RUNAWAY PROJECTS; PROJECT MANAGEMENT AND STRATEGIC ALIGNMENT

المشاريع الهاربة إدارة المشاريع و التوافق الاستراتيجي

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Table of Contents

List of Figures

Dedication

This paper is dedicated to my mother, Shiakah AlHamrani , whose friendship and

encouragement has played a role in nurturing my potentials. Her values and teachings have been

important in building my character as a person. I have always been inspired by her hard work

and determination and I have drawn a lot of inspiration from her, to tackle this paper. Thanks to

her, I got the drive to successfully begin and work on this research, my sincere gratitude to you.

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ملخص

تستند هذه الورقة على البحث الذي أجري من خلال الاستبيانات التي تصدر إلى المئات من المشاركين. إن الهدف الرئيس من البحث هو معرفة ما إذا كانت مشاريع الشركة تتماشى مع استراتيجية المنظمة. واستندت نتائج وتوصيات هذا البحث على مدى استخدام أدوات وطرق إدارة المشاريع بشكل جيد في تطوير المنظمة فيما يتعلق بالإنتاجية وجودة الخدمات والمنتجات. كما أظهرت أيضا دور المديرين في تنفيذ أدوات الإدارة.

تشمل هذه الورقة كافة العمليات التي أجريت في إدارة المشروع من المراقبة والرصد والتنظيم والتخطيط داخل المنظمة. وتمنحنا مراجعة المادة تحليلا لما يشكل الاستراتيجية والعملية، وما يتضمنه إدارة المشروع. تتطلب المشاريع الهندسية نوعا من الإدارة التي تحصل على المعرفة من العملية الهندسية والإدارة الحديثة والتصميم أيضا. وتنطوي إدارة المشاريع في مجال الهندسة على الأهداف التي تتحقق من خلال تنفيذ مختلف العمليات المطلوبة. هناك بعض التعارض الذي قد يحدث بين الأهداف التي ذُكرت والوقت والجودة والعوائق التي تفرض على الموارد الاقتصادية ورأس المال البشري. إن التركيز يكون على تنفيذ الاستراتيجية والعائق أمام التنفيذ وكذلك صياغة الاستراتيجية. كما تتناول الورقة كذلك العلاقة بين الإدارات داخل المنظمة وعوامل مثل تخصيص الموارد والتنسيق التي تلعب دورا في العلاقات بين الإدارات. تمت مناقشة بعض العوامل التي تؤثر على المشروع بعمق وهي: الأنظمة الإدارية والهيكل التنظيمي والتسلسل الهرمي للإدارة وتوافق الأفراد والتواصل والالتزام.

تستخدم الدراسة أدوات وطرق داخلية وخارجية لإجراء هذا البحث؛ وهو ما يهدف إلى توفير التكاليف فضلا عن ضمان الربحية وزيادة الإنتاج. إن المنظمة بحاجة إلى اتباع التوصيات التي تم وضعها لإدارة المشروع بهدف اتباعها وضمان تحقيق الأهداف مع الحد الأدنى من المخاطر.

Abstract

This research is based on the research that was conducted via use of questionnaires which were distributed to a total of hundred participants. The main goal of this research was to establish whether this firm's project is aligned with the organization strategy. The results and recommendations from this research were based on how well project management tools and methods were used to develop the organization in terms of productivity and quality of services and products. It also viewed the role of managers on implementation of management tools. This paper covers all operations taking place in project management from, control, monitoring, and organization and planning within the organization.

The literature review gives us an analysis of what brings up strategy and operation and what is involved in the project management. Engineering projects require the kind of management that draws knowledge of engineering process, modern management as well as design. Project management in the field of engineering entails objectives that are attained through implementing the various operations required. There are certain conflicts that may occur between objectives that are stated and the time, quality and hindrance that are imposed in the economic resources and human capital. Focus is on strategy implementation and the hindrance to this; as well as strategy formulation. The paper also addresses the relationship between departments within the organization and factors such as resource allocation and coordination that play a role in department correlation. The certain factors that influence the project are discussed in depth. They are: administrative systems, organizational structure, management hierarchy, people, consensus, communication and commitment.

The study uses both internal as well as external tools and methods to conduct the research. This is intended to save on costs as well as ensure that profitability and productivity is

increased. The organization needs to follow the recommendations that were put in place for the

project management to follow and to ensure that the objectives and goals are achieved with

minimal risks.

Project Management and Strategic Alignment

1.0 Introduction

It is a projected ecosphere that we humans live in whereby, things such as change, revenue earnings including other activities occur through practices that are project based. These practices happen to be crucial to many organizations ranging from industries to the government. The increasing reinforcement of the projects is usually to replicate its importance. For this reason, it provides legality, configuration, and a noticeable business process. Project management is diverse and varies from the places of operations management. These projects generate organizations that are social and possess a rich history that helps them grow into what they are today by the endless learning. The planning perspective for the organization for their existing acts keeps moving on and on because they possess a future. Unfortunately, the projects seem not to be the result of sluggish past growth neither are they designed to be establishments of their right. In addition, the projects have a fixed time and are single and intentionally deliberated.

1.1Project

An attempt embarked on so as to attain some goals and furthermore provide outcome can be used to define the term project. It then becomes a change vector in different fields such as markets, society and companies (Stal-Le Cardinal & Marle, 2006). It entails a beginning, a primary condition and an ending with an outcome that provides some transformation to the company in aspects such as performance within the enterprise, offer of produce, and means of communication among others (Pellegrinelli, 2011). A primary condition will consist of the following; commercial policy, criteria (either universal or precise to the company), restraints and norms (explain the outcome hence provide objectives to project) and lastly primary resources within the reach of thebusiness (skills, capital, human resource). For one to come up with

something new, he will have to define the expected outcome, the provision time and a financial plan. When stakeholders become involved in the whole lifecycle of the project then, a perfect environment for the project is created. Understanding how projects may gather stakeholders' obligation motivating them to act is an essential part of an enhanced knowledge of any project dynamics which will be crucial by assisting in the creation and endorsing suitable leadership techniques that will effectively take into account the project social occurrences. Stakeholders who become committed can be referred to as disciples because they give in more of their time and energy.

1.2 Project Management

It simply contains all conceptions, planning, organizing, monitoring and taking control of a project from the beginning to end so as to obtain the goals and deliver a desirable outcome. (Atkinson, 1999). From project management transformation process from a simple to a more complex situation, developing in a complicated and varying environment can be used to describe a project.

1.3 Operation, Strategy and Project Management

1.3.1 Operation

Operation is the most basic concept and the constituent functional area in project management (Evaristo, and van Fenema, 1999, p.275).According to Hayes (2002), project management possesses the important role of performing within the scope of the operations management. In particular, project management offer control of the procedures and frameworks that the operations require; it demands active coordination between the operations. An operation legitimizes an interim organization and can be likened to a permanent organization to targets. While targets offer for choices, an operation emphasis on the action. Operation-related endeavors

are of main importance in the creation of interim organizations (Lovejoy, 1998). In most

scenarios, the development of an interim organization is motivated by an operation that has to be

accomplished. The same happens to be correct of both temporary organizations inside permanent

structures. The action comes into being in quite various manners about various operations.

Whenever a temporary organization is assigned a repetitive operation, the actors are fully aware

of what to do, and why and by whom it must be done. Their experiences are same, and they share

a related interpretation of the scenario. Nonetheless, when the operation is unique, no one has the

direct knowledge regarding how to act. The formulation of operations and an explanation of their

attributes and their limits is a social procedure that incorporates those who are taking part in the

temporary organization and the knowledge obtained externally and the general experience in the

field.

Regarding distribution, operations and management decisions are done severally per day

in a company. Elevated levels of decisions are made to develop a structure within an entity's

operation, which helps to attain the desired competitive advantage. In addition, firms place

efficient operation decisions that facilitate the gaining of access to the necessary and appropriate

products to the satisfaction of the customers and other stakeholders. At times, ineffective

operation decisions lead to the reduction in demand, especially when the customer's specific

brands components.

An organization's operational goals are organized based on the production levels, and

they are mostly linkedto the company's strategy. The company's strategiesare primarily aimed at

attaining of profits and obtaining the largest market share that happen to be the primary goals of

the enterprise. Through the efficient operation and economic production of brands, especially

those suiting the market, an organization enables a rise in purchases as well as accelerated supply

in the process. Productive operations management is believed to facilitate easy movement of goods and services from one location to another, for instance, from the suppliers to the point of assembly. Organizations with efficient operational system enable a large production within a shorter period. The presence of information, especially from feedbacks, is utilized by the business to make decisions regarding the operational management.

An organization measures its sourcing, operations, and logistics processes as well as customer satisfaction based on various variables such as revenues and time. For instance, Toyota company's higher sales mean higher revenue, and it can be presumed that the customers be satisfied based on the commodities and services rendered. Timely delivery means that the operation process is effective and efficient hence reliable.

1.3.2 Strategy

It is often common that project managers are usually given the responsibility of the projects. Despite it being that common,there are some questions that are often left unanswered; "to whom or what are they accountable?" When the hierarchy is mentioned, it provokes the thought of an upright order. In simple words,hierarchy is a state whereby obligations for significance and validity are left to structural "fixed position." As a result, any act is approved no further validation thus. Therefore, it is recommended for project managers to put in practice hierarchy for accountability. Power will be in existence from the discussed design and plans whereby the project managers execute to the social context. Information that's hard to get along with is usually not expected from the mangers. It is so because it brings about constant and efficient achievements by assisting the project managers staying distant from the underlying situational confusion or individual diversion. If it does not go as suggested above, then the dependence on the hierarchy would eventually be dysfunctional. People confident of their principles on which

they are assessed will at time embrace the principles as theirs. Aboutthis, plans that only took into account the client's interests may afterward be altered by managers of the project for the reason of incorporating the interests of the project: less continuous outcomes since the client's interests are not takeninto account by the project's interests.

With the network concept being brought into action, interest has been shifted to the settings of organizations. As a managerial concept, it doesn't indicate that distress for the reliability of projects in one way or another been given up. With the non-hierarchical relationships,none can order particular thoughts and assumptions to the others. Interaction among stakeholders will affect networking.

The initial strategy in project management involves the isolation of the person from the problem. The use of feelings and devising an insight of what to expect can be essential in a project. It is possible to occur when one has a feeling that the other party is on the advantaged side of a project. As a result, one may respond in a situation he portrays either anxiety or fury. Most likely, without interaction between the parties involved, the projects never become successful. An organization needs not to communicate among themselves but leave out the other party that they are to negotiate with.

The other strategy is putting emphasis on the interests, whereby an organization might choose to concentrate on its situation degrading the other party in the projects; thus, for a smooth flow, the interests have to be mutual. In this instance, if an organization is advisable to converse on how funds can be saved in the implementation of a project. In some examples, price cut-offs can come through transportation expenses being done away with if goods are bought in bulk. The emphasis on each needs to be taken into consideration, and it should be learned why the party has come with its interests. For a result to be achieved there should be a talk over the interests.

Introducing plenty of strategies for the best possible outcome is an important step in project management. For this to be possible, it becomes essential not to undermine the stakeholders ideology that may make them feel degraded despite being useful and finding a creative way to handle the other party to your advantage. Generating strategies is usually a casual process; hence, some general steps can be put into consideration such as identifying the problem and solving it; it is advisable to use common remedies and then finally choose the particular solutions. An organization should always start with strategies that appear to be more effective.

There can be situations when an organization might face stiff competition from the other participants. In such cases, objective criteria can be formulated that are more professional or may at times require the help of professionals in the related field. The objective criteria will be met only when the company together with the new party in order to come to a contract on the strength of the facts that are provided. In the majority of occasions, the negotiations will occur when an opinion is a notch higher than the usual set/expected standards or levels.

When coming up with operational strategies, organizations should always keep in mind that not all outcomes will be beneficial to them. These are usually the obstacles to the implementation of a project. There is the likelihood of an organization to use unethical practices as a way of giving them the advantage. When the strategies are not for the company, they can decide to reject any resolutions that might be not as good as their other best. It is recommended for organizationsnot always torespond back to occurrences. It is also recommended to incorporate various strategies that will always act as the guidelines for the coordination of a project.

1.3.3 The Relationship between Operations and Strategy

Most of the projects do not entirely involve the execution of a strategy (the top level management chooses, the project manager implements the tasks) but may be applied in the making of a strategy. Research findings concerning the relationship between strategy and operational performance seem inconsistent.

Most projects reveal that firms passively cope with the environmental conditions during implementation of strategies. As a matter of actuality, the fit planned literature did openly recognize that the operational environment can impact strategy and is supposed to impact strategy and vice versa. There is a likelihood that both underlying directions combine into an iterative, dynamic procedure; the approach explains for awareness of the precise niches of the operational environment, and surroundings, via demands of the customer as well as competitors' challenges, all these bring forth necessary adaptation. Notably, an operational organization enables technical specialty and also have the responsibility of developing the economies of scope and scale. Nevertheless, the competent execution of the operations tends to turn into a conclusion in itself but not a way of achieving all the set goals. In the case of the hierarchy in existance being in operation, the strategic change, the project manager who is responsible for the operations in progress may end up having a hard time accepting inefficiency during changes. Thus, the organization will have to adopt a suitable strategy one that makes things run smoothly. The pressure involved in achieving a compromise is both powerful and concealed. An organization slowly embraces its approach and structure, and therefore its value systems, methods and operations, to match the method through which business is conducted. For managers to make any changes in the running of a project, they will be forced to make strategic

changes of which they will conceive and accept the new ways of operation. Consequently, the existing environment configures the operations of a project and also tends to act as a limitation.

1.3.4 The Relationship between Projects and Strategy

Project and strategy are closely related, in other words, one affects the other. For effective running of a project, there has to be the adoption of a strategy or technique. The strategy may involve adhering to a specificprogram. Use of a program can be termed as the best way of executing projects; it will involve a framework for categorizing the current projects and explaining new ones. Through the program, the project will be able to have a finite time horizon and in other cases, the programshelp to bridge approaches and projects. It helps give a structure for managing and structuring the method and thus increasing probability of a successful execution.

The program supervision plan breaks down wide objectives to diverse projects. Programs articulated well have a variety of features which are pertinent to planned transformation. Notably, the programstrategy helps in the identification of dominant connections and interdependencies between projects. The program strategy/approach helps in the evaluation of the potential and existing projects, recognition of the essential extent of planned change and classifies the projects suitably. Such aspects will relate to certain competencies, initiatives, product markets, scarce resources, customer kinds. The projects that are within the agenda become spotlight of the managerial scrutiny and become carefully assessed but in further scenarios, they are merged, refuted and redefined. Through the programs, mechanisms for classifying and prioritization of projects are provided. The program strategy sets up a procedure to assist the top level management in identifying the type of projects that are being undertaken in the organisation as well as the progress made to date. Using the program as a strategy for

implementing projects the top level management can impact on the degree of development of the programs by changing their priority and resource levels. In addition, programs assist in choosing priorities as well as identifying the logical sequence that projects follow. It is through the programs that projects are assimilated on incremental basis as well as absorb the "bottom-up" projects.

Practically, several projects proposed are implemented by line supervisors who intend to meet the desired opportunities and needs. In the deficiency of a structured program strategy, projects get evaluated in separation and are inclined to 'drift'. The predicament affecting leading managers involves the development of initiatives as of line managers is advantageous, but an unsystematic collection of 'investments' and 'improvements' which a framework of program approach produce is implausible to achieve the strategic goal.

In their operation in various locations, organizations employ some strategies in an attempt to eliminate and mitigate costs. The first strategy is variability, whereby the variability of orders and deliveries across the supply chain is reduced by the manner, in which the individual processes are implemented and executed. The reduction of variability facilitates the entire supply chain processes to operate with lower levels of stock, which helps to eliminate the cost of sales and reduce instances of unrealized profits. Variability promotes quality enhancement procedures with minimal interruptions thus leading to continuous cost reductions and quality improvement. It is quite imperative to pinpoint that operation in various areas; organizations reveal an interaction of variety, velocity, and variability to make the project implementation rigid. It should be acknowledged that each plan is organization with a distinctive set of standards and standards. In case all the project variables are combined, it means that the entire combination for any project would be in millions. It implies that through the same managing, the project becomes

highly ineffective as well as costly. Another strategy is variety, whereby it is picked to balance

market demands and operational efficiency. As such, being aware of the effect of variety on the

market demand and production, the project management cost facilitates all the businesses across

the entire project to be incorporated when choices regarding the variety are being made. It can be

said that the variety depicts a significant management process that minimizes costs while

affecting the overall project stakeholders. Velocity is another strategy that reduces expenses in

the project management process. It does the same by preventing a steady movement throughout

the system facilitating capacity planning to be incorporated across the project. In addition, an

organization emphasizes on offering high-demand velocity, which reduces dealer stocks and

hence accelerates stock turns, which is the reason an organization's mean incentive cost for each

project is lower compared to the average industry.

Despite there being erroneous findings across explorations, the idea of an affirmative

association between organization and strategy operation are compelling and this has been

stemmed through current meta-analysis according to Kellermanns et al. (2011). The judgment

points to the elevated levels of strategic harmony are positively connected with cooperation and

coordination in the accomplishment of the strategy thus with the organizational operation.

Underlying the reason is the assumption which the coordination demanded when it's time to

carry out implementation of the plan demands not only the action plan but also shared

understanding of the motivation behind the plan of action as manifested in a high degree of

conformity on particular apparatus of the plan, that is, strategy consensus (Dess, 1987).As

strategic options are particularly not articulated in enormous detail, and unforeseen issues come

to play as actions appear (Mason and Mitroff, 1981; Mintzberg et al., 1976), details have to be

settled as well as problems redressed in a consistent approach with the approach but complicated

to make a prediction within the plan of action (Amason, 1996).An understanding of the planned priorities enables managers of the project to act separately, though in a manner persistent with the actions of others and with the ethos of the choices according to Jarzabkowski (2004). Because of the collective acceptance of the strategic preferences, consensus mitigates self-concept and the desire to participate in political traits (Noorderhaven et al., 2007) and other unwanted deeds.

Generally, strategic agreement among those who are obligated with tactic implementation in whatever hierarchy, enhances collaboration and coordination (Floyd and Wooldridge, 1992) that, later, allows more standardized strategy implementation and, thus, improved organizational operation. Critique of too much agreement in choice procedures is associated with Janis's (1972) exploration of foreign policy decisions. He argued that decision makersefficiently searching for a consensus may put too much focus on group harmony to the detriment of constructive critique. In case the results involve a constrained decision process; it may have an undesirable impact on the performance of the organizational.

Besides, the harmony is probably problematic primarily in the initial or formulation stages of strategy creation, whereas it is appropriate to be a little problematic in the later phases. Since an organization's strategic choices depict the background pattern in its stream of choices, through time, such choices have a likelihood of being made clear leading to a considerably rigid strategy. In other scenarios, the consensus is likely to bring forth dividends based on efficient strategy implementation and improved organizational performance. Therefore, persistent with such an argument, one would expect an active relationship between organizational performance and strategic consensus.

1.4 Strategic Drift in Projects

Projects in most cases may experience drifts due to exposure to some variables. There exist various methods through which strategic drift can be attained. They include communication and education, where the personnel are persuaded that the drift is required; participation, where the workers help the management in the explanation of the drift and the drift process; intervention, where the management puts in motion defined drifts, often utilizing projects. The same enables the management to explain its demands for the end 'product' but utilizes workers cooperation to bring about the drift. Another method that can be used is the edict by which the management orders the association on what exactly is to be done. Intervention or the projects approaches management is the surest way to succeed and the least dangerous. This approach shows a robust engine for drift, through which the management are in a position to direct and demonstrate their commitment to the drift.

