

Selected Topics in Project Management
Organizational Culture
and the
Role of the Project Manager

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<http://perisic.com/stpm>

Typical Roles and Responsibilities of Stakeholders

- Project Manager
 - The individual responsible for the project
- Project Sponsor
 - The one who pays for the project
- Team
 - Does Planning and Execution
- Senior Management
 - E.g. priorities between projects, project charter
- Functional Manager:
 - “owns” resources (IT, marketing, etc.)
- Other Stakeholders
 - Customer, external experts, ...

Organizational Culture and Structure

Functional Manager (FM) vs. Project Manager (PM)

- Functional organization (hierarchical model)
 - PM and FM must coordinate needs regarding resources
 - Matrix organization
 - Shared direction of work
 - Projectized organization
 - Direction of work is by PM
- Consider:
 - Level of authority
 - Communication methods
 - Staff management techniques

4

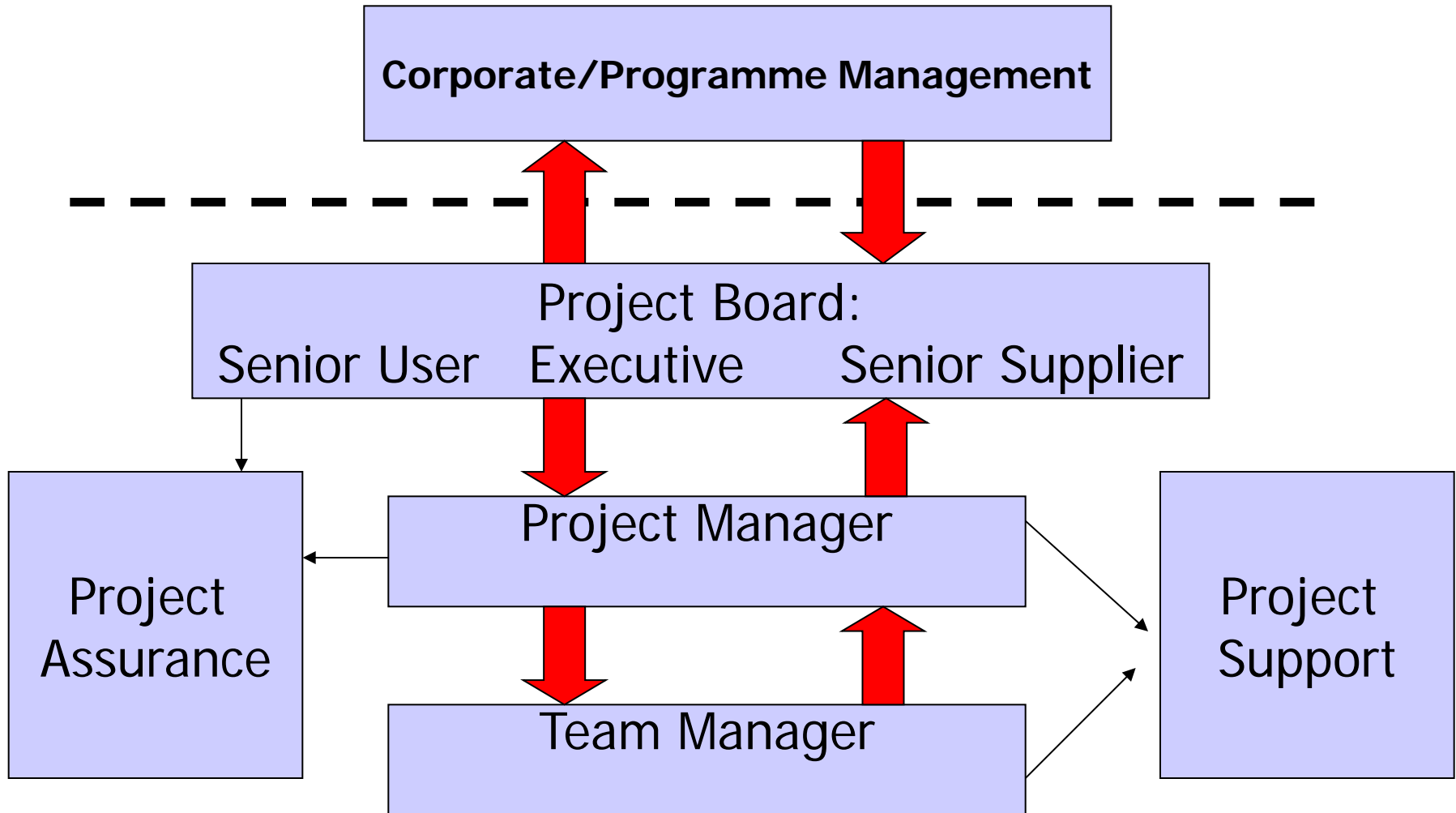
Organizational Models and Project Manager's Role

