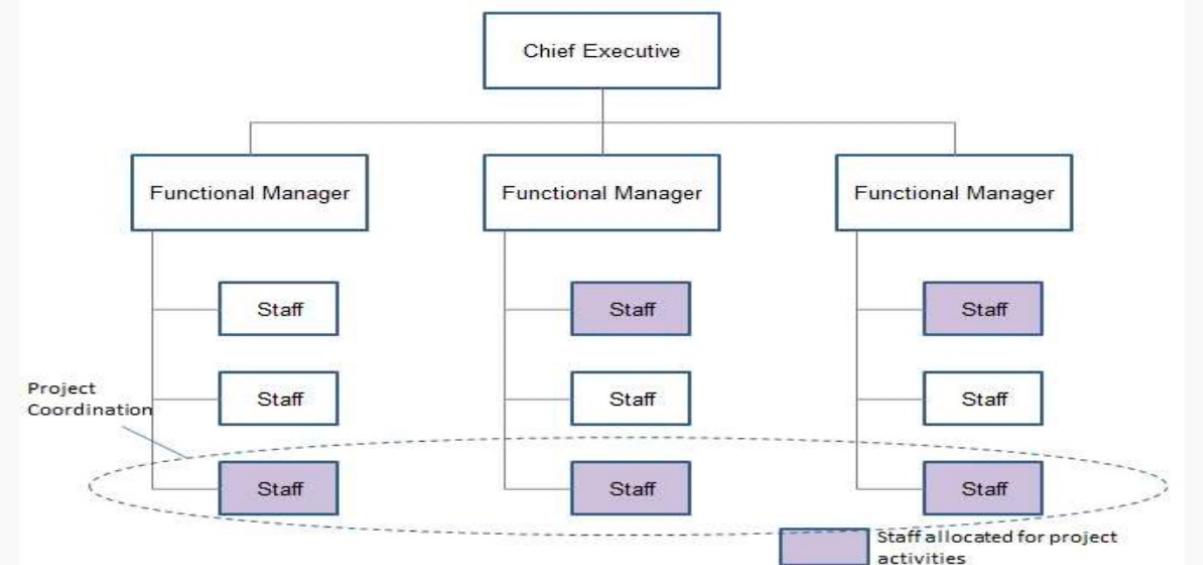


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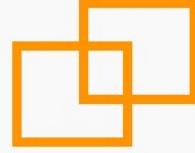


- Two Bosses
- Team members reports to Project Manager and Functional Manager
- Team members do project work in addition to normal departmental work
- Power rests with functional manager
- Project Manager in weak matrix plays a role of:
- Project Expediter: Cannot take decision. Staff assistant and Communication coordinator.
- Project Coordinator: Similar to Project Expeditor except has some power to take decision.

## Organizational Structure Weak Matrix Organization



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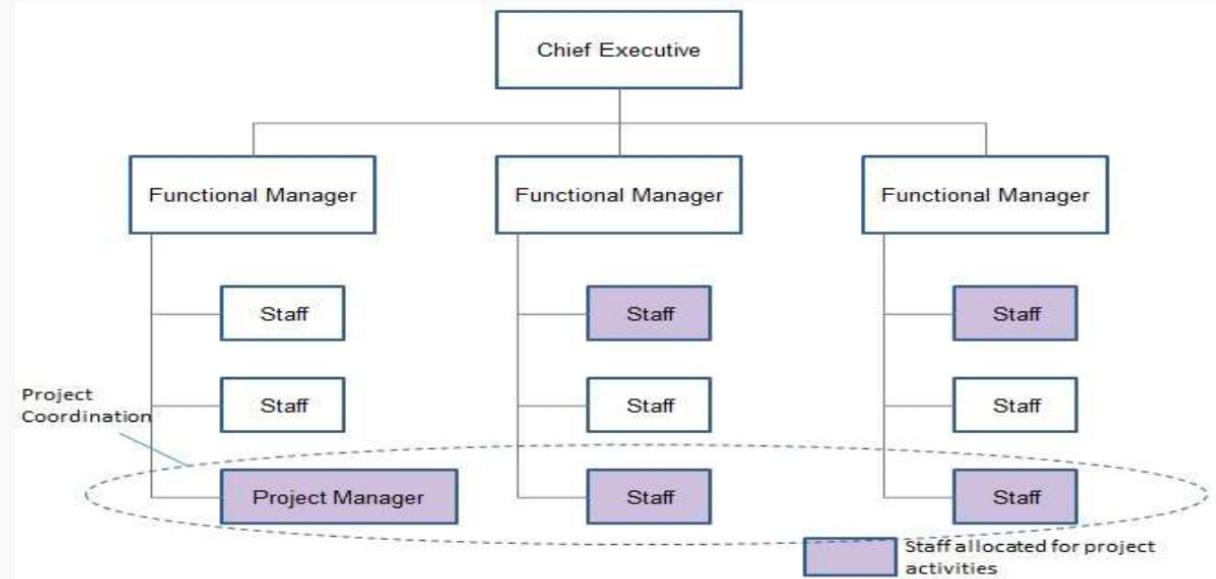


