



**Management Institute for  
National Development**  
*Training for Public Service Excellence*

# **INTRODUCTION TO PROJECTS AND PROJECT MANAGEMENT**

## **PROJECT AND SITE ORGANIZATION**

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# PROJECT ORGANIZATION

An organizational structure represents the basic relationships of an organization, defining the formal lines of authority, responsibility, reporting and power.

The three basic organization designs are:

1. Functional (Traditional organization)
2. Projectized (or Pure Project)
3. Matrix (Project Co-ordinator)

## Advantages of Functional Organization

- Facilitates coordination of work among highly trained workers.
- Duplication of resources is avoided.
- Centralization of similar resources.

## Disadvantages of Functional Organizations

- Conflicts may arise relating to different projects.
- Slows down decision making.
- The total perspective is lost among functional departments.

## Advantages of Projectized Organizations

- Singleness of purpose.
- Clearly stated objectives.
- Absence of conflicts for the use of resources.

## Disadvantages of Projectized Organizations

- Duplication of facilities
- Costly to set up.
- Insecurity due to termination of temporary projects.

## Advantages of the Matrix Organization

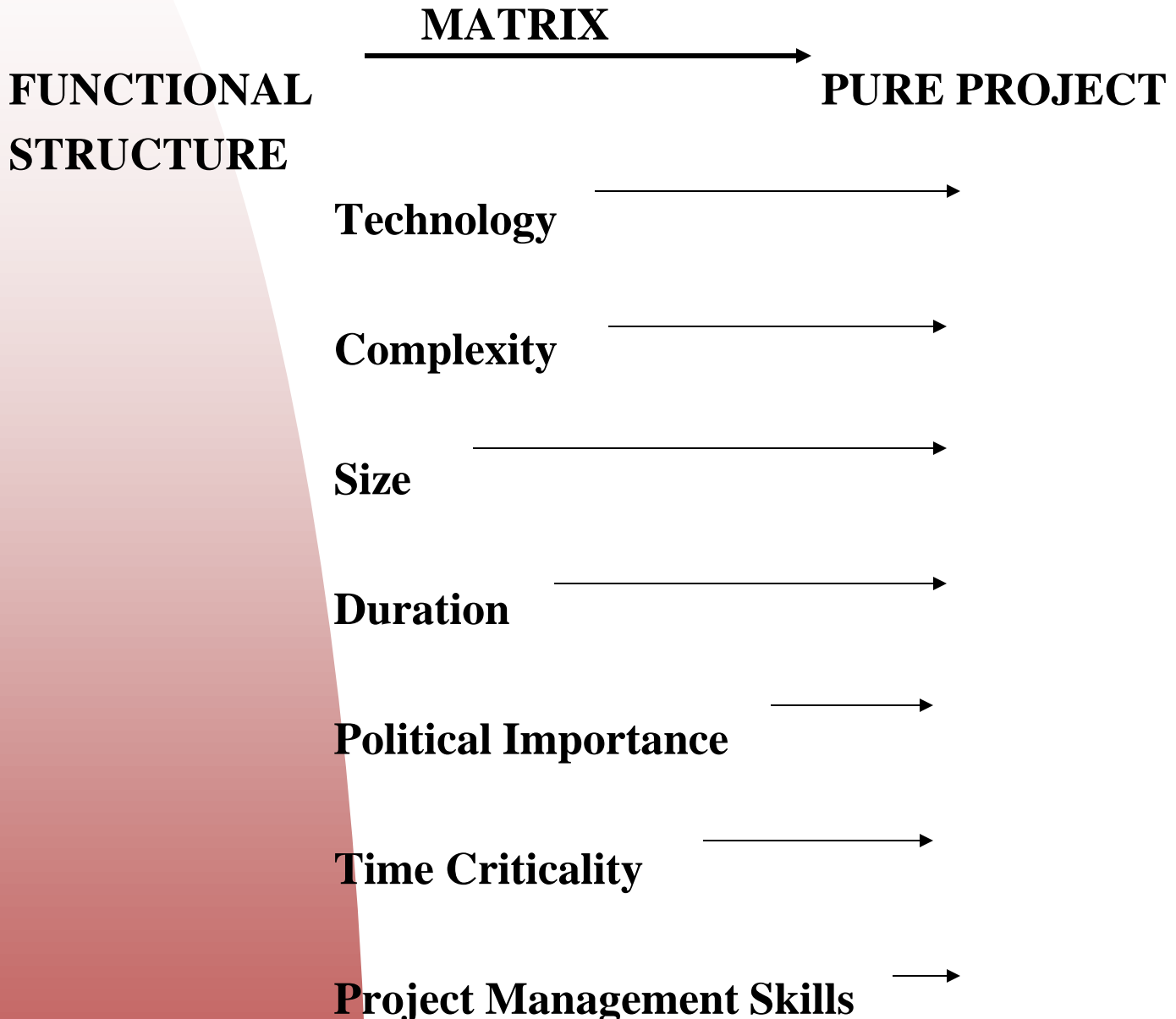
- Coordination across functional departmental lines.
- Visibility of project objectives through the project coordinator.
- Project can be easily abolished.
- More efficient use of resources.

