Project management 101 *by Zavanak*

1. WHAT IS A PROJECT?

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1.3 Project definition

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A definition of what a project is

A **project** is a temporary endeavour to create a specific output for a customer using defined and organised resources in a controlled manner, within a defined time period and budget.

A project is the most effective way of achieving successful change

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Customer or client?

Client

- the organisation for which the project is conducted
- someone who is rendered a service (such as professional advice)

Customer

- an entity that pays for work to be done
- someone who represents the interests of the client

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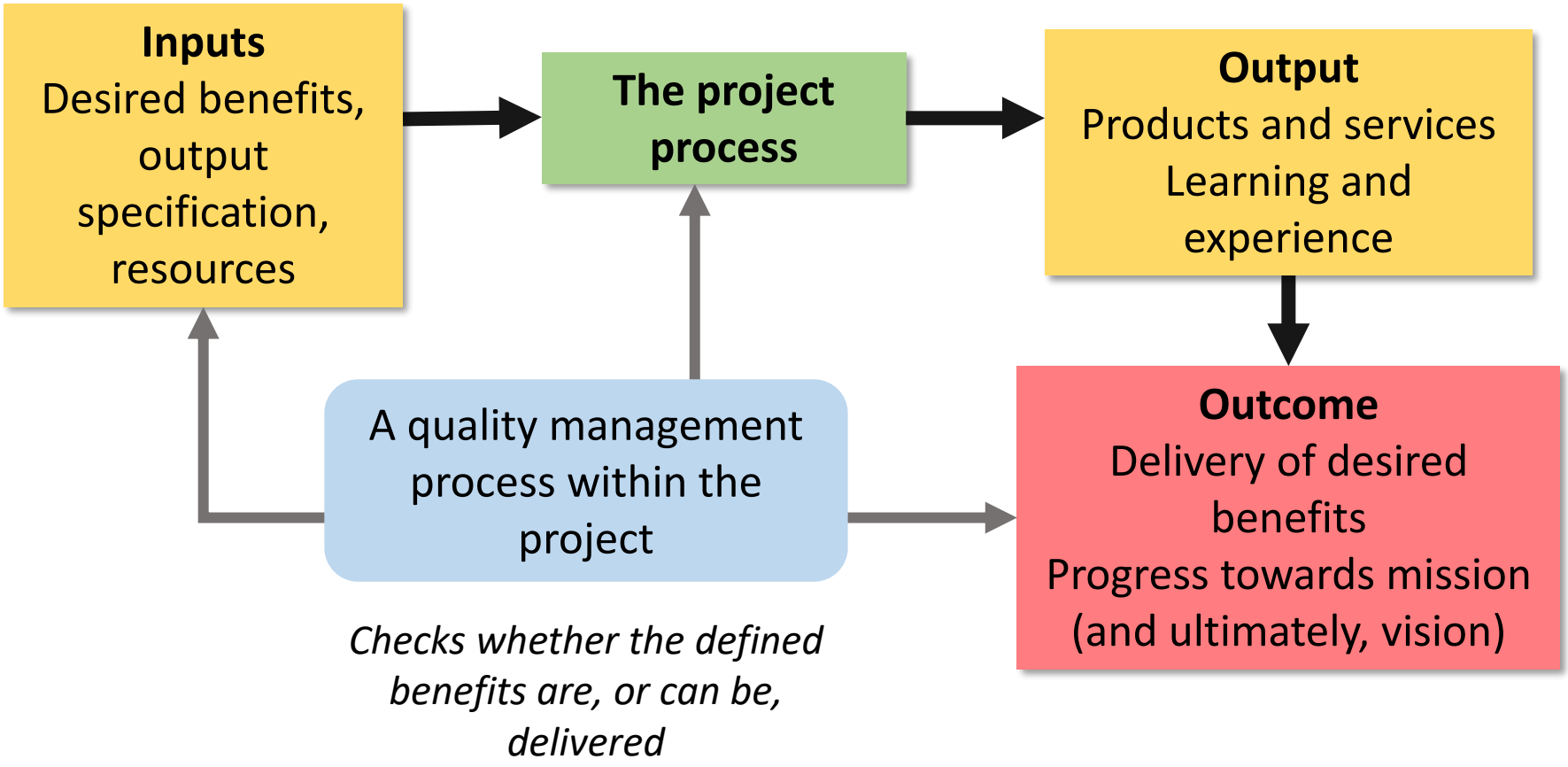
The essence of any project



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What makes a project a project?

A project …

… supports a sensible outcome

… makes sense as an entity in itself

… has supporters

… has stakeholders

… involves risk

… has an obvious finish

… has a logical sequence of activities

… needs problem-solving and creativity

… involves some degree of differing opinions

… may well need different skills at different times

… is unique – <u>but only as much as it needs to be</u>

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Projects come in all shapes and sizes

1 person	100,000 people
< £100 value	£1 billion value (megaproject)
Deadline next week	Deadline next decade
Crystal clear goals	Vague fuzzy goals
Cerebral	Physical
There is one end-user	There are many end-users

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What kind of project and what kind of system?

