

Chapter - 2

ORGANIZATIONAL INFLUENCES AND PROJECT LIFE CYCLE

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Agenda

- Organizational Influences on Project Management
- Project stakeholders and Governance
- Project team
- Project Life cycles

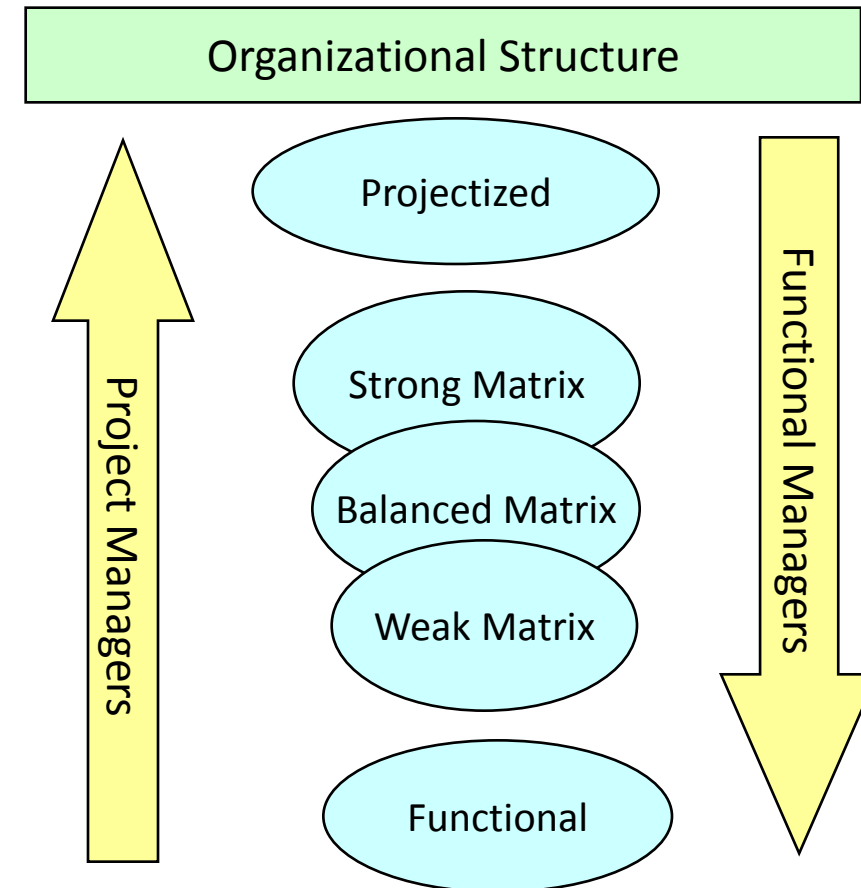
Organizational Influences

Organizational Structure

- The Organizational structure sets the level of authority, roles and responsibilities and the reporting structure within the project
- Organizations are structured into one of six models, the organization structure of which will affect the project in some aspect
- Project manager's authority varies based on the type of organizational structure
- Apart from five models in the adjacent diagram, sixth one is Composite Organizational Structure

Organizational Communications:

- Important factor in project success in the face of globalization
- Email, texting, instant messaging, social media, video and web conference etc.



Organizational influences(contd.)

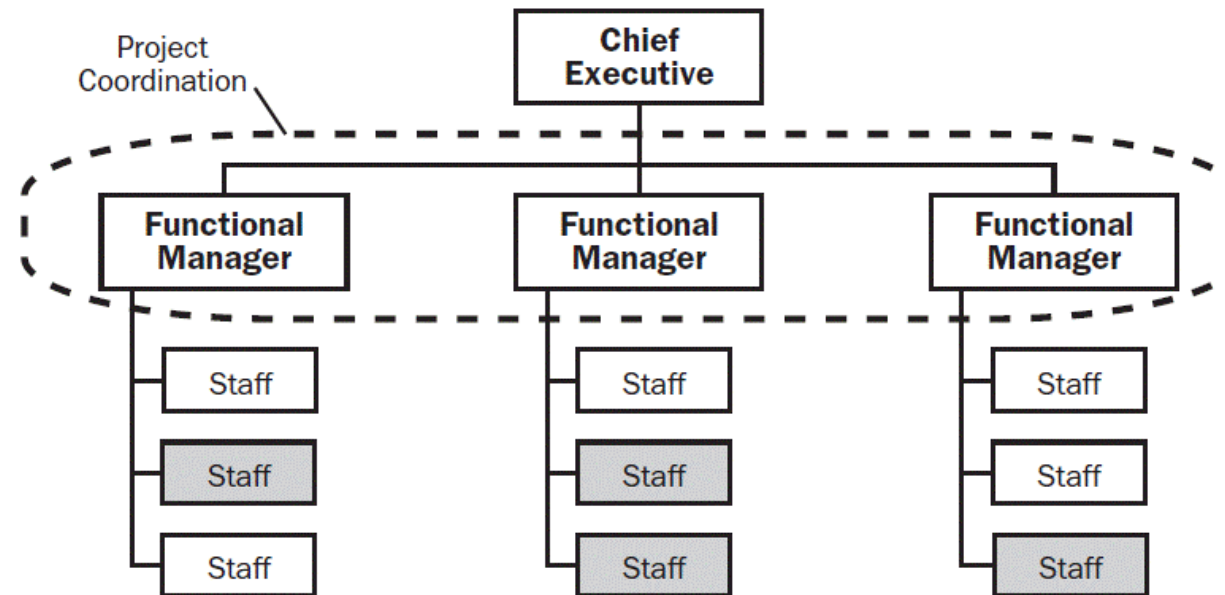
Project Characteristics / Organization Structure	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Who manages the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

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Organization Structure Functional

Functional organizations are made up of units or division based on the types of business and their associated responsibility.

