MODULE-1

DEFINITION OF PROJECT

Projects are temporary endeavors undertaken to create a unique product, service, or result.

A project is a set of tasks that must be completed within a defined timeline to accomplish a specific set of goals.

A project is **a combination of set objectives to be accomplished within a fixed period**. They are an excellent opportunity to organize your business and non-business goals efficiently

A project is unique in that **it is not a routine operation, but a specific set of operations designed to accomplish a singular goal**.

A project is **a set of tasks that must be completed within a defined timeline to accomplish a specific set of goals**.

Project is a unique process, consist of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective confirming to specific requirements, including the constraints of time cost and resource. Examples of project include Developing a watershed, creating irrigation facility, developing new variety of a crop, developing new breed of an animal, developing agro-processing centre, construction of farm building, sting of a concentrated feed plant etc. It may be noted that each of these projects differ in composition, type, scope, size and time.

Projects can vary widely in size, complexity, and duration, ranging from small tasks that can be completed in a few hours to large-scale initiatives that span several years. Examples of projects include building construction, software development, event planning, and research studies.

DEFINITION OF PROJECT MANAGEMENT

Project management is a process that allows project managers to plan, execute, track and complete projects with the help of a project team.

Project management is the practice of using skills and techniques to complete a series of tasks

CHARACTERISTICS O F PROJECTS

Project characteristics can vary widely depending on the nature, scope, and objectives of the project. However, some common characteristics include:

1. **Defined Objectives**: Projects have specific goals or outcomes that they aim to achieve within a defined timeframe.
2. **Temporary Nature**: Projects are temporary endeavors with a definite beginning and end. Once the project's objectives are met, it is terminated, and resources are released.
3. **Unique Deliverables**: Each project produces a unique product, service, or result. Even if the project is similar to others, there are typically unique aspects to each project's deliverables.
4. **Cross-Functional Teams**: Projects often require the collaboration of individuals from different disciplines or departments within an organization to bring together diverse skills and expertise.
5. **Resource Constraints**: Projects are typically carried out within specific resource constraints, including time, budget, and available manpower.
6. **Risk Management**: Projects involve uncertainty and risk. Effective project management involves identifying, assessing, and managing risks to ensure the project's success.
7. **Progressive Elaboration**: Project details are progressively elaborated over time as more information becomes available and as the project moves through its lifecycle stages.
8. **Stakeholder Involvement**: Projects involve stakeholders who have an interest in or are affected by the project's outcomes. Effective stakeholder management is essential for project success.
9. **Integration of Activities**: Projects involve the coordination and integration of various activities and tasks to achieve the project's objectives efficiently.
10. **Change Management**: Projects often encounter changes in scope, requirements, or other factors. Effective change management processes help to manage and control these changes.
11. **Quality Focus**: Projects typically have quality standards or requirements that must be met to deliver satisfactory results.
12. **Clear Governance Structure**: Projects usually operate within a governance framework that defines roles, responsibilities, and decision-making processes.

UNDERSTANDING PROJECTS

- A project is a temporary endeavor undertaken to create a unique product, service, or result.

- It has a clear start and end date, specific goals, and a defined scope, meaning it focuses on achieving particular objectives within certain limits, such as time, budget, and resources.

- Unlike routine tasks, projects require careful planning, coordination, and effort to ensure that everything is completed successfully and on time.

- Throughout a project, there are various phases, including initiation, planning, execution, and closure. During this time, a team usually works together, bringing in different skills and expertise to achieve the project's goals.

- Projects are also often subject to risks and uncertainties, so managing these factors is important for ensuring the project meets its desired outcomes.

- In summary, a project is a unique, goal-driven effort with a set time frame and resources, requiring teamwork and careful.

- A project is a temporary task or activity that has a clear goal and a set time frame to complete.
- It is different from everyday work because it focuses on achieving something specific, like building a product or organizing an event.
- Projects have a start and end date, and they need resources like time, money, and people to finish.
- People work together on a project, and it involves careful planning and coordination.
- Projects can have risks or challenges, but the main goal is to meet the objectives within the given time and resources.

TYPES OF PROJECTS

The projects can be classified into various types:

1. **Based on Ownership**

(a) Public Projects: These are the projects which are done by public projects. E.g. Construction of Roads & Bridges, Adult Education Programmes, etc.

