Project management 101 *by Zavanak*

11. ORGANISATION AND APPROACHES

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11.1 Types of organisation

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Getting organised

Q. What's the best way to organise the project effort to get the best result?

A. It depends on the project.

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Factors to consider

Working culture

Complexity of supply chain

Nature of the project

Ownership of intellectual property

Competence with project techniques

Novelty of technology

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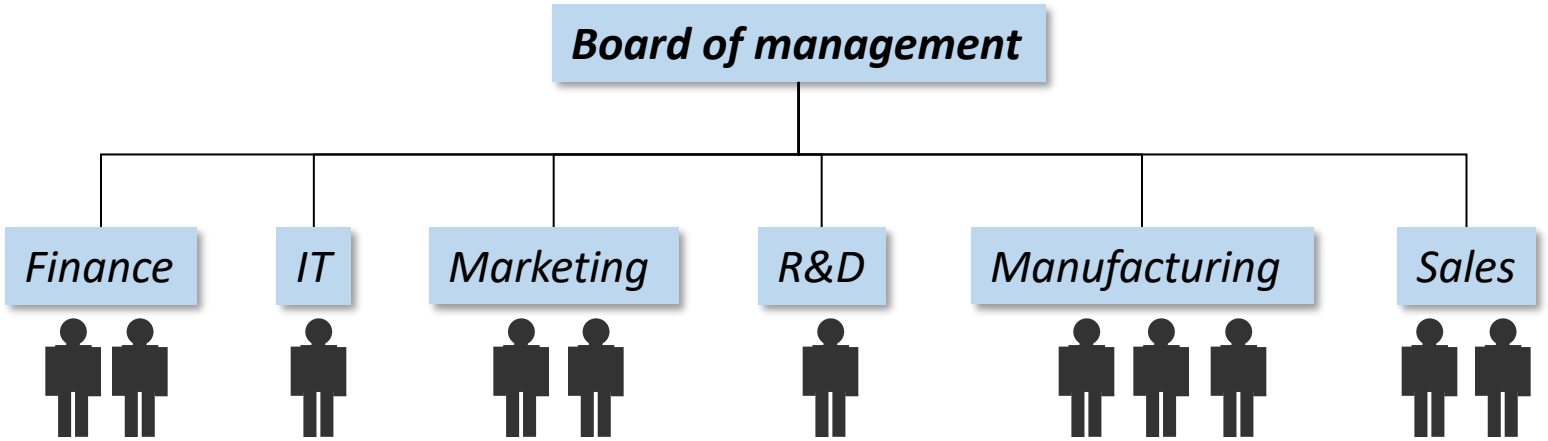
The functional organisation



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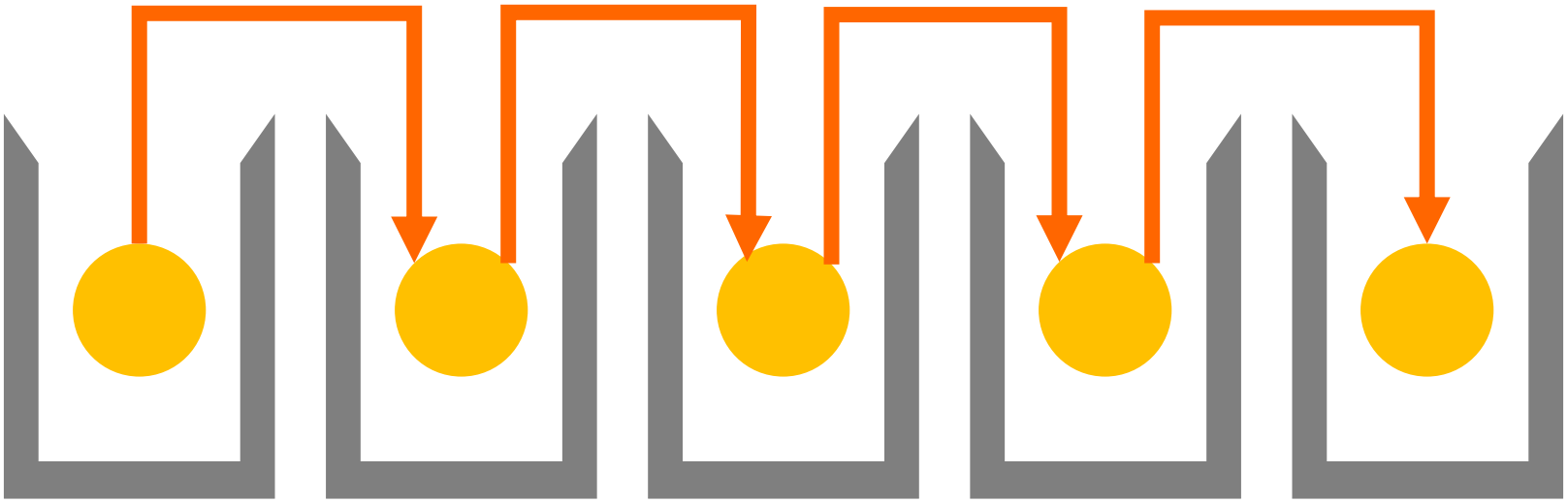
Functional silos