	Deterministic	Stochastic	Adaptive
Closed system (Internal)	Highly predictable *(e.g. minor software upgrade)*	Some uncertainty over the chance of success *(e.g. new drug development)*	Changes in response to an emerging situation *(e.g. defence against a takeover bid)*
Open system (crosses organis-ation boundary)	Unlikel	Probability of changing external factors *(e.g. ser preferences, new gulations, etc.)*	Very sensitive to emerging influences *(e.g. new social care programme - political pressure, public anxiety, media interest)*

The great majority of projects lie here – internal projects carried out within the organisation and for itself.

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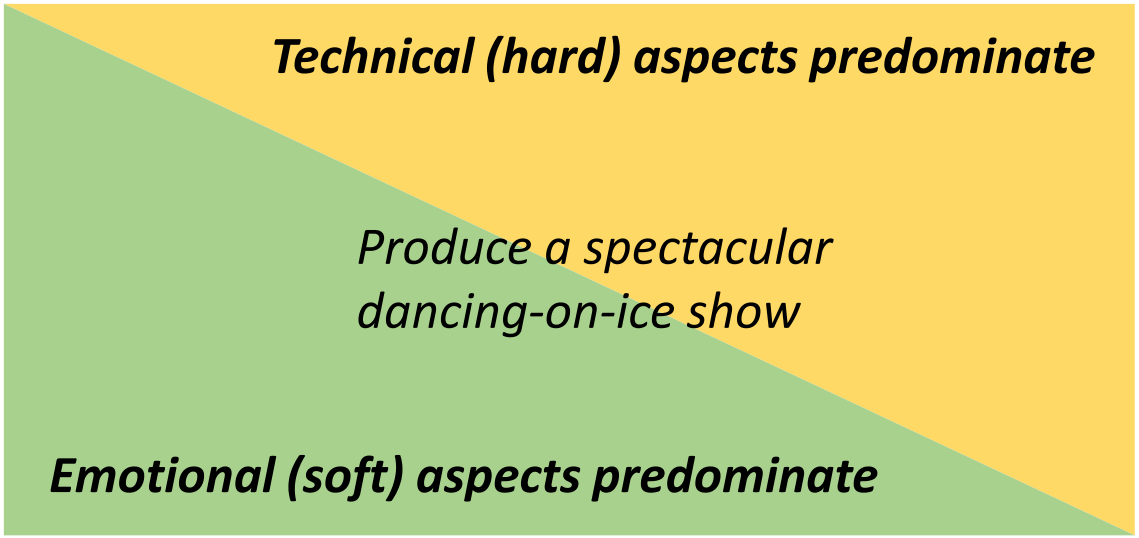
The texture of the project

- Priorities for project are clear
- Solution is product or service oriented
- Benefits are more quantitative



Build a wind turbine

Install an IT firewall system

Run a training programme

Reorganise a department

- Priorities for project may evolve
- Solution is people oriented
- Benefits are more qualitative

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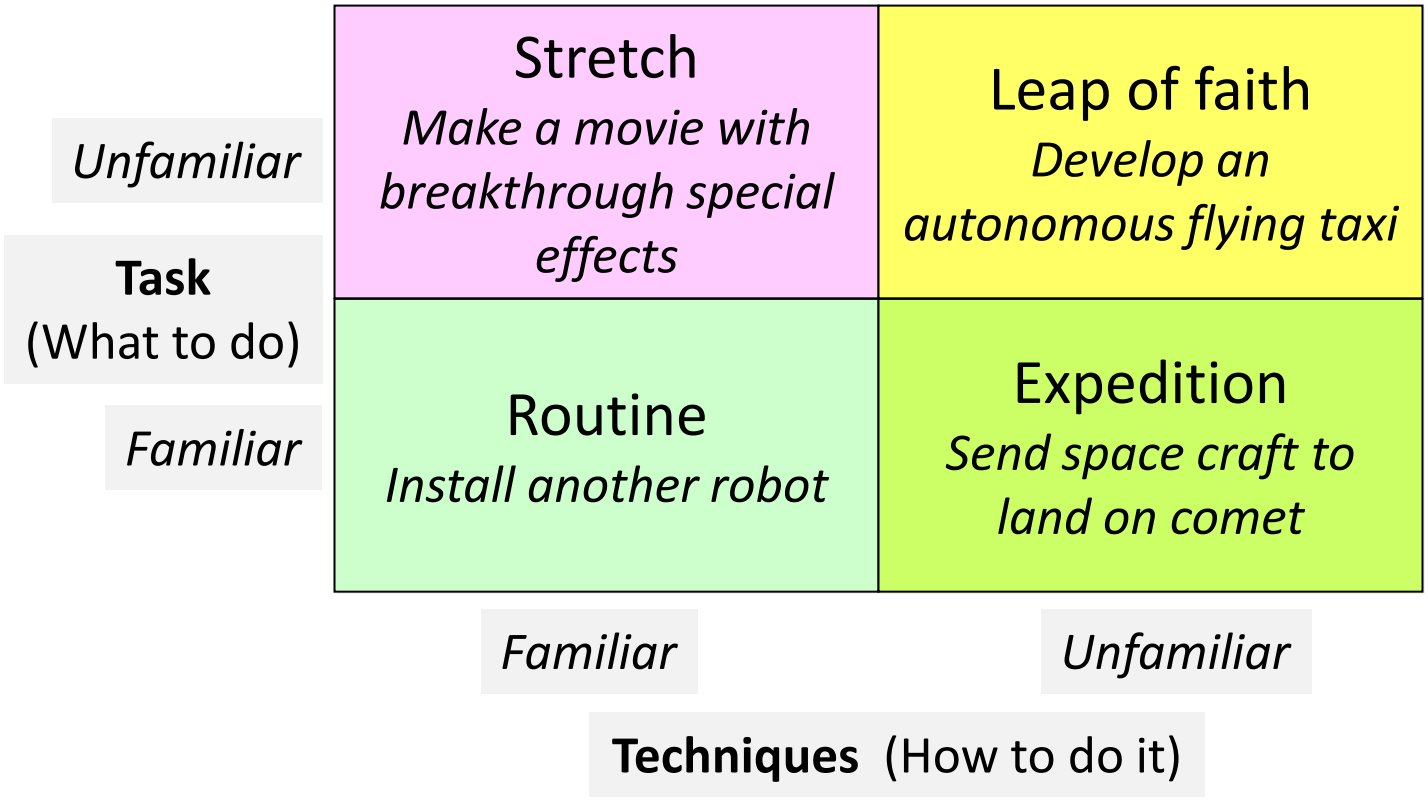
Projects have lots of different characteristics



