

PROJECT STRUCTURE - TEAMS AND ORGANISATION

ORGANISATION OF PEOPLE - TAKE ADVANTAGE OF BRINGING INDIVIDUALS TOGETHER FROM DIFFERENT SPECIALISATION.

THE ORGANIZATION SIZE INCREASED → THE DEGREE OF SPECIALITY OF INDIVIDUALS INCREASE.

CROSS FUNCTION ACTIVITIES

RESEARCH
DEVELOPMENT



MARKETING



ENGINEERING

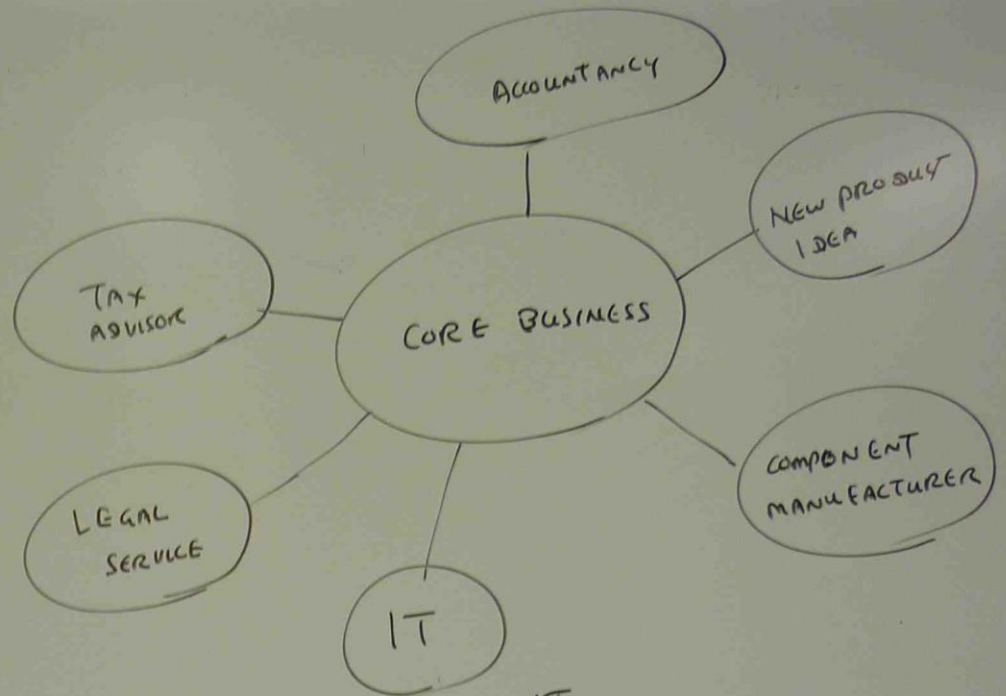
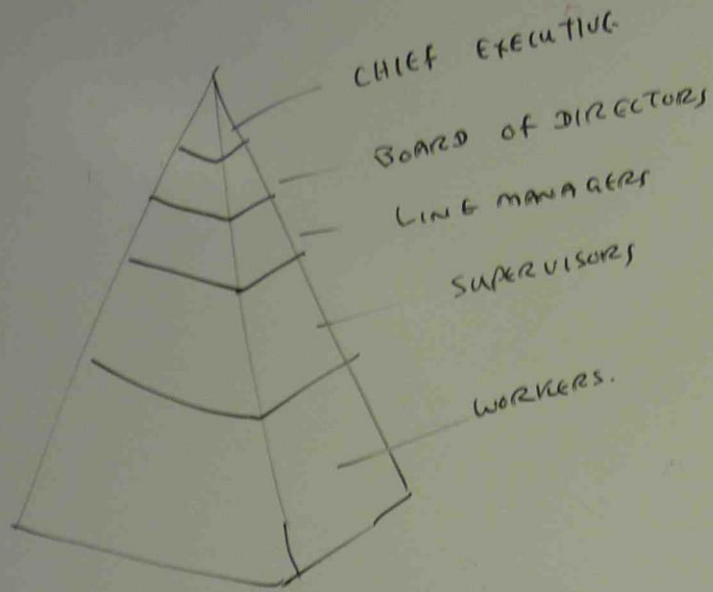