1.4.1 Runaway Projects the Concept

Runaway projects can be explained as projects that are improperly planned, executed, and has little or no extent control. For instance, things may go wrong during a renovation process due to the failure of considering how experts (plumbers, electrician, and carpenter) view their part of the house and failing to regard how their tasks would impact others. Thus, the expenses and durations of runaway projects are steadily growing with no end in sight. The project manager needs to take considerable care to avoid the cases of runaway projects via the use of proper planning and quality control.

1.5 The Problem Statement

Projects play a crucial role in both the corporate and informal sector. It is through projects that different thought of complicated operations can be accomplished. Understanding the best

strategy to implement the various projects is crucial to any organization seeking efficiency and satisfaction. Thus, knowing the strategies is critical for the alignment of projects.

1.6 Aim of the Research

To examine to what extent the firms projects are alignedwith the organization strategy.

1.7 The Research Question

How can organizations align their projectswith their chosen strategy?

2.0Literature Review

For improved productivity, it is essential to examine the extent to which firms (especailly engineering companies) projects are aligned to the organization strategy. As such, the literature review will provide an in-depth analysis as to what brings up operation, strategy and what is contained in project management.

The management of engineering projects calls for knowledge of modern management and also comprehending design and engineering process. Engineering projects have a particular set of goals and barriers such as required time frame for completion. Despite variances in technology, institutional frameworks or procedures, the management of engineering projects has a lot in common with the management of similar kinds of projects in other fields such as aerospace, energy creations, medicine among others. Generally, project management is differentiated from the general supervision of companies by the mission-focused nature of a project. Ideally, project management in engineering entails a number of objectives which may be attained by implementing various operations subject to resource barriers. There are possible conflicts between an organization's stated objectives based on scope, cost, quality and time, and the hindrances imposed on human capital and economic resources. Such conflicts must be addressed at the start of a project by instituting the necessary tradeoffs or putting alternatives in place.

Strategy is considered by many organizations as the primary tool for coming up with firmness in an environment that is wild (Johnson et al. 2011). The question of strategy may be a channel to project management to enlighten firmness by the effecting change from the projects brought up (Walton, 2012).However that does not become an indication and prove to talk of projects plus their management as a strategy but may be observed as a preliminary connecting

argument. Kaplan et al. (2004) states that key work is assessed to being in the middle just because it tends to come up with unique and stretched techniques but does not leave behind the outdated mode of thinking. Despite the Balanced Scorecard being too difficult to be expounded on in this section,there are some aspects that would still raise some attention. The first is the Balance Scorecard's perspective that exclusively counts and the process perspective. The direct derivative of the Balance Scorecard is of great importance when it comes to interlinking project management. With this, a vouch for a little dissimilar thought about strategy in project management than is it more commonly understood by practitioners. After a synthesized argument is brought to light, the idea of project management being more than a relationship to strategy will exist. The argument does not justify that projects are strategies in their right, but the management of projects would better if the managers clearly understand strategy because it may make projects successful.

The second aspect that has been of great concern is the different levels of the hierarchy of strategy. According to Johnson et al. (2011) there are two frameworks that havebeen introduced; the three and five level. As much as the frameworks try to account for research desires they still do not serve as practical proof to qualify for an assumption to be made (Steyn et al., 2002). But according to this review they put forward as a representative and not that far from other concepts. For the three levels to be embracedthis, then mean that projects neither require a business level nor operational level status of the strategic framework. The Project Management Institute argues that the business level seems unsuitable because of how the meaning of projects is defined. To some extend business units are at one time exceptional but will hardly last forever but in actual sense they are never automatically expected to do so mainly comparing time prospects of the projects, which will rely on the magnitude, by planning can be mid or long-

termed. Engineering of an atomic plant or even reservoir e.g. China will comprise of massive resources and is never short-term. Johnson et al. (2011) insist that the core complaint against such an example is containeddefinition of strategy explaining the level of business the how single business contests each other in their particular market thus the level being definite.

The same is also reinforced by Steyn et al. (2002) whereby operation level exists. It means that project management is primarily operational. This level was brought to light so as to convert strategy into action, purposeful tactics to be developed and to be focused on outputs that cost effective. Johnson et al. (2011) regard operational strategies in the form of efficiently achieving the business level strategies regarding resources and processes. Clearly there is more configurations in this level with the description expressed by the project management institute. Project Management is in other words, includes resources, processes and will back providing improved influences, particularly after making cost-effective production. At operational strategy tracing, project management is usually an option.

2.1 On Project Management

Project management has been explained via the internationally effective Project Management Institute (2015). Scientifically regarded that is a reliable and robust expression of what constitutes projects and shows, how they can be coordinated. Consequently, in this similar vein such similar single lens is not enough. Hobbs explains a project the same way as a piece of work leading to beneficial transformation to an entity for necessary improvements via managed task, operates during a determined period, applies resources, brings forth change and mostly has components of risk. Despite its length, Kenny's paper is of interest, because it incorporates the strategic implication of project management. His explanation of project management is reduced implying that project management as the field of application of exceptional intelligence. In

strategicrespect, Kenny deals with change, too, despite adding innovation (2003). The strategy of

creativity within project management also is a component of Hooley et al.'s suggestion. They

deal more on how project management strategies can reinforce mechanisms for enhancing

products, but by a promotional perspective (2008). Most significant is that Kenny contributes the

strategic element. He adds the same to projects that in most cases are the outcome of battling

periods of uncertainty (2003). Sources of uncertainty may differ.

Regarding the different sides projects and their management suggest, it can be concluded

that as the main aim of all projects is an improvement. Projects help in the elimination of

uncertainty and improving efficiencies and cost effective outputs simultaneously. Factoring the

notion that strategy is long-term qualitative, tactics are mid-term qualitative and operations short-

term quantitative, and then for project management space and time may occupy sufficient

position in organizational tactics (Fink et al.2002). The same is not a contradiction to strategy

and long-term qualitative, because lower level strategies, like functional and operational may be

mid or short term only. As supportiveaddition, they are implied to be tactics of the next higher

ranking strategy level. That qualitative stands against quantitative may be defined via the nature

of such strategic inclination resolving such contradiction to some degree. The final group

includes the entire groups. Such may get a simple definition because organizations are instituted

and operated by people on which level ever. Consequently, people are either directly or

indirectly incorporated into an organization. They end up being stakeholders then coming across

stakeholder theory.

It is through space and time that leads to a model, the hierarchical order, also getting

reinforcement with (Kaplan et al. 2004; Johnson et al.,2011). It appears rather logical that project

management is directly linked to the order. According to Institute of Project Management, the

project adheres to a goal via unique product, service or outcome and has aims via timely delivery

and within budget (n.d.). For strategy, for instance, the defined scope and the perception of

resources, while tactics and operations may be found in the details of the use of technique, tools,

skills and knowledge, also incorporate the categorization clusters of space, time, and resources.

Such is nothing more than a broader grid, but it supports the opinion in the direction of strategic

project management further which Steyn et al. designed as:

Monitor, review and adjust

| Identity Building | → | Strategic Analysis | → | Goal Setting | → | Strategy Formulation | → | Strategy Implementation |

Figure 1: Process of (Strategy) Implementation

It can be opinionated and at the same time skeptical perspective concerning the above-

illustrated equivalence of operations and tactics. Such an argument is contested, but no central

element and part of this discussion. One element has to repeat: strategies on a series of levels are

implied as the tactics of the higher level. The figure as brought forth by Steyn et al. reinforces

such an explanation.

From the above figure, there is the aspect of strategy formulation which can be

comprehended in this context as a project being interim in that it has an explained starting and

end in time, thus defined scope and resources. Likewise, a project is distinct in the sense that it is

not a usual operation, but a particular set of operations formulated to attain a single objective

(Project Management Institute, 2015.). Venturing further into project management basics facilitates, for instance, respecting Earned Value Management as the composition of the strategic planning and to distributebreakdown work plans as operational planning and establishing milestones as part of functional tactics.

2.2. The concept of strategy

The belief of strategy is often a hoary but philosophical concept. The word strategy found existence from the Greek phrase strategos which attributed to the winning qualities of a military general while leading his troops into a battle (Artto and Dietrich, 2008). Today, this word has been expounded in the recent times to find its way in the managerial, organizational systems, as an important skill in running over difficulties in an organization in a way that focuses towards its common goal (Minztberg, Quinn, and Goshal, 1995). Therefore, there is an analogy between how the term was used in the military and its usage in management. Both environments use the word to show the bias of having an upper hand in a competitive ground and the importance of having a framework focused towards goals attainment. The term is also used as a way of leaving a milestone after attaining the desired success (Artto and Dietrich, 2008).

The business environment changes that are dynamically happening have led to the strategy being included to business globally (Artto and Dietrich, 2008; Parthasarthy and Kotha, 1995). In the past, business research only focused on the policies of business as a way of adapting to the radical business changes (Nag, Hambrick andChen, 2007). Years after that, all the business policies had to be replaced and reshaped in a system of strategy. The importance of strategy over business policies at the time, introduce an urge for a deeper perceptive of the role that strategy plays in management, the start of strategic management (Nag et al., 2007; Parthasathy and Kotha, 1995; Artto and Dietrich, 2008). Strategy was therefore regarded as a

response of a business towards environmental changes. Afterward, all the theories that were

brought up on a strategy focused on forging a criterion that will allow organizations to form

strategies that best suit their goals while keeping in form with the business environmental

changes (Parthasarthy and Kotha, 1995).

Strategic as a response to environmental changes is usually composed of elements which

include the analysis of strategy, choice of strategy and its implementation (Van der Merwe,

2002). The analysis of strategy also referred to as strategic analysis, involves the evaluation of

the strategic position of the organization on the market. On the other hand, the choice of Strategy

which is also referred to as the strategic choice, focuses on the actions required to be taken to

effect a better strategic position, assessing all and finally choosing one (Van der Merwe, 2002).

The implementation of the strategic is the final element, and it involves enforcing the selected

action enabled by a laid down plan and managerial as well as organization structural changes

(Van der Merwe, 2002).

2.2.1. The catalyst for change

The perception of change is the core making of the strategy concept. The perception of

change acts as the stimulus which activates the realization of strategies accordingly (Parthasarthy

and Kotha, 1995). The current period is, however, overrun by circumstances which are said to be

unique to this stage, and the changes have led to a complete improvement of interactions of

humans in the world (Suarez-Orozco and Qin-Hilliard, 2004).

Globalization is the first aspect that influences change. Throughout the world, people

understand and interpret globalization differently (Soros, 2002). The general understanding of

globalization, however, is the elimination of commerce barriers between countries and

continents, which enables the exchange of people, culture, knowledge, goods and services

(Soros, 2002; Balakrishnan, 2003; Fischer, 2003). The study says that corporations between two or several countries began due to globalization widening the global marketing window. These international companies in return increased competition to local firms, exerting pressure for productivity and quality of products.

The second aspect that brings about a change in the current times is the impact of technology. The world has seen a drastic shift in information technology in the recent days than never before (Calder and Walker, 2008; Purser, 2004). Information technology has made the international business very uncertain bringing the need for companies to keep updated and keenly observing the technological changes to remain relevant (Henderson and Venkatraman, 1999; Berger, 2003). Furthermore, the paradigm shift in information technology has also improved the quality and stature of information on companies (Purser, 2004; Calder and Walker, 2008). Information is very vital in today's' companies, and especially in top management, and is therefore viewed as an asset a powerful in the verge of business success (Calder & Walker, 2008).

The third aspect is the diversity in the character of corporations in present times. Today, stakeholders and shareholders play an essential role in the performance of businesses. Their interests are to see their company highly ranked among its peer companies which have pushed this company to strive to be at the top and meet the interests of its shareholders (Hemingway, 2002; Zolsnai, 2006). Therefore, companies have had to find the best and unique strategies to achieve this. To support this, researchers have found that today's companies played a social role unlike in the past when the primary drive was huge profits and business (Tencati and Zolsnai, 2009). In social settings, companies find themselves in a society where they have a delegated

mandate to perform. In the social settings, the companies have to coexist together with people, government and fellow companies (Zolsnai; 2006).

The fourth aspect is the realization that employees are the key drivers of the success of the enterprise (Kaplan and Norton, 2005). The global business has altered its view of employees as accessories to meet the companies set targets into taking them as key players in the existence of the organization (Kaplan & Norton, 2005). The focus of human in today's companies has made it easy for the capacitation of the employees such that their appreciation and appraisal is seen as a powerful tool and a key strategy to meet the company's goals.

The final aspect is entrusting and reaching out to the customers (Hastings and McDermott, 2006; Mehta, 1994; 2000.). In the current markets, customers have ceased to be just buyers of goods and services (Mehta, 2000). The satisfaction and gratification of the client and consumer have become the core strategy towards a business breakthrough (Hastings & McDermott, 2006). Organizations have developed a new approach in which they keenly observe the preferences changes of the consumers so that they keep aligned to these changes so as to withstand the competition and thrive in business.

Though these aspects are considered as the major goad for change since they impact directly irrespective of the enterprise, framework, nature or physical location, the issues that drive change are still at large (Teece, Pisano, and Shuen, 1997). Changing environments brings about changing aspect since the current markets and hence businesses are very dynamic in nature. Factors such as political, global climatic change, and the virtual reality that gives a false picture of the situation on the ground are just some other issues that push a change of strategy concurrently.

2.3 Strategy Implementation: The Concept

After realizing the significance of the interaction of different factors that cause a change in a business, scholars and practitioners have developed an approach that will help organizations and firms handle the contemporary requirements of the enterprise world- strategic management (Stead & Stead, 2003).

The concept of strategic management is considered as a response that is taken up by the organization as it continually scans, review and learn from the environment. (Stead & Stead, 2003). Strategic management is not only an annual inventory of strategies and policies taken up by the organization but also a standardized procedure in which the effort of the management is focused toward finding 'the fit' between environment and the cooperation by creating competitive advantages. The competitive edge is usually deemed as capitalizing on the company's strengths, opportunities and minimizing threats of possible risks happening. (Stead & Stead, 2003; Jon). In this respect , strategic management include coming up with a firm's mission, orientate on the goals it wants to achieve and put in place strategies to attain its objectives bearing in mind that external and internal information is important and they ascertain how to determine success about its planned vision(Stead & Stead, 2003, p 66).

It can therefore be concluded that planned management includes working within the parameters of the company as it develops competition within the organization that is determinedly perceived to expand the market share as well as grow the profit levels. Withal, this procedure is grounded in adaptive learning and foundedin the vision of the company, secured by its core values and goaded towards what it desires to become.

2.3.1. Strategy Implementation: Definition

As the significance of strategy in the well-being of organizations in the 21st century becomes affirmative, appreciating the elements of strategy becomes intrinsic. Nonetheless, it has been noted that though there is a seeming agreement between scholars about the importance of the elements of strategy collated with strategy formulated and other strategy contents, there has been a marginal discussion with respect to strategy implementation (Okomus, 2001; Parthasathy & Kotha, 1995; Artto & Dietrich, 2008; Li, Gouhou & Eppler, 2008). Despite the observation made, strategy implementation is still considered one of the most difficult challenges that modern-day organizations are facing (Li et al., 2008).

As a matter of fact, a study carried out by 276 senior executive economists has found out that 57% of the organizations in the study failed in applying the strategies formulated (Allio, 2005). In respect to this, reaching a particular distinctness for strategy implementation becomes necessary as it may provide the parameters with which the idea may be understood. There are various definitions given for strategy implementation although according to Li et al. (2008), there is no general definition of the term. Considering this, there are three classes in which the definition of strategy implementation is categorized. These include procedures perspective, behavior or action perspectives and the amalgam of both procedure and action which is referred to as hybrid perspective (Li et al., 2008). Under the procedure perspective, strategy implementation if referred to as a process which follows directly after the proper strategy selection, when general objectives are interpreted into action plans, schedules, budgets and metrics. Strategy implementation is described as an aspect of implementing strategies, policies, ideas and action plans that allow an organization to employ its resources and to take advantage of opportunities in the competitive environment (p. 374), while others maintain that strategic

implementation is not just a phase in business strategy but it is in itself the response to the imperatives of organization, strategic, and environmental challenges strategy execution becomes the goal for which the initial planning is geared.The same is possible since strategy implementation is a process causing different types of organizational learning since both environmental risks and strategic responses are the main initiates for organizational learning processes.

Another way of characterizing strategy execution is through behavior or action perspective. Based on this point of view, strategy implementation is regarded to as the actions commenced within the company and its rapport with the external environment to understand the strategy. The seniority leadership actions and activities will modify a working plan to a practical reality. However, strategy implementation is perceived as a chain of interventions involving organizational structures and necessary personnel taking activities and control systems designed to govern performance on the desired ends. Likewise, some find strategy implementation as a governing tool for the active incorporation of the middle managers self-interests (Guth & MacMillan, 1986). The process is seemingly a takeoff from the agency theory and is exercised by the middle-level managers in the organizations.

Moreover, another importance of strategic management implementation originates from the hybrid perspective which views it as an action-oriented procedure which requires good management and governance (Govindarajan, 1988). Thus, strategy formulation is the merger of activities and behaviors undertaken and initiated to accomplish a desired goal in an organization. These activities, however, are implemented systematically (Smith & Kofron, 1996). One disadvantage aired against these different definitions is the silence over the parameter of

contribution by the non-managerial employees towards the attainment of the goals of the organization (Li et al., 2008).

Nevertheless, the vast meanings that are credited to tactical implementations indicate some ways can be used to create a clear picture of strategy implementation. These unpredictable perceptions never alter the notion that is at the center stage of strategic implementation, despite it being neither an action nor a process. With this, strategic implementation is acknowledged and embraced in the business so as to achieve specific objectives and likewise enhance continued existence in the international market. With it being part of a strategy, regardless of one's perception of it being a process or hybrid, strategic implementation is an all systems go. Strategy implementation is a vigorous and complicated process that involves a succession of choices by management for specific plans to be transformed into authenticity for strategic objectives to be achieved. In some cases, non-managerial staffs are involved so as to achieve what has been lacking in the very many strategy implementation meaning.

2.3.2 Key Factors Affecting Strategy Implementation

Assuming that strategy acts as a link between an organization and its exterior environment, it becomes responsible for the competitive superiority measured by growth in market share (Mintzberg, Quinn & Ghoshal, 1995). There are someprimary causal factors have been identified to the achievement of strategy implementation (Okomus, 2001; Li et al., 2008; Artto & Dietrich, 2008). They include the formulation of strategy, the link between different departments, the structure of the organization, administrative systems, strategy executors, communication, consensus and commitment (Li et al., 2008). Okomus, (2001) further adds that allocation of resources, culture and environmental uncertainty, control and outcome as crucial variables in reaching accomplishment in strategy implementation. It is to be noted that these

factors are not wide-ranging and there exist others that can be identified in the course of time

(Okomus, 2001; Li et al., 2008).

Strategy formulation:

Strategy formulation is well thought-out as the primary stage in strategy (Van der Merwe,

2002). There has been an assumption for the need of having a perfect strategy formulation since

it is responsible for the theoretical context under which the strategy is to be embarked on. Noble

execution of strategy cannot overcome shortfalls in strategy formulations. Besides, an

assumption that a worthyexecution begins with a precise strategy formulation is logical (Allio,

2005). Strategy formulation comes first before strategy implementation, so it has to be

adequately fixed on arrangements that are sufficiently flexible if there is a need for change and

compact for it to provide a considerable sustenance for the strategy. As a result, a clear design

will not only act as the theoretical framework but also be viewed as the mind of the strategy.

Intrinsically, its value cannot be looked down upon. In fact, some term it as the intellectual

aspect of strategy.

