

Project Organization Approaches

I. Design of Project Organizations

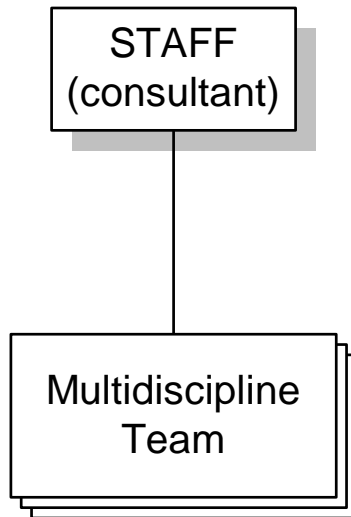
- ! Project Manager in Staff and Line Roles
- ! Project Team Organizations
- ! BPR Project Team Placement
- ! Program Office Organizations

II. Designing the Object Organization

- ! Departmentation Approaches
- ! Departmentation Patterns
 - Parkinson's Laws
- ! Types of Organizational Design Approaches

Project Manager Types

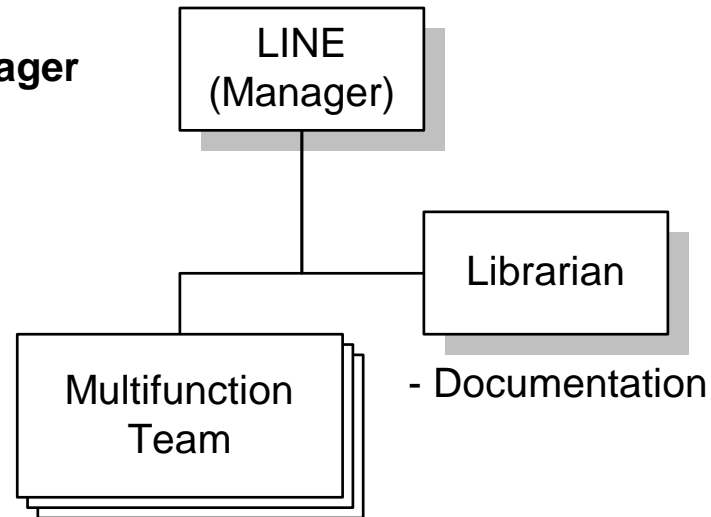
Early Stages: Feasibility



- Analysis
- Planning
- Presentation

Later Stages: Implementation

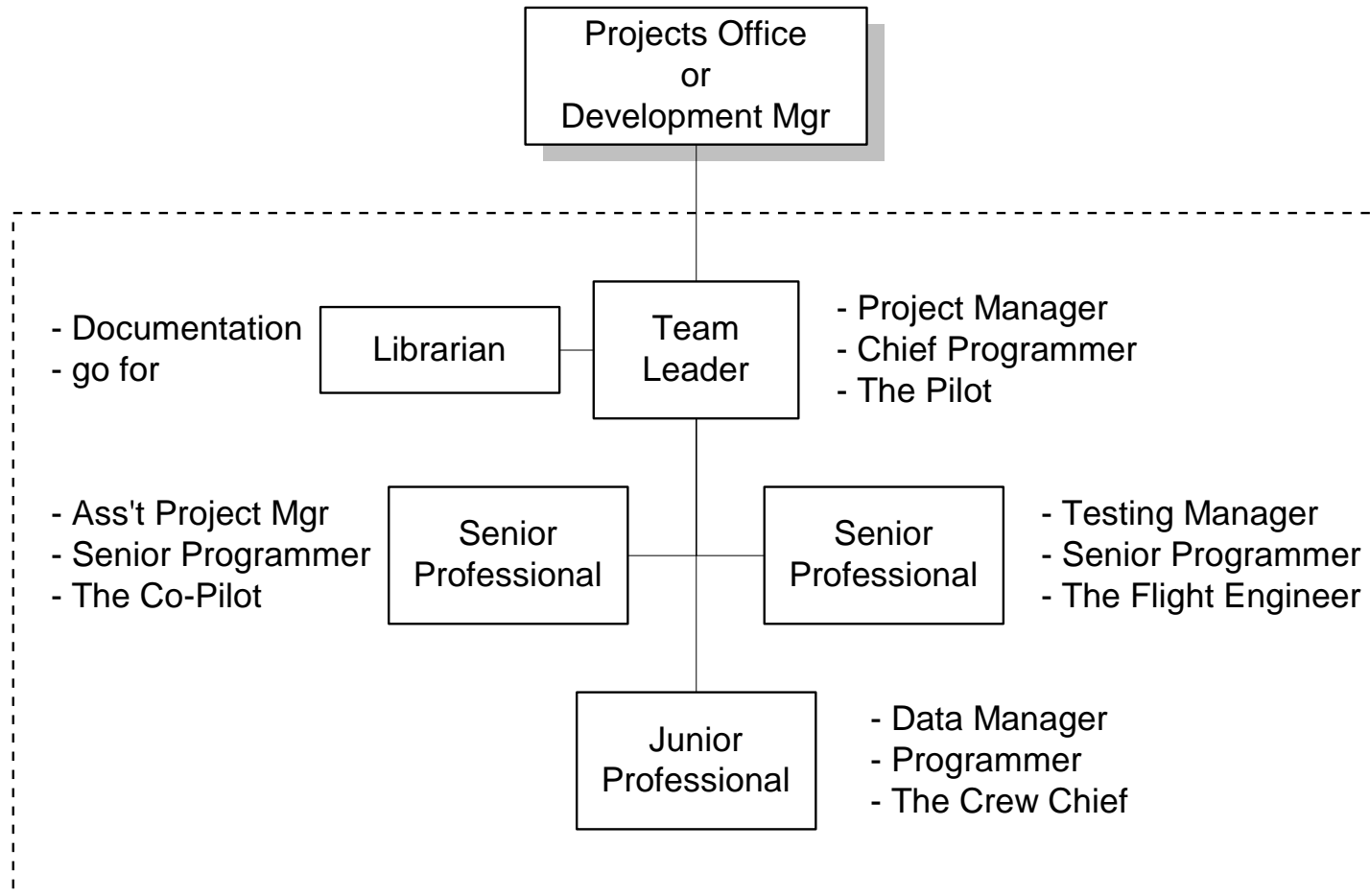
Project Manager



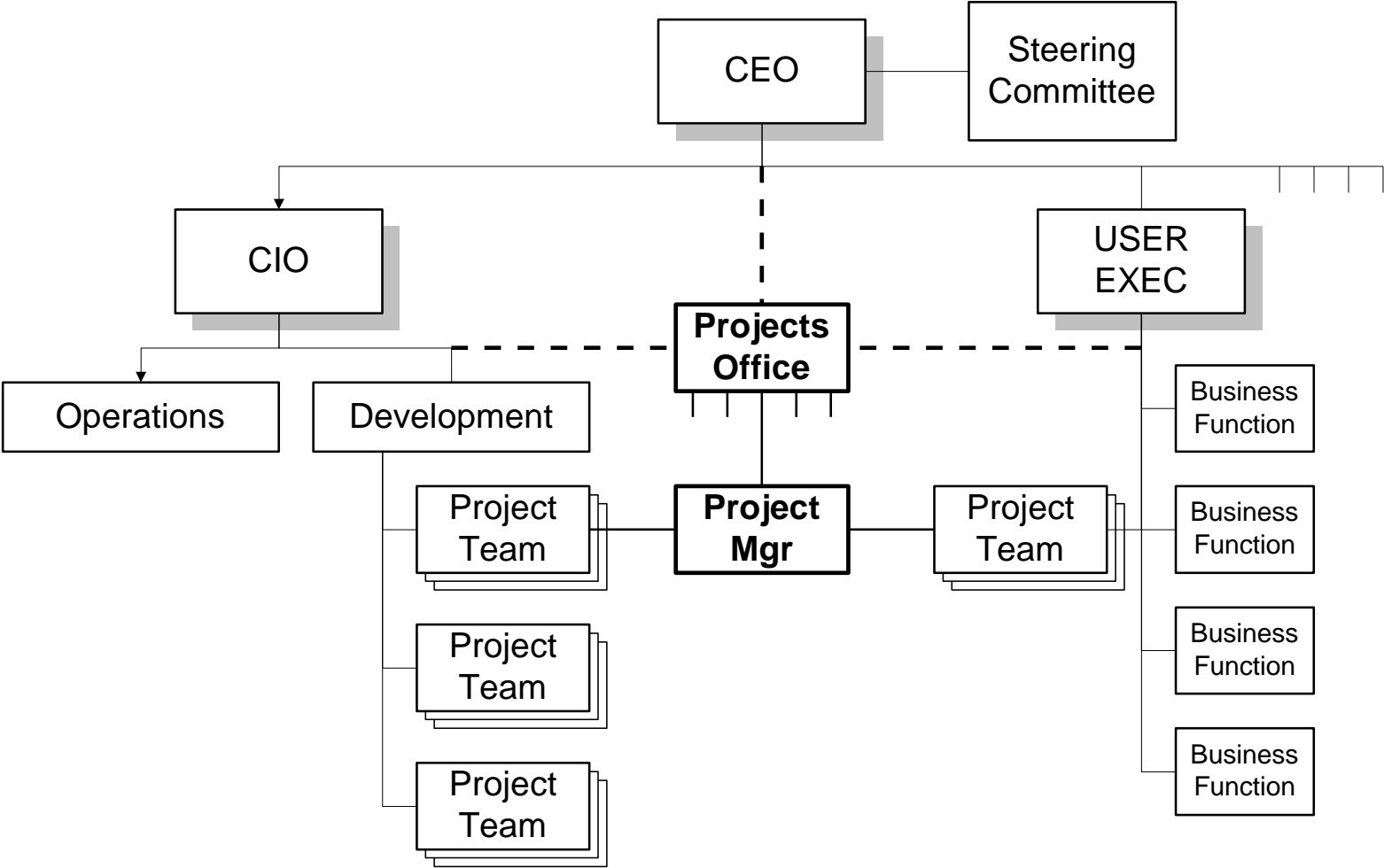
- Development
- Testing
- Conversion

"Leadership is nature's way of removing morons from the productive flow"
Dogbert

Organization of a Project Team



Organization Approachs for Business Process Reengineering