Such Organizations are grouped by areas of specialization within different functional areas (e.g. accounting, marketing and manufacturing)

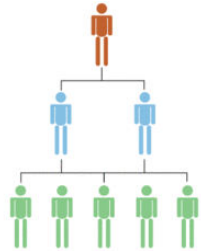


(Gray boxes represent staff engaged in project activities)

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Organization Structure Functional

Key Characteristics



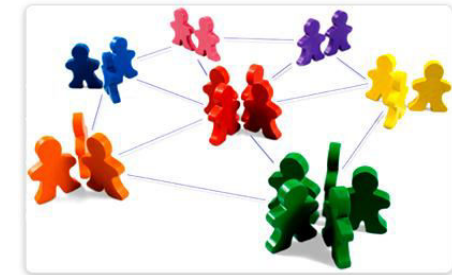
Clear reporting hierarchy
And communication channels



Skills are specific to the staff
In a department



Project Manager may be
Known as a project coordinator
Or team leader



Projects/project team are
Specific to the department

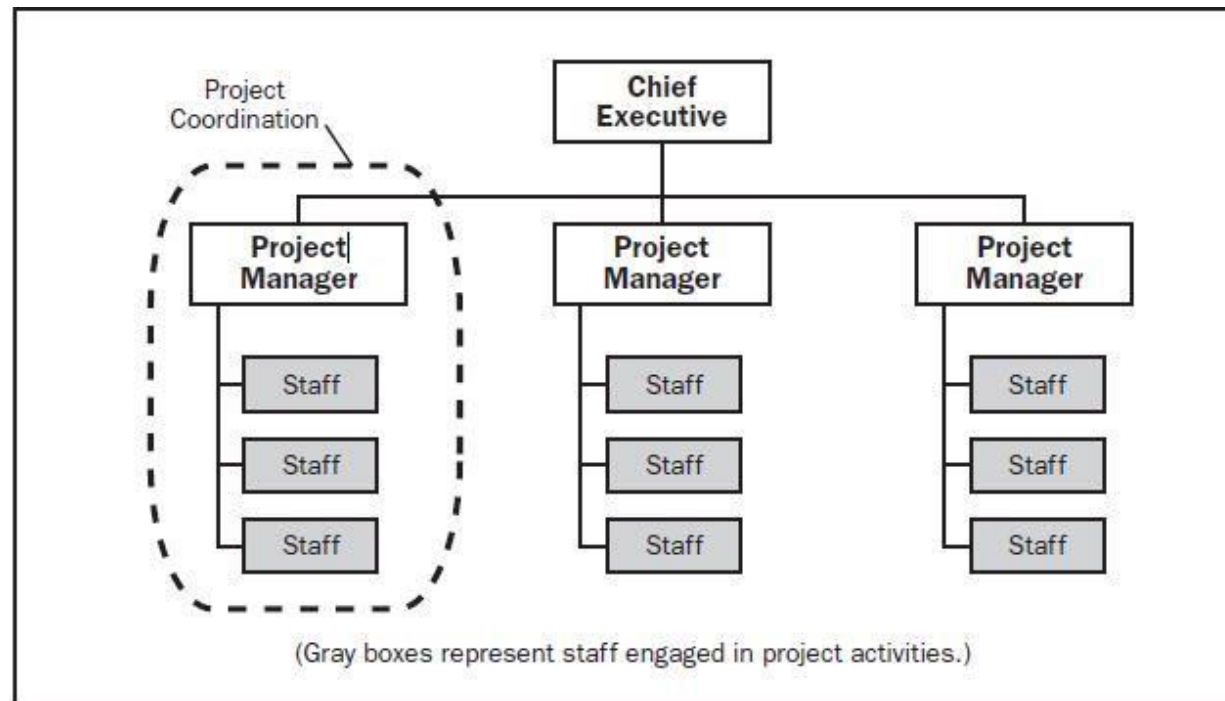
Communications between departments
Flows through functional managers
Down to the project team



Organization Structure Projectized

Organizations that derive revenue from performing projects for others

Project Manager has full control of project.



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Organization Structure Projectized

Key Characteristics



The PM has complete or close to complete power over the project team

Has full time administrative staff to help to speed up the project



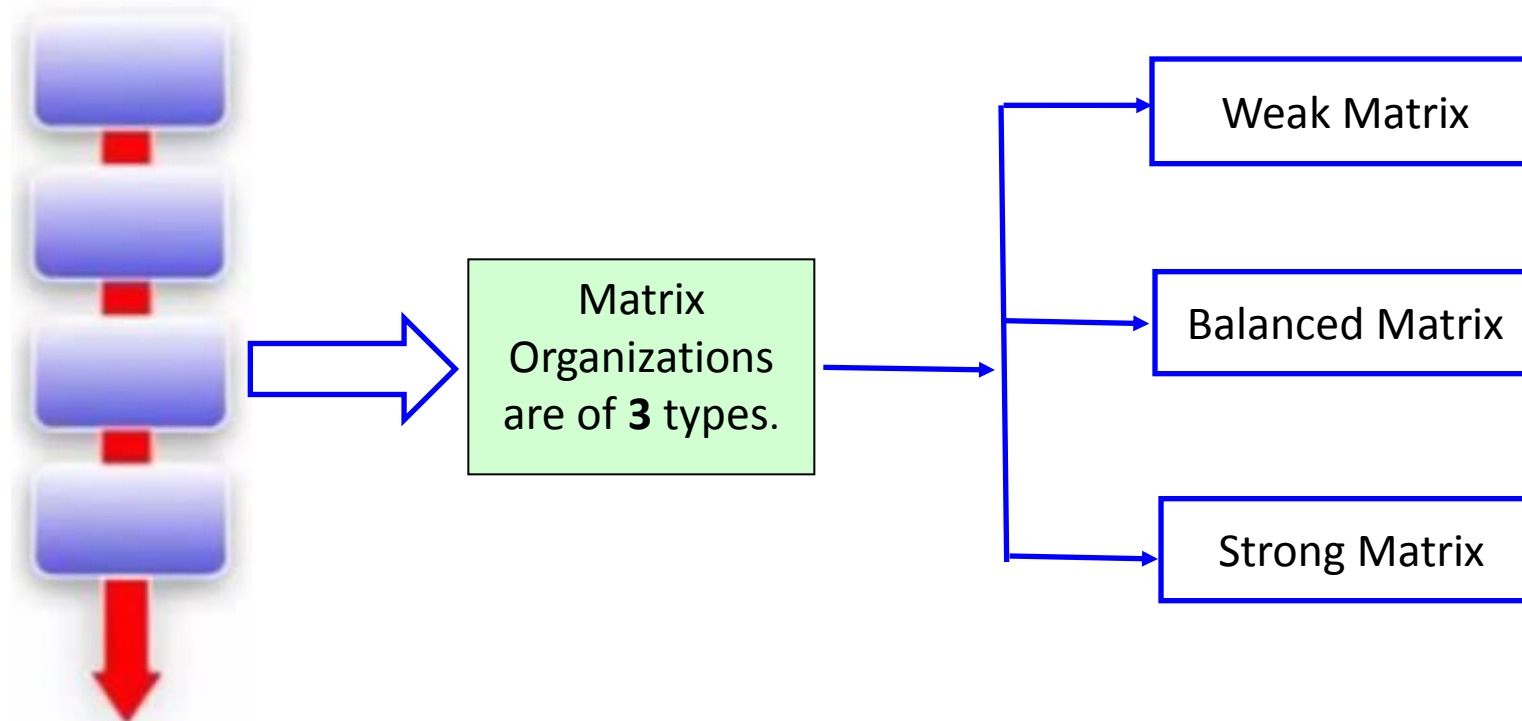
PM Works full time on the Project with his team