MANUFACTURING



SALES





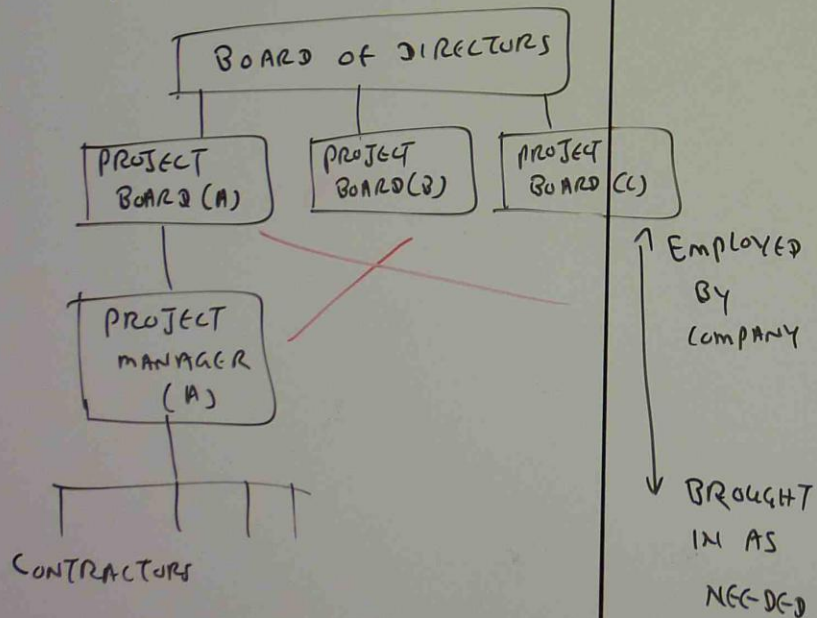
THE NATURE OF THE WORK ORGANISATION IS IMPORTANT AS IT

- DEFINES RESPONSIBILITY AND AUTHORITY
- OUTLINES REPORTING ARRANGEMENTS
- DETERMINES THE MANAGEMENT OVERHEADS.
- IDENTIFIES THE ORGANIZATION CULTURE
- THE FUNCTION THEY PERFORM
- DETERMINE ONE GROUP OF STAKE HOLDERS IN PROJECT ACTIVITIES.

ORGANIZATION EXPAND → THE FUNCTIONS
HAVE OFTEN
BECOME LESS
INTEGRATED

DETAILED ADMINISTRATIVE
PROCEDURE → INTEGRATION.

PURE PROJECT ORGANIZATION



PLANNING STAGE

ARCHITECT, ENGINEERS, QUANTITY SURVEYORS,
LEGAL ADVISERS, ACCOUNTANTS PERFORM THE
PLANNING TASK.

EXECUTION STAGE

CONTRACTORS.

WHEN THE PROJECT IS COMPLETED, THE TEAM
IS DISBANDED. THE PROJECT MANAGER CAN BE
RETAINED FOR ASSIGNMENT IN TO
ANOTHER PROJECT.

ADVANTAGE

- LABOUR FORCE IS HIGHLY FLEXIBLE
- LABOUR CAN GENERALLY ATTRACTED
AS AND WHEN REQUIRED WITHOUT PROVIDING
LABOUR BURDEN (OR) OVERHEAD FOR
THE REST OF THE TIME

QUANTITY SURVEYORS,
TS PERFORM THE

ETED, THE TEAM
MANAGER CAN BE
T IN TO

gthly FLEXIBLE
lly ATTRACTED
ED WITHOUT PROVIDING
-) OVERHEAD FOR

DISADVANTAGE

- TEMPORARY TEAM, PEOPLE HAVE NO COMMITMENT TO ITS SUCCESS.
PAY RATE MAY ENCOURAGE THE SPEED OF WORK BUT DOES LITTLE TO ENSURE HIGH QUALITY (OR) SOLVE PROBLEM.
- WHEN THERE IS A BOOM IN A PARTICULAR AREA IN AN INDUSTRY, A SHORTAGE OF LABOUR / INCREASING LABOUR RATE
- WHEN SIGNIFICANT EVENTS OCCUR, VERY HARD TO PASS THE LESSON TO NEW COMERS.

MATRIX MANAGEMENT

- MORE THAN ONE ORIENTATION TO ACTIVITY
- THE NEED TO PROCESS SIMULTANEOUSLY LARGE AMOUNT OF INFORMATION
- SHARE RESOURCES.

- IT NEEDS THE A
STRUCTURE

OVERLAY MODEL
BALANCE THE P

SEGMENT M

FUNCTIONAL
RESOURCES

TO THE P

SUCCESS

TRAINING

SUPPORT

THE NAT

- IT NEEDS THE ABILITY TO UNDERSTAND THE STRUCTURE AND WORK WITHIN THE STRUCTURE

OVERLAY MODEL

BALANCE THE POWER OF PROJECT MANAGER WITH LINE MANAGER.

SECONDMENT MODEL OF HEAVY WEIGHTED MATRIX

FUNCTIONAL DEPARTMENTS HAVE THE ROLE OF PROVIDING RESOURCES THROUGH SECONDING PEOPLE ON FULL TIME BASIS TO THE PROJECT TEAM.