The Large Program Office

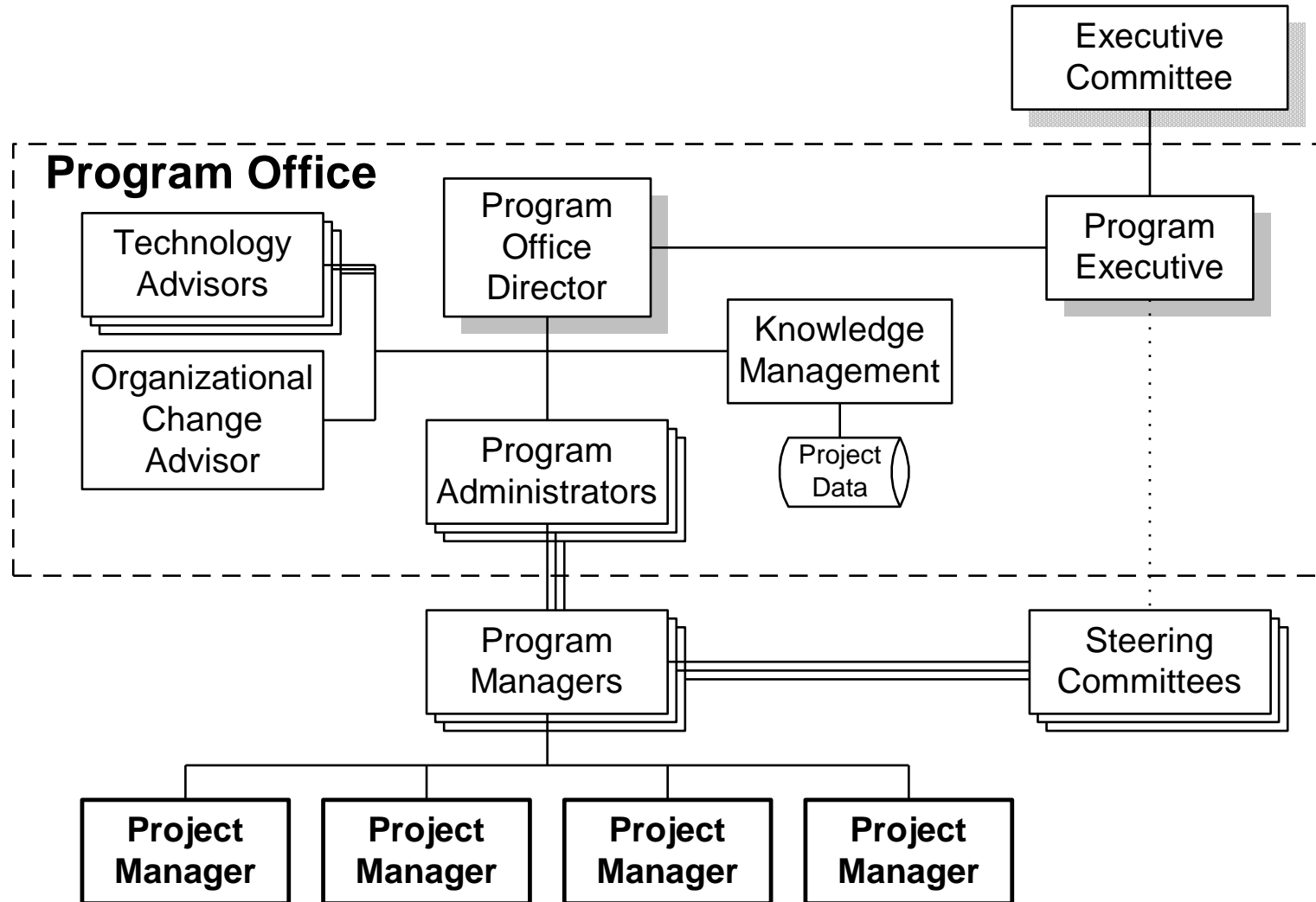
Objectives

- ! Projects are consistent with Business Strategies and ROI
- ! Proven Project Methodology is followed
- ! Project Activities are Efficiently Coordinated
- ! Business Priorities set Project Priorities
- ! Business and Technology Risk is identified and Managed
- ! Project Stakeholders are informed of Status and Progress

Activities Monitored

- ! Resource Allocation
- ! Risk Assessment
- ! Conflict Resolution
- ! Scope Changes
- ! Project Status Coordination
- ! Business Benefits Assurance
- ! Management Reporting

Typical Large Program Office



Program Office Director

- Coordinates all programs & projects
- Approves detailed plans
- Monitors progress
- Produces executive reports

Executive Committee

- Authorizes programs
- Authorizes projects
- Performs formal reviews
- Sets priorities

