Module 6

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INTRODUCTION

At this final module, you are going to focus on quality of projects. How does a project or a business may fail. You will be engaged in a common on critical elements of a project. Your focus will be on diverse reasons to the failure of a project.

Afterwards, you will discover the concept of soft skills. You will get familiar with the key competences relevant for social entrepreneurship and organization management, as well as to identify the ones you need to develop.

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Why does a project or business fail?

If you ask to Google, you will find variety of answers to this question. Every business owner or project manager has their own definition of failure. Couple of examples;

❖ A project can fail because if the team fail to meet the deadline

❖ A project can fail because of exceed the allocated budget

❖ A project can fail because of unsatisfied stakeholder's expectations

Examples can go on. It is important to identify the reasons why project fails, irrespective of how you interpret project failure.

The Standish Group research shows a staggering 31.1% of projects will be cancelled before they ever get completed. Further results indicate 52.7% of projects will cost 189% of their original estimates. The report further revealed that project failure rates of medium to large sized projects are much higher as compared to smaller ones. The good news is that over 50% feel there are fewer or the same number of failures today than there were five and ten years ago.

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Why does a project or business fail?

According to Project Management Institute projects most commonly fail because there is a lack of attention and efforts being applied to seven project performance factors:

Focus on business value, not technical detail. This involves establishing a clear link between the project and the organizations key strategic practices. The project plan needs to cover the planned delivery, the business change required and the means of benefits realization.

Establish clear accountability for measured results. There must be clear view of the interdependencies between the projects, the benefits, and the criteria against which success will be judged. It is necessary to establish a reasonably stable requirement baseline before any other work goes forward. Requirements may still continue to creep. In virtually all projects there will be some degree of "learning what the requirements really are" while building the project product.

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Why does a project or business fail?

Have consistent processes for managing unambiguous checkpoints. Successful large projects typically have software measurement programs for capturing productivity and quality historical data that can be sued to compare it against similar projects in order to judge the validity of schedules, costs, quality, and other project related factors. The lack of effective quality centered mechanisms can be a major contributor to both cost and schedule overruns.

Have a consistent methodology for planning and executing projects. There should be a detailed plan developed before any release date of a project is announced. Inadequate planning is one of the major reasons why projects spin out of control.

Provide the project team members the tools and techniques the need to produce consistently successful projects. The project team must be skilled and experienced with clear defined roles and responsibilities. If not, there must be access to expertise which can benefit those fulfilling the requisite roles.

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Why does a project or business fail?

Include the customer at the beginning of the project and continually involve the customer as things change so that the required adjustments can be made together. It has been observed that successful projects occur when end users (customers) and the project members work as teams in the same cubicle, although this is not always possible. Projects are less likely to fail if there are informed customers giving meaningful input during every phase of requirements elicitation, product description and implementation. The customer needs to be asking, "how are the project result used over time and what do I get out of the results?

Manage and motivate people so that project efforts will experience a zone of optimal performance throughout its life. This involves managing and retaining the most highly skilled and productive people. Knowledge is money. A project team made up of higher paid people with the right specialized skills is worth more per dollar than a group of lower cost people who need weeks or months of training before they can start to be productive.

An examination of the above seven project performance factors indicates that they can be classified into three broad categories: **People, Process, Communications**

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Why does a project or business fail?

Conclusion

Project managers can easily reduce the risk of failure by identifying the common reasons that pave the way for project failure during the programming phase. The above-mentioned factors outlined here are critical for assessing a failing project's performance and planning corrective action to make the project successful.

Why does a project fail from your perspective? Please take a look at your planned project. **The LogFrame Matrix *Assumptions Section*** can help you to see what are the risks for your project. After reading common 7 reasons for failure of business/project; please use next 30 mins to re-work on your Assumptions and see if you need to adjust or add on new factors.