(b) Private Projects: These are the projects which are undertaken by private enterprises. Eg. Any business related projects such as a construction of houses by real estate builders, software development, marriage contracts, etc.

(c) Public Private Partnerships: These projects which are undertaken by both government and private enterprises together. E.g., Generation of Electricity by Windmill, Garbage Collection, etc.

2. Based on Investment

(a) Large Scale Project: These projects involve a huge outlay or investments, say, crores. Eg. Real Estate Projects, Road Construction of manufacturing facilities, Satellite sending projects of ISRO, Unique Identification Number project of India, etc.

(b) Medium Scale Project: These projects involve medium level investment and are technology oriented. Example: Computer industry and electronic industry.

(c) Small Scale Project: These projects involve only a lesser investment. E.g., agricultural projects, manufacturing projects.

3. Based on Research in Academia

(a) Major Projects: In academia, the major projects are those projects which involve more than one year to 3 or 5 years and minimum funding of Rs. 3 lakhs in case of social sciences and Rs. 5 lakh in case of sciences.

(b) Minor Projects: The minor projects in academia are those projects which will be completed within a year and have a maximum funding of Rs. 1 lakh in social science and Rs. 3 lakh in case of sciences.

4. Based on Sector

(a) Agricultural Projects: These are the projects which are related to agricultural sector like irrigation projects, well digging projects, manuring projects, soil upgrading project, etc.

(b) Industrial Projects: These are the projects which are related to the industrial manufacturing sectors like cement industry, steel industry, textile industry, etc. For example, technology transfer project, marketing project, capital issue project like IPO, etc.

(c) Service Projects: These are the projects which are related to the services sectors like education, tourism, health, public utilities, etc. For example, adult literacy project, medical camp, general health check up camp, etc.

5. Based on Nature

(a) Conventional Projects: These projects are traditional projects which do not apply any innovative ideas or technology or method. For example, conventional irrigational projects, handicraft projects, etc.

(b) Innovative Projects: These projects involve the use of technology, high R&D, development of new products and services. These innovative projects can be further classified into

• Low-Tech projects which relay on the existing and well-established base technologies;

▪ Medium-Tech projects which rest mainly on existing base technologies but incorporate some new technology or feature;

▪ High-Tech projects in which most of the technologies employed are new, but existent, having been developed prior to the project's initiation; and *i) Technology: Depending on the level of technological uncertainty at the time of initiation of projects, the projects can be classified into:*
▪ Super High-Tech projects which are based primarily on new, not entirely existent technologies.

6. Based on Time

(a) Long term projects: These projects take a very long duration to complete. These projects are run for many years till the objective is reached. For example, Eradication of diseases like Polio, Filaria, etc
(b) Medium term projects: These projects take a medium-term duration like 3 to 5 years. For example, Modernization projects, computerization of operations, etc.

(c) Short term projects: These projects are executed within a short period, normally within a year. For example, Pond cleaning project, health camps, software development, etc.

(d) Very short-term projects: By very name you can understand that these projects are completed within a very short period, say, within a day. For example, product launch project.

7. Based on Risk

(a) High Risk Projects: These projects involve a very high degree of risk, for example, nuclear energy project, thermal energy project, satellite projects, etc. If the project is not handled properly, the effect will be very adverse. Thus, high precautionary measures are to be taken to commission these projects.

(b) Low Risk Projects: These projects do not involve risk and they are carried out in the normal course of action. For example, road and bridge construction, house construction.

PROJECT LIFE CYCLE AND ITS PHASES

The **project life cycle** is a series of phases that a project goes through from start to finish, helping to organize and manage the entire process.

1. Initiation Phase

2. Planning Phase

3. Execution Phase

4. Monitoring and controlling Phase

5.Closing Phase

- It begins with the **Initiation Phase**, where the project is officially started, and its goals and feasibility are defined.

- After that, the **Planning Phase** comes into play, where a detailed plan is developed, including the scope, timeline, budget, and resources needed for the project.

- The **Execution Phase** follows, where the actual work happens, and tasks are carried out according to the plan.

- During this phase, it's important to monitor progress, which is part of the **Monitoring and Controlling Phase**.