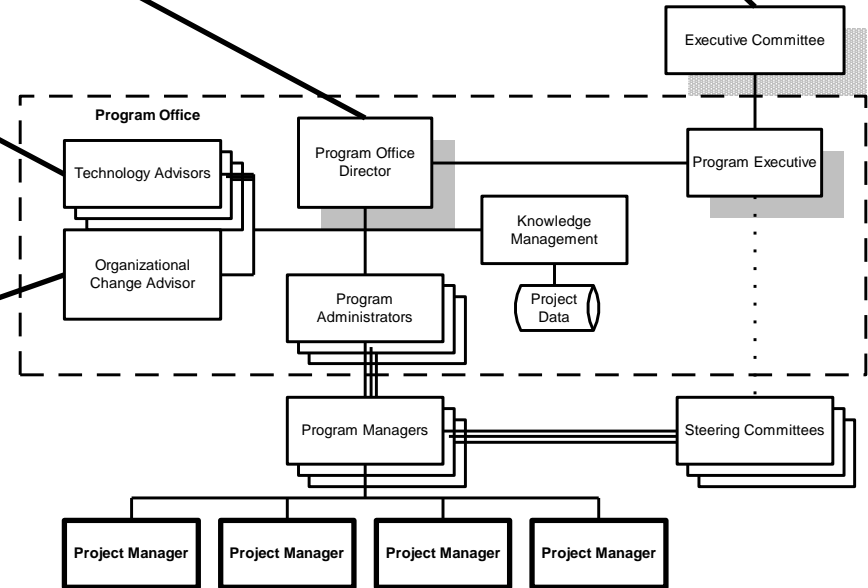
Technology Advisors

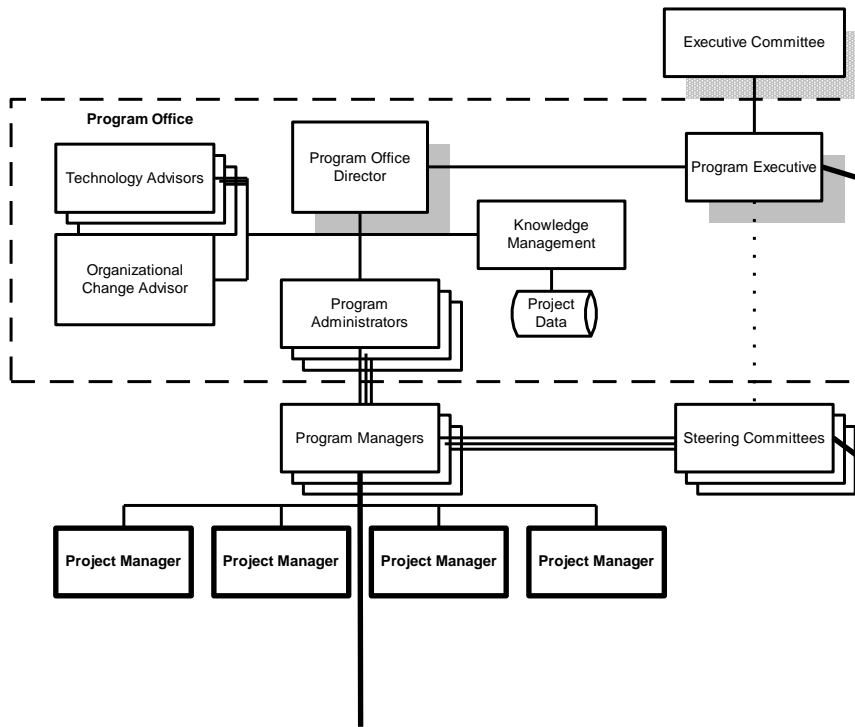
(or Project Management Advisors)

- Overall conceptual designs
- Overall infrastructure design
- Technical quality monitoring

Organizational Change Advisor

- Assess enablers & barriers
- Create Change Agents
- Plan & manage transition programs





Program Executive

- Representative of Executive Committee
- Coordinates usage of non-project participants
- Day-to-Day business oriented advisement

Steering Committees

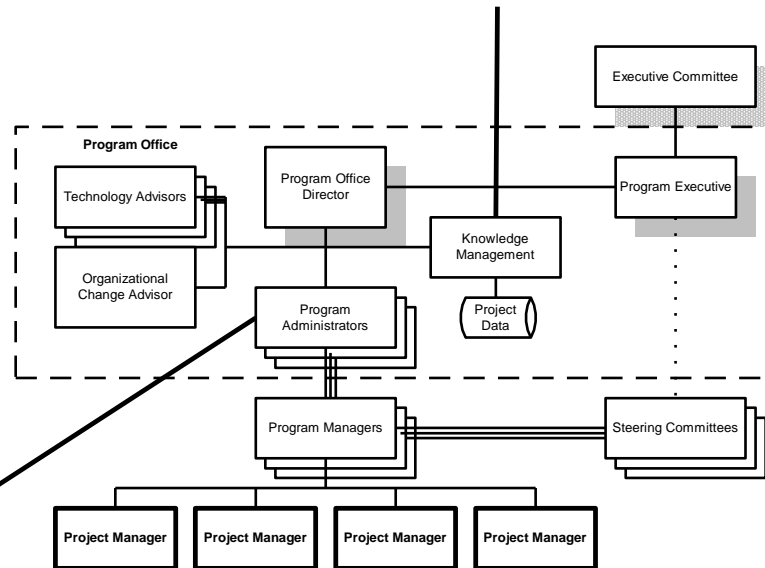
- Users & IT Program direction
- Inter-Project resource allocation
- Project scope adjustment
- Escalation of critical issues

Program Managers

- Overall program technical coordination
- Day-to-day user relations
- Day-to-day coordination of projects
- Routine program monitoring & reporting

Knowledge Management

- Operates Project Management Tool(s)
- Monitors input of plans and performance
- Assures security and consistency of data



Program Administrators

- Tracking & reporting effort and costs
- Monitoring resource usage vs. budget
- Routine & ad-hoc stakeholder reporting