Link between Different Departments and Different Strategy Levels:

The significance of the relationship between the diverse departments depends on the

assumption that every single department carries out a particular task provided it is vital in

achieving the strategy implementation. Incidentally, valuable skills, resource allocation,

participation in decision-making, coordination, potential conflicts and functional

interdepartmental reliance visibly manifest in the current correlation in the midst of the

departments. The interdependence amongst the departments generates working together while

upholding the self-sufficiency of every single department as data is shared between the

departments. On the other hand, there exists a circumstance whereby departmental competition is

heartenedby the organization itself (Berger, 2003). Research shows that despite it increasing

separate departmental efficiency it bears no substantial affirmative effect on the general

productivity of the organization. Instead, it nurtures disintegration in the inter-organizational

configuration which, in the long term is disadvantageous to the organization because each

department follows its particular agenda bringing about an unfriendly operational environment

since each department contests the other (Berger, 2003).Putting into practice success is bound by

harmonization and communication between departments and is hindered by conflict. Actually,

without linkage amongst the department is deliberated as one fault that has to be lookedinto

(Loch, 2000). Similarly, in a research carried out noted that maintaining the suitable business

strategy equal to the appropriate marketing strategy bring about greater performance.

Organizational Structure:

The organizational structure is said to be the number of ways in which a given

organization assigns different roles to its workforce and coordinates them in a way which that

drives the company towards the achievement of its goals (Mintzberg, 1995). The organizational

structure shows how the combination of sub-divided labor can be achieved to perform various

objectives (Van Der Merwe, 2002). The combination is said to be integrational since it integrates

coordination among the sub-divisions to work as a system while on the other hand sub-dividing

the organizational and devising the different role and task that each subdivision should perform

where each single function has a part to play in achieving the company's goals. The

organizational structure of a given organization is usually provided in an organizational chart

present in each firm. The importance of the organizational chart is that it indicates the

relationship in the authority pecking order, the authenticated information channel, the authorized

groups of work and the official accountability lines (Van Der Merwe, 2002). The organizational

structure, however, comes second to the factors hindering the implementation of the strategy. This is where the designing of the structure does not allow it to accommodate changes. Following this finding, the structure was also said to be uncompromising and lanky. Therefore,organizationson the understanding that they have to be flexible to withstand the current competition, have come up with more flexible and adaptive structures. The uncertainty and dynamism of the business environment, have forced the organization to be flexible and adjust the structure according to changes so as to keep effectiveness and efficiency.

Administrative Systems:

The systems of the administrationform the foundation of the exercising of the fundamentals that lead the organization (Gupta and Govindarajan, 1984). The mechanisms used in administrative systems can be very helpful for the adaptation of the organizations where it assists in the determination of decentralization which refers to changes in the structure. The administrative systems can also be used to sort budget related issues and to evaluate the budget. It also forms the foundation of the managerial choices which forms center of power (Li et al., 2008).Research have shown that streamlining of the managers' behavior, together with an evaluation of budget and decentralization has led to a better performing organization. Other than focusing on the named factors, administrative systems have a massive reach in the organization and profoundly impacts on the implementation of organizational strategy.

People:

In most cases, while studying the role of individuals in the implementation of policy, the question arises on what people constituted the actual implementation. Some researchers extend their study on the people that actualize the application while other researchers are all-inclusive, in that they also focus on the people who came up with the strategies and their journey through

towards making sure that the policy could withstand uncertainties. (Huselid and Becker, 1997).

A study, while trying to answer the question of the people who implement the strategies, found

that everyone in the organization was involved in the strategy implementation (Li et al., 2008).

The finding revolved the fact that, as organizations appreciated the employees for being critical

in the organization's goals attainment, they had to involve them in the implementation process

for the strategy to be well executed and successful. The study also found that people were

participating in the strategy implementation to different extents.

Hierarchy of Management:

The initiation and formulation of strategiesare usually delegated to the senior

management while the implementation is often left to the lower management. Some studies also

find this one of the strategy dynamics (Li et al., 2008). Smith and Kofron (2008) explained that

the notion that the senior management only initiated and formulated the strategies had been

passed by time, and that today's senior managers were actively involved in the strategy

implementation as well. The involvement of the senior management in the strategy formulation

was found to motivate fellow employees and hence the goals achieved faster. However, another

study found that the participation of senior management in the actualization of the strategy had

little impact on strategy realization. Li et al. (2008) study recommended for more research to be

conducted finding the actual result of the senior management in the implementation of the

strategy.A lot of papers have been written on the role of middle-level management in strategy

implementation (Gupta and Govindarajan, 1984; Huselid and Becker, 1997; Guth and

Macmillan, 1986). The involvement of the middle level management in the implementation of

strategy can be classified into three sections (Li et al., 2008). The initial section involves the link

between management style of the manager and the strategy (Gupta and Godivaranjan, 1984;

Godivaranjan, 1988; Guth and MacMillan, 1986). The second section focuses on how the actions and habits of the middle level management affect the strategic implementation. The third section focuses on the existing relationship between the middle level management and the senior level management with its repercussions on the implementation of the strategy (Kaplan, 2005).

The approach that the middle-level managers use towards uncertainty and risks impacts the way the strategyis implemented including employee's motivation and attitude (Gupta and Govindarajan, 1984). Studies have found that the readiness of a manager to handle the risks of uncertainties is only necessary for 'growth strategy' but does not apply to 'reaping strategy.' The personal traits of this manager and their expertise in handling strategy impacted positively in strategy implementation (Govindarajan, 1988). Another study found out that middle-level managers usually focus on how the strategy benefits them in the strategy implementation. This critic states that, when a strategy execution ends up helping the manager regarding stature and reputation, then they will back the applicationentirely. However, if the strategy will leave them in a delicate situation, then there will be a high likelihood for the managers to block and hobble the strategy implementation, reduce the implementation quality or work against the strategy implementation (Guth and MacMillan, 1986).

Middle managers change their actions depending on what is imperative for the implementation of the strategy in the second phase. The category reveals the adaptability of middle managers as they conform to the demands of the implementation (Li et al., 2008). Nevertheless, this phase should be further scrutinized as it does not clarify what motivates the manager in changing their behavior. Additionally, it is silent as to how this shift affects the results and the attitude of other workers.

The third phase is concerned with the connection between the top and the middle management. Middle managers assume support and guidance from the top management while the top management expects for the middle management to inquire and examine the strategy implementation process. Floyd and Woolridge (1997) have come up with four managerial approaches that describe how middle managers respond and associate themselves in strategy implementation and they include; championing options, synthesizing data, facilitating adaptability and implementing designed strategy.

For these approaches to yield positive results or outcome, it has to be balanced and able to address the company's demands. (Floyd & Woolridge, 1997). Moreover, championing options and synthesizing data brings about high achievement if there is opennessto changes and networking amplitude. (Floyd & Woolridge, 1997). On the other hand, facilitating adaptability and implementing designed strategy are efficient if there is a balance between the firm's requirements and flexibility.

Middle management is directly involved in the execution of the strategy and is also concernedwithboth the high and lower level management. Hence, they are better placed to challenge the top management and also to motivate the lower management including the non-managerial workers who are doing the implementation.

There are a few surveys carried out regarding the effects of lower management and non – managerial employees to strategy execution (Li et al., 2008). Findings indicate that if there is poor communication, inadequate training, little knowledge and capacity in the performance of their duties and when departmental heads do not supply enough leadership and direction, lower level managers and the subordinate staff may prevent the implementation of the strategy. (Li et

al., 2008). Therefore, it is advisable that training and publication of information should be often

undertaken as strategy implementation is performed.

Communication:

The significance of communication in businesses is unquestionable. Astonishingly, there

is little scholarly works on the impact and connection between strategy implementation and

communication. Nonetheless, in spite of this position, scholars are in harmony that

communication is an essential tool for the implementation of the strategy.

Whether horizontal or vertical, communication enables the exchange of information and

knowledge, crucial in the learning process; it improves the consensus, motivates group

dynamics, fosters shared attitudes and values, enhances output, influences the relationship

between a firm's external and internal stakeholders. Similarly, communication encourages

independence and respect for the workers despite a person's stature in an organization. When it

comes to tactical implementation, there needs to be an open communication to pave way for the

discussion concerning the strategy and also encouraging them.

Members of the firm get the opportunity to understand what the strategy involves, what

needs to be done, why it is being done and the process of doing it. About this, convincing the

workers to participate in the execution of the strategy is based on their self-knowledge and

insight of the strategy and not only because they are instructed to do so. However, through

communication worker's motivation is achieved because employees are believed to be capable of

providing their thoughts and should be given the avenue to discuss it, hence, supporting

innovation, invention and participation.

Consensus:

Consensus is the understanding among top level managers, middle-level managers and operation management regarding strategy execution. Consensusis also built on similar understanding and creates a standarddegree of devotion to the strategy. Consensus is essential in strategy implementation as it establishes an accord in action which leads to coordination, commitment, and high performance. A study has though revealed that consensus does not entirely speed up implementation but it guarantees more effective strategy implementation. Also, organizations gain from consensus through greater functional and the performance of the organization.

Commitment:

Strategy implementation is not going to be a success if there is no commitment among the lower managers, non-management workers and the middle management. According to Li et al. (2008), the solution to curbing this is for middle managers and lower managers to participate in strategy formulation. Involvement and devotion "should also be formulated and maintained throughout the execution process. The middle level, lower level and key manager's commitment are likely to increase if they are allowed to participate in the elaborate implementation planning." (Li et al., 2008, p. 24)

Okomus (2001) explains that culture, overall uncertainty of the environment, outcome and control are a few variables that have an impact on strategy implementation. Reason being, the current literature is not discussing intenselyon the relation and the extent of influence of strategy implementation and these variables.

3.0Research Methodology

Research Methods

Research is essential in the search of knowledge and it can be defined as an academic activity that involves the systematic, objective and scientific search for relevant information of a specific topic under study (Saunders, 2011). There are different types of research and these includes; descriptive research which incorporates different kinds of fact-finding enquiries and correlation and comparative surveys with the aim of observing and relying information as they are (Creswell, & Clark, 2007). In analytical research, the researcher analyses information and facts that are already available so as to evaluate a topic. According to Bernard, (2011) applied research on the other hand aims to find solutions to societal or organizational problems while fundamental research focuses on formulating a theory.

Quantitative vs. Qualitative

Quantitative research is founded on the amount of quantity or amount. It is relevant in situations that can be articulated in regard to quantity (Zikmund et al., 2012). On the other hand, qualitative research deals with research that is interested with quality like why there are certain behaviours in human beings. According to Rubin and Babbie, (2016) this kind of study targets exploring the fundamental motives and desires, using detailed interviews. Other methods such research are word connotation tests and sentence accomplishment (Smith ed., 2015). Attitude or opinion research i.e., research designed to explore how people feel or the views about a certain subject or institution can also be considered as qualitative research (Bryman, 2014). Qualitative research is essential in interactive sciences where the aim is to determine the principal motives of human behaviour.

Research methodology can be termed as a systematic way of solving a research question. In some cases, it can be termed as studying the process through which research project is done (Ho, 2011). When dealing with methodology, we explore the different steps used by the researcher to explore the study topic and give the logic behind the main underlying issues. According to Anfara Jr, and Mertz (2014) it is essential for the researcher to have adequate knowledge on methodology since it is important in coming up with accurate results. The research should have the ability to come up with the indices/tests and how they should be calculated. Also, knowledge on application is essential since it offers the research an opportunity to gain in depth knowledge and how such knowledge can be applied in practical life (Kothari, 2004). Additionally, Babbie (2015), suggests that researchers need to know the methods or techniques that are applicable and the ones that are not while giving reasons for the same. Further, researchers should know the various assumptions that will be included in the study and the criteria that will be used in selection of techniques and procedures (Tashakkori and Teddlie, 2010). Therefore, it is crucial for researchers to come up with specific designs that will fit into their study as the designs may differ from one study to another. This can be exemplified by an architect engaged in designing a building, has to consciously assess the basis of his decisions (Kothari, 2004). He has to specify clearly and precisely what decisions he chose and with supporting reasons for the choices they made.

The above discussion of the types of research brings to our attention that there are two basic approaches to research. That is the quantitative and the qualitative approach. This approach can be divided into experimental, simulation and inferential approaches to research suggest Jansen (2010). Inferential approach's objective is the study of how a data base is formed from infers characteristics or from the relationships observed in a population. This basically means

that in survey research where a sample from a population is either studied by either observing or questioning the population so as to determine the nature or characteristics of the population, it is then inferred that the entire population has a similar characteristics. Experimental approach on the other hand is where by the population is characterised by a research environment that is more controlled and some of the population's variables are manipulated so as to observed the effect of the manipulation on the variables.

Finally, the simulation approach focuses on the construction of an artificial environment where relevant data and information can be generated. This enables a researcher to observe the system and its dynamic behaviour in its entirety in a controlled environment. O'Leary (2013) suggests that the term 'simulation' when applied to social sciences and the business context it basically refers to a numerical model that represents the dynamic process in a structure especially when the initial parameters, conditions and exogenous variables are factored into the numerical model. Simulation therefore, is a process the aims to observe the behaviour of the entire research process over a given set of time. In addition, the simulation approach is a useful to in building models that can be used to understand future conditions.

It is vital to understand that in research especially qualitative research the researcher is concerned about the subjective assessment of opinions, attitudes and behaviour. This means that research is founded on the researcher's impression and insights. The qualitative approach to research focuses on information and data being subjected to a lesser rigorous quantitative analysis due to its non-quantitative form (Golafshani, 2003),

Justify the data gathering system to be employed

Collecting data using questionnaire is economical and relatively cheap, as all we need to do is use money to prepare the questionnaires and sending them to the respondents. In this

process of collecting data, field staff is not of use. When collecting data on schedules, more money is being used to appoint and train enumerators. Money is also channelled into preparing schedules (Black, 2013). Non-response is a high case in use of questionnaires; most respondents do not take the time to fill the forms, while those who return them do not fill all the questions (Mann, 2003). Non-response is very low in cases of schedules, as they are filled by enumerators. The enumerators are able to answers all the questions. But there still remains danger of interviewer bias and cheating.

In the case of questionnaires, it is not usually clear who replies, but in schedule identity of the respondents are known. Questionnaire method is generally very slow because many of the respondents fail to return the questionnaire on time, despite several reminders but in schedules, the information collected is well in time, this is because it is filled by enumerators (Couper, 2011). Personal contacts are generally impossible in case of questionnaire method this is because the process of sending and filling the questionnaires is done so by post. But in schedules, direct personal interaction is established with respondents. Questionnaire method should be used only when respondents are cooperative and literate, but in use of schedules information can be gathered even if the respondents are illiterate. More and wider distribution of sample is likely under questionnaire method, however in respect of schedules, there is usually difficulty in sending enumerators spread over wider area (Mann, 2003).

Risking collecting wrong and incomplete information is generally more under questionnaire method, this is particularly when people do not understand questions properly. In case of schedules, information collected is generally accurate and as enumerators can remove whatever difficulty faced by respondents in accurately understanding the questions. Therefore, information collected through schedules is relatively more accurate than that obtained through

questionnaires (Mann, 2003). The success of questionnaire method lies upon quality of the

questionnaire itself, but schedules much depends upon the competence and honesty of

enumerators. In order to get the attention of respondents, physical appearance and presentation of

questionnaires must be attractive, but this not always the case with schedules as they are filled in

by enumerators, and not respondents (Bowling, 2005). Together with schedules, observation

method is used but such a thing is impossible when collecting data through use of questionnaires.

Articulate the data gathering instrument

When dealing with whatever life problem, it is usually found that data in hand is

inadequate hence it is a necessity to collect data that is appropriate. There are several other ways

of collecting data which considerably differs in context of time, money costs, as well as other

resources at the disposal of researchers (Gray, 2013). Primary data can be collected either by

survey or through experiment. According to Tufford and Newman (2012), if a researcher

conducts certain experiment, he needs to detect the quantitative measurements or data that will

assist him to examine the truth in his hypothesis. In the case of a survey, data will be collected

through any of these means:

By observation:

This method implies collecting information by getting investigator's observation, without

administering interviews to the respondents. The information collected relates with the current

happenings and is not complicated by past or future intentions, or attitudes of respondents.

Saunders (2011) suggests that this is an expensive method of collecting information, and data

acquired through this method is very limited. This method is therefore not suitable for making

inquiries in case of large samples (Boutet, et al., 2012).

Through personal interview:

The investigator follows strict procedures for conducting interviews to find answers to pre-conceived questions (Ballenger, 2011). This data collection method is usually conducted in a structured way where the output largely depends upon the interviewer's skill.

By mailing questionnaires:

The respondents and researchers interact in this case. Questionnaires are first mailed to respondents with a request made to return after completion. It is the highest used method in various business and economic surveys. According to Zikmund et al. (2012) before using this method, usually a Pilot Study meant to test the questionnaire is conducted to find any weaknesses in the questionnaire. Questionnaire need to be prepared very cautiously so that it proves to be effective in collecting relevant information (Van Gelder, Bretveld, and Roeleveld, 2010).

Through schedules:

Under this method enumerators get appointed and trainined. They get provided with schedules that contain relevant questions. These enumerators go to respondents with the schedules. Data are collected through filling the schedules by the enumerators on the basis of respondents' replies (Gjersing et al., 2010). Much depends on capability of enumerators in so far as this method is concerned. Some occasional field checks on the work of the enumerators may ensure sincere work (Ritchie, Lewis, Nicholls, and Ormston, 2013).

4.0 Data Analysis

After data and information have been collected the researcher is then tasked with the task of analyzing the data. Data analysis requires a set of different but operations that are closely related for examples categories that have already been established. Raw data is applied into these

categories through tabulation, coding and eventually through statistical inferences. According to

Mackey and Gass (2015) these data should be condensed into tables and groups which are

manageable so as to be further analysed. Therefore, researcher classifies the raw data into usable

and purposeful categories.

In coding operation the categorised data are transformed into symbols that are counted

and tabulated. In this operation, editing is made so as to improve the quality of the data being

coded. At the coding stage there is tabulation. Tabulation on the other hand is a technical

procedure, which is used to classify data by putting them in tables. At this point, a researcher is

able to use mechanical devices such as the use of computers. Computers are generally used to

tabulate large quantities of data (Bulfin et al., 2014). In addition, computers enable researchers to

save a lot of time and also make it possible for the researcher to simultaneously study large

quantities of variables that affect a problem.

After tabulation the large amounts of data is analysed through computation of different

coefficients and percentages by applying well defined statistical formulas. The analysis process

focuses on the relationship and differences between variables that either support or conflict with

the new or original hypotheses that are often subjected to different tests which are vital in

establishing the validity of data (Bulfin et al., 2014). An example of this would be the sampling

of weekly wages that individuals receive. The weekly wage samples are taken from different

factories located in different parts of the same city; the sample presents two different mean

values, in this situation the researcher is presented with a problem that is founded on whether or

not these two mean values are different from one another or whether their differences is a matter

of preference. The researcher is able to use statistical tests to establish whether or not the

difference in the weekly wages is real or whether it is a result of fluctuations. If the difference is

described as real then the inference we be explained as two samples which are derived from two completely different environments and their differences is based on chance hence the two samples belong to the same environment. Similarly, the variance analysis technique enables the researcher to determine whether or not three or more data varieties offer significantly different results or not (Golafshani, 2003). In brief, it is evident that the research can analyse data that has been collected by using different statistical measures such as SPSS.