	Level of authority	Communication methods	Staff management techniques
Functional (hierarchical)	Low	Horizontal flow of information is difficult	Well defined
Matrix organization	Medium	Good information flow	May become problematic (two bosses)
Projectized organisation	High	Excellent conditions	Demanding (uncertainty of "after the project")

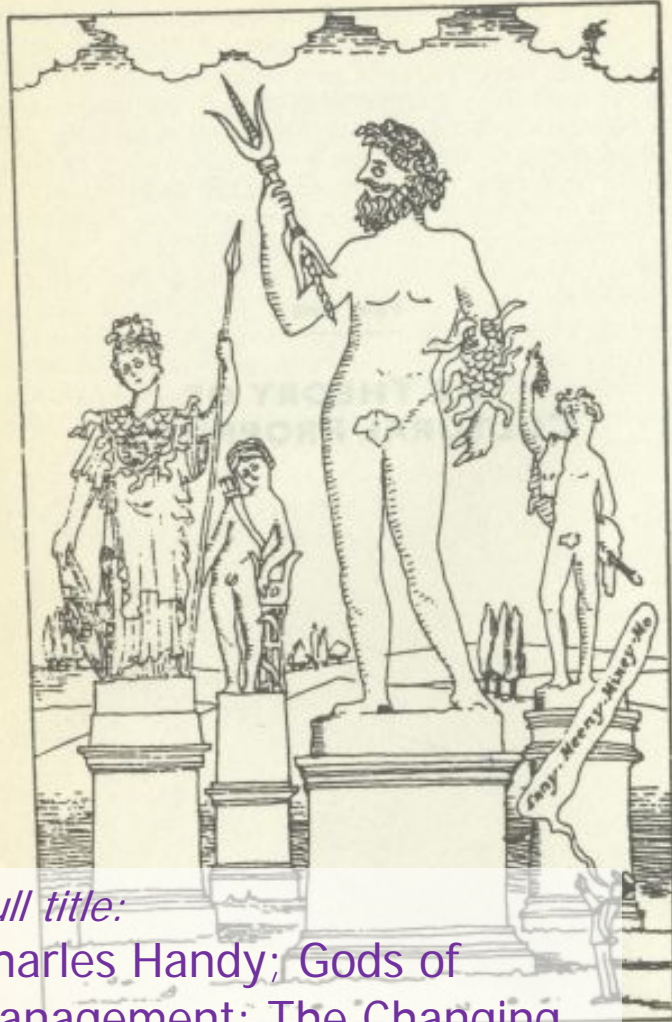
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Example / Case Study

PRINCE2® Management Structure



Charles Handy's "Gods of Management"



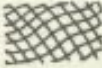



Full title:
 Charles Handy; Gods of
 Management: The Changing
 Work of Organizations;
 Random House, UK, 1995

CHAPTER ONE

THE FOUR GODS OF MANAGEMENT

Each of the four gods gives its name to a *cult* or philosophy of management and to an organisational culture. Each of these cultures has also got a formal, more technical, name, as well as a diagrammatic picture. The name, picture and the Greek god each carries its own overtones, and these overtones combine to build up the concept I am trying to convey. They also help to keep the ideas in one's memory.

<i>The Culture</i>	<i>The Picture</i>	<i>The God</i>
Club		Zeus
Role		Apollo
Task		Athena
Existential		Dionysus

These names, signs and gods do not amount to definitions, for the cultures cannot be precisely defined, only recognised when you

What am I doing for a living?