Project Manager

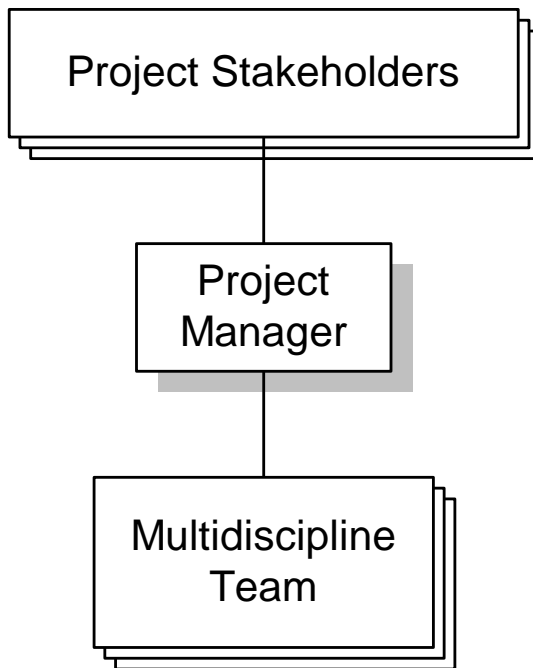
- Leads project team
- Keeps Program Manager informed
- Ultimate responsibility for project success

Summary of Program Office Responsibilities

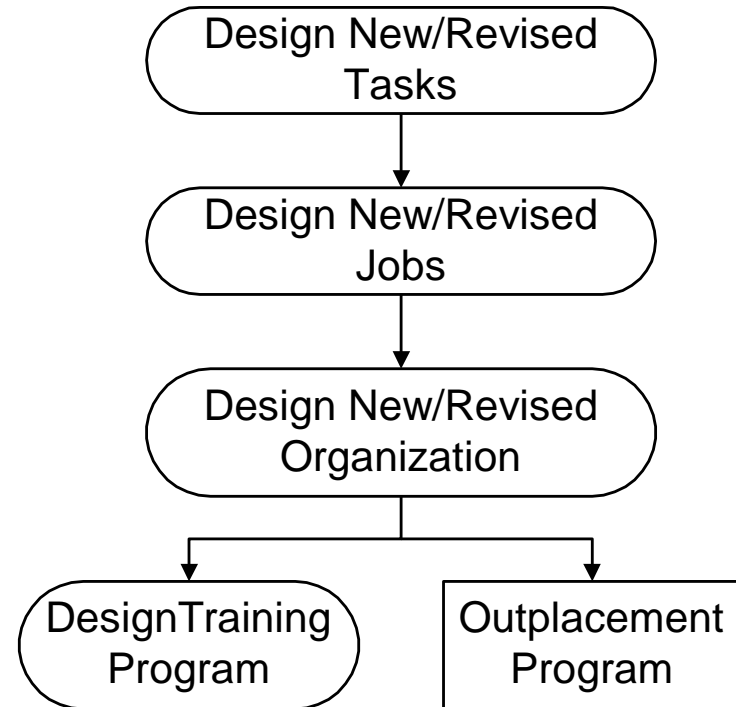
| | <u>Prog Off</u> | <u>Prog Mngr.</u> | <u>Proj Mngt</u> |
|-------------------------------|-----------------|-------------------|------------------|
| ! Issue Management | | ❄ | |
| ! Risk Management | | ❄ | |
| ! Scope Management | | | ❄ |
| ! Quality Management | | | ❄ |
| ! Project Status Coordination | ❄ | | |
| ! Program Accounting | ❄ | | |
| ! Program Communication | ❄ | | |
| ! Resource Management | | ❄ | |
| ! Organizational Change Mgmt | | | ❄ |
| ! Project Support & Control | | | ❄ |

Organization Design Responsibilities

I. Design the Project Organization



II. Design the Object Organization



"There is no limit to the amount of good that people can accomplish, if they don't care who gets the credit"

Parkinson's Laws

Prof. C. Northcote Parkinson, Raffles Professor of History
University of Singapore in Malaysia
Economist, November 19, 1955.

Theorems:

- ! An Official wants to multiply subordinates, not rivals
- ! Officials make work for each other

LAW I

Work Expands to Fill the Time Available for its
Completion

- ! Shopping of Men vs. Women
- ! Cooking from Scratch vs. Prepared Foods

LAW II

The Multiplication of Subordinates

- ! 'A' feels Overworked, he can:
 - ask for a colleague to share the work, or
 - demand the assistance of TWO subordinates, 'B' and 'C'.

