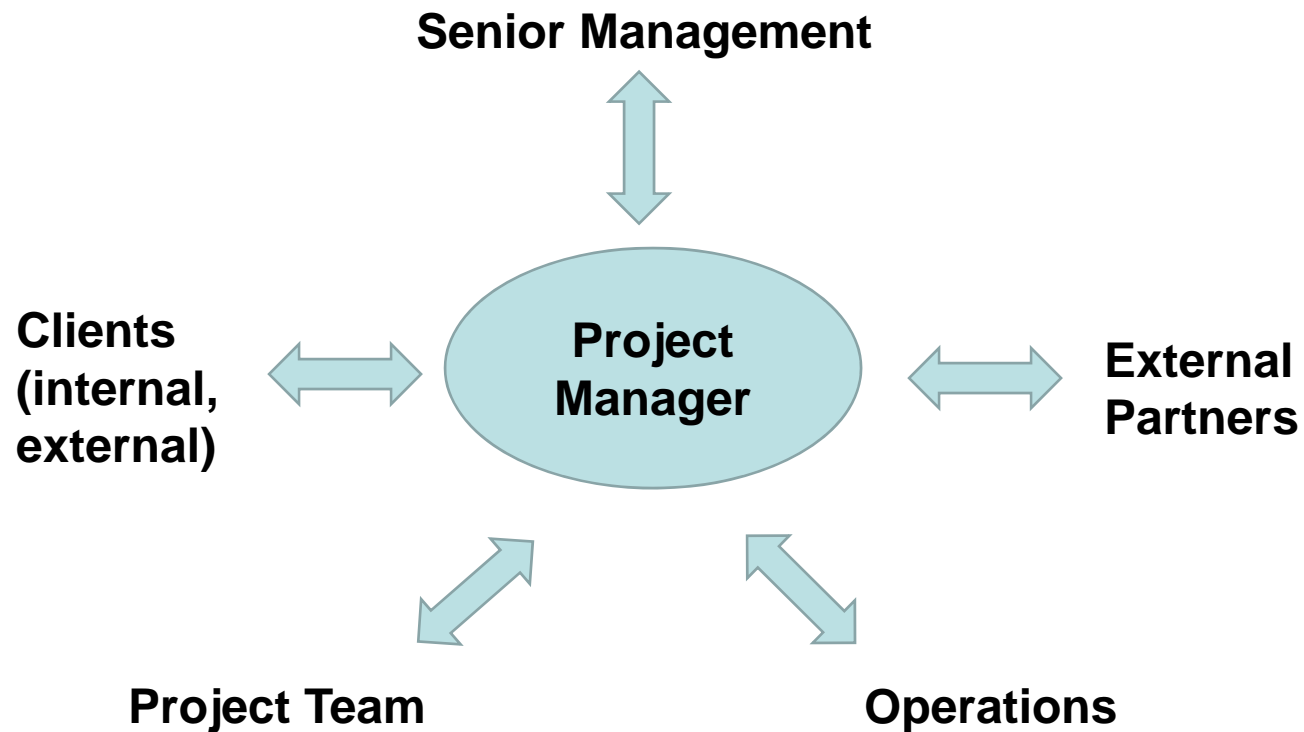


THE WORLD OF THE PROJECT MANAGER



THE ROLE OF THE PROJECT MANAGER

- ☐ leader
- ☐ manager
- ☐ team builder
- ☐ motivator
- ☐ facilitator
- ☐ communicator
- ☐ decision-maker
- ☐ negotiator
- ☐ conflict manager
- ☐ coach

