



# Organizational Influences, Project Stakeholders, Project Team and Project Life Cycle

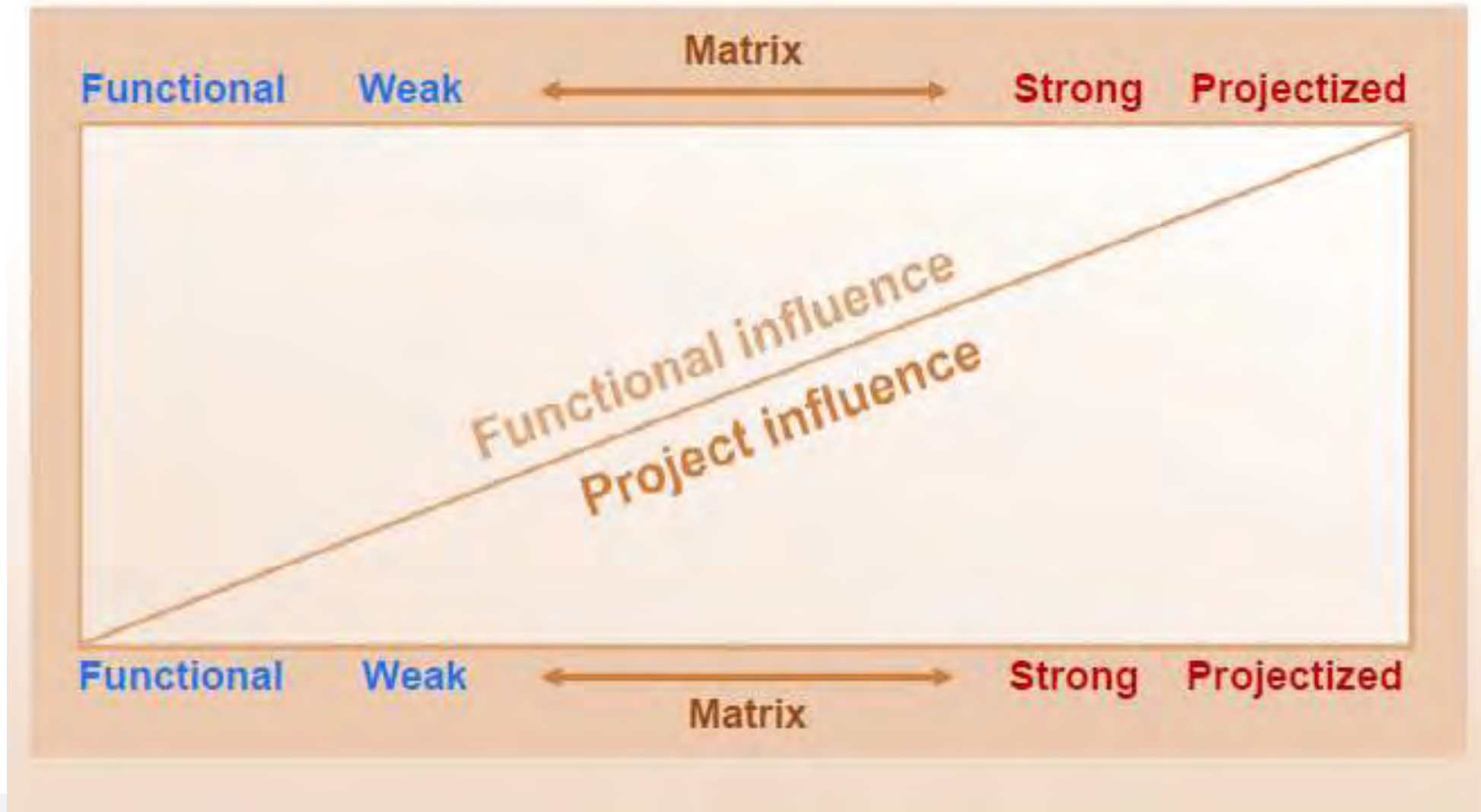
Project Management – 2nd meeting

- ✓ An organization's culture, style, and structure influence how its projects are performed.
- ✓ The organization's level of project management maturity and its project management systems can also influence the project.