- I am Principal Lecturer at the University of Bedfordshire.
 - Apollo
- I teach Project Management.
 - Athena
- I work for the VC
 - Zeus
- I am a Project Management Professional.
 - Dionysus

The Four Gods of Management

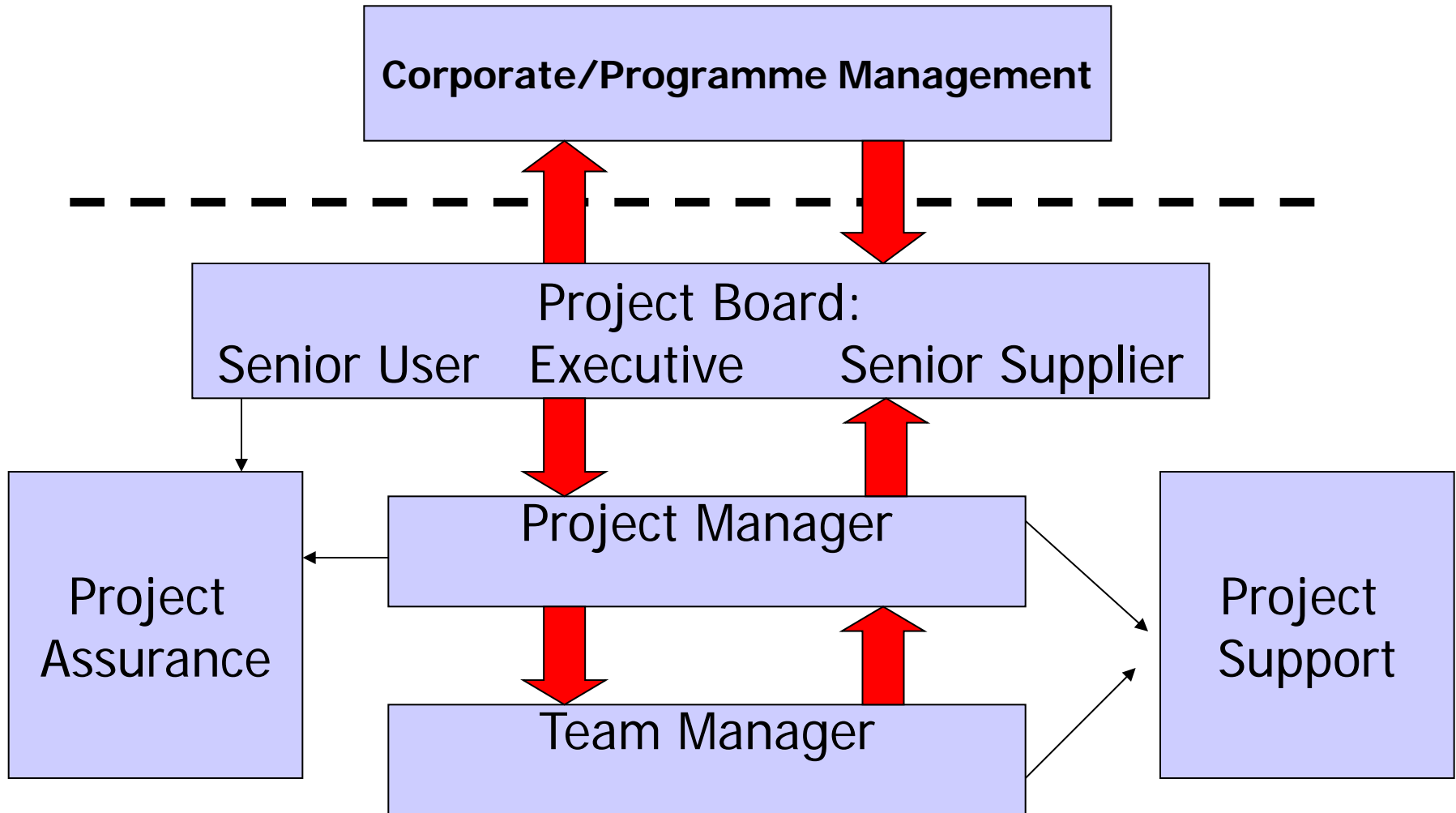
- Zeus: Club Culture
 - Apollo: Role Based Culture
 - Athena: Task Based Culture
 - Dionysus: Existential
-
- See <http://perisic.com/pm/CharlesHandy/> for details (or read the book!)

