

Planning Process Group Artifacts

9.1 Plan Human Resource Management

9.1.1 Enterprise Environmental Factors (Input)

PMGT 690, ERAU, Prof. Sherman

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9.1.1 Enterprise Environmental Factors (Input): This homework assignment was taken from PMGT 611. It shed light on how to better an organizational structure. Many inputs make up the Plan Human Management plan, however the enterprise environmental factors provides input for this functions. According to the PMBOK this input would can include: existing human resources, geographical dispersion of team members, policies, marketplace conditions and organizational structure and culture.

Provide details about the mission and specific objectives of the new organizational structure.

Mission

Strategic management is the process of assessing “what we are” and deciding and implementing “what we intend to be and how we are going to get there” (Larson and Gray, 2014). The objective to implementing a new mission is responding to changes in the external environment and allocating resources to gain a competitive edge.

The project at hand is to implement a uniform enterprise resource planning system to serve the university’s academic and administrative needs. The mission is to address the current issues at hand, change the organizational structure by creating a new project plan to adequately address the communication and performance problems.

New Organizational Structure

What is in place we are not meeting the needs of the customer. Our team is appointed lead over the informational technology division: App. Support, Network and Comm, PC support. We will

have a functional manager that will head each unit, however they will report to our team. A good system appropriately balances the needs of both the parent organization and the project by defining the interface between the project and parent organization in terms of authority, allocation of resources, and eventual integration of project outcomes into mainstream operations (Larson and Gray, 2014). After assessing the facts, the organizational structure should effectively allow IT to manage projects. It appears that a matrix arrangement seems appropriate in the new organizational structure. The text states that a matrix system has two chains of command one along the functional lines and the other along the project lines. With our project a stronger matrix seems appropriate. Our team will control most aspects of the project including implementing a new project plan, scope tradeoffs and assigning functional personnel. The morale of the story is that the organizational structure that was in place is not working. Our team will be given more authority and autonomy to meet the customer's needs.

7. Analyze any conflict problems in this case and provide recommendations for remedies.

If we are hired to provide a restructure of the ITD department, we need more authority. Our project team is heading up and fixing a significant issue with the university. We need everyone to communicate with us and coordinate. Selective departments believe that they know what is best for their area's and are not working with or communicating with our project team. This needs to end immediately. We need to establish a kick off meeting with all directors and deans and have all of them identified as key stakeholders. They need to coordinate through us first, prior to making any changes on their end. We are trying to provide an IT system that is recognized and that can be accessed throughout the entire university.

The assistant chief information officer needs to be courteous and professional at all times. We need to build a rapport with all of our stakeholders and we do not have time for anyone on our team to not be courteous. We need everyone to come together to be on time and under budget. I was going to suggest in conjunction with our kick off meetings doing weekly stand up meetings.

If internal conflict continues, our team needs to have a sit down to properly address it. The conflict between heads of departments and the project team could be addressed using a collaborating conflict style (Lussier and Achua). The collaborating conflict style assertively attempts to jointly resolve the conflict with the best solutions agreeable to all parties. By using this approach, the project manager is being assertive and cooperative. Everyone needs to be considerate and professional so that no one gets personal and the conflict becomes dysfunctional.

8. Make an analysis of how communication should flow in the proposed organizational structure?

In the new structure, I believe that each department should have their own communication plan as well as registrars and matrixes. There should be a clear road map on the chain of command and the key points of contacts from all other departments. This section will address an analysis on how the ITD project team can adequately communicate and put together a communication plan when the new structure is in place. The end result is to have an understanding and establish trust throughout the university

The analysis that is suggested will give insight on how the communication should flow between the project team and stakeholders. Also, how communication should flow once the new structure is in place. According to research, an area that is missed too often is not involving the

stakeholders enough. This holds true especially when organizations are attempting to implement changes (Butt and Savolainen, 2016).

The first step would be to implement contractual documents. These documents are not law abiding, but more of an internal contract between the various departments. It will outline that new organizational structure will have established meetings at specific times and locations. This will promote participation. Next would be identifying various groups, along with key points of contacts. This document would go along with an elaborate contact list and stakeholder register. The analysis would identify how (via email) communication will take place. An updated share point will have all of these documents in place. There will be a short cut link on everyone's desktop that will access this share point. Along with the contacts, each department will have their designated communication matrix and plan. This shared server will be transparent and be able to be access by all employee's throughout the university. There will be a place to click on directories as well as the ability to leave comments. These comments will be compiled and addressed at the monthly stand-up meetings.

This analysis for a better flow of communication with the new organizational structure is just a stepping stone. I hope that each point of contacts will add and or delete to fine-tune this plan over the course of time. By getting each department into a routine, this will build understanding, promote trust.

Reference List

Lussier, C.F and Achua, R.N (2013) *Leadership: Theory, Application, & Skill Development* (5ed). South-Western, 5191 Natorp Blvd, Mason, OH

Butt, A and Savolainen, V. (2016) "Project Stakeholder Communication" *International Journal of Project Management*, Vol 34, Issue 8, June 2016, pgs 1579-1595.

Larson, E.W. and Gray C.F (2014) *Project Management, The Managerial Process* (6ed) McGraw-Hill Education, 2 Penn Plaza New York, NY.

