

**KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI-
GHANA**

The Significance of Project Management in a Flourishing Business

By

Hammond George Armah (BSc. Civil Engineering)

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requirements for the degree of**

MASTER OF SCIENCE

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DECLARATION

I hereby declare that this submission is my own work towards the MSc. and that, to the best of my knowledge, it contains no material previously published by another person, nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

HAMMOND GEORGE ARMAH
Student Name (PG1150817)	Signature	Date

Certified by:

DR. GODWIN ACQUAH
Supervisor(s) Name	Signature	Date

Certified by:

PROF. BERNARD BAIDEN
Head of Department Name	Signature	Date

ABSTRACT

Organization who incorporate project management shows better utilization of resources, reduced cost, shorter development times and a better focus on results and quality. Also, organizations using project management have strong inter-departmental cooperation that builds synergies across the organization. Project management is a relevant issue in both public and private organizations. The implementation of practices in project management in these organizations is the most significant field in developed and developing countries, since it identifies methodologies and actions required to achieve the strategic goals of the organizations. The aim of this research was to explore the significance of project management in a flourishing business of an organization. Three objectives were set on which literature review was conducted. The first objective was to identify the significance of project management for a successful business operations. The second objective was to identify factors that hinder project management effectiveness in an organization and the third objective was to identify factors that contributes to successful project management in an organization. This study adopted quantitative method in which survey questionnaires were administered to respondents involved with project management yielding a response rate of 83 percent. The statistical tools utilized in data analysis include mean score; and descriptive statistics. The findings of the research indicated that “Shortage and late access to resources; Improper planning; Cash-Flow problems; and Lack of effective communication” are factors that hinder project management effectiveness in an organization. Also, the findings indicated that “Effective management of project cash inflow and outflow; Precise definition of project scope and objectives; Appropriate and effective project change management in terms of design/scope; and Effective management of project time schedules are factors that contributes to successful project management. It was recommended that Organizations put in their best to enhance effective project management through effective planning, monitoring and coordination of project activities. Moreover, establishment of efficient teamwork and cooperation among project team members and effective control of organizational bureaucratic culture. Also management in organization should ensure effective communication and rapid information flow amongst project participants.

Keywords: Project management, Project, Public organization.

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DEDICATION

This dissertation is dedicated to the Almighty God for his mercies, my mum who laid the foundation for my education, all my family members, friends and loved ones most especially my wife and kids.

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CHAPTER ONE

1.1 BACKGROUND OF THE STUDY

According to Morris (2007), organization who incorporate project management shows better utilization of resources, reduced cost, shorter development times and a better focus on results and quality. He further stated that organizations using project management have strong inter-departmental cooperation that builds synergies across the organization. Project management is a relevant issue in both public and private organizations. The implementation of practices in project management in these organizations is the most significant field in developed and developing countries, since it identifies methodologies and actions required to achieve the strategic goals of the organizations. Moreover, achieving successful processes of identification, planning, implementation and completion of projects present an urgent need and has attracted considerable interest and activity on the part of organizational developers (Morris, 2007).

PMI (1996) referred project as an undertaking which is carried out temporary to deliver a service or develop a product which is unique. The uniqueness of the project is traced from the fact that possess some attributes which different from other similar service or product. Also the project being temporary connotes to the fact that it possess a fixed ending point meaning it comes to a closure at a point in time. According to PMI (2004), applying skills, knowledge, techniques and tools to activities of a project to obtain desired requirement can be termed project management. Project management goes through a process which involves initiation of the project, project execution, monitoring the progress of project, controlling project performance and finally, closure of the project.

Project management has its root from early civilization and project management in the modern days was founded on the World War II. During the industrial revolution

managing project was employed in both defense and construction industries. Cooke-Davies and Arzymanow (2003) stated that, now a days request for engaging project management has numbered as there is increase in project execution in various industries. The increased in project management application can be attributed to the way it systematically manage projects (Arto *et al.*, 2008; Morgan, 1987; Kartam *et al.*, 2000). Project management leads to achieving results which are consistent when embarking on a mission and moreover serves as a great tool in business which can change the ability of an organization to accomplish its task.

Milosevic and Patanakul (2005) asserted to the fact that, the productivity of a firm can be enhanced by applying project management in their various activities. The firms can accomplish these by developing a system which is standard and adds practices which are strategic into manner projects are executed. The application of the tools and practices of project management in lowly developed countries is not at its peak. According to Abbasi and Al-Mharmah (2000), project management practices aims to accomplish set goals within cost bounds, specific time with appropriate resource utilization and engaging a unified planning and controlling systems.

Organizations gain lots of benefits in applying project management such as they become efficient and effective in their services and product delivery, improved productivity and they become more accurate when scheduling and budgeting their activities (Schlichter, 1999). As there is continuous scarcity of resources, project management recognition and application is increasing.

1.2 PROBLEM STATEMENT

In the life of an organization, projects have always had a great impact and relevance due to the fact that they presents as the main tools to carry out various business strategies.

Also projects are the constructors in the adaptation process to the always changing business conditions (Görög, 2013). According to Bredillet (2007), businesses begin investing a huge amount of funds into project when its importance was recognized. One-fifth of the world's GDP accounted as the investments. However, when comparison was made on the rate of successful investments to the expected outcomes, it was clear that they didn't match up and out of all initiated project investments, only one-third was successful (Standish Group, 2009).

Studies have shown that factors influencing the high rate of unsuccessful projects are mostly not the hard quantitative components (e.g. resource availability) but more likely of soft components attached to an organization or even to the human factor (e.g. communication) (Standish Group, 2009). In taking account of projects strategic role and investment made on them, is essential for businesses to attain a successful project outcomes. Moreover, researchers in the field of project management have argued that the major reason to project failure is lack of sufficient attention project practitioners pay to activities in the conceptual stage of project implementation. It was further argued that inability to achieve project activities effectiveness which is part of the conception phase of a project can be compared to not providing a foundation which is solid enough to bear the weight of a high tower (Axson, 2007; Besner and Hobbs, 2006; Kerzner, 2004).

Further, amongst project participants there is frequent and undesirable project performance failure and the goal of ensuring that projects are carried out within scheduled time, project scope and cost budget to client satisfaction is advancing despite the innovations in technology. Gelbard and Carmeli (2009) stated that, the rate of projects encountering failure could range from 18 percent to 50 percent. The magnitude of failure rates as presented gives indication to the significance of investigating project management effectiveness.

Ghana faces a tremendous challenge within its businesses both public and private in managing effectively and efficiently its diverse planned projects. For prosperity in the future of nations, there must be a solid foundation in project delivery. Therefore, it is of relevance to investigate the significance of project management and make awareness of effective project management techniques for successful delivery of projects by business organizations.

1.3 AIM OF THE STUDY

The study aimed at determining the significance of project management in a flourishing business of an organization.

1.4 OBJECTIVES OF THE STUDY

The following objectives were established to achieve the study's aim:

1. To identify the significance of project management for a successful business operations.
2. To identify factors that hinder project management effectiveness in an organization.
3. To identify factors that contributes to successful project management in an organization.

1.5 RESEARCH QUESTIONS

The study seeks to answer the following questions:

1. What are the significance of project management for a successful business operations?
2. What are the factors that hinder project management effectiveness in an organization?
3. Which factors contributes to successful project management in an organization?

1.6 RESEARCH METHODOLOGY

The research methodology engaged in undertaken the study is the quantitative research approach. As noted by Naoum (2002), quantitative approach to a research produces statistics with the utilization of survey works which are of large-scale. Naoum (2002) further contends that lot of individuals are reached by using quantitative research approach and also it presents a much quicker contact with these individuals. The research commence with the conduct of a literature review by collecting secondary data from textbooks, journals and previous research works. The following phase proceeded with sample frame development which was targeted on organizations in the public sector under the ministry of works and housing operating within the catchment zone of Accra.

Survey questionnaires were largely dependent upon during the enquiry which gathered from the field, data which are empirical. To enhance easy synthesis and categorizing, questions were placed on the Likert scale rating. More so the questions were close-ended in the questionnaire. Statistical Package for Social Sciences (SPSS) was engaged to analyze retrieved data.

1.7 JUSTIFICATION OF THE STUDY

Factors influencing the high rate of unsuccessful projects are mostly not the hard quantitative components such as the availability of resources but more likely of soft components attached to an organization or even to the human factor such as communication. In taking account of projects strategic role and investment made on them, is essential for businesses to attain a successful project outcomes. In the life of an organization, projects have always had a great impact and relevance due to the fact that they presents as the main tools to carry out various business strategies. Also projects are the constructors in the adaptation process to the always changing business conditions.

Most projects implemented by organizations are often said to encounter difficulties and sometimes failure. Highlighting the need to engage in effective project management is a way forward to improve project delivery in organizational operations.

1.8 SIGNIFICANCE OF THE STUDY

Ghana faces a tremendous challenge within its businesses both public and private in managing effectively and efficiently its diverse planned projects. For prosperity in the future of nations, there must be a solid foundation in project delivery. This research helps increase the understanding of project management and its significance in business operations of organizations. Also, it is of the expectation that the study provides relevant lessons on project management practices which serves as basis for an effective implementation of projects. Moreover, the study adds to knowledge in project management in business organizations and also assist other researchers who may engaged in research in this line of study.