Organization Models and Project Manager's Role ("Charles Handy")

	Level of authority	Communication methods	Staff management techniques
Functional (hierarchical) Apollo	Low	Horizontal flow of information is difficult	Well defined
Matrix organization	Medium	Good information flow	May become problematic (two bosses)
Projectized organisation Athena	High	Excellent conditions	Demanding (uncertainty of "after the project")
Zeus	Depends on relationship between Project Manager and the sponsor ("Zeus"). Can be excellent or doomed.		
Dionysus	Low	Unreliable	Nearly impossible, needs soft skills.

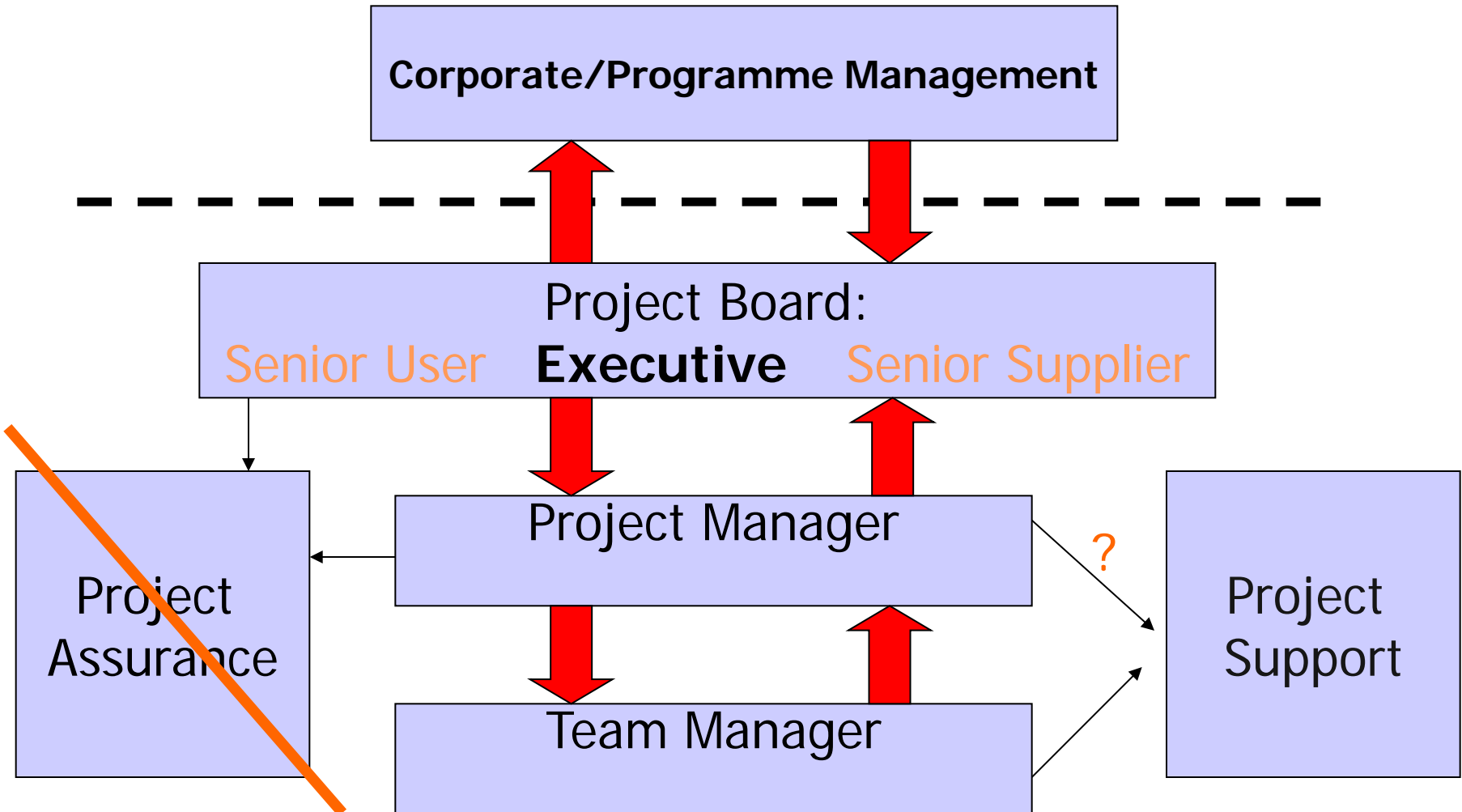
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PRINCE2® Management Structure (as already seen before)



