

Multi projects case study

Business



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Inefficient utilization of resources, lack of a arsenal development and knowledge growth programmer and a display of dysfunctional behavior by individuals.

The primary causes of the above stated problems were a lack of leadership and no formal system to facilitate effective project Integration. There also seems to be a lack of team culture In the organization and a Limited understanding of the operating guidelines by which the organization should operate the Matrix-type Organization. There are also appears to be no formal communication lines between various stakeholders in the organization.

The recommended solution centered around the creation and Implementation of a Project Management Office (PM). The creation of a PM had advantages that would simultaneously solve a number of the systemic problems inherent In the Multi Projects Inc. Organizational structure.

This would of course require a strategic transformation project to be initiated but the long term benefits of the change are significant and are illustrated in the report. We also recommend that Multi Projects Inc. Should introduce a team building strategy to resolve a number of team dynamic issues that are prevalent.

In conclusion, the problems faced by Multi Projects are not significant enough to come detrimental to the profitability of the organization in the short term. The solution outlined in this report however is a pre-requisite for continuous improvement and the long term competitive advantage of the company.

Multi Projects Incorporation Is a growing project management consulting firm whose strategy is to focus on serving existing clients and targeting growing companies for future business. Multi Projects Inc. Operates as a matrix-type organization, and as new projects come in, a project manager is assigned to it.

The current situation faced in Multi Projects Inc. S that they have to take on a new project for a new client, Growing Corporation, which they thought was never going to materialize. This has caused various conflicts and anxieties to arise between two project managers, Julie Acapulco Ana Jeff Armstrong, ten systems engineering manager, Jennifer Hernandez, and the senior systems engineer, Tyler Vanilla.

Goodly Company is the faithful existing client whose primary reason for utilizing Multi Projects is due to Teller's expertise, knowledge and great work he brings to their projects.

Based on the data ascertained in the case the following assumptions are made: There is no Programmer Management function to which Julie and Jeff report to; Tyler is not utilities in multiple project teams, and is currently only working on the Goodly Company project; As lead systems engineer it is assumed that Tyler has a team of system engineers reporting to him; Multi projects does not utilities a formal tool/ programmer, which would primarily plan and schedule human resources in the execution of projects. The following is an extract written by Fad Susann on 23rd August 2012. The extract provides a brief overview of the matrix-type organization structure, the advantages and disadvantages of such a structure, and how to overcome

the disadvantages of this structure. “ A matrix Organization Structure is a type of an organization structure, which takes the best features of both worlds; I.

E. The productized organization structure and the functional organization structure.

The MAMBO Guide defines matrix organization as the blend of the productized and the functional organization structure. In matrix organization structure, the knowledge and skills of the talented employees could be shared between the functional departments and the project management teams, as needed. Here, the employee generally works under two bosses. The authority of the functional manager flows vertically downwards and the authority of the project manager flows sideways.

Since, the authorities flow downward and sideways, this structure is called the Matrix Organization Structure.

In matrix organization structure, usually employees have two bosses to whom they may have to report. Which boss is more powerful depends upon the type of matrix structure. Matrix organizational structure exists in large multi-projects organizations so that they can move or relocate employees to any team wherever their services are needed. Matrix structure has the flexibility of applying the organization’s talent where it is needed.

Here, employees are considered to be shared resources between the project teams and the functional units.

Matrix organization structure can be further divided into three categories; e. G. 1 . Strong Matrix 2. Balanced Matrix, and 3.

Weak Matrix. Strong Matrix: In strong matrix, most authority and power lies with the project manager. Here, the project manager has a full time role; he controls the project budget, and he has full time project management administrative staff under him. Strong matrix structure has a lot of common characteristics of the productized organization. Balanced Matrix: In balanced matrix, power is shared between the Attitudinal manager Ana ten project manager.

Although, ten project manager NAS Dull time role, he has only part time project management administrative staff under him. In a balanced matrix both managers control the project budget. Weak Matrix: In a weak matrix, the project manager has a part time role with very limited power and authority. His role will be more like a coordinator or an expediter. Weak matrix structure is very close to the functional organization structure.

In a weak matrix structure, the functional manager controls the project budget.

Advantages of the Matrix Organization Structure: Followings are a few advantages of the matrix organization structures: The main benefit of matrix organization is that highly skilled and capable resources can be shared between the functional units and important strategic projects.

Communication is smooth across the boundaries. It is a good environment for professionals to develop their career. Project team can get the highly skilled personnel they require.

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People can be selected based on skills and suitability. Employees have Job security. Typically the efficiency of matrix organizations is higher.

Disadvantages of the Matrix Organization Structure: Some disadvantages of matrix organization structure are as follows: Employees may have to report to two bosses, which can add confusion, and conflicts may arise, particularly in the balanced matrix environment where both bosses have equal authority and power. Conflicts may arise between the bosses regarding the power and authority.

Employees may become confused regarding their roles and responsibilities, especially when they are assigned to a task which is somewhat different than what they were doing. Sometimes unclear priorities may also confuse the employees. Generally matrix organizations have more managers, which make overhead cost very high. Many times in matrix organizations, workload is high. Employees have to do their regular work, along with the additional project related tasks.

How to overcome disadvantages of the Matrix structure: The above discussed disadvantages of matrix organization structure can be overcome by following the guidelines given below. Well-defined and strong communication is very important to gain support from executives, managers, and employees.