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Soft Skills

Leading founders of social co-operatives are social entrepreneurs that act as key change makers by collectively pursuing a social aim. The success of a social cooperative business depends on the interest, ability and capacity of people to bring about desired change, using their sense of initiative and entrepreneurship to turn ideas into action while cooperating together.

The Council of the European Union adopted a recommendation on key competences for lifelong learning in May 2018. The recommendation identifies eight key competences essential to citizens for personal fulfilment, a healthy and sustainable lifestyle, employability, active citizenship and social inclusion.

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Soft Skills

Key Competences

The key competences are a combination of knowledge, skills and attitudes.

Knowledge is composed of the concepts, facts and figures, ideas and theories which are already established, and support the understanding of a certain area or subject.

Skills are defined as the ability to carry out processes and use the existing knowledge to achieve results.

Attitudes describe the disposition and mindset to act or react to ideas, persons or situations.

All key competences are considered equally important and aspects essential to one domain

will support competence development in another. For example, skills such as critical thinking, problem solving, team work, communication, creativity, negotiation, analytical and intercultural skills are embedded throughout the key competences.

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Soft Skills

The 8 Key Competences

Literacy competence

Literacy is the ability to identify, understand, express, create and interpret concepts, feelings, facts and opinions in both oral and written forms, using visual, sound/audio and digital materials across disciplines and contexts. It implies the ability to communicate and connect effectively with others, in an appropriate and creative way.

Development of literacy forms the basis for further learning and further linguistic interaction. Depending on the context, literacy competence can be developed in the mother tongue, the language of schooling and/or the official language in a country or region.

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Soft Skills

The 8 Key Competences

Multilingual competence

This competence defines the ability to use different languages appropriately and effectively for communication. It broadly shares the main skill dimensions of literacy: it is based on the ability to understand, express and interpret concepts, thoughts, feelings, facts and opinions in both oral and written form (listening, speaking, reading and writing) in an appropriate range of societal and cultural contexts according to one's wants or needs. Languages competences integrate a historical dimension and intercultural competences. It relies on the ability to mediate between different languages and media, as outlined in the Common European Framework of Reference. As appropriate, it can include maintaining and further developing mother tongue competences, as well as the acquisition of a country's official language(s).

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Soft Skills

The 8 Key Competences

Mathematical competence and competence in science, technology and engineering

Mathematical competence is the ability to develop and apply mathematical thinking and insight in order to solve a range of problems in everyday situations. Building on a sound mastery of numeracy, the emphasis is on process and activity, as well as knowledge. Mathematical competence involves, to different degrees, the ability and willingness to use mathematical modes of thought and presentation (formulas, models, constructs, graphs, charts).

Competence in science refers to the ability and willingness to explain the natural world by making use of the body of knowledge and methodology employed, including observation and experimentation, in order to identify questions and to draw evidence-based conclusions. Competences in technology and engineering are applications of that knowledge and methodology in response to perceived human wants or needs. Competence in science, technology and engineering involves an understanding of the changes caused by human activity and responsibility as an individual citizen.

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Soft Skills

The 8 Key Competences

Digital competence

Digital competence involves the confident, critical and responsible use of, and engagement with, digital technologies for learning, at work, and for participation in society. It includes information and data literacy, communication and collaboration, media literacy, digital content creation (including programming), safety (including digital well-being and competences related to cybersecurity), intellectual property related questions, problem solving and critical thinking.
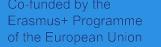
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Soft Skills

The 8 Key Competences

Personal, social and learning to learn competence

Personal, social and learning to learn competence is the ability to reflect upon oneself, effectively manage time and information, work with others in a constructive way, remain resilient and manage one's own learning and career. It includes the ability to cope with uncertainty and complexity, learn to learn, support one's physical and emotional well-being, to maintain physical and mental health, and to be able to lead a health-conscious, future oriented life, empathize and manage conflict in an inclusive and supportive context

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Soft Skills

The 8 Key Competences

Citizenship competence

Citizenship competence is the ability to act as responsible citizens and to fully participate in civic and social life, based on understanding of social, economic, legal and political concepts and structures, as well as global developments and sustainability.