1.9 SCOPE OF THE STUDY

Although the conduct of the research is of concern to all business organizations in Ghana, organizations in the public sector under the ministry of works and housing was engaged in this study. Moreover to enhance the effectiveness of data collection, organizations in the Accra metropolis in the Greater Accra Region of Ghana was surveyed. Research emphasis in Accra emanates as a result of high concentration of business activities. The prevalence of the Accra Metropolitan Assembly as a regulatory, instructive, modern and business Center has pulled in individuals from everywhere throughout the nation. The territory keeps on being the significant strength for quick populace development, with migration paying to more than 35% of the populace increment (Ghana Statistical Service, 2000). The populace of Accra like other urban area

is mostly youthful with 56% of the populace younger than 24years with 75% businesses in small-scale. Also Accra was chosen due to its proximity to the researcher which reduced the cost and time for gathering primary data.

1.10 RESEARCH ORGANIZATION

The structure of the thesis composed of five chapters which are interdependent, and conforms to the outline as follows, chapter one highlighting on the study's background, problem statement of the study, aim and objectives as well as research questions, study's scope, justification and methodology. Chapter two throws lights on literature review comprising earlier works concerning the subject of project management. In chapter three, research methodology was presented including population and sample size consideration, data collection procedures and instrumentation used to gather data for the study.

Chapter four elaborates the analysis on findings and make discussion on findings of the study. The final chapter, thus chapter five summarizes findings obtained and gave recommendation for further research conduct.

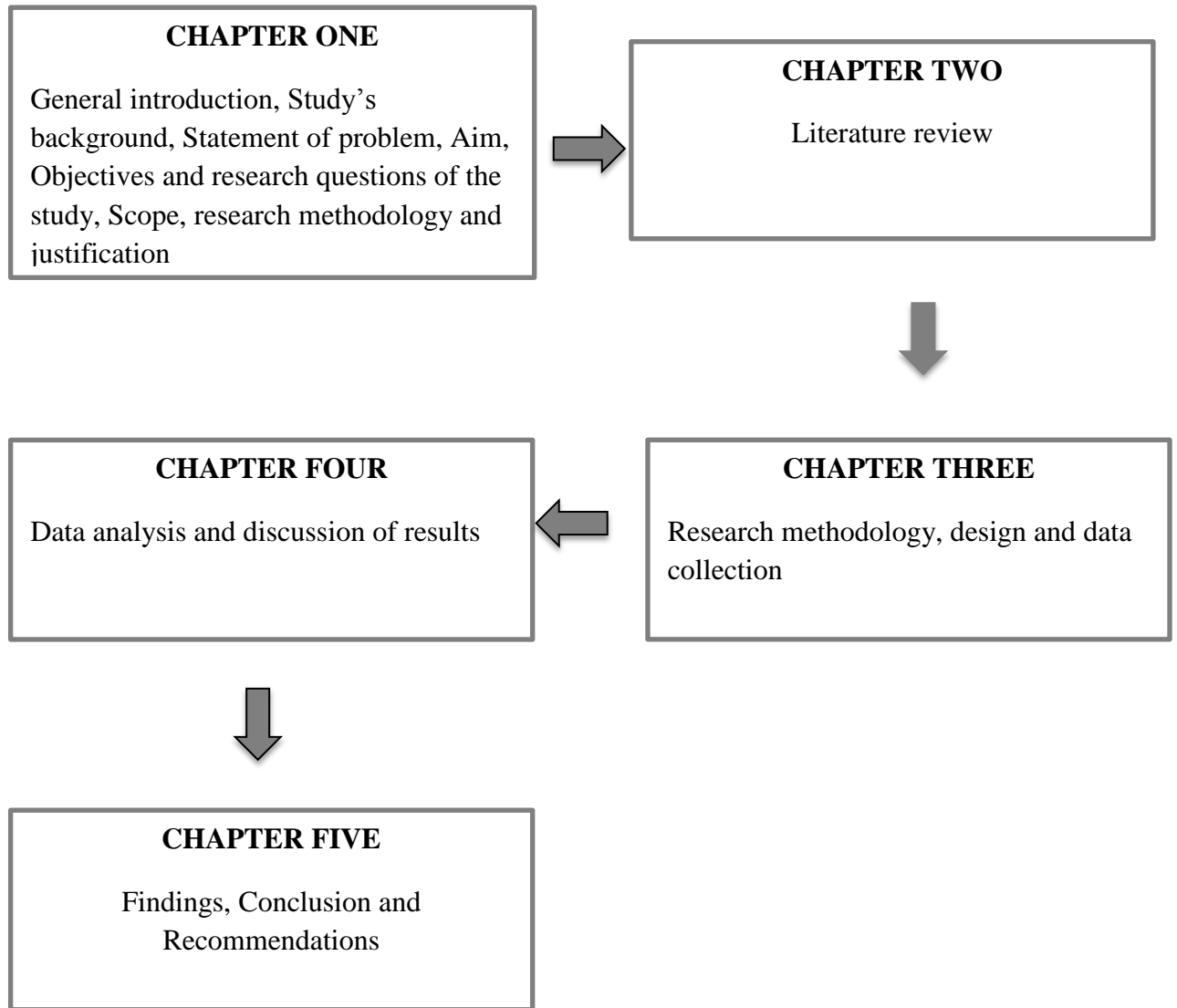


FIGURE 1.1: FLOW DIAGRAM OF RESEARCH PROCESS

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The chapter conducts reviews of literature on project management. The study present the significance of project management in business operations and the factors that hinder project management effectiveness in an organization. The chapter end with factors that contributes to successful project management in an organization.

2.2 GENERAL OVERVIEW OF PROJECT MANAGEMENT

Managing project counts among achievements of mankind which is of much respect and very old in existence underlined by the accomplishment of the pyramids builders, craftsmen and masons of the China's Great Wall, ancient cities architects and others. In the implementation of growth in an organization, project is considered as the means due to it being over 50% of work undertaking in an organization (Peter, 2005). According to PMI (2004), applying skills, knowledge, techniques and tools to activities of a project to obtain desired requirement can be termed project management. Project management goes through a process which involves initiation of the project, project execution, monitoring the progress of project, controlling project performance and finally, closure of the project. Throughout the life cycle of a project, project management implement these roles in view of ensuring that project clients and stakeholders are satisfied according to the requirements desired. Individuals with a direct interest in a project are termed the stakeholders of the project. When there is an expression of satisfaction by project stakeholders in accordance to level of their participation, it assures the success of the project outcome.

Milosevic and Patanakul (2005) asserted to the fact that, the productivity of a firm can be enhanced by applying project management in their various activities. The firms can accomplish these by developing a system which is standard and adds practices which are strategic into manner projects are executed. According to Abbasi and Al-Mharmah (2000), project management practices aims to accomplish set goals within cost bounds, specific time with appropriate resource utilization and engaging a unified planning and controlling systems.

A project on the other hand can be seen as a component or system that is variant with different forms in the various life cycle. It form changes from a concept or a proposal through to project feasibility study, implementation and completion lastly (Atkinson, 1999). Recently there are more complexities and complications involved with a project. It requires large investments of capital, involves project stakeholders from various professional backgrounds, time constraints and strict standard of quality. PMI (1996), referred project as an undertaking which is carried out temporary to deliver a service or develop a product which is unique. The uniqueness of the project is traced from the fact that possess some attributes which different from other similar service or product. Also the project being temporary connotes to the fact that it possess a fixed ending point meaning it comes to a closure at a point in time.

Organizations gain lots of benefits in applying project management such as they become efficient and effective in their services and product delivery, improved productivity and they become more accurate when scheduling and budgeting their activities (Schlichter, 1999). As there is continuous scarcity of resources, project management recognition and application increases with time.

Project management is primarily concerned with managing the execution of project from conceptual stage or proposal of the project through to the end of project execution and its functions through planning, organization, directing, controlling and monitoring activities of a project. However, the application of the tools and practices of project management in lowly developed countries is not at its peak.

2.2.1 DEVELOPMENT STAGES OF A PROJECT

A project is mainly composed of three phases during its implementation stage. Project life cycle can be referred to as these phases. The project implementation stages stay the same irrespective of the engaged methodology of project execution (PMI, 2004). The stages comprise of:

- i. Initial project phase;
- ii. Intermediate project phase; and
- iii. Final project phase

These phases of the project for complexity reasons can be divided into sub-phases. Figure 2.1 below shows the sub-division of the phase by Labuschagne and Brent (2004) which was into six phases.

