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Learning

Crosswind Success Series:
PMP® Exam Bootcamp Manual

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4.4. Project Manager Performing Integration

Project managers have two roles in connection with the performance of project integration.

They ensure the alignment of project objectives and results with those of the business area, program, and portfolio after working with the sponsor to understand strategic objectives. This allows them to contribute to the integration of the strategy.

They assume responsibility for persuading everyone on the team to work toward attaining project objectives and focus on project-level essentials. This is accomplished by integrating processes, knowledge, and people.

4.4.1. Process Level

At the process level, project managers determine how often and when to apply the processes selected during project tailoring.

4.4.2. Cognitive Level

At the cognitive level, project managers determine the methodology (e.g. Agile, hybrid, or waterfall) that will be used to manage the project. They are expected to exercise proficiency in all knowledge areas and apply experience, leadership, and technical and business management skills to the project. The successful achievement of project objectives and results is predicated on the ability of project managers to integrate the processes in the knowledge areas.

4.4.3. Context Level

At the context level, project managers need to be aware of and understand new technologies and considerations (social networks, virtual teams, multicultural considerations, and new values) when managing integration.

4.5. Organizational Structures, Cultures, and Communications

A critical aspect of project success is the project manager's ability to align the project with the organizational structure in which it exists. Most project environments have some common components such as values, norms, expectations, policies, procedures, established authority relationships, governance, and work hours.

For the exam, it is important to know the main organizational types and their characteristics.

4.5.1. Organizational Cultures and Styles

Organizations consist of people, companies, divisions, and departments, as applicable, which focus on accomplishing business and project goals. An organization develops its culture (or style) over time based on those within the organization and their experiences. This culture can influence project environments, which can ultimately affect project success.

To be effective, the project manager should be aware of the most influential decision makers in the project environment and be sensitive to the primary culture if working on a geographically diverse project.

Organizational culture can manifest itself as:

- Values, beliefs, and expectations
- Policies, processes, methods, and procedures
- Motivation, reward, and compensation systems
- Risk tolerance (seeker, neutral, avoidance)
- Views on leadership, structure, and authority
- Work ethic, hours, and approach to work

4.5.2. Organizational Communications

As organizations and projects become more global, communication and culture play a greater role in project success. The project manager must be able to utilize various tools to communicate with stakeholders throughout the organization, regardless of physical location. Communication tools include computer networks, social networking, websites, email, conference calls, and video conferencing.

## 4.6. Traditionally Recognized Organizational Structures

The project management community has traditionally recognized the following organizational structures:

- Functional
- Weak matrix
- Balanced matrix
- Strong matrix
- Project-oriented (composite, hybrid), also called projectized
- Multi-divisional, which may replicate functions for each division with little centralization

It is very important to understand how these organizations are structured and to understand the impact of their structure on project management.

4.6.1. Functional

The functional organization structure is the established, most commonly used structure in business today. It focuses on **operations where people of a similar skill set are grouped together and managed by someone with that same skill set**.
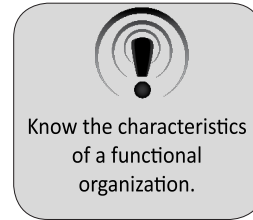
This structure is sometimes called a silo organizational structure because the members of the individual groups (or silos) typically work among themselves more than with the other groups. That makes managing resources, in relation to project management activities, rather difficult because there is little incentive for the resources temporarily assigned to the project to focus on the project rather than on operational responsibilities and activities.

The characteristics of functional organizations include:

- A primary focus on operations and daily repetitive activities
- A secondary focus on projects
- A primary interest in full-time operations personnel
- A secondary interest in full-time project personnel

Project Manager Authority	Resources Available for Project Work	Who Controls Project Spending	Person's Role as a PM	PM Support Staff
Little or None	Little or None	Functional Manager	Part-time	Part-time

Figure 4-4: Functional Organization Chart illustrates the typical reporting structure of a functional organization.
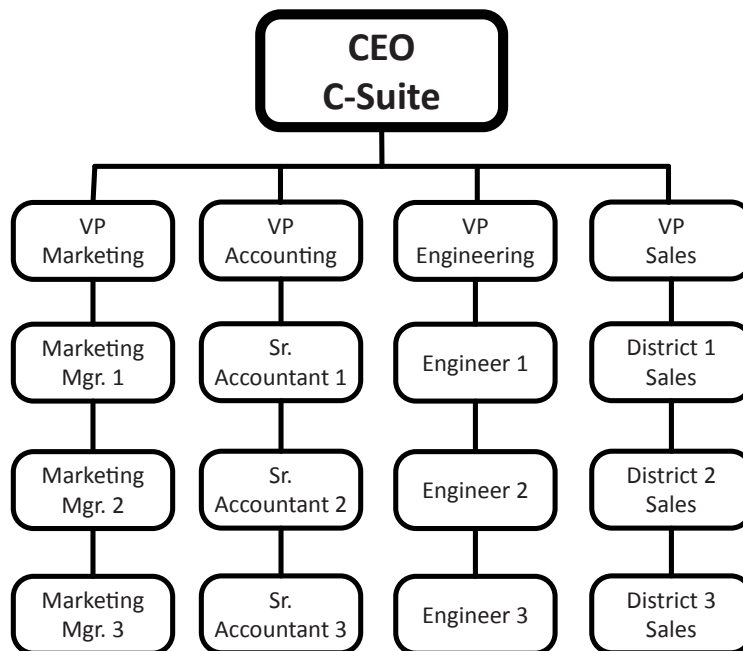