Loyalties are formed towards the project, and Not to the functional manager



Organization Structure Matrix

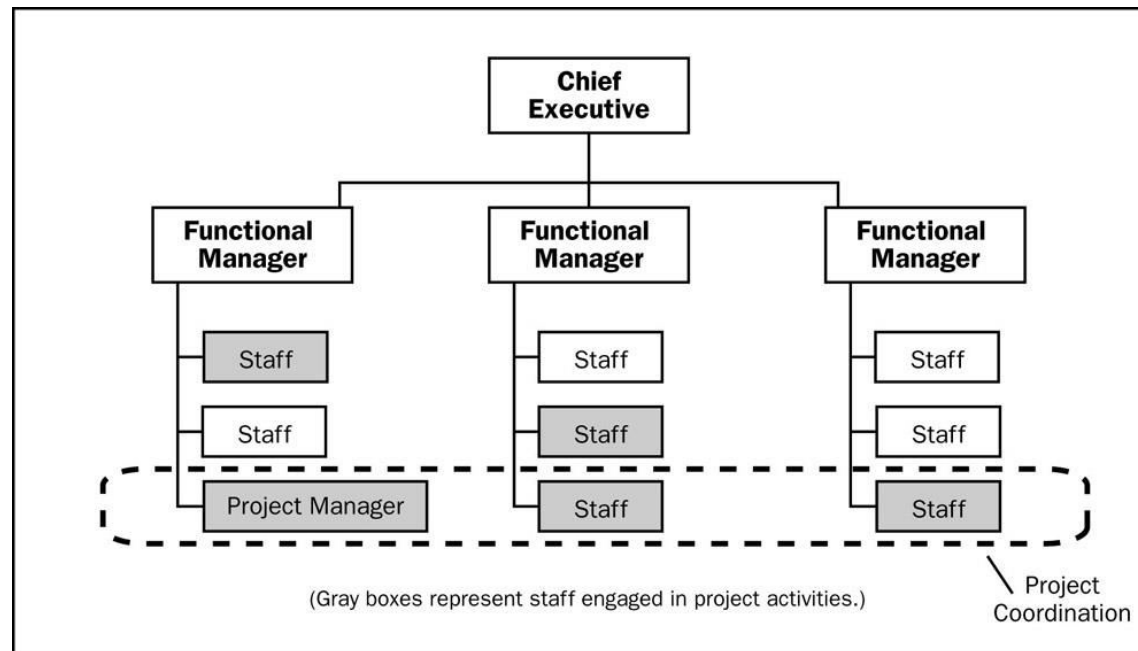
Mix of Functional and Projectized organizations



Organization Structure – Weak Matrix

Weak Matrix

- Weak matrix structures map closely to a functional structure
- Project team may come from different departments, but the project manager reports directly to a specific functional manager

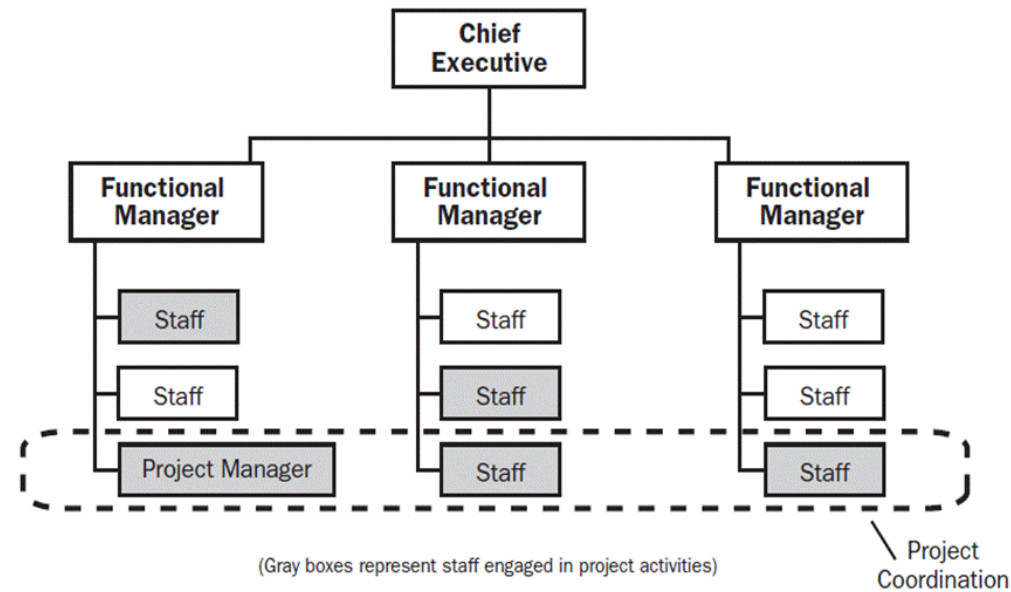


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Organization Matrix – Balanced Matrix

