

important that the project team identifies the strategic issues the project faces and deals with them in terms of how they may affect the outcome of the project.

In the assessment of the issues, some may be set aside as not having a significant impact on the project. Such issues may not be attended to directly but continually monitored to see if any changes may occur that can have meaningful impact on the project outcomes.

In project management, the strategic issues have significant impact on achievement of the overall project goal. Often the success or failure of any project depends heavily on how best these issues are addressed in the all the phases of the project life cycle.

Strategic issues help in;

- a) Determination of a clear sense of future direction and focus
- b) Improvements in program and service delivery
- c) Enhanced marketing efforts
- d) Increased volunteering and membership involvement; and, more effective fundraising

3.0. HOW TO IDENTIFY STRATEGIC ISSUES IN PROJECT MANAGEMENT

Strategic issues are identified through a number of ways the project management team. Firstly, the team may employ brainstorming in relation to project/organization vision and mission statements. Secondly, research can factually inform on the strategic issues. The teams can also, socialize and consult with stakeholders and beneficiaries. Among other methods is learning from past experience, expert opinion, and pressures and policy change.

3.1.Steps involved in identifying the strategic issues

Those for which no action is required at present, but must be closely monitored; those that are coming up on the horizon and are likely to require some action in the future and perhaps some action now and those that require an immediate action

Participants should consider each of the strategic issue and ask,

- a) What are the consequences of not addressing either of the issue?
 - b) What is the effect of the consequences in the general organization goals, structure or policies?
 - c) What is the effect of such failure to the community?
 - d) Does the company risk any penalties from other stakeholders including government for not addressing the strategic issue?
4. *Consolidate overlapping or related issues.* After identifying a large number of issues, the project team should examine all the issues and merge them into a limited number of non-overlapping issues. Some issues could be as well dealt with concurrently to avoid duplication. This can be achieved by finding answers to the following question;
- a) Which issues can be handled immediately or are urgent
 - b) Which issues can addressed concurrently, or by use of similar resources
 - c) Which issues are beyond the ability of the project team
5. *Arrange issues in an orderly list.* The final list of strategic issues should be arranged in an orderly manner in preparation for an action plan. The project team will arrange the issues in prioritized manner by determining if certain issues are time bound, emergencies in nature, simpler to handle, complex or controversial in nature, requiring huge capital investment while paying close attention to the project goals and objectives.

This strategic issue is best classified under emergency issues and which may have unbearable consequences if not addressed immediately. In order to address this safety and security concern they had to mobilize every resource to evacuate all their employees. However, the need to have proper and long-term security mechanisms was evident given the area is also a bandit prone zone.

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Page 16 of 18