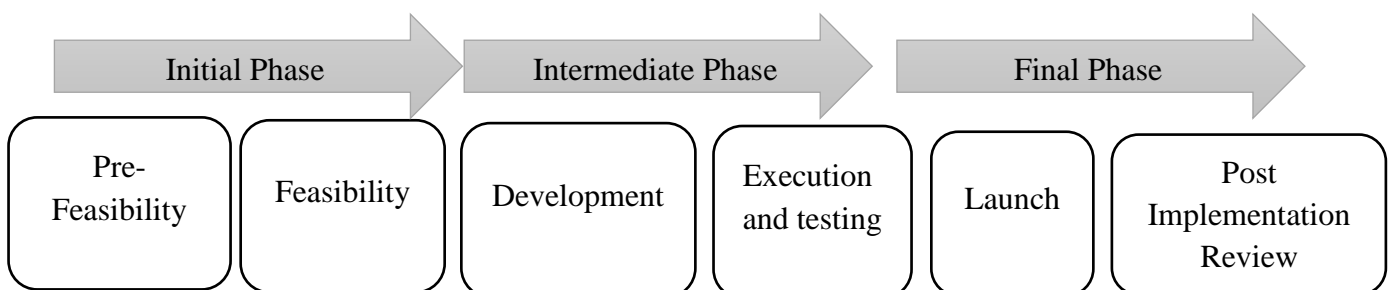


FIGURE 2.1: PROJECT LIFE CYCLE

Source: labuschagne and brent, 2004

2.2.2 PROJECT MANAGEMENT AND GENERAL MANAGEMENT

The fundamental difference between project management and general management stem from the difference in the type of work they manage. Project management deals with management of projects (which are temporary and unique) whereas, in general management it deals with managing operations which are repetitive. Mainly in general management, organizations that manage operations survive over a long period of time whiles in project management organizations are terminated when the project mission is achieved (Carmichael, 2004). Project management and general management share some similarities though they have differences in their operations. They share similarities such as:

1. Formulation and implementation of decision;
2. Provision of leadership and supervision for members and activities;
3. Management of organization's interface; and
4. Allocation of resources;

However, according to Cleland and Ireland (2002), for successful project management to be attained it requires general management knowledge application.

2.3 SIGNIFICANCE OF PROJECT MANAGEMENT IN BUSINESS

OPERATIONS

According to Daft (2010) every organization aims at achieving its set goals and objectives in an efficient and effective way. The objectives of project is achieved when project management are effectively implemented throughout the life cycle of the project. Project management functions by tracking and controlling all activities of the project. The cost of ensuring effective project management through appropriately planning and executing project outweighs the consequences as a result of inappropriate decisions making of

management (Lewis *et al.*, 2002). A successful project guarantees that project is completed within time scheduled, cost, desired quality and performance of the project (Burke, 2006). Managing project ensures that project resources are appropriately and effectively utilized. It further contributes to effective control of changes in the scope of the project. Through the effectiveness of project management many activities can be accomplished in a minimal time (Kerzner, 2003). In addition, application of project management allows the measurement of project accomplishment against initial project plans. Vrecko (2006) listed the following as benefits acquired through project management implementation:

1. Through project management clear goals can be set;
2. Helps in the identification of areas of risk in the project delivery;
3. Effectiveness of managing project ensures timely completion of project within budgeted cost and quality;
4. Project management allows the separation of the various activities for easy monitoring and controlling;
5. Project accountability is enhanced through project management;
6. Ensures the usage of project resources efficiently and effectively;
7. Enable the aggregation of project activities according to critical and non-critical activities to avoid time and cost overruns;
8. Project management serve as a means of detecting problems for early preventive and corrections actions to be taken;
9. Enables project to be tracked and managed to attain project objectives; and
10. Project management enables a complex situation or problems to be solved.

2.3.1 APPLICATIONS OF PROJECT MANAGEMENT

Mostly, in many organizations project management is often implemented in one way or the other. According to Cleland and Ireland (2002), project management can be applied in every industry or profession. Project management can be applied in all situations most especially:

- i. When activity needs lots of capital investment, skills, huge resources and technology application;
- ii. There is the need to share resources between a lots of components;
- iii. There is a requirement for change to be managed;
- iv. When unique and complex activities that are not familiar requires to be managed;
- v. There is the need to give special focus on a particular initiative; and
- vi. When an initiative require that various knowledge, experiences and professionals come together to accomplish a goal.

2.4 FACTORS THAT HINDER PROJECT MANAGEMENT EFFECTIVENESS IN AN ORGANIZATION

Organizations were introduced to a lot of complexities due to globalization. Further globalization allow the market to be opened with various partners and projects which therefore lead to increased desires and requirement for improvement to remain competitive in business. Globalization presents opportunities to organizations as well as threats to their operations. In the last decade measurement of performance, project used as strategic tool for decision making and organizational management became of relevant subject of interest worldwide. According to Neely (1998), it became a focal point of organizational planning and controlling. For sustenance of organizations due to competitiveness in the market, project management was known as a shield to their survival. Organizations are implementing project management in their operations due to environmental variance, rapid changes in the economy and technological advancement to stay in competition with their rivals.

In project management, identifying areas that may lead to the unsuccessful project delivery requires to be studied for preventive and corrective actions to be taken to enhance improvement in project performance. Sultan and Kajewsk (2006) identified the following as factors hindering the implementation of an effective project management for a successful project delivery:

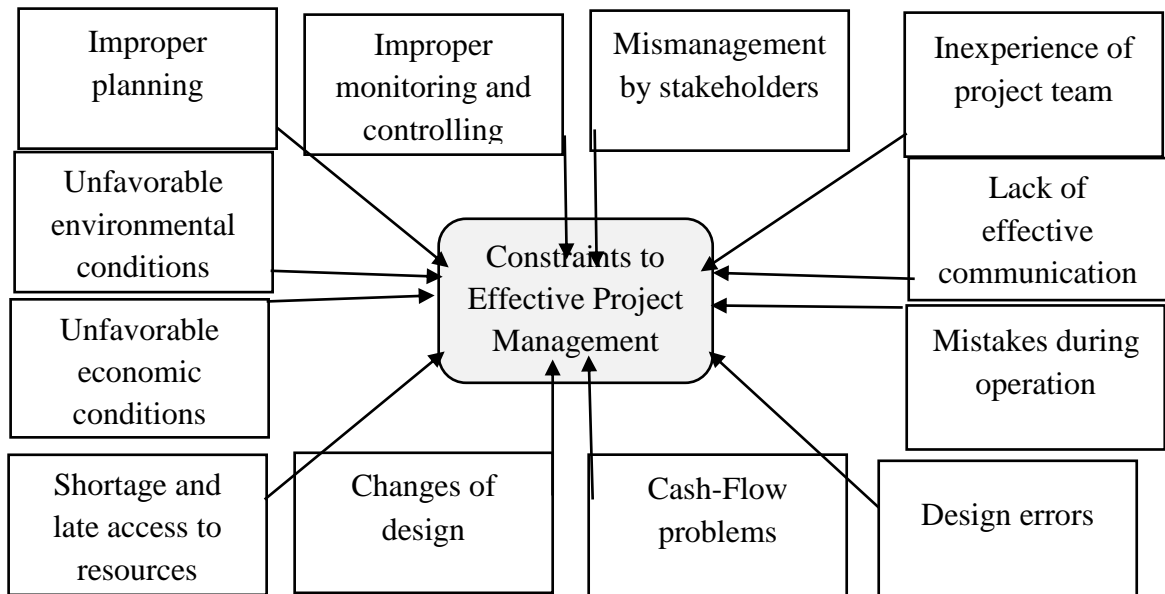
- i. Absence of effective planning and urgencies giving to social and economic activities;
- ii. Lack of interest to public roles and responsibilities;
- iii. Bureaucracy in organizations
- iv. Presence of corruption and fraud

- v. Project clients minimizing project cost by reducing essential technical requirements; and
- vi. Absence of motivation;

According to Sultan and Kajewsk (2006), reducing the cost of a project negatively affects the quality performance of the project. Another cause of problems in project management is as a result of the swift from using traditional methods to modernized ways. Current way of doing things leads to ineffective planning due to unfamiliar and lack of knowledge on new methods. More so, the crucial requirement placed on project to be completed within a small time limit results in effective planning of projects (Anzalone, 2000). Further inflation in prices and high currency exchange rates have negative impact on project management which leads to high risk in project cost. More problems to project effective management are raised by management that are inexperienced and inefficient. Also low salary and incentive to project team members and technical experts leads to low motivation which may cause them to abandon the project (Anzalone, 2000).

In addition, absence of scientific knowledge has great impact on project management effectiveness in ensuring success of initiatives. Absence of frequent monitoring and supervision also affect project management effectiveness coupled with absence of detailed information on the project to be implemented which takes up money and limited time and results in minimal profit or loss (Abbasi *et al.*, 2005).

Odeh (2002), identifies some factors as constraints to effective project management, these are presented in figure 2.2 below.



Source: Author's construct

FIGURE 2.2: CONSTRAINTS TO EFFECTIVE PROJECT MANAGEMENT

2.5 FACTORS THAT CONTRIBUTES TO SUCCESSFUL PROJECT

MANAGEMENT IN AN ORGANIZATION

The implementation of project management is aimed at controlling the major relevant components that give potential information to achieve the objectives of a project effectively and efficiently. Strategic plans must be acquired by every organization and also have a vision that enable the achievements of its goals and objectives. When organizations identify their goals and wants they are able to carry out a successful project management thereby achieve their objectives. An organization progress in business and survival rely greatly on how well implementation of project management is carried out and further their field experiences.

Getting abreast with the life cycle of a project is very critical to project management effectiveness. Gaining knowledge in this area enables project plans to be formulated which will satisfy project requirements in the various stages of the project (Kerzner, 2006). The life cycle of a project goes through four phase of:

- i. Initial project phase;
- ii. Project planning phase;
- iii. Project execution phase; and
- iv. Project Closing phase

An effective management, controlling and monitoring of project throughout the individual phase yields a successful project outcome.