Balanced Matrix

- A balanced matrix structure has many of the same attributes as a weak matrix, but the project manager has more time and power regarding the project
- A balanced matrix has time-accountability issues for all the project team members since their functional managers will want reports on their time spent on the object

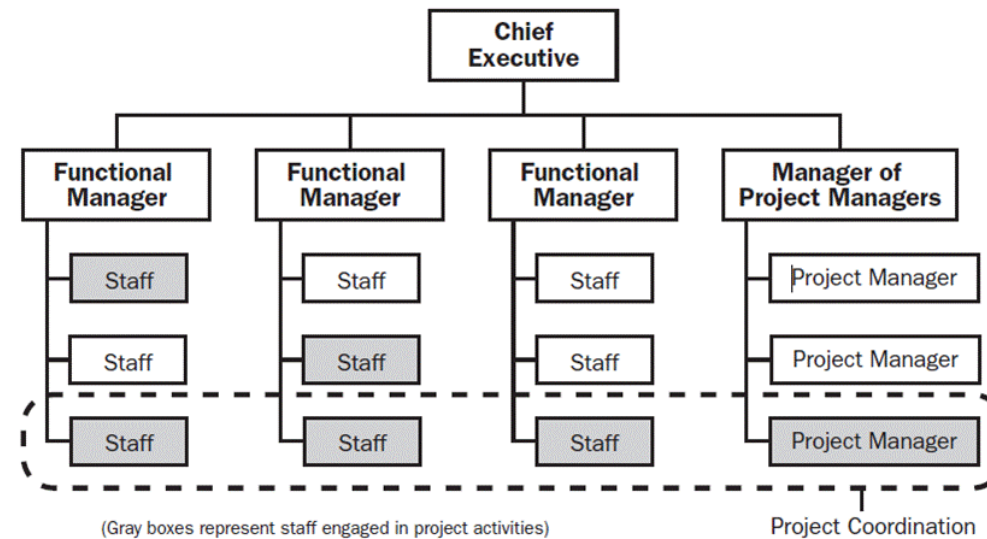


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Organizational Structure-Strong Matrix

Strong Matrix

- In a strong matrix organization, many of the same attributes for the project team exists, but the project manager gains the power and time when it comes to project work
- The Project team may also have more time available for the project even though they may come from different departments



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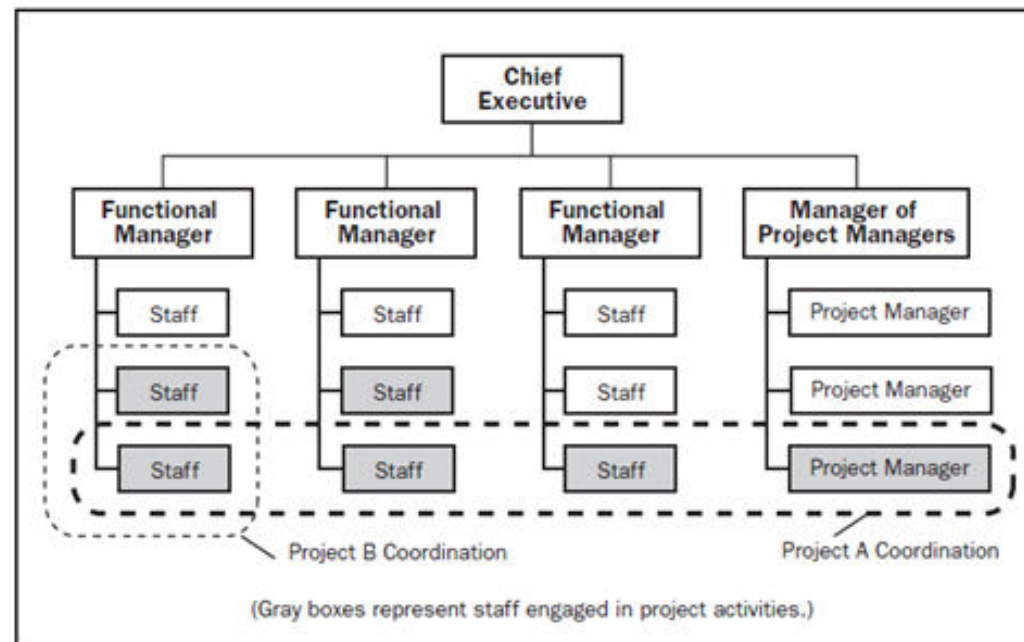
Organization Structure - Matrix

Comparison of Matrix Structures

Type Of Matrix \ PM's	Title	Focus	Authority	Time	Reports into
Weak Matrix	Project Coordinator / Project Leader	Split between project and functional	Minimal	Part time on project	Functional Manager
Balanced Matrix	Project Manager	Project work	Balanced	Full time on project	Functional Manager but shares power for project
Strong Matrix	Project Manager	Project work	Complete	Full time on project	Manager of projects

