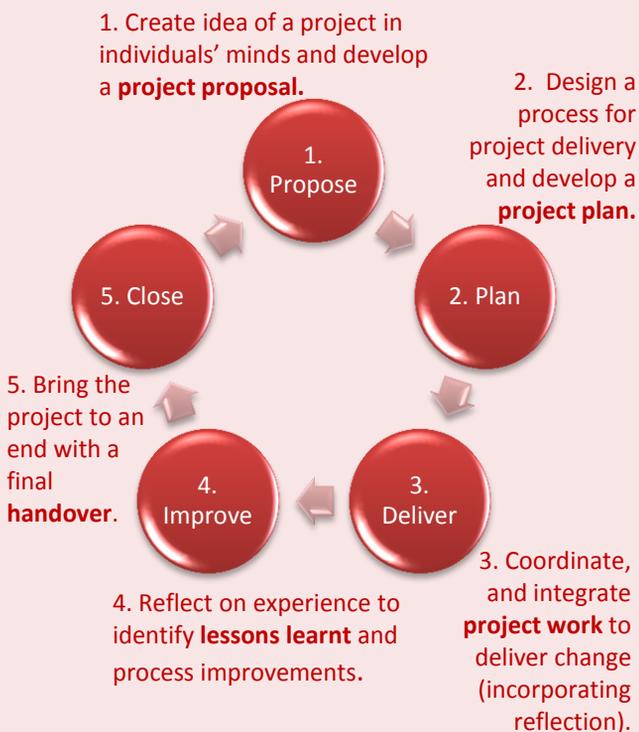


PROJECT BASICS

Perspectives on projects, project success and team work

Taking a socially constructed view – a **project** can be defined as a temporary inter-subjective phenomenon that exists within the communication network of many individuals to which resources are assigned to do work that brings about beneficial change.

Project life cycle



Adapted from Maylor (2010) and Morris (2013).

Objective phenomena often associated with a project are:

Resources such as raw materials, equipment, tools, human resources and skills, finance etc.

Work on a project is usually broken down into **activities** and **tasks** denoted by a strong verb, such as design, create, collect, deliver etc.

Products are created as a result of product work. These are the tangible objects and will depend on the type of project. For example, a business project might create a strategy document; and education project may produce training material and deliver a workshop; an events project would produce promotional material, a timetable etc.

Individuals involved with a project will be the members of a **team** who undertake the project work and other **stakeholders** who can influence, contribute to, or will be affected by, the project.

Beneficial change refers to a subjective phenomenon associated with a project. Projects can be considered to be “engines of change” (BS6079 2010). Changes brought about by a project can have intended and unintended consequences, that can be beneficial or detrimental, and are often referred to as project **outcomes** (as distinct from outputs or products).

Perspectives on project, project success and team work

PROJECT SUCCESS

Project constraints



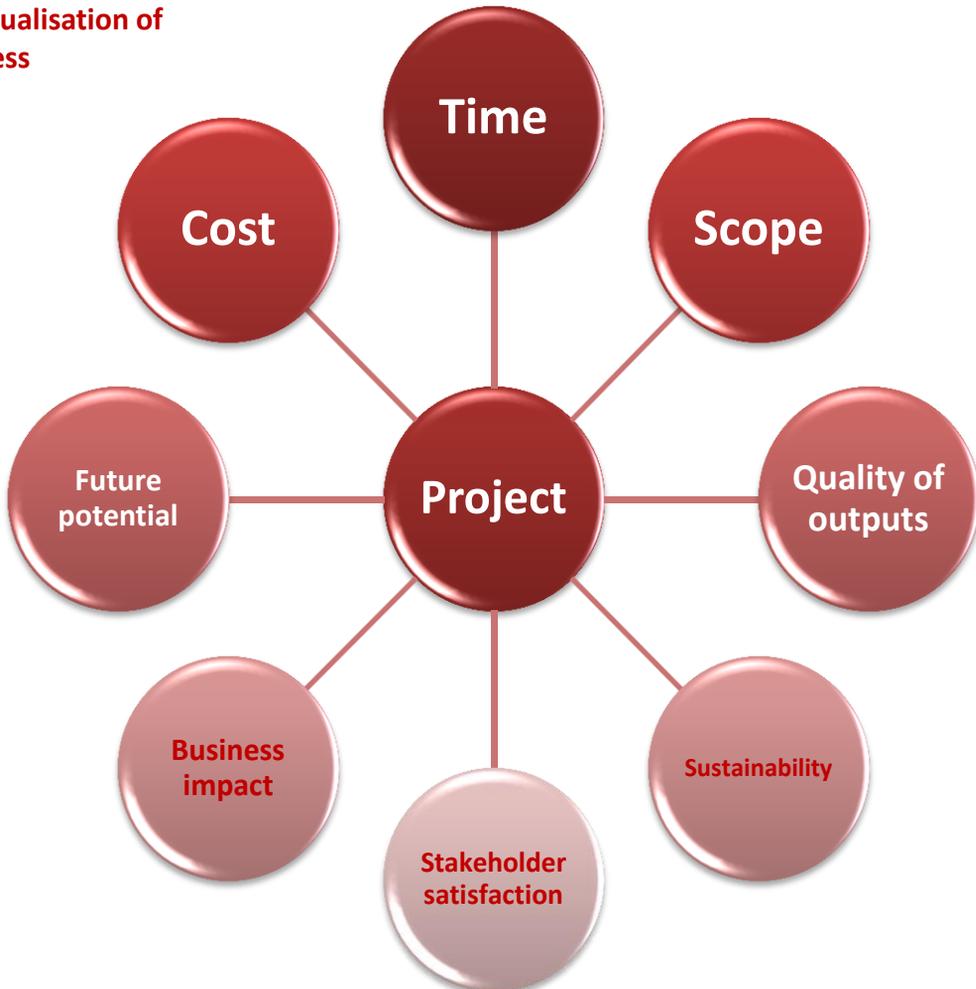
Levels of success (adapted from Dalcher 2011)