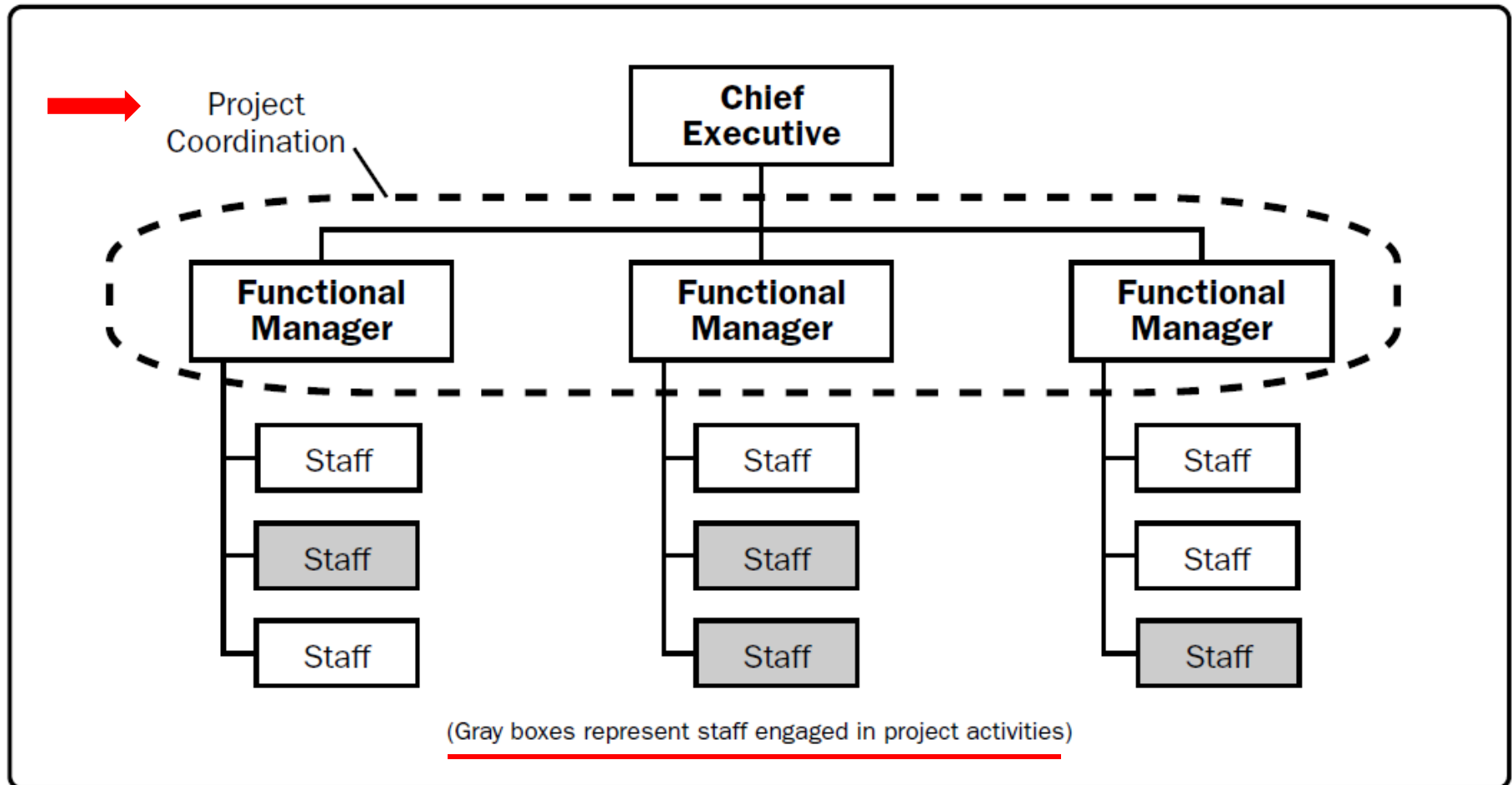


Figure 2-1. Functional Organization

PMBOK 5th ed.