Organization Structure-Composite

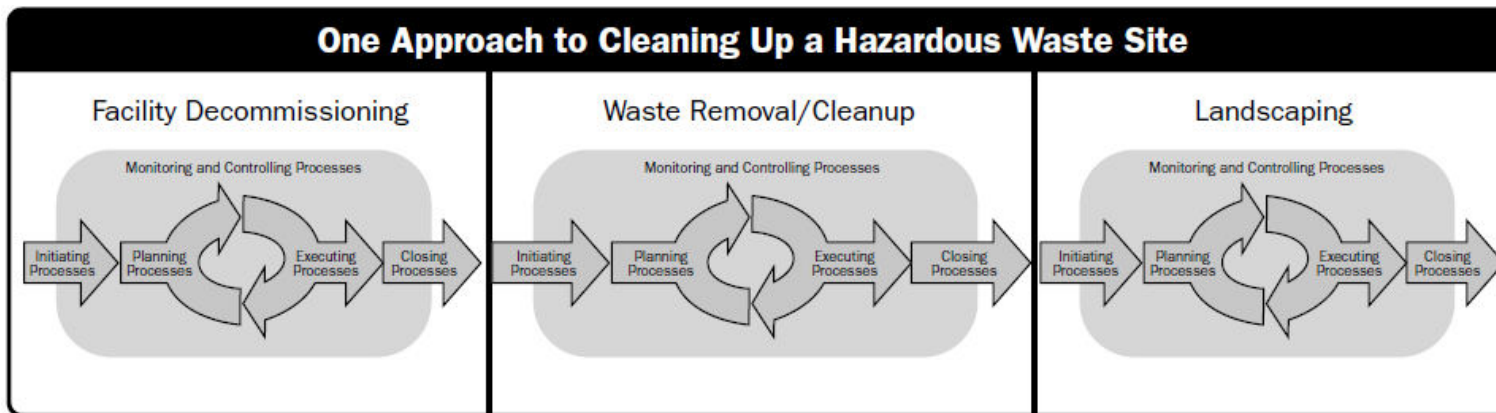
In Composite organization, a special project is created that consists of talent from many different departments. Such project teams report directly to a project manager and will work on high-priority project for its duration.



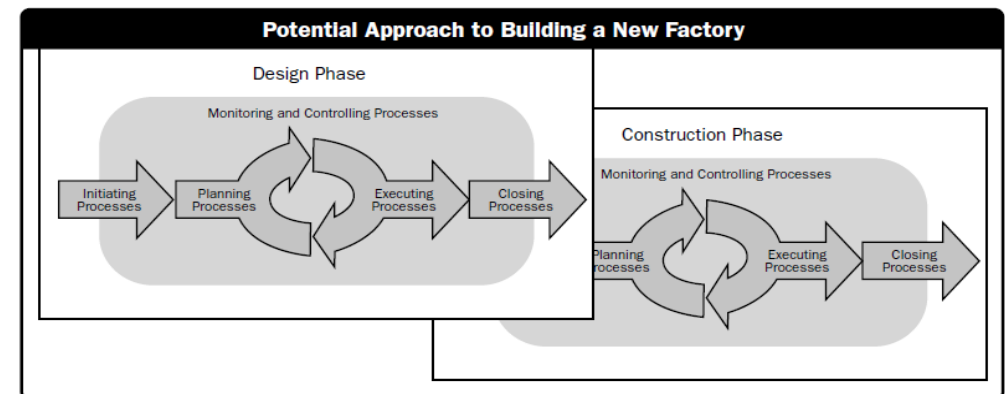
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Phase-to-Phase relationship

