

Project Objectives

Writing Clear & Concise Objectives

Project Deliverables

- Project deliverables are a tangible and measurable outcome, result, or item that must be produced to complete a project
- To be measurable, the deliverable must meet predetermined standards for its completion, such as:
 - design specifications for a product (new car)
 - checklist of steps that is completed as part of a service (maintenance of factory machinery)

Clear Project Objectives

- Are crucial because a project's success is determined by how closely they are met
- A clear project objective is both specific and measurable

Example Objectives & Deliverables

- From *The Noah Project* (1993):
- Objectives:
 - ♦ Completed ten months from October 25 of this year
 - ♦ Expenditures do not exceed \$2.5 million dollars
- Deliverables:
 - ♦ No designated structure remains standing
 - ♦ No animals previously confined to the zoo shall remain

Project Objectives may include

- A list of project deliverables
- Specific due dates:
 - ♦ for the ultimate completion of the project
 - ♦ for intermediate milestones
- Specific quality criteria the deliverables must meet
- Cost limits the project will not exceed

5 Elements of a Well-formed Objective

1. Statement of conditions; sometime called constraints, or "givens"
 2. Designation of who is to perform the activity
 3. Use of action verbs that indicate observable activity
 4. Specification of an outcome or product
 5. Specification of a standard or criterion for expected & acceptable performance
- NOTE: Many objectives will not contain all 5 elements, since in context they are considered to be understood

Example Objective for "Noah"

Given the appropriate vehicles, cages, equipment, and trained personnel (*givens*), the contractor (*designation of who*) will capture, remove, & relocate (*observable action*) all animals (*product*) according to schedule (*constraint*) without rendering harm to them (*standard*).

Impact of Constraints on Objectives

- A change in one constraint usually affects the other two
- Also affects overall quality
- *Example:* decreasing project duration (schedule) may increase the number of workers you'll need (resources) and reduce the number of features included in the product (scope). This concept is called the "triple constraints of project management" or the "project triangle"

Example Objective for "Apache"

Given the appropriate equipment, material, trained personnel, and good weather (*givens*), the contractor (*designation of who*), shall excavate, form, and pour (*observable action*) the foundation (*product*) according to bid specifications referenced to the engineering drawings and local building codes (*standard*) within 25 days from start (*constraint*).

Deliverable-focused Scheduling

- 3 ways to organize project tasks:
 - Divide each deliverable into a separate phase of the project
 - Group similar deliverables or deliverables with the same stakeholders in a phase
 - Group deliverables worked on during the same time period in phases spanning that time period

Project Constraints

- **Schedule**
 - (e.g. a fixed end date or a deadline date for a major milestone)
- **Resources**
 - (e.g. material, facilities, equipment, and people, and the costs associated with them, such as a predefined budget)
- **Scope**,
 - (e.g. requirement that three models of the product be developed)

References

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- Microsoft Project Help [Microsoft Project 2000]. (2000). Washington State: Microsoft Products.