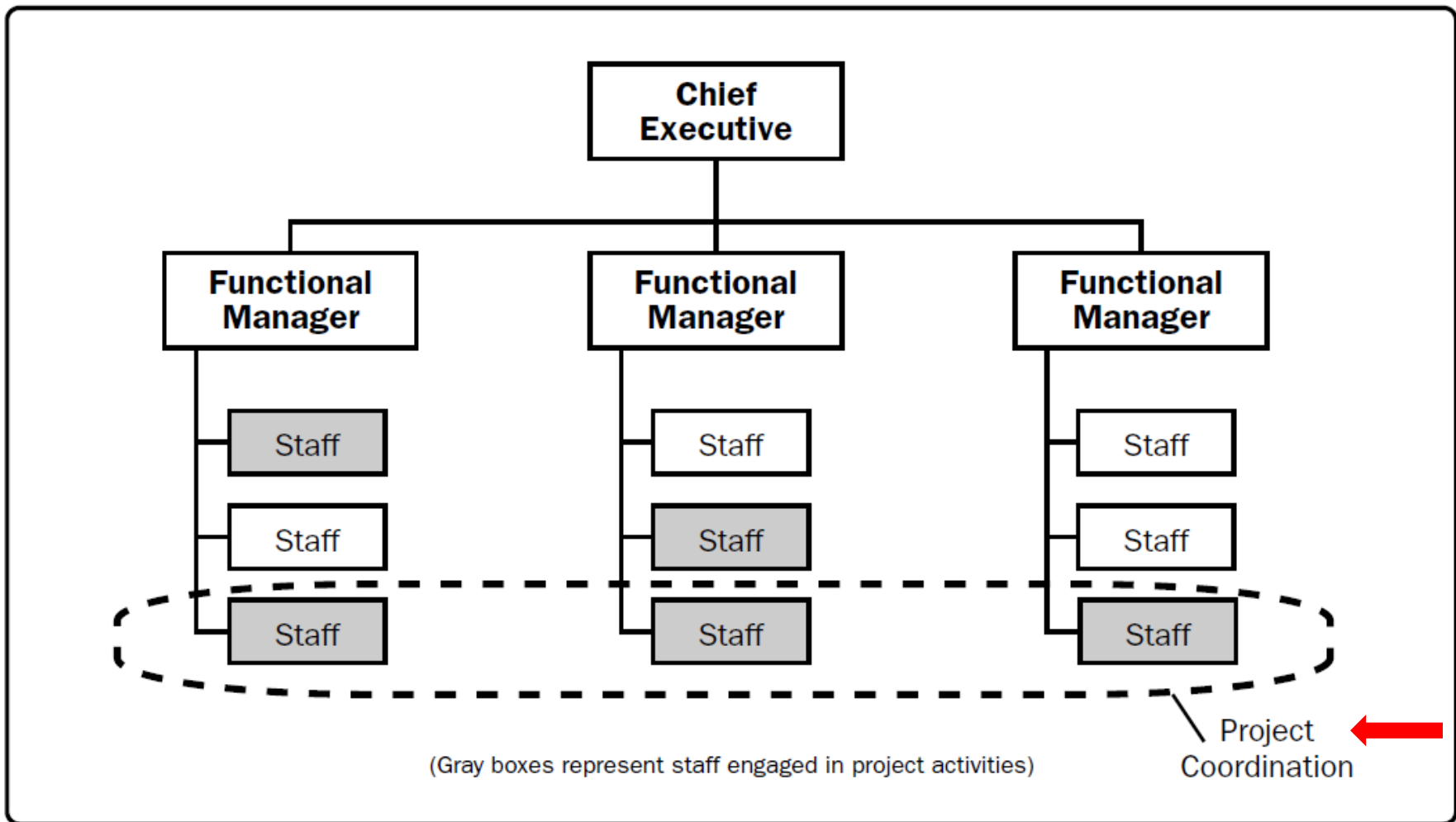


Figure 2-2. Weak Matrix Organization

PMBOK 5th ed.