Sequential Relationship



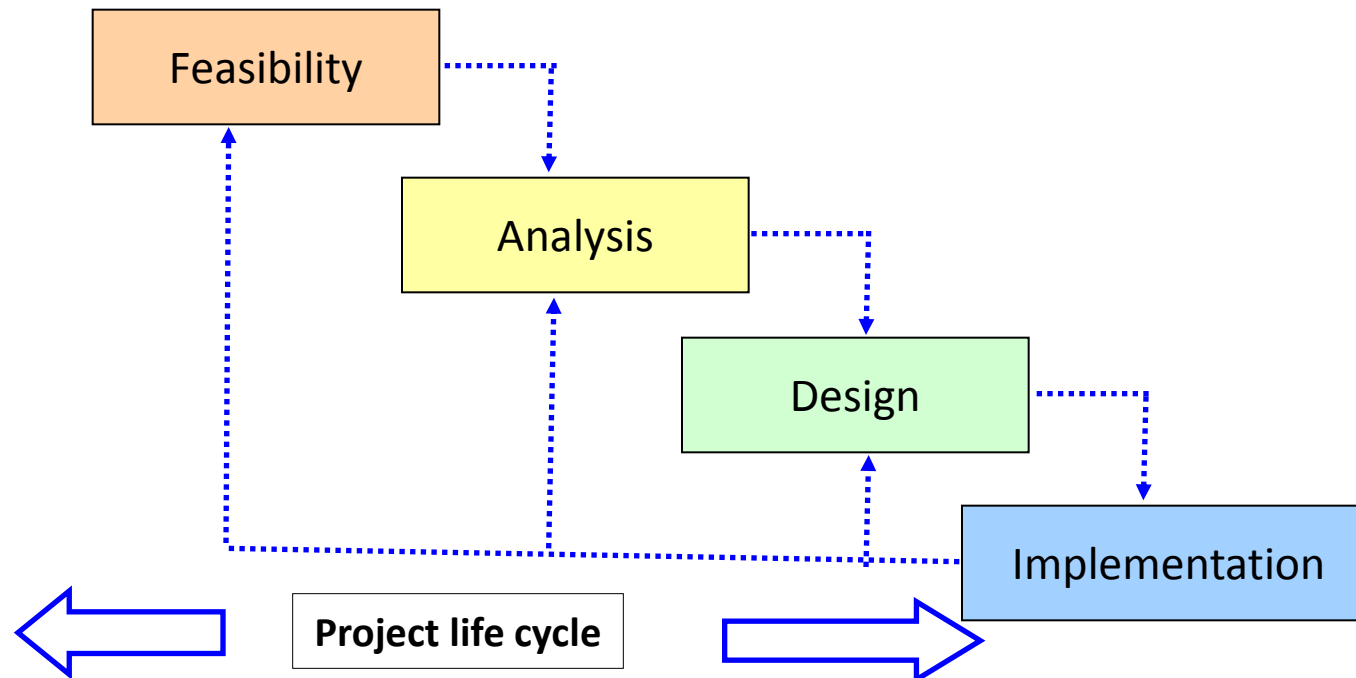
Overlapping Relationship



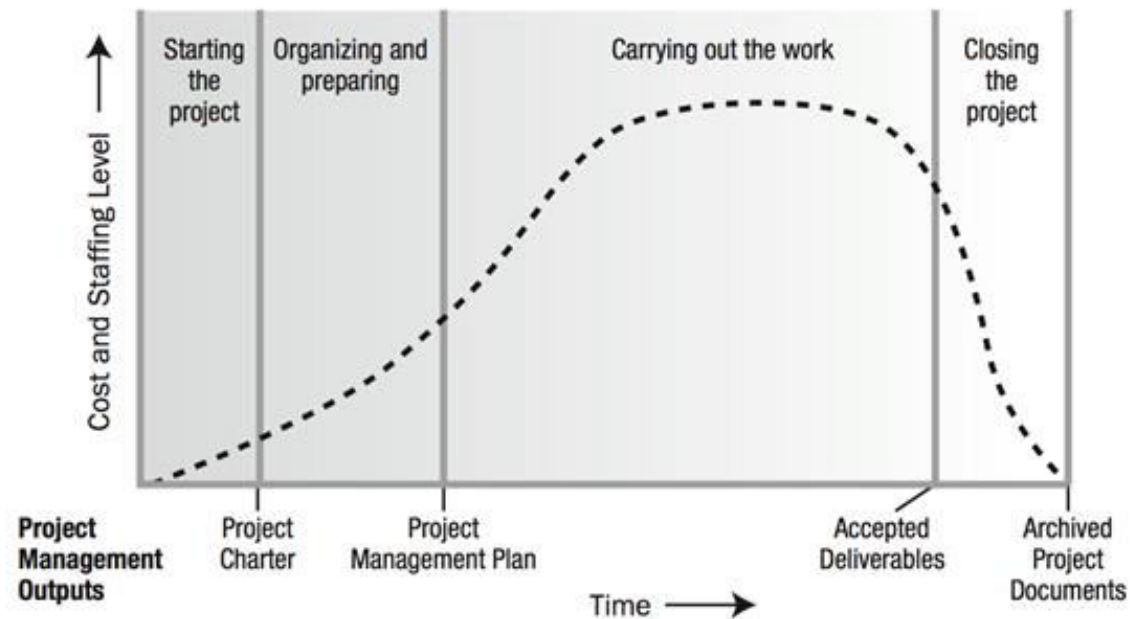
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Project Life Cycle

- A project life cycle is the series of phases that a project passes through from its initiation to its closure
- All projects go through into phases, and all projects, large or small, have a similar life cycle structure
- Life cycles helps in determining work to be completed in each phase of the project

