While I admit that having a goal can center a project and keep it on course for out-of-scope questions, I wonder if this holds true when completing your project tasks. In the scope and deliverables elements you can point to actionable items, which means you can measure your performance. The way that I am thinking about it now is that goals would be a business personalities need, and deliverables would be lower level or fine grain. Out of these two which gets the project to completion?

I think you have me on the issues with scope creep, as that has always been a problem on any project that I have witnessed to completion. As you stated management tools back up your point, but I was looking around at reasons for project failures and it seems "[p]roject failure occurs when a project doesn’t meet its objectives, goes over budget, misses deadlines, or fails to deliver expected outcomes." (Kela, 2024) If this is true I would assume that a larger concern would be scope. The tricky point is that even in the article I found it comments about goals being an issue. So I don't have the strongest case.

If I think about my own experiences, it does appear that goals are important, however my team has had issues that stem from unclear objectives. For example, in a simulator creation project we completed our goals, then outlined our project. While working on our project we ran into issues with getting parts on time, with incorporating those parts, and with new software integration.

We still had our schedule to maintain, and the deliverables that we completed. It is true the goal was helpful, but it didn’t help us when it came time to switch vendors or maintain a schedule. The times where hard choices were needed the deliverables and scope were used not the goals, as it seems to me that goals are for result at the end of a project not during the fine details of a running project.

Even writing this it is not possible to discard goals, as you said, “[a] clear purpose provides everyone involved with a sense of direction” so this is the best arguments I could make.

Kela, P. (2024, October 3). 7 Reasons Why Projects Fail: Solutions And Examples. SoftwareSuggest Blog; SoftwareSuggest. https://www.softwaresuggest.com/blog/project-failure/