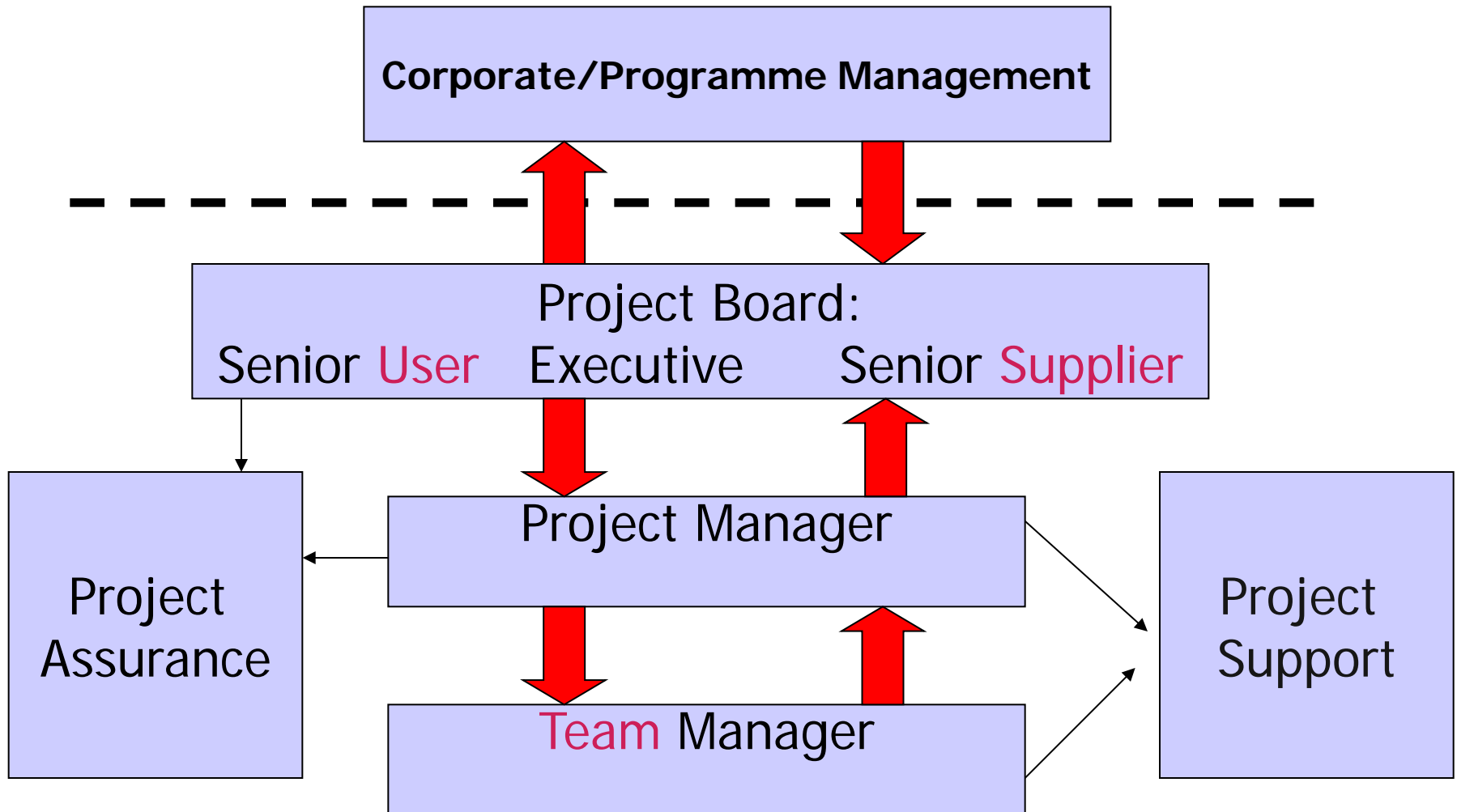
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Zeus - Culture