How the data was made reliable

Sound measurement must meet the tests of validity, reliability and practicality. In fact, these are the three major considerations one should use in evaluating a measurement tool (Bryman, 2015). Validity refers to the extent to which a test measures what we actually wish to measure. Reliability has to do with the accuracy and precision of a measurement procedure (Golafshani, 2003). Practicality is concerned with a wide range of factors of economy, convenience, and interpretability. We briefly take up the relevant details concerning these tests of sound measurement.

Test of Validity:

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. According to Muijs (2010) validity can also be thought of as utility. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested.

Test of Reliability:

The test of reliability is another important test of sound measurement. A measuring instrument is reliable if it provides consistent results. Reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument (Mills, 2000). For

instance, a scale that consistently overweighs objects by five Kgs is a reliable scale, but it does not give a valid measure of weight. But the other way is not true i.e., a valid instrument is always reliable. Accordingly reliability is not as valuable as validity, but it is easier to assess reliability in comparison to validity. If the quality of reliability is satisfied by an instrument, then while using it we can be confident that the transient and situational factors are not interfering (Muijs, 2010)

Test of Practicality*:*

The practicality characteristic of a measuring instrument can be judged in terms of economy, convenience and interpretability (Venkatesh et al., 2013). From the operational point of view, the measuring instrument ought to be practical i.e., it should be economical, convenient and interpretable. Economy consideration suggests that some trade-off is needed between the ideal research project and that which the budget can afford (Seidman, 2013). The length of measuring instrument is an important area where economic pressures are quickly felt. Although more items give greater reliability as stated earlier, but in the interest of limiting the interview or observation time, we have to take only few items for our study purpose.

Sampling (who was sampled, when the sample was taken)

The various items that will be considered in this study will constitute of the sample population. A thorough examination of all this items is known as a census. The main of sampling is to ensure that all items are included in the study through representatives as this increases the accuracy of results obtained from the study (Muijs, 2010). Practically it may not be possible to come up with accurate results as some level of bias may be exhibited during the sampling process. Further, there are no effective measures in place that can be used to evaluate the level of accurateness apart from carrying out sample checks. Additionally, sampling consumes a lot of

time, money, and resources which may not be readily available thus forcing researchers to minimize on the size of the sample with an aim of cutting down on cost. Therefore, the chances of bias are high as only a few people from the population will be included in the study (Bernard, 2011). In order to come up with a fair sample, it is important for the researcher to come up with a sample that has minimal bias and this is attained through the use of sample design methods. The sample design offers a predetermined pattern through which data will be collected while eliminating bias from the study population.

Apart from that, there are a number of sampling methods that will be discussed in this section. The first one is deliberate sampling will be used for this study. It is also known as purposive or non-probability sampling since it entails selection of specific units from the population to come up with a representative sample (Suri, 2011). Also, when the items that are included in the study are collected depending on accessibility, the procedure is termed as convenience sampling. This method has a high level of biasness as it has a low level of uniformity (Abrams, 2010). Further, there is judgement sampling where the researcher makes judgement on the various items that should be included in the study population (Sulaiman-Hill and Thompson, 2011). Judgement sampling is used commonly in qualitative research.

Strategic Alignment Theory

This chapter focuses on the review of scholarly literature relevant to strategic alignment and project management with emphasis on documenting a clearer perspective and in depth understanding of concepts relevant to this study. Moreover, in this literature review, we seek to understand the relation between, project management, alignment and strategy; and its relevance to the success of the project (Norden, 1993). There must be an acknowledgement that apprehending and understanding these concepts and how they relate is important to an organization attaining their goals (Quinn, 1980). This chapter focuses on the review of different scholarly works relevant to the subject matter and finally the conclusion of the chapter will focus on a summary of the review that will be presented herein. Likewise, some current research will be analysed with gaps identified.

Strategy as a Concept

Strategy as a concept is ancient with the term being associated with the Greek word *strategos* which refers to the attributes of army leaders and how he lead his troops in war (quote). In recent years the term has been expanded to incorporate managerial skills which are essential in overcoming challenges that an organization faces and implementing different forces that steers a company towards attaining its goals. Therefore, strategy is a concept used in management and military discourses to enable an organization to gain advantage in a competitive environment, establish essential activities that ensures a company attains its goals and ensures the organization creates the impact it is interested in making and achieving success.

Understanding strategy as a concept gives an emphasis on the notion that strategy is more of a rational idea, which has been chosen and applied as an approach that will result in a goal desired by the organization. The inclusion of strategy in project management is because of the

very dynamic changes that occur in environment. Strategy therefore, is the response an organization has to external and environmental changes occurring around it.

Strategic theories focus on elucidating paradigms that enables companies to establish strategies that accounts for the organization, its external environment, the firm's objective in achieving success in regards to market share, performance and growth. In this regard, strategy activities generally consist of three elements including strategic analysis, strategic choice and strategic implementation. Strategic analysis involves the assessment of a company's strategic position in the market. Strategic choice on the other hand refers how a company formulates different possible courses of action, its monitoring, evaluation and choice of possible actions. Finally, the implementation of strategy by putting the selected strategic choice into action; this includes planning, managing and putting into effect structural changes that makes strategy effective.

Importance of Strategic Alignment

Strategy revolves around the concept of change. It acts as an important factor that conceptualizes appropriate strategies for the condition the organization is in and the context. However, the contemporary period has conditions that are perceived as unique and specific to the set period in time. Changes have facilitated transformation almost to all human interaction in the entire universe. The factors that have lead to changes include globalisation which has acquired different interpretations and definitions (Vom Brocke and Rosemann, 2010). However, globalization is generally understood as the removal of barriers especially trade barrier between nations allowing individuals to make more free movements of capita, services, goods and most especially of people, national identities and culture (Sharma, & Djiaw, 2011). Globalization opens the international markets and allows for the creation of multinational corporations and

transnational corporations which in turn encouraged both national and local corporations to be more dynamic, more open and also to become more competitive in the market.

The second factor that acts as a change catalyst in the current contemporary period is the rapid development of information and computer technology. Digital development is integral in the understanding of contemporary business environment this is because computer and information technology is appreciated as a vital tool that determines whether an organisation can fail or succeed (Pearlson and Saunders 2003). Moreover, the developmental breakthroughs made in the computer and information technology sector have changed the nature and status of information in organizations (Goll et al. 2007). Information is basic in the conduct of organizational businesses to an extent knowledge and information are perceived as fundamental assets for an organization and also that they are vital in the requisite of its success especially in the information era.

The third factor is described as the nature of corporations in today's world. Contemporary firms have recognised that they have to respond effectively not only to the interests of shareholders but also to respond to the interests of stakeholders. Effective response is vital to the survival of the organization and also responding to the demands of the international market. This shift is essential in comprehending business strategies employed by corporations. It highlights the truism that organisations are no longer just driven by profit and is removed from social realities. Rather, it presents a real per that firms are social actors. As social actors, they are members of the society where they are physically present and as such, their actions influence the environment, the people and, the society where they belong. In this regard, firms respond to both the shareholders' interest and stakeholders' interests. The fourth factor is the recognition of the central role employees have if success of the organization is to be attained. This change is of

primary importance since workers are now appreciated as integral part of the organization and not as tools that are to be used in achieving the goals of the firm. The human centeredness of contemporary organizations has enabled the empowerment of the workers to the extent that recognition of their vital roles in firms are considered as one of the most effective strategies for success. The fifth factor which, continues to define and redefine business strategy in the contemporary period is the empowerment of the customers (Shenhar, 2003). Customers are no longer considered as mere passive recipients of information and products. In fact, at the heart of all marketing strategies in the contemporary period is the satisfaction of consumer preferences. In fact, no matter how changing consumer preferences are firms have to be constantly abreast to these changes as meeting, satisfying and, responding to consumer, to their preferences are the way to survive the competitive global market (Campbell et al. 2005). There are still many other factors that are essential in understanding the dynamic external environment of corporations in this period like political climate, virtual reality, issues of the physical environment and many more. However, the five mentioned factors are deemed to be dominant catalysts for change as it directly affects the conduct of business regardless of the structure, nature and location of the firm.

As noted, there are other factors that may be encountered by individual corporations in the society where they belong. These factors are generally considered as the basic elements that firms, regardless of their nature and location in the contemporary period, have to contend with as they try to compete in the global market (Meredith and Mantel, 2011). In effect, it can be impugned that the figure presents the contemporary condition corporations are confronted with as they engage in the market. However, it should be borne in mind that this figure only presents

the external environment that organizations and firms are dealing with. The internal structure is

not yet being considered.

Moreover, it is important to recognize the influences and the kind of response a

corporation shares with another corporation can vary depending on the context and the

organization's nature. The above figure is provided to show the complexity of the contemporary

condition corporations are confronted as they thrive in the global environment. It is essential to

recognize the intricate environment of organizations, the relevance of business strategy

eventually becomes more urgent as organizations respond to the difficulties brought about by the

change and factors that influence change.

Strategic Alignment implementation

It is vital to recognize the implications strategic alignment has on businesses. The

interactions of the various factors that influences change, the practitioners involved and scholars

who identify different approaches that equip organisations and firms as they address different

contemporary demands of the international business world (Dietrich and Lehtonen, 2005). The

concept of strategic management is perceived as a response that is adopted by the corporation as

it continuously scan, study and learn from the environment. It is not just an annual inventory of

policies and strategies adopted by the business but, it is a continuous process wherein efforts of

strategic managers are geared toward establishing 'the fit' between the organization and its

environment by developing competitive advantages (Avison et al., 2004). The competitive

advantage is generally considered as optimizing advantages, capitalizing on company strengths

and minimizing threat and the possibility of risk happening. In this regard, strategic management

encompasses developing a firm's mission, deciding on the goals it wants to pursue,

implementing strategies to accomplish its goals, considering what internal and external

information is important, and determining how to measure success around its strategic vision. In

this sense, it can be deduced that strategic management involves working within the boundaries

of the organisation as it creates competitive advantages for the organisation which, is concretely

perceived in an increase market share and growth in terms of profit (De Bruin and Rosemann,

2006). Furthermore, this process is anchored on adaptive learning; it is founded on the vision of

the organisation itself, anchored on its core values and driven towards what it seeks in becoming.

It is in this framework of strategic management that the notion of strategy implementation is

apprehended.

As the importance of strategy in the survival of corporations in the 21st century becomes

undeniable, understanding the elements of strategy becomes integral (Kerzner, 2013). However,

it has been observed that although there is a seeming consensus between the scholars regarding

the significance of the elements of strategy, compared with strategy formulation and other

strategy issues, there has been minimal discussion regarding strategy implementation. This

despite the observation that strategy implementation is considered as one of the most difficult

challenges that contemporary organisations is facing (de Macedo-Soares, Diana,L.van, Mayrink,

& Cavalieri, 2009). In fact, in a survey conducted by the Economist involving 276 senior

executive officers, it has been found out that 57 percent of the firms in the survey failed in

implementing the strategies formulated (Gagnon et al., 2008). In this regard, arriving at clear

definition for strategy implementation becomes essential as it may provide the parameters with

which the concept may be understood. There are several definitions proffered for strategy

implementation. However, there is no universally accepted definition for the term (Ciborra,

1997). In effect, there are three categories with which the definition of strategy implementation is

grouped. These are the process perspective, the behaviour or action perspective and the

combination of process and action which is termed as the hybrid perspective (Coleman and Papp, 2006). Under the process perspective, strategy implementation is defined as the process which, follows immediately after formal strategy selection, when broad objectives are translated into action plans, schedules, budgets and metrics.

Besides that, Flyvbjerg (2006) refers to strategy implementation as an iterative process of implementing strategies, policies, programs and action plans that allow a firm to utilize its resources to take advantage of opportunities in the competitive environment. While Freeman (2013) maintains that strategic implementation is not just a phase in business strategy but it is in itself the response to the imperatives of organization, strategic, and environmental challenges - strategy implementation becomes the goal for which the preliminary planning is geared. This is possible since strategy implementation is a process inducing various forms of organisational learning, because both environmental threats and strategic responses are a prime trigger for organisational learning processes. According to Hong (2014) another approach to defining strategy implementation is through action or behaviour perspective.

Henderson et al, (1992) suggests that strategy implementation is defined as the actions started within the organisation and in its relationships with external constituencies to realise the strategy. It is those senior-level leadership behaviours and activities that will transform a working plan into a concrete reality. Moreover, strategy implementation is seen as series of interventions concerning organisational structures, key personnel taking actions, and control systems designed to control performance with respect to desired ends. In this sense, some perceive strategy implementation as a control tool for the effective containment of middle management's self-interest. This is apparently a take-off from the agency theory and its application at the operational (mid-organizational) level. Still another connotation of strategic

implementation stems from the hybrid perspective which sees it as an action-oriented process

that requires administration and control. In other words, strategy implementation is the

combination of activities and actions undertaken to attain a desired goal.

5.0 Theoretical Framework

The adoption of strategic project management to select, manage and support multiple

projects gives companies the best chance of moving the organization forward by keeping the

company vibrant in the marketplace and returning maximum value for shareholders. According

to Pellissier & Kruger (2011), execution of strategic project management provides organizations

with the necessary business intelligence to identify and terminate (as early as possible) projects

that are of low priority and not linked to business strategy, so that misaligned projects can stop

costing organizations money, resources and customers. Crawford and Bryce (2003), suggest that

strategic project management is based on a methodology of aligning projects with business-level

strategic plans which includes: Communicating the strategy throughout the organization and

cascading it through lower level strategies involving initiatives that align the culture, policies and

measures with the strategy. Analyzing the possible value of each potential project based on an

assessment of alignment to the corporation's goals and objectives (Symons, 2005). Strategic

Project Management implementing projects at various levels of the organization that reflect the

vision of the strategy and Integrating an extensive range of project management leadership,

competencies and capabilities into the organizational context.

External Environment
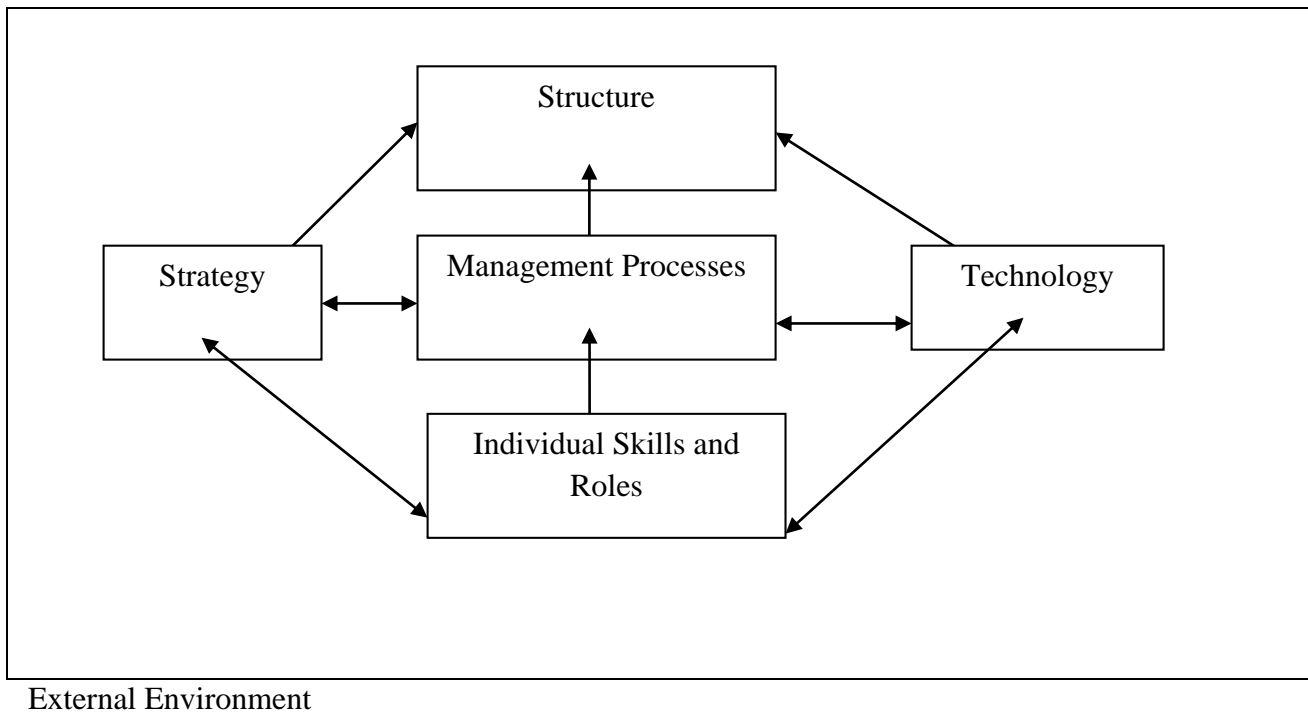
Figure 2: Strategic change and fit

Project strategy, or any generic organizational strategy, is related to competitive advantage or survival of the organization in its external environment (Artto et al., 2008). From a project's point view, criteria for measuring survival and success and respective managerial actions may be quite different in different phases of the project and for different types of project strategies (Henderson and Venkatraman 1993; Henderson and Venkatraman 1999; Henderson and Venkatraman 1992). For example, in the initiation phase, the project must be able to demonstrate its advantage compared to other investment options or competing solutions. In the latter phases of the project, the success or survival may come from ensuring access to necessary resources to implement the project. There are different types of project strategies of single project which relates to a project's position in the environment. Based on the analysis of literature analysis we can conclude that project strategy is influenced by how autonomous a

position the project takes towards its parent organization (Zajac, 2000; Greenwood and Hinings, 1993; Ye. Et al 2007), and how the position it stands at can be compared to other strong stakeholders (Chan, 2002). Project's parent organization represents a strong stakeholder, but a project can have also several other strong stakeholders. There even can be several parents or parent-like organizations. This occurs e.g. in a joint project that is a partnership-based venture of several organizations, or in a project with several business or non-business stakeholders that serve in various owner, customer, user and sponsor roles, each often with their strong and even conflicting interests concerning the ultimate outcomes of the project. Large project studies project autonomy refers to the degree to which the project is allowed to evolve without constant report and input from the parent organization. Most project strategy definitions and interpretations in the existing literature assume that a project is not autonomous, but the project is run under a strong governance of one parent organization (Nogeste and Walker, 2008). Our interpretation of project autonomy is not restricted only to cover autonomy in relation to the project's one parent organization, but we rather use the concept of independence that reflects the autonomous position of project's relationships to other stakeholders that all may either restrict or allow for autonomy to the project. Based on our analysis of existing research, we conclude that the degree of project's independence and the number of project's strong stakeholders are important parameters in the project's environment that can be used to explain different strategies in projects.

Data Analysis

Structured Interviews

Interviews can either be structured or unstructured, whereby an unstructured interview is not planned, questions are asked in a spontaneous manner, vary from one candidate to another

and the responses' evaluation is not consistent (Rabionet, 2011). On the other hand, a structured interview includes questions that have been analysed to fit the subject at hand (Bryman, 2015). All the participants are asked the same questions and their responses are assessed in a standardized manner with an aim of establishing a clear connection between a participant's response and the reality on the ground. According to Turner III, (2010) the development process is carefully planned with the objectives of the interview clearly outlined. The interview questions are predetermined and linked to strategic alignment and project management. Qu and Dumay, (2011) suggests that when administering the questionnaire, each participant is asked the same questions while the follow up controlled and irrelevant information disregarded.

The Benefits of Structured Interviews

Structured interviews are beneficial because:

- Structured interviews has more depth hence enables the researcher to gauge the level of understanding a respondent has in a particular topic.

- It can be used as a powerful form of formative assessment so as to explore how participants feel about a particular topic and also to identify respondent's views.

- All respondents are asked the same questions in the same way making it easier to standardise the research findings.

- It provides a source for quantitative data that is reliable.

- The researcher can quickly and easily contact a large number of people.

