

Figure 2-7. Functional Organization

Matrix organizations, as shown in Figures 2-8 through 2-10, are a blend of functional and projectized characteristics. Weak matrices maintain many of the characteristics of a functional organization, and the project manager role is more of a coordinator or expediter than that of a true project manager. Strong matrices have many of the characteristics of the projectized organization, and can have full-time project managers with considerable authority and full-time project administrative staff. While the balanced matrix organization recognizes the need for a project manager, it does not provide the project manager with the full authority over the project and project funding. Table 2-1 provides additional details of the various matrix organizational structures.

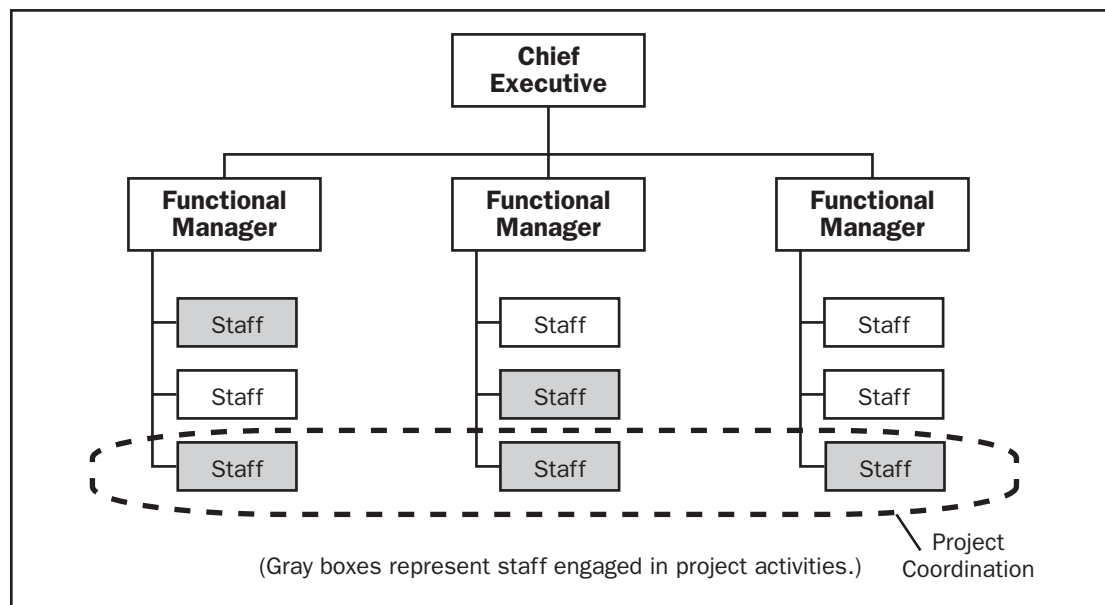


Figure 2-8. Weak Matrix Organization

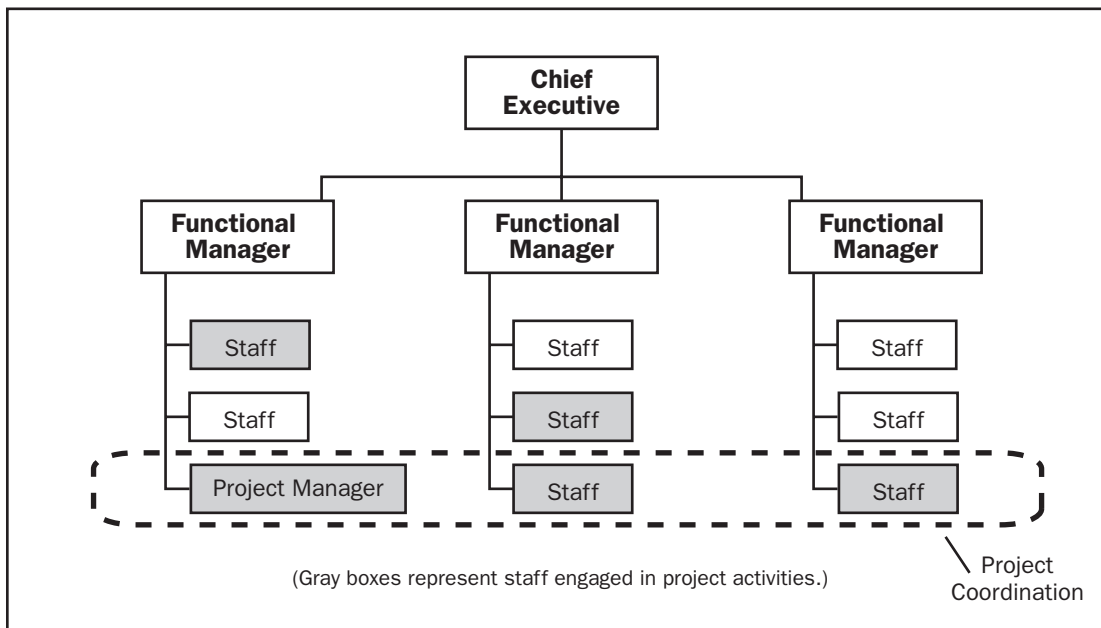


Figure 2-9. Balanced Matrix Organization

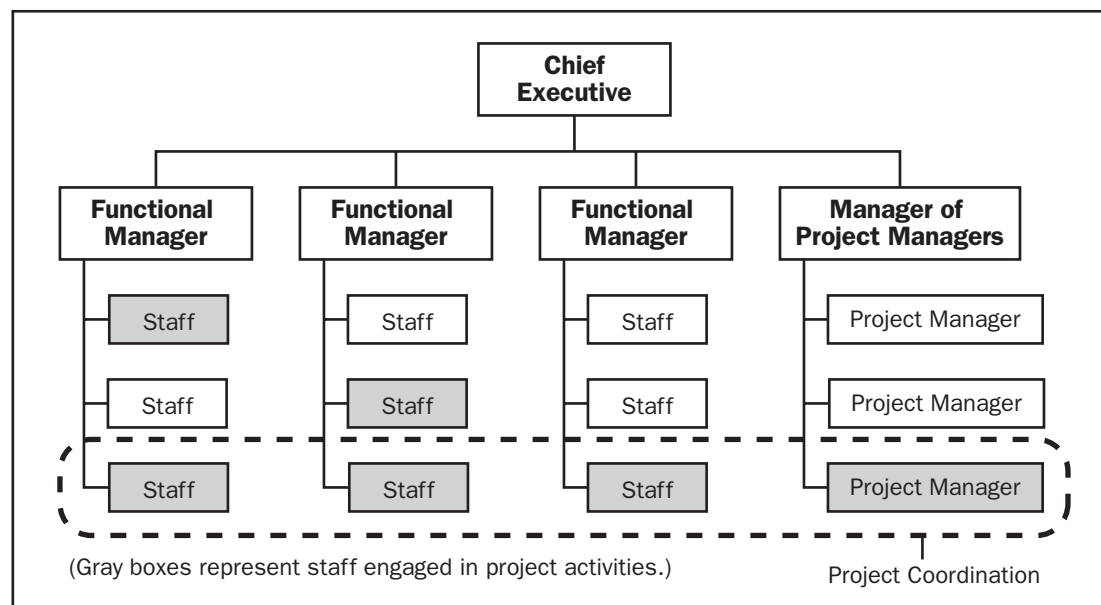


Figure 2-10. Strong Matrix Organization

At the opposite end of the spectrum to the functional organization is the projectized organization, shown in Figure 2-11. In a projectized organization, team members are often co-located, most of the organization's resources are involved in project work, and project managers have a great deal of independence and authority. Projectized organizations often have organizational units called departments, but these groups either report directly to the project manager or provide support services to the various projects.