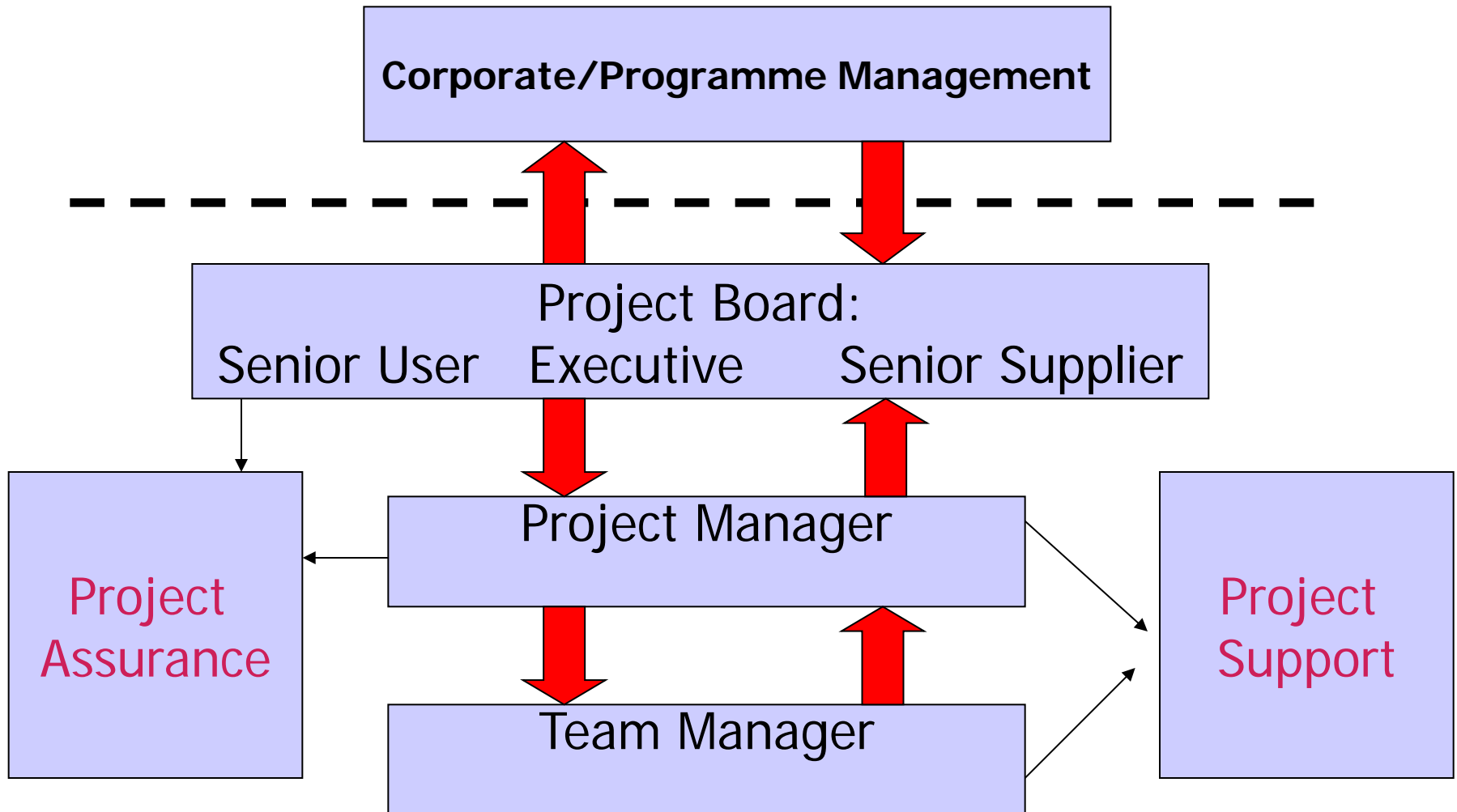
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Athena - Culture