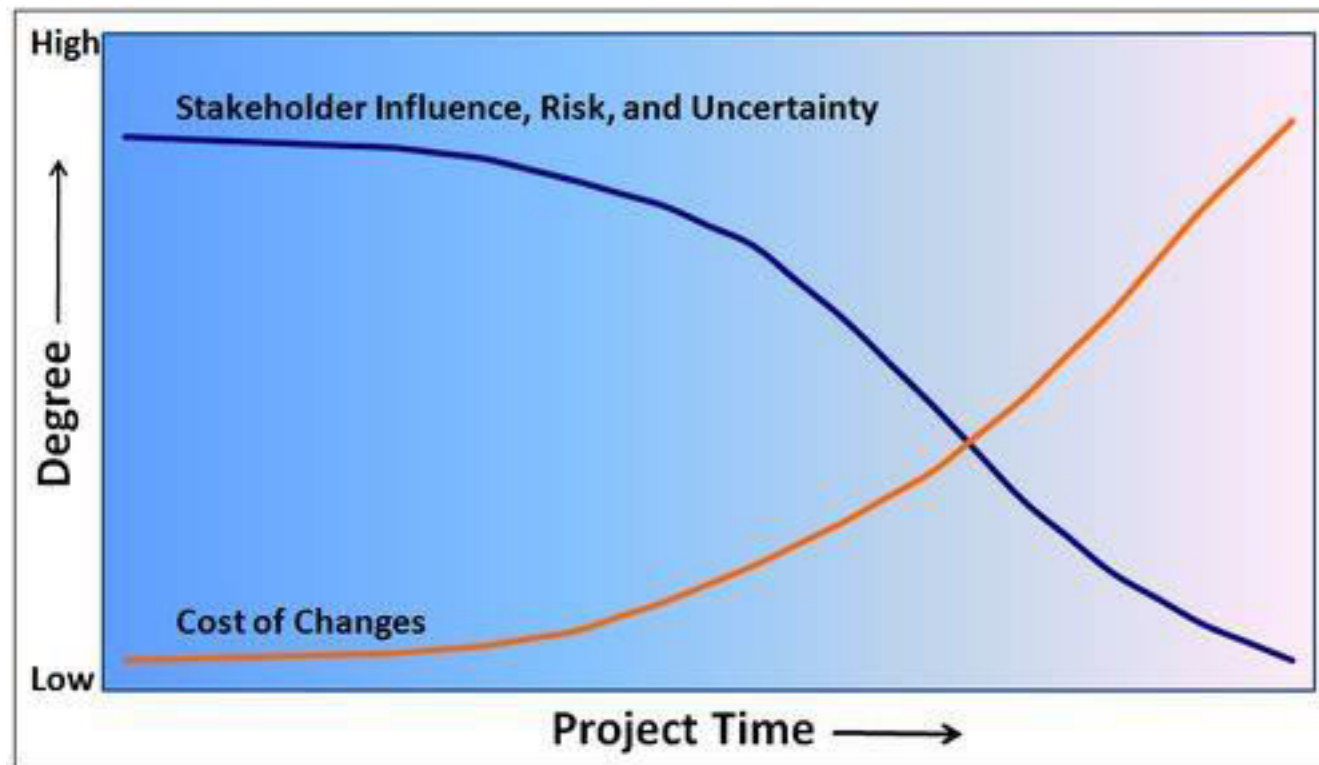


Cost and Staffing Levels in Project Life Cycle

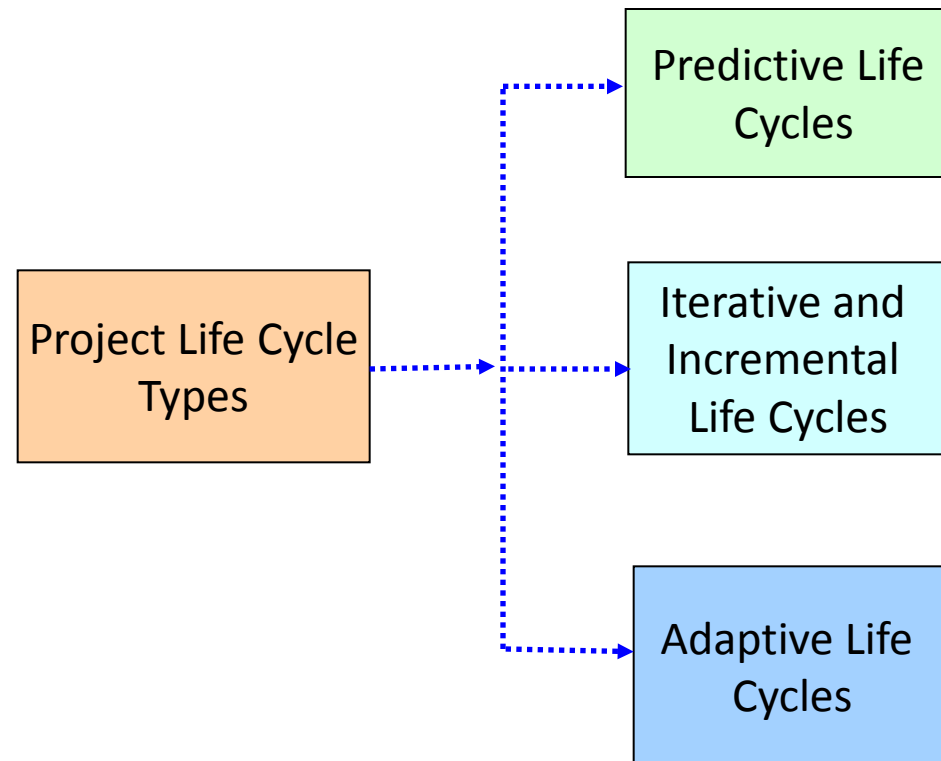


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Impact of variables on Project Life Cycle



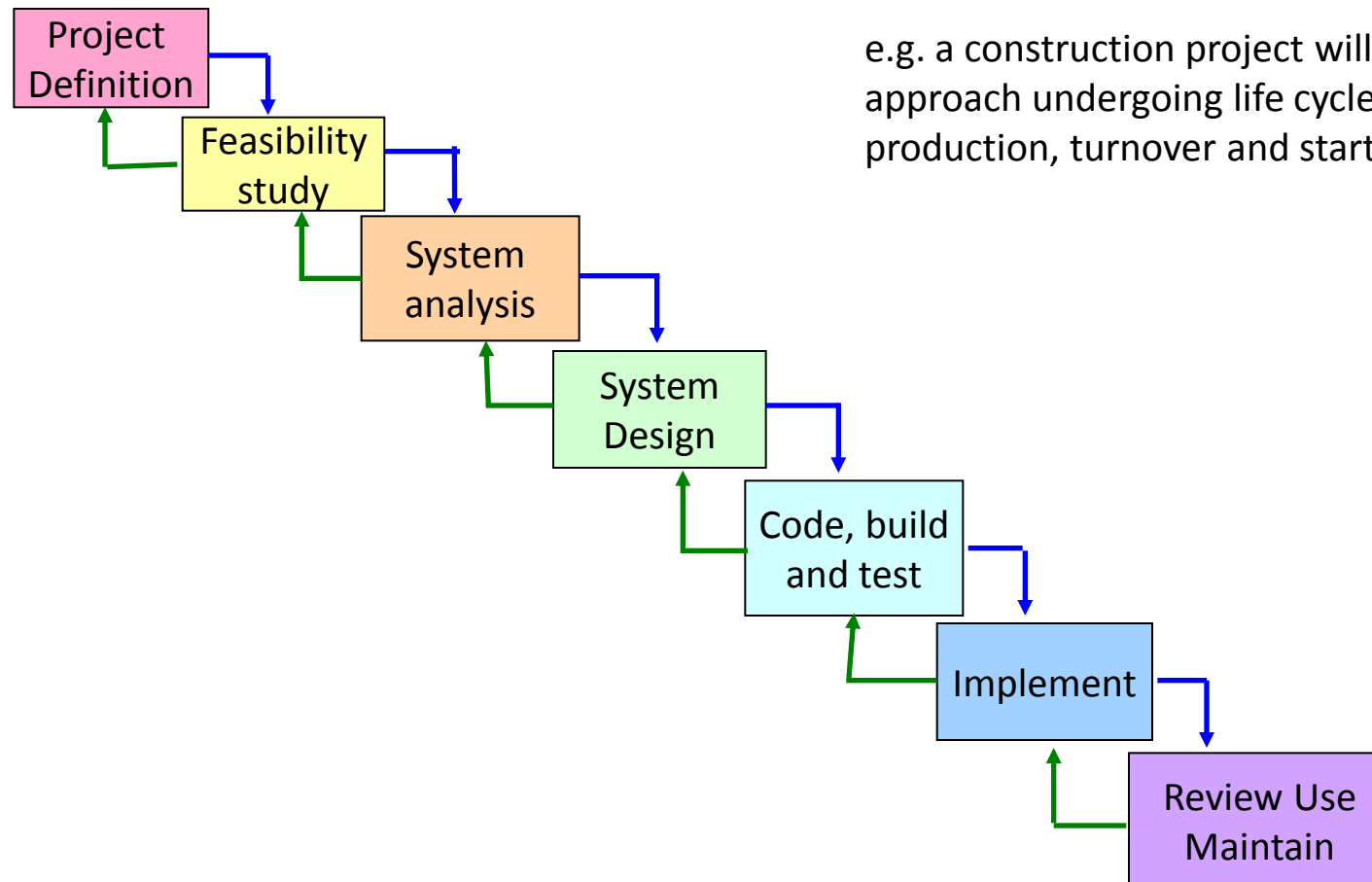
Project Life Cycle Types



Project Life Cycle – It is the logical breakdown of what you need to do to produce the deliverables of project.



