- The project must work on tasks which are important for the base organisation. There should be a close correlation between the business plans and the objectives of the project

- The base organisation should have principles and policies of project work

- Project methods and tools must compel those involved to spend time on defining project objectives and goals, ie what the project should achieve

- Project methods and tools must compel those involved to focus on giving the project a composite goal, which encompasses matters relating to people, systems (technical matters) and organisation

- Project planning must take place at at least two levels

- Short-term, controllable intermediate goals must be set

- A plan must be clearly presented on a single sheet of standard-sized paper

- Those who draw up the plans must know that they themselves will have to live with the consequences of them

- There must be an understanding of the fact that change processes take time

- There must be an understanding of what control is, and how important this task is in project work

- A plan must be formulated in such a way that it both facilitates and promotes control

- The project manager must be given authority in his dealing with the base organisation

- Procedures for reporting must be established

- There must be an understanding that a project can be organised in several different ways

- The lines of responsibility in the project must be clearly described

- Binding agreements for releasing resources for the project must be drawn up

- Line management and project members should be highly motivated

- A project manager with the right qualities must be selected

- Concrete work must be done to create good conditions for cooperation in the project

- Common methods must be selected for work on the project which also encourage communication between the experts and users

- Changes in project objectives and goals must be made after careful consideration

- There must be quality control throughout the project

Figure 3.1 *Important factors for avoiding pitfalls in projects*