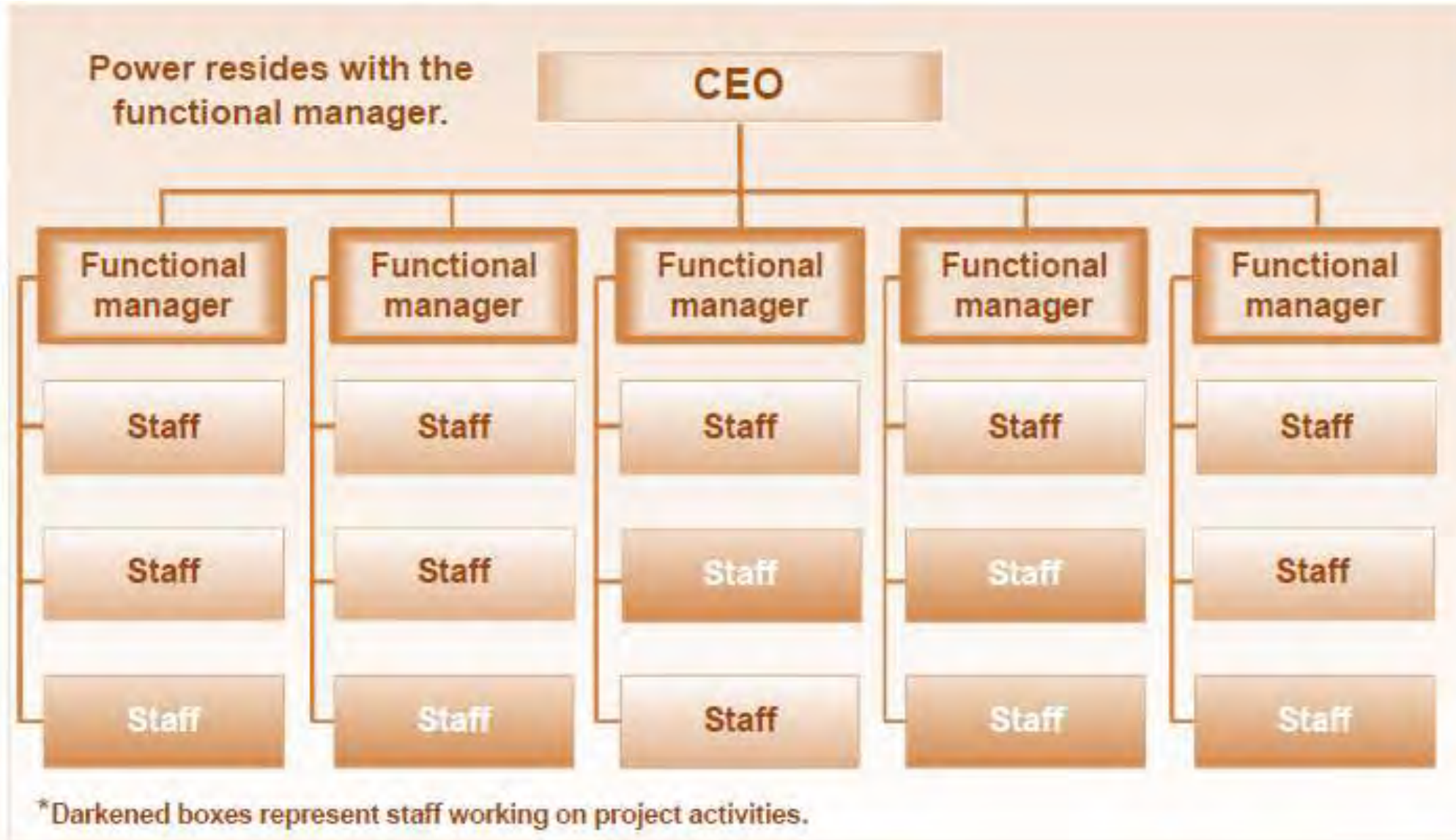
A close-up photograph of a person's hand pointing towards the right. The person is wearing a white button-down shirt. The background is slightly blurred, showing more of the shirt and what appears to be a screen or document. The lighting is bright and even.