- Two Bosses.
- Team members reports to Project Manager and Functional Manager.
- Team members do project work in addition to normal departmental work.
- Power is shared between the functional and project manager.



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## Organizational Structure- Balanced Matrix Organization

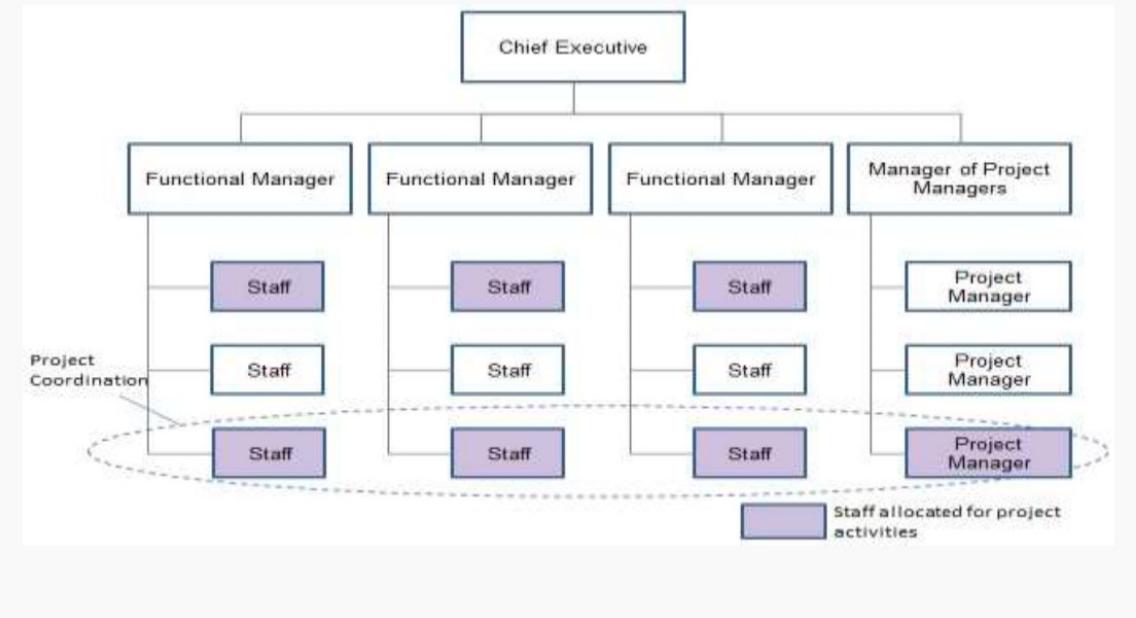


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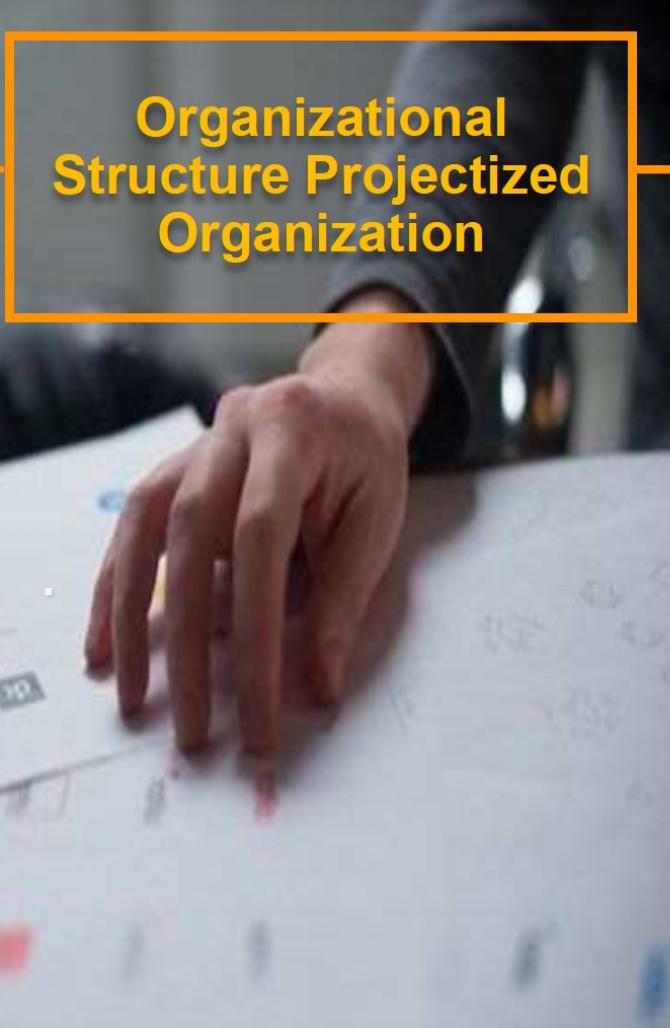
## Organizational Structure Strong Matrix Organization

Power rests with the Project Manager



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## Organizational Structure Projectized Organization