- It is relatively easy and quick to create the questionnaire, code the data and interpret what it means especially when using closed questions.

- The researcher does not have to worry about biased samples, response rates and incomplete questionnaires which make his work easier.

The Disadvantages of Structured Interviews

Structured interview has its disadvantages which include;

- It can be time consuming especially if the sample group is large this is because the researcher has to be present when delivering the structured interview to the participants.

- The usefulness and quality of information to be gathered is highly influenced by the quality of questions asked by the interviewer.

- There is needed to take a substantial amount of time to pre-plan.

- The format of questionnaire design makes it difficult for the researcher to examine complex issues and opinions. Even where open-ended questions are used, the depth of answers the respondent can provide tend to be more-limited than with almost any other method.

- There is limited scope for the respondent to answer questions in any detail or depth.

- There is the possibility that the presence of the researcher may influence the way a respondent answers various questions, thereby biasing the responses. For example, an aggressive interviewer may intimidate a respondent into giving answers that don't really reflect the respondent's beliefs.

- A problem common to both postal questionnaires and structured interviews is the fact that by designing a "list of questions", a researcher has effectively decided - in advance of collecting any data - the things they consider to be important and unimportant.

Data Type

Ritchie et al., (2013), states that there are two different types of data that we use when we are carrying our research projects. These two different types of data are called Primary and Secondary data collection.

Primary Data

Primary data is data that we collect ourselves during the period of our research e.g. Questionnaires, Observations, Interviews and so on. We then use the data we have collected and noted down to begin the next stage of out research which is the theory making and the understanding of what we are researching.

Primary data is best used for ever evolving research because different factors play roles in things we research and can lead to varying results depending on the factor and how much of a role it plays on the research.

Secondary Data

Secondary data is data that has already been collect and we use for reference or to gain knowledge from other peoples experiences e.g. published books, Government publications, Journals and the internet. We then use this data to add to the Primary data that we have collected and use it to combine different people's opinions and base a theory with evidence to back this point up. Secondary data is best used to add other existing evidence and proof to the Primary data that we have collected, we are better using Secondary data as reference and to gain the knowledge that we need to begin our own research processes.

Classification of Data

There are multiple classifications of data that we used in our research these include, discrete data, Ordinal data, Continuous data, Nominal data, Interval data and Ratio data.

Discrete Data: Snijders, (2011) document that discrete data can't be broken down into smaller

data values, e.g. a questionnaire with answer options of "Yes/No?" and "Male/Female?" This

type of research is best used for things that are counted in whole numbers like the example

showed.

Ordinal Data:

Ordinal data is usually data that can be ranked and put in place depending on the values

that each subject has (Han et al., 2011) for example a football league table, the team with more

points will be placed higher up in the league table.

Continuous Data:

Cohen et al., (2013) suggest that continuous data can have and number value with any

number of desired decimal places , this data is used in events that require time as major part of

how the event works and is ranked e.g. a formula one race can come down to milliseconds

between the placing the drivers receive. An example of continuous data is "The driver completed

the fastest lap of the race winning by 1m 12.34 seconds"

Nominal Data:

Nominal data is used to assign categories for identification purposes e.g. "Male = 1

Female = 2" the numbers have no value but identify the difference between the male and female

population participating in the research or data evidence.

Interval Data:

Interval data is used on an order of scale basis that is equal to intervals between scores

e.g. Olympic judging scores 6.0, 6.5, 7.0, 7.5, this data is used if judges are unsure whether to

round off the scores higher or lower so have the option to offer up a score in-between the two

scores that the performer received.

Ratio Data:

Ratio data is based on an order scale with proportional equal units of measurement e.g. Rugby scores – scoring 40 points has twice the value of scoring 20 points. This data is also used in things such as blood pressure measurements.

Data Structure

The Simple Survey Structure

Data structures in simple surveys takes data from a single-round survey then analyses it with limited references to information from other sources. This kind of data is perceived as a set numbers that can be in the form of codes, measurements or mixtures. Structured survey that have numbered questions have a file which has a column and on each column there is a question and it also has a row which is allocated to each respondent; this format is described as the most standardized statistical package (Gray, 2013). The reason why structured survey is preferred by most researchers it is because, analysis is made easier when information is placed in a perfect rectangular grid with a number allocated for every cell. According to Zikmund et al., (2012) the different approaches to analysing data from survey is focused on skipping the questions which has sections missing out especially when the information is viewed as irrelevant in the research. Irrelevant information can include details of a spouse's employment status especially when an individual has already noted that he or she is unmarried, what this means is that different sub groups of people responded to the questionnaire.

If the general sample size is adequate, the subgroup who qualifies for a specific set of contingent questions may be tiny, making it difficult for the researcher to analyze in further detail. When some respondents choose not to answer some questions in the questionnaire, there will be holes in the rectangle (Irvine et al, 2013) resulting in a non-informative non-response. No

response is evident when there is no data or data is missing for some reason which is unrelated to the research for example the interviewer might have turned over more than one pages. Informative non-response on the other hand, refers to the absence of an answer to a question for instance when a respondent chooses not to document their income value. Informative non-response can be ignored if the researcher has more data to work with but according to Yin, (2013) if the information is sparse or if the informative non-response is very frequent, then the analysis should take into count what can be inferred when the researcher knows that there are informative values missing.

Hierarchical Data Structure

Complexities in survey data structure can arise when data is hierarchical. Banerjee et al., (2014) suggest that one of the most common hierarchical data structures contains a series of questions which is repeated. An example will be when collecting data in the community, the data can be developed in such a manner that the questions directed to children is combined to the household questionnaire and is repeated to every child in every household.

Approaches to Data Analysis

The different approaches to the analysis of data evaluates the most desirable ways in which a researcher can define and be able to retain inter-relationships between the different levels of data and how to create files for analysed data at different phases.

Exploratory Data Analysis

Exploratory data analysis (EDA) refers to the process of investigating data file, sometimes even before all the information has been collected by the researcher and documented. Exploratory gives an idea of what kind of data has been collected. Based on this fact finding mission, the researcher might recommend that more data needs to be collected if there is need for

more data or maybe the researcher might recommend that the data collection process needs to be stopped because from the data that has been collected it is very clear that the research has been conclusive or that the results that have been achieved are worthless (Jansen, 2010). We should not assume that the EDA results are ready to be released as study finding but EDA usually often overlaps with data or information cleaning; this is the stage in which anomalies become pronounced for example individual plausible values may result in a way-out point when it is combined with other variables which are on the scatter plot.

In a perfect situation, EDA gives the researcher a sense of confidence that the data that has been collected is clean and that a single version of the final information files can be completed and the final analysis derived from the most consistent type of data published (Gelman, 2012). In practice, the final stages of analysis often present additional queries especially when the data values are concerned. Such exploratory analysis has presented limitations especially in regards to contingent questions for example, one subgroup might not have participants for the researcher to gain enough data to derive a comprehensive analysis from; when researching on income of individuals living in a state, for instance the researcher might nor have enough number of married women so as to analyse their income sources separate from other subsets in each district. When employing EDA, the researcher needs to provide a final reconciliation of the data limitations with the ambitions of the analysis. This phase allows the researcher to form an analysis that can be evaluated, to develop an analysis plan and to develop a program code one on one with data entry, collection and checking (Williams et al., 2012). The main purpose of using EDA is to allow the subsequent stage retrieving information in an uncontroversial, quick and well organized manner from the main findings.

Deriving the Main findings

The second stage ideally begins with a precise version of the data that has been collected, the files to be analysed are consistent with one another and do not have any inconsistencies an example of these files include those files with data that can be easily and clearly explained. The approaches to the analysis from the survey findings, models, relationships and narratives, and the recommendations that were first given to users of the research will be utilised in the results (Bogers et al., 2010).

It is important to have in mind that an individual needs to allocate time for extra tasks that are not inevitable. These tasks include a follow up on the work at hand so as to produce a more detailed finding of the research; this might mean to elucidate unexpected results from the work that was pre-planned. Anderson and Shattuck, (2012) suggest that every time data experiences changes, a previously unsuspected data entry error is revealed. Therefore, it is important to correct the information on the database and analysis should only be done on files that have already been created and that have the correct value. This means that sometimes analysis that has been done can be repeated without revealing the values that have errors.

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Archiving

Archiving describes the process in which data is safely stored and how all the non-ephemeral material that is related to the efforts in which information was acquired is recorded. The components involved with recording information during research include;

- Instruments for data collection.
- Raw data.

- Metadata recording that describes the where, what, when, and other key identifiers of all variables in the research.

- The names of variable and how they are interpreted.

- The labels that correspond to the categorical variables values.

- Query programs used to retrieve analysis files from the database.

- Log files that define the research analyses.

- Reports.

Stratification of Samples

The samples used in research are generally stratified for instance structured information outlines and represents a particular segment of the population that is targeted by the research. This is believed to be more sophisticated that splitting population groups into mere rural and urban samples. Within-stratum, serves to characterise and offer a description of the different parts of a sample in an individual manner (Creswell, 2013). If the research objectives require an overall summary, the sample is placed in a strata that characterises and describes an entire population. According to Wahyuni (2012), it is generally acceptable to treat a sample as a whole and thereafter produce simple and un-weighted basic summaries of the sample. If the sample has been placed in a proportional strata then it should be expected that the due to the hierarchical structure of the survey there will be minimal challenges.

According to Francis et al., (2010) non proportionality arises from very distinct and different sources which can be divided into two scenarios:-

- **Case A**: in the first scenario disproportionate sampling can occur across strata by design. An example would be when an urban setting is perceived to be more interesting, novel,

accessible and complex hence it receives far much more coverage in comparison to an area that is perceived to be more rural.

- **Case B**: in the second scenario the strata are saturated with non responsive information, hence the data are not proportional to the stratum sizes, even when the researcher planned that they should. When non-proportionality is ignored, a simple minded summary does not contain a proper representation of the entire population under study.

In the situation documented in case B, there is often a problem associated with non-response, this is because it is not only showcasing disproportionality of the research but also there are questions that arise in regards to why the data is missing. When data is missing there is a clear correspondence with real differences in how the respondents behave, especially those who are under-sampled or omitted. An example would be when a researcher has a good response from one set of respondents compared to other groups of participants. There are many reasons as to why a group of people may fail to actively and effectively engage in a survey and this can be attributed to their day to day activities for example nomadic groups of people can be difficult to access especially when they move from one place to another. When a researcher misses to complete a category based on the lifestyle and livelihood of the participants then it is honest for the researcher to report partial results with a clear indication of why the categories were not covered.

There are several challenges associated with sampling and one common challenge is associated with the substantial aspect of the population that is targeted. Population under study can be unable or unwilling to cooperate therefore they affect the results of the study because the study will only represent the limited group of people who volunteer and agree to take part of the study. Making the results biased towards a select few people for instance those who have

command over sufficient resources hence are able to make time to be part of the study or individuals who make have a habit of representing the rest of the community.

It is important to note that when there is a low response rate from one group of participants, there is no clear representation of those participants hence making the study disproportional. In situations where there are disproportionately few responses, the multipliers can be used to scale up so as to demonstrate that the stratum is very high hence the limited data can be heavily weighted in the final summary especially when the research presents opportunities for an argument stating that the results were an untypical.

Disproportionate sampling has its own benefits which includes its ability to offer a comparison of subgroups present in the population and documented in the study. Even when the two groups that have been compared represent a very small section of the population, the study presents a rough observation of each subgroup and offers a descript of each group in the population. There is no need to compare a very accurate set of outcomes derived from one group against a vague, incomplete and ill-defined description of another; this principle is applicable when comparing whole quantitative group with an aim of observing the differences in numerical measure from one group to another or to observe the verbal comparison of assessment of pattern differences especially in cross tabulations.

The difference between experimental approaches to research and research survey that are experiments is; the experimental approaches involve to some degree, specific comparison as an objective of the research while the surveys do not. Most surveys have multiple objectives which are often ill defined, contradictory and not formally prioritised. Along with the chances that they might not receive any response from the targeted participants, this shades light on the fact that

there is no sampling scheme that works best in all kinds of analysis. Therefore, different

weighting schemes may be used when analysing on single survey.

Coding

Computer program analysis software such as SPSS, can be used for quantitative analysis

but where there is an open form or verbal responses alongside numerical data it is wise to make

use of quantitative tools (Riff et at, 2014). From a statistical perspective, basic coding suggests

that the material that has been presented for analysis has nominal-level categories (Muijs, 2010).

In most cases this is recorded in a pictorial or verbal form, videotape or audio form, self reported

or written down by the person conducting the interviews. When the set of responses are scanned,

the themes are developed which reflect the different categories noted in the material. These

therefore, need to reflect the research objective. It is important to note that coding is not used for

irrelevant, uninteresting and rare material.

Ranking & Scoring

Scoring and ranking are a common approach in which information is retrieved from

respondents and the data collected is often presented based on how they rank (Porte, 2010) while

scoring often depicts what information was often by respondents and how often. The higher the

scoring the more likely hood that the information offered by the respondents is similar.

Researchers use ranking for information is less informative especially when participants are

expected to choose from alternatives that have close similarities.

Approaches Data Listings

Data listings are derived from databases and other forms of statistical packages. They are

often presented in a case by cases basis and often they are suitable for EDA, where it is used as a

means of tracking different patterns, values and other variables that need to be explored. (Grbich,

2012); if the research material is in the verbal form for instance, a data list can present the response of each respondent as he or she recorded it. When going through such a record it is easier to note the researcher's awareness, aptitude or approach.

Data listing can offer adjunctions to tabulation for example in excel the Drill Down feature allows a user to explore data from respondents who appear in a single cell (Hancock and Mueller, 2010). It also offers the use of graphical methods, especially when there is need to present data in a form that can be understood by presenters during a presentation of the finding. For presentational purposes, simple messages need to be used so as to make it easier to understand and also use it to grab the attention of the audience. There are software packages that can be used to make the results of the finding more colourful and bright without conveying information that can be accurately understood.

Tables provide an effective means in which information can be stripped down so as to focus on the key findings of the research. In reports that are very long, well documented and carefully crafted, when presented in a cross-tabulation set, they provide a comparative analysis and summary of the research. Some researchers avoid tabulation because of its limitations especially when using large numbers of pictures and charts it can become repetitive, confusing and the detailed information can be difficult to spot. With substantial data where is a full description narrative, there can be a tendency in which readers have a difficult time to see the clear results of the study.

When the verbal description is brief, the researcher can be over selective which makes the reader question why the researcher went into collecting information that has presented little description, hence they might be begin to question the impartiality of the reporting. In other extreme instances, some analysts skimp or skip the tabulation stage moving more rapidly to the

complex statistical modelling and when the audiences take note of this it is easier for them to distrust the findings presented to them; stating that the models may have been based on preconceptions rather than actual evidence, this is because they might not fit the research objective and further conceal important variations in the underlying relationships or patterns (Hesse-Biber, 2010). When it comes to producing final outputs, data listings rarely get more than a place in an appendix, they are usually too broad to be considered by the busy reader, and are often unsuitable for presentation purposes.

One-Way Tables

The one way table is perceived as an upright type of data analysis, which provides much of the basic data that is needed, tabulated into the result one question at a time (Christensen et al, 2011). One way through which table tabulation can be done is by taking an original questionnaire and documenting on it the number of individuals or the frequency in which a table on the questionnaire is ticked. This type of analysis does not identify the respondents or which but it is rather used for gaining specific basic information in a quick and simple summary format.

Cross-Tabulation

Two-way and higher-way tables are often used in the basic level, cross-tabulations divide the sample into two-way tables outlining the response groups of one question as row headings while those of another are placed on the column headings (Malina et al., 2011). An example would be for each question there are five possible answers; hence the table divides the total sample down into 25 different subgroups. If the answers are further subdivided for example by the sex of respondent, there will be one three-way table that will be based on 5x5x2. It can be presented on the page as on a different two-way table's one for the males and the other for females. The total sample size can now be divided into an estimated 50 categories and the degree

to which the information can sensibly be disaggregated will be determined by the total number of participant represent in the study. Generally there can be two-way tables or even more three-way tables.

The main analysis needs to engage careful thought what kind of information will be tabulated, and how much detail will be needed. Even after deciding that, the researcher might want some cross-tabulation with categories for different questions J will describe the rows and question K will be the columns, among other decisions that the researcher will have to make. The number in the cells on the table can be used for the frequency for instance the number of participants who gave combined answers to a question. This can be further rephrased as a percentage or a proportion of the total.

Alternatively, percentages can be scaled up so they total 100% across individual rows or down the columns, with an aim of making comparisons clearer. The contents of a cell can be based on statistics derived from one or more than one questions for example the proportion of the participants documented in one cell who were single women. In most cases such a table is linked to associated frequency table which shows how many responses went in to each cell. If the cell frequencies are a representative of small subsamples the results can vary wildly, just by chance, and should not be over-interpreted. Where interest focuses mainly on a section of a two-way table it may be possible to combine columns and rows that are not need for example when documenting the ruling party supporters against the supporters of all other parties. This makes presentation and interpretation of data simple as well as reducing the impact of chance variations where there are very small cell counts.

Tabulation & the Assessment of Accuracy

Tabulation is more of a descriptive approach to analysis and provides researchers with a limited effort to evaluate the accuracy of tabulated numbers (Bhattacherjee, 2012). When using tabulation the confidence intervals can sometimes be wide especially when survey samples have been disaggregated into different subsets; when making crucial decisions it might be important to place more emphasis in assessing and discussing the reliability of the data. If the uses of the data are intended for different tables that are not crucial or numerical, there is likelihood that it might cause unjustifiable delays and frustration when attempting to have formal measures in place to determine the precision of the results.

When assessing the value, quality and accuracy of the research result it is important to consider those which relate to statistical sampling variation and those that appraise the factors that include; the coverage of the target population and whether it was even or not, the sustaining of the scheme used for sampling, a review of the sampling method in relation to the experiences of the data collection process, the uniformity of the responses, the accuracy of the instruments used to record data in the field, the measures put in place to ensure the data collection process was well conducted, the understanding of the non-responsive data and how to enter these data in the table, the metadata recording and cleaning of different subsets in the analysis (Bhattacherjee, 2012). If the different factors that have be stated raise concerns to the researcher then it is important to have an in depth understanding of how statistical measures can be interpreted and how to make use of precision measures such as the standard errors.

When a subject has an uneven effect it is bound to introduce biases in a research analysis, uneven factors have delectability and size that are dispassionately appraised and conclusions reported (Sukamolson, 2010). To be able to make the best of such as situation, inferential

statistical procedures can be used so as to be able to effectively generalize results from the sample to the entire population especially when the survey is not as badly affected by the above factors. Inference focuses on issues that have apparent patterns in the results and can be used to offer a reflection of some of the real features present in the population.

Basic Ideas of Inferential Statistics

Inference in statistic is very valuable because it facilitates analysts in determining the best way in which survey results can be presented (Babbie, 2015). Inferential statistics focuses on adoption study that examines socioeconomic factors that affect an adoption of a new phenomenon an example would be new technology. In households for instance where the head of the family is classified as female or male or a respondent's level of education or access to the credit is recorded in a 4 way table. Now if a chi-square test is conducted and there is no evidence of a relationship between education and adoption or access to credit. Therefore the results of the result of the two ways table of household adaptation based on gender will be appropriate. In another scenario, if the access to credit was the main criterion that had an effect on the chances of an individual getting adopted then the association would be varied based on the gender of the head of the household, making the two way table of adoption by gender less appropriate and a three way table would become more necessary in this scenario. According to Jensen (2013) the chi-square tests are quite limited to evaluating the association present in two way tables, therefore in a complicated scenario as the one mention it can be used to determine the kind of tables appropriate in different situations of data analysis.