- This phase runs alongside the execution phase, ensuring that deliverables are handed over, and the project is reviewed to ensure all goals were met.

- Each phase of the project life cycle helps to guide the project toward success by ensuring it stays organized, on schedule, and within budget everything stays on track and adjustments are made if necessary.

- Finally, the **Closing Phase** marks the completion of the project, where all

PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK)

The **Project Management Body of Knowledge (PMBOK)** is a set of standard guidelines, best practices, and concepts that provide a framework for managing projects effectively. It is developed and maintained by the **Project Management Institute (PMI)** and is widely used by project managers to ensure successful project outcomes.

The PMBOK is organized into **knowledge areas** and **process groups**, which guide project managers in planning, executing, and closing projects. Here's a breakdown of these key elements:

1. Knowledge Areas:

These are the key aspects of project management that need to be understood and applied throughout the project. There are 10 knowledge areas, including:

- **Project Integration Management**: Ensuring that all parts of the project are properly coordinated.
- **Project Scope Management**: Defining and controlling what is included and excluded in the project.
- **Project Time Management**: Planning and controlling the project schedule.
- **Project Cost Management**: Estimating, budgeting, and controlling project costs.
- **Project Quality Management**: Ensuring the project meets the required standards and quality.
- **Project Resource Management**: Managing the human and physical resources of the project.
- **Project Communication Management**: Ensuring effective communication among stakeholders.
- **Project Risk Management**: Identifying, analyzing, and responding to project risks.
- **Project Procurement Management**: Managing the acquisition of goods and services for the project.
- **Project Stakeholder Management**: Identifying and managing the expectations and involvement of stakeholders.

2. Process Groups:

These represent the different stages or phases of project management. They are:

- **Initiating**: Defining the project, its purpose, and getting approval to start.
- **Planning**: Creating detailed plans for how the project will be carried out.
- **Executing**: Carrying out the tasks and activities defined in the plan.
- **Monitoring and Controlling**: Tracking progress and making adjustments as needed.
- **Closing**: Finalizing and completing the project.

The PMBOK provides a common language and set of practices for project managers, helping them to deliver projects on time, within budget, and according to the desired quality. It's an essential tool for both new and experienced project managers to ensure projects are completed successfully.

SCALABILITY OF PROJECT TOOLS

The scalability of project tools refers to their ability to adapt and accommodate changes in project size, complexity, and a requirement as the project evolves.

Scalability refers to how well a project tool can handle growth as the project becomes larger or more complex.

1. **Handles More Tasks**: As a project grows, a scalable tool can manage more tasks and activities without slowing down.
2. **Supports More Users**: Scalable tools can allow more team members to collaborate effectively as the project expands.
3. **Increases Capacity**: It can manage more data, resources, and information as the project increases in size.
4. **Flexible Features**: Scalable tools offer features like advanced reporting, resource management, and task tracking that help with larger projects.
5. **Efficiency**: Despite the growth of the project, a scalable tool continues to work efficiently without becoming complicated or hard to use.
6. **Adaptability**: The tool can adjust to changing project needs and scale up when necessary, making it suitable for both small and large projects.

Here's how various project tools fare in terms of scalability:

1. **Project Management Software**: Tools like Asana, Trello, or Jira are highly scalable. They offer features such as task management, scheduling, collaboration, and reporting, which can be tailored to suit projects of various sizes and types.
2. **Communication Tools**: Platforms like Slack, Microsoft Teams, or Zoom facilitate real-time communication and collaboration among team members. They can scale effectively to accommodate growing project teams and communication needs.
3. **Document Management Systems**: Tools like Google Drive, Dropbox, or SharePoint allow teams to store, organize, and share project documents securely. These systems typically offer scalable storage options to accommodate increasing document volumes.
4.

5. **Version Control Systems**: Version control tools like Git are essential for managing code and document versions in software development projects. They are highly scalable and can handle large codebases and distributed teams efficiently.

6. **Collaboration Platforms**: Platforms like Microsoft 365 or Google Workspace offer a suite of tools including email, document collaboration, calendaring, and more. They are designed to scale with the needs of growing organizations and projects.

