
Project Management: The Managerial Process



. At times, instead of firing someone, you need to induce an employee to leave. This can be done by giving the employee something of value in exchange for their leaving the company. Companies can choose to either pay the employee off or give the employee a good deal. Companies may provide the employee with gifts. "I'm sure you are aware that all of the candidates in the search for a new project manager will have to work on your project. I think you will have to give everybody in the project a raise." By giving the project manager a raise, the company does not appear as difficult to please. Giving a raise to the project manager shows that the company is putting more effort into winning the project.

ABOUT THE CHAPTER The development of a project team is a complicated task. The following lists describe key elements that should be considered when establishing a project team.

1. The scope of the project may be limited by objectives not related to the project team.
2. The scope of the project may be limited by the resources available for the project.
3. The size of the project may be limited by the available resources.
4. The project may require specialized skills.
5. The project may need approvals from a large number of parties.
6. The project may have a large team of people on it.
7. The project may have a large amount of time involved in it.
8. The project may involve people in more than one department.
9. The project may have a large budget.
10. The project may be led by multiple managers.
11. The project may involve many people in more than one location.
12. The project may have many criteria by which the performance of the people on the project can be judged.
13. The project may have a high importance or urgency factor.
14. The project may be small.
15. The project may be of a high standard.
18. The project may be challenging to implement.
19. The project may be familiar.
20. The project may be sensitive to security concerns.
21. The project may be simple.
22. The project may include many people.
23. The project may not include people of similar experience levels.
25. The project may include a large number of people and require a long period of time to complete.
26. The project may involve people from many different departments.
27. The project may involve multiple locations.
28. The project may require only a small number of people to complete it.
29. The project may require

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chapter 8 answers project management the managerial process 5th edition chapter 8 answers project management the managerial process 5th edition chapter 8 answers project management the managerial process 5th edition MANAGING RISK 210 chapter 8 answers project management the managerial process 5th edition chapter 8 answers project management the managerial process 5th edition . THE MANAGERIAL PROCESS OBJECTIVES AND SCOPE 1. OF THE MANAGERIAL PROCESS . the managerial process. 8. TOP The Managerial Process 11th edition 109 9. a project failed. CHAPTER 14 The Divisional Organisation "A firm's physical and human resources are frequently divided into departments, and those departments are themselves subdivided into subunits." The project manager is expected to move across the divisional structure, from one department to another. If this is done with care, the project manager will probably avoid the following common mistakes. 14. HOW MANY DEPARTMENTS SHOULD BE IN AN ORGANIZATION? SECTION 14.1 The Structure of a Divisional Organization 14.1.1 The divisional structure of an organization is that which, in its nature, is the natural unit of management. The divisional structure of an organization is, in general, independent of the physical layout of the organization. It is the top management team who sets the divisional structure of the organization. Divisional structures can be quite simplistic or extremely complicated. For example, a company might be organized with a divisional structure similar to that of a university (Figure 1.1 and 1.2). Another company may have no departments at all (see Figure 1.3). Another company may have completely different divisions as shown in Figure 14.1.14 The Divisional Organization. The manager is not responsible for the composition of the divisional structure. A manager will usually deal with the divisional structure and therefore, must be aware of the divisional structure of the company. WHAT IS THE DIVISIONAL STRUCTURE OF AN ORGANIZATION? SECTION 14.2 Divisional Structure and Divisions The organization's divisional structure determines the way in which the business of the organization is to be carried out. The organization is normally made up of one or more divisions. Each division has some kind of functional responsibility. This divisional structure is intended to make use of the organization's productive and managerial resources more effectively. 14.1.2 The divisional structure is the natural unit of 3da54e8ca3

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