

# Atandt of martix structures essay



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2. Matrix structures have a result of coordination problems in highly complex industries. The term matrix comes from the intersection of the horizontal authority-responsibility flow with the vertical floes of the traditional line and staff organization. It is also called the projects structures. In today's workplace, employees are hired into a functional department but may find themselves working on projects managed by members of another department. These arrangements are referred to as matrix organizations. Matrix organizations combine both vertical authority relationships and horizontal work relationships.

Workers are accountable to two supervisors. One is the functional manager in the department where the employee regularly works. Another one is the special project manager who uses the employee's services for a varying period. The matrix structure has several advantages. The matrix can be very effective in a complex, changing environment. In the matrix, meetings are very common. They allow new issues to be raised and problems to be solved. On the other hands, employees can be transferred from one division to another easily. The matrix also enables the sharing of new experiences, methods of handling problems, skills among employees.

In addition, in the matrix employees clearly know who is responsible for the success of the project. The matrix structure also makes possible the participation of workers in the team meetings, discussions and in the attainment of divisional objectives. This means that in the matrix organization employees are motivated because they have relatively larger tasks. Finally, this type of organization is best suitable for global organizations, as in such organizations managers can effectively achieve

goals and be flexible enough to adapt to changing environments. The matrix structures also its disadvantages.

The major problem is the confusion and annoyance caused by the twofold chain of command. Often employees do not know for sure to who and how to report. Potential conflicts can arise concerning the division of authority. The different styles of the matrix described in the outline of organizations are not clearly stated in the organizational charters and this may cause disputes. In global organizations the matrix can cause conflicts related to functional goals of the company and the country's goals. The third disadvantage is that much time is lost to meeting and discussions dedicated to resolving conflicts.

When the relationships among the departments of a company becomes tense and it is really hard to come to a compromise. In fact, it is wasting time in heated debates and discussions rather than actions to attain the companies' goals. Managers in the matrix need human relations training to learn to work with two bosses, which is not easy and requires a lot of time and effort. It is also difficult to keep the power balanced between the functional and divisional sides of the matrix. For AT&T, they are applied the matrix structure systems called the Project Management Center of Excellence (PMCOE).

There PMCOE targeted over 10000 project managers, program managers and their supervisors, as well as holders of the project management professional credential within the company, with the mission to be recognized internally as the resource for project management consulting, mentoring, training, processes, tools and techniques. The project was led by

11 project management professionals with an expense budget that covered the cost of the team's professional development and the costs associated with the annual AT&T project management symposium, a significant PMCOE initiative.

The AT&T project management community is stronger than ever as the PMCOE successfully brought together project managers, program managers, project management organizers and supervisors of project managements across many functional areas and global regions. Additionally, through diligent cost management, comparing estimates to actual and remaining in close communication with the organizational finance coordinator, there have been no project cost overruns. These make the AT&T more successful in late 2000s. 3. The purpose of the headquarters staff is to manage the projects of 3 business. That is why they establish the PMCOE.