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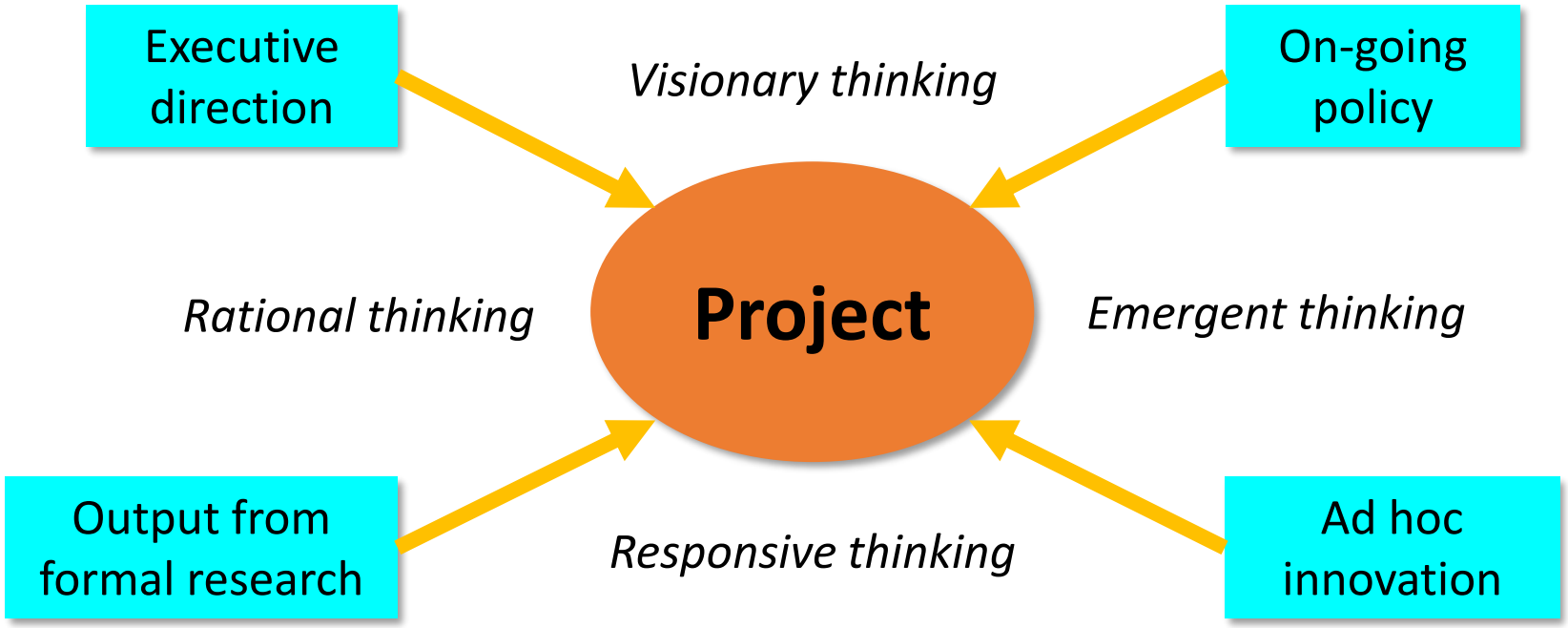
Projects can come from many directions



Achieving change in a controlled and predictable manner

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