## Organizational Influences on Project Management

# Organizational Structure and Its Influence



# Functional Organization



# Advantages and Disadvantages of Functional Structures

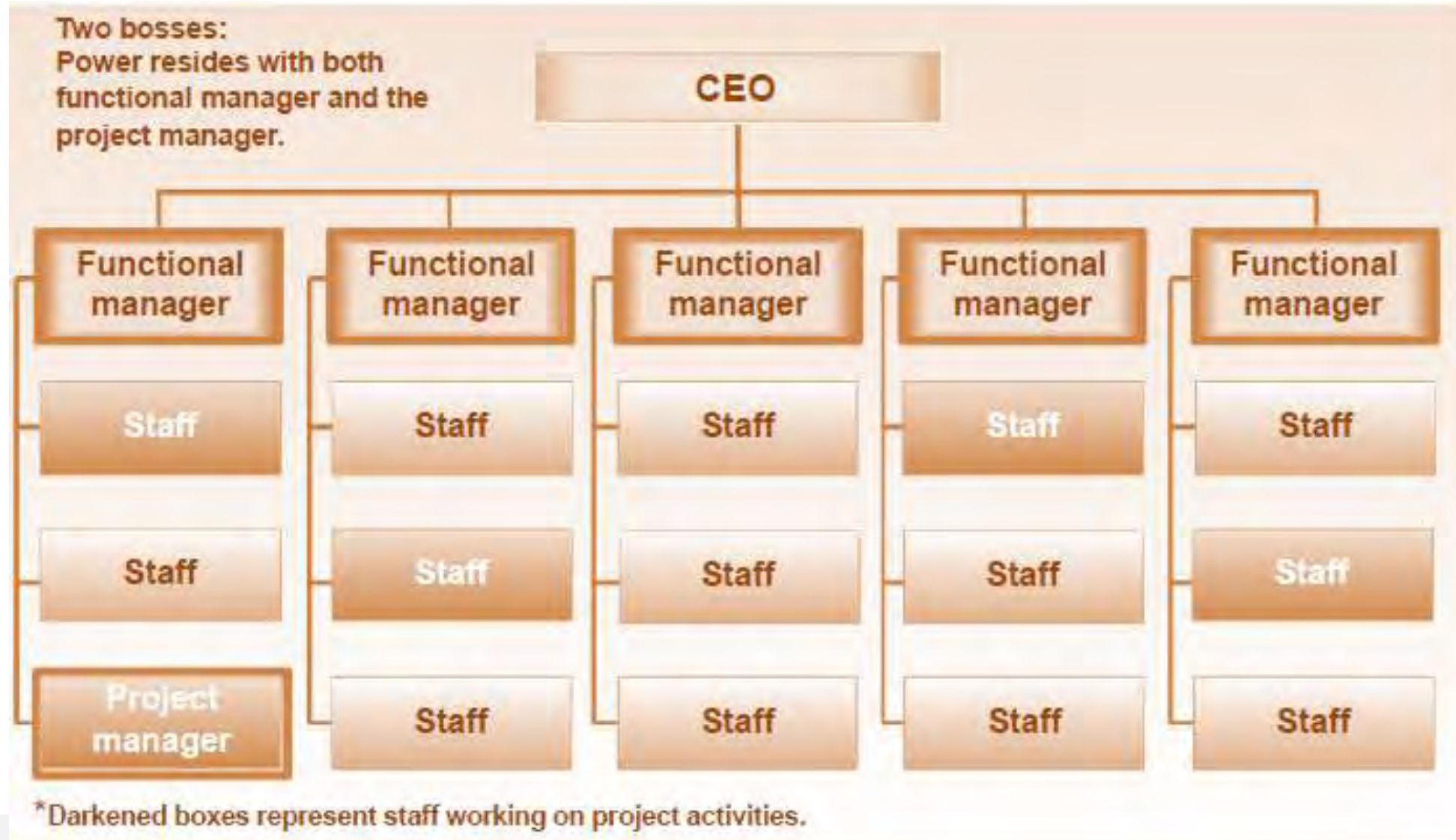
## Advantages

- Familiar structure
- One-supervisor reporting structure
- Clearly defined career paths
- Employees as experts

## Disadvantages

- Employee's job difficult to change
- Need to fight for resources and project priority
- Functional manager responsible for performance reviews and promotions
- Competition for resources
- Little or no project manager authority
- No clearly defined project management career path