Figure 4-4: Functional Organization Chart
The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 2-1, Page 47

4.6.2.   Matrix (Sometimes called Hybrid)

A matrix organization accommodates established functional organization structures while being flexible enough to implement projects. The organization retains its functional foundation and uses cross-functional teams, bringing resources from various silos together to work on a project.

Know the characteristics of a matrix organization.
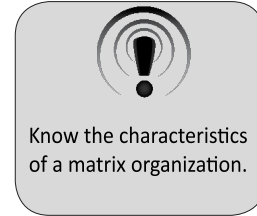
The primary drawback of a matrix organization is that a team member may report to more than one manager, which may result in conflicting priorities.
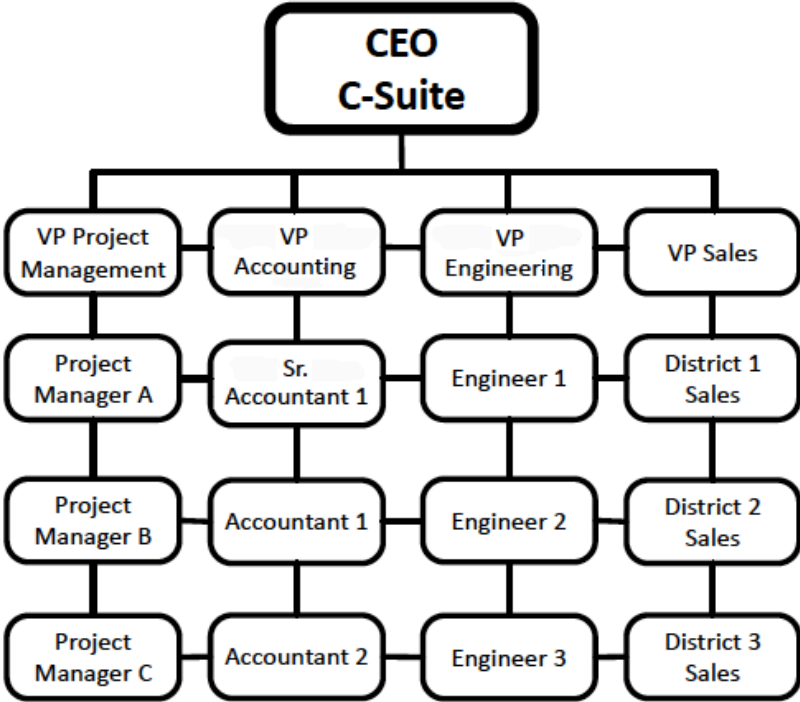
Matrix Organization Types	
Weak Matrix	The weak matrix organization is similar to a functional organization, but makes some accommodations for projects.
Balanced Matrix	The balanced matrix organization represents the middle ground between a strong matrix organization and a weak matrix organization. The **functional manager controls resources** and the **project manager delivers project results**.
Strong Matrix	The strong matrix organization is almost "projectized," but its roots are still functional. It usually has a project management function or group that provides a solid foundation for project management in the organization.

The characteristics of a matrix organization includes:

- A dual focus on operations and projects (as they transition from weak to strong, the project focus increases)
- Dual managers (a functional manager and project manager) for employees
- Resources that focus on dual priorities (projects and operations)

Matrix	Project Manager Authority	Resources Available for Project Work	Who Controls Project Spending	Person's Role as a PM	PM Support Staff
Weak	Low	Low	Functional Manager	Part-time	Part-time
Balanced	Low to Moderate	Low to Moderate	Mixed	Part-time	Part-time
Strong	Moderate to High	Moderate to High	Project Manager	Full-time	Full-time

Figure 4-5: Matrix Organization Chart illustrates the typical reporting structure of a matrix organization.