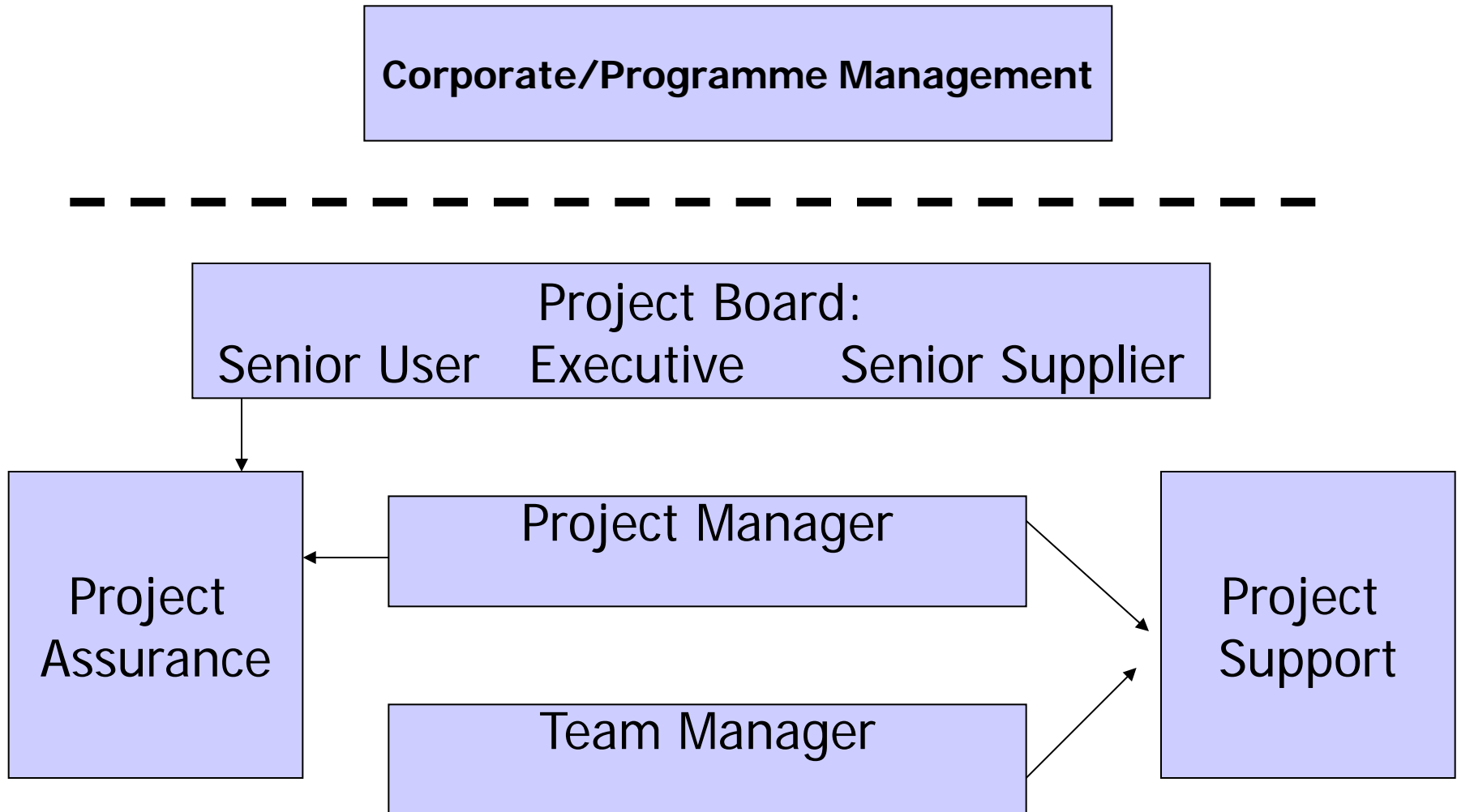
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Apollo - Culture



PRINCE2® Management Structure

Dyonisus - Culture



Why are you here?

- I take a course on project management
 - Apollo
- I learn how to manage projects
 - Athena
- I attend Marc Conrad's talks
 - Zeus
- I want to know about project management
 - Dionysus