Sustainable development: “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland 1987).

Three dimensions: economic growth, environmental protection, social progress.

A re-conceptualisation of project success



Perspectives on project, project success and team work
TEAM WORK

Building on human strengths, team work can be optimised by meeting individual needs:

- **Involvement** in decision making
- **Practice and feedback** to develop competence
- **Purpose and connecting** with others.

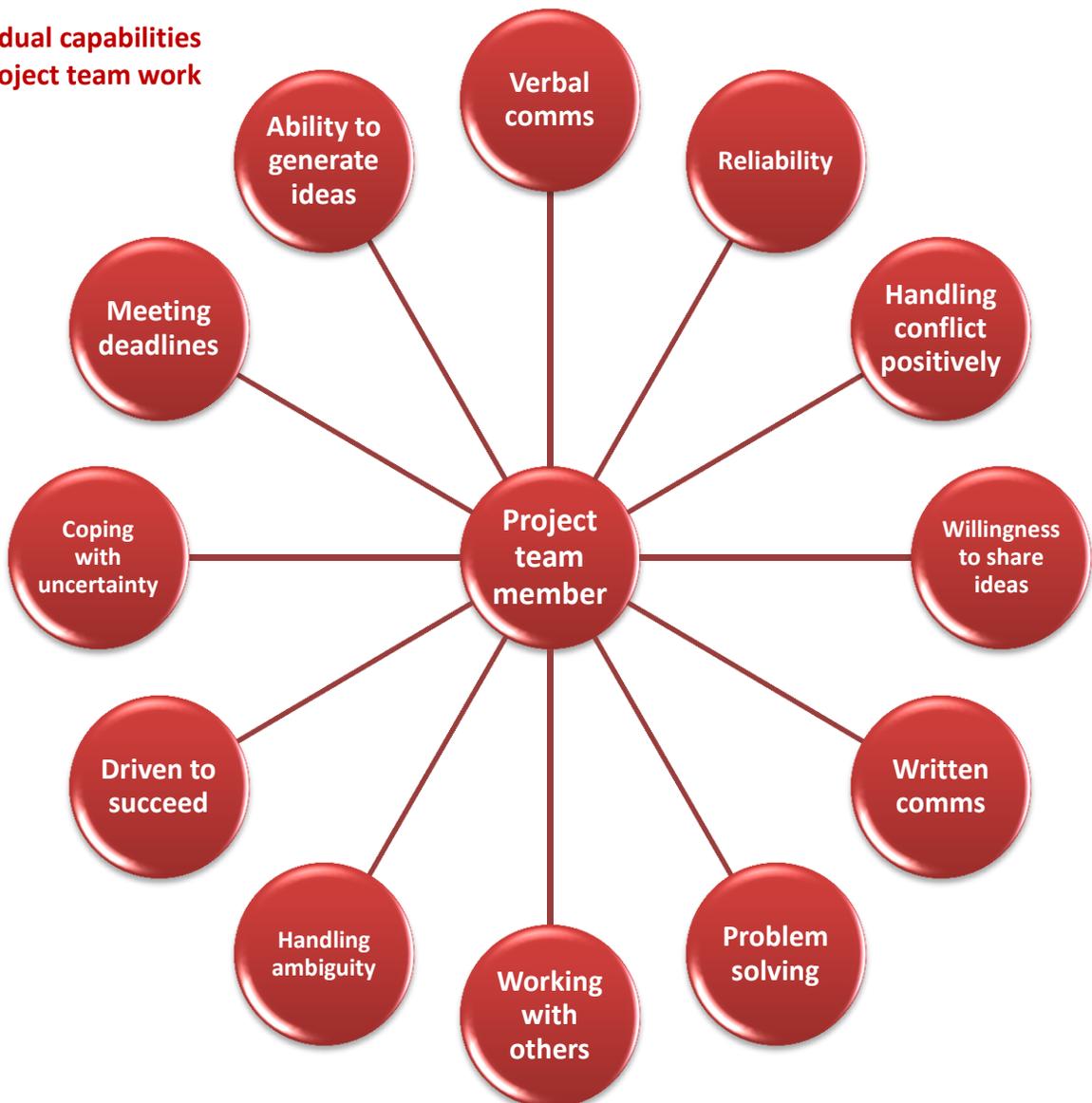
Motivational trifecta

- Autonomy
 - Mastery
 - Purpose
- (Pink 2009)