LAW III

The Multiplication of Work

! All work will now involve at least 'A' and 'B' or 'A' and 'C', often both

! Subordinates create memos, meetings, and communications with each other

The Mathematics

$$\Delta S \approx \frac{2K^m p}{n}$$

k = number of administrative staff seeking promotion

p = difference between Age of appointment and retirement

m = number of man-hours devoted to internal

communication

n = number of effective units being administered

Some Results

| | Admiralty | Colonial Office |
|-------------|-----------|-----------------|
| Growth/Year | 5.6% | 5.9% |

Admiralty Statistics

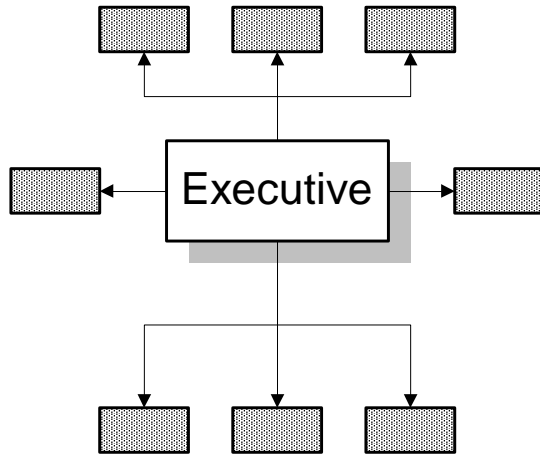
| | 1914 | 1928 | Percent Increase or Decrease |
|-----------------------------|---------|---------|------------------------------|
| Capital Ships in Commission | 62 | 20 | -67.74% |
| Officers & Men in Navy | 146,000 | 100,000 | -51.50% |
| Dockyard Workers | 57,000 | 62,439 | + 9.54% |
| Dockyard Officials & Clerks | 3,249 | 4,558 | +40.28% |
| Admiralty Officials | 2,000 | 3,569 | +78.45% |

Colonial Office Officials During Phase-Out of Empire

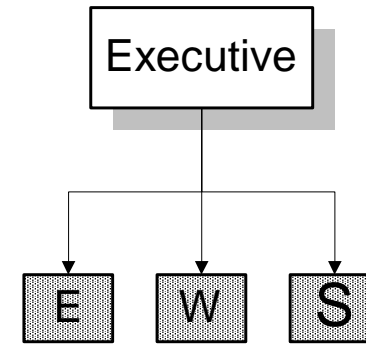
| | 1935 | 1979 | 1943 | 1947 | 1954 |
|-------------|------|-------|------|-------|-------|
| Staff | 372 | 450 | 817 | 1,139 | 1,661 |
| Growth/Year | | 5.24% | War | | 6.55% |