The Role of a Database Package for Research Projects

Apart from SPSS, there are different standardized computerized statistics packages that have been developed and contain special facilities that make it easier to process multiple

dichotomy and responses data. These packages can be used with little technical knowledge but it can be time consuming especially for those using it for the first time. Despite the presence of different software for statistical purposes there is need to develop a different approach that allows researchers to take an overall view of small groups, individuals or responses of their livelihoods (Zikmund et al., 2012). In regards to individual questions, cross tabulations are not a appropriate for holistic summaries or people centred results. It is important to note that when dealing with issues, most of them are far more complicated making research outputs to be more of complex molecules that bring draw different responses from several questions so as to produce conclusions that are described in more complicated abstract terms (Bryman, 2015). When conducting a research for example, several questions may require respondents to follow a specific particular recommendation when responding to each question while the output of the research process is more concerned with the overall compliance of the outlined research rules which are basically the abstract concept behind research.

When conducting a research the researcher develops a profile of the respondents. A profile is often documented as a description that synthesises the responses from different questions in terms of a concept as abstract as compliance (Larson and Gray, 2011). A profile may be used to describe a cluster of respondents, an entire population or an individual. When discussing a larger concept from a research, it is best to produce a number of cross-tabulation that reflect actual questions and verbally synthesise the content from the information so as not to lose sight on the profiling element.

It is easy to lose sight of a profiling element especially when a group of participants tend to have the same response to a range of questions, this can make the research finding seem weak. When you try to follow a group that appear together in one cell on the first cross table, you can

easily lose your track by maybe staying together in other variables in the cross table. Mason, (2010) state that a different approach that can be employed which is more constructive is by deriving synthetic variable indicators which combine input from different questions so as to analyse the responses on a cross tabulation or measure compliance.

Synthetic variable is similar corresponds with adding one more column to the data set which is the used to analyse data like those in other columns. A profile would be made up of a set of different values and indicators (Anseel et al., 2010). When looking for respondent groups profiling researchers are concerned with making an acknowledgement that respondents are more than a homogeneous mass, and can be distinguished from one group to another. Cluster analysis on the other hand is described to as a data driven statistical technique than can identify and characterise the group of individuals who have responded to as survey by how similar their response is. The response profiles can be used to differentiate one group from another especially if they are distinct.

Analysis makes it possible for the researcher to identify the features such as size, properties and other features that helps to distinguish one group from another. Unfortunately there is no guarantee that the different groups derived from the analysis based on the data that is available can make sense when used for profiling respondents (Adler and Clark, 2014). Cluster analysis for instance does not describe the characteristics of the groups; you have to observe each cluster to identify the commonalities present neither does it prove that they make up suitable target population in terms of meaningful development interventions. Therefore, cluster analysis is an exploratory technique, which may help in screening a large quantity of data, and facilitate a more thoughtful and adequate analysis by rising questions such as:-

- What are the signs that respondents fall in sub-groups?

- How important are the group separations and how many groups are there?

- What distinguishes the groups and what kind of responses are given by the group members?

Indicators

Summary measures are also known as indicators and they include very poor, poor, moderate, and very good. Indicators have become popular because they are more convenient, accessible and to some extent useful to respondents (Carroll and Shabana, 2010). It is a technique that has been used across many disciplines to gain information through simple averages, social capital assessment tools, quality- adjusted years of life and housing quality measures among others. New indicators can only be developed when those that exist do not serve the purpose of the research or are unsatisfactory. Effective indicators can be easily understood, validated and are relevant to the research situation. When effectively employed in a research they are more cost-effective and quicker to use.

Defining a set of economical and meaningful indicators should begin before the data collection phase ensues, this is because indicators' calculation follow a pre-defined path where by values are easily interpreted and used (Bernard, 2011). The question whether it is legitimate or not to create new indicators after the data collection and analysis phase is subject to what the researcher finds as appropriate and efficient for him. It is often accepted in the types of research where fieldwork approaches enable the researcher to embrace new ideas for instance when new questions have been formulated and in use or when the survey finding requires the researcher to consider areas in which areas were not well covered by indicators that exist. An example of this category is a study such as the baseline survey that falls in the relatively earlier stages of research (Bernard, 2011).

At the beginning of the research cycle, there is a lot of data and available time, in the baseline survey for example, the researcher might be concerned with ensuring that the survey can be understood and that the validated indicators can emerge during analysis so as to avoid unnecessary confusion. An indicator is meant to synthesise information and facilitate a representation of a concept or issue that can be measured. The concept needs to have a standardized name that the users can have a meaningful discussion over. A specific meaning is associated with the chosen name, therefore it is important to note that if it is a jargon that has been created there needs to be an explanation that is given to the outside world.

Before coming to a consensus on indicators and the names that will be in use, brainstorming is often desirable when creating a new indicator. Indicators when worked by analysts when they are in a hurry to come to a conclusion is often subjected to hasty introduction, it can lead to misinterpretation of information or over interpretation by some of the indicator users (Seppelt et al., 2011). It is important to note that indicators are not a solution to some of the problems faced when conducting a research therefore, when creating indicators during analysis, the same process taken when deciding which facet needs to be included in the research to make it more effective and well documented needs to be applied to the creation and implementation of indicators. Indicators need to ensure a balanced coverage of all aspect of the research and it should focus on synthesising the information into what everyone would agree is sensible so as to ensure the validity of the research.

Validity

Validity is connected to indicators in that it is a concept that documents whether the indicator measurements are accurate (Creswell and Miller, 2000). Validity encompasses a basic idea on indicators and whether it is readily understood and visible, while understanding the

complexities that can make it mundane especially in sensitive areas of research such as the

measurement of the household income. When it comes to household income, there are issues to

consider which includes issues on the value of indigenous knowledge that is attached to the

question which makes more complex. According to Creswell and Miller, (2000) there are

different variations of validity which is basically founded on people's perceptions and how

different individuals understand and perceive the meaning of words especially during the

development of indicators and the impact of these perceptions to how words are used. According

to Morse et al., (2002) based on the different people present in the society we live in it is

important to employ a variety of approaches to incorporate the opinion of key relevant

individuals so as to carefully compare behaviours, interpretations and attitudes with an aim of

ensuring that there are minimal discrepancies in regards to how they understand the words used

in the indicators.

Triangulation is a process in which comparison, reflections and the redevelopment of the

definitions of words, research approaches and instruments is encompassed from the results that is

derived from the different approaches used to synthesise clear, robust and easily interpreted

survey results. The indicator validity or survey instrument is more of a discussion topic than a

statistical measure and they have two themes which includes;

Content validity

Content validity focuses on the extent to which the survey questions and the results

weights are given in the indicators, they are meant to give a balance in which the different crucial

facets of the indicator are represented.

Criterion validity

Criterion validity focuses on the indicator and how observed values can be tied up with ready measures that relate to it. The aim of criterion validity is to validate a new indicator that is in use by referencing it against a more established indicator for example when validating a prediction against an actual outcome. When an indicator is measured based on its likelihood of taking part in something or its intention be part of an event beforehand, later the same individuals who were involved are more likely to ascertain as to whether they took part in the exercise so as to determine the accuracy of the intentions therefore, the degree to which respondents can be relied upon for future studies can be referred to the indicator. Criterion validation as a statistical exercise is practised through sensible analyses data that is described to as good quality data. Hence, if the indicator was developed without establishing a satisfactory way to measure criterion, then criterion validity is not an appropriate approach to measure indicators.

Construct validity

This is defined as the correct and appropriate operational measure for proposition and concept which are being studied (Winter, 2000). Construct validity can be established to understand the nature of an underlying variable which is under study by using a scale.

External Validity

This is the generalization of the findings by a researcher to the larger universe and beyond the immediate environment in which the research took place (Onwuegbuzie, 2000).

The Case Study Approach

The case study approach refers to the effective use of in-depth evidence that is analysed and evaluated based on general analysis which strives to create an association between a broader

theory and a sample size case study that seeks to offer in depth information on the theory

(Golafshani, 2003). One of the broadest types of theories to fall on this category is the business

and project management theory which presents researchers with a presence of external validity.

In such a case research findings are often different to developing the theory further by replicating

the logic of the case study into other projects and different types of studies.

6.0 Results, Discussion, Conclusion, and Recommendations

A study was conducted to find out whether the projects done by the firm are conducted in line with strategies outlined for the firm. The research covers the organization's use of project management to perform its functions and improve on its operations. The research also covers whatever implementations and changes that the company has experienced as well as the strategy and knowledge that the company has or has to acquire externally.

The research was done by use of questionnaires and there were 100 participants who were from different departments in the firm. The number of males and female participants did not differ by far. The questionnaires include 5 options namely: strongly agree; agree; undecided; disagree and strongly disagree.

Questions on strategic use of project management	Strongly agree	agree	undecided	disagree	Strongly disagree
1. that the organization makes use of externally developed tools to identify strategic requirements	9	79	8	3	1
2. the organization utilizes tools developed externally to facilitate rapid strategic change when necessary	-	88	8	4	-
3. use of external tools to make substantial savings	19	76	3	2	-
4. the organization uses project management tools and methods to facilitate savings when	39	56	3	2	-

doing strategy development as well as strategy management				
5.my organization utilizes project management methods and tools to improve the quality of products and services	20	72	6	2
6. The organization utilizes project management tools and methods to maintain control over new strategic acquisition	10	61	14	3
7. My organization is considered as an industry leader in utilizing project management methods and tools to enhance the strategic decision making	15	70	10	4
8. My organization has the project management methods and tools to support strategic decision making	12	79	7	2
9. My organization has the project management tools and methods to effectively identify and fulfill its strategic requirements	12	77	9	2
10. My organization has the project management methods and tools to effectively support strategy planning	16	73	10	1

11. My organization has the project management tools and methods to effectively support the alignment of strategy planning with the organization's business objectives	15	71	9	1
12. My organization has the project management tools and methods to effectively understand the impact of strategy development, planning and implementation on the different functions of the organization	11	77	8	5
13. strategy development, planning and implementation on the different functions in the organization	10	69	12	4
14. My organization has the projection management methods and tools to effectively identify the possible sources of resistance to change before strategy development, planning and implementation	20	74	5	2
15. Knowledge and intellectual capital are viewed as key organizational assets	18	70	11	2
16. We have ready access to expert knowledge within the organization	14	73	9	1

17. Organizational knowledge is codified and made available to all workers	11	77	12	
18. We have processes for identifying and exploiting our knowledge stocks	15	72	8	3
19. In our company, top managers recognize project management as a tool to increase the productivity of professionals	14	73	13	
20. In our company, top managers recognize the strategic potential of project management	18	71	11	
21. In our company, top managers agree project management projects may have important intangible benefits that should be funded	17	71	10	2
22. Project managers participate in setting business strategies and goals	21	65	12	
23. Project managers are involved early in meetings for major projects	16	66	18	
24. Strategic planning involves an evaluation of future information needs of business managers	16	68	9	7
25. The project management plan aligns with the company's mission, objectives, goals and strategies	23	69	7	1

26. The project management plan contains quantified goals and objectives	19	74	7		
27. The project management plan contains detailed action strategies/plan that support company direction	13	73	13	1	
28. We have often experienced difficulty implementing major projects because of a lack of alignment with organizational strategy	7	18	56	13	6
29. We have often experienced difficulty implementing major projects because of crises that distracted attention away from implementation	4	10	61	17	8
30. We have often experienced difficulty implementation major projections because of unclear delineation of responsibilities and authorities	5	7	19	64	5
31. We have often experienced difficulty implementing major projects because of unclear statement of overall goals	2	7	11	69	11
32. We have often experienced difficulty implementing major projects because of lack of clear communications among participants	2	13	58	19	8

33. Project management has successfully been used to create strategic systems that are difficult for competitors to imitate	7	29	52	8	4

Use of external tools by the firm

On the issue out of all the participants 79 agreed that the organization makes use of externally developed tools to identify strategic requirements. 9 participants agreed strongly, 8 were undecided, 3 disagreed while only one participant strongly disagreed. All in all 88 were in agreement, 8 were undecided while 4 disagreed. So it is clear that from the opinion of the workers, externally developed tools should be used to identify strategic requirements.

A question on the firm's use of external tools to facilitate any fast strategic changes in the organization was also paused and according to the participants, 74 agreed to this, 13 agreed strongly, 10 were undecided; one disagreed, while none strongly disagreed, two of the participants left this section blank. The total number of participants that agreed was 87, while one disagreed.

Organization's Use of the Project Management Tools

The research also included a question on whether the organization uses project management tools and methods to facilitate savings when doing strategy development as well as strategy management. 75 participants agreed, 15 agreed strongly, 9 were undecided, while one participant disagreed. According to the response of 90 participants that were in agreement, the project management tools can be used for saving and facilitating strategy development.

The questionnaire sought to find out whether organizations use the management tools to review their performance and to improve profitability and productivity. 76 participants agreed, 19 agreed strongly, 3 were undecided, while 2 disagreed and none of them strongly disagreed.

The same project management tool is used to improve the quality of services and products as 72 participants agreed, while 20 agreed strongly, 6 participants were undecided, 2 participants disagree while no participant strongly disagreed.

It was found that the firm makes use of tools that were created externally and they use these tools to find out the strategic requirements, as most of the participants agreed. The tools is also used to do other functions for instance to control whatever strategic acquisitions that they are currently acquiring. 10 members agreed strongly, 61 agreed to this, 14 participants were undecided while 3 disagreed, none of the members strongly disagreed. As compared to the other questions, this one had the highest number of participants who were not decided on whether the tool could be used for strategic acquisition. The number of those who agreed and agreed strongly was 34 making it the highest choice for the participants. This confirms that indeed the tool is useful in controlling strategic acquisition.

Organization's Proper Use of the Project Management Method

The question on whether the organization is considered as an industry leader in utilizing project management methods and tools to enhance the strategic decision making had 15 participants strongly agreeing to it, 70 members agreed, 10 of the members were undecided while 4 disagreed. None of the members strongly disagreed. This question had most members agreeing putting the number at 80. This goes to show that most of the members agreed that the organization uses project management tools and methods to strategic decision making.

The next question in the questionnaire was whether the organization is considered as an industry leader in utilizing project management methods and tools to enhance the strategic decision making. 15 participants agreed strongly, while 70 agreed, 10 were undecided as 2 disagreed. None of the members of the strongly disagreed, the total numbers of participants who

agreed was 85. This supports the idea that the organization is indeed in the forefront of using the management tools to make strategic decisions.

The next question was on whether the organization has the project management methods and tools to support strategic decision making. 12 participants agreed strongly with this question, 79 agreed, 7 of the participants were undecided while 2 of them disagreed. The total number of participants who agreed with this question was 91, and thus making the statement that the tools and methods used to support strategic decision making is true.

The next question was on the organization's use of the project management tools and methods to effectively identify and fulfill its strategic requirements. 12 members agreed strongly, 77 participants agreed, 9 were undecided while 2 of the participants disagreed with the question.

Effective Use of the Tools by the Organization

My organization has the project management methods and tools to effectively support strategy planning. 16 agreed strongly, 73 agreed, 10 were undecided, while 2 disagreed.

My organization has the project management tools and methods to effectively support the alignment of strategy planning with the organization's business objectives. 15 participants agreed strongly, 71 agreed, 9 were undecided while 1 participant disagreed.

My organization has the project management tools and methods to effectively understand the impact of strategy development, planning and implementation on the different functions of the organization, 11 participants agreed strongly, 77 agreed, 8 were undecided while 5 disagreed. None of the participants strongly disagreed. Strategy development, planning and implementation on the different functions in the organization, 10 participants agreed strongly, 69 agreed, and 12 were undecided while 4 disagreed.

My organization has the projection management methods and tools to effectively identify the possible sources of resistance to change before strategy development, planning and implementation. 20 of the participants agreed strongly, 74 agreed, 5 were undecided while 2 disagreed. Knowledge and intellectual capital are viewed as key organizational assets 18participants agreed strongly, 70 agreed, 11 were undecided while 2 disagreed.

We have ready access to expert knowledge within the organization 14 participants strongly disagreed, 73 agreed, 9 were undecided while 1 disagreed.

Organizational knowledge is codified and made available to all workers 11 participants agreed strongly, 77 agreed, 12 were undecided and none neither disagreed nor strongly disagreed.

We have processes for identifying and exploiting our knowledge stocks 15 agreed strongly, 72 agreed, 8 were undecided, while 3 disagreed.

In our company, top managers recognize project management as a tool to increase the productivity of professionals 14 strongly disagreed, 73 agreed, 13 were undecided while none of the participants disagreed or strongly disagreed with the question.

In our company, top managers recognize the strategic potential of project management 18 participants agreed strongly, 71 agreed, 11 were undecided while no members disagreed or strongly disagreed.

In our company, top managers agree project management projects may have important intangible benefits that should be funded 17 participants strongly disagreed, 71 agreed, 11 were undecided while none of the participants agreed or disagreed.

Role of Project Managers

The question on whether project managers participate in setting business strategies and goals 21 participants agreed strongly, 65 agreed, 12 were undecided, while none disagreed or strongly disagreed.

The 23rd question was on whether Project managers are involved early in meetings for major projects 16 strongly agrees, 66 agreed, 18 were undecided.

The 24 question asked about whether the strategic planning involves an evaluation of future information needs of business managers 16 agreed strongly, 68 agreed, 9 were undecided while 7 disagreed. None of the participants strongly disagreed.

The next question asked whether the project management plan aligns with the company's mission, objectives, goals and strategies 23 strongly disagreed, 69 agreed, 7 were undecided, 1 disagreed

The 26th question seeks to know whether project management plan contains quantified goals and objectives 19 agreed strongly, 74 agreed 7 were undecided; none of the members disagreed or strongly disagreed.

The 27th question asks whether project management plan contains detailed action strategies/plan that support company direction 13 members strongly disagreed, 73 agreed, 13 were undecided, 1 member disagreed with the question.

Difficulties in Implementing the Project

The nest question asks whether staff of the organization have often experienced difficulty implementing major projects because of a lack of alignment with organizational strategy 7 participants agreed strongly, 55 agreed, 19 were undecided, 13 disagreed, 6 agreed strongly.

The next question sought to know whether the staff members have often experienced difficulty implementing major projects because of crises that distracted attention away from implementation 4 agreed strongly, 10 agreed, 24 were undecided, 54 disagreed while 8 strongly disagreed.

The next one also asked whether staff members have often experienced difficulty implementation major projections because of unclear delineation of responsibilities and authorities5 participants agreed strongly, 7 agreed, 19 were undecided, 64 disagreed while 8 strongly disagreed.

The 31st question asked whether staff members have often experienced difficulty implementing major projects because of unclear statement of overall goals 2 agreed strongly, 7 agreed, 11 were undecided, 69 disagreed while 11 strongly disagreed.

32. We have often experienced difficulty implementing major projects because of lack of clear communications among participants 2 agreed strongly, 13 agreed, 58 were undecided, 19 disagreed while 8 strongly disagreed.

Successful Use of the Plan

33. Project management has successfully been used to create strategic systems that are difficult for competitors to imitate 7 participants agreed strongly, 66 agreed, 15 were undecided, 8 disagreed while 4 strongly disagreed.

Overview

It was found that the organization has all the tools and knowledge within the company to conduct its operations successfully. To support planning of the strategies for the organization to use, the firm has got appropriate tools and methods. The organizations controls its operations as well as making plans by using methods and tools for project management in order to review

whether it focuses objectives of the business to the strategic planning that it is required to. The organization also uses the methods and tools in its possession to look at how the strategy helps in the development, implementation as well as the planning and general operations of the business.