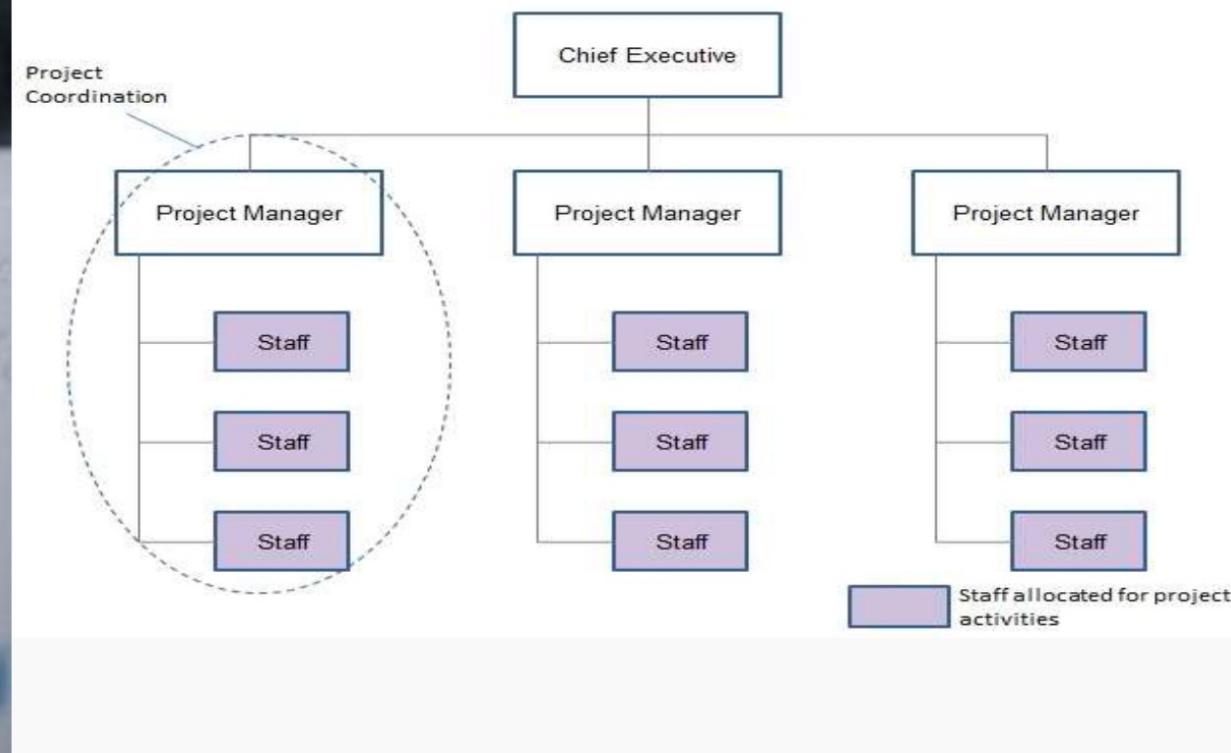


- The entire company is organized by projects.
- The project manager has control of projects.
- Personnel are assigned and report to a project manager.
- Members complete project work and when its over they don't have **HOME**.
- Communication generally occurs only within the project.

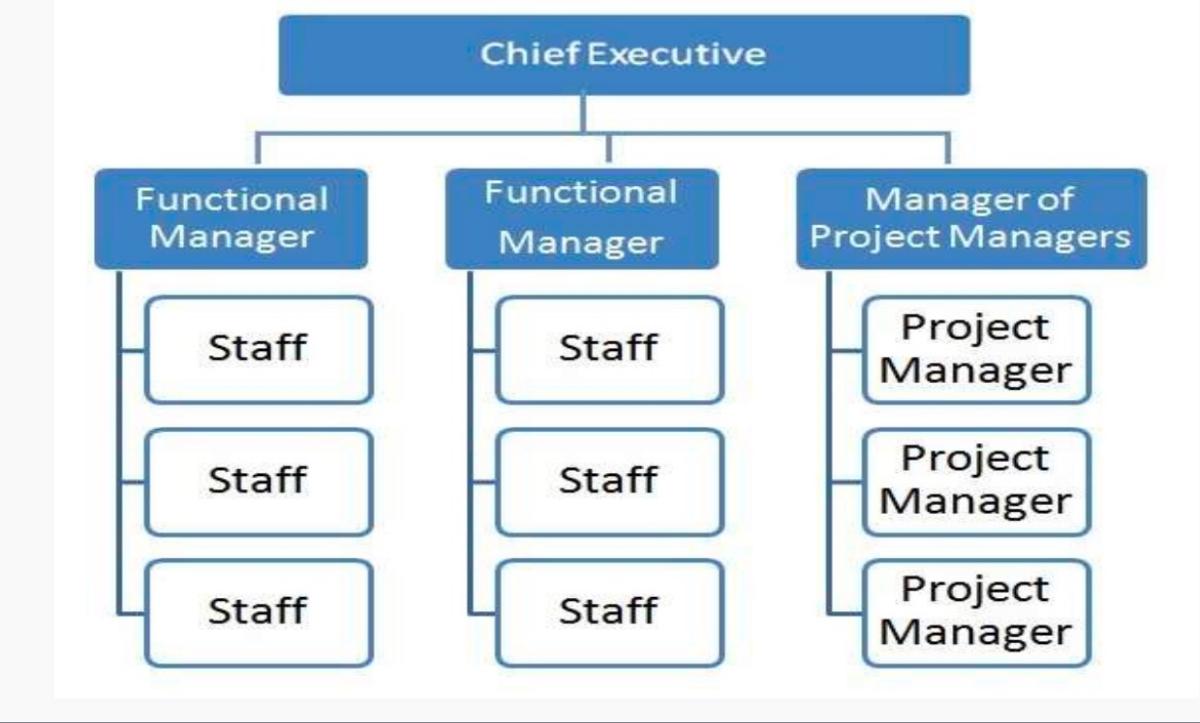


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## Organizational Structure Projectized Organization



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# Organization structure influence on project

Project characteristics	Organizational Structure Type					Project	
	Functional	Matrix					
		Weak matrix	Balanced	Strong matrix			
Project manager's authority	Little or none	Limited	Low to moderate	Moderate to high	High to almost total		
Percent of performing organization's personnel assigned full-time to project work	Virtually none	0-25%	15-60%	50-95%	85-100%		
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		
Common title for project manager's role	Project coordinator/ Project leader	Project coordinator/ project leader	Project manager/ project officer	Project manager/ program manager	Project manager/ Program manager		
Project management administrative staff	Part-time	Part-time	Part-time	Full-time	Full-time		



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