## Disadvantages of the Matrix Organization

- Possible conflicts between project and functional managers.
- Complicated management procedures.
- Resources often become over-stretched.

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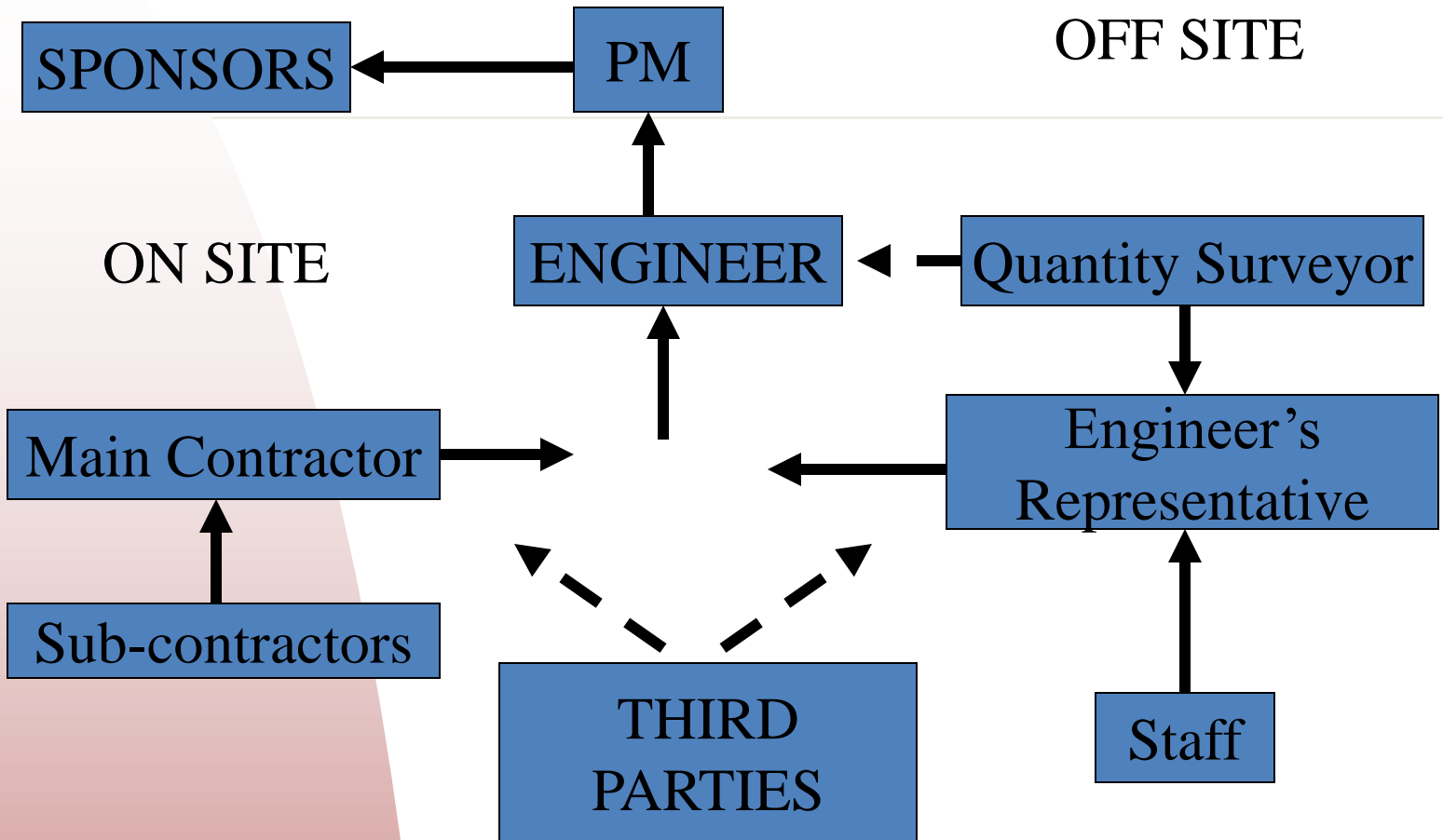
## Planning Issues

- ✓ Identify the objectives and scope
- ✓ Define the key players and their roles/responsibilities
- ✓ Identify the types and number of people required and define their responsibility levels.
- ✓ Plan the site organization structure required.
- ✓ Define the lines of communication
- ✓ Establish the appropriate administrative systems

## Logframe

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	MAJOR ASSUMPTIONS
GOAL			
PURPOSE			
OUTPUTS			
INPUTS			

## Key Players





## Linear Responsibility Matrix

ACTIVITIES	KEY PLAYERS								
	PS	PM	QS	Con.					
Prepare Plans	N	U							
Approve Plans	U	N							
Prepare Tender	M	A							
Construct Foundation			P						
↓									

### KEY

P	-	PERFORMING
U	-	ULTIMATE RESPONSIBILITY
M	-	MUST APPROVE
A	-	MUST ASSIST
N	-	MUST BE NOTIFIED