PROJECT ROLES:

In a project team, different people take on specific roles to make sure everything goes smoothly. Each person helps in a unique way to complete the project successfully. Here are some key roles in a project team and what they do:

1. Project Manager

- The project manager is the person who oversees the entire project. They make sure that the project stays on track, is completed on time, and stays within budget. They also communicate with everyone to keep things organized.

2. Team Leader

- The team leader leads specific parts of the project. They guide the team members, help them solve problems, and make sure everyone is doing their work.

3. Subject Matter Expert (SME)

- An SME is an expert in a certain area, like technology or design. They help the team by providing their special knowledge and advice when needed.

4. Team Members

- These are the people who do the actual work. They are the ones who complete tasks, solve problems, and contribute their skills to the project.

5. Business Analyst

- The business analyst talks to people who need the project done (like clients or the company) and makes sure the team understands what needs to be done. They help the team focus on what is most important for the business.

6. Stakeholders

- Stakeholders are people who care about the project, like customers or managers. They provide feedback and make sure the project meets their needs.

7. Quality Assurance (QA) Specialist

- The QA specialist checks the work to make sure it meets high standards. They find any problems or mistakes before the project is finished.

8. Risk Manager

- The risk manager looks for things that might go wrong during the project and plans how to deal with them. This helps avoid surprises that could slow the project down.

9. Communication Specialist

- The communication specialist makes sure everyone knows what's going on with the project. They share updates with the team and stakeholders and make sure everyone is on the same page.

10. Financial Analyst

- The financial analyst keeps track of the project's money. They make sure the project doesn't go over budget and help the team manage costs.

PROJECT SELECTION AND PRIORITIZATION:

1. **Project Selection**: Choosing which projects to pursue based on various criteria such as strategic alignment, resource availability, potential return on investment, and organizational goals. Common methods for project selection include cost-benefit analysis, SWOT analysis, and strategic alignment assessments.
2. **Prioritization**: Once projects are selected, prioritization determines the order in which they will be executed. Prioritization criteria may include urgency, importance, dependencies, and available resources. Techniques such as prioritization matrices, critical path analysis, and agile frameworks like Scrum can aid in prioritizing tasks and projects.

- Project selection and prioritization are key steps in managing projects, especially in engineering. Project selection involves choosing which projects to pursue based on various factors such as resources, time, and goals.
- Think of it like picking the best task to focus on from a list of options. This decision is made by evaluating each project's benefits, costs, risks, and how well it aligns with the company or team's overall objectives.
- Prioritization is the next step, where you decide the order in which projects should be done. Not all projects are equally urgent or important, so you rank them based on factors like deadlines, impact, and available resources.
- This helps ensure that the most important or time-sensitive projects are completed first, and resources are used efficiently. In simple terms, it's about choosing the right projects and tackling them in the right order to achieve the best results with the available time and resources.

- Effective project management involves aligning project roles with the skills and responsibilities required for successful execution, as well as selecting and prioritizing projects that align with organizational objectives and constraints.
- This ensures that resources are allocated efficiently and that projects are delivered on time and within budget.

STRATEGIC PLANNING PROCESS

Strategic planning is a systematic process used by organizations to set priorities, allocate resources, and focus energy and efforts to achieve its objectives. Here's a typical outline of the strategic planning process:

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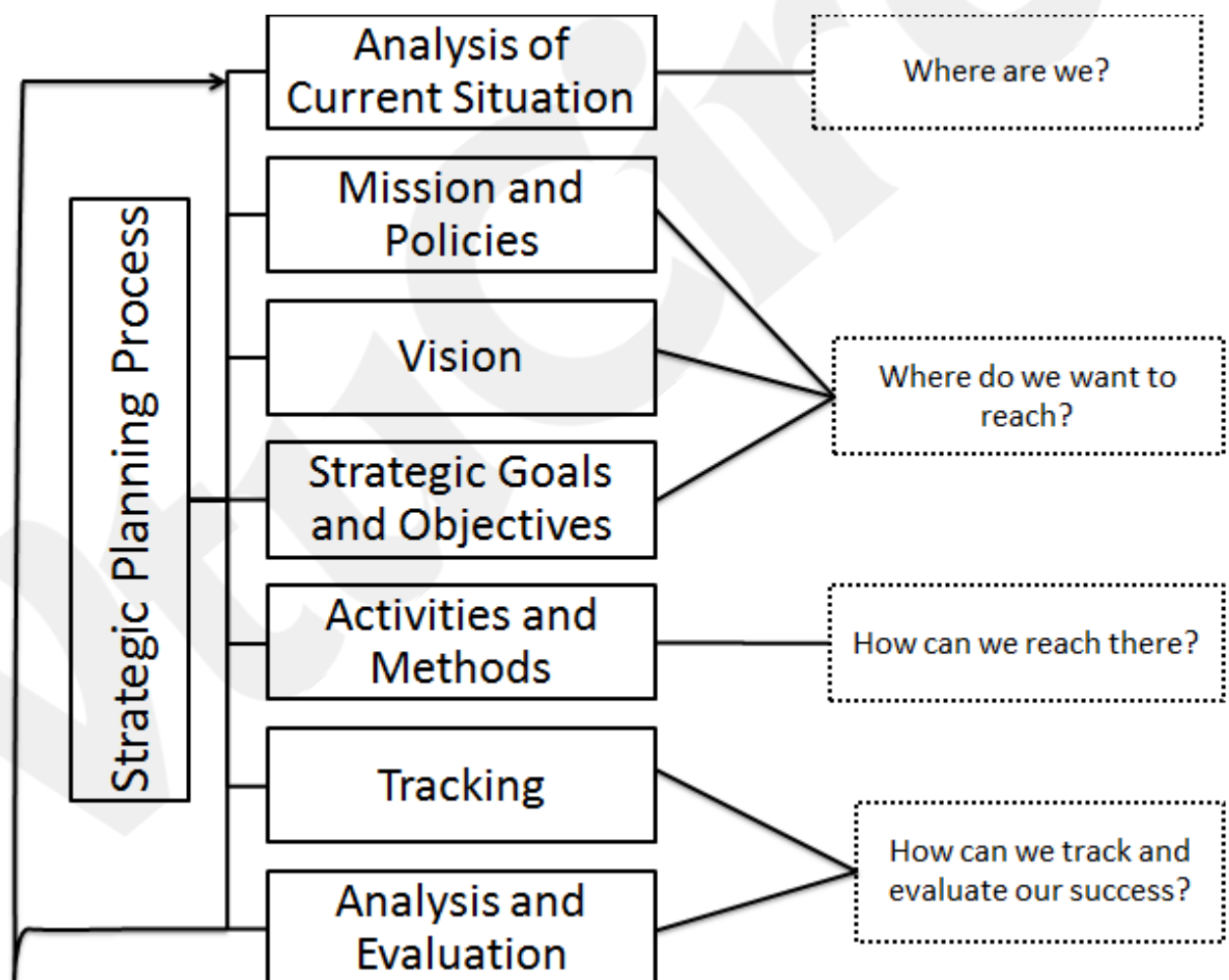
- The **strategic planning process** is a step-by-step method that helps organizations set goals and create a plan to achieve them.

- It starts with defining a **mission and vision**, which explain the organization's purpose and future direction.

- Next, a **situational analysis** is done using tools like **SWOT (Strengths, Weaknesses, Opportunities, and Threats)** to understand the company's position.

- After this, clear and **SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals** are set to guide progress.

- A detailed **action plan** is then created, outlining the steps to reach these goals, who is responsible, and the deadlines.

- The plan is then **implemented**, and progress is tracked using key performance indicators (**KPIs**).

- Since conditions change over time, businesses must **review and adjust** their strategies regularly to stay on the right path.

- This process helps organizations grow, improve, and stay successful in the long run.

STRATEGIC ANALYSIS

Strategic analysis involves assessing an organization's internal and external environment to understand its current position, capabilities, and challenges. Here's a breakdown of strategic analysis:

1. **Internal Analysis**:
   - **Strengths**: Identify what the organization does well. This could include unique resources, talented employees, strong brand reputation, or efficient processes.
   - **Weaknesses**: Recognize areas where the organization is lacking or could improve. This might involve outdated technology, limited financial resources, or gaps in skills or expertise.
2. **External Analysis**:
   - **Opportunities**: Explore potential avenues for growth or improvement outside the organization. This could involve emerging market trends, changes in consumer behavior, new technologies, or shifts in regulations.
   - **Threats**: Identify external factors that could hinder the organization's success. These might include increased competition, economic downturns, regulatory changes, or disruptive technologies.
3. **Competitive Analysis**:
   - Assess the strengths and weaknesses of competitors.
   - Understand their strategies, market position, and performance.
   - Identify opportunities to differentiate and gain a competitive advantage.
4. **Market Analysis**:
   - Analyze the size, growth rate, and dynamics of relevant markets.
   - Understand customer needs, preferences, and buying behavior.
   - Identify target segments and market trends that could impact the organization.
5. **SWOT Analysis**:
   - Integrate findings from internal and external analyses into a SWOT matrix.
   - Use SWOT to identify strategic implications and guide decision-making.
   - Align strengths with opportunities, address weaknesses to mitigate threats, and capitalize on opportunities while minimizing weaknesses.
6. **Risk Analysis**:
   - Identify potential risks and uncertainties that could affect the organization's ability to achieve its objectives.
   - Assess the likelihood and impact of each risk.
   - Develop strategies to mitigate or manage identified risks.
7. **Trend Analysis**:
   - Monitor and analyze trends in the industry, economy, technology, and society.

o Identify emerging opportunities or threats that could shape the organization's future.
o Anticipate changes and proactively adapt strategies to stay ahead of the curve.

STRATEGIC OBJECTIVES

Strategic objectives are the **long-term goals** that guide an organization towards success.

They help businesses focus on what they want to achieve and provide a clear direction for growth. These objectives are usually aligned with the company's **mission, vision, and values**.

Some common strategic objectives include:

- **Growth and Expansion** – Increasing market share, entering new markets, or launching new products.
- **Financial Stability** – Improving revenue, reducing costs, or increasing profitability.
- **Customer Satisfaction** – Enhancing customer service and building strong relationships with clients.
- **Innovation and Technology** – Developing new products, improving processes, or adopting advanced technology.
- **Employee Development** – Providing training, improving workplace culture, and ensuring employee satisfaction.
- **Sustainability and Social Responsibility** – Reducing environmental impact and contributing to social causes.

Strategic objectives should be **SMART** (Specific, Measurable, Achievable, Relevant, and Time-bound) to ensure success.

Organizations regularly review and adjust these objectives to stay competitive and achieve long-term growth

PORTFOLIO ALIGNMENT

Portfolio alignment is referred as finding and selecting the right projects that match a company's goals, strategy, and resources.

It's like choosing the best tasks or projects that will help the company succeed in the long term.

1. **Understand the Company's Goals:** The first step is knowing what the company wants to achieve, like improving efficiency, increasing profits, or making new products. Projects should support these goals.
2. **Evaluate Potential Projects:** Once you know the company's goals, you look for projects that could help. For example, if a company wants to reduce energy use, a project to design a more energy-efficient machine could be a good fit.
3. **Check Available Resources:** A project might be a good idea, but the company needs to make sure it has the resources (money, people, time, equipment) to complete it. If not, it might not be the right choice.
4. **Assess Risk and Reward:** Every project comes with risks (things that could go wrong) and rewards (things that could go right). It's important to find projects that offer high rewards with acceptable risks.
5. **Short-term vs. Long-term:** Some projects give quick results (short-term), while others take longer but have bigger benefits in the future (long-term). Both types of projects need to be considered based on what the company needs.

IDENTIFYING POTENTIAL PROJECTS

- Identifying potential projects is the first step in starting any new work or task. It involves finding ideas or opportunities that can lead to a successful project.
- This can be done by looking at problems that need solutions, areas where improvements are needed, or new opportunities that could benefit the company or team. For example, engineers might identify a project by noticing outdated equipment that could be improved or by coming up with a new technology to make a process faster and more efficient.
- The key is to spot these opportunities by looking at what's happening around you—whether it's customer feedback, changes in technology, or new challenges that need to be solved.
- Once you identify potential projects, you can then start evaluating which ones are worth pursuing based on factors like how important they are, what resources are needed, and how they align with long-term goals.

METHODS OF SELECTING PROJECTS

1. **Weighted Scoring Method**
   This method gives scores to different projects based on important factors (like cost, benefit, or risk). Each factor gets a weight (how important it is), and the projects with the highest total score are chosen.