SUCCESS

TRAINING GIVEN TO BOTH MANAGERS

SUPPORT SYSTEM

THE NATURE OF INDIVIDUAL

UNT OF

STRUCTURE SELECTION

	FUNCTIONAL ORGANIZATION	LIGHT WEIGHT PROJECT ORGANIZATION	HEAVY PROJECT ORGANIZATION	PROJECT ORGANIZATION
EXAMPLE OF USAGE	MINOR CHANGE TO EXISTING PRODUCT	IMPLEMENTING CHANGE TO WORK ORGANIZATION	MAJOR INNOVATION PROJECT	LARGE CONSTRUCTION PROJECT
ADVANTAGE	QUALITY THROUGH DEPTH OF SPECIALISATION POSSIBLE WITHIN FUNCTION POSSIBLE TO HIDE PROJECT COST	QUALITY MAINTAINED	SPEED AND QUALITY IMPROVEMENT THROUGH THE USE OF RELATIVELY STABLE ORGANIZATION AS A BASE	SPEED HIGHEST THROUGH DEDICATED RESOURCES ORGANIZATION DESIGN DEPENDENT ONLY ON PROJECT STRATEGY
DISADVANTAGE	RELATIVELY SLOW AS PROCESS	SOME COST DISADVANTAGE DUE TO ADDITIONAL CO-ORDINATION EXPENSE OF THE MATRIX	ADVERSE REACTION FROM LINE MANAGERS ON ADDITIONAL CO-ORDINATION/ADMINISTRATION COST	CAN INCUR SIGNIFICANT ADDITIONAL COST DUE TO EXPENSES OF CONTRACTORS.

ORGANIZATION
 CONSTRUCTION
 HIGHEST
 A DEDICATED
 RESOURCES
 DEPENDENT
 ON PROJECT
 LEGACY
 INCUR
 SIGNIFICANT
 ADDITIONAL COST
 DUE TO EXPENSES
 ON CONTRACTORS.

MANAGING PERSONALITIES IN TEAM

ROLE AND DESCRIPTION OF TEAM ROLE CONTRIBUTION	ALLOWABLE WEAKNESS
<u>PLANT</u> CREATIVE, IMAGINATIVE SOLVE DIFFICULT PROBLEMS	IGNORE DETAILS, TOO PRE-OCCUPIED TO COMMUNICATE EFFECTIVELY
<u>RESOURCE INVESTIGATOR</u> ENTHUSIASTIC, COMMUNICATIVE EXPLORE OPPORTUNITIES, DEVELOP CONTACTS	OVER OPTIMISTIC, LOSES INTEREST ONCE INITIAL ENTHUSIASM HAS PASSED
<u>CO-ORDINATOR</u> MATURE, CONFIDENT, A GOOD CHAIR PERSON CLARIFIES GOAL, PROMOTE DECISION MAKING, DELEGATE WELL	CAN BE SEEN AS MANIPULATIVE DELEGATE PERSONAL WORKS

SHARPER
 CHALLENGE
 THRIVES
 HAS THE
 TO OVER
MONITOR
 SOBER
 SEE
 J
TEAM
 CO-OP
 LIST
 FR
IM

SHARPER

CHALLENGING, DYNAMIC
THRIVES ON PRESSURE
HAS THE DRIVE & COURAGE
TO OVERCOME OBSTACLES

MONITOR EVALUATOR

SOBER, STRATEGIC
SEE ALL OPPORTUNITIES
JUDGE ACCORDINGLY

TEAM WORKER

CO-OPERATIVE, MILD PERSPECTIVE
LISTEN, BUILD, AVERT,
FRICTION CALM

IMPLEMENTER DISCIPLINED,
RELIABLE, CONSERVATIVE
EFFICIENT, TURN IDEA TO
PRACTICAL
ACTION

CAN PROVOKE OTHERS
HURTS OTHER FEELING

LACK, DRIVE AND
ABILITY TO INSPIRE
OVERLY CRITICAL

INDECISIVE,
CAN BE EASILY
INFLUENCED

INFLEXIBLE
SLOW TO RESPOND
TO NEW POSSIBILITIES

COMPLEMENTOR

PAIN STARTING
ANXIOUS
SEARCH OUT
ERROR
DELIVER ON TIME

PROVOKE OTHERS
IS OTHER FEELING

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SEARCH OUT
ERROR

DELIVER ON TIME

INCLINED TO WORRY
RELUCTANCE TO
DELEGATE AUTHORITY.

- IT NEEDS THE ABILITY TO
STRUCTURE

OVERLAY MODEL

BALANCE THE POWER OF PA

SEGMENT MODEL OF

FUNCTIONAL DEPART

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