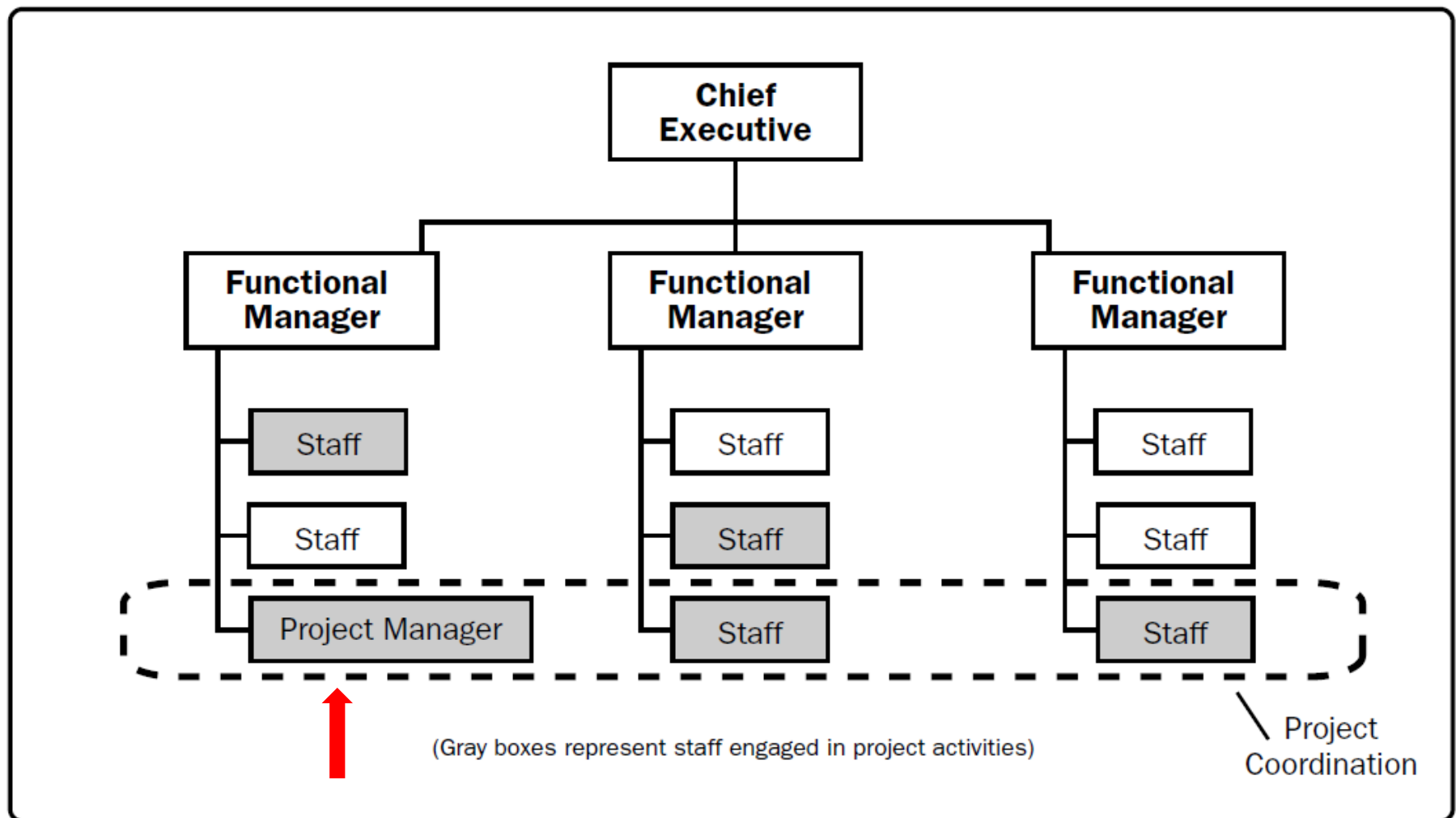


Figure 2-3. Balanced Matrix Organization

PMBOK 5th ed.