2.5.1 PROJECT INITIAL PHASE

The initial phase of a project refers to the conceptual phase of the project. Clients give proposals of the concept of the project. Here the desires, specifications and requirements of the project are briefed by the client to the project designers. The phase of the project is critical to the success of project management. It involves feasibility study of the project, project requirement identification, formulation of documents on project description. The following are activities to be carried out by project team members to ensure effective project management:

1. All required regulations, codes and standards of project must be collected and studied carefully.
2. Documents essential to the execution of the project should be prepared according to project requirements.
3. Conducting interviews with project clients to gather goals and project requirements (Wideman, 2004).

2.5.2 PROJECT PLANNING PHASE

The major and challenging phase of a project is the planning phase. When projects are properly planned at this stage, it helps to avoid a lot of related problems associated with the project. This phase consist of:

1. Developing requirements of the projects.
2. Examining project cost and time schedules.
3. Project resource planning and assessing its availability.
4. Assessing activities involved in the project through work breakdown.

During the planning phase project managers and planners must develop an intensive plan for the project which will serve as directions for all project activities. The plan of the project displays task and activities of the project which are to be delivered in a particular time frame while presenting the resources required for these activities to be executed. The project plan must also involve communication plan which is vital for successful project management. Quality plans and systems must be formulated and crucially risk management plan to avoid and reduce all possible risk related to the project (Kerzner, 2006).

2.5.3 PROJECT EXECUTION PHASE

In project execution phase, the conceptualized project is put into being physically in conformance to requirements of the project. Much energy is consumed at this phase of the project because of intensiveness of project activities (Hamilton, 2001; Anzalone, 2000)). In this phase for an effective project management to be achieved, the project team members must engaged in:

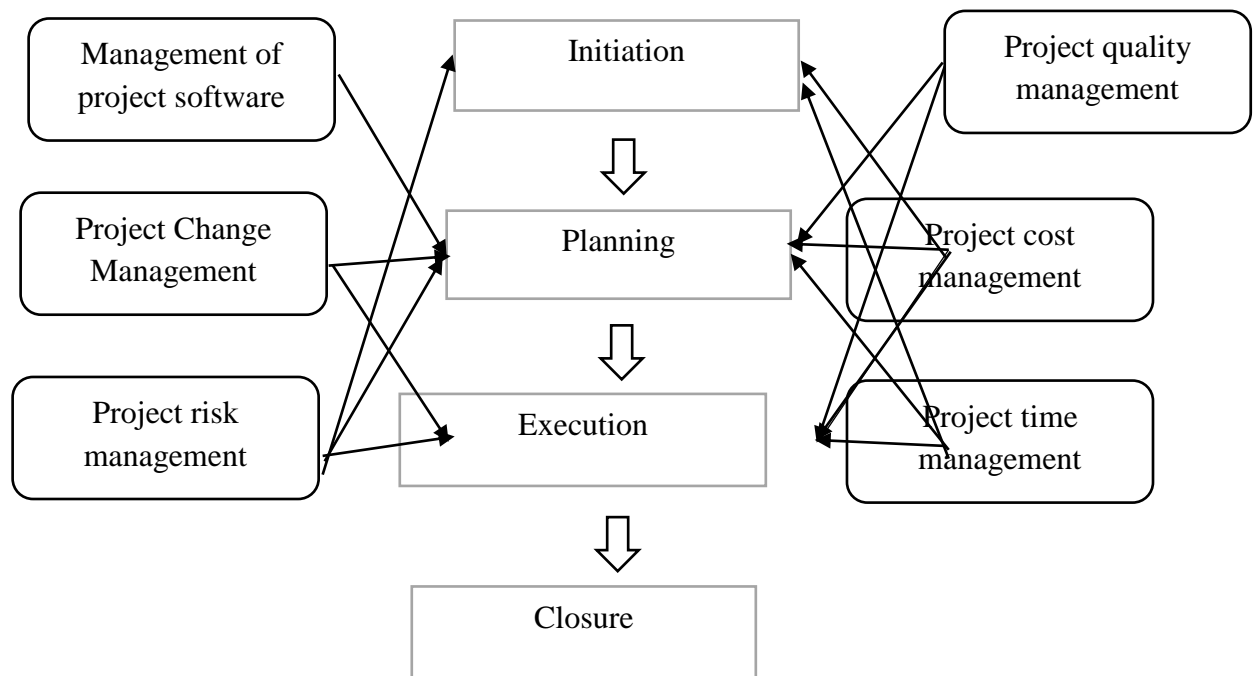
- i. Effective management of project quality.
- ii. Appropriate and effective risk management.

- iii. Frequent and effective communication.
- iv. Timely and effective coordination and monitoring of the activities of project.
- v. Effective management of project scheduled time.
- vi. Effective management of project cash inflow and out flow
- vii. Appropriate and effective project scope and design change management.
- viii. Appropriate and efficient utilization of project software.

2.5.4 PROJECT CLOSING PHASE

The final phase of a project life cycle is its closure. This phase ends the activities carried out on the project. Appropriately closing project gives it a successful and effective project management. Project team members must engaged in the following activities to effectively close the project:

1. Handling the finished project to the respective client.
2. The client should be handed documents necessary with complete information the client required.
3. Release of equipment and staff engaged in the project.
4. Conducting assessment report on final project performance in terms of cost, time and quality.
5. Termination of every contracts involved with the project.
6. Documenting all lessons learnt from the conduct of project to serve as a guide for other similar projects (Hamilton, 2001).



Source: Author's construct

FIGURE 2.3: FLOW DIAGRAM FOR PROJECT DEVELOPMENT

2.6 SUMMARY

Milosevic and Patanakul (2005) asserted to the fact that, the productivity of a firm can be enhanced by applying project management in their various activities. The firms can accomplish these by developing a system which is standard and adds practices which are strategic into manner projects are executed. According to Abbasi and Al-Mharmah (2000), project management practices aims to accomplish set goals within cost bounds, specific time with appropriate resource utilization and engaging a unified planning and controlling systems. Organizations and as such the public sector gain lots of benefits in applying project management such as they become efficient and effective in their services and product delivery, improved productivity and they become more accurate when scheduling and budgeting their activities (Schlichter, 1999). As there is continuous scarcity of resources, project management recognition and application is increasing.

Moreover, the application of the tools and practices of project management in lowly developed countries is not at its peak. This research has therefore explore ways of improving project management in the public sectors in Ghana by bringing them to the knowledge of the significance of project management in business operations and give awareness of factors that hinder project management effectiveness in an organization. Further factors that contributes to successful project management in an organization was brought to light to enhance effective implementation of project management in the public sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The present chapter is very vital to the study's conduct as it is the pivot around which all activities of the research revolve. It comprises of the key strategy adopted for the research and its finding followed by the rationale for the adoption of such a strategy. The research design comprises of data sources which involves desk survey which aided in the identification of key research variables; questionnaire development, distribution and statistical tools for data analysis.

The primary objectives of choosing a research methodology and design is to give instructions to plan and conduct the study in a manner which will promote the attainment of set goals. According to Burns and Grove (1998), research methodology is the guide for undertaken the study. Also it can be referred as strategies and procedures engaged to collect and conduct a data analysis when conducting a research (Hungler, 1999). According to Christou *et al.* (2008), research methodology is an approach to gaining knowledge of the world, is about discovering ways of engaging in a task to access what is believed to be the truth. Research methodology involves designing, sampling, collection of data and conducting analysis on data retrieved.

3.2 RESEARCH STRATEGY

Research method selection is very crucial decision which researchers requires to study the various approaches to the research study and make judgement as to which satisfies the study's objectives and will be compatible with the available information also with the required information. Various approaches to research conduct exist such as qualitative methods to research study and quantitative method. Inductive and deductive are also forms of approach to research conduct. Qualitative methods is engaged to make meanings from opinions, thoughts and also create a basis to make decision. Quantitative on the other hand is utilized to predict and measure to attain the concluding course of action. Further, deductive method of research approach involves starting with a general concept or ideas and arriving at a specific concept, which is the other way round for inductive method of research approach which involves starting with a specific concept or ideas and arriving at a general concept or ideas (Burney, 2008).

Naoum (2002) stated that, the choice of engaging a particular research approach is dependent on the study's aim and also type of information available for the conduct of the study. The study engaged a quantitative method of research approach by utilization of survey questionnaires to elicit data from respondents. The quantitative strategy is suitable for this research because of the desire of the researcher to measure the opinions of respondents using scientific basis (positivist) approach. By adopting the quantitative strategy, the researcher was entirely detached from the research phenomenon unlike the other strategies like the qualitative strategy. It is envisaged that project management are phenomenon experienced by project stakeholders in organizations.

3.3 RESEARCH DESIGN

The design of a research deals with framework that will be used to collect data and make analysis to these retrieved data. It serve as guide to execute the technique to collect and analyze data. It further provides connections between data which are empirical and provides a logical sequence to make conclusions to the study's research questions. Case study, experimental, action research and survey are the forms of research design (Bryman, 2005). Survey as a form of research design was engaged in the conduct of the study. Due to the need to generalized research finding across the construction industry, a survey questionnaire was adopted. Oppenheim (2003) stated that the utilization of a survey questionnaire improves replication and give reliability of observation due to its in-built uniform measurement and sampling techniques.