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                          │     CEO      │
                          │   C-Suite    │
                          └──────┬───────┘
        ┌────────────────┬───────┴────────┬────────────────┐
  ┌───────────┐   ┌───────────┐    ┌───────────┐    ┌───────────┐
  │ VP Project│   │    VP     │    │    VP     │    │  VP Sales │
  │Management │   │ Accounting│    │Engineering│    │           │
  └─────┬─────┘   └─────┬─────┘    └─────┬─────┘    └─────┬─────┘
  ┌───────────┐   ┌───────────┐    ┌───────────┐    ┌───────────┐
  │  Project  │   │    Sr.    │    │ Engineer 1│    │ District 1│
  │ Manager A │   │Accountant1│    │           │    │   Sales   │
  └─────┬─────┘   └─────┬─────┘    └─────┬─────┘    └─────┬─────┘
  ┌───────────┐   ┌───────────┐    ┌───────────┐    ┌───────────┐
  │  Project  │   │Accountant1│    │ Engineer 2│    │ District 2│
  │ Manager B │   │           │    │           │    │   Sales   │
  └─────┬─────┘   └─────┬─────┘    └─────┬─────┘    └─────┬─────┘
  ┌───────────┐   ┌───────────┐    ┌───────────┐    ┌───────────┐
  │  Project  │   │Accountant2│    │ Engineer 3│    │ District 3│
  │ Manager C │   │           │    │           │    │   Sales   │
  └───────────┘   └───────────┘    └───────────┘    └───────────┘
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Figure 4-5: Matrix Organization Chart

The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 4-4, Page 82

4.6.3. Project-oriented (composite, hybrid)

The project-oriented (composite, hybrid) organization, also called projectized, is a structure that has eliminated the silos of specialization that characterize a functional organization. Although this structure has silos, the primary focus is on the project (or operations by project). **This greatly increases the project team's ability to optimize its chances of success.**
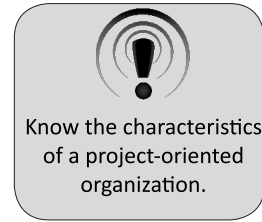
The major drawback of this structure is that, upon project completion, there might not be positions available for all team members. In a matrix or functional environment, team members simply return to their operational positions.

The characteristics of projectized organizations include a team focus on the project work and teams consisting of mixed skills because the focus is on the project rather than a department.

Project Manager Authority	Resources Available for Project Work	Who Controls Project Spending	Person's Role as a PM	Project Management Support Staff
High to Almost Total	High to Almost Total	Project Manager	Full-time	Full-time

Figure 4-6: Project-oriented Organization Chart illustrates the typical reporting structure of a projectized organization.
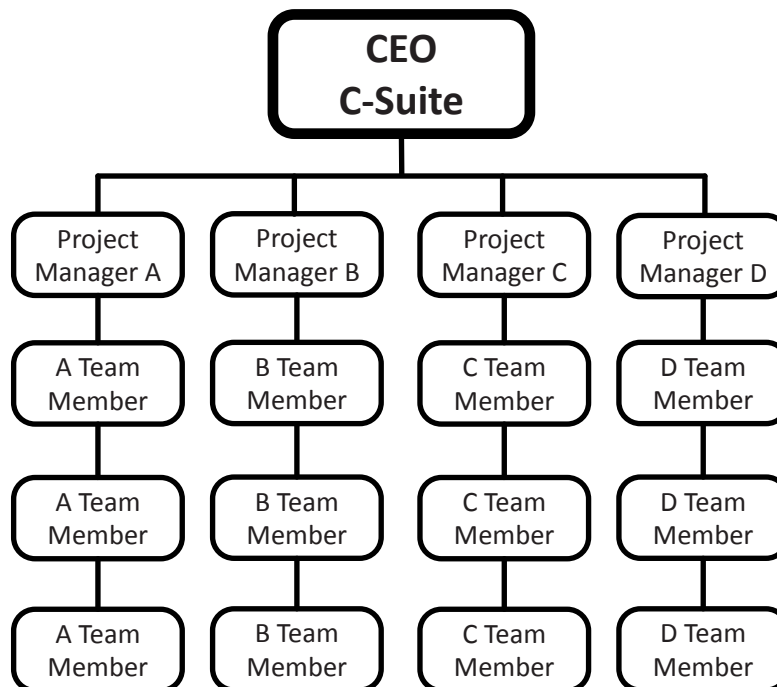
Figure 4-6: Project-oriented Organization Chart
The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 2-1, Page 47

4.6.4. Multi-divisional

A multi-divisional organization typically replicates functions for each division with little centralization.

Multi-divisional characteristics include the following:

- A relatively consistent team structure across locations, divisions, or products
- Work groups are arranged by product, product processes, portfolio, program, geographic region, or customer type
- There may be a flexible configuration for performing projects and project manager may or may not be a designated role.

