PROJECT ORGANIZATION

LECTURE 4B

Project Organization Structures and Roles Project Manager and Project teams
Project Org Structures

- Functional structures
- Pure Project Structure
- Matrix Structure
Pure Project Structure

- Board of Directors
  - Project Board A
    - Contractor A
  - Project Board B
    - Project Manager B
      - Contacto B
  - Project Board C
    - Contractor C
Weaknesses

- Teams are temporary
- Higher labour rates due to specialisation
- Minimal transfer of lessons learnt to future projects
Matrix Structure

- Includes the activities of management in planning, organising, directing, controlling and motivating within the structure (Davis & Lawrence, 1977)

- Has three models
  - Lightweight model – Shared responsibility between depts. Less power for PM.
  - Overlay model – balance of power between project and line managers
  - Heavyweight (Secondment) model-departments second resources/people to projects on full time basis up to completion of project
Project Team Life-Cycle

- Collection
- Entrenchment
- Resolution/accommodation
- Synergy
- Decline
- Break up
Effective Teamwork-Characteristics

- Clear goal
- Result driven structure
- Competent team members
- Unified commitment
- Collaborative climate
- Clear standards of excellence/success measure
- External support and recognition
- Good leadership
Role of the Project Manager

1. Assigned to manage a specific project
2. Expected to meet the approved objectives - scope, budget, time/schedule.
3. Leads the project and provides vision, direction & motivation
4. Ensures the project is realistic, necessary and well defined.
5. Once project plan is approved S/He carries out the plan
Role of the Project Manager

5. Takes the lead in Project Planning to
   • determine the schedules,
   • resource plans and
   • budgets necessary to accomplish the project objectives.

6. Monitoring & Evaluation

7. Reporting, managing risk & control.

8. Closing - declares the project completed when all project objectives are met
Role of the Project Manager

9. PM has overall responsibility for the project.

10. In a large project, the Project Manager has staff of clerks, accountants etc.

11. In a small project there might be no support team.
1. People skills
2. Integration skills
3. Technical skills
4. Project Mgt skills
5. Knowledge of organization
Project Manager Skills

Knowledge of Organisation

Technical Skills

People Skills

Integration Skills
The skills vary depending on your relationship with others.

You might be a more effective as a leader, negotiator, salesperson or broker.

Balance between Responsibility, Accountability and Authority
Relationships & Tools

Consistent

Responsibility  Authority  Accountability

Commensurate  Appropriate
Role of selected IS Project Team Members

- Product manager
- Quality Assurance manager
- Project manager
- Logistics planner
- Systems Architect
- Development Manager
- Executive committee
## Typical Management Roles

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td><strong>Product Manager</strong></td>
<td>• Represents the needs of customers &amp; stakeholders</td>
</tr>
<tr>
<td></td>
<td>• Define business requirements</td>
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<tr>
<td></td>
<td>• Manage customer expectations</td>
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<tr>
<td><strong>Project Manager</strong></td>
<td>• Manages systems planning &amp; analysis</td>
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<td></td>
<td>• Prepare functional specification component</td>
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<td>• Coordinate team</td>
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<td>• Report status</td>
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<td></td>
<td>• Manage master schedule</td>
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## Typical Management Roles - IT

<table>
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<tr>
<th>Role</th>
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<tbody>
<tr>
<td><strong>Development Manager</strong></td>
<td>• Performs system design&lt;br&gt;• Writes reliable code&lt;br&gt;• Maintain Development schedule</td>
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<tr>
<td><strong>User Education Manager</strong></td>
<td>• Write online help &amp; user documentation&lt;br&gt;• Participate in usable testing&lt;br&gt;• Prepare &amp; deliver training</td>
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<tr>
<td><strong>Logistics Planner</strong></td>
<td>• Owns the quality of the product&lt;br&gt;• Participates in code review&lt;br&gt;• Performs integration &amp; process&lt;br&gt;• Tracks bugs &amp; issues</td>
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<tr>
<td><strong>Logistics Planner</strong></td>
<td>• Plans roll out</td>
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<td></td>
<td>• Coordinate operations</td>
</tr>
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<td></td>
<td>• Plans installation</td>
</tr>
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<td></td>
<td>• Provide support</td>
</tr>
<tr>
<td><strong>Systems Architect</strong></td>
<td>• Assist in definition of business requirements</td>
</tr>
<tr>
<td></td>
<td>• Project design</td>
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<td></td>
<td>• Define technical specifications</td>
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Definition of Roles

• Clients – The person who requests the project

• Customers - The person or group who will use what the project is intended to provide.

• Other stakeholders - Those others who have an interest in the project eg Government, suppliers, other departments.
1) Which project management structure do you recommend for medium size projects. Support your answer.

2) Identify other critical skill areas that need to be incorporated in an ICT project management team.

3) What actions can a project manager take in order to ensure effective teamwork.