- No central project authority
- **Contact between functions is limited and formal**
- Functions jealously guard their knowledge and their role
- **Major problems do not surface in time to avoid them**
- Operational work may be prioritised over project effort
- **Focus can be on output instead of outcome**

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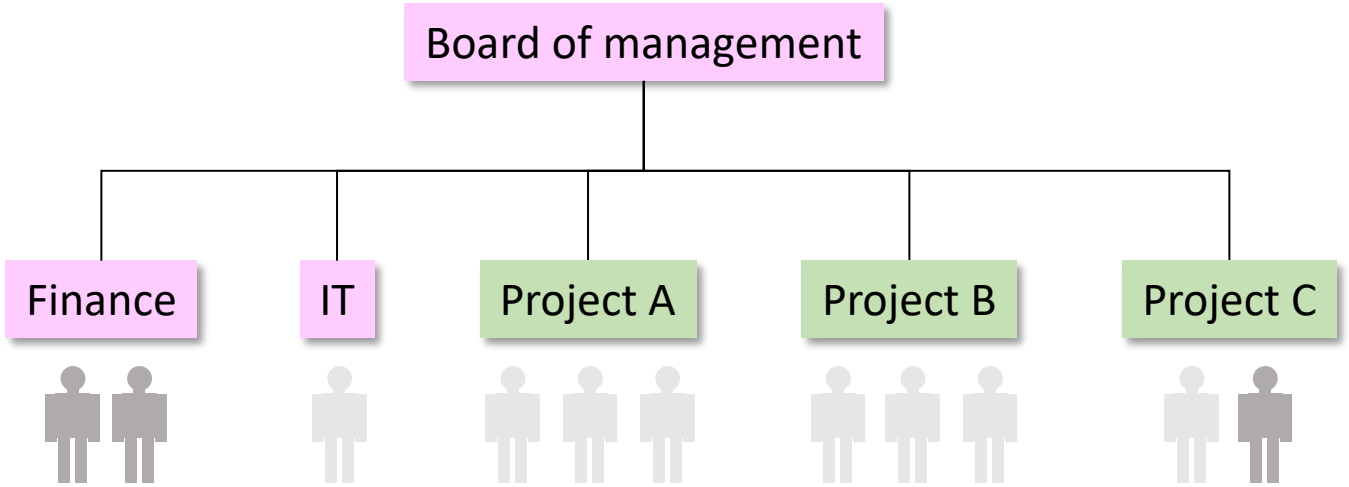
The project organisation



- Clear focus on project, output and outcome
- **People are clearly associated with the project**
- Hard to achieve cross-project centres of excellence
- **Project leaders may build fiefdoms**
- People may have no base when project ends

