OBS - Organization Breakdown Structure

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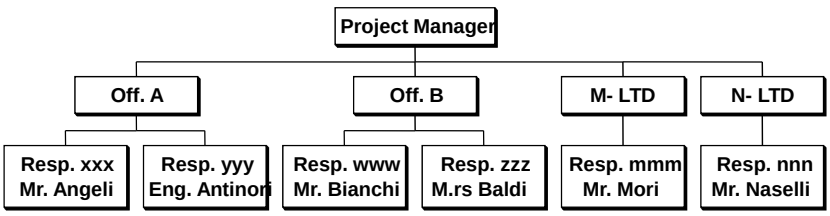
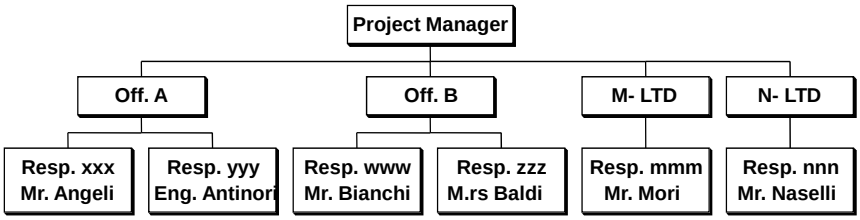
The OBS is a hierarchical decomposition of the project's responsibilities, in order to individuate the person or the office responsible for each work package.



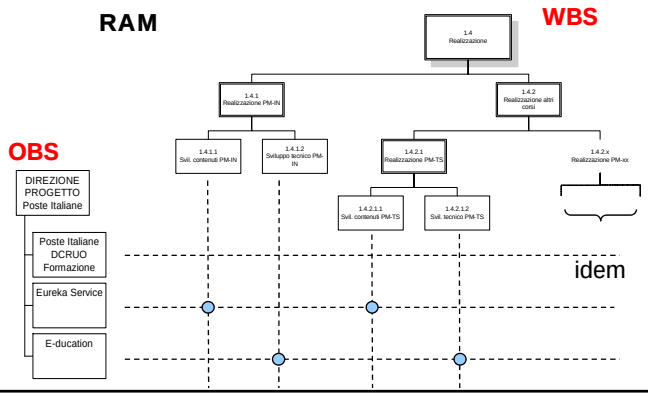
OBS - Organization Breakdown Structure: Why?

- To make **official** the project's staff.
- To make **easier** the coordination and the auditing.
- To **focus** the project's 'actors'.
- To **improve** the comunication inside the project's team
- To determine the responsibility assignment matrix (RAM)



RAM - Responsibility Assignment Matrix

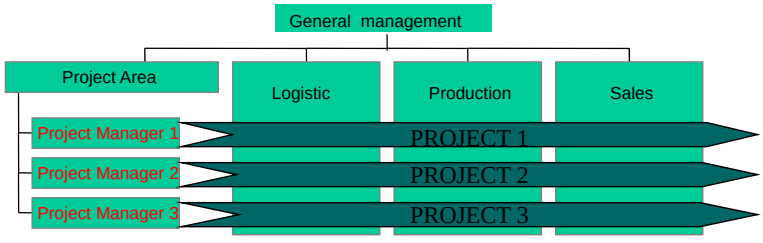
The RAM put together the WBS and the OBS and indicates a personal and unique responsibility e for each WP.



Identification Chart

ACTIVITY	MILESTONE	RESPONSIBLE
A	1	White
B		Black
C	2	Green
D	3	Yellow
E		Pink

Organizational model evolution



Project Management & Matrix Organizational Models

These structures requires a peculiar managerial culture

positive attitude to change
frequent and “open” communication
to feel himself a part of a challenging project

Project Management & Matrix Organizational Models

The conflict and the competition are considered positively
The people accept the uncertainty
The power distance is minimum
Trust, trust and trust

International Comparison

	USA	GB	Sve	NL	DK	F	I
Power Distance	38	32	30	36	18	66	52
Uncertainty Adversion	43	35	28	52	24	80	75

Hofstede e Bollinger

Hierarchy

% of Agreement	USA	GB	Sve	NL	DK	F	I
The Corporate would be better managed if the organizational conflicts would be eliminated	4	14	5	14	14	24	42
It is very important for a Manager to give punctual answers to the staff	18	31	12	21	20	51	62
The processes of empowerment requires the enforcement of the control systems	20	39	39	52	56	70	54
It is often necessary to bypass the Hierarchy if you want to achieve the objectives	75	71	74	62	61	58	25
It is unefficient an organization in which a person has two bosses	50	76	67	59	69	84	83

The main competencies of a Project Leader :

- Resources allocation and management;
- Planning and controlling.
- Coordination

Duties of a Project Leader

Examples of Duties of Project Manager

Define the project.
Prepare the project plan.
Present and sell the project and project plan.
Convey the purpose of the project.
Implement organization policy and procedures.
Apply effective project management methods and tools.
Interact with general management.
Interact with line managers.
Obtain project resources.
Coordinate the use of project resources.
Interact with customers and suppliers.
Interface with other projects.
Prepare and review budgets.
Review milestones.
Develop schedules.
Revise schedules.
Revise budgets.
Manage the project team.
Delegate responsibilities.
Define issues, problems, and opportunities.
Participate in specific project tasks.
Analyze issues.
Prepare management presentations.
Make management presentations.
Determine project status.
Perform "what if" and projection analysis for the project.
Deal with conflict with management.
Deal with conflict within the project team.
Restructure project plan.
Understand the tools and methods used in the project.
Learn from previous projects.
Deal with the impacts of project change.
Coordinate the removal of project team members.
Coordinate the arrival of new project team members.

•**Fonte: Lientz B.P., Rea K.P. (2002):** ***Project management for the 21st century***

4 aspects permit to realize the PjL's objectives (Lientz e Rea, 2002)

- Formal Authority
- Rewarding and punishment power
- Technical competence.
- Social Recognition

2 roles in project management

- *project controller*
- *project engineer*

Project controller

The PjC helps the PjL in managing the planning and reporting system of the project. It is a managerial role and consists (Archibald, 2004) :

- To make planning reporting and auditing;
- To take part to the WBS;
- To make the procedures about cost and timing;
- Gap analysis.

Project engineer

The PjE helps the PjL in projecting and realizing the product or services. It is a technical role and consists (Archibald, 2004):

- To analize the project requirement;
- To hel the PjL in the technical aspects;
- To develop the project in the single parts;
- To manage the enengineering;
- To make the technical procedures.