

- Dysfunctional conflict:
 - Functional manager needs to ensure the functional unit maintains performance and may be reluctant to release valuable resources to the project. Whereas the project manager requires specialist resources from the functional unit.
 - Conflict

- Infighting:
 - The matrix structure often requires a sharing of resources and equipment across projects and functions.

- Stressful:
 - Project participants exposed to stressful situations.
 - Two bosses from opposing directions.

- Slow:
 - Extensive negotiations, agreements and decision making required between the project and functional manager

Matrix types

1. The weak matrix structure:
 - a. the functional managers who control the project, with the project manager having little authority over project decisions and resources.

2. The strong matrix structure:
 - a. the project manager has ultimate authority and control over the project.

3. The balanced matrix structure: