PROJECT MANAGER PERCEPTIONS OF THE VALUE OF ORGANISATIONAL PROJECT MANAGEMENT

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ABSTRACT

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The purpose of this research is to investigate the effectiveness of organizational project management in delivering project value and from a project manager's perspective is the framework delivering project success. The world of project management has changed over the last twenty years to meet the changing demands required by organizations, who are applying leaner operation models with fewer resources, risk adverse, project constraints and restricted budgets to deliver projects. Consequently the need for management within organisations is to focus on choosing the right projects to add business value, benefits and return on investment is more important now than ever before.

There are three themes to be addressed. The first theme is what are the success factors required in the project life cycle phases to deliver the project objectives, The second theme is the value of organizational project management is a strategy execution model in improving project success rates (Portfolio, Programme, Project Management alignment).The third theme is academic and industry research confirms that there is still a high level of project failures across all industry sectors (Average success rates are at 30% while failure rates are at 70% according to Project Management Institute Studies and Standish Reports).The research selected was a qualitative approach in using semi structured interviews in order to answer the research themes. The processes involved interviewing five project managers who have over ten years experience each and are working in a range of industries. The interviews were done on one to one basis, carried out at neutral venues, a series of questions were asked based on the three themes and the interview process was 20 to 30minutes duration.

The findings highlighted key issues in relation to value of organizational project management; the value of organizational project management applied to projects is poorly understood by senior executives, poor application of business strategies aligned to project selection, project success factors are subjective and open to misinterpretation by stakeholders, the triple constraints of time, cost and quality are no longer suitable for the today's business environment and organizations who have developed project management standards, practices and processes over the years, have greater project success rates.

Key Words: project management, project manager, success factors, failure factors, value.

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Glossary

PMI: Project Management Institute

OPM: Organizational Project Management

PMO: Project Management Office

PMBOK: Project Management Book of Knowledge

IPMA: International Project Management Association

PRINCE: Projects in Controlled Environment

MPA: Major Projects Association

APM: Association for Project Management

CSFs: Critical Success Factors

CEO: Chief Executive Officer

PWC: Price Waterhouse Coopers

Chapter 1: Introduction

1.1 Research Topic, Background and Problem Statement

There is little agreement amongst academic researchers and organizations of the value of organizational project management in delivering projects. This research study will seek to explore gaps in the knowledge areas and obstacles that exist to delivering Organizational Project Management (OPM).The current focus on the topic seems to be driven by the belief that organizations will adopt project management only if it can be shown to generate value. After more than a half-century of history in the management of projects, its contribution to performance is still not acknowledged outside the group of professionals who believe in project management. The community of professionals and academics within the project management associations are mostly preaching to the converted. However, outside of this community, the value of project management is not generally recognizerd, particularly at senior management levels (Thomas, Delisle, Jugdev and Buckle, 2002). Similarly, Shenhar and Dvir (2007) identify the classical drivers of project management are no longer sufficient for the current business environmernt.The traditional model fits only a small group of today's projects. Most modern projects are uncertain, complex and changing and they are strongly affected by the dynamics of the environment, technology and markets. Virtually every project we studied underwent unpredictable changes and none of the projects were completed as planned. Furthermore, as we found projects differ in many ways and no one size does fit all.

According to Shenhar and Dvir (2004) the accelerated pace of business during the 1990s made time-to-market the driving factor in many industries. Finally, the 2000s brought three new views and trends: **Adaptation, Strategic Thinking and Globalization.** The first suggests that projects differ and "One size does not fit all", organisations must, therefore adapt their project management to project type. The second trend of the 2000s is the realisation that project management is about business and that it must connect practices with business strategy. The third trend is about globalization, as more and more projects are being carried out in cooperating with teams at different locations around the globe.

However, the research shows that there is a limited amount of information in regards to the business context relating to organisational project management. Therefore the project management institute (PMI) and academics are developing new approaches for project management concepts to address the current issues.

Consequently a strategic and holistic approach is required for the framework of organisational project management, integrating portfolio, program and project management alignment in delivering better project results, project agility and business strategy to adapt to market requirements. The Project Management Institute (PMI), (2013) defines Organizational Project Management (OPM) as a strategy execution framework utilizing project, program and portfolio management as well as organizational enabling practices to consistently and predictably deliver organizational strategy, producing better performance, better results and sustainable competitive advantage. The following chart outlines the organisational project management framework incorporating the alignment of portfolio, program and project management concepts.
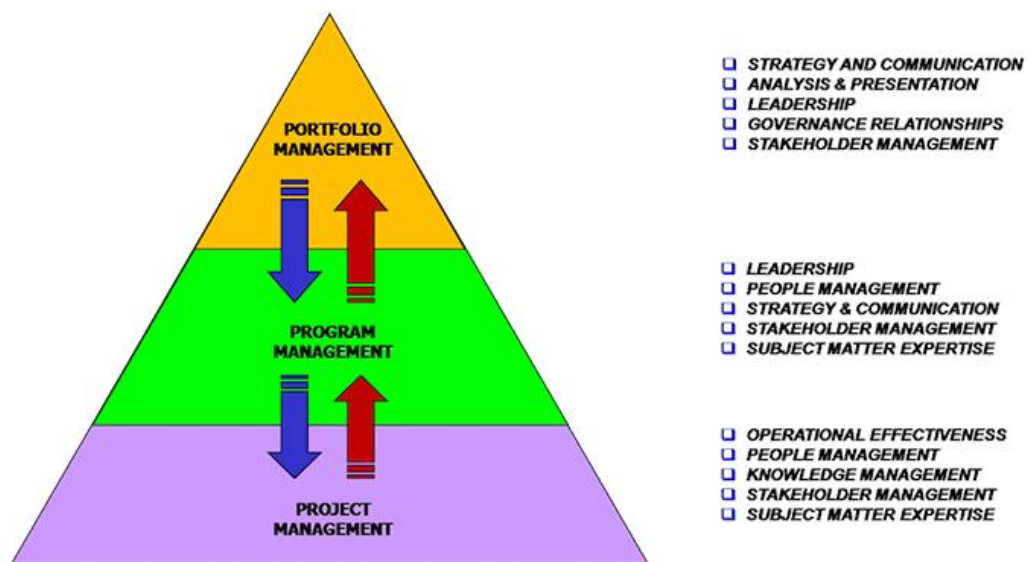

Figure 1: Organisational Project Management.

However, there are problems in the acceptance of project management, especially among senior executives in organizations. This difficulty was found in practice by Thomas, Delisle and Jugdev (2002), in a survey of 933 people, including project managers, consultants and American executives, in which the main question of the first phase of the research was "Why is it difficult to sell project management to senior executives? ". The study showed, among other conclusions, that this difficulty is often due to cognitive gaps between the project stakeholders. According to Thomas and Mullaly (2005) that organizational value of practicing project management is a central theme comprising much of the field's current research and debate. Such value, however, particularly in terms of return of investment (ROI), is one that researchers and practitioners cannot easily calculate for every aspect of professional practice.

This research study will seek to explore gaps in the knowledge areas and obstacles that exist to delivering Organizational Project Management (OPM), it will further explore the issues impacting on the project manager role for the delivery of OPM.The research will take a qualitative approach and the data will be collected via semi structured interviews.

1.2 Aims

The main research will focus on academic papers, journals and industry research papers. . The research will seek to explore the gaps in the knowledge areas and obstacles in delivering the value of Organizational Project Management (OPM). Reserach data will be collected through semi structure interviews with experienced project managers from a number of industry sectors

1.3 Research Objectives

The research question is the main purpose for the thesis. Saunders (2003) states that research objectives however provide a greater degree of specificity than the research question itself. The following are the research themes:

Theme 1

What are the Success Factors required in the Project life cycle phases to Deliver the Project Objectives

Theme 2

The Value of Organizational Project Management is a strategy execution model in improving project success rates (Portfolio, Programme, Project Management alignment)

Theme 3

Academic and Industry research confirms that there is still a high level of project failures across all industry sectors (Average success rates are at 30% while failure rates are at 70% according to Project Management Institute Studies and Standish Reports)

1.4 Hypothesis

The research question originates out of the research problem been addressed.Saunders,Lewis and Thornhill (2003) characterize the setting of the research question is not a straight forward issue, where the researcher should avoid asking questions which will not result in new research findings. The researcher has produced the following research question for the dissertation study.

"How can Organizational Project Management deliver Project Success"

1.5 Structure of Dissertation

Chapter 2 Literature Review

Chapter two gives an understanding and summary of the topic and address the research question. The purpose of the literature review will explore organizational project management and then investigate success and failure factors, the benefits of OPM and the challenges with implementation.Finally, the review will look at project manager's issues with OPM in project delivery.

Chapter 3. Research Methodology

Chapter three will look at the research aims and objectives, philosophy, research alternatives, quantitative and qualitative approaches, research instrument and data collection methods, ethics and research limitations.

Chapter 4.Findings

Chapters four will analysis the research themes and questions from the interviewee's data and develop the patterns and trends.

Chapter 5. Discussion

Chapter five will discuss the research findings and the discussions will based on the three themes The following are the research themes:

- ➢ From your own experience how do you measure project success factors
- ➢ How is Portfolio, Program and Project Management applied within your organization projects
- ➢ Academic and Industry research shows that there is still a high level of project failures across all industry sectors (Average failure rates are at 70% according to PMI Studies & Standish Reports)

Chapter 6. Conclusions and Recommendations

Chapter six presents the findings in relation to the research question been asked and provides some insights in the conclusion section and concludes with recommendations for future research on the topic.

Chapter 2: Literature Review

2.1 Literature Review Overview

The following literature review provides the academic theories and foundation on the specific research themes.Investigateing the initial research on organizational project management and project management concepts, following on to examine the project success and failure factors that affect project deliverables. The impact of organization project management on organizations. Academic and current industry insights into the challenges faced by project managers in implementing organizational project management into organizations. Finally, the key issues faced by project managers in managing organizational project management. The follow on literature review will describe the basis for the specific research themes.

2.2 Organizational Project Management

Many initiatives can be undertaken to improve an organization's performance and its ability to achieve its strategic objectives. Improving the organization's capability to select, define and deliver project or OPM is only one of them. However, for project-driven organizations, OPM is a fundamentally important element of success. The term Organizational Project Management (OPM) was coined by John Schlichter in May 1998 in a meeting of the Standards Committee of the Project Management Institute. OPM was defined as the execution of an organization's strategies through projects by combining the systems of portfolio management, program management and project management. According to Project Management Institute ((2003, 2008, 2013).Organizational Project Management is the systematic management of projects, programs, and portfolios in alignment with the achievement of strategic goals. The concept of organizational project management is based on the idea that there is a correlation between an organization's capabilities in project management, program management, and portfolio management, and the organization's effectiveness in implementing strategy. Dinsmore and Cooke-Davies (2006,p2) describes that to deliver the value embedded in its strategy.OPM does not replace the management systems necessary to effectively lead and manage the business, rather it ensures their effective integration to maximize their engagement and contribution to the delivery of its strategy.

Definition of Terms

Portfolio: "Projects, programs, sub portfolios, and operations managed as a group to achieve strategic objectives" (PMI, 2012).

Program: "A group of related projects, subprograms, and program activities that are managed in a coordinated way to obtain benefits not available from managing them individually" (PMI, 2012).

Project: "A temporary endeavour undertaken to create a unique product, service, or result" (PMI, 2012).

Figure 1-1. OPM Facilitates Efficiency between Project Management and Business Management Practices
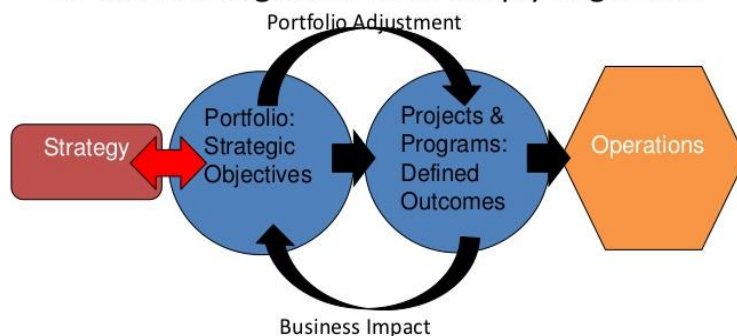

Figure 2.OPM Integration

However the development of organizational project management is relatively new over the last fifteen years and there is limited studies carried out by academic researchers. Although a project management journal article completed by Hobbs (2006) stated that organizational value of practicing project management does as central theme comprise much of the field's current research and debate.

2.3 Project Management Success Factors

Traditional project management success factors were based on the iron triangle of time, cost and quality and this develop out of the delivery of US military, engineering and construction projects in the nineteen fifties and sixties.Similarly success factors were further expanded by Rockarts throughout nineteen sixties and his research defined critical success factors (CSFs) as the limited number of areas in which results, if they are satisfactory will ensure successful competitive performance for the organization. The main academic authors who have researched and written extensively on the subject over the last forty years are the following: Pinto and Slevin (1987, 1989,1996), Pinto and Mantel (1990), Belassi and Tukel (1996), Hartman (1996), Liu and Walker (1998), Lim and Mohamed (1999), Cooke-Davies (2002), Chan (2002), Turner (2009,2014),Muller and Turner (2003,2007,2009), Westerveld (2001,2002,2003), Crawford (2005,2011), Standish Group (1994,2006,2011,2015) and Kerzner (2009,2015).

In addition, the most cited article in relation to project success factors is by Pinto and Slevin (1988) from the nineteen eighties and this list is still most relevant and most applied in projects across different industry sectors in 2016.

<u>Pinto and Slevin List of Success Factors (1988)</u>

Success Factors – Description

Project Mission – Clearly defined goals and objectives

Top Management Support – Resources, authority and power for implementation

Schedule and Plans – Detailed specification and implementation process

Client Consultation – Communication and consultations of all stakeholders

Personnel – Recruitment selection and training of competent personnel

Technical Tasks – Ability of the required technology and expertise

Client Acceptance – Selling of the final product to the end users

Monitoring and Feedback – Timely and comprehensive control

Communication – Provision of timely data to key players

Troubleshooting – Ability to handle unexpected problems

Similarly, this is consistent with views and experiences of a number of researchers, Cooke-Davies (2001) and Cleland and Gareis (2006) have concurred that these practices do ensure effective and successful project management outcomes. According to Muller and Turner (2007) define the rating of success criteria differed by project complexity, project importance, contract type, and industry sector. Khan (2013) developed a model of success factors derived from a literature review of the past 40 years. Their model offers a balance between hard and soft factors and measures success using 25 variables organized in five dimensions. The model contains the three criteria for the iron triangle (Cost, time, scope plus four additional project success criteria dimensions:

1. Project efficiency

2. Organizational benefits

3. Project impact

4. Stakeholder satisfaction

5. Future potential

According to Noordzij (2014, p.58) identify key success factors are achieved by deploying the following combined components effectively and efficiently:

1. Project management office

2. Clearly defined roles and responsibilities

3. Formal project management methodology

4. Leadership and ownership

5. Full support from senior top leadership and other stakeholders

6. Experienced and certified project managers

7. Continues training and development of associates

8. Project management software infrastructure

9. Strategic alignment between project management and company goals

However, the main criticism is that project success factors are subjective and mean different things to different people within the context of the project; for example the stakeholders have different requirements for project success factors, such as the project sponsor will require the project be delivered within the triple constraints and a return on investment quickly, the main contractor will want to make a profit and build a reputation for future business, the end user will require that the project scope objectives are delivering the product or service functionality before they purchase the product / service and finally the project manager has to mange and execute these requirements for all stakeholders.

Similiarly, the defining criterion to measure project success has been recognized as a difficult and a controversial task (Baccarini, 1999; Liu and Walker, 1998). Pinto and Mantel (1990) attempted to define the project success according to three different dimensions: The efficiency of the implementation process, perceived quality of the project, which includes the project team's perception of the value and usefulness of the project deliverables and the client's satisfaction or an external performance measure of the project performance and its team. Cooke-Davies (2002) stated that we must take into consideration the subjectivity of success factors and he also noted that decades of individual and collective efforts by project management researchers since the 1960s have not led to the discovery of a definitive set of factors leading to project success.Similiarly, Shenhar (2001) described that no one-size-fits-all exists by using a four-dimensional framework, showing how different types of projects require different success factors, determined by the strategic nature and the short- and long-term project objectives.

2.4 Project Failure Factors

Pinto and Mantel (1990) describe the attempt to gain a more complete understanding of the causes of project failure has been a difficult task for both academic researchers and practitioners. First, the concept of project failure is nebulous. Few people agree on exactly how to define project failure.

The CHAOS report studied 50,000 projects around the world over a five year period, ranging from tiny enhancements to massive systems re-engineering implementations.

CHAOS REPORT OUTLINE 2016

The outcomes of projects over the last five years using the new definition of success factors (on time, on budget with a satisfactory result).

MODERN RESOLUTION FOR ALL PROJECTS

	2011	2012	2013	2014	2015
SUCCESSFUL	29%	27%	31%	28%	29%
CHALLENGED	49%	56%	50%	55%	52%
FAILED	22%	17%	19%	17%	19%

The Modern Resolution (OnTime, OnBudget, with a satisfactory result) of all software projects from FY2011–2015 within the new CHAOS database. Please note that for the rest of this report CHAOS Resolution will refer to the Modern Resolution definition not the Traditional Resolution definition.
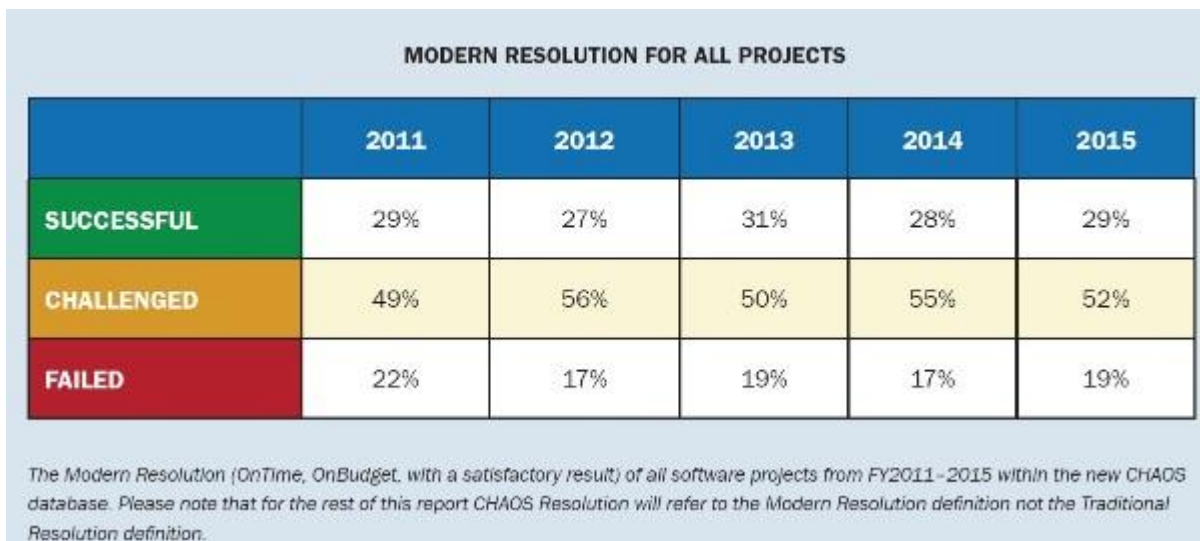
Figure 3: CHAOS Report 2016

However in his research Dunbar (2016) states that the Project Management Failures-Standish Chaos reports (1994-2015) concludes that 'over the last 20 years the project management field has experienced increasing layers of project management processes, tools, governance, compliance and oversight. Yet these activities and products have done nothing to improve project success.

Results from the PWC 2014 Global PPM Survey, demonstrate that some important issues have not changed across the four surveys undertaken by PWC over the past 10 years, with input from a cross section of industries and geographies. The survey demonstrates many challenges are related to basic project management elements: poor estimates, changes in scope and poorly defined goals as top reasons why projects overrun.

Project Management Institute Pulse research report (2014) stated that for every dollar spent on projects and programs, 5.1 percent is wasted due to poor requirements management, put in more striking terms, this amounts to US$51 million wasted for every US$1 billion spent. The main reasons of project failure according to researchers are outlined in the following:

Lim (2016) ten main causes of project failure; Poor Preparation, Inadequate Documentation and Tracking, Bad Leadership, Failure to Define Parameters and Enforce Them, Inexperienced Project Managers, Inaccurate Cost Estimations, Little Communication at Every Level of Management, Culture or Ethical Misalignment, Competing Priorities and Disregarding Project Warning Signs.

Stewart (2010) identifies his work as a project management consultant list of reasons for project failures.

1. Scope Creep
2. Over allocated Resources
3. Poor Communications
4. Bad Stakeholder Management
5. Unreliable Estimates
6. No Risk Management
7. Unsupported Project Culture
8. The Accidental Project Manager
9. Lack of Team Planning Sessions
10. Monitoring and Control

The Major Projects Association (MPA) in the United Kingdom industry research on "Why do projects fail "identified the following findings:

➢ Poor project definition
➢ Unclear objectives
➢ Unrealistic targets
➢ Inadequate risk evaluation
➢ Clients inexperience
➢ Poor forecasting of demand

Similarly, Billows (2015) stated that Project success = produce planned deliverables, within budget and on time (including approval changes).Using the definition of success, we find that organizations have 70% project failures rates. The poor performance is at three levels in the organization: **Executives, Project Managers and Team members.** To cut the rate of failure, project managers must coach both the executives (subtly) and the team member (directly) about their roles and the implementation of a project process in the organization is vital to reducing the project failure rate to under 20%.Kerzner (2015, p.47) describes that most companies have relatively poor understanding of what is meant by project failure. Project failure. Project failure is not necessarily the opposite of project success, it depends on the situation? Kerzner (2015,p50-52) distinguishes that there are numerous causes of project failure and most failures are the result of more than one casue.Some causes directly or indirectly lead to other casues.For example, business case failure can lead to planning and execution failure. Project failures can be broken down into the following categories:

➢ Planning and Execution Failures
➢ Governance and Stakeholders Failures
➢ Political Failures

According to Schneider and Hall (2010) explained that launching a product is hard to do "Less than 3% of new consumer packaged goods exceed first-year sales of $50 million, considered the benchmark of a highly successful launch", That's part of the reason that the most heavy-hitting names in business from Pepsi to Netflix, Microsoft to McDonald's have had some of the biggest belly flops. There are serious concerns to be answered in relation to project failures, with increased experience, project knowledge, project management certifications, project management information systems and developments in the project management sphere over the last twenty years; we are we still having high levels of project failures. There are gaps in the areas of academic and industry research that need to be addressed. However some industry researchers have developed their own organisation solutions to improve project success rates to an acceptable level.

Dorsey (2010) identified that there do seem to be three factors that all successful projects have in common. All three legs must be in place for the tripod to stand sturdily. In a systems project, these "legs" or critical success factors consist of the following: **1**.Top management support

2. A sound methodology and **3**.Solid technical leadership by someone who has successfully completed a similar project without each of these solidly in place, the tripod will topple and the project will fail.Similarly,Billows (2015) identified that organizations that consistently succeed with projects perform well at every level in the project management process.**1**.They control the initiation of projects,planning,approving and monitoring projects based on the business value those projects produce.**2**.They manage the pool of project resources, just as they manage their capital budgets, allocating peoples time and money to projects based in the investment payback.**3**.They follow a consistent methodology for all projects,hodling people accountable for measurable achievements.

2.5 Benefits of Organizational Project Management

Delivering benefits through organizational project management enables organizations to generate more profit, return on investment related to adding business value to the organization. According to the Project Management Institute (PMI) and the International Project Management Association (IPMA) have confirmed the expansion of the field of project management beyond a focus on the management of projects to embrace the management of programs, portfolios and organisations that achieve their strategic objectives through projects, programs, and portfolios or ''organisational project management''. The goal of organisational project management is not just to deliver projects on time, on budget and in conformity with technical and quality specifications. The goal is to create value for the business.Similarly; the Project Management Institute (PMI) distinguishes between organizational project management and project management concepts.

- **Project Management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements (PMI, 2013a, p5).**
- **Organizational Project Management is a strategy execution framework that utilizes portfolio, program and project management as well as organizational enabling practices to consistently and predictably delivery of organizational strategy to produce better performance, better results and sustainable competitive advantage (PMI, 2013b, p3).**

Benefits may be tangible or intangible in nature. The measurement of benefits isn't always obvious and, in some cases, the very first project an OPM improvement program may undertake is to develop effective benefit metrics as well as a performance baseline. Following are examples of tangible benefits:

- Lower non-conformance costs (NCCs)—often the key drivers

- Project margin improvement or recovery

- Increased market share capture

- Improved cash flow

- Improved customer satisfaction

- Improved time-to-market execution

(https://www.pmi.org/learning/library-opm)

The emerging importance of the Project Management Office (PMO) is associated with the increasing number and complexity of projects throughout the business world and the attempts at efficiency through centralization of support and control of the projects (Marsh, 2000). The responsibilities of the PMO can range from providing project management support functions to actually being responsible for the direct management of a project (Aubry, 2007). The contribution of the PMO is linked to provision of internal consulting experience, project management knowledge and application of a clear set of project process performance standards for project and programme work (Hurt and Thomas, 2009; Pellegrinelli and Garagna, 2009; Unger, 2012).

However, Thomas, Delisle and Jugdev, (2002, p 61) identify that senior management recognises the importance of project management for the organization, but on a lower, more operational or tactical level. Project management becomes a strategic or senior management issue only when there is a crisis in the market or organization. Similarly, other issues were recognized by Aubry, Hobbs and Thuillier (2007) state that there is no consensus way to assess the value of performance in project management. The financial approach alone cannot give a correct measure of the value of project management for the organisation. Project success is a vague approximation and as such, a rather imperfect system for measuring results.

New approaches are needed in order to extricate ourselves from what looks like a dead-end. Project management is a multidisciplinary field leading to a variety of evaluation criteria.

2.6 Challenges for Organizational Project Management

Despite the growing trend of organisational project management implementation within organisations, there are criticisms and a lack of understanding of the tangible and intangible benefits by senior executives within organizations. Kerzner (2002, p. 22-23) says that since the 1990s, the organizations have decided to implement project management, mostly not by choice, but by necessity. So, that project management is best suited to organizational structures called "matrix" and "projectized." The concept is already well established and can be seen from studies of Galbraith (1971), Larson and Gobeli (1987), Kerzner (2001), Archibald and Prado (2007, p. 100) and PMI (2008, p.28). There is simply no way for senior management to accomplish a strategic transformation without getting deeply engaged in project management. Unfortunately, most executives and strategic thinkers have not yet learned the language of project management (Morgan, Levitt, and Malek, 2007).However, Noordzij (2014, p 62) states that executives focus on business goals, results and outcomes from the project. Project managers and consultants focus on tools and techniques. This misalignment is related to the cognitive gap what sellers promote and buyers need to hear.

According to a review of CEO qualifications and experience in Fortune 500 companies revealed that very few if any hold Project Management certifications. This is unusual given the current turbulent business environment. One would assume that organizations would value senior management who have the ability to successfully deliver the projects required for their organizations to adapt and grow (Williams, 2011). Similarly Rodriguez (2016) summarize in his research for a Ph.D in "Strategy Implementation "they most read books and articles by executives in the year 2015, based on Google analytics data were the following:

1. Finance (4,750)

2. Accounting and Strategy (4,200)

3. Marketing (3,900)

However books and articles related to organizational project management were outside the top 100.

113. Strategy Execution (500)

114. Project Management (299)

115. Risk Management (181)

However, (Baccarini, 1999 and Cooke-Davies, 2002) have adopted the Logical Framework Methodology and observed the need to differentiate two different concepts of success for a project:

- Project management success is concerned with the traditional time, cost, and quality aspects at the completion of the project. The concept is process oriented and involves the satisfaction of the users and key stakeholders at the project completion.

- Project success is measured against the achievement of the project owner's strategic organizational objectives and goals, as well as the satisfaction of the users and key stakeholders' needs where they relate to the project's final product (Baccarini, 1999)

According to Thomas and Mullaly (2008, p.1) that project management simply joins a long line of other initiatives that also engage to prove their value to their organizations if the value and impacts on the organization are not clear and widely defined.Dinsmore and Cooke-Davies (2006, p.2) defines that to deliver the value embedded in its strategy. OPM does not replace the management systems necessary to effectively lead and manage the business; rather, it ensures their effective integration to maximize their engagement and contribution to the delivery of its strategy. The Project Management Institute has developed a framework linking project, program and portfolio management to organisational business strategy and objectives (Muller,2009). The challenge for organizations is therefore, to reconcile the internal management of projects with the governance structure so that the management of the projects is aligned with organizational strategic objectives.

2.7 Project Manager Issues with Organizational Project Management Value Delivery

In the project environment change, risk and uncertainty are part of day to day operations and project managers in their role as change agents, have to manage the project management capabilities as a competitive advantage for the delivery of the organization strategy. They apply a holistic approach to projects through the application of classifications, methodologies, processes, tools and techniques in executing bespoke solutions to deliver measureable and sustainable results. However they adapt their approach to the project context and constraints and recognize that "no one size fits all", for managing projects. On the other hand there are other issues that can that can have implications for project managers, for example organizational project structures as set out as follows:

In a functional matrix organization structure, projects exist within a single functional department and generate no particular organizational issues, but projects that work across functional departments can be challenging. They main reason is the project manager has little or no authority within this matrix and requires the cooperation and support of department functional managers to deliver the project objectives and this can be a complicated process.

The balanced matrix organizational structure is where control is shared, between the project manager and a number of functional department managers. The shared authority is managed by the project manager and functional managers in the planning and execution of resources, budgets, schedules to deliver the project deliverables. Nevertheless the functional managers administer the budgets, resources and schedules and the project manager has limited authority to delegate duties to the project team or influence project decisions. The main purpose of functional departments is to manage the day to day business operations and to produce standardized products and services, rather than managing projects. However this type of matrix has challenges for the project manager in that the project team has two bosses managing the project phases with different requirements and objectives, as well as resource and budget allocation conflicts.

The projectised organizational structure allows for the authority to be centralized with a dedicated project manager and project team, thus it removes authority from the functional managers.

This allows the project manager to make decisions swiftly and to be pro-active in dealing with the day to day project issues. Project teams develop a strong sense of identify, ownership, commitment, experience and skills due to their ongoing involvement in consecutive projects. Overall the projectized matrix benefits the project manager and enhances the delivery of the organizational project management objectives.

As more and more companies are implementing project management (PM) initiatives, there is a push to advance project management towards higher levels of management, with more strategic focus and alignment with organizational goals.

The project management community promotes the Organizational Project Management (OPM) view as a means to manage projects within an organization through projects, programs, and portfolios in alignment with the achievement of strategic goals (PMI, 2003); project managers are finding more and more barriers to this progress.

Thiry and Duggal (2005) define Project Management (PM) practice as mostly been delivery-oriented with a process/system/engineering approach. It is typically perceived to be at the 'bottom of the food chain', with a tactical, if not operational, focus. This is evidenced by following typical PM perceptions and realities, that the authors have recorded:PM is primarily tactical; its objectives are mostly related to technical execution, project managers are not involved in early stages of project selection, prioritization and definition (a view promoted by PMBOK® Guide (PMI, 2004),project managers are not adequately recognized for their business contributions; may be prejudiced in terms of promotions to higher level strategic positions and typically PM does not garner respect or support from functional and senior managers, except in delivery oriented organizations. These elements have contributed to creating a limited perception of project management and prejudice the capacity of PM to become an organizational management approach and of project managers to advance to senior management positions

Thiry and Duggal (2005) describe the model below as showing how past PM experience and results, consciously or unconsciously create prejudices and perceptions through its history prism. This breeds attitudes and behaviours that create the glass ceiling; in this example, composed of all five barriers. The more of these layers are present in the organization, the thicker the glass ceiling
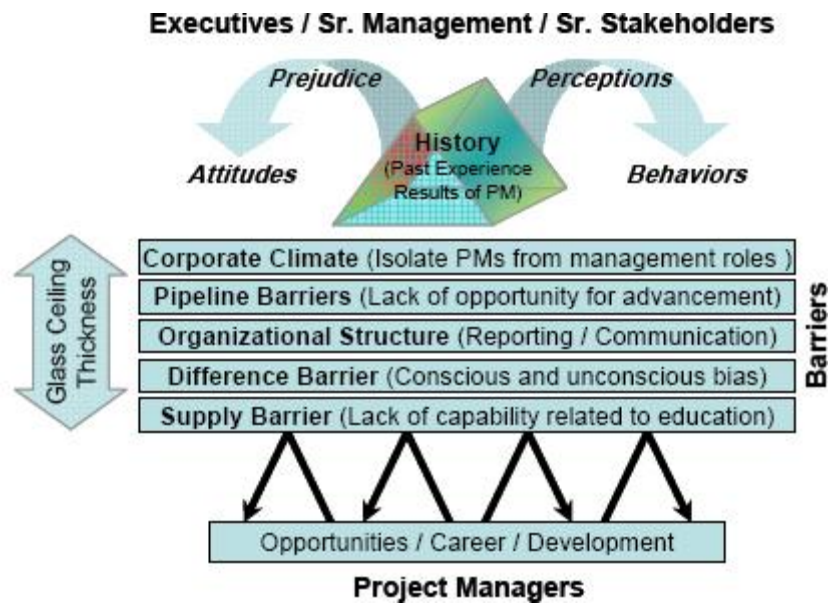
Figure 4: The Glass Ceiling in Project Management: Barriers

However some solutions in addressing the project manager issues are recommended by Kerzner (2015) identifies that value management and benefits realization must be additional life cycle phases to the traditional phases in delivering project success. The life cycle phases are idea generation, project approval, project planning and delivery, benefits realization and value analysis. The author sets out a maturity model for the development of project management as follows:

Kerzner 16 Points Maturity Model for Project Management

1. Adopt a project management methodology and use it consistent

2. Implement a philosophy that drives the company towards project management maturity and communicative to everyone

3. Commit to developing effective plans at the beginning at each project

4. Minimize scope changes by committing to realistic objectives

5. Recognize that cost and schedule management are inseparable

6. Select the right person as project manager

7. Provide executives with project sponsor information, not project management information

8. Strengthen involvement and support of the line management

9. Focus on deliverables rather than resources

10. Cultivate effective communication, cooperation and trust to achieve rapid project management maturity

11. Share recognition for project success with the entire project team and line management

12. Eliminate non-productive meetings

13. Focus on identifying and solving problems early, quickly and cost effective

14. Measure progress periodically

15. Use project management software as a tool and not as a substitute for effective planning or interpersonal skills

16. Institute an all-employee training program with periodic updates based on upon documented lessons learned

(Kerzner, 2009)

Similarly, Terry Cooke-Davies (2004b) following a review of project success literature, confirms the importance of focus on strategic aspects of "ensuring projects have been defined, developed and selected effectively, and doing it repeatedly" are keys to success. Noordzji and Whitfield (2011) states that most new projects suffer from long delays and exploding budgets. To avoid such pitfalls and improve opening readiness, organisations must make fundamental changes in the way these projects are delivered and that there are five building blocks required to improve project performance as summarize in the following:
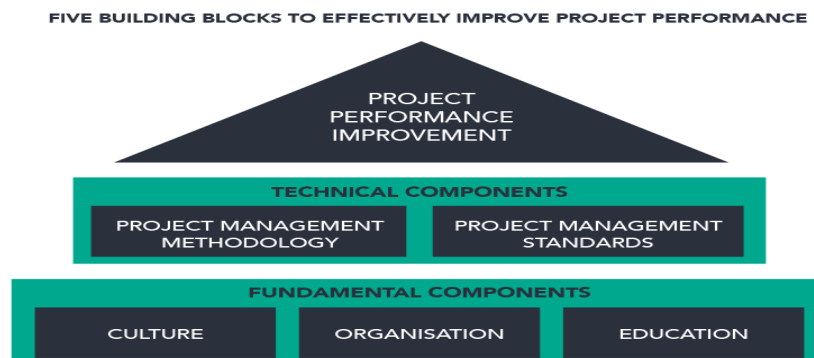

Figure 5: Five Building Blocks

Chapter3: Research Methodology

3.1 Research Aims and Objectives

The area that the dissertation aims to study is the value of organizational project management and project manager's experience of its impact on project success. Therefore the research question is **"How can Organizational Project Management deliver Project Value"**

Theme 1

What are the Success Factors required in the Project life cycle phases to Deliver the Project Objectives

Theme 2

The Value of Organizational Project Management is a strategy execution model in improving project success rates (Portfolio, Programme, Project Management alignment)

Theme 3

Academic and Industry research confirms that there is still a high level of project failures across all industry sectors (Average success rates are at 30% while failure rates are at 70% according to Project Management Institute Studies and Standish Reports)

To develop a better understanding of which research method that is most fitting for this study. Saunders (2009) research onion, summarize in the next diagram, will be applied to the following section.
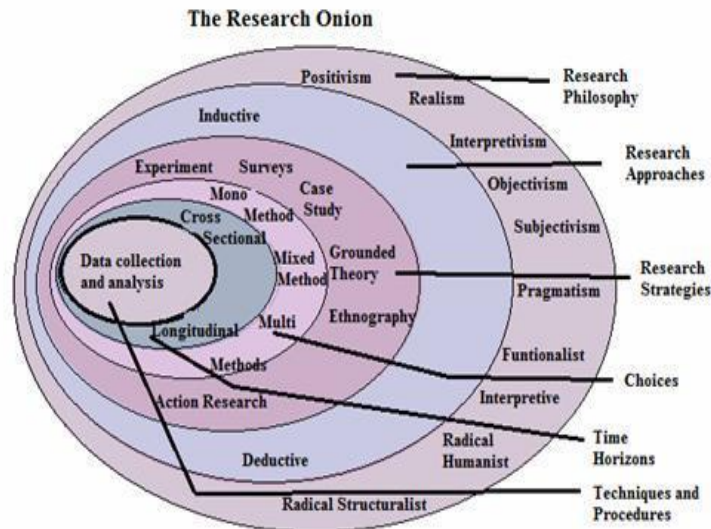
The Research Onion

Figure 3.1

Source: Saunders *et al.*, *(2009)*

Figure 6: The Research Onion

Saunders's (2009) Research Onion is divided up into six main sections. These are: philosophy, approach, strategy, choice, time horizon, data collection and analysis. These headings will enable the researcher to choose an appropriate research method for the question being investigated. Saunders (2013) describes the visually portray the research process as a multi-layer construct with all key layers, from the outside in, requiring deliberation and review prior to considering the core critical data collection and data analysis tier.

3.2 Research Philosophy

The philosophy is concerned with both the origination of knowledge and the composition of that knowledge (Saunders, 2012). In reverence this research paper, an interpretivism directional philosophy is relevant in that such a naturalistic case study approach via semi structured interviews, as the primary means of data collection, was considered optimal. Saunders (2009) defines every research process begins with a philosophy. This is the most outer layer of the onion. In regards to research philosophy, there are three main directions in which a person can choose: positivism, interpretivism and realism.Positivism is concerned with the natural sciences. A research project that is positivist in nature will collect data, observe reality and search for regularities in order to create law-like generalisation similar to laws created by scientists (Gill and Johnson, 2010),

Saunders (2009) describes that all natural sciences have developed from engaging with the world data was collected and observations were made before a hypotheses was tried and tested.

Realism is another research philosophy which is related to scientific enquiry. The essence of realism is that there does exist a reality but there are also factors that influence people's perceptions of this reality, whether they are aware of it or not. Saunders (2009) states similar to positivism, realism assumes a scientific approach when it comes to the generation of knowledge.

Interpretivism is a research philosophy where the researcher assumes that a reality can only be accessed through social constructions such as language, investigation of consciousness and shared meanings (Myers, 2008). The interpretivist approach involves the researcher identifying differences but also patters amongst people. The interpretivist approach takes a natural approach to data collection through interviews, conversations and observations (Collins, 2010). The main goal when it comes to interpretivism is to understand the meanings behind certain human 29 behaviours (Neuman, 2000).

This research will take interpretivism directional philosophy that is relevant in that such a case study approach by the use of semi structured interviews, as the primary means of data collection. The research will investigate project manager's perceptions and experiences on organizational project management implementation and its effectiveness on improving project success. Saunders (2012) describes the research questions probed the interviewees' understanding, thoughts, motivations and opinions on their general understanding of the value concept, what differentiates organizational project management success factors and project manager's experience of delivering them.

3.3 Research Approach

Saunders's (2009) describes the research onion, there are two other approaches known as the deductive approach or the inductive approach. Deduction is an approach which involves "going from generals to particulars: deriving conclusions based on premises through the use of a system of logic (Sheperd and Sutcliffe, 2011). However, an inductive approach follows the reverse logic of an inductive one. An inductive approach to research involves collection data and then developing insights based on the analysis of this data (Saunders, 2009).

The approach selected for this design research is an inductive and this is generally associated with qualitative research. The aim is to explore project manager's experiences and actions during the interview process.

3.4 Research Strategies and Alternatives

Saunder's (2009) Research Onion involves choosing an appropriate strategy on which to use to conduct the research. According to Saunders and Tosey (2012), the researcher is able to use more than one research strategy throughout the process. These strategies identified by Saunders and Tosey (2012) are experiment, survey, case study, action research, grounded theory, archival research and ethnography. According to Oakley (1998), a qualitative interview is a type of framework in which the practices and standards be not only recorded, but also achieved, challenged and as well as reinforced. Mason (1994) states no research interview lacks structure most of the qualitative research interviews are either semi-structured, lightly structured or in-depth semi-structured, in-depth interviews are utilized extensively as interviewing format possibly with an individual or sometimes even with a group.

3.5 Research Choice and Instrument

The main two research methods used are qualitative and quantitative (Ghauri, 1995). There have been many disagreements against both of these types of research, Ryman (1998) makes a case for a 'best of both worlds' mixed-methodology where the two should be combined. On the other hand, Hughes (1997) makes the point that this type of method may "underestimate the politics of legitimacy" associated with these approaches. For example, quantitative is seen as a more objective approach than qualitative and so if the two were to be combined they may contradict one another.

Quantitative research can be described as a method of research that is conducted with the aim of `explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)' (Creswell, 1994). The main benefits of quantitative research are that it can provide estimates of large populations or samples, it allows for numerical or statistical comparison between various studies, it can measure trends and can be standardized (Kervin, 1992). The main quantitative techniques used by researchers are surveys, questionnaires and polls.

The qualitative methods put emphasis on understanding, observation and interpretation in natural settings (Ghauri, 1995). Qualitative research aims to discover explanations of social phenomena while aiding our understanding of the world we live in, finding out why things happen the way they do (Hancock, Ockleford and Windridge, 2009). The main qualitative techniques used by researchers are interviews and focus groups. One of the main advantages of qualitative research is that it allows the researcher to observe the candidate being assessed in relation to their body language, sound and personality. (Deacon, 1999) Using a qualitative method allows the researcher to take in the whole picture in a way that is not possible through quantitative research (Ghauri, 1995).

Shepherd (2016) describes interviewing as the most frequently used data-gathering technique in PM research and it is often done very badly. However, Kvale and Brinkmann (2009) states, The use of interviews in research has grown rapidly in recent years and is seen by many as a straightforward and effective method of gaining insight into real life situations. Denscombe (2010) defines if you want to know how people understand their world and their lives, why not ask them. Such a conversational approach is attractive: it involves little cost, is something that most people are familiar with through their everyday experience and does not require technical equipment. The research choice for this study will be a qualitative method and the instrument used will be semi structured interviews with five experienced project managers from across a variety of industry sectors.

3.6 Data Collection Methods

The use of a qualitative approach is appropriate as it closely relates to the interpretivist research philosophy chosen. There is a strong relationship between interpretivism and qualitative methods as "one is a methodogical approach" and the other is a means of collecting data (Thanh, 2015). Interpretivists often choose qualitative approaches as they often give rich reports that make it easier for interpretivists to fully investigate and understand contexts (Wllis, 2007). Equally, Thomas (2003) claims that interpretivism and qualitative methods are usually combined because the interpretive paradigm portrays a world in which reality is socially constructed complex and ever changing.

3.6.1 Interviews

Polit and Beck (2006) define an interview as: 'A method of data collection in which one person (an interviewer) asks questions of another person (a respondent): interviews are conducted either face-to-face or by telephone.Interviews can be placed on a continuum of structure, from "unstructured" to highly "structured" (Russell, 2000).However, bear in mind not to disclose any earlier findings to mitigate against interviewee bias. Like the research challenges outlined by Meyer (2001), the researcher's learning's from the literature review stage have to be constrained and a balance struck between asking open ended questions and refraining from inadvertently imparting pre existing knowledge (Meyer, 2001). Riege (2003) state this contributes to enhance constructs validity at both the objective setting and data collection stages.

The interview commenced with open questions based on themes seeking the interviewee's opinions and values of project managers perception of success factors, core concepts of project management, application of organizational project management on projects, gaps between industry knowledge and project managers real life experiences and other key directional issues with a view to seeking insights about their knowledge and experiences. Each interview was recorded, with the permission of the interviewee and securely transcribed. No barriers to engagement with the research topic were experienced or encountered with or by any of the participants.

3.6.2 Semi Structured Interviews

The semi structured interviews were for 20 minutes duration and the questions are open ended. The interview is a managed verbal exchange (Ritchie and Lewis, 2003, Gillham, 2000). The effectiveness of the heavily depends on the communication skills of the interviewer (Clough and Nutbrown, 2007).These include an ability to clearly structured questions (Cohen, 2007), listen attentively (Clough and Nutbrown,2007),pause, probe or prompt appropriately (Ritchie and Lewis,2003,p.141) and encourage the interviewee to talk freely, make it easy for the interviewees to respond (Clough and Nutbrown,2007,p.134). Interpersonal skills (Opie,2004) such as the ability to establish rapport, perhaps with humor and humility, are also important. This last point draws attention to the relational aspect and trust which is needed between participants.

The semi structured interviews are based on three themes and a series of sub questions to probe and prompt the interviewee to expand out these areas from their own project management experience. The following are the sub questions been asked.

Q.1 From your own experience how do you measure project success factors?

Q.2 How do you apply a project management methodology to your projects and implement the core concepts of project management (5 Processes, 10 Knowledge Areas)

Q.3 what are the gaps in your own experience about Pinto and Slevin success factors?

Q.4 how is Portfolio Management, Programme and Project Management applied within your organizations projects?

Q.5 What is the link between the business strategy and project selection and is there a roadmap for organizational project management implementation?

Q.6 From a project managers perspective is there a disconnect between project management academic and industry theories and practices in relation to project success and failures

Q.7 Is Project Management profession out of touch with the practicalities that face Project Managers in their day to day operations?

Q.8 From your own experience what are the common reasons leading to project failure

The major benefit associated with semi-structured interviewing is that it offers the researcher a balance between the flexibility of an open-ended interview and the focus of a structured interview (Zorn, 2010) Other advantages include the fact that questions can be prepared prior to the interview and semi-structure interviews can provide reliable, comparable qualitative data (Cohen, 2006). Whiting (2008) defines there are also limitations when it comes to this type of interviewing. One such limitation is that the outcome of the interview is often dependant on the skill of the interviewer. The interview may give unconscious cues or signals that sway the interviewee which results in an answer that is not completely credible.

It can often be difficult to distinguish between what is important data and what is not when it comes to semi-structured interviewing making the process longer and more time-consuming for the researcher.

I selected the semi structured interview for this research to investigate the objectives and allow the interviewees to speak openly about their own experiences and challenges on the effectiveness of organizational project management.

3.7 Data Analysis

Systematic data collection and analysis procedures were undertaken in reviewing the findings (Yin, 2014). Data was collected from the interviewees and analysed and reviewed Key emergent themes and opinions were conceptualised and compiled into relational arrays (Miles & Huberman, 1994) in order to clearly delineate emergent themes and commonalities back to the literature review. The semi structured interviews were recorded and transcribed in the post interview.

3.8 Ethical Considerations

The research undertaken has no ethical risk to the participants involved and the organisations they work for.Before the semi structured interview started ,they interviewees were informed that their insights and experiences been expressed during the interview process, that their name and organization would not be disclosed within the dissertation or shared with other participants. Informed consent was obtained from all the interviewees. All of the interviewees were recorded on a mobile phone and later on the data was transferred onto the researcher's personnel computer for writing up the transcripts. Following the transcription, all interviewee's details were deleted from the mobile phone and personnel computer.

3.8 Research Limitations

Consistent with research studies, this paper has inherent limitations and constraints. The principal reason was that the research was restricted to five interviews but it dosent take into account interviewees biases and been objective with their insights. It is very common for social science researchers to conduct this type of interview.

This type is a mix of the two types mentioned above, where the questions are pre-planned prior to the interview but the interviewer gives the interviewee the chance to elaborate and explain particular issues through the use of open-ended questions. This type is appropriate to researchers who have an overview of their topic so that they can ask questions. However, they do not prefer to use a structured format which may hinder the depth and richness of the responses (Bryman, 2008). Therefore, it has been recommended that these open-ended questions be piloted in advance (Dörnyei, 2007).

Chapter: 4 Findings

This section presents the findings of the semi structure interviews. The interviewees were all professional project managers with over ten year's experience each. The interviewees were selected from a cross section of industries.

- Information Technology (Project Budgets €40 million & 14 projects ongoing)
- Financial Services (Project Budgets €50 million & 5 projects ongoing)
- Construction (Project Budgets €120 million & 6 phases / projects ongoing)
- Banking (Project Budgets €30 million & 10 projects ongoing)
- Hospitality (Project Budgets €10 million & 3 projects ongoing)

4.1 Research Objective Theme 1

What are the Success Factors required in the Project life cycle phases to Deliver the Project Objectives

Q1. In your own experience how do you measure project success factors?

Project success factors are very subjective and mean different things to different people across the project environment. Success factors are varied across different industry sectors and there are tradeoffs to be made between the importance of cost, time, scope and quality. The key responses from the interviewees acknowledged that collectively the main success factors were time, cost, quality, value and benefits. The one exception was within the technology industry, were projects are delivered in the agile environment of moving parts "Acceptance criteria", but not all project objectives will be delivered (On average 80% of the value delivered).In the technology environment they insist that they old model of traditional project management is not suitable for delivering consumer projects in today's marketplace,

were they main focus is on value, change and speed to market to maximise the return on investement.However one common theme amongst the interviewees was there is a lack of understanding and support at senior management level about the benefits of project management and success factors. The following are some of the key interviewee responses:

"In hindsight, some of the projects I have been involved in were frivolous, the analysis was not competed properly and in the end fatigue played a factor and it was a case of finish for the sake of finishing. The end product did not meet the stated goals".

"I would measure project success when it remains within the framework clearly laid out, an agreed start and end date, All Key Performance Indicators are met e.g. total integration of technology, operations, functionality, and design meets standards and agreed budgets.

"In the information technology environment, project manager doing a lot of firefighting on projects – Consistently".

"Ultimately, projects within financial institutions will come down to cost. If the scope envisaged in the project is too overreaching within the financial budget, the project will often be scaled back to provide a Minimum Viable Product (MVP)".

Q2. How do you apply a project management methodology to your projects and implement the core concepts of project management (5 Processes, 10 Knowledge Areas)

There is common acceptance amongst the interviewees when selecting a methodology for a project, firstly the develop a framework in identifying stakeholder's needs and end users requirements and build out the project from the start to completion. Depending on whether they project managers has academic project management qualifications or industry accreditations, this will ultimately decide which methodology is selected and this varies across different industries. However they are in agreement that the main approach on projects is focused on the initiation, planning, and execution phases and the control and closing phases of the projects tend to be more of an afterthought. The exception is the information technology sectors were the methodology selected is agile and the main project focus is on transperceny, adaption, inspection and client collaboration throughout the project lifecycle phases. The information technology projects focus on delivering value rather than project objectives and the 80/20 rule applies in delivering functionality value to the consumers (80%) of the time. The following are some of the key interviewee responses:

"Over the last number of years project management has become more prevalent within the organization.

"The culture we would use is to make everybody completely aware of what we intend to achieve (our goal) Analyze (what is), Implement (to what can be,) Execute (end game)".

"Bad strategic decision making at senior management and poor project management application".

"Depends on the culture within the organization for project management and where project management sits within the organization (Board level, function department, or adhoc basis)".

"After the determination of the project scope and risks involved, the end user requirements are applied through the MoSCoW framework (Must haves, Should haves, Could haves,Wont haves) this is a prioritization method used in project management and business analysis to reach agreement with stakeholders on what is required to deliver the project and what won't be delivered".

Q3.What is the gaps in your own experience about Pinto and Slevin success factors?

There is agreement amongst all interviewees that it is impossible to deliver all of Pinto and Slevin success factors and this is mainly due to a lack of top level senior management support, unclear objectives, scope creep, poor communication channels and unrealistic expectations.Similiarily clients and stakeholders expectations change throughout the project journey, therefore it is important that project success factors are agreed and signed off by the client and major stakeholders before the project starts, (Business case – Why and Project Charter – How). Communication planning is critical to project success and a lot of projects fail due to poor communication channels up to senior management and down to the project team. The main reasons were team members are not communicating effectively and a greater issue is people are not listening or taking on board to constructive feedback and proceeding ahead with their own agendas, often ignoring those project team members on the ground that can provide valuable insights.The following are some of the key interviewee responses:

"In terms of gaps in Pinto and Slevins, a clear definition of roles and responsibilities needs to made clear to those involved in the project, as lines often become blurred causing confusion and sometimes unwillingness to take responsibility".

"I think it is impossible to deliver Pinto and Slevin success factors in agile projects due to non agreed scope of work, estimated schedules, estimated costs and continuous iterations to project on day to day basis, team making decisions and no one person responsible for delivering project success factors".

"From personal experience, especially within the construction industry, a majority of Pinto and Slevin's success factors are achievable and expected".

"In terms of Gaps in Pinto and Slevins list, clear definition of roles and responsibilities needs to made clear to those involved in the project, as lines often become blurred causing confusion and sometimes unwillingness to take responsibility".

"In finance, a number of the success factors are ignored, either due to ignorance of their importance or more often, due to conflicting stakeholder goals and objectives".

"Invariable as we are humans there may be key performance factors that struggle to make it over the line".

4.2 Research Objective Theme 2

The Value of Organizational Project Management is a strategy execution model in improving project success rates (Portfolio, Programme, Project Management alignment)

Q4. How is Portfolio Management, Programme and Project Management applied within your organizations projects? (Planned and Structured Approach)

The common theme amongst the interviewees is that organising multiple projects in an alignment of portfolio, programme and project management is, at best, aspirational and normally non-existent. This comes down to a lack of cohesive planning and poor communication strategies between the various parts of a business, combined with a mentality of not being willing to give up power, control or decision making to another part of the business.There is a clear lack of knowledge and understanding amongst the senior management team about the value and benefits of organizational project management to their business.The following are some of the key interviewee responses:

"Generally delivered on ad hoc basis, I would say reactionary rather than proactive. Once the project gets the green light and support from senior management a structured approach would be implemented, but its part of a solution rather than a planned approach to increasing business or improving business".

"Large organizations have strategic plans within the portfolio, programme and project management framework in theory, but not in practice".

"Parts of the business have different reporting streams, cost budgets, political power and preferred vendors are unwilling to entertain changing vendors, even if the organisation, overall can improved efficiencies and reduce costs".

Q5.What is the link between the business strategy and project selection and is there a roadmap for organizational project management implementation?

The interviewee's were in an agreement, that numerous projects are not delivering value, benefits, poor return on investment and there was a detachment between business strategy and project selection. For example well structured top level management teams within organisations like, McDonalds, Starbucks, Intel, Hewlett Packard, Google, Facebook have a roadmap in place for portfolio, programme and project management framework linking the business strategy to strategic project selection models that generate the best return on investment and project success. Accordingly the interviewees stated that it is important when implementing project selection options that they are aligned to the business strategy and the development of a roadmap outlining the processes from the start to completion.Similiarly, the requirements for human and financial resources, 100% project team commitment and the complete support of top level senior management to deliver organizational project management is vital to deliver project success.The following are some of the key interviewee responses:

"The roadmap, if there is one, is normally kept at very high level (Country managers and Corporate headquarters). However, when changes have to be made, such as reducing employee's numbers or new technology implementation, employees on the frontlines are generally the last to know".

"Agile methodology delivers projects, but there is no alignment within the organizational project management framework".

"The first approach is to win clients from other companies within the market space. This is generally done through providing better services at a cheaper price. The business strategy here is gaining additional customers and thereby increasing the company's overall turnover".

"In my experience there were several projects where you got the impression that the project was more to do with someone's aspirations rather than linked to business success".

"One example would have been the implementation of Lean management. Lean was devised by Toyota in Japan and works very well in the manufacturing environment, however by attempting to implement all aspects of lean within the banking Industry, it did not work and was not fit for the business, it was shelved within 12 months after its introduction".

4.3 Research Objective Theme 3

Academic and Industry research confirms that there is still a high level of project failures across all industry sectors (Average success rates are at 30% while failure rates are at 70% according to Project Management Institute Studies and Standish Reports)

Q6. From a project managers perspective is there a disconnect between project management academic and industry theories / practices in relation to project success and failures

The interviewees acknowledged two different positions on this question, one is from their own experience of working in multinational companies where there is a level of project management maturity development based on structured processes and standards, as well all project managers are educated with project management certifications. These organizations see the value and benefits of organizational project management and are continuously developing the level of project competencies up to the next level. However, the second position experienced by project managers working in Irish organizations, describes that the application and implementation of project management as poor and therefore the main reasons given were a lack of senior management support**,** poorly defined goals, lack of skilful and knowledgeable project managers, poor ownership of tasks and continuous team conflict.There is a clear and distinct difference between the academic theories behind project management and the day to day operations of project management. Though, this stems from confusion and lack of understanding from the organisation senior management team and employees about the benefits of project management to enhance project delivery.

While most of the organisations project managers might have post-graduate education, normally in the form of professional qualifications, very few have any experience or project management accreditations in delivering project management projects and this can be seen in the projects sphere, where projects are often measured by bottom line, with changing goals and scope creep which eventually lead to project failure. The following are some of the key interviewee responses:

"In summary our organization would be quite rigid with sticking to the academic principles of project management".

"Project management process and concepts are not been adhered too, short cuts are take to get products to market".

"The project team did not have the skills or knowledge to either analysis, plan or execute the project. Often this leads to failure or delivering results outside of the expected outcome".

"The day to day application of project management techniques within the Irish context stems from confusion over what traditional project management practices means, when compared to Agile or Scrum or Six Sigma methodologies and how to apply them in the environment that people are operating in".

"There also seemed to be challenges within project management teams for employees to learn the project management approaches, as suggested by PMI / IPMA / Prince 2, in favour of internal project management processes". However, from experience, this seemed to compound issues within project teams, due to repeating the same mistakes over and over again".

Q7. Is Project Management profession out of touch with the practicalities that face Project Managers in their day to day operations?

There is acknowledgement amongst interviewees, that the project management profession has an understanding of the project manager's challenges in managing the day to day operations of projects. Project manager's skill sets come in many categories and example is the following, you have good and bad project managers, good and bad leaders, good and bad communicators.

Theory and academia are developed on a scientific bases, but there application amongst project managers is questionable, partly due to the term project manager been used loosely within organizations. The individual may not have a theoretical background of qualifications or experience to carry out the role. On the other hand the project manager will have to have project management knowledge and soft skills for dealing with contingencies, uncertainty and risks. In general, most projects being conducted by most major organisations, such as banks, manufacturing, logistics,heatlhcare and government agencies revolve around the use and application of information technology, infrastructure and deployment, in order to improve efficiency and reduce costs. This approach to project management does cause issues within the project management profession. It is very much arguable that a project manager who learnt their trade in the more traditional approach to project management, such as the PMI / IPMA / PRINCE2 models, would have a distinct advantage over a project manager who came up through the Agile / Scrum /Lean models according to the interviewees. The following are some of the key interviewee responses:

"The major focus of project management education and project managers in general, seems to have moved from the more traditional project management models to adaptable project management models".

"The project manager will have to be good at dealing with contingencies as when you open one can of worms often it can lead to issues initially unforeseen. Therefore, the project manager needs to have the soft skills of explaining and securing the extra finance if required".

"The increased use of newer project management approaches such as Agile / Scrum / Lean, which translate well in the information technology and manufacturing sectors, however there are totally ineffective in other industry sectors".

Q8. From your own experience what are the common reasons leading to project failure

There is agreement amongst the interviewees, that four key issues lead to project failure and they are the following, top level management support, poor communications amongst stakeholders, unrealistic client expectations and inadequate implementation of project management practices both in the planning phase and throughout the lifecycle of the project. The major causes of project failure have been experienced through trying to over deliver on the benefits and making tradeoffs between the constraints of scope, time, cost and quality.

Therefore the end user (normally client) often tries to do projects on the cheap, through cutting corners in terms of cost (mostly), time (regularly), or quality (function of cost). The end user's satisfaction is then reduced or the product is unsuitable for its intended use and they main causes of these inputs are (e.g. awarding contract to the lowest cost bidder and then failing to understand why the full scope or quality objectives are not delivered).The major way to correct these issues with project failure is twofold. Firstly, there is a need by all parties (e.g. stakeholders, sponsors, teams, end users, clients, vendors, etc.) to identify clearly what will and will not be possible to do within project due to the constraints of scope, time, cost, and quality and all parties agree and signed off on the project deliverables within the project charter before project starts. Secondly the right project framework and management methodology is applied to manage the project phases and performance. The following are some of the key interviewee responses:

"I think there's a reluctance to speak up sometimes if the project is not fit for purpose and there are examples of projects which should have have received the green light, namely the lean initiative".

"For me, not being SMART, from the beginning (Specific, Measurable, Attainable, Realistic and Time-bound".

"Consumer / Service / Product organizations – Poor delivery of project management concepts, the main focus on speed to market and no long term planning".

"From my experience, poorly defined goals, lack of top level management support, inadequate, resources and team conflict are the main reasons for project failure. The goals of the project are often poorly defined and not documented".

"Failure to communicate in a timely and accurate manner, both up and down the project team tends to exacerbate the issues faced".

Chapter: 5 Discussion

The final chapter of this dissertation will endeavor to discuss the findings from chapter four in relation to previous research on the topic. The purpose of the research study was to investigate the hypothesis "How can Organizational Project Management deliver Project Value" this was achieved by analysis of academic research and semi structure interviews with experienced project managers. This section will be structured under following headings: Key findings, relevance of findings, findings relating to similar studies, limitations of study and further research.

Key Findings

The major findings of the study were that value of organizational project management to organization project is poorly implemented and not supported by top level senior executives. Project success factors are subjective and open to misinterpretation, client, project manager and stakeholders all have different requirements for project success, the triple constraints of time, cost and quality are no longer suitable for the today's business environment, lack of understanding and support by senior executives in organizations on the value of organization project management, poor application of business strategies aligned to projects and organizations who have developed project management standards and processes over the years, have greater project success rates.

Relevance of Findings

Major issues with the delivery of organisational project management value were established throughout the research study and advocated by key academics, (Cooke-Davies, 2002, 2004, Morgan, Levitt and Malek, 2007, Turner and Muller, 2003, 2007, 2009, Shenhar and Dvir, 2004, Thomas and Mullay, 2008, Noordzij and Whitfield (2011) and Kerzner 2009, 2015). Comparable key issues were found in the findings and these were a lack of senior executives support for project management, different stakeholder's requirements, poor communications and lack of a strategy planning linking business value to project delivery. However the findings showed that the traditional model of project management model of time, cost and quality is no longer viable for projects in today's business environment.

Furthermore academic studies done by Thiry and Duggal (2005), Shenhar and Dvir (2007), Williams (2011), Kerzner (2015) and Billows (2015) have identified similar issues as highlighted in the research findings. Another key issue is the lack of understanding at senior management level by executives of project management values and a lack of recognition of the project manager's knowledge, experience and inputs. The reasons given by the interviewees were that most personnel in organizations who get promotions to senior level management positions are from financial, operations, human resource, sales and marketing backgrounds and tend not to have project management qualifications or project experiences, there are very few opportunities within organizations for project managers to get promotion to senior management positions. Similarly, studies done by Thomas, Delisle and Jugdev (2002) and Rodriguez (2016) on project management value and benefits, found comparable results.Finally, the findings show that organizations that implemented a project management system involving methodologies, standards and processes are more likely to have consistent project success rates. Likewise, Billows (2015) identified that organizations that consistently succeed with projects perform well at every level in the project management process.

Findings Relating to Similar Studies

Similar studies have shown there are repetitive patterns of the issues with the implementation of organisational project management, but there is very little general agreement amongst the academics or industry bodies on how to address this problem. According to Martin Cobb (1995) stated: "We know why projects fail; we know how to prevent their failure, so why do they still fail?" The authors assert that systemic project failure is a failure of organizational governance. However, Cooke-Davies (2002) writes that we must take into consideration the subjectivity of success factors and he also noted that decades of individual and collective efforts by project management researchers since the 1960s have not led to the discovery of a definitive set of factors leading to project success.Although,Weaver (2012) argues that there are two interlinked systems within the concept of value creation in the context of managing projects: The first element focuses on the development of an idea and the flow of innovation to value realization via projects. The second key element is the management processes needed to effectively manage the organization's project management infrastructure.

On the other hand, according to Hobbs and Aubry (2010) they emphasize the importance of the Project Management Offices (PMOs) monitoring and controlling of project performance function. PMOs have a critical governance support role to ensure that accurate information is available to executive management, thus maintaining visibility and control on the performance and trends of the projects and programmes for which they are responsible. Furthermore, the Project Management Institute, (2017) recognizes the definition of success is evolving. The traditional measures of scope, time, and cost are no longer sufficient in today's competitive environment. The ability of projects to deliver what they set out to do, the expected benefits is just as important. In addition, the Project Management Institute, (2017) identified that our findings continue to show what we have learned in the past: that when proven project, program, and portfolio management practices are implemented, projects are more successful.

Limitations of Study

The semi structured interviews have a number of limitations in regards to the selection of projects managers from different industries, as well as nonverbal bias on the part of the interviewer and interviewees due to the questions been asked and first impression judgements by the interviewer. However, from the interviewee's perspective their behaviours negative and positive and their own personnel bias in giving their answers. The relationship between both parties took time to build up trust and openness during the interview process, these were the limitations affecting the boundaries of the interviews.

Further Reserach

This research paper contributes to the literature in regards to the projects manager role in implementing organizational project management and highlights the key issues that need to be address through future research. Further research should concentrate on addressing the key issues in project management relating to the strategic business value and benefits for projects, selling project management solutions to senior executives thus developing strategic organizational project management models that are fit for purpose.

Chapter: 6 Conclusions and Recommendations

6.1 Conclusions

The study started out asking the questions "How can organizational project management deliver project success". The decision making process for selecting the right projects is critical for organisations in today's business environment to successfully achieve competitive advantage and generate profits. Organizations have become leaner operations with fewer resources, risk adverse, project constraints and restricted budgets to deliver projects. Consequently the need for management within organisations to focus on choosing the right projects to add business value, benefits and return on investment is more important now than ever before. Since 2005 the development of portfolio and programme management capabilities has led organisations to take a more strategic approach to project delivery and linking the business project selection to values, benefits and return on investment is crucial.

The literature review has shown there is a lot of opinions and interpretations with very little agreement on how organizational project management can deliver project value. The research findings show a disconnect between project managers in their day to operations and a lack of senior management support in helping them deliver project deliverables, there is a misalignment between both parties and this is one of the main reasons for project failures. For project management to remain relevant and competitive in today's business environment, new approaches have to be found, a collaborative approach by project managers in developing the business strategy and aligning it to the project values / benefits and this needs to be demonstrated and communicated to senior management executives for their buy in. This is summarize by Noordzij (2014, p 62) who states that executives focus on business goals, results and outcomes from the project. Project managers and consultants focus on tools and techniques. This misalignment is related to the cognitive gap what sellers promote and buyers need to hear.

There is agreement amongst the academics and interviewees that having the right resources in place for leadership and stakeholders support, defined roles and responsibilities, experienced and certified project managers and a formal project methodology this will enhance project success rates.

6.2 Recommendations

They results from the study show that project management is applied in many industry sectors, but the understanding of project management values by academics, industry bodies, project managers and senior executives are still varied and problematic. There is a range of academic research written on project management values, success and failure factors. The areas of project management need to develop the business and strategic organizational value concepts in alignment to projects. Project managers need to develop their sales skills as part of their overall skill set in selling project management to senior level executives Organizational project management needs to be developed into a simpler model that is easily understood by both project managers and senior executives on the value and benefits delivered.

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Appendices

Appendix 1

<u>Semi structure interview questions</u>

Theme 1

What are the Success Factors required in the Project life cycle phases to deliver the Project Objectives

Q.1 From your own experience how do you measure project success factors?
(Time, Cost & Scope) or (Value & Benefits) or (Business Survival)
(Clearly defined Objectives, Planning, Communications) Different interpretations of Client & PM on Success Factors)
(Project Success an Effective Project Team)

Q.2 How do you apply a project management methodology to your projects and implement the core concepts of project management (5 Processes, 10 Knowledge Areas)
Probe: Is there a Culture /Maturity for PM within your organization?
Probe: Does the client expectations change as the project evolves? Are their trade offs

Q.3 What are the gaps in your own experience about Pinto and Slevin success factors?
Probe: Is it possible to deliver all success factors?
Prompt: What are your own thoughts about project success?

Theme 2

The Value of Organizational Project Management is a strategy execution model in improving project success rates (Portfolio, Programme, Project Management alignment)

Q.4 how is Portfolio Management, Programme and Project Management applied within your organizations projects?
(Planned and Structured Approach)
(Is it aspirational in practice or lip service?)
(Requires Top Senior Management support

Q.5 What is the link between the business strategy and project selection and is there a roadmap for organizational project management implementation?
Probe: Project Selection depends on return on investment
Probe: What major challenges do you face daily in linking business strategy to managing projects?

Q6. From a project managers perspective is there a disconnect between project management academic and industry theories / practices in relation to project success and failures
Probe: What is project failure from your own experience?
Prompt: Why Projects Fail (Project goals not clearly defined, Lack of senior management support, Project team lacks skills & knowledge, unrealistic budget, schedule, scope creep, poor communications, and team conflicts)

Theme 3

Academic and Industry research confirms that there is still a high level of project failures across all industry sectors (Average success rates are at 30% while failure rates are at 70% according to Project Management Institute Studies and Standish Reports)

Q.7 Is Project Management profession out of touch with the practicalities that face Project Managers in their day to day operations?
(Academic, Theory against Business Reality)
(Projects delivered quicker and at less cost) MoSCoW Approach

Q.8 From your own experience what are the common reasons leading to project failure
Prompt: What needs to change to implement successful project outcomes?

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