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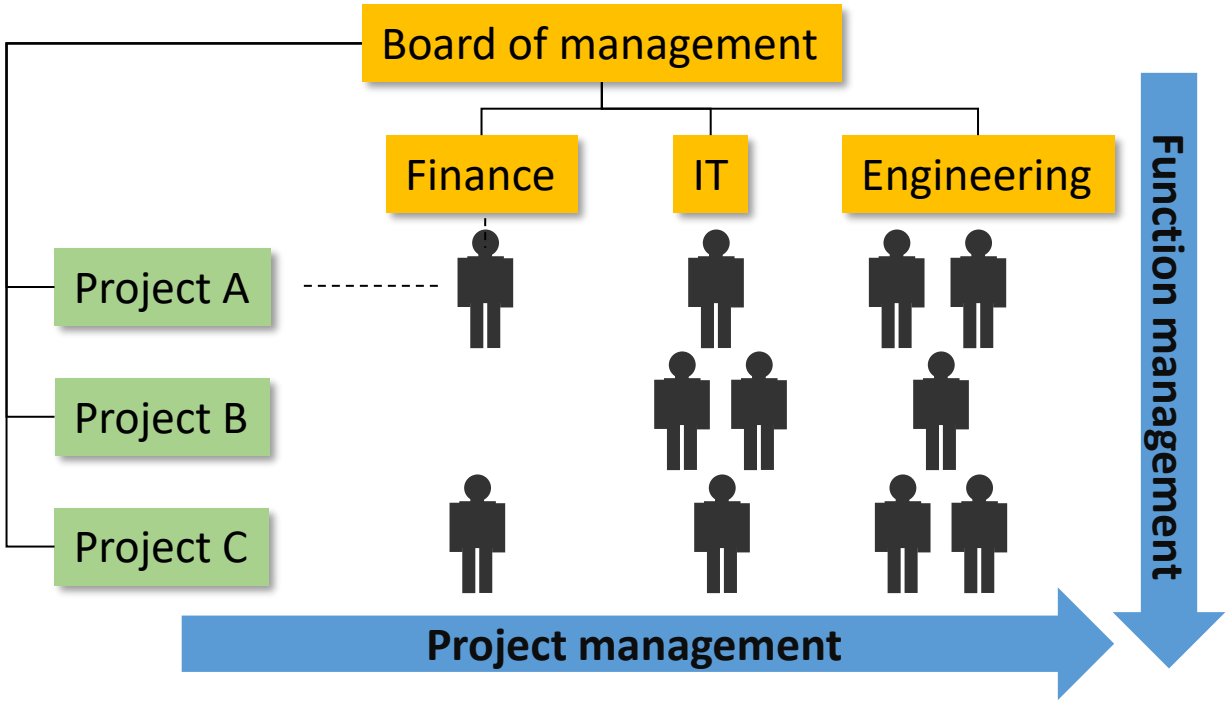
The matrix organisation



- Project manager plans, coordinates and manages the project
- **Function managers provide staff and may determine where work is done**
- Scarce resources and skills can be shared across projects
- **People may be pulled in two directions – project or function**
- Project manager spends a lot of time negotiating with function managers

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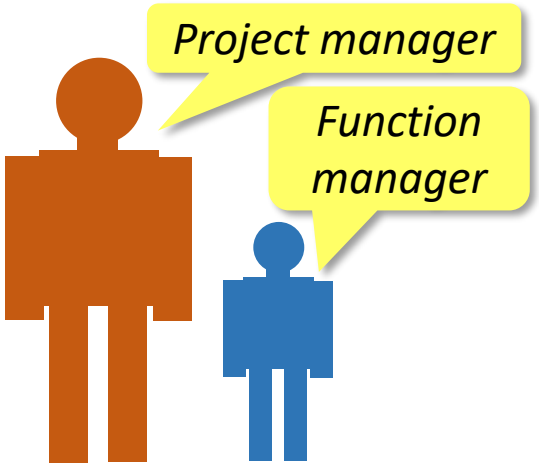
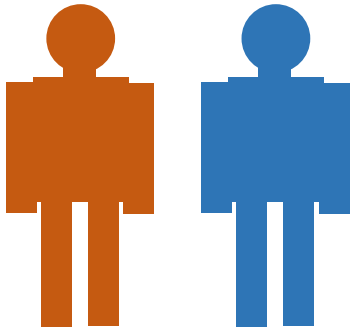
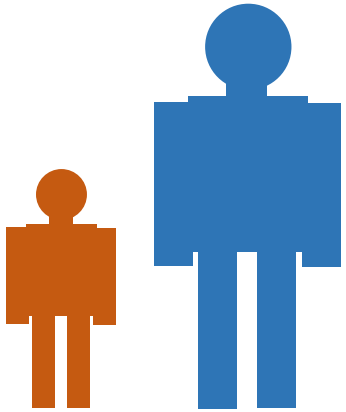
Who has more weight in the matrix?