2. **Cost-Benefit Analysis**
   This method compares how much a project will cost to how much it will bring in (like money or time saved). Projects that give the best value for the cost are picked.

3. **Payback Period**
   This method looks at how long it will take to make back the money spent on the project. The quicker a project can pay back its cost, the better it is.

4. **Net Present Value (NPV)**
   NPV calculates the value of a project by looking at how much money it will bring in the future, but considering that money today is more valuable than money in the future. Projects with higher NPV are preferred.

5. **Risk Assessment**

   This method looks at how risky a project is—like whether it could fail or cause problems. Projects with lower risks are usually chosen.

6. **Scoring Models (like the Eisenhower Matrix)**

   This method helps prioritize projects by sorting them based on importance and urgency. The most important and urgent projects get done first.

FINANCIAL MODEL FOR SELECTING PROJECTS:

1. **Costs**: Figure out how much money you need for each project. This includes things like materials, equipment, and people's time.

2. **Benefits**: Think about what good things will come out of each project. This could be making money, saving money, or other positive outcomes.

3. **Return on Investment (ROI)**: Compare the costs to the benefits. If the benefits outweigh the costs, it's a good investment.

4. **Payback Period**: Calculate how long it will take to get back the money you put into the project. Shorter payback periods are usually better.

5. **Net Present Value (NPV)**: This is a fancy term for figuring out how much your project is worth in today's money. It helps you compare projects that pay off over different lengths of time.

6. **Internal Rate of Return (IRR)**: This tells you how much your investment will grow over time. Higher IRRs mean better returns selected.

SCORING MODELS FOR SELECTING PROJECTS:

1. **Make a List of Criteria**: Decide what's important for your project, like how well it fits your goals, how much it costs, and how risky it is.

2. **Assign Scores**: Give each project a score for each criteria. For example, if a project fits your goals perfectly, it gets a high score. If it's way too expensive, it gets a low score.

3. **Weight the Criteria**: Some criteria might be more important than others. For instance, if cost is a big concern, you might give it more weight in your scoring.

4. **Calculate Total Scores**: Add up all the scores for each project. The one with the highest total score is usually the best choice.

Using these methods helps you make smart decisions about which projects to invest your time and money in.

PRIORITIZING PROJECTS

- **Prioritizing projects** means deciding which projects are the most important and should be done first.
- When you have many projects or tasks, it's important to figure out which ones will have the biggest impact or are most urgent.
- This helps you focus on what matters most and use your time and resources wisely.
- To prioritize projects, you can consider factors like **importance** (how much the project will help achieve your goals), **urgency** (how soon it needs to be completed), and **resources** (how much time, money, and people are available). For example, if a project is important for your future goals and has a tight deadline, it should be given a higher priority.
- You can also use simple methods like creating a **to-do list** and ranking each project based on these factors. Sometimes, organizations use a system like a **scoring model** to give each project a score and then pick the highest-ranking projects to work on first.
- In short, prioritizing helps ensure that you focus on the most important projects and complete them in the best order, which makes managing tasks easier and more effective.

SECURING AND NEGOTIATING PROJECTS

- Securing and negotiating projects are important steps in ensuring a project is successful and both parties involved are satisfied.
- **Securing a project** means getting approval or permission to start the project. This can be done by submitting a detailed **proposal**, which outlines the goals, costs, timeline, and expected benefits of the project, showing why it is a good idea.
- Building trust and having a good relationship with clients or stakeholders also increases the chances of securing a project, as they are more likely to choose someone they trust. Additionally, showcasing past experience with similar projects can help convince others that you can successfully complete the new one.

- **Negotiating a project**, on the other hand, involves agreeing on the details like the cost, timeline, and responsibilities. It's important to set clear expectations so that everyone knows what the project will involve.

- During negotiations, it's essential to find a solution that benefits both sides, such as adjusting the cost for a longer timeline or offering additional resources.

- Being flexible and willing to compromise is key to reaching an agreement. Finally, once both sides have agreed on the terms, it's crucial to **document the agreement** in a contract, which helps avoid misunderstandings and ensures both parties are on the same page.

- In summary, securing a project is about convincing others that your project is valuable, while negotiating is about discussing and agreeing on the key details to ensure everyone is happy with the plan.