

# Resource Management in a Matrix Environment

## Challenges with a Matrix Organization and Resource Allocation and Management

- Resources may have essentially two bosses
- Reporting lines are not clear
- The allocation of resources is based on relationships, personalities and *deals*, and at times on ulterior motives more so than on the merits of the situation
- The PM and the functional managers tend to clash often over the resource availability
- The PM is also likely to have friction with other PMs regarding the competition over the resources
- PMs are actually junior to those whom they manage
- Resources allocated to perform project work may not be suitable for the job

## PM-BA Collaboration Can Help

- PMs need the help of BAs in defining roles and responsibilities and matching the resources to tasks and activities
- A clear set of resource requirements and an understanding of the stakes and the options for trade-offs are important ingredients for reducing conflict and improving collaboration around resource allocation