

Chapter 1 Solution

While we can never be completely certain about what may happen on a project, the culture and organizational structure for the hospital will have an effect, so it is important to consider the challenge questions. Here are my answers to these questions, which you can compare to your own thoughts:

1. What advantages might you experience due to Dr. Olsen's position as the hospital COO?

As the COO, Dr. Olsen will have significant influence and exposure to a large percentage of activity in the hospital. She will be very knowledgeable and understand how the hospital's culture and organization will affect your project. That information will be critical for you to successfully guide the project.

2. What advantages and disadvantages will Dr. Olsen's busyness provide relative to your ability to manage the project?

Dr. Olsen's time for assisting you will be limited. Her allocation of time to your project will probably be influenced by the hospital's culture for supporting projects. As a project manager, you will have to use Dr. Olsen's time wisely and efficiently. You may also have to be flexible when working with her to accommodate her schedule and management priorities.

3. What advantages will Dr. Olsen's responsibility as manager of Physician and Patient Services provide to your project? What potential disadvantages will the management responsibilities of others (the purchase and management of the hospital's technical equipment and staffing) have to your project?

Because your project involves scheduling hospital facilities for the benefit of patients and physicians, Dr. Olsen will have direct influence over significant aspects of your project, which is a valuable organizational advantage. However, with the new cancer ward construction and the amount and availability of facilities is managed by others, Dr. Olsen's influence will be indirect. You and Dr. Olsen will have to work closely with her management peers. You will need to understand the organizational influence and the management culture that exists among the hospital's management team. At best, it is a disadvantage because it will involve more time and effort working with other significant stakeholders. At worst, if Dr. Olsen and her peers don't have good working relationships or they have differing opinions, you may require significant negotiation and finesse to manage the project. The culture of how decisions are made and how disagreements are resolved will influence the management of this project.