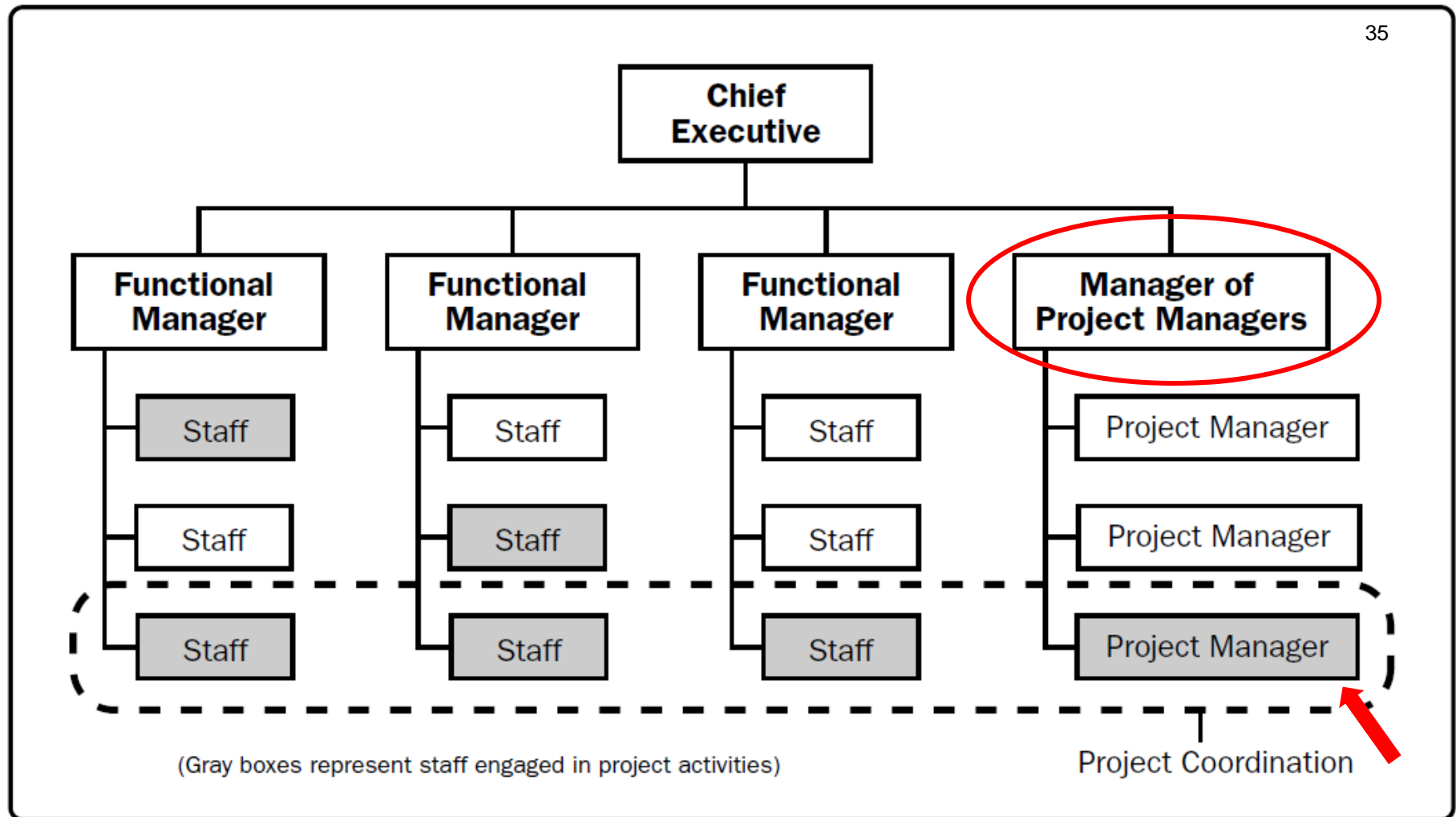


Figure 2-4. Strong Matrix Organization

PMBOK 5th ed.