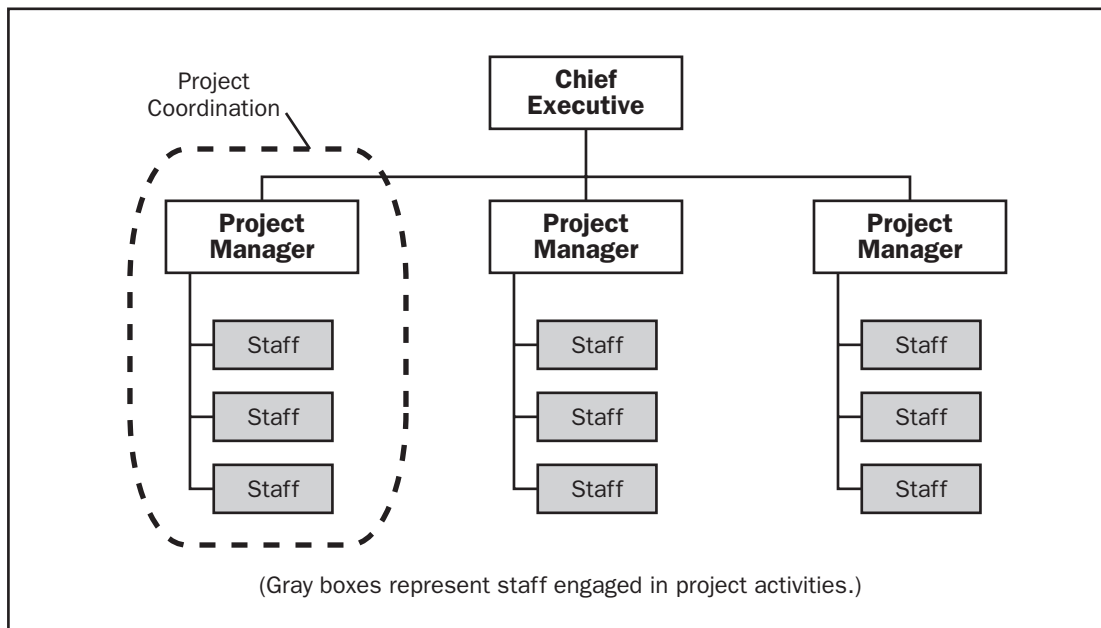


Figure 2-11. Projectized Organization

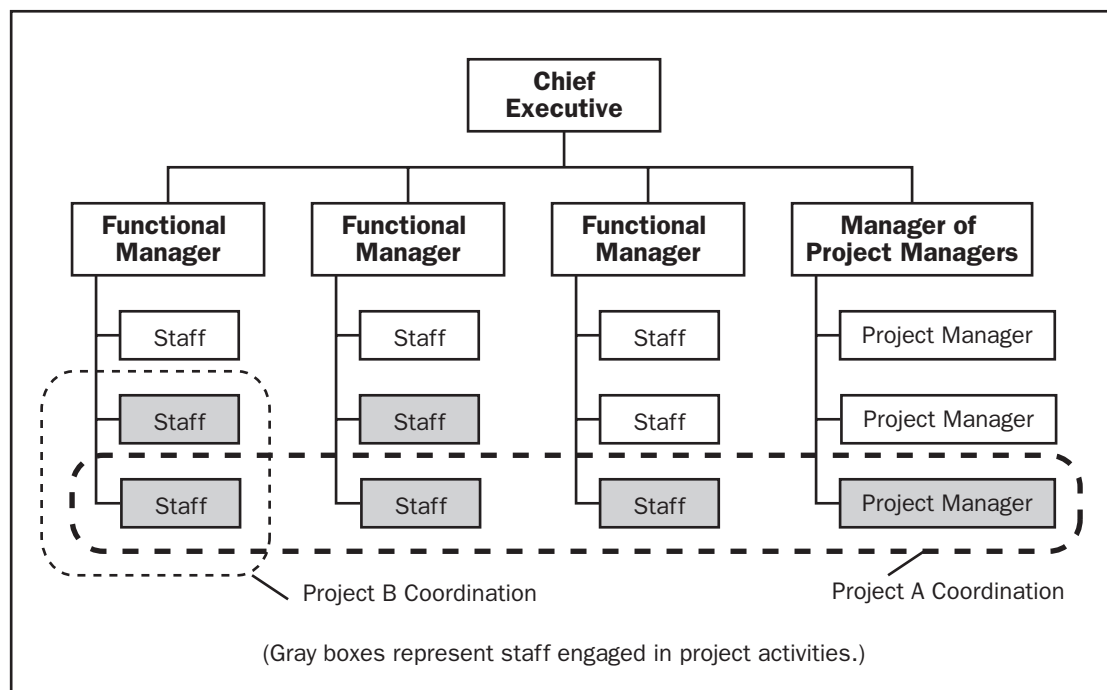


Figure 2-12. Composite Organization

The organizational culture is an enterprise environmental factor as described in Section 1.8. Therefore, a project manager should understand the different organizational styles and cultures that may affect a project. For example, in some cases the person shown at the top of an organization chart may be a figurehead who is not truly in charge. The project manager must know which individuals in the organization are the decision makers and work with them to influence project success.

2.4.2 Organizational Structure

Organizational structure is an enterprise environmental factor which can affect the availability of resources and influence how projects are conducted. Organizational structures range from functional to projectized, with a variety of matrix structures between them. Table 2-1 shows key project-related characteristics of the major types of organizational structures.

Table 2-1. Organizational Influences on Projects

<div>Organization Structure</div> <div>Project Characteristics</div>	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's 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
Who controls 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

The classic functional organization, shown in Figure 2-7, is a hierarchy where each employee has one clear superior. Staff members are grouped by specialty, such as production, marketing, engineering, and accounting at the top level. Specialties may be further subdivided into functional organizations, such as mechanical and electrical engineering. Each department in a functional organization will do its project work independent of other departments.