Departmentation Approaches

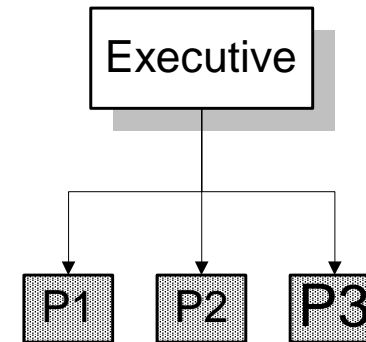
Entrepreneur



Decentralized

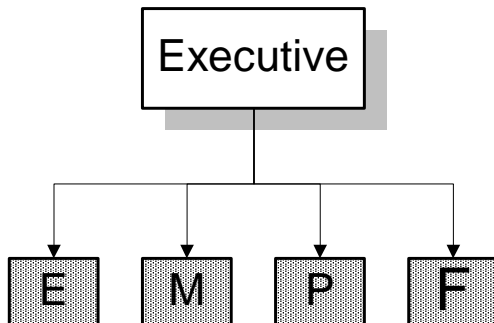


Regional

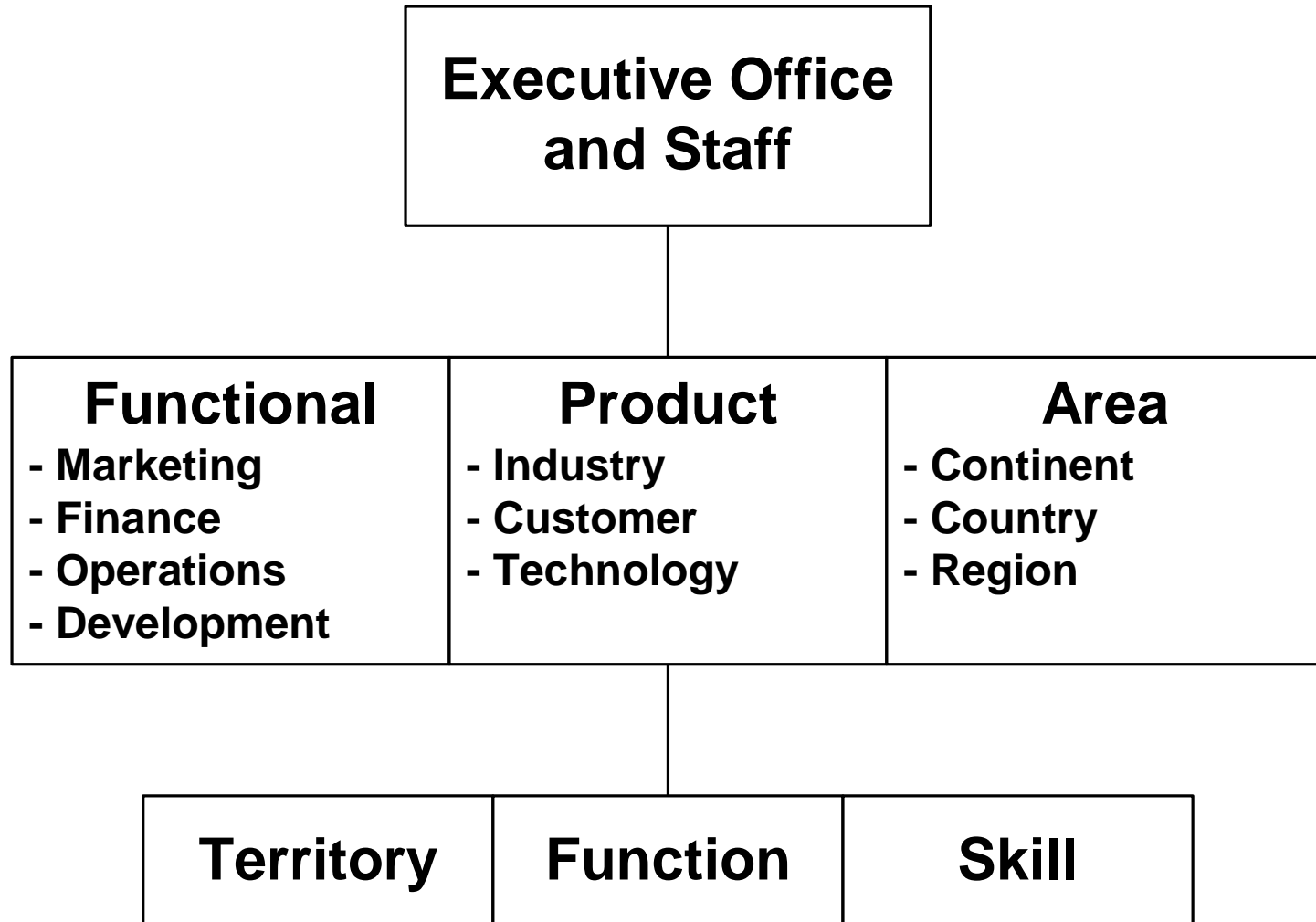


Product

Functional



Departmentation Patterns



Major Types of Organizational Projects

! Portfolio Restructuring

- Are Business/Product Groupings Still Logical?
- Are Regional/Area Groupings Still Logical?

Product, Technology, Logistic Life Cycles

! Operational Transformation

- Are Dramatic Customer Service/Quality etc.
Improvements Possible?
- Are Product/ Service Operational Methods Still Optimum?

Business Process Reengineering Tools

! Strategic Transformation

- Are Corporate Culture/Reward Systems Still
Appropriate?

Teaming, Thinking, Learning Organization