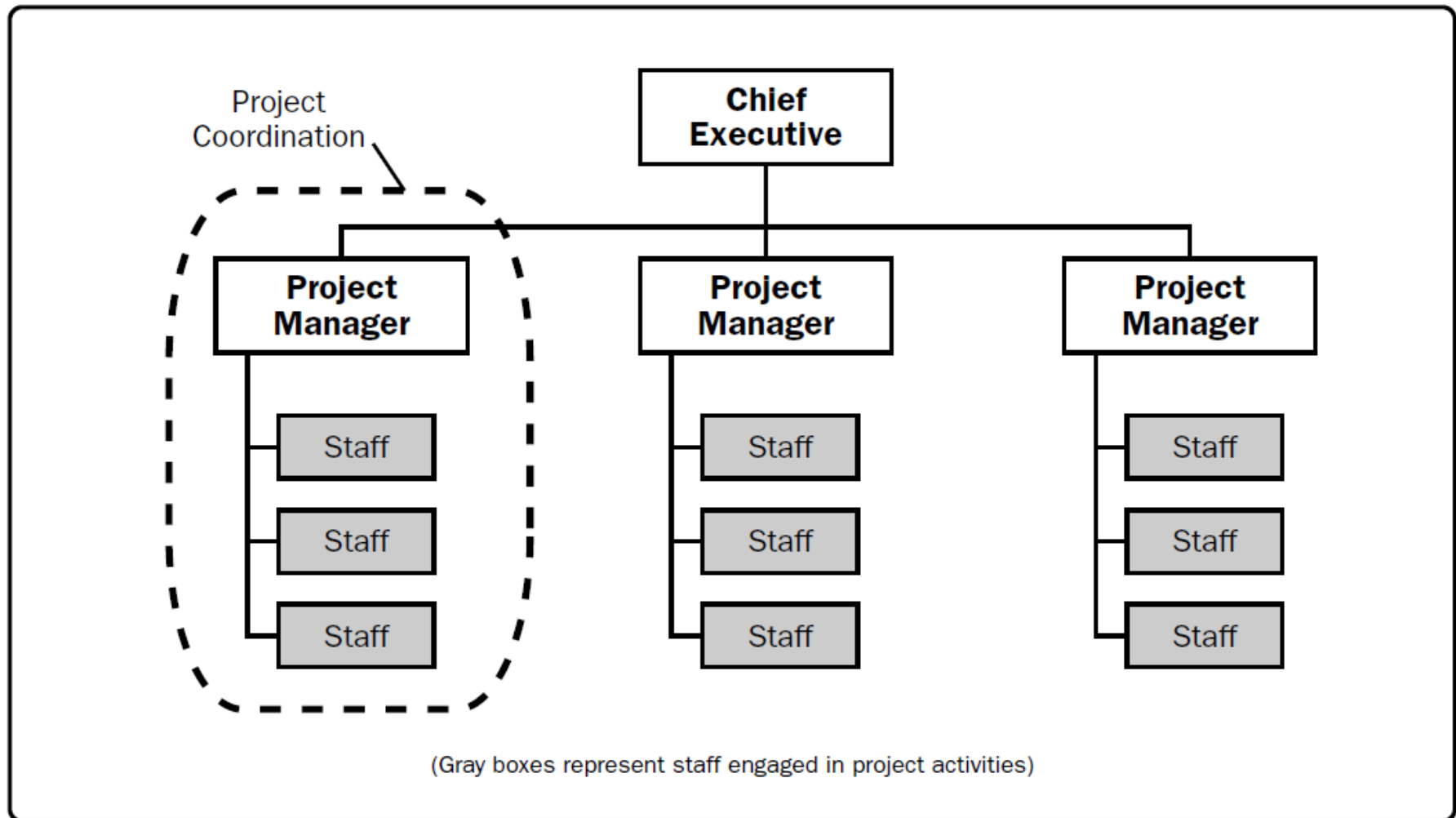


Figure 2-5. Projectized Organization

PMBOK 5th ed.

Table 2-1. Influences of Organizational Structures on Projects

Organizational Structure Type	Project Characteristics					
	Work Groups Arranged by:	Project Manager's Authority	Project Manager's Role	Resource Availability	Who Manages the Project Budget?	Project Management Administrative Staff
Organic or Simple	Flexible; people working side-by-side	Little or none	Part-time; may or may not be a designated job role like coordinator	Little or none	Owner or operator	Little or none
Functional (centralized)	Job being done (e.g., engineering, manufacturing)	Little or none	Part-time; may or may not be a designated job role like coordinator	Little or none	Functional manager	Part-time
Multi-divisional (may replicate functions for each division with little centralization)	One of: product; production processes; portfolio; program; geographic region; customer type	Little or none	Part-time; may or may not be a designated job role like coordinator	Little or none	Functional manager	Part-time
Matrix – strong	By job function, with project manager as a function	Moderate to high	Full-time designated job role	Moderate to high	Project manager	Full-time
Matrix – weak	Job function	Low	Part-time; done as part of another job and not a designated job role like coordinator	Low	Functional manager	Part-time
Matrix – balanced	Job function	Low to moderate	Part-time; embedded in the functions as a skill and may not be a designated job role like coordinator	Low to moderate	Mixed	Part-time
Project-oriented (composite, hybrid)	Project	High to almost total	Full-time designated job role	High to almost total	Project manager	Full-time
Virtual	Network structure with nodes at points of contact with other people	Low to moderate	Full-time or part-time	Low to moderate	Mixed	Could be full-time or part-time
Hybrid	Mix of other types	Mixed	Mixed	Mixed	Mixed	Mixed
PMO*	Mix of other types	High to almost total	Full-time designated job role	High to almost total	Project manager	Full-time

*PMO refers to a portfolio, program, or project management office or organization.

< end of slides for OPIM5270 Session 2 >