3.4 POPULATION OF THE STUDY

In every research, defining the population of the study is very essential. The population of the study defines the actual group the study is interested in. The population of target is the whole combination of respondents that meet the established research criteria (Burns and Groove, 1998). Population of a study may comprise of members in an organizations, villages, places or events selected due to their significance to the achievement of research set objectives. The study limits its target population to stakeholders in organizations in the Ministry of Works and Housing in the Accra Metropolis in the Greater Accra Region. The population chosen was as a result of their frequent engagement in many project managing activities in Ghana. With this a more consistent and reliable information can be presented.

3.5 SAMPLING TECHNIQUE AND SAMPLE SIZE

From the Greater Accra Region, department of Human Resource Management of the Ministry of Works and Housing, a total of 3,141 staffs are employed currently in Ghana as a whole with 93 staffs located in the Accra metropolis. By Miller and Brewer, (2003) the formula for the sample size giving a confidence interval of 90 percent is given below.

$$n = \frac{N}{1 + N (\alpha)^2}$$

Where:

n= the sample size,

N= the sample frame and

α = the margin of error (10%).

The sample size was determined as follows:
$$n = \frac{93}{1 + 93 (0.1)^2}$$
$$= 48.19$$

In the conduct of the research sampling technique utilized was purposive sampling technique due to the fact that the researcher decided on the group of respondents required to be involved in the study conduct. This process continued till a representative sample size of sixty (60) respondents was obtained. This is due to the fact that the researcher believes the responses from the sampled respondents can be a representative of the entire population and more over is large enough to conduct analysis using statistical tools of data analysis.

Key respondent namely Project Manager, Project engineer/Technician and Project procurement officer were identified using the purposive sampling technique. These category of respondents were engaged as a result of their various engagement in managing project in public organizations and it is believed that experiences in project management will enhance the reliability and validity of their responses given.

3.6 DATA COLLECTION

3.6.1 SOURCES OF DATA

In research study, field and desk survey are the approaches to data collection. According to Fadhley (1991), desk survey involve the review of literatures and forms a relevant part of the conduct of the research as it provide the opportunity to gather data to develop questionnaires for dissemination to retrieve data from the field. Field survey is mainly collecting data from respondents using questionnaires developed from the desk survey. Desk survey culminated into the identification of key variables in project management which were used in the development of questionnaires which were administered to respondents to collect data for analysis.

3.6.2 QUESTIONNAIRE DEVELOPMENT

According to Oppenheim (2003), for questions relevant to the study to be set, it is vital to initially establish the required information which needs to be gathered. In the development of the questionnaire, lots of considerations were made to ensure that respondents are able to easily read the questions and make meaning out of it to provide the required answers intended by the researcher. This in the long run helped the researcher from not wasting much time in data collection from the respondents. All the questions in the questionnaires were closed ended placed on a Likert scale of 1 to 5. The scale measures the intensity or strength of the opinion of respondents.

The diction of the questionnaire was simple as jargons and other technical terms were very minimal in the crafting of the questions. Similarly, the numbers of questions were kept minimal to encourage respondents to answer the questions. The questionnaire consisted of six (6) questions: the purposes of the first three questions were to determine professional background, educational background, years of experience of respondents. The last three questions sought to ascertain respondents view on project management under the research objectives.

3.6.3 QUESTIONNAIRE DISTRIBUTION

The 60 questionnaires were evenly distributed among respondents. Out of this 50 questionnaires representing 83% of the respondent gave response to the questionnaire administered. These retrieved questionnaires formed the basis for the conduct of the analysis. According to Coffey *et al.* (1996), the rate to the response of the questionnaire by respondents indicates the fraction of questionnaires completed by respondents. Moreover, he further stated that in literature a high rate of response from respondents indicates the study's validity of its findings.

From this statement it can be concluded that, the response rate of 83% is deemed adequate for data analysis to be conducted on data retrieved from respondents. The entire field survey was completed in two weeks and the higher rate of response from respondents can be accredited to the researcher constant follow ups on questionnaires for collection and also the ease of reading and understanding the questions by the respondents.

3.7 DATA ANALYTICAL TOOL

After the questionnaire retrieved they were prepared by coding and fed into the Statistical Packages for Social Sciences (SPSS version 16.0) for data aggregation and subsequent analysis. The type of variables obtained influence the test that will be adopted in the analysis of retrieved data. The variables can either be categorical variables, ordinal variable or interval and also if these variables are distributed normally. In this research both descriptive and inferential statistics was utilized in analyzing correlation between the various issues the literature identified. This study therefore employed percentages for the analysis of the background information while the mean scores as a measure of central tendency and the standard deviation as a measure of the dispersion were used in the measurement of the variables.

3.8 ETHICAL CONSIDERATION

The study observed to the ethical consideration for the conduct of the research. Respondents were briefed on the purpose of the study and what will be done with their responses given. They were assured of given much confidentiality to responses provided by them and that their responses will only be engaged for the purpose of this research conduct.

Also they were given assurance of not being obliged to undertake the research process and that they are free to dismiss themselves from the data collection process. These information and assurances relayed to respondents encouraged them to be involved in the conduct of the study.

3.9 CHAPTER SUMMARY

The chapter three has dwelt extensively on the procedures that were adopted in conducting the research. The key methodological dimensions of this study include the usage of quantitative research strategy; data collection instrument design in which survey questionnaire was utilized; the distribution of the survey questionnaire was solely by face-to-face using purposive sampling to locate respondents in Accra. The retrieved data was analyzed using SPSS which brought out interesting results in its output for analysis in chapter four below.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

In preceding chapters, significant literatures in view of the study's objectives has been assessed and methodology adopted has been established. These were conducted to ensure that data gathered are of relevance to the study. This chapter presents analysis of gathered data and discussions into detail which is linked to reviewed literature to answer objectives of the study. The immediate part of the analysis was on respondent profile engaged in the conduct of the study. Moreover, the profile of respondent influence the data retrieved therefore it was deemed necessary to analyze their profile to ascertain how these attributes of the respondent will influence the research. The specific objectives of the study was analyzed in the second section of this chapter of the research which includes significance of effective project management in a flourishing business of an organization, factors that hinder project management effectiveness in an organization and factors that contributes to successful project management in an organization.

The research questionnaires retrieved which form a total of 50 questionnaires was engaged in the research analysis. From the retrieved data all the variables were rated by respondents therefore there were no missing values. The researcher attributes the high rate of response to constant follow ups on questionnaires for collection and also the ease of reading and understanding the questions by the respondents.

4.2 RESPONDENT PROFILE ANALYSIS

In research conduct, knowledge of respondent background is vital to establish the reliability and confidence in responses given by respondents. The conduct of respondent profile analysis helps to provide appreciation of respondents involved in the process of data collection. The results on the respondent background analysis are presented in Figure 4.1 to Figure 4.2 below.

4.2.1 PROFESSION OF RESPONDENTS

Figure 4.1 summarizes the profession of respondents engaged in the conduct of the survey. Respondents were asked to indicate their profession so as to be certain that the questionnaires were completed by the respondents who were actually targeted. The targeted respondents were of only three profession that is the project manager, project engineer/technician and project procurement officer. The results of the analysis indicated that, 18 of the respondents were project Managers which represents a percentage of 36%, 21 of the respondents were project engineers/technicians which represents a percentage of 42% and the remaining 11 respondents were project procurement officers which represents a percentage of 22%. Figure 4.1 shows the summary below.