Project Manager Authority	Resources Available for Project Work	Who Controls Project Spending	Person's Role as a PM	Project Management Support Staff
Little to None	Little to None	Functional Manager	Part-time	Part-time

Figure 4-7: Multi-divisional Organization Chart illustrates the typical reporting structure of a composite organization.
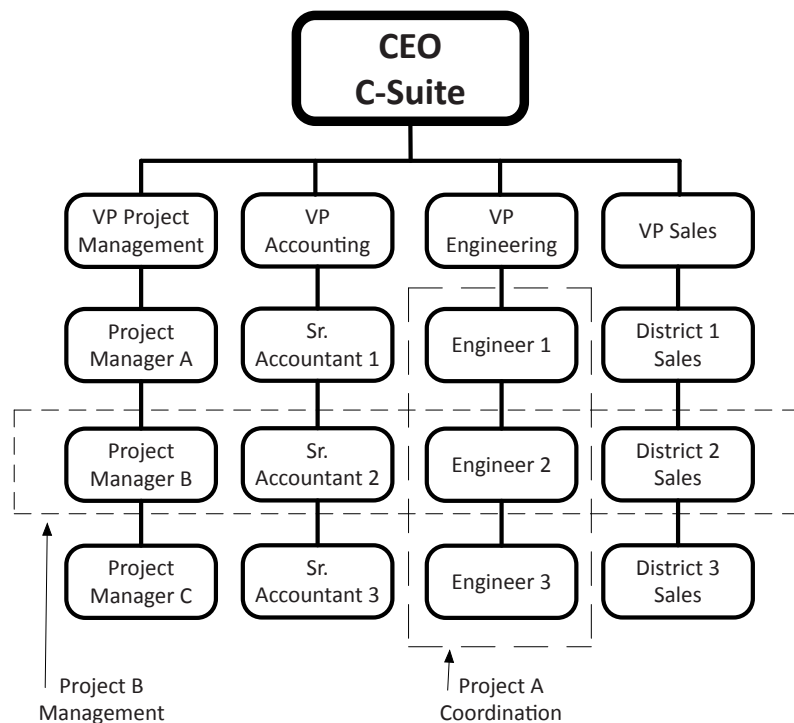
Figure 4-7: Multi-divisional Organization Chart
The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 2-1, Page 47

The source for the above text is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Page 47

4.7. Recently Recognized Organizational Structures

The project management community has recently recognized the following organizational structures:

- Organic or simple
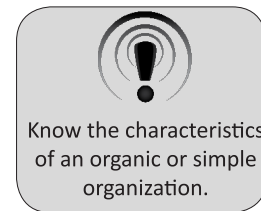- Virtual
- Hybrid
- PMO

While the organic or simple organization is actually the oldest organizational structure, it has not traditionally been considered by the project management community.

It is very important to understand how these organizations are structured and to understand the impact of their structure on project management.

4.7.1. Organic or Simple

An organic or simple organization has an informal hierarchical structure that focuses on the job at hand. Work groups are typically flexible with few designated titles.

There is a flexible configuration for performing projects and project manager may or may not be a designated role.

Know the characteristics of an organic or simple organization.

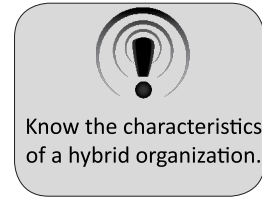| Project Manager Authority	Resources Available for Project Work	Who Controls Project Spending	Person's Role as a PM	PM Support Staff
Little or None	Little or None	Owner or operator	Part-time	Little or None

4.7.2. Virtual

A virtual organization typically has project personnel who are not colocated.   Work groups are arranged using a network structure with nodes at points of contacts with other project personnel.
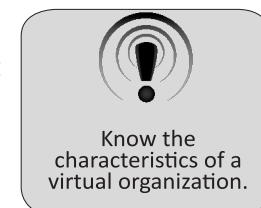
Know the characteristics of a virtual organization.

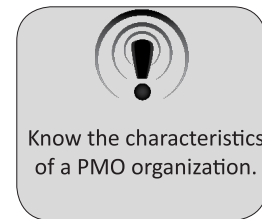| Project Manager Authority	Resources Available for Project Work	Who Controls Project Spending	Person's Role as a PM	PM Support Staff
Low to Moderate	Low to Moderate	Mixed	Full-time or Part-time	Full-time or Part-time

4.7.3. Hybrid

A hybrid structure combines the elements of an Agile organization and a waterfall organization. Work group arrangements vary.

Project Manager Authority	Resources Available for Project Work	Who Controls Project Spending	Person's Role as a PM	PM Support Staff
Mix or Other Types	Mixed	Mixed	Mixed	Mixed

4.7.4. PMO

A PMO structure is configured as needed to accommodate the priority of project work. Work group arrangements vary.

Project Manager Authority	Resources Available for Project Work	Who Controls Project Spending	Person's Role as a PM	PM Support Staff
High to Almost Total	High to Almost Total	Project Manager	Full-time	Full-time