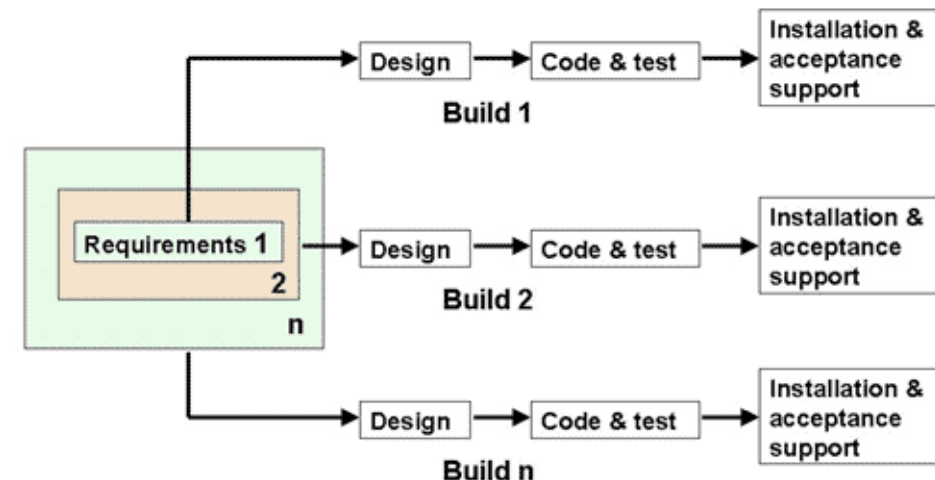
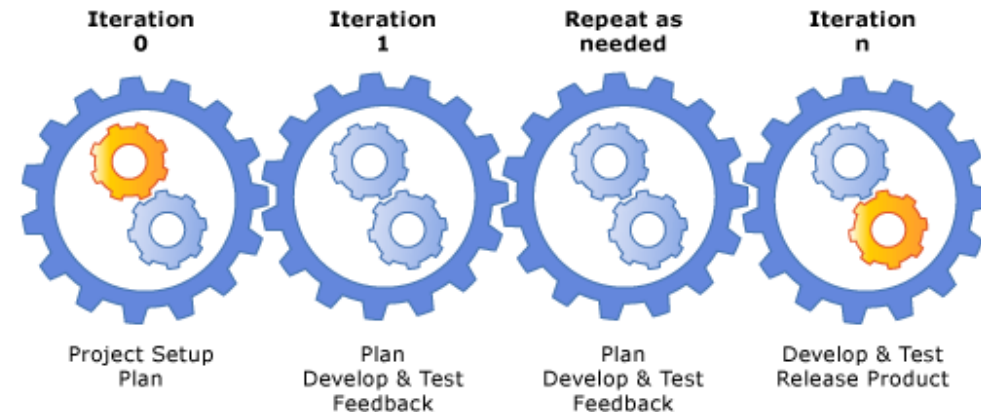
Predictive Life Cycles



e.g. a construction project will typically be managed using predictive approach undergoing life cycles of feasibility, planning, design, production, turnover and startup.

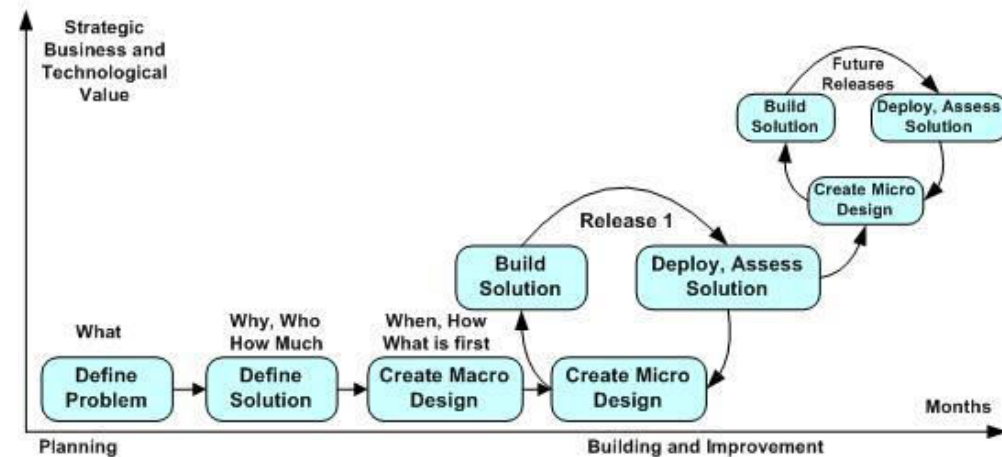
Iterative and Incremental Life Cycles

- In these types of project life cycles the project phases (also called iteration) intentionally repeat one or more project activities as the project team understanding of the product increases
- Iterations develops the project, product through a series of repeated cycle while increments successively add to the functionality of the product
- Iterations may be performed in a sequentially or overlapping fashion
- Future iterations may enhance earlier deliverable or may create new ones.
- Incremental delivers a complete, usable portion of product for each iteration
- With iterative, the complete concept is built in successive levels of detail to create the end result
- Often Large and complex project are executed in iterative fashion to reduce risk by allowing the team to incorporate feedback and less learned between iterations



Adaptive Life Cycles

- Also known as Change-driven or agile method
- They intend to respond to high levels of change and ongoing stakeholder involvement
- They are also iterative and incremental but difference here is that the iterations are rapid (2-4 weeks) and fixed in time and cost
- Product backlog: Here the overall project scope is decomposed into set of requirements and work to be performed
- Adaptive method is preferred when requirements and scope are difficult to define in advance or when project is dealing with a rapidly changing environment, or when it is possible to define small incremental improvements that will deliver value to the stakeholders



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