Strong (or project) matrix
The project manager has great influence over function heads in terms of who can be enlisted on to their project

Balanced matrix

The function manager has incentives to place their staff on to projects but retains a degree of line management responsibility over them

Weak (or functional) matrix
The project manager has to co-ordinate the work of project team members who remain inside their home departments.

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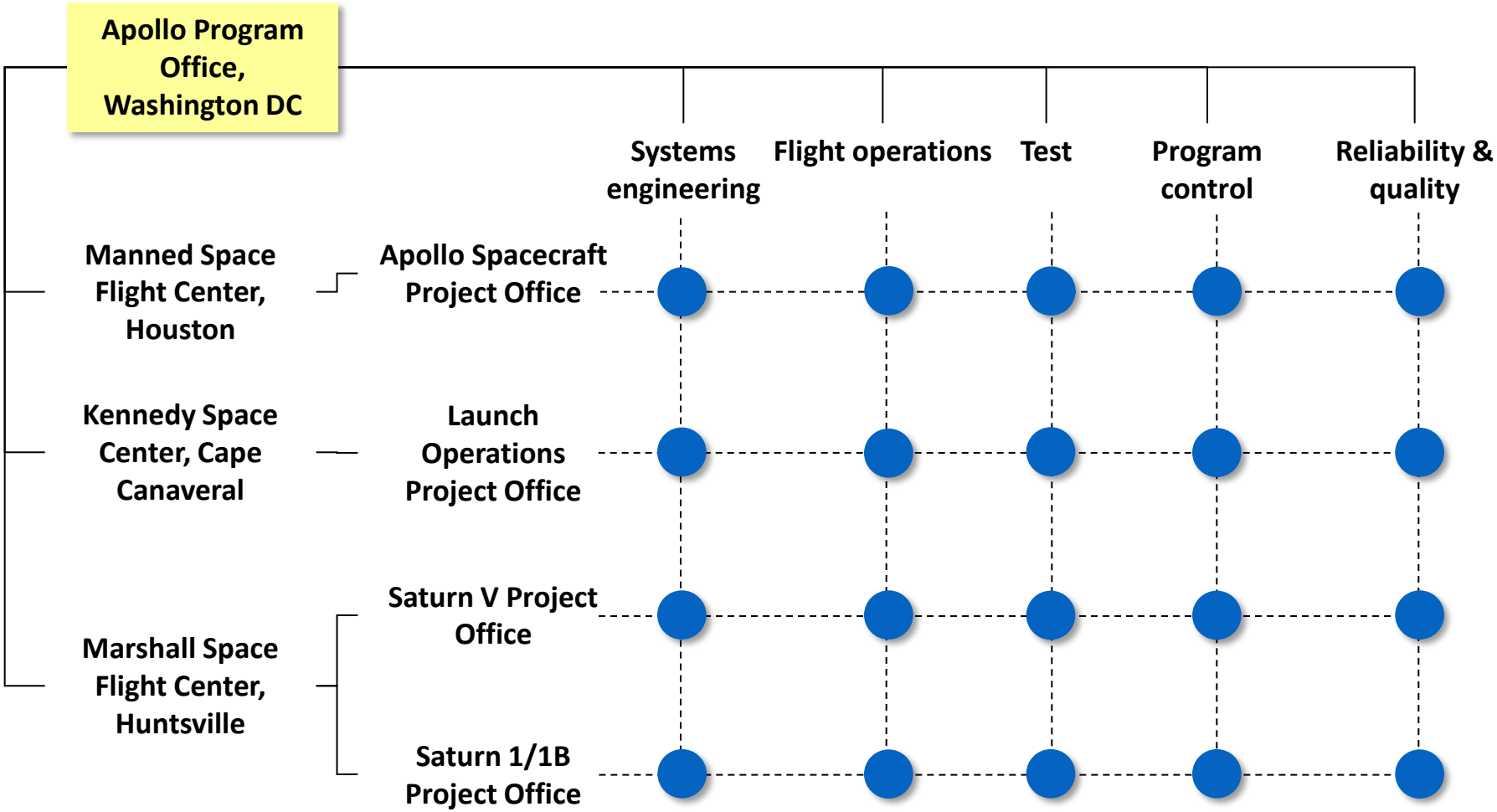
The matrix organisation on the Apollo programme



From Morris, P (1997), *Management of projects,* London: Thomas Telford

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The single project organisation

A project may be so ambitious, complex and challenging that an organisation is set up solely to carry it out.

