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Project management a managerial approach pdf file pdf file

Project Management: A Managerial Approach 4/E by Jack R. Meredith and Samuel J. Mantel, Jr. published by John Wiley & Sons, Inc. Presentation prepared by RTBM Web. Project Management Group A managerial approach Chapter 4 Organization of the growth project of the growth of the Organizations oriented to the project Z. The reasons for this rapid growth are manifold, but most of them can be grouped in four general areas: y. The rapidity and market response capacity have become essential conditions for effective competition. The development of new products, processes or services regularly requires the contribution of different areas of specialist knowledge chapter 4-1 growth of organizations oriented to Z projects. Four reasons for growth (follows) y. The rapid expansion of the technological possibilities in almost all sectors of the company tends to destabilize the structure of the organizations. Most senior managers rarely feel very sure of their understanding and control of activities in their areas chapter 4-2 types of project organization Z there are two basically different ways of organizing projects inside the mother organization Y. The project in the field of functional organization Y. The project as an independent part of the parent organization Z A third type, called the matrix organization, is a hybrid of the two main types z each presents advantages and disadvantages chapter 4 -3 the project as part of the functional organization Z The advantages of e use of the functional elements of the parent organization as an administrative headquarters for a project include: y. Maximum flexibility in the use of Y staff. The individual experts can be used by many different projects y. Division specialists can be grouped to share knowledge and experience Y. The functional division also serves as a base of continuity when individuals choose to abandon project y. The functional division contains the normal progression path for individuals whose competence is in the functional area Chapter 4 -4 -4 There are also disadvantages of the functional organization Z in living the project in a functional area: y. The customer is not at the center of the activity and concern Y. The functional division tends to be oriented towards particular activities to its Y function. Occasionally, nobody is entrusted with the full responsibility of the Y project. There are often different levels of management between the project and the customer Y. There is a tendency to subfect the project chapter 4 -5 Pure Project Organization Z advantages of a pure design organization: Y. The project manager has full authorities on the y project. All members of the project workforce are directly responsible for the project manager. When the project is removed from the functional division, the communication lines are shortened Y. When there are more subsequent types of projects, the pure project organization can maintain a permanent picture of experts who develop skills in specific technologies chapter 4 -6 Organization of the Pura Z project Z advantages of a pure project organization (follows) yA project team that has a strong and distinct identity and develops a high level of commitment by its members. The authorized authority is the ability to make a quick decision is strengthened y. The command unit exists y. Project organizations are also structurally simple and flexible, which makes them relatively easy to understand implement y. The organizational structure tends to support a holistic approach to the Chapter 4 -7 Pure Project Organization Z project. Disadvantages of a pure project organization: Y. Each project tends to be equipped with full personnel, which can lead to a duplication of efforts in all sectors, from administrative staff to technological support. It is necessary to guarantee access to the knowledge and technological skills that translates into a by project leaders to accumulate equipment and technical assistance. The functional division is a repository of technical knowledge, but it is not is accessible to members of the pure project team Chapter 4 -8 Pure Project Organization z. Disadvantages of a pure project organization (continued) y. Pure project groups seem to favor inconsistency modes implementation of policies and procedures. In a purely project-driven organization, the project takes on its own life. Team members tend to be concerned about the Á"life after the end of the project" Chapter 4 -9 Láorganization the matrix z. The matrix organization is a combination of functional and pure project y. Unámatrix organization can take on a large variety of specific forms x Á"Project" or Á"forte" Thematrix organization looks more to the pure organization of project x. The matrix Á"coordination" or Á"functional" or Á"weak" more closely resembles the functional form x. The matrix Á"balanced" is found among the other Chapters 4 -10 Lá organization of the matrix z Rather than being a áorganization to sÁ, as the pure project, the matrix project is not Á is separated fromparent organization: Chapter 4 -11 Lá organization of the matrix z. As with other organizational forms, matrix organization has its unique advantages: y. The Á project is the emphasis point y. Because the Á project is overlaid on functional divisions, the project has reasonable access to the technology reservoir in all y sectors. CAA less anxiety for cia that happens when the project Á is completed Chapter 4 -12 Lá organization of the matrix z. Advantages of a Matrix (continued) y. The response to customers' needs Á is just as fast as in the pure project organization. Matrix management allows unit representatives to access the project of parent y. matrix allows a