Week 3 Discussion Post

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Strategic Application in Project Management

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# Lessons Summary

After reading the chapter 3 by (Larson, 2020) on Organization Strategy and Project Selection, the following is the most important concept: **organizational culture**. Organizational culture refers to the shared values, beliefs, and practices that shape the behavior of every individual within the organization. It is an important factor in determining how projects are managed and can have a significant impact on project success.

The chapter by (Larson, 2020) highlights the importance of understanding organizational culture when implementing project management structures. The culture of an organization influences the way projects are managed, the communication plan, decision-making styles, and the overall success of the project. For example, a company with a culture that values innovation and risk-taking may adopt a matrix organization structure, this will allow for greater flexibility and collaboration between multiple departments.

Chapter 3 by (Larson, 2020), also discusses the importance of how an individual will effect organizational culture when selecting project team members. It is necessary to consider how an individual’s values and beliefs compare with the organization's culture. Or a different approach would be to ensure every individual in the company is aware of the exact mindset of the organization in terms of the culture and what is expected from an individual during their day to day activities. This will ensure that the individuals will at least work within the bounds of organizational culture fostering a cooperative work environment.

Organizational culture has a significant impact on the project and team communication. The communication patterns within an organization can be influenced by the culture, with some organizations favoring formal and structured communication, while others may prefer informal and open communication. Understanding the communication pattern of the organization is essential for effective project management, as it impacts how information is shared, decisions are made, and conflicts are resolved.

The concept of organizational culture is critical to understanding project management structures and their impact on project success. By assessing the culture of an organization, project managers can select the appropriate project management structure, select the right team members, and ensure effective communication throughout the project. As such, it is essential for project managers to have a deep understanding of organizational culture and its impact on project management.

# Graduate Level Response

In an organization with a culture that inherently values project management principles, a functional matrix is highly effective project management structure. A functional matrix integrates project management practices within existing functional departments, creating a balance between project work and functional responsibilities. Employees are likely to possess strong project management skills, fostering a collaborative and cross-functional mindset.

The effectiveness of a functional matrix is rooted in the organization's cultural disposition toward teamwork, collaboration, and seamless integration of various functional units. Employees are accustomed to working across departmental boundaries, sharing information, and collectively solving problems. The functional matrix capitalizes on this collaborative culture by allowing for the dynamic allocation of resources from different functional areas to project tasks, promoting flexibility and responsiveness to project needs.

# References

Larson, E. W. (2020). *Project management : the managerial process.* Mcgraw-Hill Us Higher Ed.