According to the research the organization also uses the tools to find out whether there are sources that are resistant to change before the strategy is developed, planned or implemented, participants of the study agreed strongly to this. The organization has certain factors that it considers to be important organizational assets and this includes intellectual and knowledge capital. The organization can access the expert knowledge that the firm requires from within the organization. This means that the company does not have to externally seek whatever expertise is required for the company to grow. Organization knowledge within the firm is converted into codes and is made available to all the workers. The workers therefore have all the information they need on conducting operations within the organization. The organization has possession of the tools it needs to identify and exploit whatever knowledge stock is required to make operations within the firm.

The firm uses project management to enhance profitability as well as development. Most participants agreed strongly that the managers of the organization know of the importance of using project management and its strategic importance. The participants also strongly agree that the plan for the project management is in line with the mission, vision and the objectives and goals of the firm. Most of the participants agreed that the project will have intangible benefits and therefore should be funded. They also agreed that the project managers all have a role in setting the objectives and goals for the organization and the managers in the organization do so.

Understanding and Use

The organization uses project management tools and methods to achieve its goals. This conclusion is drawn from the fact that out of all the response on each question in all the questionnaires, 22% of all the votes were for strongly agree, 50% of all the responses were in agreement, 18% of the votes were on the undecided column, 8% of all the votes were in disagreement with the questions in the questionnaire while only 2% were on the strongly agree column.

The information above is evidence that the organization to a large extent works on the firm projects in line with organization strategy. In total 72% of all the participants in the study, were convinced that the organization has all it requires to conduct its operations. The participants also believed that the organization uses project management tools and methods to perform its functions.

The different areas within the organization that the project management methods should be used that were mentioned in the questionnaire include: understanding what is required within the organization, changes that can be made using the tools, planning, making decisions and controlling functions within the organization. All these operations fall under four broad categories that are: initiating or beginning a project, making plans on the project, implementing the project and finally closing the project. The research was carried out to see how well the project management tools and methods can be used to carry out the four steps. Tasks in the organization require the use o certain tools on certain situations. Every task in the organization will be aided with particular project management tools. Use of these skills is a sure way of ensuring that all the organization's operations are not carried out under just a single business command or operation.

The research takes a look at the role of external factors in the operations of the project.

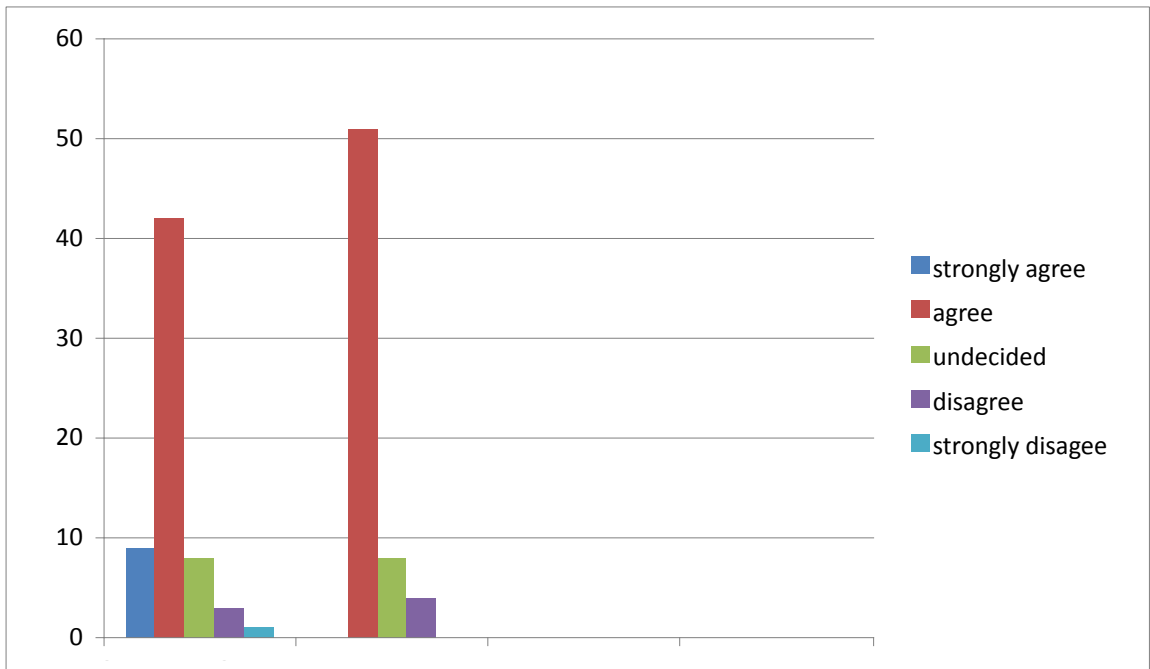**This is shown in the table below:** *Table 3*

Figure 3

The table above shows that other external strategies are used to identify requirements of the

organization as most of the participants agreed and that external strategy are also used to

facilitate fast strategic changes.

The research also covers how the project management strategy is used; as seen in the table
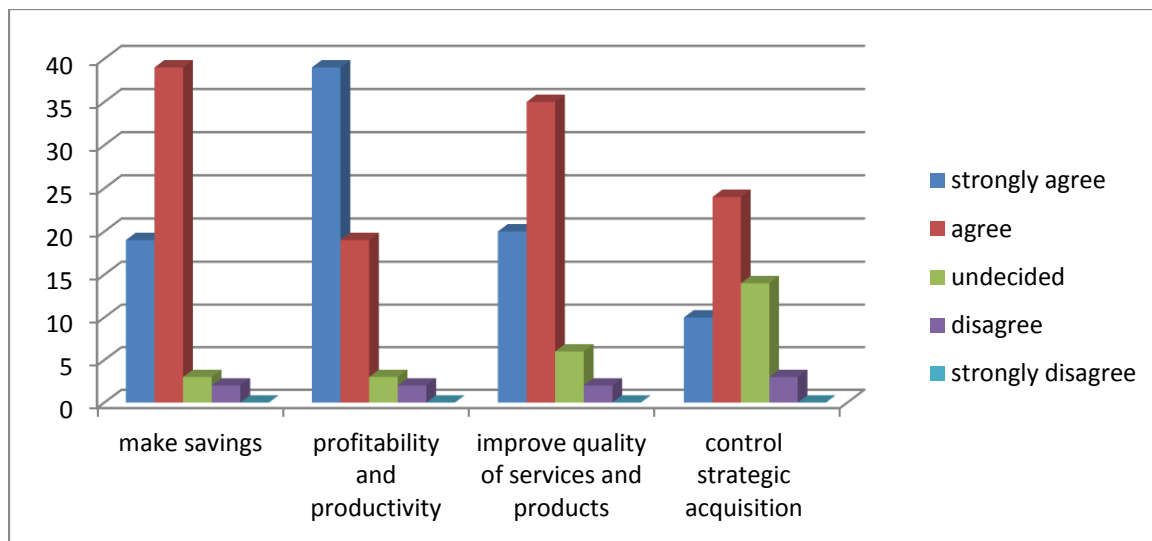
below: *Table 2*

Figure 4

From the research carried out as shown in table 2 above, most participants agreed that the project management tools and methods are used to do the following four functions: make savings, to ensure profitability and productivity, to improve the quality of services and products that are delivered by the organization and finally to control whatever strategic acquisition that the organization intends to do.

The research is also conducted on what kind of tools and methods that the organization possesses, this is represented on *table 3*
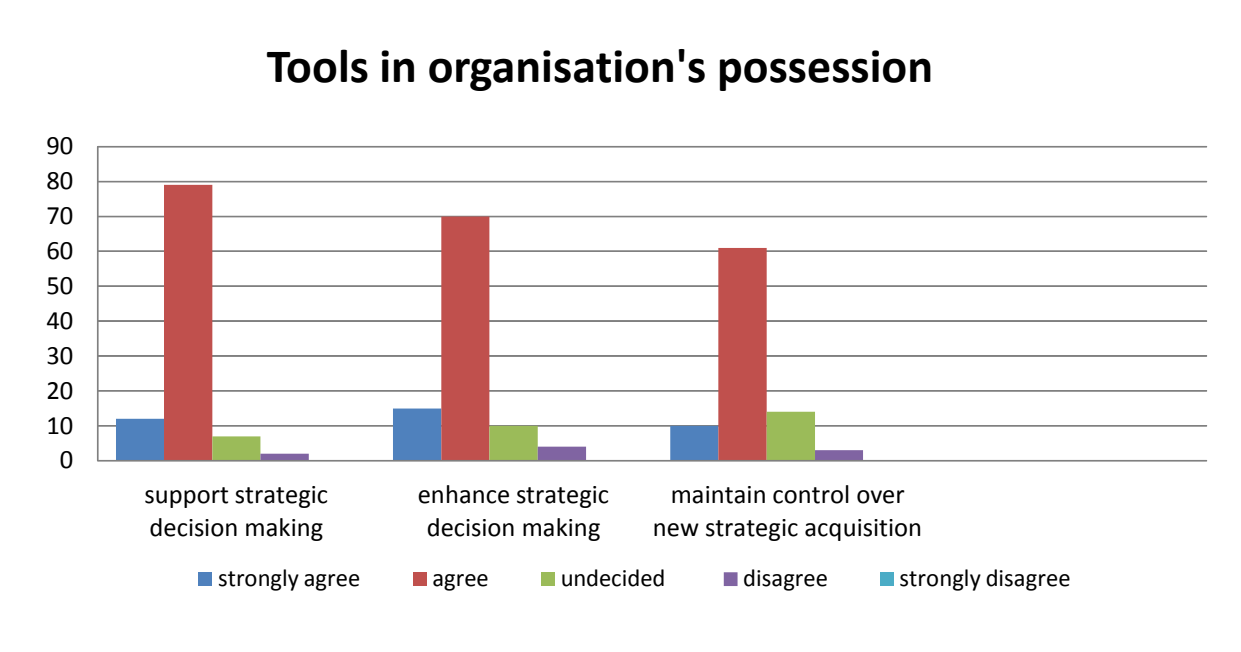
Tools in organisation's possession

Figure 5

In the chart above, it is clear that most of the participants agreed that the organization has in its possession the tools to assist in making strategic decision making. The organization is also in a position to enhance whatever decision they make so it does not require any external assistance as in the case with other features of the organization. The organization is also capable of maintaining control over the acquisitions that it intends to conduct.

Limitations and benefits

Benefits accruing from project managers

The managers of the project are the biggest asset and they are therefore the biggest benefit to the program. The managers are positive about the role of project management and that it increases productivity of workers. They are therefore likely to push the project strategies to work for a positive outcome. The managers also recognize that project management has got great

importance to strategic potential. According to the managers there are certain intangible

importances that the project management has proved to possess and thus needs funding.

The project managers are also important in setting the goals and strategies hence they will be

sure to set achievable goals and strategies. The managers are imperative for the project's success

and they seem to hold much importance in making the project succeed.

The project managers also hold meetings when initiating the projects, this is important for

planning all steps to be taken for the project to get to the implementation stage.

The benefit of using this approach in management as is done in the research is that it provides a

clear road map on what should be done throughout the project from its inception to its execution.

Benefits of project management as a strategy

Another benefit of the use of project management as the organization strategy is that it

gives the employees a clear direction on what should be done on their part.

What are the benefits and drawback, is it mastered enough to capitalize on the benefits and cut

back on the drawbacks

Most of the participants in the research agreed that there were some difficulties that were

experienced.

The limitations that the projects, its managers and staff faced are expressed on table 4 below
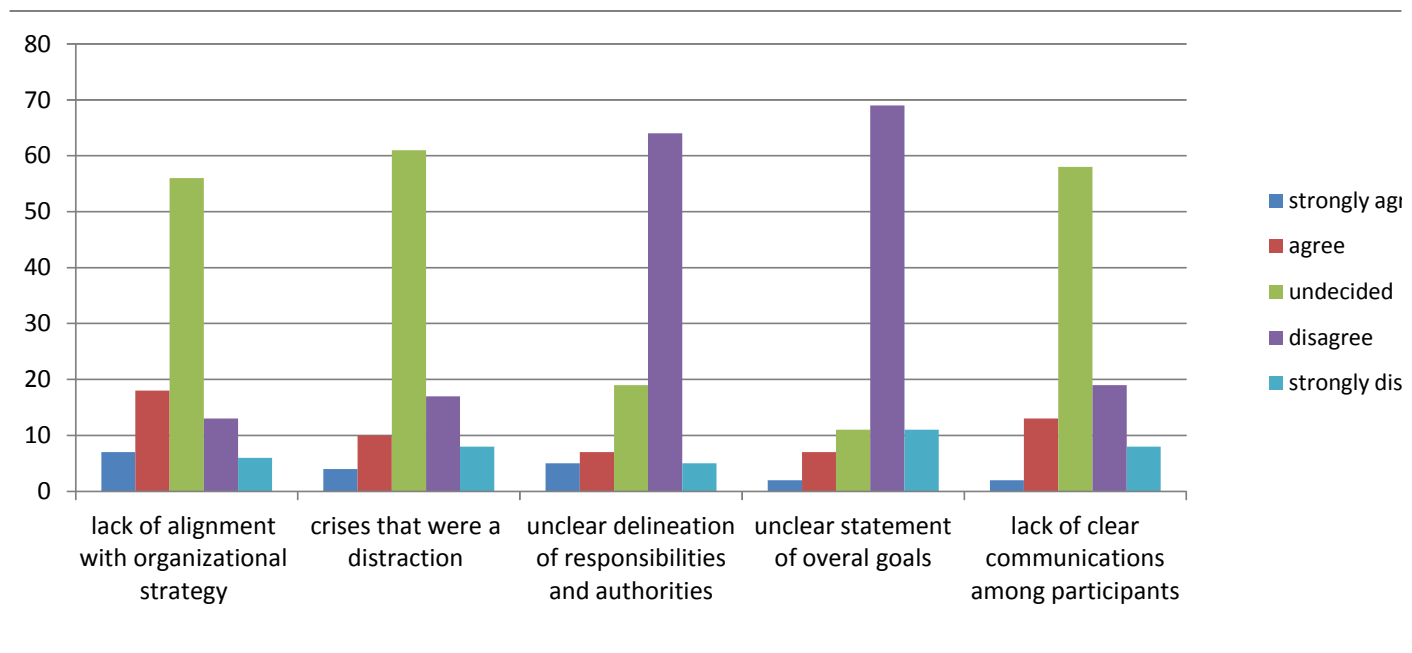

Figure 6

It is clear from the table that the limitations faced were not due to any of the reasons that were mentioned in the questionnaire. The questionnaire cited lack of alignment of the project plan to the organization's strategies. Most of the participants were not sure whether there was lack of alignment between strategies that the organization employs and a plan. Most of the participants were unsure whether there were distractions along the way that cause difficulties in achieving organizational goals. Most of the participants disagreed that the difficulties experienced were due to delineation of authorities and responsibilities. A large part of the participants disagreed that limitations were due to unclear goals, this shows that the objectives and goals set were achievable and they did not play a role in the difficulties experienced. Most of

the participants were not sure whether the difficulties faced were due to unclear communication among participants.

Findings

Factors within the organization that participants agreed on

From the research carried out 72% of all the participants in the research agreed with 84 percent of the questions. They have a positive reaction to asked questions. Most of the factors that they agreed with were on use of external sources to perform project functions. 92% of the participants agree that the strategy is used to increase productivity and profitability and also in making savings. 87% of the participants agree that the strategy improves the quality of products and services. 54% of the participants agreed that the strategy helps in the control of acquisitions that the organization plans to do.

Participants view on limitation

According to the research, participants who are also workers in the organization are not sure about what causes difficulties in the project. All the questions pertaining to causes of limitation had most of the participants marking disagree and undecided boxes. According to the tally, 60% of the total participants disagreed and was uncertain of whether the limitation was caused by lack of alignment. 78% of the population who took part in the survey does not attribute crises in the organization as having caused ss. 81% of the participants disagreed and were unsure on question about improper delineation of authority and responsibility within the organization. 86% disagreed that there were unclear statement on the goals to be achieved by the organization. 76% of the participants including those who disagreed and those who were uncertain disagreed and were uncertain about the lack of proper communication of the intentions of the plan.

Use of the management plan

The project management plan has been found to be of great importance to the organization as well as the managers and the staff. The management planning is used to evaluate information needs of the business in the future. 75% of the participants agreed that planning not only covers present actions but future activities and information as well. The plan aligns the goals, the organization's mission and vision to the set strategies, 87% of the participants agreed to this. The plans contain quantified goals and objectives that will guide execution and implementation of all activities that will lead to success of the set plans, to this effect 89% of the participants agreed. According to 78 of the participants, management plan contains detailed strategies and actions that work as directions for the company directions. From this information on planning, it is clear that the organization can attribute its success to the meticulous planning that projects into the future. Making projections into the future helps the stakeholders of the company stay focused on making the project work. It is the responsibility of the managers to make the planning; planning needs to be done from before the onset of the project and into the aftermath of the implementation. There may be changes to be made along the way and the plans made, gives an allowance for that.

Recommendations

- For any project management to be successful, a lot of factors have to be put into consideration. According to the study done above, it is evident that the employees will have different views and suggestions regarding a project. First and foremost, it is important for the management to create a project definition document. This document will aid in creating a mind-map as to how the project should be undertaken. The document should include the

overview of the project, the aim and objectives, the approach to be used, the initial cost and effort required. It should also include the organization's estimates and risks forecasted.

- A majority of the participants agree that they have frequently experienced complexity implementing most important projects due to unclear statement of the set overall goals. Setting clear goals is essential in ensuring that the team players understand what they are required to do. The managers should include the goals in the document and clearly state how they expect the goals to be met.

- From the questionnaire, it is evident that most of the participants agree that the project management policies and procedures used have been of great help to the growth of the projects. They also agree that the project management plan contains quantified goals and objectives. It is important to establish strategic objectives that are measurable and outlines the budget, estimated schedule and quality of the accomplishment. Measuring how much success the project has achieved in every step will help the employees to know how to embark on the next step. It will also motivate them to perform even better in the next steps. According to 51 participants, they agree that the organization has the project management tools and methods to effectively understand the impact of strategy development, planning and implementation on the different functions of the organization. This means that the organization has put in place strategies that have helped in the progress of projects.

- The management should also define the procedures to be used upfront. This should be done to ensure organization and to avoid misunderstandings during the process. Providing a clear step-by-step guideline defining how any project is to be conducted is important as it helps the relevant parties to understand what is required of them.

- Planning, monitoring and controlling the project are mandatory for any successful project. This ensures high quality results. The management should be thorough in overseeing the project. This is fundamental in avoiding any mistakes and ensuring that the project will get finished in the set time and also, the objectives will be met.

- Proper communication is of high importance for any successful project. The executive or management should give clear and consistent communication regarding the project. They should also communicate the importance of the projective and the goals they seek to achieve. Communication should also be conducted properly within the entire organization and among all the team players.

- The roles of project managers should be clearly defined together with their responsibilities and their authorities. This should also be done for other role players in the project for example the technical managers, the leaders and the team members for the different teams. This is mandatory because everyone involved will understand their role in the project which makes coordination an easy task. A majority of the participants agree that they have complete access to professional knowledge in the organization. This means that the parties involved have been given roles that they have expert knowledge in and thus their expertise is useful in the project.

- It is also important to be consistent in the management of projects across departments. This can be achieved by employing consistent management procedures. There should be little or no re-shuffling of the managers unless it is highly necessary. It is important for the teams to be consistent as it ensures that the teams and leaders understand their roles and do their work diligently.

- The management team should revise the guidelines, policies and documents to show the consistency of the project. This means that there should be consistent status information regarding the project. Reviewing the project and writing reports after every process or step will help to show the progress of the project and make changes where necessary.

