Project Management

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Organizational Influences

Projects can be part of an organization larger than the project
Projects can be the organization – joint ventures, partnering

Project-based organizations:
• Main operations by projects – architects, consultants, etc.
• Management by projects (multi) – management systems (financial, staff etc.)

Non project-based organizations (Functional or line organization)
Functional, Project, and Matrix Organizational Structures
Organization, Project vs. Functional
Functional organization

Responsibilities:
- Resource supply (Staff and material)
- Work performance (skills)
- Long-term development

Potential conflicts, Projects vs. Function:
- Resources (priorities, over allocation)
- Authority (Client, Project Manager, Functional Manager)
# Organization Structure Influences on Projects

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Functional</th>
<th>Matrix</th>
<th>Projectized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Characteristics</td>
<td>Functional</td>
<td>Weak Matrix</td>
<td>Balanced Matrix</td>
</tr>
<tr>
<td>Project Manager's Authority</td>
<td>Little or None</td>
<td>Limited</td>
<td>Low to Moderate</td>
</tr>
<tr>
<td>Percent of Performing Organization's Personnel Assigned Full-time to Project Work</td>
<td>Virtually None</td>
<td>0-25%</td>
<td>15-60%</td>
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<tr>
<td>Project Manager's Role</td>
<td>Part-time</td>
<td>Part-time</td>
<td>Full-time</td>
</tr>
<tr>
<td>Common Title for Project Manager's Role</td>
<td>Project Coordinator/Project Leader</td>
<td>Project Coordinator/Project Leader</td>
<td>Project Manager/Project Officer</td>
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<tr>
<td>Project Management Administrative Staff</td>
<td>Part-time</td>
<td>Part-time</td>
<td>Part-time</td>
</tr>
</tbody>
</table>

PMBOK Guide, p. 19
Top Management Commitment

Top management commitment:
• a key factor for project success

Help project managers to:
• Secure adequate resources
• Get approval for unique project needs
• Cooperation with people throughout the organization

Standish Group’s report CHAOS 2001