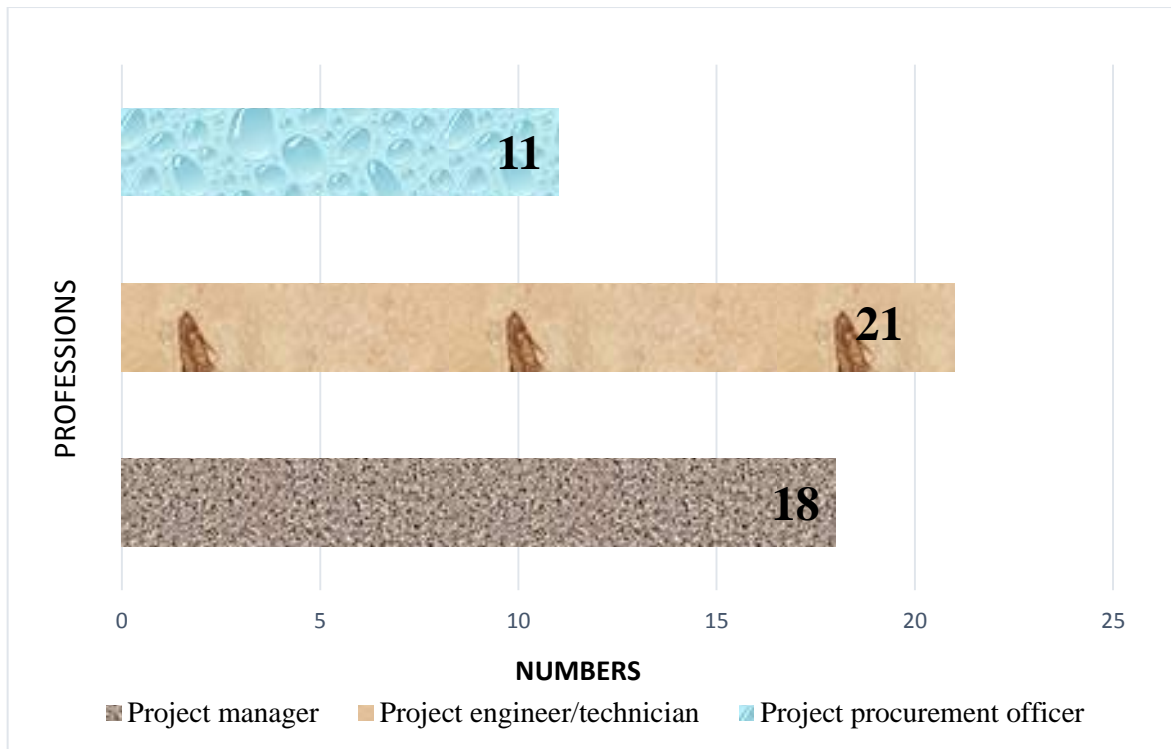


FIGURE 4.1: PROFESSION OF RESPONDENTS

4.2.2 EDUCATIONAL BACKGROUND OF RESPONDENTS

Figure 4.2 summarizes the educational background of respondents engaged in the conduct of the survey. Respondents were asked to indicate their educational background so as to be certain that the questionnaires were completed by the respondents who are erudite in project management. The results of the analysis of the educational background of respondents indicated that, 24 of the respondents were having master's educational background which represents a percentage of 48%. 17 of the respondents were having bachelor's educational background which represents a percentage of 34% and the remaining 9 of the respondents were having HND as their educational background which represents a percentage of 18%. Figure 4.2 shows the summary below.

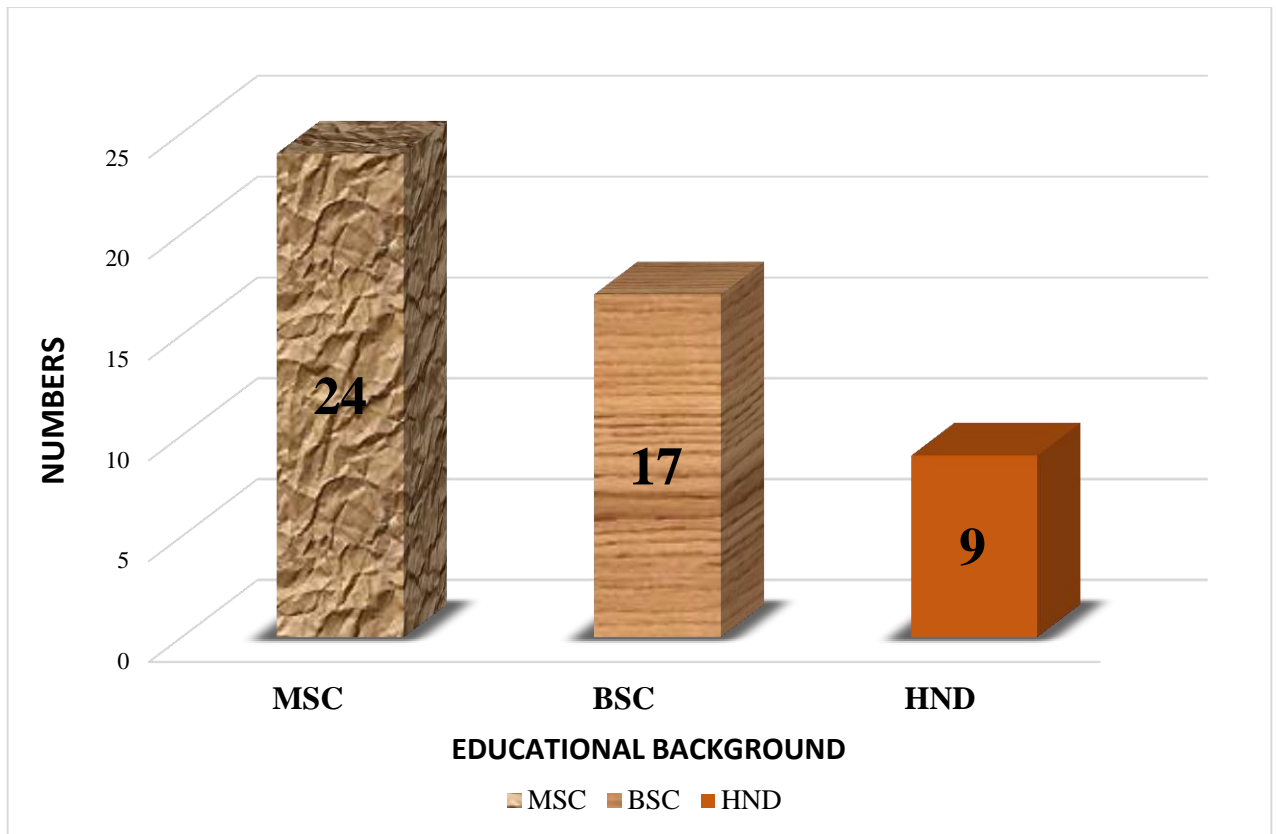


FIGURE 4.2: EDUCATIONAL BACKGROUND OF RESPONDENTS

4.2.3 YEARS OF EXPERIENCE OF RESPONDENTS

Figure 4.3 summarizes the years of experience of respondents engaged in the conduct of the survey. Respondents were asked to indicate their years of experience so as to be certain that the questionnaires were completed by the respondents who have gained enough experience in project management and therefore have been involved with project management in the organization. The results of the analysis of years of experience of respondents indicated that, 7 of the respondent's years of experience were between 1 - 5 years which represents a percentage of 14%. 17 of the respondents years of experience were between 6 -10 years which represents a percentage of 34% and the remaining 26 of the respondents years of experience were over 10 years which represents a percentage of 52%. Figure 4.3 shows the summary below.

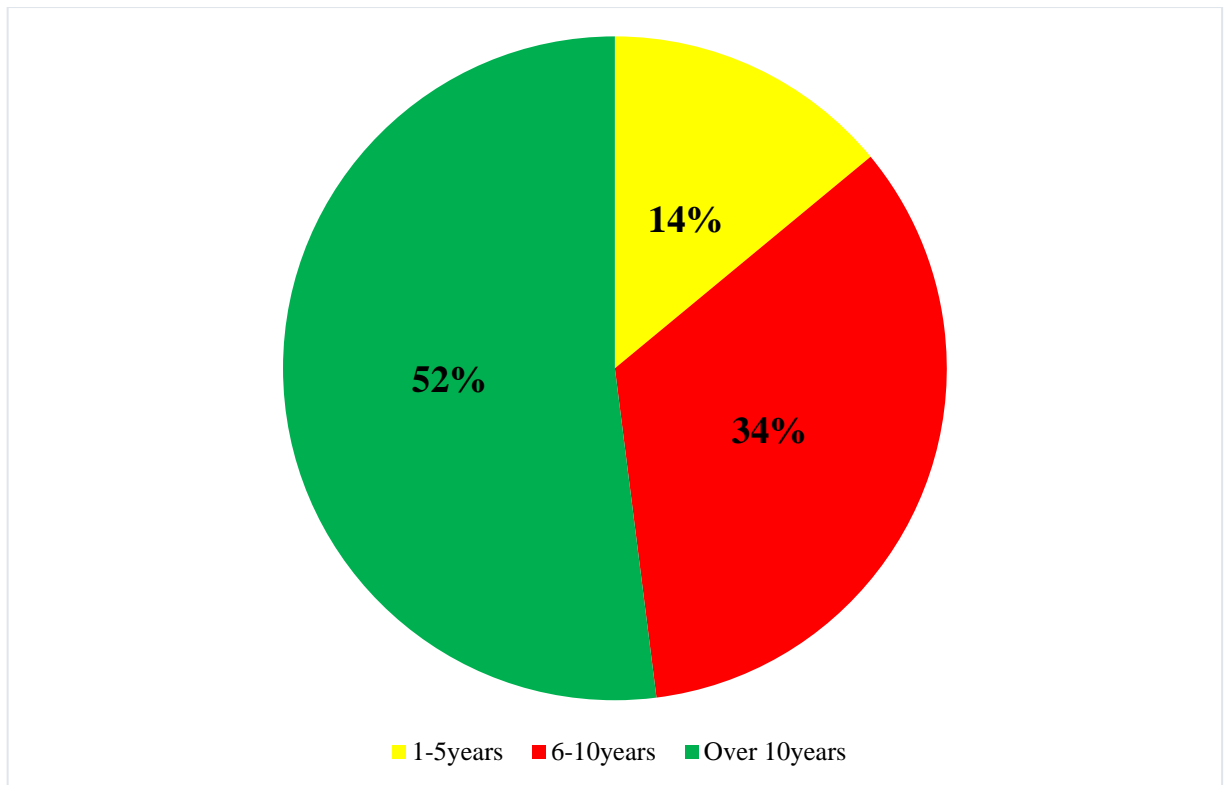


FIGURE 4.3: YEARS OF EXPERIENCE OF RESPONDENTS

4.3 FACTORS THAT HINDER PROJECT MANAGEMENT EFFECTIVENESS IN AN ORGANIZATION

As part of the data collection, it deemed necessary to establish from the respondents factors that hinder project management effectiveness in an organization. Also it considered that knowledge of this area will provide some basis to gain insight into what account for project management ineffectiveness which will create awareness to project stakeholders. Subsequently, respondents were questioned to rate the variables identified in terms of their agreement as factors that hinder project management effectiveness in an organization. The Likert scale was rated from 1 to 5; and 1 signifies Disagree; 2 signifies Slightly disagree; 3 Moderately disagree; 4 signifies Agree; and 5 signifies Strongly agree.