- The management should also establish measurable objectives for the performance of the role players in the project. These objectives should be aligned with the strategic objectives of the project along with the roles and responsibilities of the parties involved. Every team has a role that they are required to play and objectives that they are required to meet. Therefore, it is important to measure the progress and quality of work of every team to ensure there consistency and efficiency.

- The scope management should be strengthened by revising the procedures and policies that were put in place. This will help in writing accountability reports which are necessary as every team or individual will be responsible for his or her part of the project. This not only ensures consistency by the teams but also organization and efficiency.

- The management should also establish a standardized guideline that will aid in the process for scheduling, planning and managing. This guideline should be used by all the team players to ensure that all the steps are followed (Crawford, Pollack, and England, 2006). Most participants agree that the project management plan aligns with the company's mission, objectives, goals and strategies. This means that the organization should keep setting objectives that align with the company's vision.

- The management should also establish and manage project budgets and funding. This will help to determine how much will be spent on resources and other facilities. According to the

questionnaire, most of the participants agree that tools should be developed externally. This may cost more than I they were developed internally. This may mean that the cost will be higher. With proper allocation of the funds, it will be easier to get the tools without straining the organization financially hence the importance of budgetary management.

- The management should use quantitative evidence from information gathered to evaluate the required labor and to establish rules and standards that will help to support the growth of the project to its completion. It is important to evaluate the progress of the teams involved to ensure that their work aligns with the objectives of the project.

- The management should also create a focal point for the departments to guide the entire management of the department. All the departments in the organization should cooperate with each other to ensure that the objectives are met. By doing this, the different managers will be active in ensuring that their teams work effectively and produce remarkable results.

- One of the most important elements of any project is the risk that could be encountered. It is therefore mandatory to look for the warning signs of any risk that may occur in the future (Aubry, Hobbs, and Thuillier, 2007). According to the questionnaire, 24 participants are undecided as to whether crises have altered the progress of the project before. This means that there may have been a bit of complications from other factors that may have affected the project. Thus, it is highly important that risks and warnings are put into consideration before the on-set of the project. In addition to this, contingency plans should be put in place in case of unforeseen risks.

Limitation of the study

Some of the limitations encountered during the study involved those questions that touched on issues regarding the project managers and the organization as a whole. As seen in

some questions, some participants were undecided. It is difficult to understand why these

participants found it difficult to either agree or disagree when asked those questions. For

example, 24 out of the 63 participants were undecided as to whether they have frequently

experienced complexity implementing most important projects due to crises that abstracted

attention away from the implementation. Also, 21 participants were undecided as to whether they

have often experienced difficulty implementing major projects because of lack of clear

communications among participants. These examples show that they either feared giving

answers to those questions or they have limited interactions with other teams or individuals.

Conclusion

From the study, it is evident that the organization makes use of external resources such as

tools to identify strategic requirements and to make substantial savings by cutting the costs. The

participants agree that the organization uses project management methods to advance the value

of services and products that they deliver, which is one of the main objectives of any project.

However, the organization should follow some of the recommendations that have been put in

place for project management to ensure that goals and objectives are met with minimum risks

and challenges during and after the process (Bergeron, Raymond, and Rivard, 2004). It is

imperative for the institute to support practical communication and proper participation skills

amongst the members.

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Appendix

Appendix A:

Figure 1: Strategic change and fit: The figure shows strategic project management

implementing strategy and integration processes. It explores an extensive range of project

management leadership, competencies and capabilities within an organizational context.
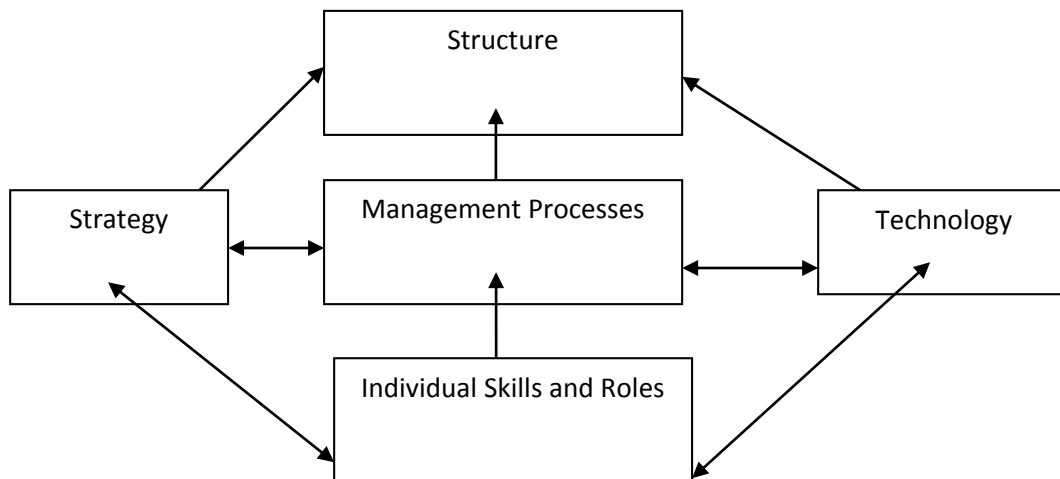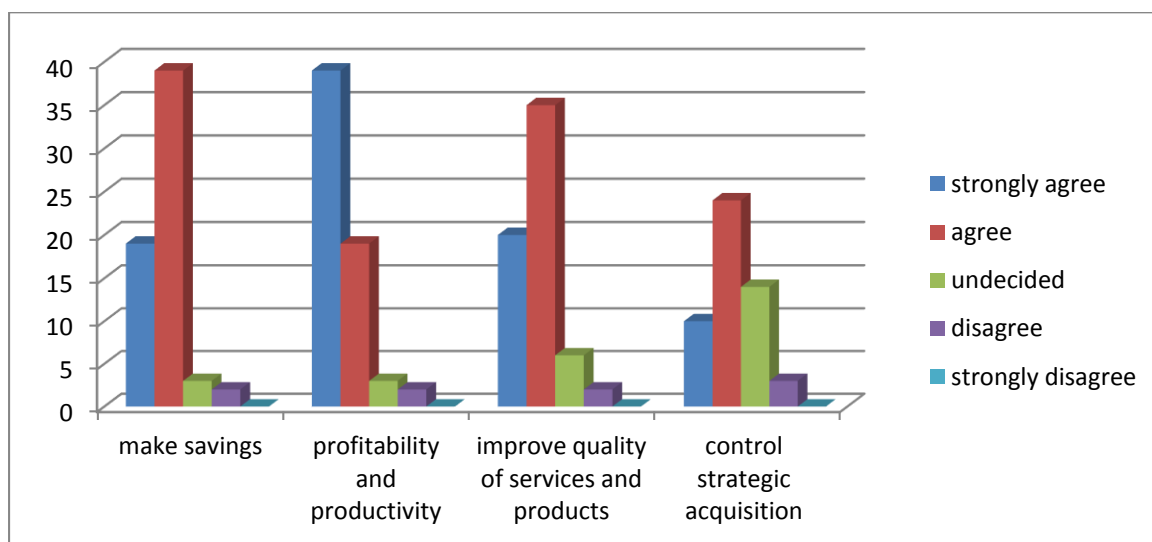
Appendix B:

Table 1: Explores the role of external factors in the operations of the project. It shows the application of other external strategies in identifying the requirements of the organization to facilitate fast strategic changes.
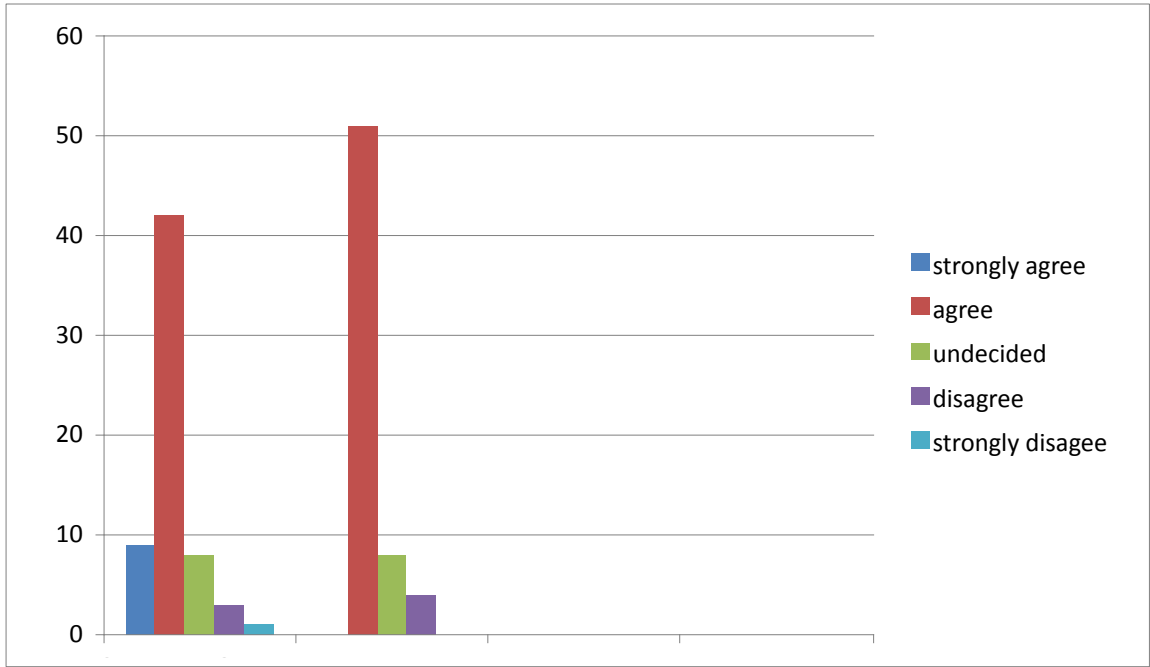
Appendix C:

**Table 2:** Shows how project management strategy is used. From the research, the participants

established that the project management tools and methods are used to do the following four

functions:

   (a) Make savings,

   (b) Ensure profitability and productivity,

   (c) Improve quality of products and services delivered by the organization

   (d) Control whatever strategic acquisition that the organization intends to do

Appendix D:

Table 3: Benchmarks the types of tools and methods that the organization possesses. The data provided shows that the organization has the capacity to enhance whatever decision it makes hence no need for any external assistance as in the case with other features of the organization. The data provided also shows that the organization is capable of maintaining control over the intended acquisitions.

Tools in organisation's possession
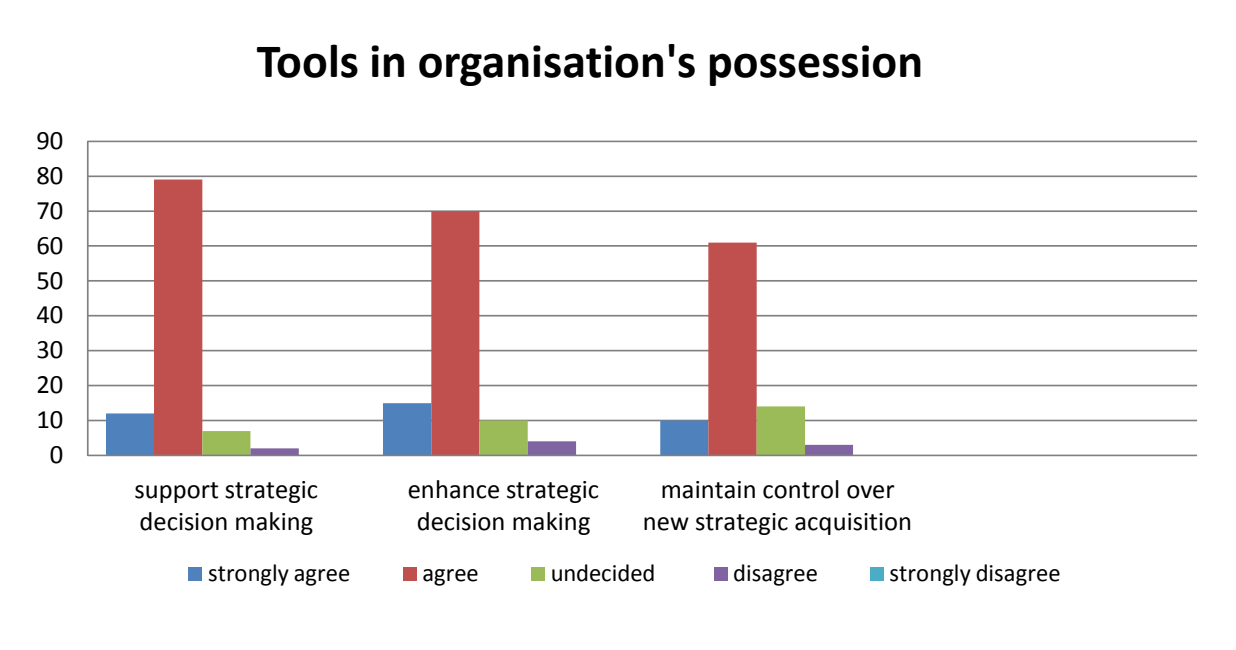
Appendix F:

Table 4: The table shows the limitations that the projects, its managers and staff faced.

It is conceivable that the limitations faced were not due to any of the reasons that were mentioned in the questionnaire. The questionnaire cited lack of alignment of the project plan to the organization's strategies. Most of the participants were not sure whether there was lack of alignment between the plan and the organization's strategy. Most of the participants were unsure whether there were distractions along the way that cause difficulties in achieving organizational goals.
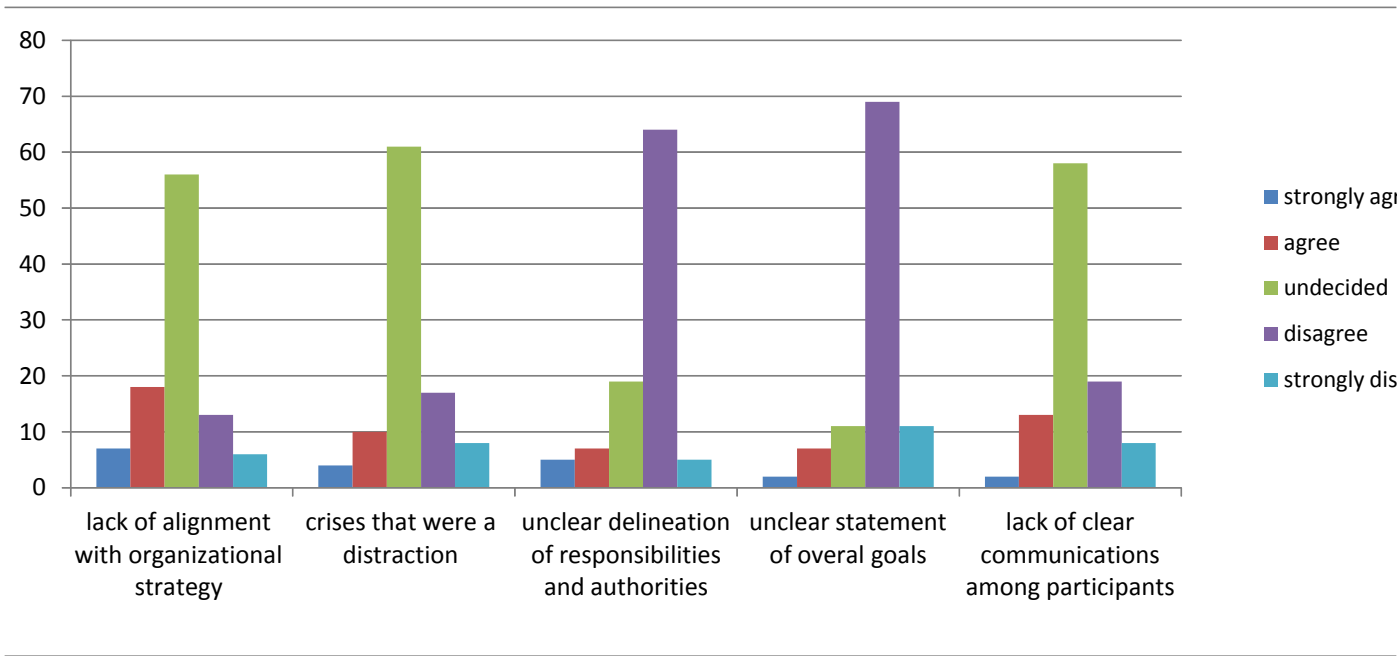
Questionnaire

Strategic alignment questionnaire

To examine to what extant the firms projects is aligned with the organization strategy.

The questionnaire is developed from two studies

Bergeron, F., Raymond, L. and Rivard, S., 2004. Ideal patterns of strategic alignment and business performance. Information7 & management, 41(8), pp.1003-1020.

Kearns, G.S. and Sabherwal, R., 2006. Strategic alignment between business and information technology: a knowledge-based view of behaviors, outcome, and consequences. Journal of management information systems, 23(3), pp.129-162.

Gender:

Age:

Department/Unit:

How long have you worked for the organisation:

Question No.	**Strategic use of project management**					
1	My organisation utilises tools developed externally to identify its strategic requirements	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
2	My organisation utilises tools developed externally to facilitate rapid strategic change when necessary.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree

3	My organisation utilises project management methods and tools to make substantial savings during strategy development and implementation.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
4	My organisation utilises project management methods and tools to improve its productivity and profitability	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
5	My organisation utilises project management methods and tools to improve the quality of products or services.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Planning and control						
6	My organisation utilises project management methods and tools to maintain control over new strategic acquisitions.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
7	My organisation is considered as an industry leader in utilising project	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree

	management methods and tools to enhance its strategic decision making.					
8	My organisation has the project management methods and tools to support strategic decision making.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
9	My organisation has the project management methods and tools to effectively identify and fulfil its strategic requirements	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
10	My organisation has the project management methods and tools to effectively support strategy planning.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
11	My organisation has the project management methods and tools to effectively support the alignment of strategy planning with the organization's business objectives.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree

Change and implementation						
12	My organisation has the project management methods and tools to effectively understand the impact of strategy development, planning and implementation on the different functions of the organisation.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
13	My organisation has the project management methods and tools to effectively identify the possible sources of resistance to Change before strategy development, planning and implementation.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Knowledge and strategy						
14	Knowledge and intellectual capital are viewed as key organizational assets	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree

15	We have ready access to expert knowledge within the organization.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
16	Organizational knowledge is codified and made available to all workers.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
17	We have processes for identifying and exploiting our knowledge stocks	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Strategic use of project management						
18	In our company, top managers recognize project management as a tool to increase the productivity of professionals	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
19	In our company, top managers are familiar with competitors' strategic use of project management.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
20	In our company, top managers recognize the strategic potential of project management.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree

21	In our company, top managers agree project management projects may have important intangible benefits that should be funded	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
22	Project managers participate in setting business goals and strategies.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
23	Project managers are involved early in meetings for major projects.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
24	Strategic planning involves an evaluation of future information needs of business managers.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
25	The project management plan are in alignment with the company's mission, goals, objectives, and strategies.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
26	The project management plan contains quantified goals and objectives.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
27	The project management plan contains detailed action plans/strategies that support company direction.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree

28	We have often experienced difficulty implementing major projects because of a lack of alignment with organizational strategy.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
29	We have often experienced difficulty implementing major projects because of crises that distracted attention away from implementation	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
30	We have often experienced difficulty implementing major projects because of unclear delineation of responsibilities and authorities.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
31	We have often experienced difficulty implementing major projects because of unclear statement of overall goals.	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
32	We have often experienced difficulty implementing major projects because of lack of clear communications among participants	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree

		Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
33	Project management has successfully been used to create strategic systems that are difficult for competitors to imitate					