# Matrix Organization



# Advantages and Disadvantages of Matrix Structures

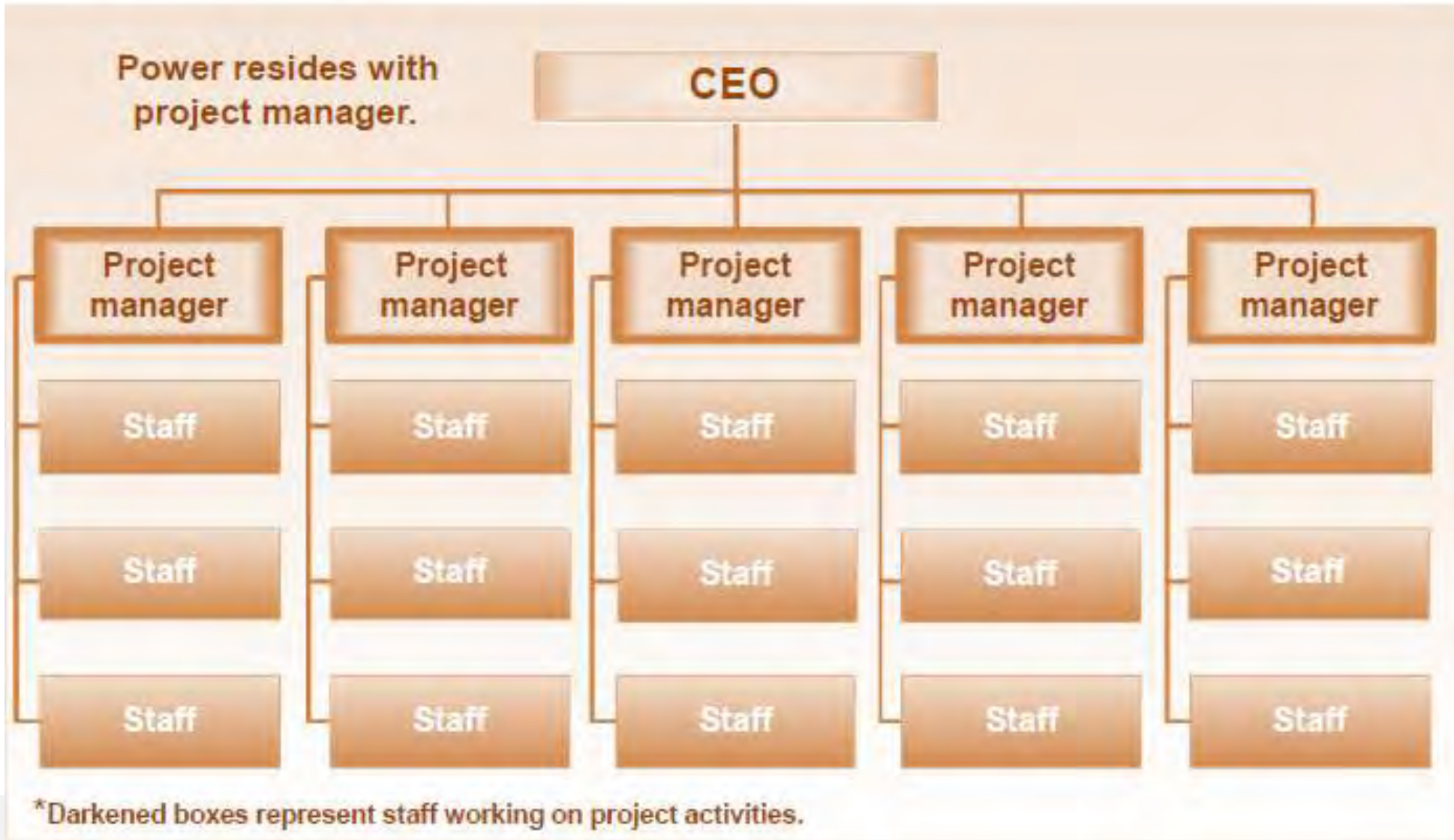
## Advantages

- Continued visibility of objectives
- Increased support from functional managers
- Increased control by project manager
- Improved flexibility
- Continued job after project completion
- Multiple input on performance of team members

## Disadvantages

- Multiple bosses
- Added complexity
- Need for additional policies and procedures
- Differing priorities or objectives

# Projectized Organization



# Advantages and Disadvantages of Projectized Structures

## Advantages

- Clear focus on project
- Project loyalty
- Efficient project organization
- Efficient project communication

## Disadvantages

- Job over at project completion
- Less efficient use of resources
- Duplicated job functions and facilities

# The Structure of Organizations and Its Influence - Summary

Project Aspect	Organization Structure	Matrix			Projectized
		Functional	Weak Matrix	Balanced Matrix	
Project Manager Authority	Little or none	Limited	Low to moderate	Moderate to high	High to almost total
Resource Availability	Little or none	Limited	Low to moderate	Moderate to high	High to almost total
Project Budget Controlled By	Functional manager	Functional manager	Mixed	Project manager	Project manager
Role of the Project Manager	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

\*Based on the PMBOK Guide, Fourth Edition.

- A stakeholder is an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project stakeholders may be actively involved in the project or have interests that may be positively or negatively affected by the performance or completion of the project.
- Different stakeholders may have competing expectations that might create conflicts within the project.

# Project Stakeholders and Governance

Definition

# Project Stakeholders

- Who is or should be involved?
- Who is external to the organization?
- Who has “bought in” and who hasn’t?
- Who can influence the project’s performance or outcome?



# Project Team

- The project team includes the project manager and the group of individuals who act together in performing the work of the project to achieve its objectives.
- The project team includes the project manager, project management staff, and other team members who carry out the work but who are not necessarily involved with management of the project.



