

ABSTRACT

**THE EFFECT OF INNOVATIVENESS OF PROJECT
AND PARTICIPATION OF CONCERNED PARTIES
ON THE SUCCESS OF OR/MS PROJECTS**

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This paper reports on the findings in an empirical study of 92 OR/MS projects with the aim of identifying the effect of participation of concerned parties on the success of project wherein project types are considered in terms of the "newness" (innovativeness) of approach used. CLIENT, OR/MS and OTHERS who have stake in the project are considered to constitute concerned parties. Data were gathered for each of the five phases of the progress of project.

It was shown that the degree of participation of concerned parties had significant effect on the success of OR/MS projects. Further, participation of client group throughout the five phases of project progress was found to be particularly important in the innovative type projects while it was necessary in both the planning and the validating phases in the case of non-innovative type projects. The projects initiated by the leadership of clients had the highest success rate.