better corporate balance of resources to achieve the y goals. CAA is a great flexibility in the exact way that the Á project is organized inside the Chapter 4 -13 Láorganization matrix z. There are also disadvantages in use matrix organization; most involve conflicts between the functional andmatrix organization. matrix. Manager: y. The power balance between the design and the functional areas is very delicate. The movement of resources from project to project can promote political battles y. Problems associated with project closure can be as severe as in a pure project organization Chapter 4 -14 The Matrix Organization Z. Disadvantages of a Matrix (cont.) Y. The division of authority and responsibility in a matrix organization is complex and inconvenient for the project manager. y. Matrix management violates the command unit management principle. Project workers have at least two heads, their functional heads and the project manager. Chapter 4 -15 Mixed Organizational Systems Division is a means to divide a large organization into smaller units more flexible z. This allows the parent organization to gain some of the advantages of small specialized organizational units while retaining some of the advantages that come from larger units Chapter 4 -16 Mixed Organizational Systems Z. Functional and as well project organizations can coexist in a company Chapter 4 -17 Mixed Organizational Systems Z Benefits of a Mixed Organization: Y. The hybridization of the mixed form leads to the flexibility y. The company is able to meet special problems by an appropriate adaptation of its organisational structure z Disadvantages include: y. Different groups within the same responsibility center tend to encourage overlap, duplication, and friction due to conflicting interests. Conditions still exist that result in conflicts between functional and project managers Chapter 4 -18 Choosing an organisational form Z Selecting the organisational interface between the project and the company is a difficult task. The choice is determined by the situation, but it is also partly intuitive. It must consider the nature of the potential project, the the various organizational options, the advantages and disadvantages of each, cultural id onognopsid ehc oroloC .atters o aunitnoc enoizacinumoc anu edeihcir reganam tcejorp li ilauq i noc oroloC y ottegorp li noc enimret ognul a enoizaler anu onnarva ehc roines ottegorp id maet led irbmeM .y :eciv ous la o reganam tcejorp la etnematterid errefir orehbervod e ottegorp led ossecus la ertla id ehctirc 1Áp onos enosrep enuclÁ z ottegorp id maet li 22- 4 olotipaC itatlappabus eresse onossop itipmoc inuclÁ .eznegis ilat erafsiddos id odary ni iudividni eraudividni rep itatitnoc onognev ilanoizunf itraper i .esab atseuq ad arepodonam id onogsisaf li eranimreted rep ehjolana eznetepmoc onagergga is e inoisanam ilat rep eznetepmoc id itiluger i onatulav is ottegorp li enimret a eratrof rep etsehicir moisanam elled arutan attaseál eranimreted rep JSBW oroval led enoizitrapir id aruturts anu atospidorp eneiV .ottegorp led ativ id olcic li etnarud olanosrep id eznegise elled enoisverp anu id esab allus aroval reganam tcejorp li ottegorp nu orarobal rep z ottegorp id maet li 12- 4 olotipaC aruturts anu ereilgecs .elarruturts amrof anuclÁ a itaicossa ortnoc ied o orp ied azzelovepasnoc aneip al noc e .5 a 1 ad itnup ied ecul allA .6 y ottegorp la itaicossa iralocitrap itsoppuserp i o ehctisirettarac el ettut eracnelE .ertla el noc ottatnoc otterts a onnareroval Átinu ilauq e oroval id itehccap i erigues rep erassecen onos evitazzinagro Átinu ilauq eranimreteD .4 y :otingcs ottegorp nu id enoizazzinagroálled atecs al rep iretirC z avitazzinagro amrof anu ereilgecs 02- 4 olotipaC oroval id itehccap ni ilropmocs e azeuqes ni evaih itipmoc i erropsid .itipmoc id ipit iteueq rep ilanoizunf »Aesac-Á ad onognuf ehc erdam enoizazzinagroállen Átinu el eraudividni e ovitteibo nuclÁ a itaicossa evaih itipmoc i eranimreteD .Itaredised itatusir ilapicnirp i audividni ehc ivitteibo ilged enoizarahcid anu noc ottegorp li erinifeD .1 y :ottegorp id enoizazzinagroánu id enoizeles al rep iretirC z avitazzinagro amroF anu ereilgecs 91- 4 olotipaC rare necessary to design success Chapter 4 Á 23 Human and tsom ehc was seludehcs esahp margorp niam ehc nI .y rotcaf tcilfnoc rehto yna naht natropmi erom yltnacifngis emoceb seitiroirp .esahp pudliuh eht gniruD .y tcilfnoc esuac ot laitnetop laueq ylhguor evah lla seludehcs dna serudecorp .seitiroirp .dezinagro tsrif si tcejorp eht neht nehW .ely c efil sÁÁ Á y noitcaretni maet morf tluser lliw snoitulos citsigrenys taht ecnahc doog a si erehT .4 y .) .tnoc(tnemrewopm fo segatnavdÁ z maet tcejorp eht dna srotcaf namuH 62- 4 retpahC selbareviled tcejorp eht gniveihca rof elbatnuocca dna elnopser era yeht wonk srebmem maet eht.3 y dohtem nwo rieht ngised ot meht swolla .laog a nevig tub krow ot woh meht llet ton seod tnemeganam evitapicitra P .deganamorcim gnieb ekil ton od slanoisseforP .2 y sgnihv gniod fo syaw retteb dnif ot degaruocne si maet eht .tem era sevitejbo tcejorp taht os sksat etalupinam ot srebmem maet eht fo ytilieht fo sessenrah .1 y rotcaf lanaitavitom a osla si smaet tcejorp fo tnemrewopmE z maet tcejorp eht dna srotcaf namuH sliiks wen nrael ot ecnahc eht x 52- 4 retpahC tnemecnavdÁ x ytiliisnopsER x flesti krow eht x tnemeveihÁ x noitngocER x ?detavitom seeyolpme lacinhet era woh .y maet eht fo srebmem otavitom tonnac ehs/eh naem ton seod siht tub .srebmem maet tcejorp fo snoitomorp dna sdraver cimonoce eht revo lortnoc etllit sah netfo reganam tcejorp eht .y .srebmem maet tcejorp gnitavitom z maet tcejorp eht dna srotcaf namuH 42. 44 retpahC tcejorp eht ni syaled esuac segnahc esehT .y tcuadorp eht jognahc siht dna? 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