# Project Life Cycle

- A project life cycle is the series of phases that a project passes through from its initiation to its closure.
- The phases are generally sequential, and their names and numbers are determined by the management and control needs of the organization or organizations involved in the project, the nature of the project itself, and its area of application.



# Project Life Cycle vs Project Management Life Cycle



# Project Life Cycle vs. Product Life Cycle

## Product life cycle stages:

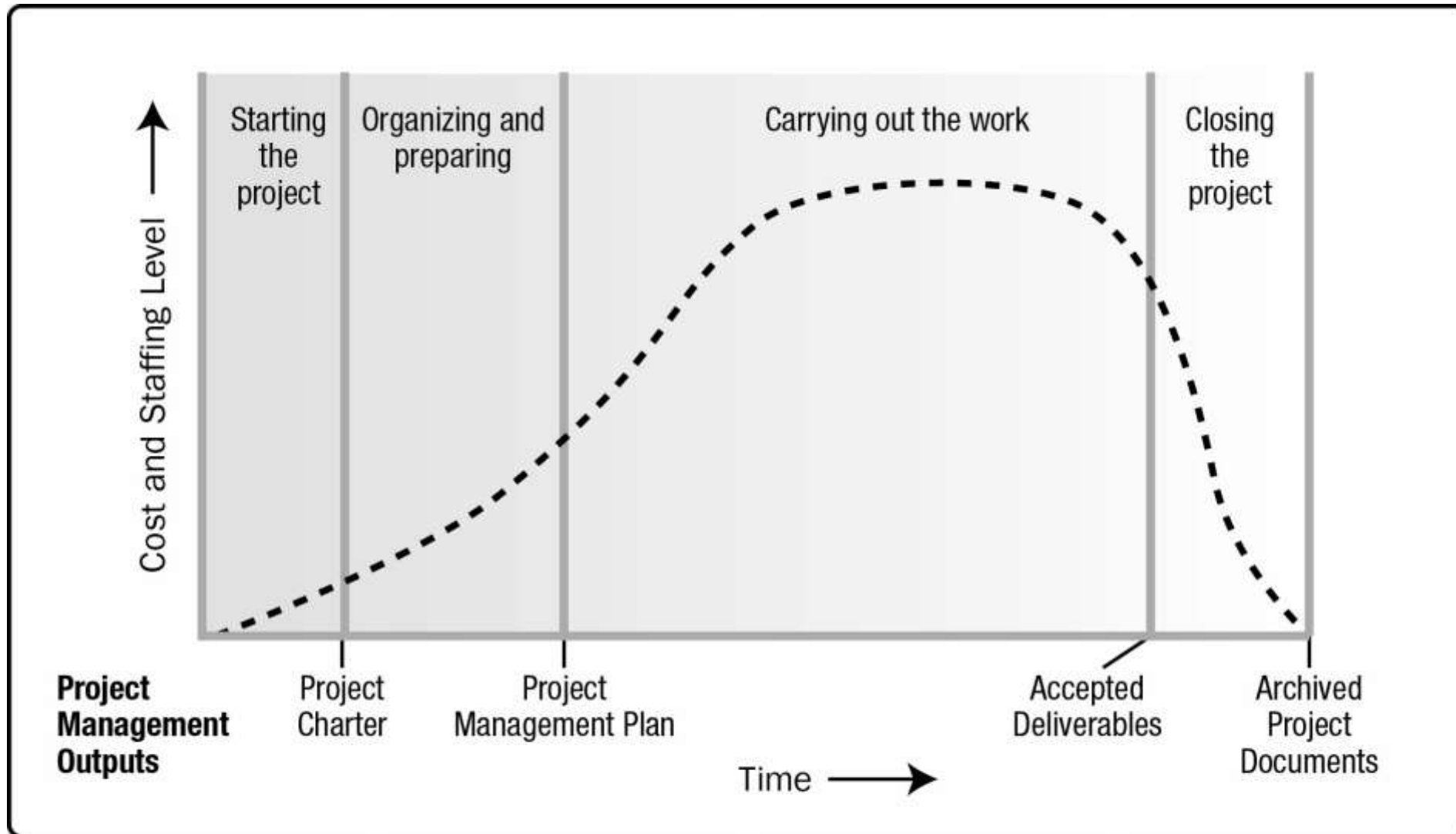
Introduction and creation

Growth

Maturity

Decline

**Projects run in the context of the product life cycle.  
Many projects can be undertaken throughout  
the product life cycle.**



**Figure 2-8.** Typical Cost and Staffing Levels Across a Generic Project Life Cycle Structure

*A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition. ©2013 Project Management Institute, Inc. All rights reserved.*

**Let's discuss**





# Thank You

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