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Soft Skills

The 8 Key Competences

Cultural awareness and expression competence

Competence in cultural awareness and expression involves having an understanding of and respect for how ideas and meaning are creatively expressed and communicated in different cultures and through a range of arts and other cultural forms. It involves being engaged in understanding, developing and expressing one's own ideas and sense of place or role in society in a variety of ways and contexts.

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Soft Skills

The 8 Key Competences

Entrepreneurship competence

Entrepreneurship competence refers to the capacity to act upon opportunities and ideas, and to transform them into values for others. It is founded upon creativity, critical thinking and problem solving, taking initiative and perseverance and the ability to work collaboratively in order to plan and manage projects that are of cultural, social or financial value.

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Soft Skills

Essential knowledge, skills and attitudes related to Entrepreneurship competence

Entrepreneurship competence

Knowledge

This competence requires knowledge of local, national, regional, European and global cultures and expressions, including their languages, heritage and traditions, and cultural products, and an understanding of how these expressions can influence each other as well as the ideas of the individual. It includes understanding the different ways of communicating ideas between creator, participant and audience within written, printed and digital texts, theatre, film, dance, games, art and design, music, rituals, and architecture, as well as hybrid forms. It requires an understanding of one's own developing identity and cultural heritage within a world of cultural diversity and how arts and other cultural forms can be a way to both view and shape the world

Soft Skills

Essential knowledge, skills and attitudes related to Entrepreneurship competence

Entrepreneurship competence

Skills

Skills include the ability to express and interpret figurative and abstract ideas, experiences and emotions with empathy, and the ability to do so in a range of arts and other cultural forms. Skills also include the ability to identify and realise opportunities for personal, social or commercial value through the arts and other cultural forms and the ability to engage in creative processes, both as an individual and collectively.

Attitudes

It is important to have an open attitude towards, and respect for, diversity of cultural expression together with an ethical and responsible approach to intellectual and cultural ownership. A positive attitude also includes a curiosity about the world, an openness to imagine new possibilities, and a willingness to participate in cultural experiences.
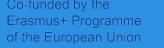
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Soft Skills

Relation of the key competences with Social Entrepreneurship

To discover relation between the key competences and social entrepreneurship, you need to follow the steps below.

 Step 1: Identify your key competences. Use next 60 mins to reflect on your knowledge, skills and attitudes for each key competence. Please write down everything you reflect on.

Soft Skills

Relation of the key competences with Social Entrepreneurship

Step 2: Please reflect on the above-mentioned key competences and identify how or which ones are related with Social Entrepreneurship. Write down your answer for each key competence in the next 30 mins.

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Relation of the key competences with Social Entrepreneurship

Step 3: You have already listed couple of key competences that are in relations with Social Entrepreneurship. You also have your reflection of your key competences. Compare these 2 lists, to understand which competences you already have and which key competences you should improve. Write down your findings and ways to enhance and develop the given competence. You have 30 mins to finish this assignment!

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Suggested Readings

https://www.pmi.org/learning/library/seven-causes-project-failure-initiate-recovery-7195

Discenza, R. & Forman, J. B. (2007). Seven causes of project failure: how to recognize them and how to initiate project recovery. Paper presented at PMI® Global Congress 2007—North America, Atlanta, GA. Newtown Square, PA: Project Management Institute.

https://www.projectsmart.co.uk/white-papers/chaos-report.pdf

The Standish group report on project failures.

http://calleam.com/WTPF/

Companion site to the Project Management and Project Leadership classes offered by Canada's University of British Columbia (UBC), Sauder School of Business – Continuing Business Studies. The materials on this site are provided in an effort share knowledge and help organizations develop their Project Management capacity.

https://op.europa.eu/en/publication-detail/-/publication/297a33c8-a1f3-11e9-9d01-01aa75ed71a1/language-en

EU publication on key competences for lifelong learning.