Table 4.1 shows a summary of descriptive statistics conducted to evaluate the evident impact of the identified variables on project management effectiveness from the responses of the respondents based on their mean and standard deviation.

From Table 4.1 below it can be ascertained from the analysis that there were no missing numbers and that all the variables were rated by respondents thereby having a total number of 50 each in Table 4.1 below. More so, in terms of the rating from the Likert scale of 1 to 5, the minimum rating by respondents which represents moderately agree was 3 and the maximum rating by respondents which represents strongly agree was 5. Also all the variables were deemed to hinder project management effectiveness in an organization by respondents thereby all having a maximum rating of 5. This can be concluded that the various respondents in one way or the other strongly agree with the identified variable based on their experience.

In addition from the rating there were no rating of 1 and 2 which represents disagree and slightly agree respectively by respondents. This can be said that, respondents at least moderately agree to the fact that variables identified are factors that hinder project management effectiveness.

Further, in terms of their mean scores all the variables scored above the average mean score of 2.5 which indicates that variables identified as factors that hinder project management effectiveness in an organization are rated above the level of moderately agree (3) based on the minimum mean of “3.740” and a maximum mean of “4.820”.

More so, the standard deviation of a minimum value of “0.3881” and a maximum of “0.8526” indicates their closeness to zero and to each other and therefore are not too dispersed or deviated from each other which makes the respondents homogenous group, thereby shares similar ideas on the factors that hinder project management effectiveness in an organization.

However, from the ranking in Table 4.1 below it can be concluded that “Shortage and late access to resources” has the most influential hindrance on project management effectiveness with the highest mean of “4.820” and “Mismanagement by stakeholders” which was ranked 13th has the least influential hindrance on project management effectiveness with the lowest mean of “3.740”.

TABLE 4.1: FACTORS THAT HINDER PROJECT MANAGEMENT EFFECTIVENESS

Factors that hinder project management effectiveness	Mean Score	Std. Deviation	Ranking
Shortage and late access to resources	4.82	0.3881	1st
Improper planning	4.78	0.4185	2nd
Cash-Flow problems	4.74	0.4431	3rd
Lack of effective communication	4.68	0.4712	4th
Unfavorable economic conditions	4.62	0.6024	5th
Design errors	4.48	0.6773	6th
Changes of design/scope	4.34	0.7722	7th
Improper monitoring and controlling	3.86	0.8084	10th
Mistakes during operation	4.08	0.8291	8th
Inexperience of project team	3.92	0.8291	9th
Organizational bureaucratic culture	3.8	0.833	11th
Unfavorable environmental conditions	3.78	0.8401	12th
Mismanagement by stakeholders	3.74	0.8526	13th

4.4 SIGNIFICANCE OF EFFECTIVE PROJECT MANAGEMENT

Respondents were asked to rate the variables identified as the significance of effective project management for a successful business operations. It was considered that knowledge of this area will provide some basis to gain insight into the relevance of project management for the success of business operations. Subsequently, respondents were questioned to rate the variables identified in terms of their agreement as significance of effective project management. The Likert scale was rated from 1 to 5; and 1 signifies Disagree; 2 signifies Slightly disagree; 3 Moderately disagree; 4 signifies Agree; and 5 signifies Strongly agree. Table 4.2 below shows a summary of descriptive statistics conducted to evaluate the evident relevance of the identified variables from the responses of the respondents based on their mean and standard deviation.

From Table 4.2 below it can be ascertained from the analysis that there were no missing numbers and that all the variables were rated by respondents thereby having a total number of 50 each in Table 4.2 below. More so, in terms of the rating from the Likert scale of 1 to 5, the minimum rating by respondents which represents moderately agree was 3 and the maximum rating by respondents which represents strongly agree was 5. Also all the variables were deemed to be the significance of effective project management in an organization by respondents thereby all having a maximum rating of 5. This can be concluded that the various respondents in one way or the other strongly agree with the identified variable based on their experience.

In addition from the rating there were no rating of 1 and 2 which represents disagree and slightly agree respectively by respondents. This can be said that, respondents at least moderately agree to the fact that variables identified are significance of effective project management.

TABLE 4.2: THE SIGNIFICANCE OF EFFECTIVE PROJECT MANAGEMENT

Significance of effective project management	Mean Score	Std. Deviation	Ranking
Enables project to be completed within cost, time and desired quality	4.8	0.4041	1st
It enhances undertakings that require massive input of capital, technology, skills, and resources	4.78	0.4185	2nd
Ensures that project can be tracked and controlled to achieve set objectives	4.76	0.4314	3rd
Through effective management more work can be accomplish in less time	4.72	0.4536	4th
Helps focus attention on few specific and important tasks	4.7	0.4629	5th
It helps bring a wide range of experience and viewpoints into focus to solve complex problems	4.64	0.4849	6th
Early detection of problems, to enable corrective action	4.62	0.4903	7th
Clarify goals and identify areas of risk	4.6	0.4949	8th
Utilizing the assigned resources effectively and efficiently	4.571	0.5	9th
Able to isolate activities and easily monitor outcomes	4.56	0.5014	10th
Enhances accountability	4.54	0.5035	11th
Project management enables the measurement of accomplishment against plans	4.48	0.5799	12th
limit the project scope overlap and scope under lap	4.42	0.6417	13th

Further, in terms of their mean scores all the variables scored above the average mean score of 2.5 which indicates that variables identified are rated above the level of agree (4) based on the minimum mean of “4.420” and a maximum mean of “4.800”.

More so, the standard deviation of a minimum value of “0.4041” and a maximum of “0.6417” indicates their closeness to zero and to each other and therefore are not too dispersed or deviated from each other which makes the respondents homogenous group, thereby shares similar ideas on the significance of effective project management.

However, from the ranking in Table 4.2 above it can be concluded that “Enables project to be completed within cost, time and desired quality” has the most influential significance of project management with the highest mean of “4.800” and “limit the project scope overlap and scope under lap” which was ranked 13th has the least influential importance of project management with the lowest mean of “4.420”.

4.5 FACTORS THAT CONTRIBUTES TO SUCCESSFUL PROJECT MANAGEMENT

Furthermore, as part of data collection, it deemed necessary to establish from respondents factors that contributes to successful project management. Also it was considered that knowledge of this area will provide some basis to gain insight into ways of improving project management for successful business operations. Subsequently, respondents were questioned to rate the variables identified in terms of their importance to the contribution of successful project management from a of Likert scale of 1 to 5, where 1 represents Not important, 2 represents Less important, 3 represents Moderately important, 4 represents Important and 5 represents Very important. Table 4.3 below shows a summary of descriptive statistics conducted to evaluate the evident relevance of

the identified variables from the responses of the respondents based on their mean and standard deviation.

From Table 4.3 above, it can be ascertained from the analysis that there were no missing numbers and that all the variables were rated by respondents thereby having a total number of 50 each in Table 4.3 above. More so, in terms of the rating from the Likert scale of 1 to 5, the minimum rating by respondents which represents moderately important was 3 and the maximum rating by respondents which represents very important was 5. Also all the variables were deemed to be the factors that contributes to successful project management by respondents thereby all having a maximum rating of 5. This can be concluded that the various respondents in one way or the other finds the identified variables to be very important based on their experience.

In addition from the rating there were no rating of 1 and 2 which represents unimportant and slightly important respectively by respondents. This can be said that, respondents find variables identified as factors that contributes to successful project management to be at least moderately important.

TABLE 4.3: FACTORS THAT CONTRIBUTES TO SUCCESSFUL PROJECT MANAGEMENT

Factors that contributes to successful project management	Mean Score	Std. Deviation	Ranking
Effective management of project cash inflow and outflow	4.76	0.4314	1st
Precise definition of project scope and objectives	4.72	0.4536	2nd
Appropriate and effective project change management in terms of design/scope	4.68	0.4712	3rd
Effective management of project time schedules	4.62	0.4903	4th
Effective quality management by compliance to codes and standards	4.56	0.6115	5th
Identifying project needs and goals	4.42	0.6728	6th
Effective monitoring and coordination of project activities	3.8	0.7559	10th
Planning resources needed and making them available	4.28	0.757	7th
Researching and planning to compile all information needed for all phases of the project	3.74	0.7775	11th
Project risk study and appropriate management	3.86	0.7827	9th
Effective project software management	3.72	0.7835	12th
Effective communication and rapid information flow amongst project participants	4.02	0.7951	8th

Further, in terms of their mean scores all the variables scored above the average mean score of 2.5 which indicates that variables identified are rated above the level of moderately important (3) based on the minimum mean of “3.720” and a maximum mean of “4.760”.