- The scale or risk of the project is too big for one organisation to bear.
- **Political or marketing considerations may make an alliance desirable.**
- No single alliance partner possesses all the skills or facilities needed.
- **Risk is dispersed among the partners.**

- The organisation itself is very complex.
- **Partners may be have conflicting business goals.**

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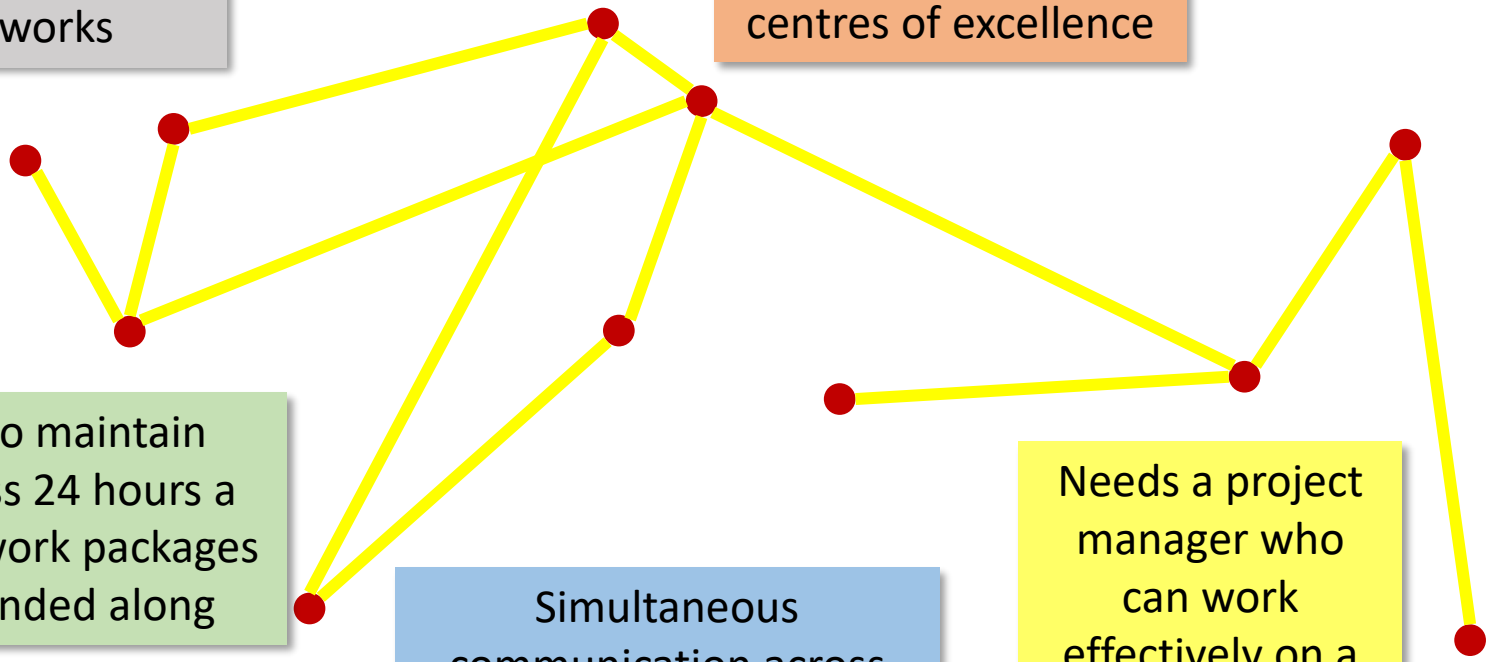
The virtual organisation

Enabled by IT and abundant data capacity in networks

Can engage team members based in centres of excellence



Able to maintain progress 24 hours a day, as work packages are handed along

Simultaneous communication across the entire team is difficult

Needs a project manager who can work effectively on a remote basis

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