Human brains evolved for:

- Survival and adapting to change
- Problem-solving
- Social collaboration

Individual capabilities for project team work



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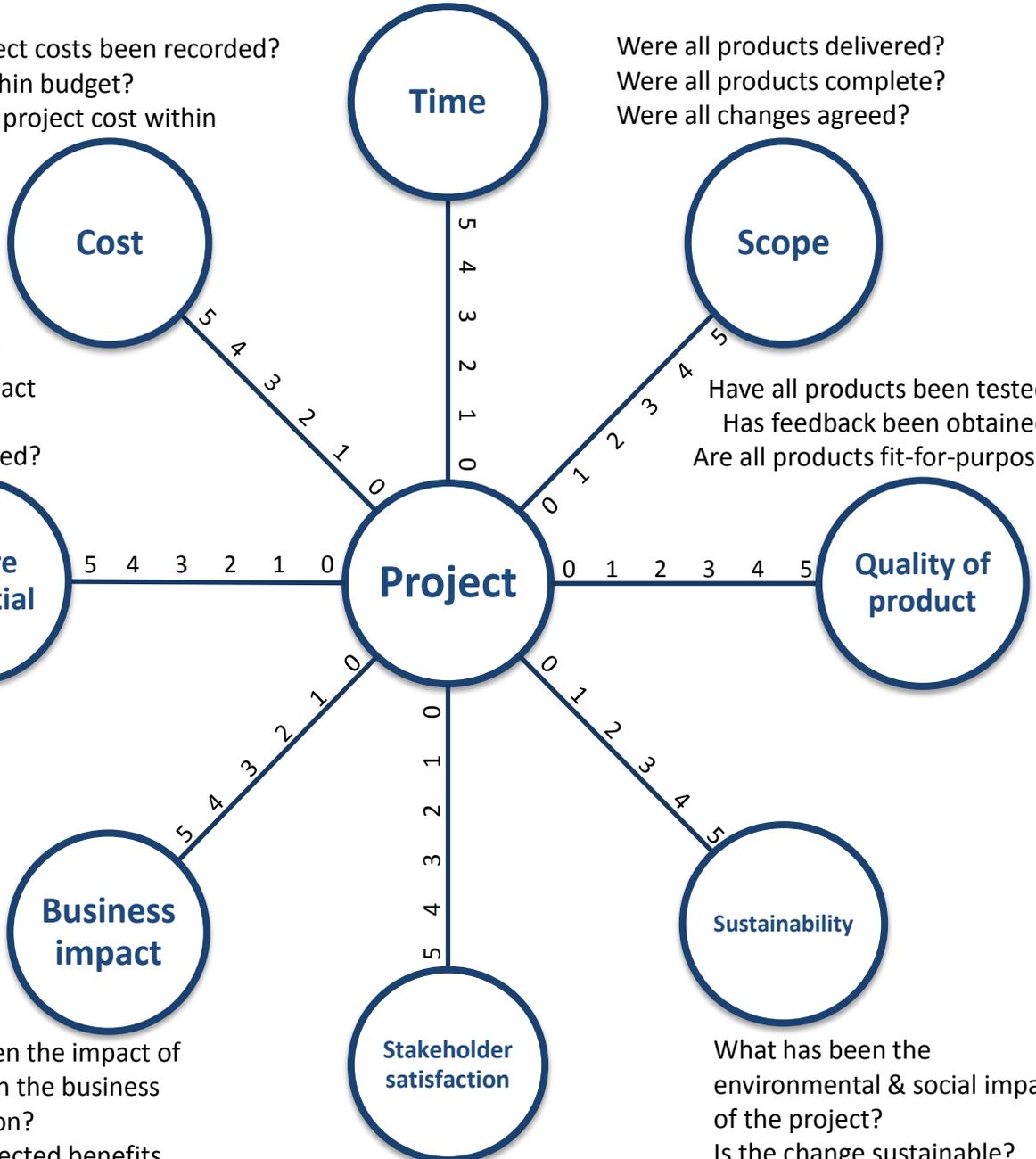
Perspectives on project success

Project Assessment

Was the project deadline met?
 Were all milestones achieved?
 Did the schedule slip?

Have all project costs been recorded?
 Are costs within budget?
 Is the overall project cost within budget?

Were all products delivered?
 Were all products complete?
 Were all changes agreed?



Have new opportunities been created?
 Is the use/impact of the change being monitored?

Have all products been tested?
 Has feedback been obtained?
 Are all products fit-for-purpose?

What has been the impact of the project on the business or organisation?
 Have the expected benefits been delivered?
 Has the project added value to the business or organisation?

Were all the stakeholders identified?
 Has feedback been obtained from all stakeholders?
 What was the impact of the project on the team? the community?

What has been the environmental & social impact of the project?
 Is the change sustainable?
 What impact will the change have on:

- Carbon emissions / energy?
- Biodiversity
- Well-being?
- Local economy?

Perspectives on team work

Personal assessment of capabilities

