

External Enterprise Environment Factors

Marketplace conditions

Social and cultural influences

Legal restrictions

Commercial databases

Academic research

Government or industry standards

Financial considerations

Physical environment elements

Internal Enterprise Environment Factors

Organizational culture, structure, and governance

Geographic distribution of facilities and resources

Infrastructure

Resource availability

Employee capability

Organizational Process Assets

Processes, Policies and Procedures

Organizational Knowledge bases

Adhering to PPP

Utilize Initiating and Planning PPP	HR policy, management approach, checklists etc
Recognize Executing, Monitoring and Controlling PPP	Communication requirement, Tracking work authorization, Vendor evaluation process etc.
Review Closing PPP	Project Audits, Signoffs

Processes, Policies and Procedures - PPP

Leverage Organizational Knowledge Repositories

Project files from past projects

Metrics on data, process, projects and products

Issues and defect database

Lessons learned

Financial databases from past projects

Configuration Management Databases for H/W, S/W etc

Operating within governance framework

Alignment with organizational mission

Risk Management and distribution of positive and negative risks

Performance on time, costs and technical objectives

Communications with correct stakeholder at the correct time

Identifying the Organizational Influences

Two organizational types influencing projects:

- ⚡ Organizations that exist primarily to perform projects for others
- ⚡ Organizations that use management by projects to manage their business

Organizational Structures

Structure	Project Manager Authority	Project Manager Role	Resources on Project
Organic or simple	Low	Part time	Little
Functional	Low	Part time	Little
Multidivisional	Low	Part time	Little
Weak Matrix	Low	Part time	Little
Balanced Matrix	Low to Moderate	Part time	Low
Virtual	Low to Moderate	Full or part time	Low to Moderate
Hybrid	Mixed	Mixed	Mixed
Strong Matrix	Moderate to High	Full Time	Moderate to High
Project oriented	High to Almost Total	Full Time	High to Total
PMO	High to Total	Full Time	High to Total

Organizational Structures - Continued

Structure	Budget Control	Project Admin Staff
Organic or simple	Owner/Operator	Little to None
Functional	Functional Manager	Part time
Multidivisional	Functional Manager	Part time
Weak Matrix	Functional Manager	Part time
Balanced Matrix	Functional Manager and Project Manager	Part time



Organizational Structures - Continued (cont)

Virtual	Mixed	Full or part time
Hybrid	Mixed	Mixed
Strong Matrix	Project Manager	Full Time
Project oriented	Functional Manager	Full Time
PMO	Functional Manager	Full Time

PMO

The project manager reports to the PMO and the PMO may exercise authority over the PMs control of project team.

PMO Types

- ⚡ Supportive - E.g., Consultative Role
- ⚡ Controlling - E.g., Governing Role
- ⚡ Directive - E.g., PMO manages the project.



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