

# Project goals & Project objectives

- What do we have to do to make a project successful?
- Different people have different interests in the project and are likely to see different outcomes as being important.

For example,

- What are end-users of a system interested in using a system?
- What are managers might be interested in using the system?

# Project goals & Project objectives

- What are end-users of a system interested in using a system?
  - End-users would want a system which is **“user-friendly”, that is, easy to learn and use, and the system should help rather than hindering them from doing their jobs.**
- What are managers might be interested in using the system?
  - Their managers might be interested in whether the new system would allow them to **reduce staffing levels.**

# Project goals & Project objectives

- Project goals and objectives are statements that describe what the project will accomplish, or the business value the project will achieve.
- Both of them should be clearly defined.
- It is important therefore that a set of clearly defined objectives are identified and published for the project.

**Project goals**

V.S.

**Project objectives**

What are the differences between project goals and project objectives?

# Project goals V.S. Project objectives

## Goals are the “WHAT”

- Goals are broad/high-level statement applied to a project.
- Goals are designed to be vague.
- Goals are the “what” of the process.
- Goals should reference the business benefit in terms of cost, speed, and/or quality.
- Projects may have more than one goal, but many objectives per goal.

# Project goals V.S. Project objectives

## Objectives are the "HOW"

- Objectives are specific statements that support the goal.
- Objectives are lower level statements that describe the specific, tangible products and deliverables that the project will deliver.
- Objectives should not be vague.
- Objectives are the "how" of the process.
- Objectives should refer to the deliverables of the project.
- Every goal will have one or more objectives.

# Project goals V.S. Project objectives

- The objective is much more concrete and **specific** than the goal statement.
- The objective is **measurable** since it is lower-level statement and can be evaluated at the conclusion of a project to see whether it was achieved or not.
- We must assume that the objective is **achievable** and **relevant**.
- The objective is **time-based**, such as, should be completed by December 31.

# Objectives should be **SMART**

- **S--- specific**, that is concrete and well-defined
- **M--- measurable**, that is, satisfaction of the objective can be objectively judged
- **A--- attainable/achievable**, that is, it is within the power of the individual or group concerned to meet the target
- **R--- relevant**, the objective must relevant to the true purpose of the project
- **T--- time based**, that is, there is defined point in time by which the objective should be achieved



# Goals and Objectives: Example 1

- **Goal:** visitors will be convinced that global warming exists.
- **Objectives:**
  - Create a table comparing the costs of addressing global warming today verses 100 years from now
  - Illustrate the effects of global warming in a photo gallery
  - Identify and address the "myths" of global warming

# Goals and Objectives: Example 2

- **Goal:** to “increase the overall satisfaction levels for clients calling to the company helpdesk with support needs”.
  - Project managers need to understand the business goals that the project is trying to contribute to. However, project managers do not need to define specific project goals.
- **Objective:** to “upgrade the helpdesk telephone system by 26th Dec. to achieve average client wait times of no more than two minutes

# Exercise

Please comment on the appropriateness of the wording of each of the following "objectives" for software developers.

- To implement the new application on time and within budget
- To implement the new software application with the fewest possible software errors that might lead to operational failures
- To design a system that is user-friendly
- To produce full documentation for the new system