More so, the standard deviation of a minimum value of “0.4314” and a maximum of “0.7835” indicates their closeness to zero and to each other and therefore are not too dispersed or deviated from each other which makes the respondents homogenous group, thereby shares similar ideas on the factors that contributes to successful project management.

However, from the ranking in Table 4.3 above it can be concluded that “Effective management of project cash inflow and outflow” has the most influential importance to successful project management with the highest mean of “4.760” and “Effective project software management” which was ranked 12th has the least influential importance to successful project management with the lowest mean of “3.720”.

4.6 CHAPTER SUMMARY

This chapter was keen to the analysis and discussion of obtained results from field survey. It first introduced a brief discussion on the survey questionnaire and evaluation of descriptive statistics of results which were obtained through field survey. The chapter concluded with descriptive analysis of factors that contributes to successful project management.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

Organizational firms in Ghana and as such developing countries needs to be proactive in dealing with constraints to project management effectiveness by adopting measures to improve projects delivery. The study has explored the significance of project management in a flourishing business of an organization. More so, it has identified factors that hinder project management effectiveness in organization and factors that contributes to successful project management in an organization.

The preceding chapters has explored the theoretical, procedural and practical approaches to address the aim and objectives of the research study. This chapter represents the final chapter of the study which provides summary of the whole work and suggest recommendations for policy making in Ghana to magnify project management in organizations.

5.2 REVIEW OF OBJECTIVES

The principal aim of the study was to investigate the significance of project management in a flourishing business of an organization. Three objectives were set to achieve the research aim stated. The objectives were attained through reviews of literature to obtain secondary data which were further undertaken through field survey with the use of questionnaire to solicit primary data. The next section indicates how each objective was achieved.

1. To identify the significance of project management for a successful business operations.

The first objective was attained by reviewing literatures on project management which covered a number of relevant issues. Questionnaires were administered to project managers, project engineers/technicians and project procurement officers to solicit their views on the variables identified from the literature review as significance of project management for a successful business operations. Their responses were analyzed using descriptive statistics based on their mean and standard deviation. From the analysis “Enables project to be completed within cost, time and desired quality” obtained the most influential significance of project management and “limit the project scope overlap and scope under lap” which was ranked last and obtained the least influential significance of project management.

2. To contribute to the understanding of factors that hinder project management effectiveness in an organization.

The second objective was attained by reviewing literatures on project management which covered a number of relevant issues. Questionnaires were administered to project managers, project engineers/technicians and project procurement officers to solicit their views on the variables identified from the literature review as factors that hinder project management effectiveness in an organization. Their responses were analyzed using descriptive statistics based on their mean and standard deviation. From the analysis “Shortage and late access to resources” obtained the most influential hindrance on project management

effectiveness and “Mismanagement by stakeholders” which was ranked last and obtained the least influential hindrance on project management effectiveness.

3. To provide recommendations on factors that contributes to successful project management in an organization.

The third objective was attained by reviewing literatures on project management which covered a number of relevant issues. Questionnaires were administered to project managers, project engineers/technicians and project procurement officers to solicit their views on the variables identified from the literature review as factors that contributes to successful project management in an organization. Their responses were analyzed using descriptive statistics based on their mean and standard deviation. From the analysis “Effective management of project cash inflow and outflow” obtained the most influential importance to successful project management and “Effective project software management” which was ranked last and obtained the least influential importance to successful project management.

5.3 RECOMMENDATIONS

According to Morris (2007), organization who incorporate project management shows better utilization of resources, reduced cost, shorter development times and a better focus on results and quality. He further stated that organizations using project management have strong inter-departmental cooperation that builds synergies across the organization. Project management is a relevant issue in both public and private organizations. The implementation of practices in project management in these organizations is the most significant field in developed and developing countries, since it identifies methodologies and actions required to achieve the strategic goals of the organizations.

Milosevic and Patanakul (2005) asserted to the fact that, the productivity of a firm can be enhanced by applying project management in their various activities. The firms can accomplish these by developing a system which is standard and adds practices which are strategic into manner projects are executed. The application of the tools and practices of project management in lowly developed countries is not at its peak. According to Abbasi and Al-Mharmah (2000), project management practices aims to accomplish set goals within cost bounds, specific time with appropriate resource utilization and engaging a unified planning and controlling systems. Moreover, organizations gain lots of benefits in applying project management such as they become efficient and effective in their services and product delivery, improved productivity and they become more accurate when scheduling and budgeting their activities (Schlichter, 1999). As there is continues scarcity of resources, project management recognition and application is increasing.

Therefore for organizations to accomplish its developmental goals on delivering projects, lots of investment are required. In respect of this, the following recommendations to ensure effective project management are made:

- Organizations are encouraged to put in their best to enhance effective project management through effective planning, monitoring and coordination of project activities.
- Organizations must also establish systems that encourages effective management of project cash inflow and outflow.
- Management in organization should ensure effective communication and rapid information flow amongst project participants.
- Establishment of efficient teamwork and cooperation among project team members and effective control of organizational bureaucratic culture.

5.4 LIMITATIONS OF THE RESEARCH

The study was bound to some limitations likewise other study's conducted. The limitation in this study is anticipated to give foundation for research work that may be conducted in the future. The study limits its scope to public organizations in the Accra metropolitan assemblies in Ghana. More so, the engagement of a relatively small sample size for the research could have been enhanced on sample size which is huge say, hundred and over, for the deployed statistical tools to be robust. However, this would not invalidate conclusions that were drawn, given that relevant preliminary test which is associated with adequacy of the sample size proved favorable to proceed the analysis. Further, only published literatures were used in the study's analysis and conclusions drawn to this study were based on data and results retrieved from respondents using questionnaires.

5.5 DIRECTION FOR FUTURE RESEARCH

The study exposed a number of areas which requires research attention. Recommendations made for future research are as follows:

- Project management maturity in public sector organizations in developing countries.
- Investigating project management practices in public sector organizations in developing countries.
- Project resource management in public sector organizations.

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APPENDIX
QUESTIONNAIRE DESIGN

TOPIC:

**THE SIGNIFICANCE OF PROJECT MANAGEMENT IN A FLOURISHING
BUSINESS**

This study aims at determining the significance of project management in a flourishing business of an organization. Also seeks to identify factors that hinder project management effectiveness in an organization and factors that contribute to successful project management in an organization. Please kindly respond to the questions by ticking the appropriate box for each item. Please note that all information provided will be strictly confidential.

Thank you for your assistance.

BY
HAMMOND GEORGE ARMAH

PART A

1. Please indicate your profession:
 - a. Project Manager
 - b. Project engineer/Technician
 - c. Project procurement officer

2. Please indicate your educational background:
 - a. MSc
 - b. BSc
 - c. HND

3. Please indicate your years of experience:

1 – 5 years

 - a. 6 – 10 years
 - b. Over 10 years

PART B

4. Please rate the following factors in terms of your agreement as factors that hinder project management effectiveness in an organization on a scale of 1 – 5 Where 1 = Strongly disagree; 2 = Disagree Strongly; 3 = Neutral; 4 = Agree and 5 = Strongly agree

Factors that hinder project performance	1	2	3	4	5
Design errors					
Cash-Flow problems					
Improper planning					
Changes of design/scope					
Improper monitoring and controlling					
Shortage and late access to resources					
Mismanagement by stakeholders					
Lack of effective communication					
Unfavorable economic conditions					
Unfavorable environmental conditions					
Inexperience of project team					
Mistakes during operation					
Organizational bureaucratic culture					

5. Please rate the following variables in terms of your agreement as significance of effective project management for a successful business operations on a scale of 1 – 5 Where 1 = Strongly disagree; 2 = Disagree Strongly; 3 = Neutral; 4 = Agree and 5 = Strongly agree

Significance of effective project management	1	2	3	4	5
Clarify goals and identify areas of risk					
Able to isolate activities and easily monitor outcomes					
Enables project to be completed within cost, time and desired quality					
Enhances accountability					
Helps focus attention on few specific and important tasks					
Utilizing the assigned resources effectively and efficiently					
limit the project scope overlap and scope under lap					
Through effective management more work can be accomplish in less time					
Project management enables the measurement of accomplishment against plans					
Early detection of problems, to enable corrective action					
It enhances undertakings that require massive input of capital, technology, skills, and resources					
It helps bring a wide range of experience and viewpoints into focus to solve complex problems					
Ensures that project can be tracked and controlled to achieve set objectives					

6. Please rate the following factors in terms of their importance to the contribution to successful project management in an organization on a scale of 1 – 5 where 1 = Not Important; 2 = Less Important; 3 = Moderately Important; 4 = Important; 5 = Very Important

Factors that contributes to successful project management	1	2	3	4	5
Identifying project needs and goals					
Researching and planning to compile all information needed for all phases of the project					
Precise definition of project scope and objectives					
Planning resources needed and making them available					
Effective monitoring and coordination of project activities					
Effective management of project time schedules					
Effective management of project cash inflow and outflow					
Effective quality management by compliance to codes and standards					
Appropriate and effective project change management in terms of design/scope					
Project risk study and appropriate management					
Effective project software management					
Effective communication and rapid information flow amongst project participants					